




FAIRFAX COUNTY PARK AUTHORITY

MEMORANDUM



TO: Chairman and Members
Park Authority Board

VIA: John W. Dargle, Jr., Director 

FROM: Elisa Lueck, Manager
Strategic Initiatives and Policy Development

DATE: July 3, 2008

Agenda

Strategic Planning and Initiatives Committee
Wednesday, July 9, 2008 – 8:30 p.m.
Board Room – Herrity Building
Chairman: Kevin Fay
Vice Chair: Winnie Shapiro

1. 2006-2010 Balanced Scorecard Strategic Plan (with presentation) – Information*
2. FY 2009 Strategic Plan Implementation Plan - Information*

*Enclosures



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Committee Agenda Item
July 9, 2008

INFORMATION

FY 2009 Strategic Plan Implementation Plan

On November 8, 2006, the Park Authority Board adopted the agency's 2006-2010 Balanced Scorecard Strategic Plan. Since that time, Park Authority staff has begun the task of integrating division-level operating plans into this broader set of strategic priorities. In addition, staff has been monitoring progress on the balanced scorecard, which serves as a tool to track progress in meeting our strategic goals.

Included as Attachment 1 is the recommended implementation plan for FY 2009. The Park Authority Board initially reviewed a draft of the FY 2009 Implementation Plan on July 25, 2007, since FY 2009 represented the first time Park Authority staff could develop proposed fiscal year projects while concurrently developing the annual budget request and advocacy toolkit. To date, the Implementation Plan has been reviewed and revised, taking into account work which was accomplished in FY 2008 as well as the approved FY 2009 budget. The projects included herein are recommended as key strategic priorities for FY 2009.

Board action is requested on July 23, 2008, to include the incorporation of board priorities into the implementation plan.

ENCLOSED DOCUMENTS:

Attachment 1: FY 2009 Implementation Plan

STAFF:

John W. Dargle, Jr., Director

Cindy Messinger, Deputy Director/COO

Elisa Lueck, Manager of Strategic Initiatives and Policy Development

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**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
Enhance Citizen Quality of Life		Seek out new opportunities to expand the percentage of land owned, managed and protected by the Park Authority.	Planning and Development	Percentage of County Land Owned by the Park Authority Percentage of County Land Owned, Managed, and Protected by the Park Authority
Create and Sustain Quality Facilities and Services		Seek out new opportunities to expand the percentage of developable land acquired.	Planning and Development	Percentage of Developable Land Acquired as Identified in the 2004 Needs Assessment
Serve a Diverse Community	Engage in community outreach to increase awareness of existing services. Improve access to park services for low-income residents. Actively promote youth fitness and wellness.	Increase participation of target ethnic communities in programs by reducing barriers and increasing awareness Implement partnerships with agencies to identify citizens in need and manage access to facilities in a way that does not negatively impact the revenue fund Increase youth participation in programs that deliver a fitness/wellness component through increased number and variety of programs and/or increase contact hours	Park Services Park Services Park Services	Diversity Index Percent of low-income households using Park Authority Parks Growth in youth participation in health and fitness programs
Ensure Stability of the Revenue Fund	Seek new cost saving opportunities while maintaining service delivery.	Implement energy saving measures in RECenters.	Park Operations (lead); Park Services	Net revenue (Fund 170) as a percentage of total revenue

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
	<p>Seek supplemental funding sources, outside of customers, to recover the cost of providing access to revenue facilities and services to citizens unable to afford fees.</p>	<p>Seek Debt Relief from revenue bonds through restructuring/reducing/refining long-term debt</p>	<p>Director's Office; Board</p>	<p>Net revenue (Fund 170) as a percentage of total revenue</p>
	<p>Develop existing customer base.</p>	<p>Identify and develop methodologies to attract new customers</p>	<p>Park Services (lead); Resource Management</p>	<p>Percentage of county households with revenue activity Net revenue (Fund 170) as a percentage of total revenue</p>
	<p>Strengthen customer loyalty.</p>	<p>Identify and develop methodologies to create customer loyalty and increase retention</p>	<p>Park Services</p>	<p>Percentage of county households with revenue activity Net revenue (Fund 170) as a percentage of total revenue</p>
	<p>Institute customer service management program.</p>	<p>Evaluate applicability of Park Services Customer Service Training program for potential expansion to an agency-wide program.</p>	<p>Park Services; Director's Office; HCDS</p>	

