



Needs Assessment Final Report

Presented to the
Fairfax County Park Authority
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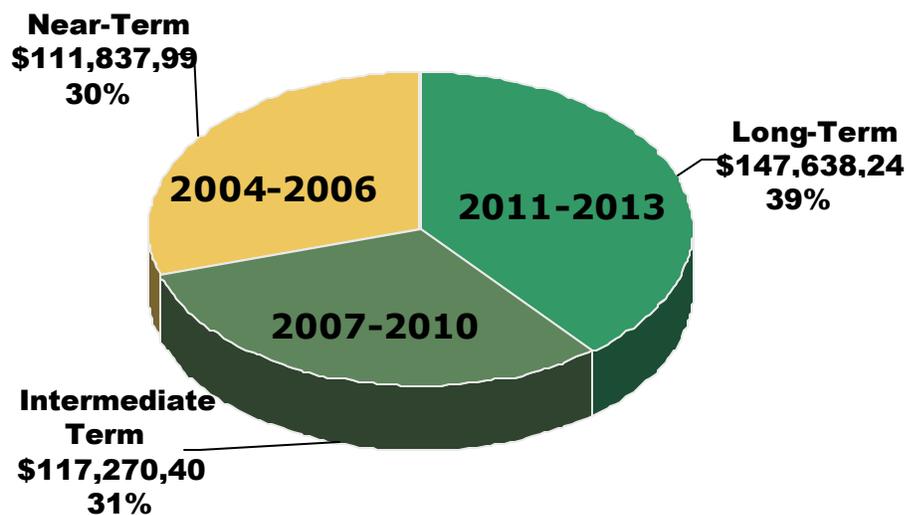
EXECUTIVE SUMMARY

Introduction

The Fairfax County Park Authority (FCPA) has completed an extensive needs assessment evaluation to address the recreation, open space and park needs of Fairfax County residents for the next ten years. This assessment defines FCPA's role in future land acquisition, facility renovation and new capital improvements. The Needs Assessment Final Report documents the research, analysis, and findings; identifies community needs; and recommends a ten year capital improvement plan with implementation strategies.

A unique and valuable aspect of this Needs Assessment process is that the resulting community facility needs form the basis for a 10-year phased Capital Improvement Plan (CIP). The CIP provides the overall long-range framework with recommended allocation of capital resources by facility type to meet the projected citizen's park and recreation needs. The plan is a guide for decision-makers for use in creating the 2004 and future bond programs. Priority criteria and scoring points were developed by the consultant team and approved by FCPA. This criterion was used in scheduling projects within the CIP timeframe and tied directly to the demonstrated citizen needs.

The total projected need for the ten year period reflected in the CIP is \$376,000,000. This total amount is broken out into three phases: Near Term (Years 2004-2006), Intermediate Term (2007-2010) and Long Term (2011-2013). The chart below shows the distribution of the total amount in these three phases:



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The capital funding needed to implement this CIP far exceeds present available and projected funding. To help address the gap between anticipated funding available to FCPA and the needs reflected in the CIP, eleven funding options were developed. These funding options need to be considered and incorporated as part of the overall fiscal strategy in the future.

Citizen Survey

At its foundation, the needs assessment was based on an extensive public input process that included stakeholder interviews, focus groups, public forums, and culminated in a community survey conducted with a statistically valid, random sample of Fairfax County households. Important themes that emerged from the analysis of the survey data included the following:

Use of the park system by Fairfax County residents is extensive. The vast majority of residents use the Fairfax County park system. Eight out of ten households visited a park operated by the FCPA in the year prior to the survey. The survey also indicated that the parks enjoyed widespread popularity, having been visited by at least 70% of the households in every major racial/ethnic group in the County.

Fairfax County is an active community. On average, residents participate in five of the 35 sports and recreation activities included in the survey. Seventeen of the 35 activities each resulted in at least one million days of participation annually. Collectively, they accounted for 88% of the total annual participation in all 35 activities. This list represents a wide variety of interests including sports, fitness, outdoor recreation and natural and cultural resource activities.

Much of the current need for parks and recreation facilities expressed by county residents is not being met. In terms of absolute numbers of households, unmet need is greatest for paved walking/biking trails, indoor exercise/fitness facilities, unpaved hiking/walking/biking trails, and small community parks. 71,000 households or more had facility needs in each of these areas, based on the survey findings. At least 50,000 households expressed unmet needs for another dozen types of parks and recreation facilities. Unmet need is also extensive for a number of emerging and niche activities.

The survey also addressed citizen support for applying capital funding resources in various areas. Residents were most supportive of allocating resources to the dual task of maintaining the Park Authority's facilities and purchasing land to preserve additional open space. Beyond that community priorities for future development of the park system were varied and indicate the collective desire to have a balanced park system that meets the diverse recreational needs of those who live in Fairfax County.



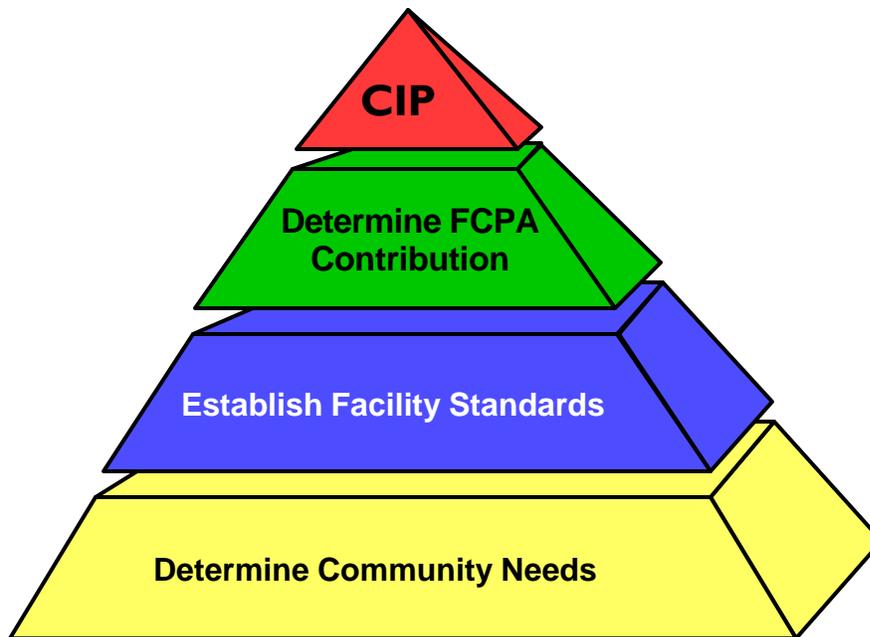
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Residents also had high expectations for meeting their unmet recreational needs. Seven in 10 households expected that park system improvements designed to meet their needs should be available in less than 10 years.

Building the Process Pyramid

Analysis of the survey and the other public input data, combined with the national expertise of the consultant, and consideration of peer communities, resulted in the determination of community need. To help create a more balanced park system with equitable access to public parks and recreation facilities, twenty-one countywide facility service level standards were created for those facilities with the highest park and recreation need. These standards were customized for Fairfax County and based on extensive analysis of citizen demand and preferences compared with the existing public facility inventories, including FCPA facilities and those of other public providers. This comparison is coupled with population projections through 2013 to determine needs over the next ten years.



As FCPA is one of many countywide providers of park and recreation facilities and services, its responsibility to address citizen needs, as expressed in the countywide standards, is reflected through the adoption of FCPA contribution levels over the next ten years. Contribution levels represent goals for FCPA to provide its share of needed facilities and parkland through 2013. The FCPA endorsed contribution levels for key park and recreation facilities that will be needed through 2013 include:

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Parkland	276 acres
Trails	75 miles
Reserveable Picnic Areas	55 sites
Neighborhood Skateboard Parks	9 sites
RECenter Space	152,118 sq ft
Indoor Gym Space	101,741 sq ft
Rectangle Sports Fields	95 fields
Diamond Ball Fields	13 fields

With the determination of the FCPA contribution, the cost of implementing a program to provide these unmet needs was estimated at nearly \$377 million. A Capital Improvement Plan was developed recommending distribution and expense of these funds over ten-years in three phases, or terms, that generally correspond with Fairfax County's long range capital budgeting process. The Plan considers prioritized implementation of all the project types identified in the standards and recommends some geographic project distribution based on service area analysis.

Conclusion

The project report is comprehensive and has extensive data to support capital improvement needs and key recommendations. The Park Authority Board and staff recognize that the residents' recreation needs exceed available funding. It is important for the readers of this report, the project stakeholders, the Board, staff, and citizens of Fairfax County to keep in mind that these unmet needs will continue to exist and grow even if funding is not available or developed. This report will guide park planners, operators and managers to most efficiently use the funding that is available to best deliver park and recreation facilities and services in the most appropriate and equitable manner.

The Needs Assessment Report provides the Park Authority with very valuable information. Report results will be used to build future bond programs, guide agency submissions to the County's needs-based Capital Improvement Program, amend the County's Comprehensive Plan, respond to the agency's Strategic Planning initiatives, and support proffer negotiations for park impacts from new development. This is a foundation report for 10 years of fiscal and strategic planning.

Fairfax County Park Authority is an outstanding park and recreation agency. The Park Authority has twice won the National Recreation and Park Association Gold Medal Award for Excellence and has the opportunity and ability to position itself to meet the growing County needs while building a park system that delivers the high expectations of the community.



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INTRODUCTION AND WORK PROCESS

The FCPA Needs Assessment was developed to address recreation, open space, and park needs in Fairfax County; and to define FCPA's role in future land acquisition and capital improvements designed to meet those needs. As Fairfax County continues to experience growth, existing recreation facilities, parks, programs, and resources are subject to increasing pressures and stresses. In addition, existing programs and infrastructure are expected to respond to increased demands as newly emerging, diverse populations express their needs, hopes and desires. In response to these new and challenging issues, the Park Authority initiated a process to assess the recreation needs of citizens and to fully understand citizen and stakeholder needs, perceptions and preferences.

The pyramid below (Figure 1) illustrates the overall process used in the FCPA Needs Assessment. The foundation of the pyramid is determining the citizens' needs. The methods and techniques used to assess community needs were extensive and reflect the importance of this base information to the entire process.

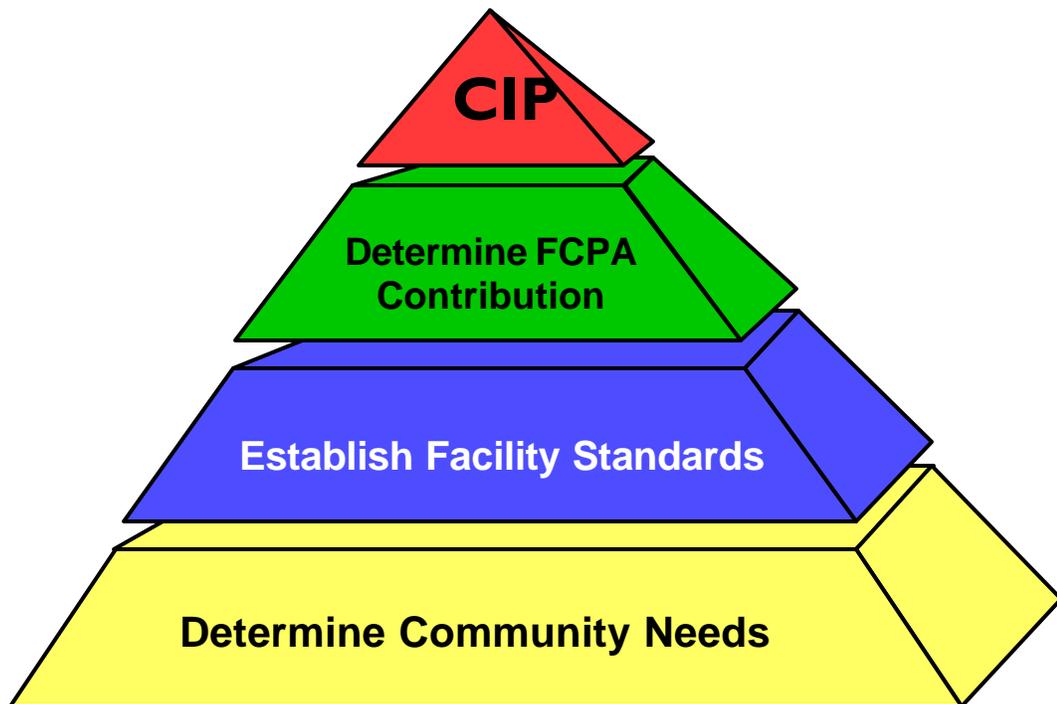


Figure 1—Needs Assessment Process Diagram

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This Needs Assessment Report documents the research and analysis findings, identifies community needs based on established countywide facility standards and FCPA contribution levels. In keeping with the Needs Assessment project scope, the project team developed the elements of an “Action Plan” approved by the FCPA Board. The fiscal component of the resulting strategies and goals is the phased 10-Year Capital Improvement Plan (CIP). The CIP provides FCPA with a unique and essential product that will guide the agency’s capital resource allocation for land acquisition, park facility development and renovations over the next ten years.

In addition, consultant perspectives on funding and organizational strategies are also provided for the FCPA’s consideration during the agency’s annual strategic planning process or, where policy issues are relevant, by the FCPA board. These strategies represent the consultant’s perspectives that have not been evaluated by FCPA and, therefore, are found separately in Appendices IX, X and XI. The CIP, working in concert with the funding and implementation strategies, is a powerful tool that supports FCPA’s ability to meet the great needs of its citizens.

The Needs Assessment Plan process began with a series of stakeholder interviews, user focus groups and general public forums that were conducted by the consulting team. These interviews, focus groups and public forums helped frame the community demand survey that was conducted with a statistically valid sample of Fairfax County households. The consulting team also inventoried private and other public facility providers, conducted a benchmark survey with peer communities, and conducted a resource management best practices survey. The consulting team evaluated past participation levels of Park Authority users involved in programs and services. Current regional and national market trends were evaluated to identify changing patterns of participation in twenty-seven program areas to help predict the needs of county residents for the next ten years. County population growth trends were also evaluated.

Further analysis and data comparisons were conducted to provide accurate information to the Park Authority leadership for planning how to meet future park and recreation needs of residents. Based on this analysis, countywide facility service level standards were established and adopted by the FCPA Board. The standards provided a basis to compare citizens’ demand with facility supply to determine facility service level deficiencies. These deficiencies, and an examination of public and private providers that contributed to the service levels standards, provided information on which the FCPA board determined its share of service delivery responsibility and endorsed contribution level goals for the next decade.

Finally, using the standards, contribution levels and existing facility assessments a needs-based 10 year phased CIP and funding strategies were developed as the capstone to the process. To ensure that FCPA can successfully implement the



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comprehensive CIP, an agency analysis was conducted to provide guidance, strategies and tactics for organizational change.

KEY FINDINGS AND OBSERVATIONS

Fairfax County Population Growth and Projections

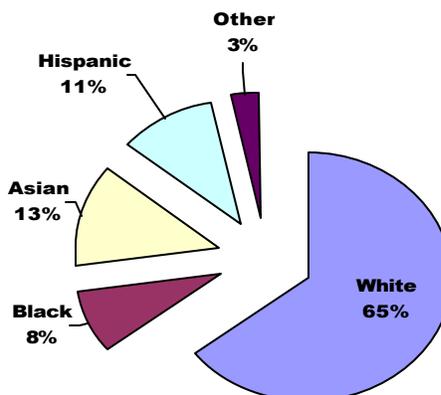
Understanding the County demographic context at the time the Needs Assessment was conducted is an important initial step. From 1990 to 2000, Fairfax County’s population increased by 177,663 people, or 21%. Through 2013, (the outer term of this study), the population is projected to grow by approximately 170,000 residents, or 17% (See Table 1.) Population growth is important in analyzing and developing the Recreation Needs Assessment as 80% of residents use park facilities. Double digit population growth in previous decades has put enormous pressure on the Park Authority to keep pace with citizens’ recreation needs.

TABLE 1

Historical and Forecasted Population Fairfax County				
Year	1990	2000	2008	2013
Population	818,584	991,247	1,111,103	1,160,663
Sources: U.S. Bureau of the Census, U.S. Census of Population and Housing, 1970, 1980, 1990 and 2000; Fairfax County Department of Systems Management for Human Services, 2001 through 2025.				

Over the last two decades, Fairfax County’s population has become more culturally diverse. Diversity indicators include race and/or ethnicity and language spoken at home. As shown in Figure 2 below, the County’s population is comprised of persons from many racial and ethnic backgrounds.

**Figure 2
Fairfax County Population Distribution by Race/Ethnicity**



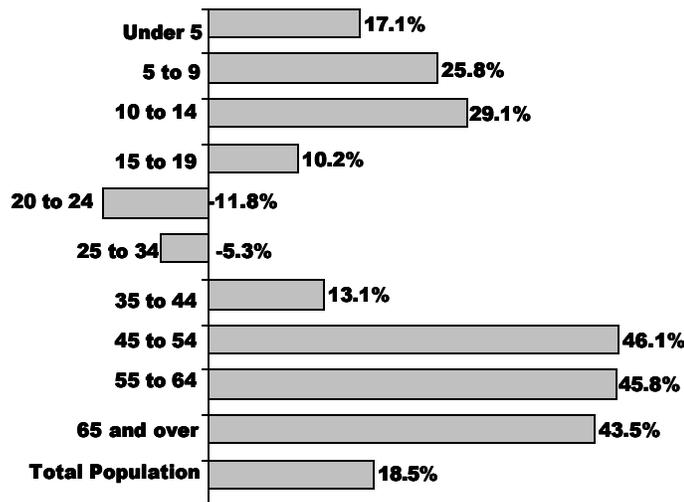
Source: U.S. Census, 2000



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Age distribution is another changing demographic feature to note. People in different age segments have varying park and recreation needs and expectations. The two fastest growing segments of the County’s population are adults 45 years and older, and elementary and middle school-aged children between 5 and 14. Figure 3 shows the change in population by age groups from 1990 to 2000.

