




# 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   
Cindy Messinger, Deputy Director/COO

**DATE:** October 8, 2009

### *Agenda*

**Strategic Planning and Initiatives Committee**  
**Wednesday, October 14, 2009 – 4:30 p.m.**  
**Board Room – Herrity Building**  
**Chairman: Kevin Fay**  
**Vice Chair: Winnie Shapiro**

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

\*Enclosures



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**INFORMATION**

2006-2010 Balanced Scorecard Strategic Plan – FY 2009 Scorecard (with presentation)

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

At this meeting, staff will share information and accomplishments on the FY 2009 implementation plan.

In addition, the annual update on the 2006-2010 Balanced Scorecard is scheduled, where staff will share information on the progress made towards scorecard goals established for FY 2009.

FISCAL IMPACT:

None

ENCLOSED DOCUMENTS:

Attachment 1: FY 2009 Implementation Plan\*

Attachment 2: 2006-2010 Balanced Scorecard, FY 2009 annual update\*

*\*These items will be distributed on the evening of October 14.*

STAFF:

John W. Dargle, Jr., Director

Cindy Messinger, Deputy Director/COO

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

Strategic Objective	Strategic Initiative	Project	Accomplishments
<b>Enhance Citizen Quality of Life</b>		Seek out new opportunities to expand the percentage of land owned, managed and protected by the Park Authority	<ul style="list-style-type: none"> <li>▪ Acquired 114 acres</li> <li>▪ Includes 78 acres of BOS transfer properties at Frying Pan Stream Valley, Difficult Run, and Huntley Meadows</li> </ul>
<b>Create and Sustain Quality Facilities and Services</b>		Seek out new opportunities to expand the percentage of developable land acquired	<ul style="list-style-type: none"> <li>▪ Acquired 9 acres of developable land</li> <li>▪ Highlights include Merrifield Town Center urban park</li> <li>▪ Started ongoing role in Tysons Corner Land Use Study and Urban Parks Initiative</li> </ul>
<b>Serve a Diverse Community</b>	<b>Engage in community outreach to increase awareness of existing services.</b>	Increase participation of target ethnic communities in programs by reducing barriers and increasing awareness	<ul style="list-style-type: none"> <li>▪ Translations in Tours information was done in 6 languages</li> <li>▪ Developed an FCPA-wide general brochure for Community Connections to convey scope of services available in one concise document</li> <li>▪ Translated Accreditation video into Korean &amp; Spanish</li> <li>▪ Huntley Meadows Park offered a new Wetland Walk program for both English and Spanish-speaking visitors and provided translation for other popular park programs</li> <li>▪ Sully Historic Site offered a new event with the Spanish Louisiana Regiment, highlighting the contributions of the Hispanic population during the American Revolution</li> </ul>
	<b>Improve access to park services for low-income residents.</b>	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	<ul style="list-style-type: none"> <li>▪ Community Connections organized 2 multi-agency community fairs in target communities</li> <li>▪ Hosted 4 community resource events for Chinese, Korean and Hispanic communities to increase awareness of programs and services</li> <li>▪ Partner with FCPS to offer outreach programs for Title I schools</li> <li>▪ Embraced the “No Child Left Inside” movement with the opening of Nature Playce at Hidden Oaks</li> </ul>
	<b>Actively promote youth fitness and wellness.</b>	Increase youth participation in programs that deliver a fitness/wellness component through increased number and variety of programs and/or increased contact hours	<ul style="list-style-type: none"> <li>▪ Accounted for 605,635 youth activity hours, a 7% increase over the target of 565,167 for FY09, but a 4% decrease over actual hours for FY08</li> <li>▪ Urban Adventure Camp provided a week of camp to Somali and Hispanic teens</li> </ul>
<b>Ensure Stability of the Revenue Fund</b>	<b>Seek new cost saving opportunities while maintaining service delivery.</b>	Develop agency-wide Energy Management Plan and implement energy saving measures.	<ul style="list-style-type: none"> <li>▪ Outlined Energy Plan and presented Energy Management Plan</li> <li>▪ Phase I of Lee District RECenter energy project completed to include upgraded lighting and control system in pool. RECenter utilities analyzed utilizing Energy Cap program. EECBG funds acquired for outdoor lighting and athletic field lighting control systems. Providence RECenter lighting projects completed and 30% utilities savings realized</li> </ul>
		Define appropriate inventory management practices for resale inventory	<ul style="list-style-type: none"> <li>▪ Deferred to FY 2010</li> </ul>