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
	<p>Define the role of the Revenue Fund in all aspects of agency funding requirements (operations, maintenance renovations, facility update renovations, capital development, and service growth) and the degree of return that is desired.</p>	<p>Develop and implement business strategies that clearly define the role of the revenue fund and the degree of return that is expected.</p>	<p>Park Services, Resource Management (co-lead); Administration</p>	<p>Net revenue (Fund 170) as a percentage of Total Revenue</p>
		<p>Update/enhance financial planning to more fully incorporate all known needs, including capital costs, ParkNet, staffing projections, business development, staff training</p>	<p>Administration (lead); Park Services; Resource Management; Park Operations</p>	<p>Net revenue (Fund 170) as a percentage of Total Revenue</p>
		<p>Identify and develop e-commerce opportunities (includes revenue-based business activity, improved/enhanced use of web pages for marketing, and two-way communication with customers)</p>	<p>Park Services (lead); Resource Management; PIO; Park Operations; Planning and Development</p>	<p>Net revenue (Fund 170) as a percentage of Total Revenue</p>

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
	<p>Consider the prioritization of capital funding for revenue-generating facilities as compared with free-use facilities.</p>	<p>Identify revenue generating facilities to be considered in the next Bond process</p>	<p>Planning and Development; Bond Team</p>	
	<p>Revise the process of determining cost of services and begin to recover agency-wide Revenue Fund overhead costs from fees.</p>	<p>Develop methodology for determining and allocating agency-wide Fund 170 overhead costs of Revenue Fund services to recover costs appropriately from each service area</p>	<p>Administration (lead); Park Services; Resource Management</p>	<p>Net revenue (Fund 170) as a percentage of Total Revenue</p>
<p>Fund Long-Term Plans</p>	<p>Enlist partners (Board of Supervisors, EQAC, Environmental Coordinating Committee) to help advocate for funding for our long-term plans.</p>	<p>Use a cross-agency team to systematically gain extensive stakeholder input to identify and prioritize capital projects to be included in future bonds.</p>	<p>Planning and Development; Bond Team</p>	<p>Percentage of Needs Assessment 10-year Capital Improvement Plan Funding Requirements Met</p>

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
	<p>Pursue grants planning efforts where funds could support infrastructure support, improvement needs, or strategic development opportunities.</p>	<p>Seek grants that could support infrastructure improvements or other strategic development opportunities</p>	<p>Park Foundation</p>	<p>Non-traditional Funding Dollars</p>
<p>Expand Funding Sources</p>	<p>Develop policy, authority, and accountability for seeking alternative funding sources and partnerships.</p>	<p>Evaluate existing land management programs to include updating and maximizing income from programs (easements, rental properties, and telecommunications) to generate additional revenue</p>	<p>Planning and Development</p>	<p>Non-traditional Funding Dollars</p>
	<p>Identify priority projects for which to seek alternative funding or partnership opportunities, with a focus on revenue opportunities.</p>	<p>Partner with outside funding sources for the delivery of park facilities (e.g. PPEAs, athletic field partnerships)</p>	<p>Planning and Development</p>	<p>Non-traditional Funding Dollars</p>

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
Advance Stewardship	Provide dedicated funding and staff to actively manage natural and cultural resources.	Evaluate existing plan and develop new five-year Natural Resource Management Plan	Resource Management	
		Continue implementing the Cultural Resource Management Plan	Resource Management	
	Educate staff, the Park Authority Board, and the public on stewardship and engage them in action to advance stewardship.	Seek out new opportunities to expand the percentage of land protected by the Park Authority.	Planning and Development	County Land Protected by the Park Authority
Develop a Business Strategy	Develop an agency-wide business plan that incorporates both capital development and operational business components.	Develop model business plan for Park Services Division	Park Services	
Create a Broad Support Base	Create a strong emotional bond between County residents and their parks.	Develop an image that inspires people to desire to preserve and protect parks and open space, and to enjoy them as a major part of their personal satisfaction	All	