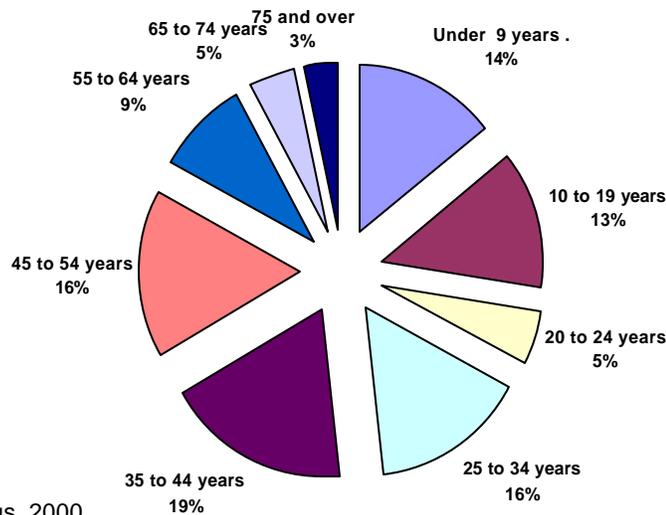
Figure 3
Change in Fairfax County Population by Age Group: 1990-2000



Source: Based on data from Fairfax County Department of Systems Management for Human Services, 2001 Age Distribution

Age distribution in Fairfax County is shown in Figure 4.

Figure 4
Age Distribution of Fairfax County Population—2000



Source: U.S. Census, 2000



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Determining Community Needs

Data collection focused on determining citizen needs for FCPA core park facilities and was collected in a comprehensive way using the following tools and methods:

- Qualitative Data Collection
- Citizen Demand Survey
- Peer Community Benchmark Survey
- Public and Private Facility Inventories
- Resource Management Best Practices Survey
- Data Analysis related to Establishment of Standards and Contribution Levels

These techniques and findings are described in detail below.

Qualitative Data Collection

Qualitative citizen input was provided through stakeholder interviews, user focus groups and public forums to identify key community issues related to park needs and develop appropriate questions to be included in a statistically valid citizen survey.

The qualitative research confirmed that citizens highly value the park system as an essential element of the community and generally give positive marks to the Park Authority. The public park system is viewed as a core component of Fairfax County's high quality of life. Many indicate a need for more park land and green space, sports and recreation facilities, and trails. Participants also related their opinions that FCPA should better protect its current resources and facilities through improved maintenance and renovation of its existing system and facilities. Many expressed that FCPA should explore expanded "partnering" opportunities. The diversity of needs and issues identified through these interviews, focus groups and public forums is reflective of the community's broad interest in passive and active leisure activities. Participants identified major challenges for FCPA that include conflicts between active and passive park users, the need for better "partnering" and adaptations for a more diverse community. A complete Qualitative Data Report is found in Appendix I –Qualitative Data Stakeholder Interviews, Focus Groups, and Public Forums.

Conclusions from the Citizen Survey

A representative survey of county households was conducted as a part of the data collection phase of the needs assessment project. The purpose of the survey was to quantify issues that were identified in the qualitative phase of the data collection, in which



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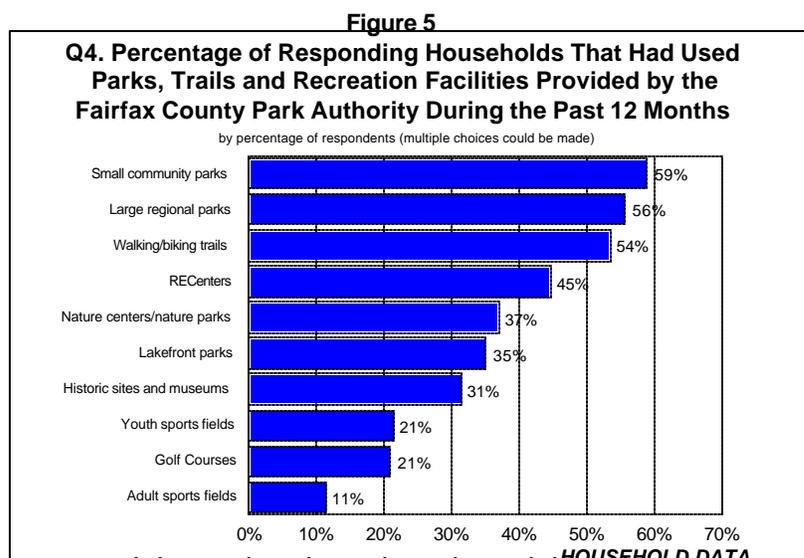
the consultants met with community residents in a variety of forums to discuss park needs. Survey questions were based on feedback obtained during stakeholder interviews, focus groups with users and public forums held throughout the county. Residents were queried about their use of parks, their level of participation in various recreation and sports activities, their need for various recreation facilities and how well existing facilities were meeting those needs, priorities for improving the park system and funding priorities. The survey did not inquire about all park activities, facilities and services, but instead focused on a manageable number of key FCPA offerings. The complete survey instrument, report and methodology are found in Appendix II – Citizen Demand Survey Report.

A number of consistent themes emerged from the findings of the needs assessment citizen survey that influenced the subsequent development of facility standards and Fairfax County Park Authority contribution levels. These are summarized below.

Use of Parks

Survey findings confirmed that the vast majority of Fairfax County households use the park system. Eight of ten households had visited a park operated by the Fairfax County Park Authority in the year leading up to the survey. The extent of household use of parks was consistent with the findings of surveys conducted by the Park Authority in 1997 and 2000. The proportion of Fairfax households using the park system was well above the national average, based on our experience working with other communities across the United States.

Overall park use was not only high, but also consistently widespread throughout most segments of the community. At least 70% of all households in each of the four county planning areas, in every racial/ethnic and age group (except for 65+) visited parks within the year prior to the survey.



The survey results also supported the notion that when they visit parks, county residents' use of recreational facilities is quite varied. As shown in Figure 5,



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seven of the 10 more specific types of parks and park facilities for which use was also measured had been used by more than 100,000 households in the past year. These included small community parks (59% of households), large regional parks (56%), walking/biking trails (54%), RECenters (45%), nature centers/nature parks (37%), lakefront parks (35%), and historic sites/museums (31%). The average household had used four of the 10 different kinds of park facilities included in the survey within the past year.

Recreation and Sports Activity Participation

The survey included an extensive series of questions regarding the sports and recreation activity participation patterns of county residents, allowing development of activity participation profiles for 35 sports and recreation activities. These questions queried respondents as to whether they participated in the listed activities in the previous year and if so, the number of days they participated in the last year.

Popularity of sports and recreation activities can be viewed several different ways including:

- the percentage of the population that participates;
- the frequency of participation;
- and the total number of participation days produced by an activity.

Each perspective creates a somewhat different activity list that reflect the areas with the greatest impact to the park system.

When examining the percentage of the population that participates in an activity, the most popular of the 35 sports and recreation activities among Fairfax County residents are shown in Table 2. These are the dozen activities in which at least 20% of the population participated at least one time in the year prior to the survey. A few of these activities are related to at home hobbies or chores (gardening, walking/exercising dog), others reflect people’s interest in

Table 2 –Activities With Highest Participation Rates	
Activity	Population % Participating
Hiking/Walking on Trails	45%
Visiting Historic Sites	38%
Picnicking	36%
Biking-Paved Surfaces	33%
Swimming - Recreational	32%
Visiting Nature Centers	29%
Fitness-Cardio Equipment Use	27%
Gardening	27%
Walking/Exercising Dog	26%
Fitness-Weight Training	24%
Visit Horticultural Centers	23%
Playing At Playgrounds	22%



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Table 3 - Activities With The Highest Frequency of Participation

<u>Activity</u>	<u>Average # of Participation Days Per Year</u>
Walking/Exercising Dog	147.5
Fitness-Weight Training	96.1
Fitness-Cardio Equipment	93.6
Fast Pitch Softball	84.3
Competitive Swimming	74.5
Skateboarding	70.5
Football	68.2
Soccer	63.3
Gardening	61.6
Horseback Riding	55.0
Baseball	52.9
Roller/Inline Hockey	52.4
Hiking/Walking on Trails	52.1

regular physical activity (hiking/walking on trails, fitness-cardio equipment/weight training) and the remainder represent a range of general leisure interests that are fulfilled by the park system.

The rate of participation among members of the community is not the only measure of an activity's impact on the park system. Some activities are a part of one's lifestyle or require a regular commitment for organized activity. These kinds of activities are typically engaged weekly or several times per week. Other activities may occur as family outings or some other typically less frequent activity. Table 3 shows the 13 activities of the 35 studied that averaged

weekly participation over the year by those members of the community who participated in them. Unlike the first table, this list tends to be dominated more by the active fitness and sports-related pursuits.

An activity's impact on the park system can also be gauged by examining the total number of participation days (% participation x average frequency of participation) it produces. Seventeen activities each produced one million or more participation days per year.

These activities are shown in Table 4. Collectively, they account for 88% of the total annual participation in all 35

Table 4 - Total Park Impact - Activities With At Least 1 Million Participation Days Per Year

<u>Activity</u>	<u>Participation Days/ Year (in millions)</u>
Walking/Exercising Dog	13.4
Fitness-Cardio Equipment	8.9
Hiking/Walking on Trails	8.2
Fitness-Weight Training	8.1
Gardening	5.8
Biking-Paved Surfaces	5.0
Swimming - Recreational	3.9
Playing At Playgrounds	3.4
Swimming - Lap/Fitness	2.9
Birding/Nature Study	2.1
Soccer	1.6
Tennis	1.3
Golf Rounds	1.3
Basketball	1.2
Picnicking	1.2
Visiting Historic Sites	1.2
Golf Range	1.1



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activities. This list represents a wide variety of activities including sports, fitness, natural and cultural resource interests, as well as general outdoor recreation activities.

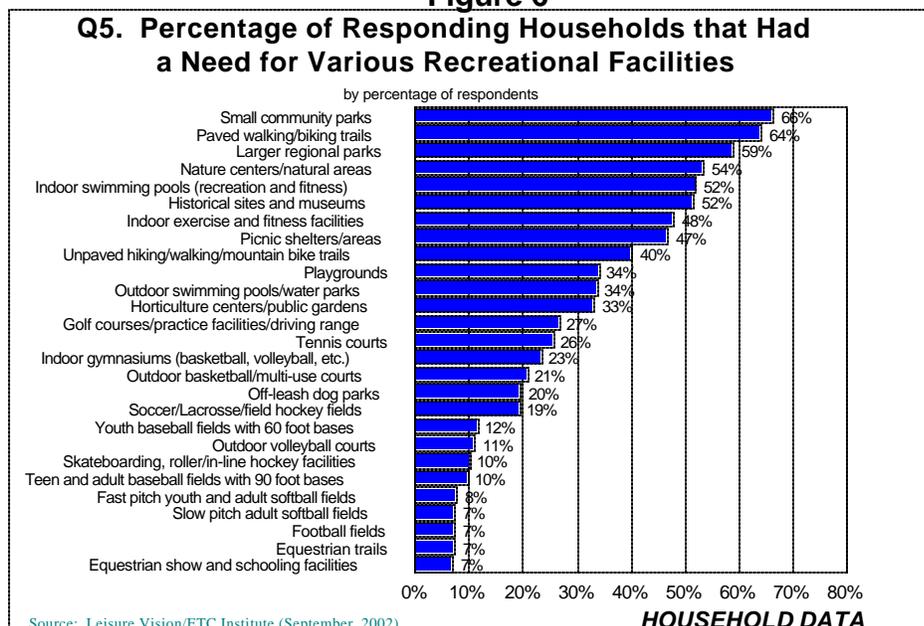
Overall, the activity participation data demonstrate that Fairfax County is an active community. The average resident has multiple leisure interests and annually participates in five of the 35 activities included in the survey.

Facility Need

Survey questions 5 and 6 asked respondents to indicate 1) their household's need for 27 leisure, recreation and sports facilities or activities, 2) how well their needs were met and 3) the four most important facilities to their household.

Some facilities exhibited mass appeal. The greatest levels of need were expressed for smaller parks (68%), paved walking/biking trails (64%), larger parks (59%), nature centers/natural areas (54%), indoor aquatics facilities (52%), historical sites (52%), indoor exercise and fitness facilities (48%), and picnic shelters/areas (47%). (See Figure 6.) Projections based on the survey results show that more than 150,000 county households have a need for each of these recreational facilities. From that perspective, these facilities might legitimately be considered the recreational linchpins of the Fairfax County park system. Yet, they are by no means the only park elements of concern to the public.

Figure 6

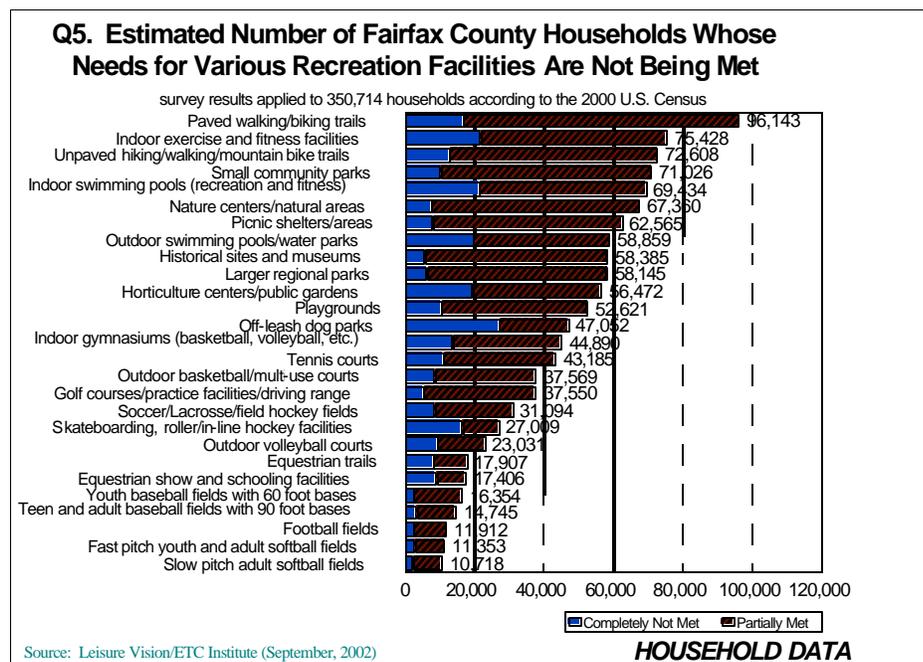


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The survey findings indicate that, in the aggregate, the residents of Fairfax County desire a park system that provides a variety of leisure experiences. An estimated 50,000 households or more have an expressed need for 18 of the 27 recreational facilities included on the survey. And even each of the four lowest rated facility types are still needed by nearly 25,000 households.

Much of the current parks and recreation need of Fairfax County households is not being met. One way to view these needs is to examine absolute numbers, that is, the sheer number of households whose need for a particular type of facility is not currently being met. Using this yardstick, need remains greatest for paved walking/biking trails, indoor exercise/fitness facilities, unpaved hiking/walking/biking trails, and small community parks. More than 71,000 households had facility needs in each of these areas, based on the survey findings. Over 50,000 households had needs in a dozen of the 27 parks and facility types. The need for an additional seven park and facility types was unmet for between 27,000 and 47,000 households. (See Figure 7 below.)

Figure 7



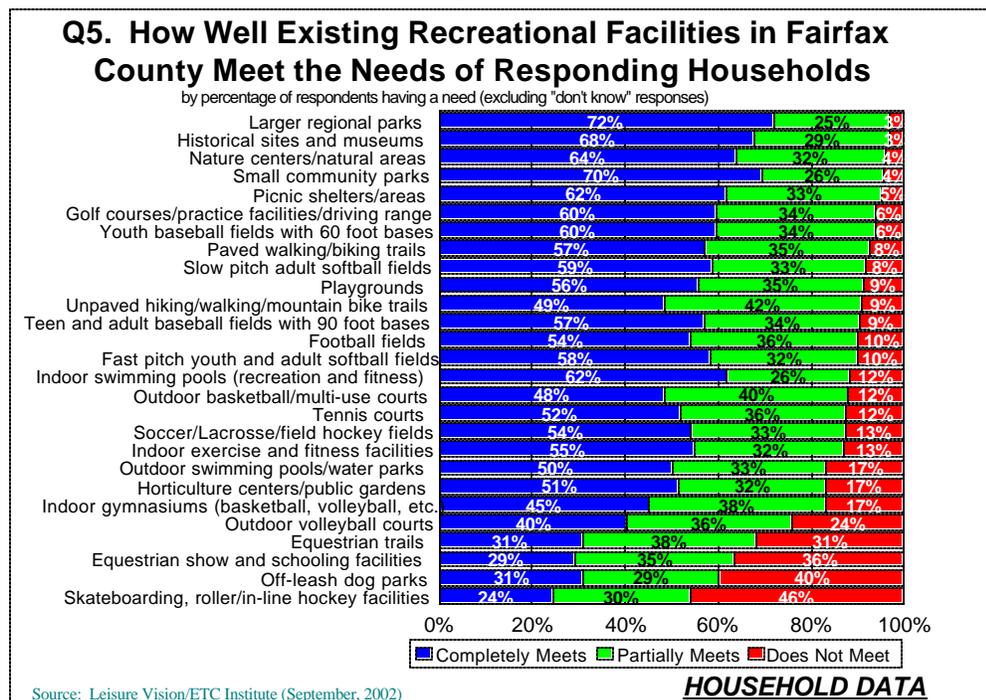
Examining the percentage of total need within each facility type that remains unmet tells a somewhat different story. (See Figure 8.) Here, the park system has some catch-up to do as well. On a percentage basis, facility types exhibiting the greatest unmet need included: skateboarding (76%), dog parks (69%),



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equestrian facilities and trails (70%), outdoor volleyball courts (60%), indoor gyms (55%), outdoor multi-use courts (52%), and unpaved trails for hiking and mountain biking (51%). In some cases, these needs result in areas where the park system has yet to address interest in emerging activities such as skateboarding or established niche activities like equestrian use. In other areas – multi-use courts perhaps – it could be that existing supply is not configured properly to provide the desired recreational experience.

Figure 8



It is important to also note that the public desires a park system that supports a spectrum of recreational experiences. Paved trails, small community parks, indoor pools and larger regional parks were generally considered more important to Fairfax County households than any of the other types of recreational facilities. Yet even these facilities were selected as the most popular by only a minority of all households. Viewing the entire distribution of responses on this question, one is struck by the lack of unanimity regarding which facilities are most important. The adage ‘different strokes for different folks’ is certainly evident when it comes to which recreational facilities are most important to Fairfax County households.



