



FAIRFAX COUNTY PARK AUTHORITY



M E M O R A N D U M

TO: Chairman and Members
Park Authority Board

FROM: John W. Dargle, Jr., Director

DATE: February 2, 2012

Agenda

Strategic Planning and Initiatives Committee
Wednesday, February 8, 2012 – 9 p.m.
(or immediately following the Board meeting)
Board Room – Herrity Building
Chairman: Kevin Fay
Vice Chair: Kala Quintana

1. 2006-2012 Balanced Scorecard Strategic Plan – FY 2012 Mid-Year Implementation Plan Update (with presentation) – Information*
2. FY 2013 – FY 2017 Balanced Scorecard Strategic Plan (with presentation) – Discussion*

*Enclosures



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Board Agenda Item
February 22, 2012

INFORMATION

2006-2012 Balanced Scorecard Strategic Plan - FY 2012 Mid-Year Implementation Plan Update (with presentation)

On November 8, 2006, the Park Authority Board adopted the 2006-2010 Balanced Scorecard Strategic Plan. Since that time the strategic plan has been extended two years to include FY 2011 and FY 2012. Since its creation, staff has provided periodic updates on the implementation plan to the Board.

At this meeting, staff will share information and accomplishments on the FY 2012 implementation plan.

ENCLOSED DOCUMENTS:

Attachment 1: FY 2012 Implementation Plan Mid-Year Update

STAFF:

John Dargle, Jr. Director

Sara Baldwin, Deputy Director/COO

Cindy Messinger, Deputy Director/CFO

Deborah Babcock-Daley, Strategic Initiatives Manager

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**2006-2012 Balanced Scorecard Strategic Plan
FY 2012 Implementation Plan – Mid Year Update**

Strategic Objective	Focus Areas	Project	Accomplishments
Develop Business Strategy	Setting the framework for the future – Development and implementation of key planning efforts/ initiatives that will establish or set the future direction of the organization	Approve Financial Sustainability Plan and Develop Year One Business Plan Implementation and reporting process	<ul style="list-style-type: none"> Financial Sustainability Plan was approved by Park Authority Board on December 14, 2011. Began design work on top five Business Growth Initiatives.
		Develop the 2013 – 2017 Strategic Plan	<ul style="list-style-type: none"> The Park Management Team met on June 8-9, to work with Balanced Scorecard expert, Ralph Smith, to solicit strategic objectives, build a draft strategy map, and learn how to develop measures. A facilitated Park Authority Board Retreat was held on October 22, 2011 to solicit strategic objectives and initiatives from the board members. Established a Strategic Planning Core Team.
		Develop and implement the Year 1 Great Parks/Great Communities Implementation Plan	<ul style="list-style-type: none"> Draft Implementation Plan developed with database to track over 900 strategies agency-wide that relate to land, resources and facilities.
		Revise Parks Amendment of the County Comprehensive Plan	<ul style="list-style-type: none"> Plan amendment authorized by BOS in November 2011. Process, schedule and scope coordinated with DPZ. Completed initial staff review and markup of amendments.
		Establish Development Process for the next Needs Assessment	<ul style="list-style-type: none"> Cross agency team established. Kick off held January 24, 2012.
		Update Cultural Resource Management Plan (CRMP)	<ul style="list-style-type: none"> The Cultural Resource Management Plan has been drafted and sent to the RMD Division Director for review.

**2006-2012 Balanced Scorecard Strategic Plan
FY 2012 Implementation Plan – Mid Year Update**

Strategic Objective	Focus Areas	Project	Accomplishments
		Update Cultural Resource Policies (Policy 203, 204, 205, & 206)	<ul style="list-style-type: none"> • Policies 203 and 205 received Park Authority Board approval on January 11, 2012. Policies 204 and 206 will be presented to the Board for final approval on February 22, 2012.
		Continue to build upon and utilize Tririga in management decisions and day to day work related to capitalized management of assets	<ul style="list-style-type: none"> • Grounds equipment at Burke Lake Park and Frying Pan Farm Park has been entered and staff is using the system to track repairs
Ensure Workforce Readiness	Workforce Preparedness – Investment in our greatest asset to continue supporting the Agency's mission	Conduct a study of the organizational capacity and alignment necessary to meet the intensions of the overall Financial Sustainability Plan	Began staff interviews with the Division Directors and established an interview schedule for key staff. Review and assessment would be made at all levels of the organization in the upcoming months. A recommendation with any proposed structural changes and timing consideration is anticipated May 2012.
		Develop a formalized employee cross-training program	<ul style="list-style-type: none"> • No action taken to date.
		Develop and conduct basic employee relations training for the entire Management Team	<ul style="list-style-type: none"> • No action taken to date.
		Conduct regular Director/employee meetings	<ul style="list-style-type: none"> • Hosted three staff forums in September sharing the FY 2012 focus areas, the 2013 proposed budget reductions, and solicited staff input in moving the organization forward. • The combined annual All Hands Meeting and Trailblazer Awards Ceremony was held on September 22, 2011 at Burke Lake Park with an excess of 350 staff.
		Develop and Administer a Park Employee Satisfaction Survey	<ul style="list-style-type: none"> • In process; to be developed in January 2012 and reviewed by staff in February.

