



# FAIRFAX COUNTY PARK AUTHORITY



## M E M O R A N D U M

**TO:** Chairman and Members  
Park Authority Board

REVISED 3/24/14

**VIA:** Kirk W. Kincannon, Director

**FROM:** Barbara Nugent, Director  
Park Services Division

**DATE:** March 20, 2014

### *Agenda*

**Park Services Committee**

**Wednesday, March 26, 2014 – 5:30 p.m.**

**Boardroom – Herrity Building**

**Chairman: Kala Leggett-Quintana**

**Vice Chair: Linwood Gorham**

**Members: Edward R. Batten, Sr., Frank S. Vajda**

1. Mobile Food Trucks – Information\*
2. National Golf Foundation Report Status – Information\*
3. Special Olympics Fee Waiver Request – Discussion\*

\*Enclosures



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Board Agenda Item  
March 26, 2014

**INFORMATION (with presentation)**

Mobile Food Trucks

The purpose of the information item is to provide details of the outcomes and future plans for the mobile food truck program. The program was created and implemented on a pilot basis in the summer of 2013 in an effort to provide additional services and generate additional revenue. Nine parks were identified as suitable to host mobile food trucks, based on criteria such as having multiple athletic fields or other potential high visitation amenities such as a RECenter. While income in the first partial year of the program was limited with only a handful of vendors participating, staff feels there may be opportunities to grow the program in the future.

ENCLOSED DOCUMENTS:

None

STAFF:

Kirk W. Kincannon, Director  
Cindy Messinger, Deputy Director/CFO  
Sara Baldwin, Deputy Director/COO  
Barbara Nugent, Director, Park Services  
Steve Lewis Business Office Manager, Park Services

# FAIRFAX COUNTY PARK AUTHORITY

Update for Park Services Committee – March 26, 2014

Mobile Food Vending

# Mobile Food Vending

- **Providing the opportunity for mobile food trucks to hold food sales on Fairfax County Park property**
  - Pilot program
  - List of Selected Parks
  - Who is a potential vendor
  - Process
  - Revenue

# Pilot Program

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- Starting small
  - ▣ Evaluate impact on user groups and park property
- Potential to grow

# List of Selected Parks

## □ Selection Criteria

- Multiple athletic fields or...
  - Limited conflict with adoption/user groups
- Proximity to businesses or...
- Multi feature parks (RECenter, athletic fields, picnic areas)

# List of Selected Parks

- Arrowbrook (Herndon)
- Baron Cameron (Reston)
- Lake Fairfax (Reston)
- Mason District (Annandale)
- Nottoway (Vienna)
- Oak Marr (Oakton)
- Pine Ridge (Annandale)
- Rolling Valley (Burke) – 2 vendor pads
- Wakefield (Annandale)
- Ellanor C. Lawrence (Chantilly) – added in 2014
- Braddock Park (Clifton) – added in 2014

# List of Selected Parks

- Vendor pad location example
  - ▣ Currently one vendor pad at each location
  - ▣ Vendor is in a fixed location and cannot drive around the park



# PINE RIDGE PARK

3401 Woodlawn Road, Annandale - Maintenance Area 2 - Mason District

Level 1's - Field 1,2,3,5 & 6 Level 4's- Field 4



## Field Information

- 1- 60' Bases, 200' Fence (Lighted)
- 2- 60' Bases, 150' Fence (Lighted)
- 3- 60' Bases, 180' Fence (Lighted)
- 4- 192' x 360' Synthetic (Lighted)
- 5- 195' x 312' Grass (Lighted)
- 6- 195' x 300' Grass (Lighted)