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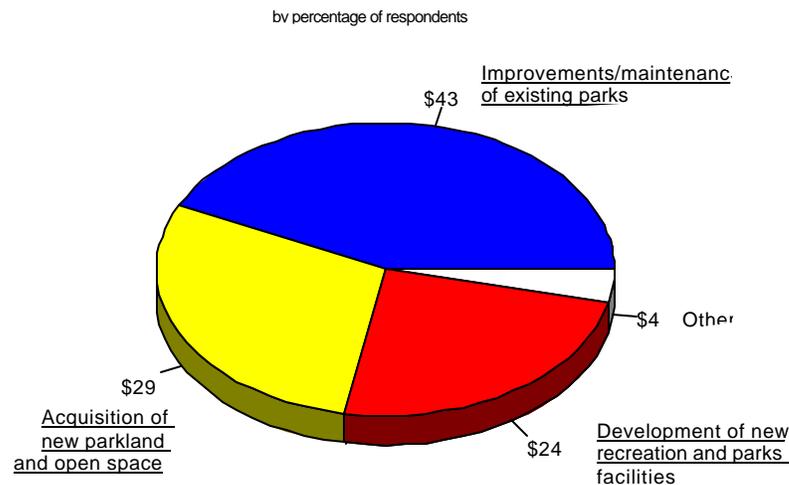
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Priorities for Improving Park System and Funding Allocations

The survey included questions concerning park system priorities for the future, including expressions of the level of support for and willingness to fund potential park system improvements. This data reveals several insights about the community's priorities for the future of the park system.

Above all else, residents were most supportive of applying resources to the dual tasks of maintaining the Park Authority's inventory of parks and recreation facilities and purchasing land to preserve additional open space. More than six out of 10 households expressed the highest level of support for both of these actions and more than eight of 10 households were supportive overall. They are viewed as the core future actions that garner the greatest levels of community support. Community recognition of the importance of maintaining existing park facilities was also reflected in the results of the survey question that asked respondents to allocate \$100 of park funding. (See Figure 9.) The largest portion - \$43 – was allocated for improvements/maintenance of existing parks, followed by \$29 for acquisition of new parkland and open space, \$24 for new facilities, and \$4 for other uses.

Figure 9
Q17. How Residents Would Allocate \$100 to Various Parks and Recreation Categories



Source: Leisure Vision/ETC Institute (September 2002)

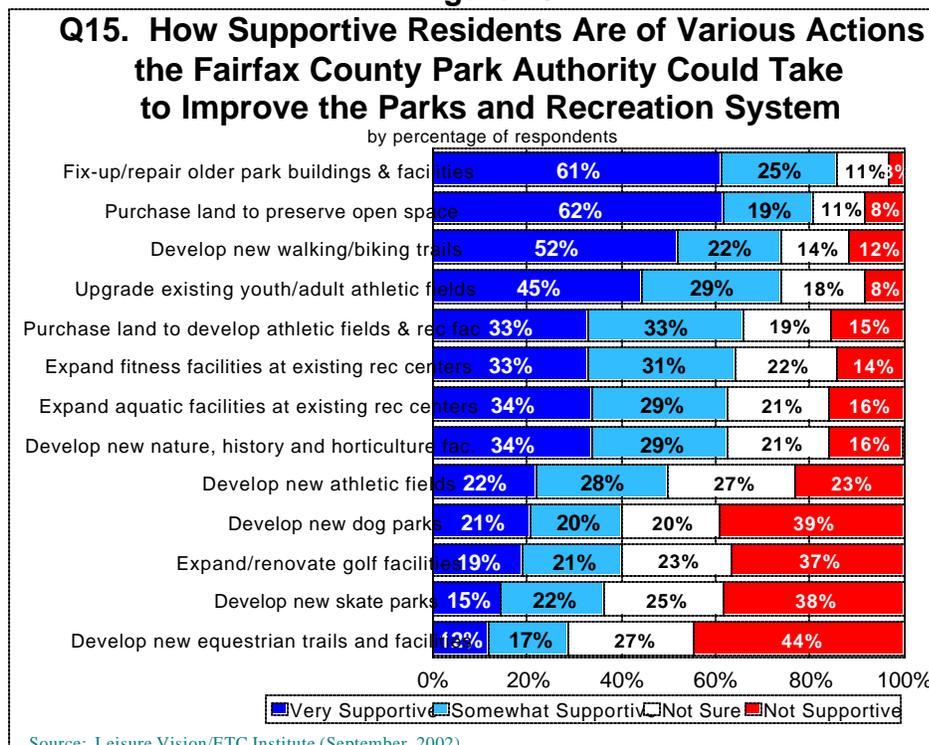
Though they may play a supporting role to the central actions of taking care of the existing park system and acquiring and preserving additional open space, a desire was expressed for other park system improvements as well. (See Figure



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10.) Subsequent community priorities clustered into four strata. The top strata included two issues – developing new trails and upgrading existing athletic fields. The second band of priorities included acquiring land for new athletic fields and recreation facilities, expanding fitness and aquatic facilities at existing RECenters and developing new nature, history and horticultural facilities. Developing new athletic fields was alone in the third band. The fourth level of priorities included developing new dog parks, expanding/renovating golf facilities, skate parks, and equestrian trails/facilities.

Figure 10



In general, the community prioritization expressed in the four strata of supporting park system improvements was commensurate with the related levels of activity participation and expressed need for facilities found earlier in the study. For example, trail use attracted high levels of activity participation and household need, so corresponding support for developing new trails was also high. By contrast, skate-related activity participation and need demonstrated that this was more of a niche activity, so it followed that support for skate park development was lower as well. The lone exception to this pattern was upgrading existing athletic fields where support for this as a capital improvement priority was higher



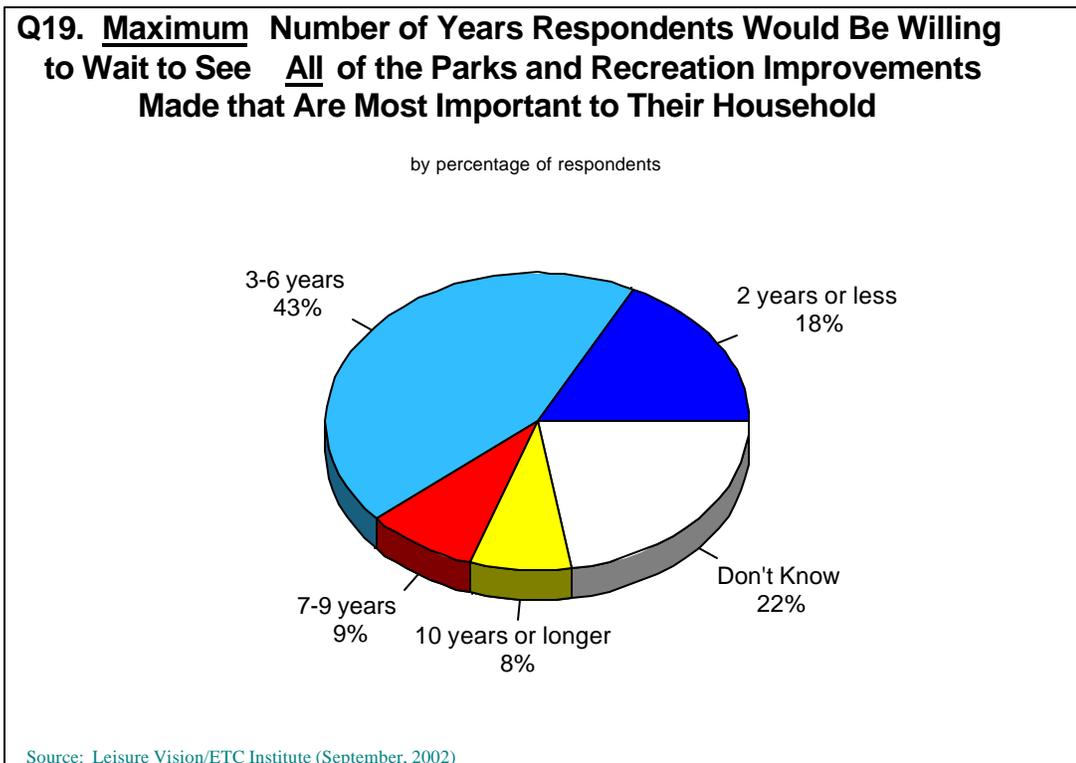
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than related activity participation and household need would predict, indicating that even a significant percentage of non-participants viewed outdoor athletic facilities as an important component of the park system.

Community priorities for future development of the park system were varied and speak to the collective desire to have a balanced park system that meets the diverse recreational needs of those who live in the county. In addition, residents also have high expectations for when park system improvements important to their households should be completed. Seven out of 10 households expected all of the needed park system improvements to be available in less than 10 years. (See Figure 11.)

Figure 11



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Benchmark Survey

A benchmark survey was conducted to compare Fairfax County Park Authority's specific service delivery, operational and financial measures to communities with similar park systems and demographics. Nine communities were surveyed and five responded including Montgomery County, Maryland, Wake County, North Carolina, Mecklenburg County, North Carolina, Mesa, Arizona and Johnson County, Kansas. The comparisons were normalized by expressing measures per 1,000 residents.

Key findings of the benchmark survey indicated that Fairfax County provides more parkland, trails, athletic fields, golf facilities, dog parks, aquatic complexes, nature centers, historic sites, and garden parks per 1,000 residents than in the peer communities. This spectrum of above average provision of facilities consistently reflects the broad needs identified in the citizen survey. For instance, the citizens' survey showed great need for open space and trails. Total park acreage in Fairfax County is nearly 22 acres of parkland per 1,000 population compared to an average of 18.63 acres in the peer communities. However, the average size of FCPA parks (56 acres) was lower than the benchmark average (62.9 acres) and is likely reflective of more urban development patterns and diminishing large tracts of land available for parkland.

Similarly, FCPA provides approximately 0.21 miles of trails per 1,000 residents on parkland compared to 0.15 miles per 1,000 in peer communities. Nearly one-half of FCPA's trails are paved compared to about nearly one-third in other communities.

FCPA was above the benchmark average for several active recreation facilities including golf, adult baseball fields, fast pitch softball fields, rectangle fields, indoor aquatics, and playgrounds. This generally reflects FCPA's commitment to providing these types of facilities to meet community needs, especially as it relates to golf, indoor aquatics and playgrounds. Because FCPA and the peer communities partner with school systems to varying degrees to provide athletic fields, comparison of athletic fields with the peers may not be equitable. School athletic fields were not included in the benchmark analysis, but were included in other research conducted in the needs assessment process.

Areas where FCPA was below the benchmark average included nature preserves/parks, youth baseball fields, adult softball fields, basketball courts, outdoor pools, picnic shelters, skateboard parks, soccer complexes, equestrian facilities, and gymnasiums. Basketball courts, gymnasiums and youth athletic fields are provided by public schools whose facilities were not counted in the benchmark analysis.

Below average comparisons for several facilities can be explained in that FCPA doesn't provide outdoor pools, other than the Water Mine and a pool at Martin Luther King Park, or soccer complexes. Naturally, comparison of facilities not provided by FCPA will



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be below average. Outdoor pools are well provided for in the private sector. Soccer complexes are a recognized need in Fairfax County that has not been adequately addressed.

Peer communities have done a better job of providing picnic shelters, skateboard parks and equestrian facilities than Fairfax County. FCPA is beginning to address these underserved needs through facility planning, design and construction, and market feasibility studies that will result in future facilities. In recognizing these needs, facility service standards and contribution levels were adopted to address the shortages in picnic shelters, skateboard parks and equestrian facilities.

An area where FCPA excels is in its recovery of over one-half of its annual revenue from fees compared to only 28% in the peer communities. Nearly half of FCPA's operating budget is dedicated to full-time staffing which is similar to the other communities. FCPA spends 19% on part-time staffing and contract services compared to 18% in peer systems. FCPA's general operations amount to 18% vs. 9.5% expended by peer communities. Expenditures on maintenance and equipment by FCPA are 6%, which is well below the benchmark average of 16.2%.

FCPA's capital improvement program of approximately \$17 million per year far exceeds the benchmark average of nearly \$9 million. However, FCPA's annual capital expenditure per 1,000 residents of \$17,336 is slightly less than the average benchmark of \$17,568. In FY 2002, FCPA invested approximately 10% of its capital budget on maintenance, 23% on land acquisition and 66% on new facility development compared to the benchmark average of 12%, 37% and 48%, respectively. Coupled with the citizen survey finding that citizens favor shifting expenditures to improvements and maintenance of existing parks, the survey suggests that more emphasis is needed on maintaining current assets than building new facilities. A complete Benchmark Survey Report is found in Appendix III – Benchmark Survey Report.

Public and Private Facility Inventories

A complete inventory of park and recreation facilities offered in Fairfax County was undertaken as part of the process of determining community needs. In addition to FCPA facilities, the inventory included public facilities offered by other County agencies, neighboring municipalities and Northern Virginia Regional Park Authority. Private facilities provided by major homeowner associations and private recreation providers were also counted. These inventories were used to quantify how citizen demand is currently met and where unmet needs exist. A complete listing of public park facilities is maintained by FCPA and is available upon request. The private facility inventory is found in Appendix IV – Private Facility Inventory.



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ESTABLISHING FACILITY STANDARDS AND CONTRIBUTION LEVELS

Facility Service Level Standards

Facility standards are countywide goals for providing park and recreation facilities that responsibly satisfy community needs. Standards are expressed in units per population, such as one athletic field per 5,000 residents. The establishment of countywide standards is based on extensive analysis of citizen demand and preferences compared with the existing public facility inventories, including FCPA facilities and other public providers. This comparison is coupled with population projections through 2013 to determine unmet needs over the next ten years. The establishment of countywide standards serves to maintain a balanced park system, address County citizens' needs and provide a framework for planning capital facilities. Table 5, on the following page, summarizes the current public facility service levels and the newly adopted countywide service level standards for 23 park facilities.

FCPA Contribution Levels

FCPA is one of many park and recreation facility providers in Fairfax County. Public providers include towns and cities within the County, Fairfax County Public Schools, Department of Community Services and Recreation, Northern Virginia Regional Park Authority, State of Virginia, National Park Service. Non-public providers include commercial recreation providers, non-profit organizations and private homeowner/condo and tenant associations. For some facilities, FCPA may be the sole provider, such as for nature centers, and in others, it may provide a small percentage, such as indoor gyms (primarily provided in the public schools). Following the adoption of the countywide standards, the FCPA Board endorsed goals for its level of contribution to the countywide standards through 2013. (See Table 5.)

Factors considered by the FCPA Board in setting individual facility contribution level goals for the next ten years included:

- FCPA current and historic contributions levels
- Projected community demand
- Activity trends
- Market feasibility for certain facilities
- Non-public providers, if known
- Consistency with the adopted standards and agency's mission, values and strategic plan
- Plans by other providers to develop or expand facilities, if known



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Table 5

Facility Type	Current Public Facility Service Level	Adopted Countywide Service Level	FCPA Contribution Level
Playgrounds	1 site/3,400	1 site/2,800	2 (Countywide Type)
Multi-use Courts	1 court/2,500	1 court/2,100	12
Reservable Picnic Areas	1 site/16,800	1 site/12,000	55
Neighborhood Dog Parks	1 site/165,000	1 site/86,000	6
Countywide Dog Parks	N/A	1 site/400,000	1
Neighborhood Skate Parks	1 site/991,000	1 site/106,000	9
Countywide Skate Parks	N/A	1 site/210,000	2
Golf (Holes)	1 hole/4,600	1 hole/3,200	0
Trails (in miles)	1.17 miles/1,000	Consistent with Adopted Trails Plan	75
Nature Centers (in Sq Ft)	0.015 sf/person	0.04 sf/person	13,070 s.f.
RECenters (in Sq. Ft.)	0.8 sf/person	1.1 sf/person	152,118 s.f.
Indoor Gyms (in Sq Ft)	2.6 sf/person	2.8 sf/person	101,741 s.f.
Neighborhood and Community Parks	4.2 Acres/1,000	5 Acres/1,000	40 acres
District and Countywide Parks	11 acres/1,000	13 acres/1,000	236 acres
Outdoor Family Aquatics	1 site/991,000	1 site/570,000	Expand Existing Water Mine
Horticulture Parks	1 site/496,000	1 site/350,000	Maintain existing park and develop horticultural themed community parks
Equestrian Facilities	1 site/991,000	1 site/595,000	1
Waterfront Parks	1 site/99,000	1 site/90,000	2
Rectangle Fields	1 field/4,100	1 field/2,500	95
Diamonds with Skinned Infields (Type 300S)	1 field/30,000	1 field/22,000	4
Diamonds with Skinned Infields (Type 200S)	1 field/9,300	1 field/8,800	0
Diamonds with Grassed Infields (Type 200G)	1 field/6,300	1 field/6,500	0
Diamonds with Grassed Infields (Type 350G)	1 field/43,000	1 field/28,000	9



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The contribution levels endorsed by the FCPA Board are a key component to developing the long range Capital Improvement Plan. These contribution levels are based on established need. FCPA's goal to contribute substantially to the need is the foundation needed to build the CIP.