**2006-2012 Balanced Scorecard Strategic Plan
FY 2012 Implementation Plan – Mid Year Update**

Strategic Objective	Focus Areas	Project	Accomplishments
		Develop a Park Authority-specific Individual Development Plan for select park positions	<ul style="list-style-type: none"> • No action taken to date.
		Formalize Volunteer processes and improve data management	<ul style="list-style-type: none"> • County has a RFP in process for new county-wide volunteer software.
		Implement County FOCUS system	<ul style="list-style-type: none"> • Various key site staff, Financial Management staff, and Purchasing Branch staff attended training and loaded information in preparation of the November 2011 go-live date of the County-wide Financial System.
		Complete Management Concepts training and develop train-the-trainer program plan.	<ul style="list-style-type: none"> • To date 34 of an eventual 36 staff have taken training in 12 different subject-areas and have summarized them for future training. Course summaries have been placed in a directory online. Attendees will provide an abbreviated version of their training to staff in the near future.
		Implement diversity and succession plans	<ul style="list-style-type: none"> • Presented to the PAB Administration, Management & Budget Committee on October 26, 2011.

**2006-2012 Balanced Scorecard Strategic Plan
FY 2012 Implementation Plan – Mid Year Update**

Strategic Objective	Focus Areas	Project	Accomplishments
Serve a Diverse Community	Linkages within the Community – Strategic positioning as a viable solution to community issues	Implement Marketing and Communications Plan Initiatives	<p>The following projects were completed during the first half of FY2012:</p> <ul style="list-style-type: none"> • BodyPump™ classes were introduced at four RECenters – intended to attract more young adults to fitness programs (547 enrolled; \$60,680 revenue). • Holiday gift card and retail promotions (680 holiday gift card sales produced \$65,984). • 2012 Take12 calendar was released. Centerpiece of FCPA community wellness program funded via sponsors. 2011 calendar promotion resulted in 75% increase in subscribers to Take12 wellness newsletter. • RECenter fall pass sale (2,240 pass sales generated \$1.03 million); winter pass sale in development – to include countywide direct mail. • New digital signage installation at RECenters in progress. • Electronic camp brochure to enhance summer camp awareness/registration, in development. • Implemented Parktakes Online enhancements to include new member sign-up and member number look-up. • FCPA Facebook has reached 1,500 'likes'. • Twitter account opened November 11, 2011; YouTube approval obtained by County. • Initiated weekly agency communicators meeting. • In order to be compliant with ADA, PIO staff completed changes related to DOJ Audit on the web (priority one issue). • Outreach efforts included Listening Forums, "Ask Fairfax!" online forum, and Park Central cable program.
		Enhance public/private partnerships (giving, donations, sponsorships, friends)	<ul style="list-style-type: none"> • Partnered with McLean Youth Soccer Association and NCS to construct synthetic turf field at Spring Hill Park (Field #7). • Partnered with the Friends of Green Spring Gardens (FROGS) to develop additional class room space at the horticultural center to better accommodate school age children visiting the center.

**2006-2012 Balanced Scorecard Strategic Plan
FY 2012 Implementation Plan – Mid Year Update**

Strategic Objective	Focus Areas	Project	Accomplishments
		Enhance public/private partnerships (giving, donations, sponsorships, friends)	<ul style="list-style-type: none"> • Successfully completed first year of permanent partnership with Northern Virginia Radio Control Club at Poplar Ford Park. • Implemented Phase II of mountain bike trails at Lake Fairfax Park in partnership with Mid-Atlantic Off Road Enthusiasts and corporate donation by Sotera. • Completed bridge installation and stream stabilization at Colvin Run Stream in Lake Fairfax in partnership with Reston Association and Northern Virginia Stream Restoration, Inc. • Completed design and bid for shared parking and landscaped wayside feature at CLEMYJONTRI Park in partnership with VDOT. • Continued installation of effluent water distribution line to Laurel Hill Golf Club in partnership with DPWES and Covanta. • Amended and improved equestrian ring maintenance and use management at The Turner Farm in partnership with Friends of Turner Farm. <p>Coordinated improvements to Disc Golf Course at Giles Run Meadow Park in partnership with the Northern Virginia Disc Golf Association.</p>
		Conduct feasibility study regarding establishing an endowment program	<ul style="list-style-type: none"> • FCPF Board determined that staff will work with development experts serving on FCPF Board of Directors to prepare a feasibility study.
		Broaden Park Foundation advocacy and alliances	<ul style="list-style-type: none"> • Planned Fundraising Workshop hosted by FCPF for FCPA friends and support groups scheduled February 4, 2012. • Coordinating a project team to refine the tree & bench sponsorship program. • Identified prospective donors and drafted sponsorship package for Chessie's BIG Backyard Capital Campaign.