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
		Raise awareness in the public of the value of cultural and recreation resources (increase in property values and health benefits)	All	
		Use extensive public input received through Great Parks, Great Communities to inform long-range plans.	Planning and Development	
		Utilize Park Authority Board networking list to manage relationships with a broad support base.	Park Authority Board	
	Tap volunteers as a core advocacy base.	Attract volunteers from a cross-section of age and socio-economic backgrounds, including employees from area corporations	All	
		Implement a volunteer outreach campaign to further advocacy outcomes (including sustaining infrastructure, supporting park bonds, donations, and bequests)	All	
Identify New Facilities and Services	Establish a process to identify and evaluate new business opportunities that may result in new facilities and services.	Use new technologies and facility types to expand capacity for increased service delivery (e.g. synthetic turf).	Planning and Development	Percentage of new facilities added to satisfy Needs Assessment goals
	Update the Needs Assessment.	Review and adjust the Park Authority endorsed contributions to new facility needs from the 2004 Needs Assessment to prepare for future Bond Referendums.	Planning and Development	Percentage of new facilities added to satisfy Needs Assessment goals

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
Sustain Park Infrastructure	Develop a lifecycle plan for all facilities and infrastructure which identifies ongoing maintenance requirements, as well as eventual renovation/replacement.	Comprehensive Fund Management Plan: Define maintenance, renovation, and renewal, and develop means to capture costs	Administration	
		Develop internal tools that are needed to determine cost of maintaining to standard	Park Operations	Percentage of Operating Funding Needs Met
	Improve facility lifecycle management.	Establish an energy management plan for facilities	Park Operations	
Ensure Workforce Readiness	Operationalize Succession Management Plans.	Pilot supervisory training program covering human capital management competencies	HCDS: all	Recruitment/retention/development rating

**2006-2010 Balanced Scorecard Strategic Plan
DRAFT FY 2009 Implementation Plan**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
	Leverage policy change.	Implement new job status categories to achieve greater staffing flexibility and enhanced recruitment and retention effectiveness	Divisions implement; HCDS establishes and supports transition; County Attorney's office; DHR; Director's Office	Recruitment/retention/development rating Innovation Rating
Foster Innovation	Institute policies and practices consistent with innovation.	Restructure 7000 job series	HCDS; Park Services; Planning and Development	Recruitment/Retention/Development rating
		Partner with government agencies or government service agencies to increase delivery efficiencies of park facilities.	Planning and Development	Innovation Rating
		Complete implementation of automated systems for time and attendance and non-merit hire processing.	HCDS; all	Innovation Rating
		Implement policies and procedures recommended through the accreditation process.	Director's Office (lead); all	CAPRA accreditation

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July 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.

Information on progress made towards the FY 2008 scorecard targets as of March 31, 2008 is presented as follows:

Highlights include:

Customer Perspective

As of March 31, 2008, the Park Authority owns 9.6% of county land.

Financial Perspective

As of March 31, 2008, net revenue is at .73% compared to 1.89% in the prior year, due in large part to utilities. In addition, the fund has absorbed unanticipated facility maintenance and repair costs.

As of March 31, 2008, the percentage of County households with revenue activity was at 11.6%, reflecting the addition of 13,648 households with sales activity in the third quarter. Third quarter growth was similar to that experienced in the previous year. The measure is down .6% from 12.2% last year at this time due to customer loss experienced in the first two quarters of FY 2008.

Process Perspective

Staff continues to work on the *Percentage of Operating Funding Needs Met* measure. A project is being proposed on the FY 2009 Strategic Plan Implementation Plan that would help to support this measure, and would develop the internal tools needed to track and report on it. The project is anticipated to be completed by the end of this calendar year, and staff anticipates being able to report on this measure shortly thereafter.

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In addition, staff is proposing an additional measure “percent of assets maintained per agency maintenance standards” which will be tracked with the agency’s new Tririga system. Staff will begin to report on this measure at the end of FY 2009.

Learning and Growth Perspective

As of March 31, 2008, Succession Management Implementation remains at 35%, in contrast to 44% completion at this time last year. This percentage decrease is attributable to a cut in the merit intern program which has been discontinued, and discontinuation of the Leadership Career Development Program.