A complete explanation of the methodology and factors considered in the establishment of standards and endorsement of FCPA contribution levels is found in Appendix V – Methodology and Considerations in Establishing Countywide Service Level Standards and FCPA Contribution Levels

Facility Standard Service Area Maps

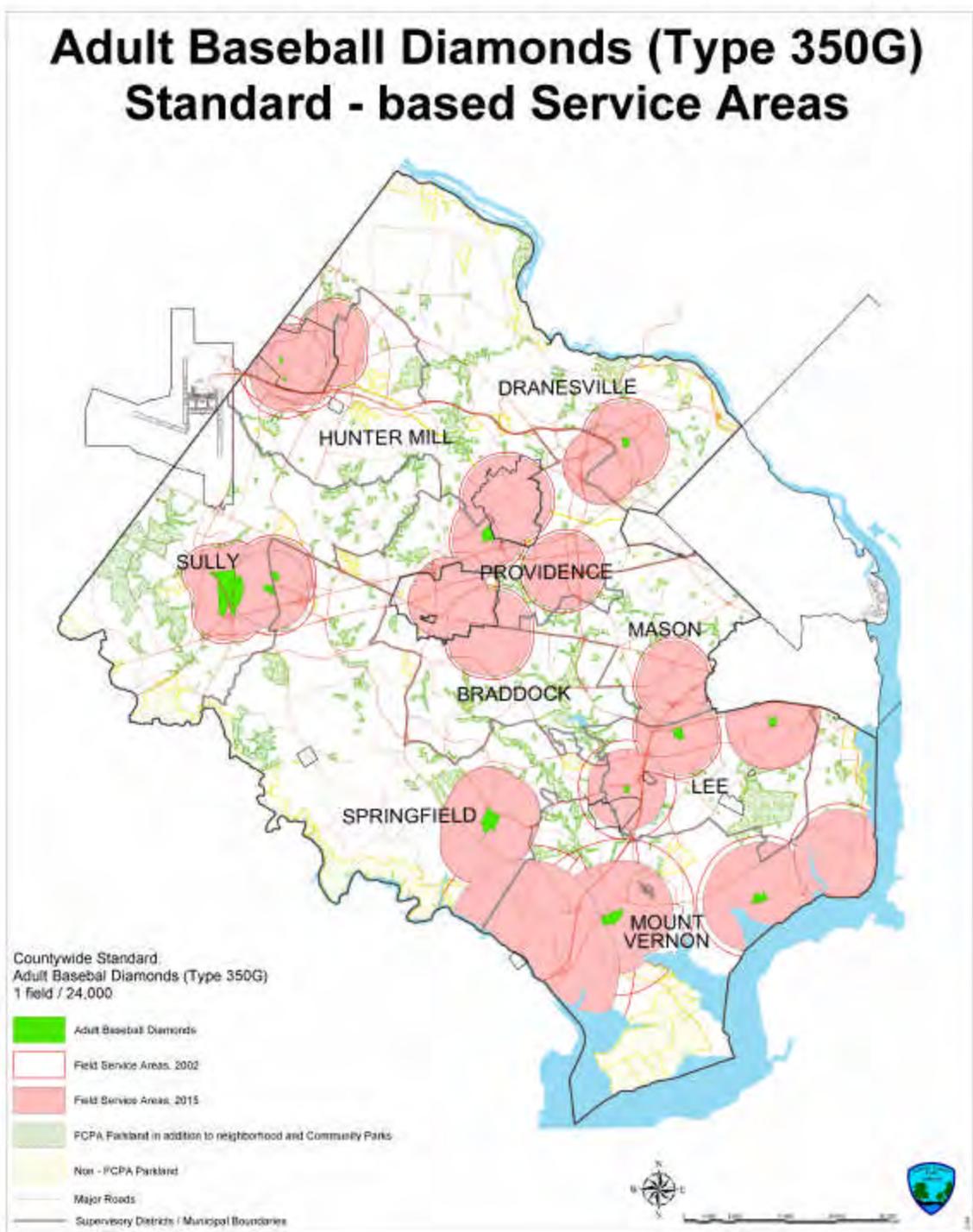
Following the adoption of facility standards, a mapping exercise was conducted to geographically illustrate the distribution of existing public facilities and the application of the service level standards in relation to the respective facilities and existing population density. Standard-based Service Area Maps, as shown in Appendix VI, were developed for the following ten facility types for which standards were adopted:

- Neighborhood and Community Parks
- District and Countywide Parks
- Indoor Gyms
- Nature Centers
- RECenters and Community Centers
- Youth Baseball Diamond Fields
- Adult Baseball Diamond Fields
- Youth Softball Diamond Fields
- Adult Softball Diamond Fields
- Rectangle Athletic Fields

The maps were developed using state-of-the-art Geographic Information System (GIS) software. Specific facility locations were mapped and the facility service standard was applied to each mapped facility. Figure 12 is an example of service area map for adult baseball field service areas. Adult baseball fields have an adopted standard of 1 field per 24,000 people. For the GIS application, all public adult baseball fields were identified and located on the map. Using the standard of 1 field per 24,000 people, and the 2002 County population estimates distributed by sub-census tracts, service areas were geographically depicted around each facility representing the number of people served by each field based on its acreage. Using 2015 County population projections also by sub-census tracts, 2015 service levels were developed and layered on the 2002 service levels to illustrate how the service levels will change as the County's population grows. (County population projections are done in five year increments. The 2015 projections are the



Figure 12



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closest projections available to the end of project plan in 2013.) As one might expect, due to increasing population, the service areas decrease in size over time.

This mapping exercise was developed as a planning tool to conduct analysis with many applications. Specific applications will include the ability to:

- Geographically locate specific facility deficiencies based on the adopted facility service level standard.
- Determine where future parkland and facilities should be acquired, planned and constructed.
- Evaluate equitable distributions of facilities and parkland.
- Evaluate service level impacts of proposed new residential development on existing and planned park facilities.
- Evaluate relationships of facility deficiencies and existing undeveloped or underdeveloped public parkland.
- Evaluate relationships of FCPA park and facility locations in relation to other public and private facility locations.

This tool has limitations. The maps simply show how the adopted service level standards for public park facilities apply to the County's population distribution. They do not account for other factors such as travel time or market competition. They need to be updated frequently as population shifts occur and/or new facilities are added. They are one of many planning tools, and should be used with other data sources and considerations to determine the distribution of new facilities. Depending on the information sought, they require interpretation and analysis in combination with other data, information, planning tools and techniques. The maps are a simple predictor of future service areas based on 2015 population projections. This information will be useful for long range planning efforts.

Service area maps should be interpreted with caution. For a variety of reasons, portions of the county shown outside the boundaries of park or facility service areas do not necessarily indicate underserved regions. For instance, areas of the County that have protected environmental features such as the Occoquan Watershed and the Difficult Run Stream Valley primarily have passive resource preservation areas and stream valley trails, but have relatively few active recreation facilities. These areas of the County have a higher percentage of un-developable land and open space and therefore a relatively smaller proportion of parkland and facilities. Population densities are lower in these areas and opportunities to develop active recreation facilities are limited.



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Service area maps for revenue facilities such as RECenters have limited applicability. Since they are operationally self-sufficient through user fees, RECenter need must be based more on actual market areas than theoretical service areas. Market areas describe travel distances of actual users and are large enough to provide an economically viable population base. User data and market surveys provide the basis for the development of market areas, which are generally larger than the service areas produced for this study. To some extent the limitations of service area maps in RECenter planning also apply to other indoor facilities such as nature centers and gymnasiums.

Despite these limitations, the standards-based mapping tool will provide decision makers a new dimension of geographic information to indicate locations with need and illustrate multiple complex factors in an understandable graphic format.

Resource Management Best Practices Findings

Best practices identified through the benchmark survey were used to compare current FCPA practices that apply to the natural and cultural resources owned, managed, and protected by FCPA. The specific focus of this analysis is to ascertain best practices regarding the efficient use of resources, best value of tax investments, effective approaches to asset management, reduction of negative impacts to operational goals, and wise stewardship of resources within the system.

To discover the best practices in resource management, a survey was developed with input from FCPA staff. Lists of organizations were identified for possible inclusion in the survey. The organizations were selected based on the reputation of the agency's expertise in the management of natural and cultural resources. Efforts were made to include primarily agencies serving urban communities of a similar size or with similar resources as Fairfax County.

While Fairfax County compares somewhat favorably with these agencies' best practices, it was found that many of these agencies are not using best practices in all aspects of their organizations. Opportunities exist for FCPA to meet or establish best practices in several areas with new initiatives. A key issue is availability of funding to implement best practice initiatives. The complete Resource Management Best Practices Report is found in Appendix VII –Resource Management Best Practices Study Report.



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PROJECTED CAPITAL IMPROVEMENT NEEDS THROUGH 2013

Introduction

Capital expenditures for park facility development can be categorized by three capital project types; New Facilities, Land Acquisition and Facility Renovation. Gathering the cost and project data to prepare a Capital Improvement Plan required a great deal of research and analysis. This included establishment of contribution levels for new facilities and acquisition and an assessment of existing facility conditions with lifecycle determinations. These general project areas were compared with staff knowledge of site specific projects to provide additional guidance in preparing the CIP.

FCPA's adoption of contribution levels provides needed guidance for the development of the New Facilities and Land Acquisition elements of the CIP. Contribution levels represent FCPA's determination of its level of responsibility for meeting a portion of community park and recreation need. The contribution levels represent FCPA's goals for acquiring new parkland and developing new facilities over the next ten years and are presented by facility type in Table 5 above.

In addition, FCPA staff identified specific projects for new or expanded facilities that in some cases form a subset of the general contribution levels and in some cases propose new facilities outside the contribution levels. For instance, the contribution level endorsed for RECenter space is 152,118 square feet of space. Expansion projects at existing RECenters identified as necessary by staff to meet current and projected demand total 152,000 square feet. In this case, the specific projects identified by staff fall within the contribution level endorsed by the FCPA Board.

The Needs Assessment focused on measuring need and establishing standards for facilities that appear to be core to the FCPA mission. Therefore, not all facilities provided by FCPA were included in the standards and contribution levels. Some of the omitted facilities are fringe activities. Some are difficult to define and measure. In these cases, the need for these facilities can best be evaluated based on staff analysis and projections. FCPA staff identified need for several new facilities that are outside the adopted standards and contribution levels. These include new area maintenance facilities, an additional ice rink, golf clubhouse expansions, mini-golf courses, historic site visitor centers and support facilities, and campgrounds.

The new facilities and land acquisition elements of the CIP represent a significant investment over the next ten years. Specifically, new facilities represent an estimated investment of \$226,514,264 and land acquisition represents \$57,132,000 through 2013.



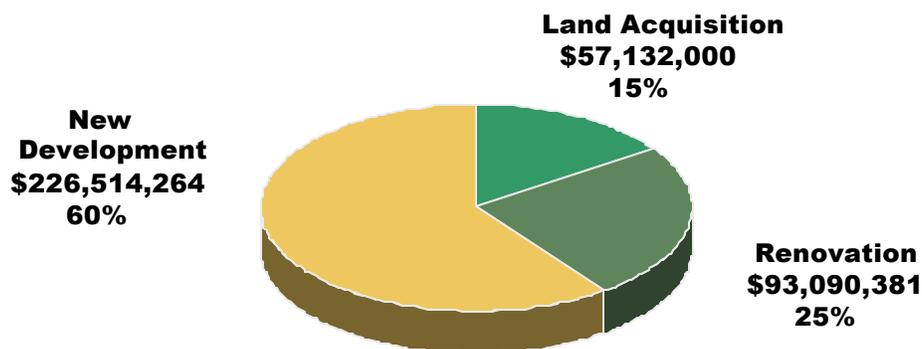
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To determine the community need for facility renovations, a facility condition assessment was conducted that evaluated all outdoor park facilities, determined each facility lifecycle and the facility age and developed a replacement schedule over the next ten years. Indoor facilities and managed sites, such as RECenters, golf and lakefront parks have developed similar replacement and repair schedules. These facility condition assessments form the basis for the Renovations element of the CIP. Renovations cost estimates over the next ten years are projected at \$93,090,381.

The recommended 10-year phased CIP allocates improvement projects by New Facilities, Renovation and Land Acquisition categories that are summarized in Figure 12. Detailed spreadsheets relating to each improvement type are shown in Tables 6-8 beginning on Page 40. Table 9 is a summary of Tables 6-8. The CIP section following Figure 12 explains the spreadsheet elements and assumptions used to form the recommendations in the 10-year CIP.

Figure 12
Park and Recreation Needs through 2013 by Category



Capital Improvement Plan (CIP)

The increasingly competitive demand for capital resources among County agencies requires that a needs-based Phased 10-Year Capital Improvement Plan (CIP) be prepared for the FCPA. Over the past three years, all county agencies have been strongly encouraged to prepare long range needs-based capital improvement projections and use them as a basis for their agency annual Capital Improvement Program budget submission. This process and the resulting plan meet these criteria. The recommended CIP is based upon community needs identified through various data collection and analysis techniques used in the Needs Assessment process.

The CIP links criteria from the following County and FCPA policy documents to form the final recommendations for capital improvements over the next 10-year period:



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- Park Progress - Fairfax County Park Authority Park Comprehensive Plan 1995-2010
- Parks and Recreation element of the Countywide Comprehensive Plan Policy Plan
- Principles of Sound Capital Improvement Planning provided by the County Executive's office
- Criteria for Recommending New Capital Projects provided by the County Executive's office
- Fairfax County Park Authority 2002-2006 Strategic Plan
- Fairfax County Park Authority FY 2003 Financial Management Plan

The CIP provides guidance to FCPA decision makers for the allocation of funds and the distribution of projects based on demonstrated needs, deficiencies and priorities identified in the Needs Assessment process. The CIP's primary purpose is to address the following question:

How should FCPA enhance and allocate capital resources over the next ten years to address the needs identified in the Needs Assessment process?

Projects include new park facility development that expand a facility's capacity, renovation projects that maintain or restore the design capacity of existing facilities, and parkland acquisition to secure future park property for additional development, environmental or cultural preservation, and/or open space preservation.

The most current information available was used in the CIP and was gained from the extensive data collected in this process. It should be noted that citizen preferences may change over the next 10 years and the FCPA should continue to collect citizen participation data to ensure that the CIP truly meets the overall current needs of the community.

The CIP provides the overall long-range framework with recommended allocation of capital resources by facility type to meet the projected citizen's park and recreation needs. This long-range CIP is a guide for decision-makers for use in creating the 2004 and future bond programs. It is also a guide for use in submitting a mandated needs-based and more detailed Capital Improvement Program each year to the County Executive's office.

CIP Format and Elements

The CIP is presented in four worksheets (Tables 6-9) that are defined below and represent three specific improvement types plus a summary:

- New Facility Development (Table 6) reflects contribution levels endorsed by the FCPA Board for new facilities and FCPA staff identified projects. Project types



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include: trails and stream crossings; RV and tent campgrounds, boat/RV storage, outdoor aquatics, RECenters (non-aquatic space), RECenters ice rink, indoor gyms at RECenters, nature centers, playgrounds, indoor aquatics at RECenters, picnic areas, multi-use courts, historic sites, golf facilities, skate parks, dog parks, equestrian facilities, horticultural parks, athletic fields, and maintenance facilities.

- Park Renovations (Table 7) reflect the results of a comprehensive facilities condition assessment with scheduled replacement and renovation projects, as reported by an independent consultant, as well as major renovation needs identified by FCPA staff. Project types include repairs and replacement of park facilities; remodeling of facilities for improved space utilization; repairs and improvements to park infrastructure (roads, parking lots, parking lot lighting, court lighting, and maintenance facilities).
- Parkland Acquisition (Table 8) reflects the FCPA Board endorsed contribution levels for acquisition of new Community and Countywide parkland sites that meet FCPA land acquisition criteria.
- Executive Summary (Table 9) tallies all the key recommendations of the three improvement types into one presentation.

The CIP does not include the following: individual ADA compliance improvement projects; general building maintenance at non-revenue producing parks including: plumbing, electrical, lighting, security/fire systems, sprinklers, HVAC systems and roof repairs; and on-going parks grounds maintenance program.

Each capital improvement recommendation, represented in rows in each spreadsheet, relates a general project description to identified needs and includes the following information:

- Project descriptions;
- Year;
- CIP Priority;
- CIP Priority Group;
- Funding source;
- Planning area;
- Facility life expectancy;
- Annual maintenance and operations cost;
- Respective project costs;

Each of these spreadsheet elements is described below.



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Project Descriptions

Project descriptions are shown by row on each of the CIP spreadsheets. These project descriptions relate to the adopted facility service standards and contribution levels established in the Needs Assessment Process.

The Fairfax County Park Authority, in conjunction with the various consultants who have assisted with this study, formed the specific project descriptions to be consistent with the adopted Countywide facility service level standards and FCPA contribution levels. Capital improvement planning policies adopted by the County and FCPA were also considered. Existing capital improvement and renovation related data that is maintained by the Authority was also reviewed to verify short-term needs with long term projections. Reviewing and analyzing all this information provided a comprehensive approach to developing the recommended project descriptions.

The project descriptions are generic by facility type and are not intended to be site or existing facility specific. These descriptions have been organized by priority score and follow the same format and sequence as the information presented in the Facility Standards worksheet of this study.

Where possible the project descriptions include quantities highlighting the number, size or length of the facility. The overall number of new facilities, and parkland acquisitions shown in the project descriptions directly relate to the FCPA-endorsed Contribution Levels. The renovation project descriptions reflect facility renovation need statements based on detailed condition assessments provided by FCPA staff.

Year

The Capital Improvement Plan covers a 10-year period. The time frame begins in year 2004 and ends in 2013. These three terms generally correspond with the durations used in the County Capital Improvement Program. Allocation of project funding is shown in the following time frames:

- Near Term, 1 -3 years, 2004-2006
- Intermediate Term, 4-7 years, 2007-2010
- Long Term, 8-10 years, 2011-2013

CIP Priority Factor

In the past, FCPA has used strategic processes and policies for guidance to prioritize specific capital projects. The process involved creating prioritization criteria with established weighted values and then evaluating all the projects to form a



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hierarchy of needs. It is not possible to set priorities on an individual project basis with the CIP, but a similar evaluation process can be adopted on a broader level.

Priority criteria and scoring points were developed by Woolpert LLP and Leon Younger and PROS and approved by the FCPA staff. Using the prescribed criteria and scoring system, priority factors were developed for use in scheduling projects within the CIP timeframes and tie in directly with the demonstrated citizen needs. A Priority Factor was determined for each major park facility type. Prioritization criteria were created with weighted scoring values to determine an overall ranking of need. Specifically, eight criteria factors with assigned points were used in the evaluation and are described as follows:

1. Community Need - Facility addresses need, importance and unmet need as measured in the citizen survey and current facility service delivery as measured in the peer community benchmark survey. This criterion was given a weighted value of 3.25 points and emphasizes this criterion as a paramount priority factor.
2. Cross Cultural Interest - Facility has common interest and need from all five cultural groups identified in the Citizen Demand Survey. Weighted value of .5 points assigned.
3. Cross Age Interest - Facility has common interest and need from all six age group segments broken out in the Citizen Demand Survey. Weighted value of .5 points assigned.
4. Operation and Maintenance Impacts - Facility impacts operation and maintenance costs. Weighted .5 points assigned.
5. Revenue Opportunities - Facility offers revenue generation opportunities. Weighted .5 points assigned.
6. Partnership Opportunities - Facility provides program or facility development support through a partnership. Weighted .5 points assigned.
7. External Capital Funding Potential - Facility has external capital funding potential. Weighted .5 points assigned.
8. Resource Protection and Education Opportunity - Facility offers potential of protecting natural and cultural resources with education opportunity. Weighted .5 points assigned.

The CIP Spreadsheets shows a Priority Scoring Factor column for each of the individual facility types. The maximum total possible point score is 26. Appendix VIII – The Priority Scoring Factor Sheet indicates how each facility type was scored based on the eight criteria items. The Priority Scoring Factor, along with the recommendations from the Facility Standards Contribution Levels, influenced the scheduling of projects into near, intermediate or long terms.



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CIP Priority Group

The CIP Spreadsheets have a CIP Priority Group column listed for each park facility type. This simply summarizes and places into priority groupings the scores of the individual park facility types. Four groups have been formed for this study:

<u>Priority Scoring Factor</u>	<u>CIP Priority Group Number</u>	
22.50-19.50	1	Highest
17.50- 15.75	2	High Mid-Range
14.50- 12.00	3	Second Lowest
11.25- 8.25	4	Lowest

Facilities in Group 1 scored the highest in meeting the priority criteria from the CIP Priority Factor evaluation. Facilities in Groups 2 and 3 reflect mid-range scores. Facilities in Group 4 scored the lowest in meeting the criteria established. While there are varying degrees of facility needs reflected in these groupings the CIP Priority Group generalizes where that particular park facility type falls within the overall priorities of the community.