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

Strategic Objective	Strategic Initiative	Project	Accomplishments
	<b>Develop existing customer base.</b>	Identify and develop methodologies to attract new customers	<ul style="list-style-type: none"> <li>▪ Completed a Golf Satisfaction Survey</li> <li>▪ Completed Summer Camps Survey and hosted a Camp Summit</li> <li>▪ Email reminder notices sent for RECenter pass renewals and class registration start dates.</li> <li>▪ Completed first year of online class evaluation system. Programmers now have more data available for program mgt/customer service mgt &amp; receive it quicker</li> <li>▪ Increased the number of sites that participated in the Library coupon program, attracting new visitation (at some sites, over 1/3 of the participants had never visited the site), increasing interest in store sales and programs</li> <li>▪ New fee-based programs began at Historic Property Rental Facilities, introducing new customers to these sites and the division</li> <li>▪ New farmers market opened in the Lorton area, bringing in new revenue and new customers to the markets</li> <li>▪ Several RMD sites began offering themed birthday parties to attract new revenue and new customers</li> <li>▪ Developed new FCPA-E-News with a monthly e-mail distribution to 12,000 residents</li> <li>▪ Picnic shelter reservation website now offers customers accurate, up-to-date and real-time information on facility availability</li> <li>▪ Complete redesign of the HPRS web pages with new content including rental rates, floor plans, and photo galleries</li> <li>▪ Staycation promotional materials developed through a multi-divisional effort and placed online to capture summer traffic. Provided options for affordable, convenient park adventures and drew 43,000 unique users</li> <li>▪ Developed mass e-mail policy and procedures through a multi-divisional committee and began utilizing this new communication tool. To date, mass e-mails have been sent to more than 170,000 individuals</li> </ul>
	<b>Institute customer service management program.</b>	Evaluate Park Services Customer Service Training program in an expanded effort across the agency	<ul style="list-style-type: none"> <li>▪ Established Park Services Secret Shopper program whereby sites receive monthly feedback</li> <li>▪ Initiated Park Services staff recognition programs, Golden Moments (internal) and Silver Dollar(customer based), as a reinforcement for delivering quality service</li> <li>▪ Celebrated National Customer Service Week at 20 locations</li> <li>▪ Continue efforts in 2010</li> </ul>

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

Strategic Objective	Strategic Initiative	Project	Accomplishments
	<b>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.</b>	Update/enhance financial planning to more fully incorporate all known needs, including capital costs, ParkNet, staffing projections, business development, staff training	<ul style="list-style-type: none"> <li>▪ Deferred to FY2010</li> </ul>
		Manage Residential Rental Program for Cost Recovery	<ul style="list-style-type: none"> <li>▪ Updated residential rental fees to reflect actual market rates and actual utility costs</li> </ul>
		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)	<ul style="list-style-type: none"> <li>▪ Sent email reminders and ads to pass sale holders and class registrants</li> <li>▪ Began development of on-line availability calendar for picnics</li> </ul>
	<b>Consider the prioritization of capital funding for revenue-generating facilities as compared with free-use facilities.</b>	Identify revenue generating facilities to be considered in future bond programs	<ul style="list-style-type: none"> <li>▪ Developed a useful Capital Project database during 2008 Bond programming to identify and track revenue facility Bond projects</li> <li>▪ Front loaded the start of 2008 Park Bond projects for revenue facilities for completion in early years of 5- Year CIP Program</li> <li>▪ Completed the Laurel Hill Sportsplex Feasibility Study</li> </ul>
	<b>Revise the process of determining cost of services and begin to recover agency-wide Revenue Fund overhead costs from fees.</b>	Develop methodology for determining and allocating agency-wide Fund 170 overhead costs of Revenue Fund services to recover costs appropriately from each service area	<ul style="list-style-type: none"> <li>▪ Maintenance costs to include general fund staff and materials are captured in TRIRIGA to track the general fund support of revenue fund facilities</li> </ul>