# OAK MARR REC CENTER

3200 Jermantown Road, Oakton - Maintenance Area 1 - Providence District  
Level 4's - Fields 1, 2 & 3



# Who are the vendors?

- Proof of valid permits from:
  - ▣ Health Department
  - ▣ Consumer Regulation and Licensing (Solicitor's License)
  - ▣ Tax Administration (Business License)
- Mobile Food Trucks only – no hand carts
- 2013 Vendors
  - ▣ Fava Pot, Ducky's Grub, Hardy's BBQ, Food For The Soul, La Clicenita, Tacos El Torito, Red Bone Fusion Caribbean, Rio Churrasco
- 2014 Vendors
  - ▣ La Clicenita, The Wagon, La Cochabambina, Chef on Wheels
    - Finishing process for Fava Pot and Sabrosita

# Process

- **Use the current Business Activity license process to select vendors, issue permits, and collect fees**
  - ▣ Process used to issue permits is similar to the Business Activity License permit process
  - ▣ One permit per vending pad
  - ▣ Vendors are issued a visual permit to be posted on the truck indicating the specific park, and contact information for the business office, permit expiration date
  - ▣ Permit is valid until December 31<sup>st</sup> of issuing year
  - ▣ Complete process available at <http://www.fairfaxcounty.gov/parks/mobile-vending.htm>

# Revenue

- Revenue based on number of parks permitted
  - ▣ Each vendor pad will generate a minimum of \$150 or 15% of gross revenue per month, whichever is greater
  - ▣ 2013 – total revenue was \$3,146.91
    - Eight of the parks had a vendor
  - ▣ 2014 – currently 4 vendors with permits; 2 more vendors completing the process. Application fees collected totals \$600
    - Sales expected to begin in April 2014

# Vendor Feedback

- Vendors would like to be able to advertise in other areas of the parks to inform other park users of their location in the park
- Vendors recommend permitting more than one truck in a location. They would work out scheduling amongst themselves. Also having an additional pad to bring more variety and possibly complementary food items for customers.
- They would like to be able to move around to different park locations

# Staff Recommendations

- Program evaluation to take place in Fall 2014
  - Thoughts
    - Revisit the idea of regional clusters of parks to permit vendors for
    - Vendors are interested in a flat rate fee once one can be determined
    - More parks should be designated. Vendors like to be near major highways so that they can move around locations quickly. Parks with ease of access to 495 would be very popular.
    - Fairfax County food truck task force is close to providing a zoning ordinance to allow food trucks on county property (possibly by Spring 2014). This may lead to more vendors looking at the program and taking an interest in the park locations.

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Board Agenda Item  
March 26, 2014

**INFORMATION (with presentation)**

National Golf Foundation Consulting Report Status

Golf Enterprises staff will provide an update of progress made towards recommendations identified in the **Fairfax County Park Authority Golf System Financial and Operational Analysis** completed in 2012 by the National Golf Foundation Consulting (NGF Consulting). In February 2012 NGF Consulting presented to the Park Authority Board the results of their comprehensive examination of the Park Authority's golf operations. In their presentation and in the final report, NGF Consulting provided analysis of existing conditions and operations, as well as, "best of industry" recommendations to maximize the long-term success and profitability of the agency's golf portfolio. Staff will report on progress-to-date as well as plans for the future in the major areas of recommendation.

ENCLOSED DOCUMENTS:

None

STAFF:

Kirk W. Kincannon, Director  
Cindy Messinger, Deputy Director/CFO  
Sara Baldwin, Deputy Director/COO  
Peter Furey, Branch Manager, Golf

# NGF Study Update

2014



Golf Enterprises Update - National Golf Foundation  
2012 Financial & Operational Analysis



Park Services Committee  
March 26, 2014



# Background

- ▶ The National Golf Foundation Consulting (NGF) was retained by the Park Authority to assist in evaluating the operational and economic performance of the Park Authority's seven golf facilities
- ▶ This was an identified initiative from the agency's *Financial Sustainability Plan* and the study was completed in 2012
- ▶ The Park Authority Board received a briefing from NGF in January 2012
  - NGF provided findings & recommendations of the entire golf system
  - NGF provided findings & recommendations for individual golf courses
  - Overall goal was to provide recommendations to create long-term economic stability and sustainability