Funding Needs

Funding Needs are consistent with the terms described previously as follows:

- Near Term- targeted for the 2004-2006 timeframe
- Intermediate Term- targeted for the 2007-2010 timeframe
- Long Term- targeted for the 2011-2013 timeframe

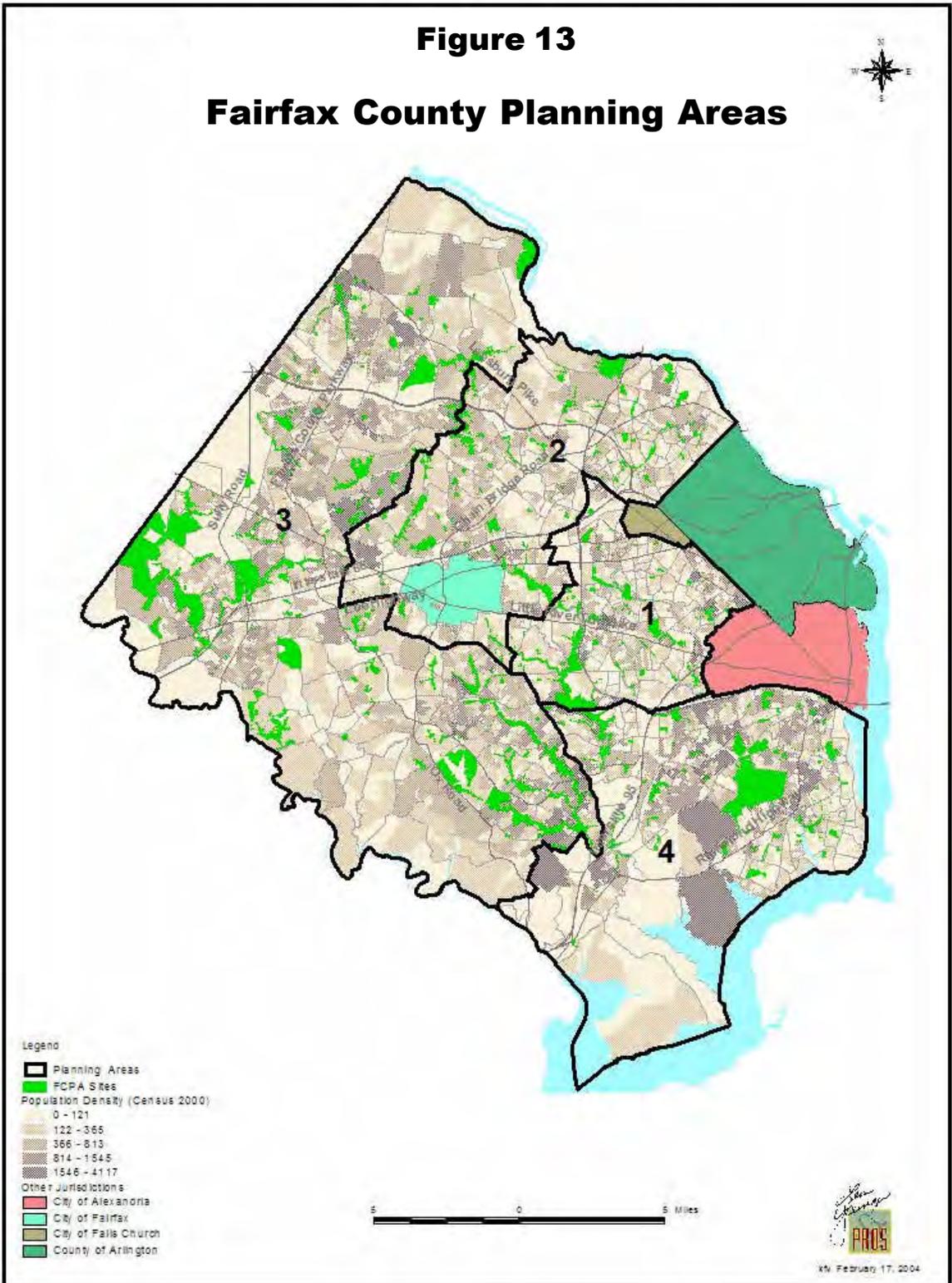
The Funding Needs columns on the CIP Spreadsheet indicate the project or facility cost estimates during the various timeframes.

Planning Area

The County Comprehensive Plan divides the County into four Planning Areas. These Planning Areas were used in the Needs Assessment process to geographically identify and segregate citizen needs and to project where facilities should be located to meet those needs. A map of these Planning Areas is shown below in Figure 13. These planning areas are used to generally reference the recommended location of each project description and are shown as columns on the CIP spreadsheets.



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Facility Life Expectancy

The CIP spreadsheets show a column indicating Facility Life Expectancy (in years) for each facility type. This was determined mutually by the FCPA staff and Woolpert LLP. The Facility Life Expectancy standards are based on historic operations and maintenance records and applying best knowledge of the parks and recreation industry. The Facility Life Expectancy standards help to recognize the return on the investment of the capital improvements and the requirement for additional operations and maintenance funds to protect those improvements over a certain timeframe.

Facility life expectancy can be described as the period of time when the improvement or facility provides service or capacity at the level for which it was designed while receiving routine maintenance. Therefore, at the end of the facility life expectancy, it can be anticipated that the improvement will not perform as well, will require non-routine maintenance or replacement and that user expectations will not be consistently met.

Annual Operation and Maintenance Cost for New Facilities

The New Facility spreadsheets also show estimated Annual Operation and Maintenance Costs for each project description. These estimates were determined mutually by the FCPA staff and Woolpert LLP based on historic FCPA operations and maintenance costs, as well as comparisons with other public park systems. These cost estimates represent additional annual appropriations required to operate and maintain the proposed new facilities and do not include labor costs.

The Annual Operation and Maintenance costs are important to consider when reviewing the entire Capital Improvement Plan and are key to understanding the direct relationship between investing in additional new park facilities and the corresponding investment required for additional annual operations costs to maintain those facilities. FCPA should only move forward with capital improvements that they know will have supporting operations and maintenance budgets.

Development, Renovation, and Land Acquisition Costs

The final column on each CIP spreadsheet indicates Development, Renovation, or Land Acquisition costs for each project description. Cost estimates were collaboratively determined by the FCPA staff and Woolpert LLP based on recent FCPA project costs for similar facilities, national cost estimating standards and comparisons to other public park systems. All costs are shown in 2004 dollars. New Facility improvements include the specific improvement costs, plus planning and design fees. The renovation costs reflect current and future proposed renovation projects throughout the FCPA system.



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Table 6 - Summary of New Park Facility Development Report

Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs			Planning Area				Annual Operation and Maintenance Cost excluding labor	Development Cost	
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	1	2	3	4			Facility Life Expectancy (in Years)
PAVED TRAILS		22.50	1	\$ 11,193,600	\$ 11,193,600	\$ 11,193,600	X	X	X	X	X	\$ 79,200	\$ 33,580,800
25 Miles Trail Connections & Crossings	1-3			\$ 11,193,600			X	X	X	X	X	\$ 26,400	\$ 11,193,600
25 Miles Trail Connections & Crossings	4-7				\$ 11,193,600		X	X	X	X	X	\$ 26,400	\$ 11,193,600
25 Miles Trail Connections & Crossings	8-10					\$ 11,193,600	X	X	X	X	X	\$ 26,400	\$ 11,193,600
RECENTER (Non-aquatic/fitness space)		21.50	1	\$ 1,890,000	\$ 6,915,000	\$ 2,375,960	X	X	X	X	X	\$ 145,354	\$ 11,180,960
Grounds Parking	1-3			\$ 350,000			X					\$ 1,000	\$ 350,000
3,500 (sf) Building Expansion	1-3			\$ 770,000			X					\$ 10,500	\$ 770,000
3,500 (sf) Building Expansion	1-3			\$ 770,000			X					\$ 10,500	\$ 770,000
Grounds Shelter	4-7				\$ 15,000		X					\$ 1,800	\$ 15,000
20,000 (sf) Fitness Center	4-7				\$ 4,400,000		X					\$ 60,000	\$ 4,400,000
10,000 (sf) Fitness Center	4-7				\$ 2,200,000		X					\$ 30,000	\$ 2,200,000
Grounds Parking	4-7				\$ 300,000		X					\$ 1,000	\$ 300,000
10,000 (sf) Building Expansion	8-10					\$ 2,200,000	X					\$ 30,000	\$ 2,200,000
Grounds Parking	8-10					\$ 150,000	X					\$ 1,000	\$ 150,000
118 (sf) Contribution Level Balance	8-10					\$ 25,960	X	X	X	X	X	\$ 354	\$ 25,960
INDOOR GYMS AT RECENTERS		19.50	1	\$ -	\$ 3,300,000	\$ 19,083,020	X	X	X	X	X	\$ 305,223	\$ 22,383,020
15,000 (sf) Gymnasium Expansion	4-7				\$ 3,300,000		X					\$ 45,000	\$ 3,300,000
15,000 (sf) Gymnasium Expansion	8-10					\$ 3,300,000	X					\$ 45,000	\$ 3,300,000
10,696 (sf) Contribution Level Balance	8-10					\$ 2,353,120	X					\$ 32,088	\$ 2,353,120
61,045 (sf) Contribution Level Balance	8-10					\$ 13,429,900		X	X	X	X	\$ 183,135	\$ 13,429,900
INDOOR AQUATICS AT RECENTERS		17.25	2	\$ 10,000,000	\$ 15,000,000	\$ 10,000,000	X	X	X	X	X	\$ 501,900	\$ 35,000,000
15,000 (sf) Leisure Pool	1-3			\$ 5,000,000			X					\$ 71,700	\$ 5,000,000
15,000 (sf) Leisure Pool	1-3			\$ 5,000,000			X					\$ 71,700	\$ 5,000,000
15,000 (sf) Leisure Pool	4-7				\$ 5,000,000		X					\$ 71,700	\$ 5,000,000
2 - 15,000 (sf) Leisure Pool	4-7						X					\$ 143,400	\$ 10,000,000
15,000 (sf) Leisure Pool	8-10					\$ 5,000,000		X				\$ 71,700	\$ 5,000,000
15,000 (sf) Leisure Pool	8-10					\$ 5,000,000	X					\$ 71,700	\$ 5,000,000



Needs Assessment Final Report Fairfax County Park Authority

Table 6 - Summary of New Park Facility Development Report- continued

Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs			Planning Area				Facility Life Expectancy (in Years)	Annual Operation and Maintenance Cost excluding labor	Development Cost	
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	1	2	3	4				
NATURE CENTERS		17.25	2	\$ -	\$ 198,000	\$ 3,300,000					X		\$ 47,700	\$ 3,498,000
(sf) Nature Center Expansion 900 and Renovation	4-7				\$ 198,000								\$ 2,700	\$ 198,000
7,500 (sf) New Nature Center / Visitor	8-10					\$ 1,650,000							\$ 22,500	\$ 1,650,000
7,500 (sf) New Nature Center / Visitor	8-10	17.25	2	\$ -	\$ 630,000	\$ 730,000					X		\$ 6,000	\$ 1,360,000
PLAYGROUNDS														
Countdown Playground	4-7				\$ 630,000								\$ 2,500	\$ 630,000
Countdown Playground	8-10					\$ 630,000							\$ 2,500	\$ 630,000
Special Needs Playground	8-10					\$ 100,000							\$ 1,000	\$ 100,000
RESERVABLE PICNIC AREAS		16.75	2	\$ -	\$ 1,218,000	\$ 1,218,000							\$ 8,000	\$ 2,436,000
10 Reservable Areas	4-7				\$ 1,218,000								\$ 4,000	\$ 1,218,000
10 Reservable Areas	8-10					\$ 1,218,000							\$ 4,000	\$ 1,218,000
OUTDOOR FAMILY AQUATICS		15.75	2	\$ -	\$ -	\$ 3,000,000							\$ 275,000	\$ 3,000,000
Expand Existing Water Mine	8-10					\$ 3,000,000							\$ 275,000	\$ 3,000,000
MULTI-USE COURTS		15.75	2	\$ -	\$ 471,696	\$ 471,696							\$ 1,254	\$ 943,392
Court Complex - 6 Courts	4-7				\$ 471,696								\$ 1,254	\$ 471,696
Court Complex - 6 Courts	8-10					\$ 471,696							\$ 1,254	\$ 471,696
HISTORIC SITES		14.50	3	\$ 3,640,000	\$ 3,300,000	\$ 2,112,000							\$ 123,600	\$ 9,052,000
12,000 (sf) Visitor Center	1-3			\$ 2,640,000									\$ 36,000	\$ 2,640,000
Replace / Renovate Exhibits	1-3			\$ 1,000,000									\$ 13,600	\$ 1,000,000
10,000 (sf) Visitor Center	4-7			\$ 2,200,000									\$ 30,000	\$ 2,200,000
5,000 (sf) Visitor Center	4-7			\$ 1,100,000									\$ 15,000	\$ 1,100,000
Restroom Facilities	8-10					\$ 352,000							\$ 5,000	\$ 352,000
8,000 (sf) Visitor Center	8-10	14.50	3	\$ 975,000	\$ 380,000	\$ 1,280,000							\$ 144,000	\$ 2,635,000
GOLF														
3 Hole Junior Course	1-3			\$ 175,000									\$ 38,500	\$ 175,000
Practice Areas	1-3			\$ 500,000									\$ 22,000	\$ 500,000
Building Improvements	1-3			\$ 300,000									\$ 7,500	\$ 300,000
Course Improvements	4-7			\$ 100,000									\$ 2,500	\$ 100,000
2 Practice Areas	4-7			\$ 180,000									\$ 22,000	\$ 180,000
Frisbee Golf Course	4-7			\$ 100,000									\$ 2,500	\$ 100,000
Mini-Golf Lights	8-10					\$ 80,000							\$ 2,000	\$ 80,000
Grounds	8-10					\$ 100,000							\$ 2,500	\$ 100,000
Mini-Golf Course	8-10					\$ 600,000							\$ 32,000	\$ 600,000
Building Improvements	8-10					\$ 500,000							\$ 12,500	\$ 500,000



Needs Assessment Final Report Fairfax County Park Authority

Table 6 - Summary of New Park Facility Development Report- continued

Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs			Planning Area				Facility Life Expectancy (in Years)	Annual Operation and Maintenance Cost excluding labor	Development Cost
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	1	2	3	4			
SKATE PARKS		13.75	3	\$ 3,331,000	\$ 3,376,000	\$ 3,376,000	X	X	X	X	20	\$ 200,000	\$ 10,085,000
3 Neighborhood Skate Parks	1-3			\$ 831,000			X	X	X			\$ 45,000	\$ 831,000
1 Expand Existing Skate Park	1-3			\$ 2,500,000			X					\$ 15,000	\$ 2,500,000
3 Neighborhood Skate Parks	4-7				\$ 831,000			X	X			\$ 45,000	\$ 831,000
1 Countywide Skate Park	4-7				\$ 2,545,000			X				\$ 25,000	\$ 2,545,000
3 Neighborhood Skate Parks	8-10					\$ 831,000	X	X	X			\$ 45,000	\$ 831,000
1 Countywide Skate Park	8-10					\$ 2,545,000	X	X	X			\$ 25,000	\$ 2,545,000
DOG PARKS		12.50	3	\$ 118,600	\$ 340,100	\$ 118,600	X	X	X	10	\$ 6,400	\$ 577,900	
2 Neighborhood Dog Parks	1-3			\$ 118,600			X	X				\$ 1,300	\$ 118,600
1 Countywide Dog Park	4-7				\$ 221,500				X			\$ 2,500	\$ 221,500
2 Neighborhood Dog Parks	4-7				\$ 118,600			X	X			\$ 1,300	\$ 118,600
2 Neighborhood Dog Parks	8-10					\$ 118,600	X	X	X			\$ 1,300	\$ 118,600
EQUESTRIAN FACILITIES		12.00	3	\$ -	\$ -	\$ 4,000,000	X	X	X	10	\$ 383,050	\$ 4,000,000	
2 Neighborhood Dog Parks	8-10					\$ 4,000,000	X	X	X			\$ 383,050	\$ 4,000,000
Equestrian Facilities	8-10					\$ -	X	X	X			\$ 90,000	\$ 4,000,000
HORTICULTURAL PARKS		11.25	4	\$ -	\$ -	\$ 4,000,000	X	X	X	15	\$ 90,000	\$ 4,000,000	
Facilities Expansion	8-10					\$ 4,000,000	X	X	X			\$ 90,000	\$ 4,000,000
ATHLETIC FIELDS		8.25	4	\$ 8,219,256	\$ 15,858,512	\$ 23,707,024	X	X	X	15	\$ 1,319,773	\$ 47,784,792	
15 Rectangular Fields	1-3			\$ 6,740,520			X	X	X			\$ 188,085	\$ 6,740,520
3 Adult Baseball Fields	1-3			\$ 1,478,736								\$ 35,598	\$ 1,478,736
32 Rectangular Fields	4-7				\$ 14,379,776		X	X	X			\$ 401,248	\$ 14,379,776
3 Adult Baseball Fields	4-7				\$ 1,478,736							\$ 35,598	\$ 1,478,736
2 Adult Softball Fields	8-10					\$ 778,680						\$ 23,426	\$ 778,680
2 Adult Softball Fields	8-10					\$ 778,680	X	X	X			\$ 23,426	\$ 778,680
46 Rectangular Fields	8-10					\$ 20,670,928	X	X	X			\$ 576,794	\$ 20,670,928
3 Adult Baseball Fields	8-10					\$ 1,478,736						\$ 35,598	\$ 1,478,736
RECENTER ICE RINK		N/A		\$ -	\$ -	\$ 8,000,000			X	40	\$ 105,600	\$ 8,000,000	
Ice Rink	8-10					\$ 8,000,000			X			\$ 105,600	\$ 8,000,000
CAMPGROUNDS		N/A		\$ -	\$ -	\$ 5,000,000			X	50	\$ 490,000	\$ 5,000,000	
RV and Tent Campgrounds	8-10					\$ 5,000,000			X			\$ 100,000	\$ 5,000,000
WATERFRONT PARKS		N/A		\$ 3,500,000	\$ 4,575,000	\$ 7,925,000	X	X	X	50	\$ 320,000	\$ 16,000,000	
Core renovation - phase 2	1-3			\$ 3,500,000			X	X	X			\$ 70,000	\$ 3,500,000
Core renovation - phase 2	4-7				\$ 3,500,000		X	X	X			\$ 70,000	\$ 3,500,000
Core renovation - phase 2	8-10					\$ 3,500,000	X	X	X			\$ 70,000	\$ 3,500,000
Trail Expansion	4-7				\$ 275,000		X	X	X			\$ 5,500	\$ 275,000
Campground	4-7				\$ 400,000		X	X	X			\$ 8,000	\$ 400,000
Roat / RV Storage	4-7				\$ 400,000		X	X	X			\$ 8,000	\$ 400,000
Contribution Level Balance	8-10					\$ 4,425,000	X	X	X			\$ 88,500	\$ 4,425,000
MAINTENANCE FACILITIES		N/A		\$ 6,000,000	\$ -	\$ -	X	X	X	15	\$ 45,000	\$ 6,000,000	
3 Maintenance Buildings	1-3			\$ 6,000,000			X	X	X			\$ 45,000	\$ 6,000,000
Total New Park Facility Development				\$ 48,867,456	\$ 66,755,908	\$ 110,890,900						\$ 4,403,308	\$ 226,614,264