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

Strategic Objective	Strategic Initiative	Project	Accomplishments
		Assure that fees in all areas are structured to meet cost recovery targets and that systems are in place to regularly review and adjust fees as necessary	<ul style="list-style-type: none"> <li>▪ Fund 170 class and camp fees raised 5 to 10 percent by category</li> <li>▪ Aquatic lane rental fees raised 4.7%</li> <li>▪ A 3-6% fee increase was implemented in 9 of 14 class categories, beginning with the winter 2009 quarter.</li> <li>▪ Adjusted FY09 golf, RECenter, picnic &amp; RMD facility fees with an estimated impact in FY10 of \$331,615</li> </ul>
	<b>Identify and implement opportunities to develop new or enhance existing revenue streams.</b>	Initiate sale of new gift cards and develop expanded marketing approaches such as online purchases and seasonal promotions and images. Incorporate this effort into business plan.	<ul style="list-style-type: none"> <li>▪ Created FCPA gift card and sold 1,168 in 2009 for revenue of \$102,508</li> <li>▪ Initiated seasonal gift card campaign</li> </ul>
		Continue efforts to make Parktakes available online	<ul style="list-style-type: none"> <li>▪ Completed multi-divisional committee charter</li> <li>▪ Continue efforts in 2010</li> </ul>
<b>Fund Long-Term Plans</b>	<b>Enlist partners (Board of Supervisors, EQAC, Environmental Coordinating Committee) to help advocate for funding for our long-term plans.</b>	Use a cross-agency team to systematically gain extensive stakeholder input to identify and prioritize capital projects to be included in future bond programs	<ul style="list-style-type: none"> <li>▪ Voters approved \$65MM Bond referendum with 68% support</li> <li>▪ Cross Agency Team developed recommended Bond project program to the PA Board and developed Bond Project Data Base to capture and prioritize all projects</li> <li>▪ Gained stakeholder input to bond priorities through Great Parks Great Communities workshops</li> <li>▪ Organized monthly Listening Forums for residents to share their comments, concerns, and ideas regarding our operations building a broad base of support and systematically obtain, organize, and use information to make decisions regarding the organization and agency's service delivery</li> </ul>
<b>Expand Funding Sources</b>	<b>Identify priority projects for which to seek alternative funding or partnership opportunities, with a focus on revenue opportunities.</b>	Partner with outside funding sources for the delivery of park facilities (e.g. PPEAs, athletic field partnerships)	<ul style="list-style-type: none"> <li>▪ Completed two synthetic turf field conversions in partnership with MYS</li> <li>▪ Partnered with DCRS to complete synthetic turf field at Braddock Park and funded lighting for softball/Little League field at field at JEB Stuart</li> <li>▪ Began discussions with the Pizzano Foundation for incorporation of a spray park at Lee District Family Rec Area.</li> <li>▪ Partnered with Belle Haven Citizens Association and Gene Olmi Foundation for improvements to Ft. Willard Park.</li> <li>▪ Completed restroom/concession building at Fred Crabtree Park with Reston Herndon Baseball</li> <li>▪ Added seven miles of new trails and partnered in the installation of an extremely popular disc golf course in Laurel Hill</li> </ul>
	<b>Pursue alternative revenue sources to support capital projects, maintenance, and operating programs.</b>	Seek donations, grants, sponsorships, endowments, bequests, and other opportunities for non-traditional funds.	<ul style="list-style-type: none"> <li>▪ Increased fundraising by 7% despite a troubled economy</li> <li>▪ Foundation income of \$410,966 included \$100,000 endowment for perpetual operation and maintenance of the Oakton School House; \$46,036 in grants primarily for the summer concert series and Rec-PAC scholarships.</li> <li>▪ Added new revenue sources including United Way, Commonwealth of Virginia Campaign, planned giving, vehicle donations, Amazon.com, and eBay</li> </ul>