# NGF Report Addressed 6 Key Issues

1. Overall condition and operating structure of the FCPA Golf System as a whole
  2. A review of golf industry standards and norms of operation
  3. Status of the Fairfax County / Washington DC Golf Market
  4. A summary of NGF recommendations for the continued operation of FCPA golf facilities
  5. An estimate of realistic economic potential of the FCPA Golf system
  6. Benchmarking FCPA golf operations with other regional municipal golf operations
- ▶ Today we will be reporting out on 1, 4 & 5

# General Impressions

- ▶ **Seven unique golf facilities**, each of varying quality that is serving a defined market niche with some overlap and internal competition
- ▶ **Some of the facilities will require investment in facilities to remain competitive and allow for growth.** Key focus of new investment is adding facilities to promote growth in activity (clubhouse space, pavilions, range upgrades, etc.)
- ▶ **Widely diverse geographically**, spreading out over entire county with modest overlap in local markets
- ▶ FCPA Golf courses **need to be better promoted** to take advantage of the multiple offerings, noting that the **system has a golf facility to serve every segment** of existing golf demand

# General Impressions

- ▶ FCPA golf courses are **important part of the overall Park system**; revenue generated traditionally represented 26% of the total Park Revenue Fund
- ▶ **Golf courses traditionally self-supporting**, but addition of Laurel Hill debt and increased employee benefit obligations, plus recent changes to the economy, weather, and increased competition have affected performance
- ▶ 66 full-time and 156 seasonal employees on the payroll; many long-term County employees

# Key Issues Identified by NGF

- ▶ Action on following key issues will result in greatest relief of economic stress to the system:
  - POS and Information technology system that is not designed for golf
  - Less-than-ideal marketing of golf facilities
  - Lack of appropriate support amenities at some of the golf properties (i.e. gathering space for tournaments, range quality, etc.)
  - High labor cost in proportion to total expense
  - Lack of “entrepreneurial” focus within the system basic structure
  - The system debt service
- ▶ Working to change basic philosophy from providing a public accommodation to running a business in a competitive market environment

# NGF Recommendations - Staffing

## ▶ Completed

- Continue with the oversight of a single Golf Enterprise Manager as a business-oriented position
- Reduce staff at several of the individual facilities
  - *Vacancy rate has increased from 15% in 2012 to 22% in 2014*
- Concerted move to replace merit positions with seasonal workers, through attrition and vacancy management
  - *On-going where appropriate*

## ▶ Planned

- Consider adding a golf-specific Marketing Specialist position that reports directly to the Golf Enterprises Manager to assist with maximizing the exposure and awareness of FCPA golf courses
  - *Implement in FY 2015*

# NGF Recommendations - Operations

- ▶ Completed/In Development
  - Improve technology (POS)
    - Addition of new golf-oriented POS system that integrates with tee sheet
      - *Currently in negotiation phase for 2014 implementation*
  - Employee / volunteer golf
    - Restrict “prime-time” rounds from employees and volunteers
      - *Ongoing*
  - Continue with present concessions
    - Public Links & Lesson provider EBGs

# NGF Recommendations - Operations

- ▶ Completed
  - Food & Beverage program
    - Add beer sales at Jefferson, Burke Lake and Oak Marr
      - *Completed for all sites except Oak Marr*
    - Modify space for a snack counter at Oak Marr
    - Increase beverage cart service
    - Enhance marketing to promote non-golf events and banquets at Laurel Hill and Twin Lakes
      - *Continuing initiative*
  - Pro shops / merchandise sales
    - Modify space and add inventory at Greendale, Oak Marr, Jefferson & Pinecrest

# NGF Recommendations - Fees

- ▶ Completed
  - Change basic pricing convention (2014)
    - Eliminate “prime” and “non-prime”
      - Replace with Weekday/Weekend, In-season/Off-season
      - Add Twilight rates
  - Retain multi-play cards and LHGC membership
  - Expand the program with 3<sup>rd</sup> party tee time sales (Golf Now)