Needs Assessment Final Report Fairfax County Park Authority

Table 7 - Summary of Renovation Report

Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs			Long Term Needs Cost Estimate	Planning Area				Renovation Cost	
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate		1	2	3	4		Facility Life Expectancy (in Years)
RECENTERS (Non-aquatic/fitness space)													
Building Exterior	1-3	21.50	1	\$ 6,715,000	\$ 9,950,000	\$ 12,345,000	X	X	X	X	40	\$ 29,010,000	
Building Exterior	1-3			\$ 250,000			X					\$ 250,000	
Building Exterior	4-7			\$ 50,000					X			\$ 50,000	
Building Exterior	8-10				\$ 400,000				X			\$ 400,000	
Building Exterior	8-10					\$ 75,000	X					\$ 75,000	
Building Exterior	8-10					\$ 35,000			X			\$ 35,000	
Building Interior	1-3			\$ 3,780,000			X					\$ 3,780,000	
Building Interior	1-3			\$ 1,500,000			X					\$ 1,500,000	
Building Interior	1-3			\$ 50,000					X			\$ 50,000	
Building Interior	8-10					\$ 10,140,000				X		\$ 10,140,000	
Building Interior	4-7			\$ 7,500,000			X					\$ 7,500,000	
Building Interior	4-7			\$ 760,000				X				\$ 760,000	
Building Interior	4-7			\$ 600,000					X			\$ 600,000	
Building Interior	8-10					\$ 1,750,000	X					\$ 1,750,000	
Building Systems	1-3			\$ 25,000			X					\$ 25,000	
Building Systems	1-3			\$ 20,000				X				\$ 20,000	
Building Systems	1-3			\$ 40,000					X			\$ 40,000	
Building Systems	4-7				\$ 40,000				X			\$ 40,000	
Building Systems	8-10					\$ 20,000			X			\$ 20,000	
Building Systems - Electric	8-10					\$ 100,000	X					\$ 100,000	
Grounds	1-3			\$ 500,000					X			\$ 500,000	
Grounds	1-3			\$ 250,000					X			\$ 250,000	
Grounds	1-3			\$ 250,000					X			\$ 250,000	
Grounds	4-7				\$ 50,000		X					\$ 50,000	
Grounds	8-10					\$ 225,000			X			\$ 225,000	
Grounds - Signage	4-7				\$ 600,000		X	X	X	X		\$ 600,000	
INDOOR GYMS at RECENTERS													
Building Interior	1-3	19.50	1	\$ 75,000	\$ -	\$ -	X				40	\$ 75,000	
Building Interior	1-3			\$ 75,000			X					\$ 75,000	
WATERFRONT PARKS													
Buildings	1-3	N/A		\$ 1,915,000	\$ -	\$ -			X	X	40	\$ 1,915,000	
Buildings	1-3			\$ 150,000					X			\$ 150,000	
Campgrounds	1-3			\$ 500,000					X			\$ 500,000	
Campgrounds	1-3			\$ 100,000					X			\$ 100,000	
Grounds	1-3			\$ 400,000					X	X		\$ 400,000	
Grounds - Signage	1-3			\$ 675,000					X	X		\$ 675,000	
Storage	1-3			\$ 90,000					X	X		\$ 90,000	



Needs Assessment Final Report Fairfax County Park Authority

Table 7 - Summary of Renovation Report - continued												
Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs				Facility Life Expectancy (in Years)	Renovation Cost			
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	Planning Area					
							1	2	3	4		
GENERAL PARK FACILITIES												
25 General Maintenance	1-3	N/A	N/A	\$ 5,501,299	\$ 3,999,942	\$ 1,103,877	X	X	X	X	10	\$ 10,605,118
15 General Maintenance	1-3			\$ 1,080,738								\$ 1,080,738
34 General Maintenance	1-3			\$ 905,436								\$ 905,436
31 General Maintenance	1-3			\$ 792,649								\$ 792,649
1 General Maintenance	1-3			\$ 1,222,476								\$ 1,222,476
33 General Maintenance	1-3			\$ 1,500,000								\$ 1,500,000
31 General Maintenance	4-7			\$ 1,275,075								\$ 1,275,075
26 General Maintenance	4-7			\$ 859,082								\$ 859,082
38 General Maintenance	4-7			\$ 530,146								\$ 530,146
19 General Maintenance	8-10			\$ 1,335,639								\$ 1,335,639
9 General Maintenance	8-10			\$ 347,958								\$ 347,958
12 General Maintenance	8-10			\$ 180,100								\$ 180,100
20 General Maintenance	8-10			\$ 132,693								\$ 132,693
PAVED SURFACE REPAIRS												
810,281 (sf) Pavement Repair	1-3	N/A	N/A	\$ 5,875,529	\$ 2,004,902	\$ 1,196,768	X	X	X	X	10	\$ 9,077,199
1,189,522 (sf) Pavement Repair	1-3			\$ 1,066,269								\$ 1,066,269
1,847,108 (sf) Pavement Repair	1-3			\$ 1,222,919								\$ 1,222,919
1,026,374 (sf) Pavement Repair	1-3			\$ 2,024,386								\$ 2,024,386
197,385 (sf) Pavement Repair	1-3			\$ 1,265,879								\$ 1,265,879
908,363 (sf) Pavement Repair	4-7			\$ 296,078								\$ 296,078
943,241 (sf) Pavement Repair	4-7			\$ 817,427								\$ 817,427
1,796,878 (sf) Pavement Repair	4-7			\$ 191,816								\$ 191,816
632,421 (sf) Pavement Repair	4-7			\$ 720,182								\$ 720,182
430,000 (sf) Pavement Repair	8-10			\$ 275,477								\$ 275,477
165,578 (sf) Pavement Repair	8-10			\$ 108,874								\$ 108,874
721,258 (sf) Pavement Repair	8-10			\$ 58,746								\$ 58,746
274,399 (sf) Pavement Repair	8-10			\$ 732,987								\$ 732,987
79,060 (sf) Pavement Repair	8-10			\$ 177,572								\$ 177,572
PLAYGROUND EQUIPMENT												
10 Equipment Replacement	1-3	17.25	2	\$ 2,125,711	\$ 1,256,151	\$ 4,585,841	X	X	X	X	12	\$ 7,967,703
8 Equipment Replacement	1-3			\$ 624,264								\$ 624,264
9 Equipment Replacement	1-3			\$ 403,530								\$ 403,530
8 Equipment Replacement	1-3			\$ 348,133								\$ 348,133
9 Equipment Replacement	1-3			\$ 576,697								\$ 576,697
5 Equipment Replacement	1-3			\$ 173,087								\$ 173,087
4 Equipment Replacement	4-7			\$ 299,991								\$ 299,991
7 Equipment Replacement	4-7			\$ 177,415								\$ 177,415
6 Equipment Replacement	4-7			\$ 368,812								\$ 368,812
1 Equipment Replacement	4-7			\$ 353,578								\$ 353,578
16 Equipment Replacement	8-10			\$ 56,356								\$ 56,356
18 Equipment Replacement	8-10			\$ 715,827								\$ 715,827
24 Equipment Replacement	8-10			\$ 951,763								\$ 951,763
27 Equipment Replacement	8-10			\$ 1,306,867								\$ 1,306,867
5 Equipment Replacement	8-10			\$ 1,364,414								\$ 1,364,414
5 Equipment Replacement	8-10			\$ 246,971								\$ 246,971
Total Renovation Cost				\$ 37,716,539	\$ 26,502,495	\$ 28,871,347						\$ 93,090,381



Needs Assessment Final Report Fairfax County Park Authority

Table 7 - Summary of Renovation Report - continued

Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs			Planning Area				Facility Life Expectancy (in Years)	Renovation Cost		
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	1	2	3	4				
NATURAL RESOURCE PARKS														
Stream Valley Stabilization	1-3	N/A		\$ 1,000,000	\$ 1,540,000	\$ 500,000				X	X	X	X	\$ 3,040,000
Resource Protection Projects	1-3			\$ 500,000						X	X	X	X	\$ 500,000
Stream Valley Stabilization	4-7			\$ 500,000						X	X	X	X	\$ 500,000
Maintenance Facility	4-7				\$ 500,000					X	X	X	X	\$ 500,000
Resource Protection Projects	4-7				\$ 500,000					X	X	X	X	\$ 500,000
Resource Protection Projects	8-10					\$ 500,000				X	X	X	X	\$ 500,000
ATHLETIC FIELD LIGHTING		8.25	4	\$ 2,310,000	\$ 1,430,000	\$ 1,540,000				X	X	X	X	\$ 5,280,000
3 Lighting	1-3			\$ 330,000						X				\$ 330,000
5 Lighting	1-3			\$ 550,000						X				\$ 550,000
10 Lighting	1-3			\$ 1,100,000						X				\$ 1,100,000
2 Lighting	1-3			\$ 220,000							X			\$ 220,000
1 Lighting	1-3			\$ 110,000								X		\$ 110,000
2 Lighting	4-7				\$ 220,000					X				\$ 220,000
2 Lighting	4-7				\$ 770,000					X				\$ 770,000
2 Lighting	4-7				\$ 220,000						X			\$ 220,000
2 Lighting	8-10					\$ 660,000				X				\$ 660,000
2 Lighting	8-10					\$ 220,000				X				\$ 220,000
5 Lighting	8-10					\$ 550,000				X				\$ 550,000
1 Lighting	8-10					\$ 110,000				X				\$ 110,000
ATHLETIC FIELD IRRIGATION		8.25	4	\$ 535,000	\$ 644,000	\$ 364,000				X	X	X	X	\$ 1,543,000
11 Irrigation	1-3			\$ 330,000						X				\$ 330,000
3 Irrigation	1-3			\$ 85,000						X				\$ 85,000
4 Irrigation	1-3			\$ 120,000							X			\$ 120,000
6 Irrigation	4-7				\$ 165,000					X				\$ 165,000
7 Irrigation	4-7				\$ 209,000					X				\$ 209,000
2 Irrigation	4-7				\$ 210,000						X			\$ 210,000
12 Irrigation	4-7				\$ 60,000						X			\$ 60,000
MULTI-PURPOSE COURT SURFACE		15.75	2	\$ -	\$ -	\$ 364,000				X	X	X	X	\$ 364,000
58 Court Surfaces	8-10					\$ 3,414,000				X	X	X	X	\$ 3,414,000
33 Court Surfaces	8-10					\$ 1,106,750				X				\$ 1,106,750
28 Court Surfaces	8-10					\$ 611,750				X				\$ 611,750
54 Court Surfaces	8-10					\$ 444,500					X			\$ 444,500
12 Court Surfaces	8-10					\$ 1,034,500						X		\$ 1,034,500
MULTI-PURPOSE COURT LIGHTING		15.75	2	\$ 780,000	\$ 17,500	\$ 145,000				X	X	X	X	\$ 942,500
18 Court Lightings	1-3			\$ 320,000						X				\$ 320,000
18 Court Lightings	1-3			\$ 197,500						X				\$ 197,500
8 Court Lightings	1-3			\$ 142,500							X			\$ 142,500
5 Court Lightings	1-3			\$ 100,000								X		\$ 100,000
1 Court Lightings	1-3			\$ 20,000									X	\$ 20,000
4 Court Lightings	4-7				\$ 17,500								X	\$ 17,500
1 Court Lightings	8-10					\$ 80,000				X				\$ 80,000
2 Court Lightings	8-10					\$ 7,500					X			\$ 7,500
1 Court Lightings	8-10					\$ 37,500						X		\$ 37,500
1 Court Lightings	8-10					\$ 20,000							X	\$ 20,000



Needs Assessment Final Report

Fairfax County Park Authority

Table 7 - Summary of Renovation Report - continued

Project Description	Year	CIP Priority Factor	CIP Priority Group	Near Term Needs		Funding Needs		Planning Area				Facility Life Expectancy (in Years)	Renovation Cost
				Cost Estimate	Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	1	2	3	4		
GENERAL PARK FACILITIES													
25 General Maintenance	1-3	N/A	N/A	\$ 5,501,299	\$ 3,999,942	\$ 1,103,877	X	X	X	X	10	\$ 10,605,118	
15 General Maintenance	1-3			\$ 1,080,738			X					\$ 1,080,738	
34 General Maintenance	1-3			\$ 905,436				X				\$ 905,436	
31 General Maintenance	1-3			\$ 792,649					X			\$ 792,649	
1 General Maintenance	1-3			\$ 1,222,476						X		\$ 1,222,476	
1 General Maintenance	1-3			\$ 1,500,000								\$ 1,500,000	
33 General Maintenance	4-7				\$ 1,275,075		X					\$ 1,275,075	
31 General Maintenance	4-7				\$ 859,082		X					\$ 859,082	
26 General Maintenance	4-7				\$ 530,146		X					\$ 530,146	
38 General Maintenance	4-7				\$ 1,335,639					X		\$ 1,335,639	
19 General Maintenance	8-10					\$ 347,958	X					\$ 347,958	
9 General Maintenance	8-10					\$ 180,100	X					\$ 180,100	
12 General Maintenance	8-10					\$ 132,693		X				\$ 132,693	
20 General Maintenance	8-10					\$ 443,126			X			\$ 443,126	
PAVED SURFACE REPAIRS													
810,281 (sf) Pavement Repair	1-3	N/A	N/A	\$ 5,875,529	\$ 2,004,902	\$ 1,196,768	X	X	X	X	10	\$ 9,077,199	
1,189,522 (sf) Pavement Repair	1-3			\$ 1,066,269			X					\$ 1,066,269	
1,847,108 (sf) Pavement Repair	1-3			\$ 1,222,919				X				\$ 1,222,919	
1,026,374 (sf) Pavement Repair	1-3			\$ 2,024,386					X			\$ 2,024,386	
187,385 (sf) Pavement Repair	1-3			\$ 1,265,879						X		\$ 1,265,879	
908,363 (sf) Pavement Repair	4-7				\$ 296,078							\$ 296,078	
943,241 (sf) Pavement Repair	4-7					\$ 817,427	X					\$ 817,427	
1,736,878 (sf) Pavement Repair	4-7					\$ 191,816		X				\$ 191,816	
632,421 (sf) Pavement Repair	4-7					\$ 720,182			X			\$ 720,182	
430,000 (sf) Pavement Repair	8-10					\$ 275,477				X		\$ 275,477	
165,578 (sf) Pavement Repair	8-10					\$ 108,874	X					\$ 108,874	
721,268 (sf) Pavement Repair	8-10					\$ 58,746		X				\$ 58,746	
274,389 (sf) Pavement Repair	8-10					\$ 732,987			X			\$ 732,987	
79,060 (sf) Pavement Repair	8-10					\$ 177,572				X		\$ 177,572	
PLAYGROUND EQUIPMENT													
10 Equipment Replacement	1-3	17.25	2	\$ 2,125,711	\$ 1,256,151	\$ 4,585,841	X	X	X	X	12	\$ 7,967,703	
10 Equipment Replacement	1-3			\$ 624,264			X					\$ 624,264	
8 Equipment Replacement	1-3			\$ 403,530				X				\$ 403,530	
9 Equipment Replacement	1-3			\$ 348,133					X			\$ 348,133	
2 Equipment Replacement	1-3			\$ 576,697						X		\$ 576,697	
5 Equipment Replacement	4-7			\$ 173,087								\$ 173,087	
4 Equipment Replacement	4-7				\$ 299,991		X					\$ 299,991	
4 Equipment Replacement	4-7				\$ 177,415		X					\$ 177,415	
7 Equipment Replacement	4-7				\$ 368,812			X				\$ 368,812	
6 Equipment Replacement	4-7				\$ 353,578				X			\$ 353,578	
1 Equipment Replacement	4-7				\$ 56,356							\$ 56,356	
16 Equipment Replacement	8-10					\$ 715,827	X					\$ 715,827	
18 Equipment Replacement	8-10					\$ 951,763		X				\$ 951,763	
24 Equipment Replacement	8-10					\$ 1,306,867			X			\$ 1,306,867	
27 Equipment Replacement	8-10					\$ 1,364,414				X		\$ 1,364,414	
5 Equipment Replacement	8-10					\$ 246,971						\$ 246,971	
Total Renovation Cost				\$ 48,600,539	\$ 32,162,495	\$ 32,548,208						\$ 113,311,242	



Needs Assessment Final Report Fairfax County Park Authority

Table 8 - Summary of Land Acquisition Report

Project Description	Year	CIP Priority Factor	CIP Priority Group	Funding Needs			Planning Area				Facility Life Expectancy (in Years)	Acquisition Cost	
				Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate	1	2	3	4			
NEIGHBORHOOD / COMMUNITY PARKS													
40 (acres) New Sites	1 - 3	21.5	1	\$ 8,280,000	\$ -	\$ -						50	\$ 8,280,000
				\$ 8,280,000						X			\$ 8,280,000
DISTRICT / COUNTYWIDE PARKS													
82 (acres) Expansion of Existing Sites	1 - 3	21.5	1	\$ 16,974,000	\$ 24,012,000	\$ 7,866,000						50	\$ 48,852,000
116 (acres) Expansion of Existing Sites	4 - 7			\$ 16,974,000			X	X	X	X			\$ 16,974,000
38 (acres) Expansion of Existing Sites	8 - 10				\$ 24,012,000		X	X	X	X			\$ 24,012,000
						\$ 7,866,000	X	X	X	X			\$ 7,866,000
Land Acquisition Cost				\$ 25,254,000	\$ 24,012,000	\$ 7,866,000							\$ 57,132,000