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

Strategic Objective	Strategic Initiative	Strategic Objective	Strategic Initiative
<b>Advance Stewardship</b>	<b>Provide dedicated funding and staff to actively manage natural and cultural resources.</b>	Evaluate and update the Natural Resource Management Plan strategies	<ul style="list-style-type: none"> <li>▪ Accomplished 34 of 111 strategies with existing staff and resources</li> <li>▪ Continue efforts in 2010</li> </ul>
		Continue implementing the Cultural Resource Management Plan strategies	<ul style="list-style-type: none"> <li>▪ Started 75 and completed 26 of 220 strategies</li> <li>▪ Continue efforts in 2010</li> </ul>
	<b>Educate staff, the Park Authority Board, and the public on stewardship and engage them in action to advance stewardship.</b>	Serve on countywide team tasked with development of environmental purchasing policy statement for Fairfax County Government.	<ul style="list-style-type: none"> <li>▪ Endorsed by BOS and approved by the County Executive for the Fairfax County-wide Procedural Memorandum 12-21 for <i>Environmentally Preferable Purchasing Policy</i> for products and services.</li> </ul>
<b>Create a Broad Support Base</b>	<b>Create a strong emotional bond between County residents and their parks.</b>	Formalize Grants, Alliances, Partnerships, Sponsorships, and Volunteers (GAPS-V) program	<ul style="list-style-type: none"> <li>▪ Received Foundation monetary support to fund the provision of services to identify, value, and package naming rights and advertising opportunities</li> <li>▪ Board approved Memorials in Parks Policy</li> <li>▪ Held the first joint meeting with the Library Board</li> </ul>
		Raise awareness in the public of the value of cultural and recreation resources (e.g., increase in property values and health benefits)	<ul style="list-style-type: none"> <li>▪ "Resources" continues to be a popular publication, educating residents about the value of natural and cultural resources in the County</li> <li>▪ Offered/Participated in several county-wide events to educate the public about the value of natural and cultural resources including 30 years of Archaeology day long workshop, Centreville Days, the Fairfax County History conference, etc.</li> </ul>
		Incorporate extensive public input received through Great Parks, Great Communities into long-range plans	<ul style="list-style-type: none"> <li>▪ Completed ten Great Parks Great Communities workshops involving over 200 attendees and received web input from more than 100 individuals</li> </ul>
	<b>Tap volunteers as a core advocacy base.</b>	Provide for internal coordination of volunteer efforts	<ul style="list-style-type: none"> <li>▪ Deferred to FY2010</li> </ul>
		Attract volunteers from a cross-section of age and diverse backgrounds.	<ul style="list-style-type: none"> <li>▪ Total volunteer hours for agency was 193,916 in FY09 compared to 196,153 in FY08</li> </ul>
		Implement a volunteer outreach campaign to further advocacy outcomes (including sustaining infrastructure, supporting park bonds, donations, and bequests)	<ul style="list-style-type: none"> <li>▪ Organized Green Team to gain voter approval of 2008 Park Bond</li> <li>▪ Cultural Resources Management Section started its first Friends groups to advocate and support archaeology, curation and cultural resource activities</li> </ul>