# NGF Recommendations - Marketing

## ▶ Current/Planned

- Grow golf-specific customer database
- Expand electronic marketing and link with new golf POS
- Upgrade website for a “golf oriented” look and feel
- Add loyalty program
- Market each facility separately for its unique features, logos and brand image, but also promote the golf system as a whole
- Budget at least \$100K (1%) for golf system marketing
- Enhance advertising in magazines, area signs and foreign language newspapers
- Add golf-specific social media component
- Expand direct selling of tournaments and outings
- Improve signage to the golf courses
- Incorporate dynamic pricing strategies

# NGF Recommendations – Support Amenities & Conditions

- ▶ Completed
  - Expand the Oaks Room @ Twin Lakes clubhouse (2014)
  - Upgrade A/V capabilities and add wireless at Laurel Hill and Twin Lakes (2014)
  - Switch to token-less range ball dispensing system (2015)
  
- ▶ In Development
  - Improve drainage / turf conditions at Greendale (2015)
  - Upgrade / expand driving range at Burke Lake (Planning phase)
  - Improve driving range landing area at Oak Marr (2015)
  - Upgrade / replace maintenance equipment at all facilities where needed (new items plus catch-up on deferred replacement)

# NGF Financial Overview

- ▶ Even with NGF recommendations and modest growth in rounds and revenues:
  - FCPA golf system will see challenges in the next few years, as new investment is made to upgrade facilities
- ▶ Viable to cover basic operating expenses, but not capable of covering full debt service or new investment
- ▶ Increases in revenue and some reduction in expenses required to keep system viable for future
- ▶ Projected to operate with losses in next few years
- ▶ After upgrades completed, expect improvement in revenues

# FCPA Golf Enterprise

## Projected Economic Performance

### with NGF Recommendations & FCPA Actuals (FY12 and FY13)

	2012 NGF	2012 Actual	2013 NGF	2013 Actual	2014 NGF	2015 NGF	2016 NGF	2017 NGF
Range Tokens	284,150	308,715	296,000	292,749	260,200	309,200	319,200	319,200
Miniature Golf Rounds	18,500	16,933	22,000	15,848	24,000	24,000	24,000	24,000
Rounds	262,000	294,828	262,500	276,759	279,000	296,000	303,500	305,000
<b>Total Revenue</b>	<b>\$9,597,654</b>	<b>\$10,590,819</b>	<b>\$9,827,209</b>	<b>\$10,141,693</b>	<b>\$10,615,302</b>	<b>\$11,617,034</b>	<b>\$12,350,880</b>	<b>\$12,637,470</b>
<u>Expense</u>								
Facilities Char 20	\$5,353,577	\$5,277,719	\$5,376,022	\$5,565,207	\$5,510,410	\$5,781,618	\$5,926,284	\$6,074,715
Facilities Char 30	\$3,075,291	\$2,951,560	\$3,201,951	\$3,084,343	\$3,447,253	\$3,555,693	\$3,662,364	\$3,772,235
Total Admin	\$268,728	\$580,669	\$276,789	\$575,184	\$285,093	\$293,646	\$302,455	\$311,529
<b>Total Expenditures</b>	<b>\$8,697,596</b>	<b>\$8,809,948</b>	<b>\$8,854,762</b>	<b>\$9,224,734</b>	<b>\$9,242,756</b>	<b>\$9,630,957</b>	<b>\$9,891,104</b>	<b>\$10,158,479</b>
<b>Total Capital (Char. 60)</b>	<b>\$403,667</b>	<b>\$114,935</b>	<b>\$368,667</b>	<b>\$78,820</b>	<b>\$368,667</b>	<b>\$368,667</b>	<b>\$368,667</b>	<b>\$368,667</b>
<b>Net Operating Income (Loss)</b>	<b>\$496,391</b>	<b>\$1,665,936</b>	<b>\$603,779</b>	<b>\$838,139</b>	<b>\$1,003,878</b>	<b>\$1,617,410</b>	<b>\$2,091,110</b>	<b>\$2,110,325</b>
Twin Lakes / Oak Marr	\$1,059,428	\$1,062,660	\$1,060,665	\$1,063,898	\$1,055,053	\$1,057,425	\$1,052,618	\$1,048,750
Laurel Hill	\$853,312	\$853,313	\$876,113	\$453,169	\$900,612	\$928,362	\$959,112	\$987,613
<b>Total Debt Service</b>	<b>\$1,912,740</b>	<b>\$1,915,973</b>	<b>\$1,936,778</b>	<b>\$1,517,067</b>	<b>\$1,955,665</b>	<b>\$1,985,787</b>	<b>\$2,011,730</b>	<b>\$2,036,363</b>
<b>Total Expenditures</b>	<b>\$10,610,336</b>	<b>\$10,725,921</b>	<b>\$10,791,541</b>	<b>\$10,741,801</b>	<b>\$11,198,421</b>	<b>\$11,616,744</b>	<b>\$11,902,834</b>	<b>\$12,194,842</b>
<b>Net Income after Debt (Loss)</b>	<b>(\$1,416,349)</b>	<b>(\$250,037)</b>	<b>(\$1,332,999)</b>	<b>(\$678,928)</b>	<b>(\$951,787)</b>	<b>(\$368,377)</b>	<b>\$79,380</b>	<b>\$73,962</b>