Needs Assessment Final Report Fairfax County Park Authority

Table 9 - Executive Summary of CIP Report												
Project Description	CIP Priority Factor	CIP Priority Group	Funding Needs				Planning Area				Annual Operation and Maintenance Cost excluding labor	Development Cost
			Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Long Term Needs Cost Estimate		1	2	3	4		
New Park Facility Development												
PAVED TRAILS	22.50	1	\$ 11,193,600	\$ 11,193,600	\$ 11,193,600	X	X	X	X	10	\$ 79,200	\$ 33,580,800
RECENTER (Non-aquatic/fitness space)	21.50	1	\$ 1,890,000	\$ 6,915,000	\$ 2,375,960	X	X	X	X	40	\$ 145,354	\$ 11,180,960
INDOOR GYMS AT RECENTERS	19.50	1	\$ -	\$ 3,300,000	\$ 19,083,020	X	X	X	X	40	\$ 305,223	\$ 22,383,020
INDOOR AQUATICS AT RECENTERS	17.25	2	\$ 10,000,000	\$ 15,000,000	\$ 10,000,000	X	X	X	X	30	\$ 501,900	\$ 35,000,000
NATURE CENTERS	17.25	2	\$ -	\$ 198,000	\$ 3,300,000	X	X	X	X	40	\$ 47,700	\$ 3,498,000
PLAYGROUNDS	17.25	2	\$ -	\$ 630,000	\$ 730,000	X	X	X	X	12	\$ 6,000	\$ 1,360,000
RESERVABLE PICNIC AREAS	16.75	2	\$ -	\$ 1,218,000	\$ 1,218,000					25	\$ 8,000	\$ 2,436,000
OUTDOOR FAMILY AQUATICS	15.75	2	\$ -	\$ -	\$ 3,000,000					50	\$ 275,000	\$ 3,000,000
MULTI-USE COURTS	15.75	2	\$ 3,640,000	\$ 3,300,000	\$ 471,696	X	X	X	X	10	\$ 2,508	\$ 943,392
HISTORIC SITES	14.50	3	\$ 975,000	\$ 380,000	\$ 1,280,000	X	X	X	X	50	\$ 144,000	\$ 9,052,000
GOLF	14.50	3	\$ 3,331,000	\$ 3,376,000	\$ 3,376,000	X	X	X	X	20	\$ 200,000	\$ 10,083,000
SKATEPARKS	13.75	3	\$ 118,600	\$ 340,100	\$ 118,600	X	X	X	X	10	\$ 6,400	\$ 577,300
DOG PARKS	12.50	3	\$ -	\$ -	\$ 4,000,000	X	X	X	X	10	\$ 383,050	\$ 4,000,000
EQUESTRIAN FACILITIES	12.00	3	\$ -	\$ -	\$ 4,000,000	X	X	X	X	15	\$ 90,000	\$ 4,000,000
HORTICULTURAL PARKS	11.25	4	\$ 8,219,256	\$ 15,858,512	\$ 23,707,024	X	X	X	X	15	\$ 1,319,773	\$ 47,784,792
ATHLETIC FIELDS	8.25	4	\$ -	\$ -	\$ 8,000,000					40	\$ 105,600	\$ 8,000,000
RECENTER ICE RINK	N/A	N/A	\$ -	\$ -	\$ 5,000,000					50	\$ 490,000	\$ 5,000,000
CAMP GROUNDS	N/A	N/A	\$ 3,500,000	\$ 4,575,000	\$ 7,925,000					50	\$ 320,000	\$ 16,000,000
WATERFRONT PARKS	N/A	N/A	\$ 6,000,000	\$ -	\$ -					15	\$ 45,000	\$ 6,000,000
MAINTENANCE FACILITIES	N/A	N/A	\$ -	\$ -	\$ -					15	\$ -	\$ -
Total New Park Development			\$ 48,867,456	\$ 66,755,908	\$ 110,890,900						\$ 4,618,708	\$ 226,514,264
			22%	29%	49%							



Needs Assessment Final Report Fairfax County Park Authority

Table 9 - Executive Summary of CIP Report -Continued

Project Description	CIP Priority Factor	CIP Priority Group	Funding Needs					Long Term Needs Cost Estimate	Facility Life Expectancy (in Years)	Annual Operation and Maintenance Cost excluding labor	Development Cost	
			Near Term Needs Cost Estimate	Intermediate Term Needs Cost Estimate	Planning Area							
					1	2	3					4
Park Renovation												
RECENTERS (Non-aquatic/fitness space)	21.50	1	\$ 6,715,000	\$ 9,950,000	\$ 12,345,000	X	X	X	40	\$ 29,010,000		
INDOOR GYMS at RECENTERS	19.50	1	\$ 75,000	-	-	X	-	-	40	\$ 75,000		
WATERFRONT PARKS	N/A	N/A	\$ 1,915,000	-	-	X	X	X	40	\$ 1,915,000		
INDOOR AQUATICS	17.25	2	\$ 3,660,000	\$ 1,435,000	\$ 755,000	X	X	X	30	\$ 5,850,000		
HISTORIC SITES	0.00	N/A	\$ 2,000,000	\$ 500,000	\$ 2,000,000	X	X	X	50	\$ 4,500,000		
GOLF	14.50	3	\$ 5,224,000	\$ 1,075,000	\$ 21,861	X	X	X	30	\$ 6,320,861		
EQUESTRIAN FACILITIES	12.00	3	-	\$ 2,650,000	-	X	X	X	10	\$ 2,650,000		
HORTICULTURAL PARKS	11.25	4	-	-	\$ 900,000	X	-	-	15	\$ 900,000		
NATURAL RESOURCE PARKS	N/A	N/A	\$ 1,000,000	\$ 1,540,000	\$ 500,000	X	X	X	N/A	\$ 3,040,000		
ATHLETIC FIELD LIGHTING	8.25	4	\$ 2,310,000	\$ 1,430,000	\$ 1,540,000	X	X	X	20	\$ 5,280,000		
ATHLETIC FIELD IRRIGATION	8.25	4	\$ 535,000	\$ 644,000	\$ 364,000	X	X	X	20	\$ 1,543,000		
MULTI-PURPOSE COURT SURFACE	15.75	2	-	-	\$ 3,414,000	X	X	X	10	\$ 3,414,000		
MULTI-PURPOSE COURT LIGHTING	15.75	2	\$ 780,000	\$ 17,500	\$ 145,000	X	X	X	10	\$ 942,500		
GENERAL PARK FACILITIES	N/A	N/A	\$ 5,501,299	\$ 3,999,942	\$ 1,103,877	X	X	X	10	\$ 10,605,118		
PAVED SURFACE REPAIRS	N/A	N/A	\$ 5,875,529	\$ 2,004,902	\$ 1,196,768	X	X	X	10	\$ 9,077,199		
PLAYGROUND EQUIPMENT	17.25	2	\$ 2,125,711	\$ 1,256,151	\$ 4,585,841	X	X	X	12	\$ 7,967,703		
Total Park Renovation			\$ 37,716,539	\$ 26,502,495	\$ 28,871,347					\$ 93,090,381		
			41%	28%	31%							
Land Acquisition												
NEIGHBORHOOD / COMMUNITY PARKS	21.5	1	\$ 8,280,000	-	-	X	X	X	50	\$ 8,280,000		
DISTRICT / COUNTYWIDE PARKS	21.5	1	\$ 16,974,000	\$ 24,012,000	\$ 7,866,000	X	X	X	50	\$ 48,852,000		
Total Land Acquisition			\$ 25,254,000	\$ 24,012,000	\$ 7,866,000					\$ 57,132,000		
			44%	42%	14%							
Total Capital Improvement Program			111,837,995	117,270,403	147,625,248					376,736,645		
			30%	31%	39%							



Needs Assessment Final Report

Fairfax County Park Authority

CONCLUSIONS

The Needs Assessment Report provides the Park Authority with very valuable information. Using the public input, a comprehensive facilities inventory, and other data analyses, a sophisticated fiscal model in the form of a Capital Improvement Plan has been developed. This will guide resource allocation for the next 10 years. Options to supplement current funding sources were identified and applied uniquely to the FCPA for future consideration. With these tools, informed Park Authority Board members can make better decisions about the future of the County's park and recreation system. Report results will be used to build future bond programs, guide agency submissions to the County's needs-based Capital Improvement Program, amend the County's Comprehensive Plan, respond to the agency's Strategic Planning initiatives, and support proffer negotiations for park impacts from new development. This is a foundation report for 10 years of fiscal and strategic planning.

The Park Authority Board, staff and consulting team developed the Needs Assessment process to guide future actions necessary for a proactive organization that responds to the community needs within its means. Fairfax County residents have consistently demonstrated their desire to build a first class park system through approval of park bond referendums. They expect a park organization that is responsive, effective and efficient while meeting their park and recreation needs. While Fairfax County has a national reputation for its high quality of life and its superior park system, the Board must not become complacent about the current condition of the Park Authority concerning operational resource needs and the recreation needs of future generations.

Needs for open space, passive, and active recreation will be at the forefront of residents' minds as the Fairfax County population continues to grow. The services provided by the Park Authority are highly valued by the public. While overall satisfaction continues to be high, there are public concerns about developing new park facilities in a timely fashion, the condition of the existing infrastructure with declining maintenance standards, and the need to acquire, protect and preserve parkland and open space in the County. These are all perceived park and recreation needs that the citizens expect will be satisfied within the next ten years.

End of Report



Fairfax County Park Authority Parks and Recreation Needs Assessment Qualitative Research Final Report

Overview to Process

The Qualitative Data Collection tasks provided essentially important opportunities for key decision makers, partners, funders and the general public to have early input into the Needs Assessment Process. The qualitative data collection tasks provided feedback regarding key issues that would be analyzed later in the process and in particular set the stage for questions to be asked in the statistically valid survey and early buy-in and trust in the process.

Qualitative Data was collected in the following three (3) ways:

- 1) **Focus Groups** - Focus groups are issue-shaping meetings with members of the general public living in Fairfax County, as well as representatives from user groups, sponsors, partner organizations, etc. Focus groups are excellent qualitative tools to help shape and test survey questions, gain input from small random samplings of residents and demographic groups, gain understanding among participants of “larger issues” facing the FCPA, and build initial buy-in and trust to the process.

Focus Groups were held with the following groups:

- ◆ Gymnasium Focus Group
- ◆ Active Recreation Focus Group
- ◆ Volunteer Focus Group
- ◆ Diamonds Focus Group
- ◆ Rectangular Fields Focus Group
- ◆ Trails Focus Group
- ◆ Cultural/Environmental Focus Group
- ◆ Korean American’s Focus Group
- ◆ Latin American’s Focus Group

- 2) **Public Forums** - are meetings which are open to the general public and generally held in the evenings. They are good tools for reaching and soliciting input from members of the general public who might not otherwise have an opportunity to participate in the process. Since attendance at public meetings is open to anyone who wants to understand, they substantiate the openness of the public involvement process.

Four (4) public forums were held in the evening in each of the four major planning areas. Each public forum lasted approximately 90 minutes. The locations for the public forums were as follows:

- ◆ Mason District Government Center
- ◆ McLean Community Center
- ◆ Fairfax County Park Authority Headquarters
- ◆ Whitman Intermediate School Lecture Hall

- 3) **Stakeholder Interviews** – are one-on one interviews with representatives of the public, non-profit and private sectors who have knowledge of Fairfax County and the Fairfax County Park Authority.

Stakeholder interviews are extremely valuable qualitative information tools to understand issues of importance to key decision makers, to help develop survey questions and to gain buy-in and trust for the needs assessment process. Feedback from stakeholder interviews along with information from focus groups and public forums are the building block components of the Qualitative Data Collection component of the Needs Assessment Process.

Individuals selected to participate in the stakeholder interviews were jointly selected by the Leisure Vision team and representatives of the Fairfax County Park Authority. The recruitment and scheduling of the stakeholder interviews were arranged for by the Fairfax County Park Authority.

A total of 28 stakeholder interviews were conducted. Most of the interviews were conducted on-site in Fairfax County over a four (4) day period between May 20-May 23. Some interviews were held over the phone for those stakeholders who were unavailable during the four (4) day period for an in person interview.

Those to be interviewed were supplied a listing of the 12 questions to be asked prior to the stakeholder interview. Generally the interviews took between 30-45 minutes.

Facilitators of the Qualitative Input Process:

All focus groups, public forums and stakeholder interviews were conducted by either Ron Vine, Project Manager and Vice-President with Leisure Vision/ETC Institute, Chris Tatham, Vice-President Leisure Vision/ETC Institute, Leon Younger, Managing Partner with Leon Younger & PROS, or John Coates, Consultant with Leon Younger & PROS. Representatives from the Fairfax County Park Authority participated in facilitating the public forums.

Timeframes for the Qualitative Input Process:

Stakeholder interviews, focus groups, and public forums were held on site in Fairfax County over a four (4) day period during the week of May 20-May 23. All stakeholder interviews were held between the hours of 8am-5pm to be most convenient for the stakeholders. Focus groups were held throughout the day and evening at times that were most convenient for the various focus group participants. All public forums were held in the evening starting at 7pm.

Additionally, some stakeholder interviews were held over the phone for those stakeholders who were unavailable during the four (4) day period for an in person interview. These interviews took place during the weeks of May 27th and June 3rd. Finally, two (2) focus group meetings were held on August 7, 2002.

The following pages summarize feedback received through the three (3) qualitative input methods.

Summary of Feedback from Focus Groups

Focus Groups were held with the following groups:

- ◆ Gymnasium Focus Group
- ◆ Active Recreation Focus Group
- ◆ Volunteer Focus Group
- ◆ Diamonds Focus Group
- ◆ Rectangular Fields Focus Group
- ◆ Trails Focus Group
- ◆ Cultural/Environmental Focus Group
- ◆ Korean American's Focus Group
- ◆ Latin American's Focus Group

A summary of what was heard includes:

- ◆ A need for additional parks, trails and green space – Many of the focus group participants indicated that more land for parks was needed, whether it is for active or passive activities. This was heard in several focus groups. Concern for the impact on green space by the rapid growth of the county is widespread. Strong interest in developing new trails of various types including hiking, biking, walking/running and equestrian was heard. Design standards for current and new trails is of key importance.
- ◆ A need for additional recreation facilities – Those participating in the gymnasiums, diamonds, and rectangular fields focus groups all indicated a growing need for additional game fields/gyms and practice fields/gyms. The relationship of the FCPA and schools is of key importance to these participants. Repeatedly we heard that the FCPA diamonds and rectangular fields are superior to the school facilities. There is great interest in the field allocation policies and the new policies being developed.
- ◆ Volunteer programs are well done - Those participating in the volunteer programs feel these programs are well done and very valuable.
- ◆ Interest in parks is very high – Repeatedly we heard that interest in the park system is very high and growing. This puts demands on the system. It is not felt that funding for parks and recreation has kept up with demand.
- ◆ Marketing information needs to be put out in multiple languages – This was particularly heard in the focus groups for Korean Americans and Latin Americans and in other focus groups. There is a desire for multiple language park signage to be developed as well as fliers and programming guides. Lack of good marketing and information regarding parks is a major barrier impacting usage by Korean American and Latin American residents.

- ◆ Conflicts between active and passive users of parks – Since the focus groups were represented by specific interests, we heard frequently of conflicts in priority regarding the active use of parks and facilities and the passive use of parks and facilities. Both those representing more passive usages and those representing more active usages felt there needed a higher priority given to their particular programming areas. Representatives from active users indicated the FCPA gave higher priority to passive users and vice-versa.
- ◆ The bureaucracy of the FCPA can be time consuming and non flexible – This was heard in various focus groups for a variety of passive and active programming spaces. Policies are not always clear. There were also concerns expressed regarding a lack of communication to user groups and a lack of input from users into policies and processes. Current policies regarding usage of diamonds and fields are not felt to be fair in some instances. There are issues regarding changes in field adoption policies and priorities for single season sports organizations.
- ◆ FCPA and schools need to work better together – Focus group participants clearly understand the importance of the FCPA and schools working together. There is some belief that the schools receive a better deal in the use of FCPA parks than is warranted and that this usage impacts availability of parks to residents, particularly sports teams.
- ◆ It is important to listen to residents – Repeatedly we heard that it is important for the FCPA to listen to residents. This is not considered to be a strength of the organization. The needs assessment process was welcomed.
- ◆ Opportunities for Non-Tax Funding exist – Focus group respondents feel that additional funding for parks should be received from both public and private sources. Examples of private sources of funding we heard included sponsorships, naming rights, increased user fees, grants, etc.
- ◆ Lack of focus for historic sites – A belief that there is no county-wide overall strategy for addressing historical and cultural facilities and parks. Cultural resources are focused on a park by park basis rather than system wide. Citizen groups are not well used. This has impacted funding and mission, with staff being constrained. Cultural and historic resources need to be valued by County officials as an economic tool.
- ◆ A need to maintain the current system - While many participants expressed a need for more parks, facilities, trails, etc., we repeatedly heard that the current system needed to be better protected. Maintaining the current system is of key importance. Focus group respondents recognize that they have a high quality park system and they want to build upon it.

Summary of Feedback from Public Forums

Public Forums were held at the following locations:

- ◆ Mason District Government Center
- ◆ McClean Community Center
- ◆ Fairfax County Park Authority Headquarters
- ◆ Whitman Intermediate School Lecture Hall

Each of the public forums was kicked off by a powerpoint presentation of the Needs Assessment process. Facilitators from the Leisure Vision consultant team and staff of the FCPA facilitated group discussions focused on the following five (5) critical issues:

1. What are the most important issues facing the FCPA?
2. What if any parks, environmental, cultural resources or recreation facilities do you feel are of priority importance to expand or provide?
3. Do you think the most important issues facing the FCPA are maintaining current parks, environmental/cultural resources and recreation facilities; acquiring new land; building new parks, environmental/ cultural resources, and recreational facilities; or a combination of all of the above?
4. Are there any new expanded funding sources that you think should be considered for financing projects?
5. If today was the year 2012, what are the most important actions that you hope to have accomplished through the needs assessment process?

The following summarizes what was heard at the public forums for each of these critical issues.

1. What are the most important issues facing the Fairfax County Park Authority?

A wide range of issues were raised with the most frequently mentioned issues relating to 1) need for green space; 2) need for fields for active recreation; 3) infringement of county wide programs and activities on smaller parks; 4) meeting needs of new and changing populations; 5) maintaining the current system; and 6) funding.

A sampling of comments is as follows:

“Not enough facilities, too many citizen using facilities in the evening and not enough during day light hours.”

“Accommodating needs of expanding population without unfairly impacting surrounding communities.”