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

<b>Strategic Objective</b>	<b>Strategic Initiative</b>	<b>Strategic Objective</b>	<b>Strategic Initiative</b>
	<b>Engage partners and volunteers</b>	Update adopt-a-park programs, to include active pursuit of new partners	<ul style="list-style-type: none"> <li>Deferred to FY2010</li> </ul>
<b>Identify New Facilities and Services</b>	<b>Establish a process to identify and evaluate new business opportunities that may result in new facilities and services.</b>	Use new technologies and facility types to expand capacity for increased service delivery (e.g. synthetic turf)	<ul style="list-style-type: none"> <li>Completed five new synthetic turf fields.</li> <li>In cooperation with DPZ, created Urban Park Framework and worked closely with the Tysons Corner Task Force and Planning Commission on Special Land use Study</li> <li>Continued use of Fiberglass bridges to increase trail use</li> <li>Constructed 10 miles of sustainable natural surface trail</li> <li>Upgraded lighting at four diamond fields and installed new lighting at two rectangle fields using state of the art athletic field lighting technology.</li> <li>Opened the first synthetic turf diamond field at Nottoway Park</li> </ul>
	<b>Update the Needs Assessment.</b>	Review and adjust the Park Authority endorsed contributions to new facility needs from the 2004 Needs Assessment to prepare for future Bond Referendums	<ul style="list-style-type: none"> <li>Actively involved with the Great Parks Great Communities Phase II and Phase III development which includes service level evaluation, issue identification and analysis, plan development, public review, and adoption</li> <li>Continue efforts in 2010</li> </ul>
	<b>Define a process to determine the nature and geographic distribution of facilities to best meet service needs.</b>	Continue Great Parks Great Communities planning process, to include issue identification and publication of a draft plan document for each planning district	<ul style="list-style-type: none"> <li>Actively involved with the Phase II and Phase III development which includes issue identification and analysis, plan development, public review, and adoption</li> <li>Continue efforts in 2010</li> </ul>
		Identify and complete countywide planning projects (equestrian/skate/dog parks, etc.)	<ul style="list-style-type: none"> <li>Completed County-wide equestrian market study and constructed new equestrian facilities at Frying Pan Farm Park, Turner Farm Park and Laurel Hill</li> <li>Included two skate park projects in 2008 Bond program</li> <li>Great Parks Great Communities identified locations for dog parks and skate parks</li> <li>Opened the radio-controlled aircraft flying field at Poplar Ford Park</li> <li>Completed the Oakton Community School House renovation. This is the first development project with an endowment dedicated to fully fund standard operating maintenance</li> </ul>
<b>Sustain Park Infrastructure</b>	<b>Develop a lifecycling plan for all facilities and infrastructure which identifies ongoing maintenance requirements, as well as eventual renovation/ replacement.</b>	Continue historical input into Tririga database	<ul style="list-style-type: none"> <li>Captured information on all new equipment; project lifecycle and replacement costs</li> <li>All RECenter drawings and mechanical system data and warranty information entered in TRIRIGA</li> <li>Continue efforts in 2010</li> </ul>
		Define maintenance, renovation, and renewal, and develop means to capture costs	<ul style="list-style-type: none"> <li>Completed through the CAFR development</li> </ul>

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

Strategic Objective	Strategic Initiative	Project	Accomplishments
	<b>Develop policy, authority, and accountability for seeking alternative funding sources and partnerships.</b>	Evaluate existing land management programs to include updating and maximizing income from programs (easements and telecommunications).	<ul style="list-style-type: none"> <li>▪ Updated easement fees to capture staff costs</li> <li>▪ Developed new telecommunication master agreement to realize income sooner and reduce staff administration time</li> </ul>
<b>Ensure Workforce Readiness</b>	<b>Operationalize Succession Management Plans.</b>	Pilot training program covering human capital management competencies	<ul style="list-style-type: none"> <li>▪ Deferred to FY2010</li> </ul>
	<b>Strengthen the organizational culture.</b>	Integrate ethics perspective into agency training programs	<ul style="list-style-type: none"> <li>▪ Completed integrated code of ethics into merit orientation, seasonal orientation guidelines and incorporated into seasonal hire/rehire documentation checklist</li> <li>▪ Conducted agency wide ethics training</li> </ul>
<b>Foster Innovation</b>	<b>Institute policies and practices consistent with innovation.</b>	Partner with government agencies or outside organizations to deliver park facilities in less time at lower cost	<ul style="list-style-type: none"> <li>▪ Developed two synthetic turf fields in partnership with FCPS through nationwide US Communities contract</li> </ul>
		Begin laying groundwork for next 5-year Strategic Plan	<ul style="list-style-type: none"> <li>▪ Deferred to FY2010</li> </ul>
		Prepare to obtain Government Finance Officers Association Certification for Park Authority Comprehensive Annual Financial Report	<ul style="list-style-type: none"> <li>▪ Received a Certificate of Excellence in Financial Reporting from the Government Finance Officers Association recognizing the FY2008 Comprehensive Annual Financial Report</li> </ul>
		Implement policies and procedure recommended through the accreditation process	<ul style="list-style-type: none"> <li>▪ Received CAPRA Accreditation</li> <li>▪ Continue efforts in 2010</li> </ul>

