




FAIRFAX COUNTY PARK AUTHORITY

M E M O R A N D U M



TO: Chairman and Members
Park Authority Board

VIA: Timothy K. White, Acting Director 

FROM: Elisa Lueck, Manager
Strategic Initiatives and Policy Development

DATE: January 17, 2008

Agenda

Strategic Planning and Initiatives Committee
Wednesday, January 23, 2008 – 4 p.m.
Board Room – Herrity Building
Chairman: Kevin Fay

1. 2006-2010 Balanced Scorecard Strategic Plan (with presentation) – Information*

*Enclosures



Board Agenda Item
January 23, 2008

INFORMATION -

2006-2010 Balanced Scorecard Strategic Plan (with presentation)

On November 8, 2006, the Park Authority Board adopted the 2006-2010 Balanced Scorecard Strategic Plan. Since that time, staff has provided quarterly updates on the balanced scorecard to the Board.

At this meeting, staff will share an update on the 2006-2010 Balanced Scorecard, including the FY 2008 targets and progress made towards those targets as of 9/30/07.

Highlights include:

Customer Perspective

Adjusting "Growth in Youth Participation in Health and Fitness Programs" from quarterly to annual measure.

Financial Perspective

As of first quarter 2008, the Park Authority is at 18% of the annual goal for non-traditional revenue.

Process Perspective

As of first quarter 2008, the Park Authority continues with 0% of parkland with active management plans; our 5-year goal is 10%.

Learning and Growth Perspective

Recruitment/Retention/Development Rating and Innovation Rating have been adjusted from annual to biannual measures; the employee survey which provides data for these two measures will be conducted every two years.

FISCAL IMPACT:

None

ENCLOSED DOCUMENTS:

Attachment 1: 2006-2010 Balanced Scorecard, FY 2008 First Quarter Update

Board Agenda Item
January 23, 2008

STAFF:

Timothy K. White, Acting Director

Cindy Messinger, Acting Deputy Director/COO

Elisa Lueck, Manager, Strategic Initiatives and Policy Development

2006 – 2010 Balanced Scorecard
 FY 2008 1st quarter update

Strategy	Measure	Update Frequency	Baseline	FY 07 Actual	As of 9/30/07	FY 08 Target	5-year Target
Customer Enhance Citizen Quality of Life	Citizen Quality of Life Rating	Annual	80%	80%	NA	80%	85%
	Percentage of County Land Owned by Park Authority	Quarterly	9.4%	9.5%	9.5%	9.7%	10.0%
	Percentage of County Land Owned, Managed, and Protected by Park Authority	Quarterly	TBD	TBD	TBD	TBD	TBD
Protect and Enhance Natural/Cultural Resources	Resource Protection Rating	Annual	80%	79%	NA	80%	83%
	Facilities and Services Satisfaction Rating	Annual	73%	74%	NA	75%	78%
	Percentage of Developable Land Acquired as Identified in the 2004 Needs Assessment	Quarterly	70%	84%	84%	85%	90%
Serve a Diverse Community	Diversity Index	Annual	91	93	NA	93	95
	Percent of Low-Income Households Using Park Authority Parks	Annual	72%	65%	NA	72%	77%
	Growth in Youth Participation in Health and Fitness Programs	Quarterly Annual	612,500	626,144	NA	641,000	686,000
Financial Ensure Stability of the Revenue Fund	Net Revenue (Fund 170) as a Percentage of Total Revenue	Quarterly	1.41%	2.19%	.95%	1.50%	2.50%
	Percentage of County Households with Revenue Activity	Quarterly	14.1%	14.8%	5.9%	14.8%	15.0%
	Percentage of Needs Assessment 10-year Capital Improvement Plan Funding Requirements Met	Annual	39%	39%	NA	40%	70%
Fund Long-Term Plans	Natural Resource Management Plan First Phase Funding	Quarterly	\$0	\$0	\$0	\$650,000, which includes 6 staff	\$650,000, which includes 6 staff
	Cultural Resource Management Plan First Phase Funding	Quarterly	\$0	\$0	\$0	\$0	\$395,000, which includes 4 staff
	General Obligation Bond Funding Per Capita	2008 Bond	\$85	\$85	\$85	\$85	\$212

2006 – 2010 Balanced Scorecard
 FY 2008 1st quarter update

Strategy	Measure	Update Frequency	Baseline	FY 07 Actual	As of 9/30/07	FY 08 Target	5-year Target
Expand Funding Sources	Non-traditional Funding Dollars	Quarterly	\$1,921,390 (FY 05)	\$5,506,365	\$535,510	\$3,013,955	\$4,031,738
Process							
Advance Stewardship	County Land Protected by Park Authority	Quarterly	23,872	24,126	24,127	24,619	25,472
Develop a Business Strategy	Percentage of Parkland with Active Management Plans	Quarterly	0%	0%	0%	0%	10%
	Will be identified as we begin implementation of this initiative.						
Create a Broad Support Base	Will be identified as we begin implementation of this initiative.						
Identify New Facilities and Services	Percentage of New Facilities Added to Satisfy Needs Assessment Goals. (previously worded: Annual Completion Percentage of Board-endorsed New Facility Contribution Levels)	Annual	16%	17%	NA	20%	40%
Sustain Infrastructure	Percentage of Operating Funding Needs Met	Quarterly	84%	84%	TBD	TBD	90%
	Percentage of Capital Renovation Funding Needs Met	Quarterly	40%	40%	TBD	TBD	90%
Learning and Growth							
Diversify the Workforce	Employee Diversity Index	Annual	26	29	NA	31	40
Ensure Workforce Readiness	Succession Management Implementation	Quarterly	40%	46%	46%	55%	100% 80%
	Recruitment/Retention/Development Rating	Annual Biannual	65%	64.3% (November 2007)	NA	NA	71%
Foster Innovation	Innovation Rating	Annual Biannual	74%	73.5% (November 2007)	NA	NA	80%
	Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation	Quarterly	No	No	% of 36 fundamental standards met: 69% % of 155 total standards met: 74%	100% 100%	Yes