**2006-2012 Balanced Scorecard Strategic Plan
FY 2012 Implementation Plan – Mid Year Update**

Strategic Objective	Focus Areas	Project	Accomplishments
Create and Sustain Quality Facilities/Services	Sustainability through Efficiency Management – Fostering an internal cultural change that moves us from the traditional park and recreation model to more of a reliance on a business management model	Implement the Energy Management Plan	<ul style="list-style-type: none"> • The Energy Management Plan (FCPA EMP) was adopted by PAB in September 2011 and is being communicated and implemented. The projects accomplished in this period are: <ul style="list-style-type: none"> – Received funds from Energy Efficient Conservation Block Grant (EECBG) for two energy efficiency and conservation projects, P6 and P7 as described. – Completed Oak Marr REC pool lighting and control and skylight upgrade. – Completed Spring Hill REC parking lot lighting system replacement. – Completed South Run and Wakefield parking lots lighting and control upgrade (EECBG P7). – Completed Fred Crabtree walkway new energy efficient lighting installation.
		Conduct a financial and operational analysis of golf system	<ul style="list-style-type: none"> • The draft report of findings/recommendations by the National Golf Foundation (consultant) is under review. Park Authority Board presentation scheduled for February 8, 2012.
		Review and monitor core service targets and develop outcome and efficiency performance measures in accordance with Financial Sustainability Plan	<ul style="list-style-type: none"> • No action taken to date.

Committee Agenda Item
February 8, 2012

DISCUSSION

FY 2013 - FY2017 Balanced Scorecard Strategic Plan (with presentation)

With the current Balanced Scorecard Strategic Plan concluding in June 2012, work has commenced on the new FY 2013 – FY 2017 plan to be in place for the coming fiscal year. As the development of the Strategic Plan progresses, staff wishes to seek input and comment from the committee on the content of the draft Strategy Map (attached).

Input on the Strategy Map was obtained from the Park Authority Management Team at a June 2011 retreat, the Park Authority Board at an October 2011 retreat, and was rolled out to field staff for input at four employee forums conducted during January 2012.

Staff will provide an overview of the Strategy Map during the committee meeting.

ENCLOSED DOCUMENTS:

Attachment 1: 2013-2017 Draft Strategy Map

STAFF:

John Dargle, Jr. Director

Sara Baldwin, Deputy Director/COO

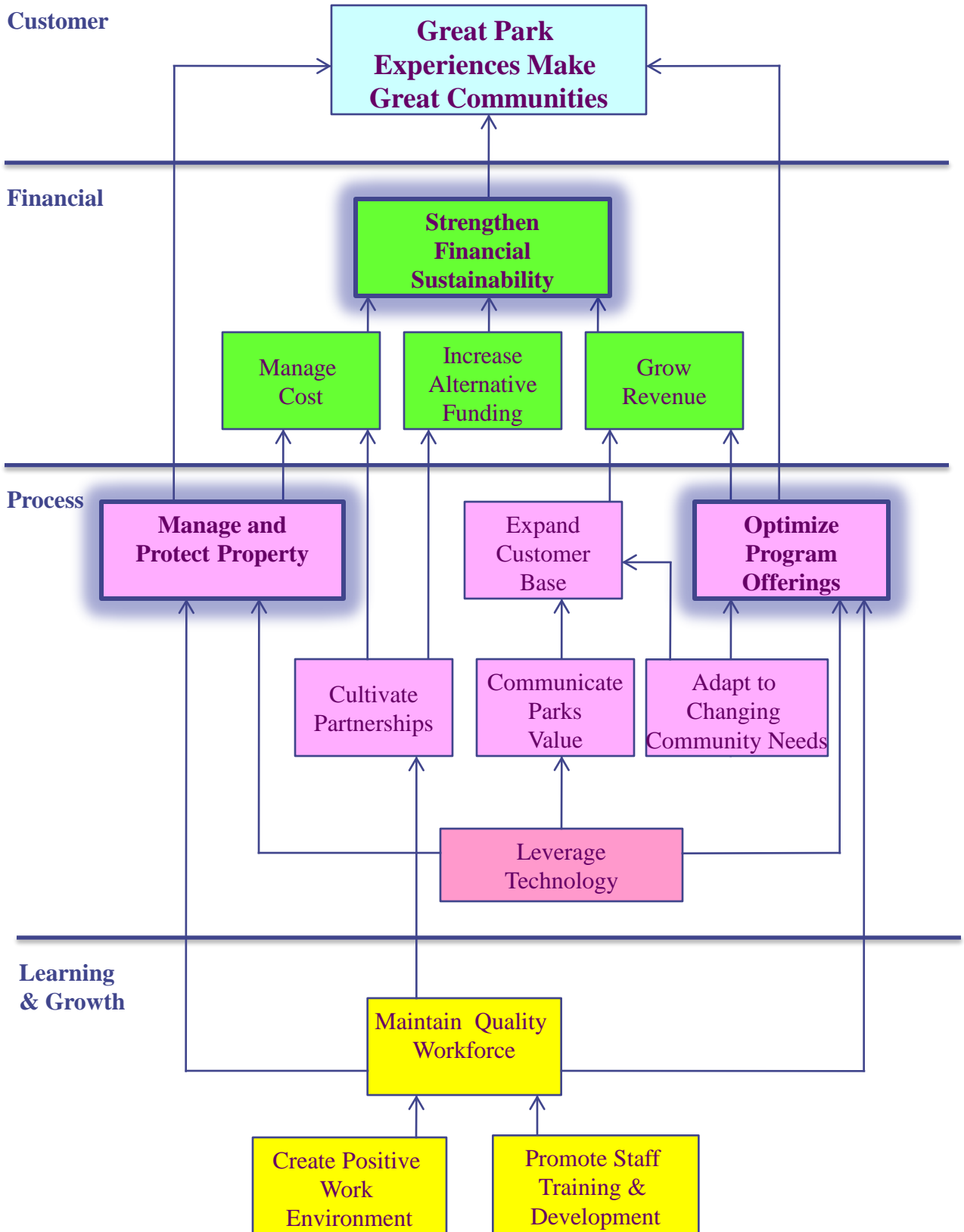
Cindy Messinger, Deputy Director/CFO

Deborah Babcock-Daley, Strategic Initiatives Manager

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Fairfax County Park Authority Draft FY2013 -2017 Strategy Map



Strategic Objectives – Descriptions

Great Park Experiences Make Great Communities: This is the overarching objective for the Strategic Plan. The research is clear – parks and recreation contributes in numerous ways to the building of healthy, vibrant communities. By providing great park experiences of all kinds, we will help to create great communities.

Strengthen Financial Stability: Improve financial stability, ensure that core services are adequately funded and that capitalized expenses are recovered through user fees.

Manage Cost: Continually address limited funding through development and management of cost savings strategies and initiatives.

Increase Alternative Funding: Expand our capability and develop partnerships and other non-traditional funding sources that create new, diverse opportunities to secure money or in-kind donations.

Grow Revenue: Develop and implement long-term plans to stabilize and grow the revenue fund. Capitalizing on opportunities identified in the Process perspective of the strategy map will be important drivers of revenue growth.

Manage and Protect Property: To exercise our obligation and responsibility to protect and preserve our natural and cultural resources, and maintain, restore and eventually replace equipment and facilities to meet sustainability needs now and into the foreseeable future.

Expand Customer Base: Growing the number of residents served by facilities, programs and other park experiences is foundational to both financial stability of the Revenue Fund and our ultimate aim of contributing to the development of 'great communities' in which people desire to live. Improved marketing, retention and customer service, targeting under-served groups, and concerted efforts to grow the customer bases of key businesses will all play a role.

Optimize Program Offerings: Ensure that collectively our facilities and programs meet the diverse and changing needs of the community, are cost-effective, provide quality stewardship education experiences and produce the revenue needed to strengthen financial sustainability.

Cultivate Partnerships: Expand our ranks of community and corporate partners to create new and diverse opportunities to strengthen the network of Park Authority supporters and maximize the effectiveness of our services.

Communicate Parks Value: Engender broad community support by positioning Park Authority programs and services to resolve community issues, expanding awareness and communicating our unique identity so the public knows, values and supports us.

Adapt to Changing Community Needs: Identify opportunities to meet public need due to population growth, demographic shifts and changing leisure preferences. Ensuring the park system continues to reflect the needs and recreational interests of all county residents will require community engagement on a variety of levels, including an updated needs assessment, regular community meetings and listening posts, customer and community surveys and outreach.

Leverage Technology: Greater use of technology will improve customer experiences and communication with the public, increase efficiency and accuracy of internal business processes, and provide new tools to expand participation and grow our customer base.

Maintain Quality Workforce: Ensuring that employees and volunteers are an integral part of the agency's efforts to plan and grow the future workforce.

Create Positive Work Environment: To create a workplace that provides meaning and purpose for the employees and volunteers through engagement, communication and appreciation.

Promote Training and Development: Providing employees and volunteers the ability to grow their skills and knowledge for professional development.