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2006 – 2010 Balanced Scorecard  
 FY 2009 Fourth Quarter Update

Strategy	Measure	Update Frequency	Baseline	As of 6/30/08 UPDATE	As of 6/30/09 UPDATE	FY 09 Target	5-year Target
<b>Customer</b>							
Enhance Citizen Quality of Life	Percentage of County Land Owned by Park Authority	Quarterly	8.6%	8.7%	8.9% Percentages Adjusted Based on Actual Acreage	9.6%	10.0%
Create and Sustain Quality Facilities/Services	Percentage of Developable Land Acquired as Identified in the 2004 Needs Assessment	Quarterly	70%	90%	90%	90%	90%
Serve a Diverse Community	Growth in Youth Participation in Health and Fitness Programs	Annual	612,500	627,617	605,635	565,167 (based on reduced number of RecPAC sites)	686,000
<b>Financial</b>							
Ensure Stability of the Revenue Fund	Net Revenue (Fund 170) as a Percentage of Total Revenue	Quarterly	1.41%	1.73%	1.63%	1.50%	2.50%
	Percentage of County Households with Revenue Activity	Quarterly	14.1%	14.7%	14.5%	14.7%	15.0%
Fund Long-Term Plans	Percentage of Needs Assessment 10-year Capital Improvement Plan Funding Requirements Met	Annual	39%	39%	57%	57%	<del>70%</del> <u>57%</u> 5-year target was originally set based on \$150M bond for 2008; however, Park Authority only received \$65M. Earliest next bond is scheduled is 2012.
	General Obligation Bond Funding Per Capita	2008 Bond	\$85	NA	\$149	\$149	<del>\$242</del> <u>\$149</u> 5-year target was originally set based on \$150M bond for 2008; however, Park Authority only received \$65M. Earliest next bond is scheduled is 2012.
Expand Funding Sources	Non-traditional Funding Dollars	Quarterly	\$1,921,390	\$3,099,886	\$4,916,953	\$3,218,711	\$4,031,738
<b>Process</b>							
Advance Stewardship	County Land Protected by Park Authority	Quarterly	22,776 (adjusted for acreage reconciliation)	23,265 (adjusted for acreage reconciliation)	23,380 (adjusted for acreage reconciliation)	24,400	25,472
	Percentage of Parkland with Active Management Plans	Quarterly	0%	0%	0%	0%	10%
Identify New Facilities and Services	Percentage of New Facilities Added to Satisfy Needs Assessment Goals	Annual	16%	35%	41%	50%	60%

2006 – 2010 Balanced Scorecard  
 FY 2009 Fourth Quarter Update

Strategy	Measure	Update Frequency	Baseline	As of 6/30/08 UPDATE	As of 6/30/09 UPDATE	FY 09 Target	5-year Target
Sustain Infrastructure	Percentage of Operating Funding Needs Met	Quarterly	84%	74%	62%	N/A	N/A
	Percentage of Capital Renovation Funding Needs Met	Annual	NA	28%	38%	38%	50%
<b>Learning and Growth</b>							
Diversify the Workforce	Employee Diversity Index	Annual	26	32	31	33	40
Ensure Workforce Readiness	Succession Management Implementation	Quarterly	40%	46%	NA	35%	80%
Foster Innovation	Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation	Quarterly	NA	NA	100% of all standards met	100% of all standards met	100% of all standards met

Board Agenda Item  
October 14, 2009

## **ACTION**

### 2006-2010 Balanced Scorecard Strategic Plan – FY 2010 Implementation Plan

#### ISSUE:

Approval of the FY 2010 Implementation Plan for the Park Authority 2006-2010 Balanced Scorecard Strategic Plan.