# Questions & Discussion



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Park Services Committee  
March 26, 2014

## **DISCUSSION**

### Special Olympics Fee Waiver Request – Ice Rink Rental Fees

On March 5, 2014, the Park Authority received a request from Ms. Ellie Stone for a waiver of fees for the Special Olympics Virginia, Area 26. The request is for 22 hours of use at the Ice Rink at Mount Vernon RECenter from December through February for scheduled practices.

### RECOMMENDATION:

Staff recommends that this request be denied for the following reasons:

- 1) The Park Authority Board periodically receives requests from individuals and groups for fee waivers. Historically, the Board has denied all fee waiver requests out of a desire to treat all groups equitably.
- 2) Staff believes it is difficult to weigh the merits of one group against another and recommends the policy continue to be applied uniformly to all user groups.
- 3) Establishing a fee waiver for this particular group would likely prompt pursuit of waivers from other groups as well, including those who have historically paid the required fees.

### FISCAL IMPACT:

The fiscal impact of this requested is \$6,600 based on their request of 22 rental hours.

### ENCLOSED DOCUMENTS:

Attachment 1 – Special Olympics Virginia, Area 26 Fee Waiver Request email

### STAFF:

Kirk Kincannon, Director  
Sara Baldwin, Deputy Director/COO  
Cindy Messinger, Deputy Director/CFO  
Barbara Nugent, Director, Park Service Division

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-----Original Message-----

From: ejstone1@cox.net [mailto:ejstone1@cox.net]

Sent: Wednesday, March 05, 2014 9:05 AM

To: Taylor, Trina

Cc: Kirtley, Carl

Subject: Special Olympics ice skating

Hello Ms. Taylor,

My name is Ellie Stone and I am one of the Special Olympics Virginia, Area 26 ice skating coordinators. Special Olympics has been renting ice time for over 15 years at Mt. Vernon ReCenter ice rink and it has been a wonderful experience for our athletes.

This season our leadership was very concerned about the cost of the ice skating program. The majority of the cost of our program is for the ice time. Our practices start in December and finish at the end of February. We rented 22 hours at \$300 per hour for a total cost of \$6,600. We currently have 27 athletes in our program so that comes to a cost of \$244 per athlete.

Is there any way that the Special Olympics ice skating program can get a reduced rate or donated ice time? Does Fairfax County have any type of program where they partner with the disabled community?

I would appreciate it if there is any way that you could help us. If you can't, is there someone at Fairfax County Park Authority we could contact who might be able to help us in reducing our costs for ice time?

Thank you for any help you can give us and I look forward to hearing from you.

Ellie Stone  
Special Olympics Virginia, Area 26  
Ice Skating Coordinator

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