Also of note is the fact that the Annual Household Survey will not be performed in FY 2009. The survey, and its related cost savings of \$25,000, was included as part of the FY 2009 budget reduction. As a result, we will not have data to report on the following measures this coming fall:

- **Citizen Quality of Life Rating**
- **Resource Protection Rating**
- **Facilities and Services Satisfaction Rating**
- **Diversity Index**
- **Percent of Low-Income Households Using Park Authority Parks**

FISCAL IMPACT:

None

ENCLOSED DOCUMENTS:

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

STAFF:

John W. Dargle, Jr., Director

Cindy Messinger, Deputy Director/COO

Elisa Lueck, Manager, Strategic Initiatives and Policy Development

2006 – 2010 Balanced Scorecard
FY 2008 3rd quarter update

Strategy	Measure	Update Frequency	Baseline	As of 3/31/07	As of 3/31/08	FY 08 Target	5-year Target	Contact
Customer								
Enhance Citizen Quality of Life	Citizen Quality of Life Rating	Annual	80%	NA	NA	80%	85%	PSD
	Percentage of County Land Owned by Park Authority	Quarterly	9.4%	9.4%	9.6%	9.7%	10.0%	P&D
	Percentage of County Land Owned, Managed, and Protected by Park Authority	Quarterly	TBD	TBD	TBD	TBD	TBD	P&D
Protect and Enhance Natural/Cultural Resources	Resource Protection Rating	Annual	80%	NA	NA	80%	83%	RMD
Create and Sustain Quality Facilities/Services	Facilities and Services Satisfaction Rating	Annual	73%	NA	NA	75%	78%	PSD
	Percentage of Developable Land Acquired as Identified in the 2004 Needs Assessment	Quarterly	70%	71%	90%	85%	90%	P&D
Serve a Diverse Community	Diversity Index	Annual	91	NA	NA	93	95	PSD
	Percent of Low-Income Households Using Park Authority Parks	Annual	72%	NA	NA	72%	77%	PSD
	Growth in Youth Participation in Health and Fitness Programs	Annual	612,500	332,039 (was previously a quarterly measure)	NA	641,000	686,000	PSD
Financial								
Ensure Stability of the Revenue Fund	Net Revenue (Fund 170) as a Percentage of Total Revenue	Quarterly	1.41%	1.89%	.73%	1.50%	2.50%	Admin
	Percentage of County Households with Revenue Activity	Quarterly	14.1%	12.2%	11.6%	14.8%	15.0%	PSD
Fund Long-Term Plans	Percentage of Needs Assessment 10-year Capital Improvement Plan Funding Requirements Met	Annual	39%	39% (was previously a quarterly measure)	NA	40%	70%	P&D
	Natural Resource Management Plan First Phase Funding	Quarterly	\$0	\$0	\$0	\$650,000, which includes 6 staff	\$650,000, which includes 6 staff	RMD
	Cultural Resource Management Plan First Phase Funding	Quarterly	\$0	\$0	\$0	\$0	\$395,000, which includes 4 staff	RMD
	General Obligation Bond Funding Per Capita	2008 Bond	\$85	NA	NA	\$85	\$212	P&D

2006 – 2010 Balanced Scorecard
FY 2008 3rd quarter update

Strategy	Measure	Update Frequency	Baseline	As of 3/31/07	As of 3/31/08	FY 08 Target	5-year Target	Contact
Expand Funding Sources	Non-traditional Funding Dollars	Quarterly	\$1,921,390 (FY 05)	\$1,775,024	\$2,569,034	\$3,013,955	\$4,031,738	Admin
Process								
Advance Stewardship	County Land Protected by Park Authority	Quarterly	23,872	24,015	24,292	24,619	25,472	P&D
	Percentage of Parkland with Active Management Plans	Quarterly	0%	0%	0%	0%	10%	RMD
Develop a Business Strategy	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% (was previously a quarterly measure)	NA	20%	40%	P&D
Sustain Infrastructure	Percentage of Operating Funding Needs Met	Quarterly	84%	TBD	TBD	TBD	TBD	POD
	Percentage of Capital Renovation Funding Needs Met	Annual	NA	40% (was previously a quarterly measure)	NA	30%	50%	P&D
Learning and Growth								
Diversify the Workforce	Employee Diversity index	Annual	26	NA	NA	31	40	HCDS
Ensure Workforce Readiness	Succession Management Implementation	Quarterly	40%	44%	35%	55%	80%	HCDS
	Recruitment/Retention/Development Rating	Biannual	65%	NA	NA	NA	71%	HCDS
Foster Innovation	Innovation Rating	Biannual	74%	NA	NA	NA	80%	HCDS
	Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation	Quarterly	No	No	Held site accreditation visit May 12 – 15. Formal CAPRA report forthcoming.	100%	Yes	Director's Office