#### RECOMMENDATION:

The Park Authority Director recommends approval of the FY 2010 Implementation Plan for the Park Authority 2006-2010 Balanced Scorecard Strategic Plan.

#### TIMING:

Board action is requested on October 14, 2009.

#### BACKGROUND:

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 division operating plans and 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 2010. To date, the Implementation Plan has been reviewed and revised, taking into account work which was accomplished in FY 2009 as well as the approved FY 2010 budget. The projects included herein are recommended as key strategic priorities for FY 2010 and represent the findings from the July workshop with the Park Authority Board.

Due to the Restructuring, Reorganization and Rethinking assignment from the County Executive's Office involving the Department of Community and Recreation Services, the Department of Systems Management of Human Services and Park Authority to go from three Agencies for FY 2011, staff recommends the existing 2006 – 2010 Strategic Plan be adjusted by one year. Development work for the 2012 – 2016 Strategic Plan will begin as soon as the outcome of the assignment is final.

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Board Agenda Item  
October 14, 2009

FISCAL IMPACT:  
None

ENCLOSED DOCUMENTS:  
Attachment 1: FY 2010 Implementation Plan

STAFF:  
John W. Dargle, Jr., Director  
Cindy Messinger, Deputy Director/COO

**2006-2010 Balanced Scorecard Strategic Plan  
 FY 2010 Implementation Plan  
 As of 10/14/09**

<b>Strategic Objective</b>	<b>Strategic Initiative</b>	<b>Project</b>	<b>Responsible</b>	<b>Related Measure</b>
<b>Enhance Citizen Quality of Life</b>		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
<b>Create and Sustain Quality Facilities and Services</b>		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
		Advocate park needs in the Tyson's redevelopment /urban design comp plan process	Planning and Development (lead); All	
		Define and identify core programs and services	Director's office (lead); All	
<b>Serve a Diverse Community</b>	<b>Engage in community outreach to increase awareness of existing services.</b>	Increase participation of target ethnic communities in programs by reducing barriers and increasing awareness	Park Services; Resource Management	
	<b>Improve access to park services for low-income residents.</b>	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	Park Services; Resource Management	
<b>Ensure Stability of the Revenue Fund</b>	<b>Seek new cost saving opportunities while maintaining service delivery.</b>	Develop and implement an inventory management system for resale inventory using ParkNet	Administration/Park Services (co-lead); Resource Management	
	<b>Develop existing customer base.</b>	Continue to identify and develop methodologies to attract new customers	Park Services (lead); Resource Management	Percentage of county households with revenue activity
	<b>Strengthen customer loyalty.</b>	Identify and develop methodologies to create customer loyalty and increase retention	Park Services; Resource Management	

**2006-2010 Balanced Scorecard Strategic Plan  
 FY 2010 Implementation Plan  
 As of 10/14/09**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
	Institute customer service management program.	Seek to expand Customer Service Training program (STARS) by determining the viability of resources to implement across the agency to cultivate outstanding customer service.	Director's Office (lead); All	
	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.	Update 10 year Comprehensive Financial Management Plan for 170 that will more fully incorporate known needs	Administration (lead): All	
	Revise the process of determining cost of services and begin to recover agency-wide Revenue Fund overhead costs from fees.	Adopt a methodology for determining and allocating overhead costs of Revenue Fund services to recover costs appropriately from each service area and develop an implementation plan if determined feasible	Administration (lead); Park Services; Resource Management; Park Operations	Net revenue (Fund 170) as a percentage of total revenue
	Identify and implement opportunities to develop new or enhance existing revenue streams.	Continue efforts to make Parktakes available online	Public Information Office (lead); Park Services	

**2006-2010 Balanced Scorecard Strategic Plan  
 FY 2010 Implementation Plan  
 As of 10/14/09**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
		Promote and develop e-commerce opportunities (includes revenue-based business activity, improved/enhanced use of web pages for marketing, and two-way communication with customers)	Park Services (lead); All	
<b>Fund Long-Term Plans</b>	<b>Enlist partners to help advocate for funding for our long-term plans.</b>	Identify funding method/mechanism to replace synthetic turf surfaces	Planning and Development/Park Operations; (co-lead); Park Foundation	Dollars set aside
<b>Expand Funding Sources</b>	<b>Identify priority projects for which to seek alternative funding or partnership opportunities, with a focus on revenue opportunities.</b>	Establish a naming rights/advertising displays & sponsorship program	Park Services (lead) – All; Park Foundation	
		Increase the number of donors to the Park Foundation	Park Foundation	# of new donors Amount of new donations
<b>Pursue alternative revenue sources to support capital projects, maintenance, and operating programs.</b>	<b>Pursue alternative revenue sources to support capital projects, maintenance, and operating programs.</b>	Continue to seek donations, grants, sponsorships, endowments, memorials, planned giving, bequests, and other opportunities for non-traditional funds	Park Foundation	
<b>Provide dedicated funding and staff to actively manage natural and cultural resources.</b>	<b>Provide dedicated funding and staff to actively manage natural and cultural resources.</b>	Continue implementation of the Natural Resource Management Plan strategies	Resource Management	
		Establish Non-native Invasive Plant Preventive Best Practices Program	Resource Management (lead); All	
		Complete the Natural Capital Study and recommend implementation.	Resource Management (lead); Planning and Development	

**2006-2010 Balanced Scorecard Strategic Plan  
 FY 2010 Implementation Plan  
 As of 10/14/09**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
		Continue implementation of the Cultural Resource Management Plan strategies	Resource Management	
		Build community support of Tree Valuation legislation	Planning & Development and Resource Management (co-lead); Park Operations	
		Develop a recycling partnership program at athletic fields	Park Operations/Resource Management (co-lead)	
<b>Develop a Business Strategy</b>	<b>Develop an agency-wide business plan that incorporates both capital development and operational business components.</b>	Update Park Policy and business practices for the telecommunications program to balance policy and revenues	Planning and Development	
		Develop communications / marketing plan	Park Services/Public Information Office (lead); All	
<b>Create a Broad Support Base</b>	<b>Create a strong emotional bond between County residents and their parks.</b>	Arrange community outreach through board networking list, Listening Forums, web outreach, budget meetings, etc.	Director's Office and Public Information Office (co-lead); All	
	<b>Tap volunteers as a core advocacy base.</b>	Review efficiencies of centralized administrative functions of the volunteer program	Director's Office (lead); Park Services; Park Operations; Planning and Development; Resource Management	
		Organize a community toolkit that addresses how to establish an advocacy Friends group for parks	RMD (lead); Public Information Office, Park Operations and Park Services	
	<b>Engage partners and volunteers</b>	Update adopt-a-park and adopt-a-field programs to include active pursuit of new partners	Park Operations (lead); Planning and Development; Park Services; Resource Management	

**2006-2010 Balanced Scorecard Strategic Plan  
 FY 2010 Implementation Plan  
 As of 10/14/09**

Strategic Objective	Strategic Initiative	Project	Responsible	Related Measure
Identify New Facilities and Services	Define a process to determine the nature and geographic distribution of facilities to best meet service needs.	Continue Great Parks Great Communities planning process which includes themed issue identification, plan development for each planning district and public review and adoption of the plan	Planning and Development (lead); All	
Sustain Park Infrastructure	Develop a lifecycle plan for all facilities and infrastructure which identifies ongoing maintenance requirements, as well as eventual renovation/replacement.	Amend Park Recommendations in County Comprehensive Plan Implement energy management initiatives and effectively manage energy cost saving measures	Planning and Development  Park Operations (lead); Park Services; Resource Management; Planning and Development	
Ensure Workforce Readiness	Operationalize Succession Management Plans.	Improve encroachment education and enforcement on parkland Continue succession and development programs to prepare employees for future challenges	Park Operations/Planning and Development (co-lead); All Administration (lead); All	
Foster Innovation	Institute policies and practices consistent with innovation.	Create a cross section of staff that will research processes and services and seek out new innovative ideas to enhance best management practices and stimulate progress	Director's Office (lead); All	

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