“Acquiring land.”

“Maintaining environmental quality.”

“Citizens need a way to assess choices to understand possible recreation uses.”

“FCPA formalize/incorporate neighborhood concerns related to park development.”

“Perception FCPA is disregarding neighborhood concerns.”

“New fields for adults and youth softball.”

“Shortage causes undesirable playing times.”

“Needs of all citizens emphasizing on ethnic groups and maybe different interests like large picnic tables, etc.”

“Shrinking open spaces.”

“Land acquisition.”

“Upkeep of existing parkland facilities, streams, clearing debris and overflows.”

“Bond for land acquisition is top priority.”

“Trail connections and maintenance, passive recreational-trails and active recreational-sitting away from stream valleys.”

“Balance in passive and active recreational age oriented facilities, young activities vs. senior.”

“Loss of green areas to develop.”

“Lighting of athletic fields.”

“Changing trends.”

“Funding with land acquisition.”

“Active/Passive mixture.”

“Wealthy areas have nicer parks.”

“Lots of spillovers from schools.”

- “Impacts on streams-how parks impact environment.”*
- “Balance of active/passive usage.”*
- “Lack of covered picnic facilities.”*
- “Demographic diversity.”*
- “Lack of space.”*
- “Small parks are not functional/practical.”*
- “Competition for usage and scheduling.”*
- “Organized sports vs. unorganized sports.”*
- “Financing.”*
- “Swimming for general public.”*
- “Shortage of land, particularly athletic field areas”*
- “Maintenance of existing facilities.”*
- “Better soccer goals.”*
- “Over use and improper use by both permit and non-permit users.”*
- “Place to send new user groups to orientate.”*
- “Don’t build for ten years until you buy all land and maintain.”*
- “Public riding facilities.”*
- “Preservation of historic sites.”*
- “Rectangular fields, soccer, football, and lacrosse.”*
- “Funding.”*

2. What if any parks, environmental, cultural resources or recreation facilities do you feel are of priority importance to expand or provide?

A very wide range of active and passive parks, recreation and sports facilities, trails, and historic/cultural areas were mentioned. The comments were indicative of the wide variety of facilities and parks the FCPA is involved in providing.

A sampling of comments is as follows:

“Active recreational fields.”

“Walking trails.”

“More nature centers.”

“A cultural center.”

“Trails.”

“Rectangular fields.”

“Lighted rectangular fields.”

“Open space and passive use of park areas.”

“Adult size lighted softball fields.”

“Variety of fields such as baseball, softball. There is not enough land.”

“Acquiring new land for active recreation to avoid cutting down green space.”

“Trails, preservation of streams, and improve what’s there.”

“Facilities for indoor play areas for youth.”

“Shortage of parking.”

“Correct shortage of parking before add facilities.”

“We have a lot of facilities that need maintenance.”

“More land.”

“Recreation centers seem full, need to expand capacity.”

“Need community center.”

“Soccer, baseball, lights, softball, parking, picnic, and expanded school field use.”

“Walking, biking, youth soccer, adult soccer, baseball, girls softball, adult softball, tennis courts, tot lots, Sept 11th memorial, gardening, festivals, and small concerts.”

“Facilities, trails, and boat areas.”

“Dog Parks.”

“Picnic areas.”

“Small soccer fields, practice maybe.”

“Outdoor amphitheaters.”

“Recreation Centers.”

“Golf Courses.”

“Indoor swimming center, racquetball, and cardiovascular equipment.”

“Skateboard parks and over night camping.”

“Skateboard in major parks and satellite.”

- 3. Do you think the most important issues facing the FCPA are maintaining current parks, environmental/cultural resources and recreation facilities; acquiring new land; building new parks, environmental/ cultural resources, and recreational facilities; or a combination of all of the above?**

A balanced approach was the most frequent response to this issue question. However, there were many attendees who focused on one of two of the options. There was a great deal of discussion and enthusiasm regarding this issue at the public forums.

A sampling of comments is as follows:

“Maintain, build new, and acquire land.”

“Acquisition and maintenance priority.”

“Land re-development and more efficient layout.”

“A balanced approach is important ”

“Maintenance and then acquisition.”

“Develop recreational corridors and greenways.”

“Build new facilities.”

“Land acquisition is paramount for immediate future.”

“Balance.”

“Maintaining existing system.”

“Balance.”

“New facilities first and then maintain.”

“Acquire land.”

“Maintenance and acquisition of land.”

“Balance is needed.”

“New facilities and acquire land.”

“Acquisition and maintenance are the priorities.”

“Potential for volunteer to supplement maintenance.”

“Joint venture strategy to stretch acquired money.”

“Partner with schools on field use/maintenance.”

“Percent for each will vary over time.”

“Land, proffers, money and staff.”

“Re-development.”

4. Are there any new expanded funding sources that you think should be considered for funding projects?

A wide range of private sources of revenue were mentioned including user fees, foundations, partnerships, grants, etc. The comments indicate the community may be open to new, expanded, and fair sources of funding that brings value to the system.

A sampling of comments is as follows:

“Contributions from business community.”

“User fees for organized recreation.”

“Partnerships with FCPA to maintain fields.”

“Naming rights.”

“Advertisement.”

“Consider user fees.”

“Creative land acquisition, leases, easements, short term use.”

“Consider tearing down facilities for re-use.”

“A lot more use of volunteers and avoid costs.”

“Public and private partnerships field advertising.”

“Friends groups who would raise funds, locally based, everyone benefit.”

“Park user groups raise money for park and specific items.”

“Community based funding sources.”

“FCPA foundation created to raise visibility of needs and give it a community face.”

“Grants.”

“Government money to maintenance, non-glamour needs.”

“Capital investment for community money.”

“Adopt a facility-volunteer based is another way to avoid spending money.”

“Corporate and formation grants.”

“User fees.”

“Volunteers and in kind to stretch money.”

“Athletic facilities in corporate parks.”

“Leveraging public dollars like transportation enhancement funds and recreation access grants.”

“Non-Resident fees.”

“Monitor residency.”

“Partnering.”

“Matching funds-volunteered by community.”

“User fees.”

“User groups, money, volunteer, and stewardship.”

“Corporate sponsorships.”

“Federal funding grants, and foundations.”

“Bonds. Interest rates are low.”

“Volunteerism.”

“Gifts of land and land swaps.”

“Memorials.”

“Park Foundation and Proffers.”

“Conservation easements.”

“State Income Tax Refunds.”

“Public and Private Partnerships.”

5. If today was the year 2014, what are the most important actions that you hope to have accomplished through the needs assessment process?

Many participants hoped for specific park developments, such as more trails, acquisition of land, additional sports fields. Others spoke of a process for developing the parks and recreation system based on a high level of community involvement.

A sampling of comments is as follows:

“Provide recreational needs of wide variety of groups.”

“Providing recreational facility needs for the community users.”

“FCPA has process for continual assessment.”

“Flexibility to meet changing demographics.”

“Maintain pulse of the community.”

“Resolve issues identified.”

“Land acquisition completed.”

“Maintenance needs dramatic improvement.”

“Ready to start building cycle.”

“Buy the land and keep it from more houses.”

“A good trail for stream valley from source to Potomac.”

“A balanced mix of park activities/facilities that makes the community attractive.”

“Balance of regional and community parks that achieves balance of active and passive park uses.”

“For FCPA to have some say in development process in order to acquire more land and develop more park land.”

“More lighted fields.”

“Adequate land identified and process to acquire land.”

“Complete stream valley trails.”

“Build trails ahead of facilities.”

“Need Assessment done in coordination with Federal Property acquisition and development.”

“Each group does not act in a vacuum.”

“Gaining easements for access.”

“Awareness.”

“Education of what FCPA is doing.”

“Achievement of connectivity.”

“FCPA work with regional organizations to achieve P and R goals.”

“Properties purchased.”

“Trails and open space.”

“Acquire land within “our” area.”

“Pro-active efforts to acquire land.”

“Improve stream quality-protect and preserve.”

“FCPA stream valleys deserve good maintenance.”

“Enough athletic fields-work with schools.”

“Proffer use improves.”

“Maximizing resources.”

“More facilities and more fields, meet demands.”

“More community involvement in planning.”

Summary of Feedback from Stakeholder Interviews

Stakeholder Interviews – are one-on one interviews with representatives of the public, non-profit and private sectors who have knowledge of Fairfax County and the Fairfax County Park Authority.

Stakeholder interviews are extremely valuable qualitative information tools to understand issues of importance to key decision makers, to help develop survey questions and to gain buy-in and trust for the needs assessment process. Feedback from stakeholder interviews along with information from focus groups and public forums are the building block components of the Qualitative Data Collection component of the Needs Assessment Process.

Individuals selected to participate in the stakeholder interviews were jointly selected by the Leisure Vision team and representatives of the Fairfax County Park Authority. The recruitment and scheduling of the stakeholder interviews were arranged for by the Fairfax County Park Authority.

A total of 28 stakeholder interviews were conducted. Most of the interviews were conducted on site in Fairfax County over a four (4) day period between May 20-May 23. Some interviews were held over the phone for those stakeholders who were unavailable during the four (4) day period for an in person interview.

Those to be interviewed were supplied a listing of the 12 questions to be asked prior to the stakeholder interview. Generally the interviews took between 30-45 minutes.

A summary of the responses for the 12 questions is shown on the following pages.

1. What are the most important issues facing Fairfax County?

Several issues were mentioned by at least 40% of stakeholders, those being issues relating to 1) managing growth, increased urbanization, and the changing demographics in Fairfax County; 2) transportation and related issues such as congestion; and 3) fiscal challenges relating to growth, providing public services and the economy. Issues relating to preserving green space and education were also mentioned by a great number of interviewees, as was the importance of affordable housing.

A sampling of comments is as follows:

“Changing characteristics of the community. New members have zero power base.”

“Providing public services to expanding populations.”

“Open space and preservation.”

“Balancing growth in the Community.”

“There is increased demand and higher expectations placed on Fairfax County services.”

“Affordable housing.”

“We need public facilities to serve the growth in the community.”

“Funding of public education.”

“Managing growth, then comprehensive planning, transportation issues, and economy/jobs.”

“Transportation, growth and green space.”

“Increased urbanization resulting in traffic problems; the loss of trees, green space, and wildlife habitat, in turn resulting in air quality issues, visual blight, deer problems, noise pollution, and a decrease in the quality of life.”

“Rising costs to provide services resulting in budget struggles between public safety, education, human services, parks, etc.”

“Transportation congestion is very bad.”

“There is an over-reliance on property taxes. We need a better tax structure.”

“Funding for schools and transportation.”

“Responding to urban challenges in a suburban government.”

“Development management.”

“Fiscal challenges, i.e. cities and towns have more latitude in how they spend/receive money.”

“Transportation needs”

“Changing demographics of County.”

“Growth and green space.”

“Land use and development. Move the suburb model to the urban model.”

“Environmental issues – both air and water quality.”

“Business environment and economic development.”

“How to finance future services.”

“Funding for education.”

“Preserving open space.”

“We live in a state where everyone wants something for nothing. The message has not gotten across that we are a low tax state.”

“Traffic which is just a subset of congestion in general.”

“Maintaining the quality of life, which is fairly good for everyone here.”

“Transportation, to me is more important than schools.”

“Affordable Housing. Service personnel have difficulties living here.”

“Education, then transportation, and increasing the tax base.”

“Money to fund government services. Everything is real-estate based.”

“Changing demographics and people adjusting to increased urbanization.”

2. What are the most important issues facing the Fairfax County Park Authority?

Two issues were repeatedly mentioned by at least 50% of those who were interviewed, those being the continued need to acquire open space while it was still available, and the shortage of athletic fields and sites for a wide range of youth and adult outdoor sports and some indoor sports. Other issues that were mentioned by many of those who were interviewed included the need to balance the interests of passive and active recreation users of the park system, the need to better address the changing demographic make-up of Fairfax County residents, the importance of maintaining the current system, and issues relating to fiscal challenges and budgeting. A number of stakeholders also mentioned the great importance of maintaining good relations with other providers, particularly the schools, Recreation Services and user groups.

A sampling of comments is as follows:

“Acquisition of property for parks and open space.”

“Determining the proper balance between active and passive uses.”

“Acquiring land in infill areas and community use of gathering areas.”

“Shifting programs to meet changing and developing urban needs.”

“Establishing an appropriate, realistic balance between the maintenance and capital improvements to existing facilities, and the acquisition of land and development of new facilities.”

“Protection of open space, green space, and waterways.”

“Providing athletic fields and facilities for local sports, both youth and adults.”

“The ability to acquire and develop green space.”

“Being prepared for the future. Issues relating to a changing demographic make-up are big.”

“Developing active sports fields.”

“Diminishing opportunities for land acquisition is of critical importance.”

“Better funding for park authority to meet needs.”

“The demand for athletic fields has not been met.”

APPENDIX I

“Coordination of FCPA functions with Recreation Services. Things don’t seem to be standardized as far as procedures.”

“Funding is not adequate.”

“To continue to operate quality programs and services in a more fiscally constrained budget.”

“Increasing demand for new types of activities by new demographic groups.”

“Developing current open space to provide sports facilities.”

“Maintaining current resources.”

“Upgrading current sports facilities, i.e. lighting, parks and school fields.”

“Unearth the silent majority.”

“How to identify sources for land acquisition and maintenance.”

“Green space preservation.”

“The ability to acquire and develop park property.”

“Cultural/immigration issues and recreational needs.”

“Acquisition of open space.”

“More facilities are needed for family activities.”

“Maintenance and enhancement of existing facilities.”

“Insufficient funding for historic sites.”

“Keeping people interested in the parks.”

“Shortage of athletic fields.”

“Provisions for more active recreation facilities.”

“Land acquisition and funding of facilities.”

“Battle between active and passive users and preserving open space.”

“Funding. Search for land is very expensive.”

“Cultural diversity in County is increasing and needs to be addressed.”

“Keeping and preserving the green space because there is not much raw land left. This has received public support.”

“Maintenance is something we have not kept up with.”

“Seeing that clients needs are addressed—from larger groups to smaller groups.”

“Find better ways to integrate the budgets. Having separate general fund dollars and bond dollars is not as effective as it could be. Doesn’t let you be creative with the money.”

“Taking care of infrastructure. Right now we are in a fix-it pattern.”

“Establishing better relations with schools.”

“People get amazingly stressed about losing last pieces of land.”

“People are not used to cultural diversity. Newer populations sometimes want to reserve and use land differently.”

“Develop current facilities.”

“Maintaining current resources.”

“Upgrading current facilities, including irrigation and schools.”

3. What are the major ways you feel the Needs Assessment Process can assist the County and the FCPA?

Understanding what the general public wants and needs is of highest priority was the most frequently mentioned ways that the needs assessment process could assist the County and the FCPA. Repeatedly we heard that it was important to gain a true understanding of what the needs were, providing a guide for the FCPA and County to use in setting priorities, and establishing increased public confidence in the direction that is taken. Gaining an understanding regarding what the community would financially support was also mentioned by many stakeholders. We also heard from stakeholders who had specific projects or objectives in mind to be accomplished through the needs assessment process.

A sampling of comments is as follows:

“Needs assessment by a third party can hopefully take the politics out of park facility decision making and provide an accurate development plan for FCPA across all districts of the County.”

“Establishing priorities is the key.”

“The prior needs assessment was woefully inadequate. It was nothing but a wish-list.”

“Understanding the relationship of needs to national standard and levels of service needed in FCPA.”

“How much recreation people want matched with what they will pay.”

“Confirming our suspicions regarding the critical needs for playing fields.”

“Address what citizens truly want.”

“People will say things in a private setting they might not normally say, but need to be said to build consensus.”

“Set a direction for what people want and programs that are the highest priority.”

“We need to do a better job in aligning resources with needs and desired outcomes.”

“The needs assessment can help provide focus as to what is on the radar screen and priorities.”

“By providing true information regarding needs.”

“Directing the County as to what are high and low priorities.”

“We don’t have an adequate perspective on un-met needs versus met needs.”

“Improving communications with user groups.”

“When you tap into the whole public you get different answers than through public meetings and organized groups.”

“Provide true information about what the needs are.”

“Direct Park Authority where to put efforts.”

“Athletic fields.”

“Finding the balance we discussed.”

“Look ahead to what the County needs – how much open space needs to be saved?”

“By acquiring and developing land.”

“Try to truly reflect what the citizens want.”

“Identify priorities as identified by stakeholders and the community.”

“The City needs to be complimentary of the County.”

“Get a sense of what the community needs and wants the most.”

“Make the public aware of the needs.”

“Find out what people are willing to pay for.”

“Establish a balance between active and passive spaces.”

“Coordinate with the schools. Can a better system be arranged?”

“Last Needs Assessment had Open Space 1st. We have addressed that.”

“I want to maintain facilities that are in my district.”

“Hear from athletic groups that they were not represented in the last poll.”

4. What if any programs do you feel are of priority importance for the FCPA to provide or expand?

A wide range of active, passive, youth, senior, family, historic and cultural programs and activities were mentioned by those interviewed. Many stakeholders mentioned the ever-growing need to develop programs that recognized and celebrated the changing demographic make-up of county residents. More sports oriented programs were also mentioned by a great number of stakeholders. Some interviewees focused more on facilities needed than programming opportunities. We also heard from some stakeholders that the issues were not related to the diversity of programs as much as to the capacity of current outdoor facilities and indoor community centers to serve current customers.

A sampling of comments is as follows:

“Ethnic diversity celebration days.”

“Sports opportunities. Involving youths in athletics is a proven and highly effective method of helping to keep kids on the right path. Involving adults helps eliminate stress of the urban environment.”

“I am focused on youth athletics. I have seen first hand the lack of fields and quality.”

“Capacity is the problem.”

“I don’t think we have a good handle on recreation programs that are needed, particularly for new demographic groups.”

“There needs, in my opinion, to be a de-emphasis on historic resource parks.”

“Programs focused on the diversity of the population.”

“We recently acquired a significant amount of land in the western part of the County that should be turned into athletic fields.”

“Unless you ruffle feathers, it’s hard to get a ball field built.”

“We have a lot of work to do on what our vision should be. We don’t know what we want to be when we grow up.”

“Development of current land needs to occur, particularly for sports facilities.”

“More gyms and indoor facilities are needed.”

“Focus needs to be more on being customer friendly and user friendly toward citizen needs.”

“I don’t necessarily agree there is a need for ball fields. I think part of it is everyone wants to use the fields at the same time.”

“Expand programs that bring neighborhood and youth groups in cleaning up streams.”

“None – capacity is a problem.”

“All recreation programs that get a lot of use.”

“Programs for diversity.”

“Have more programs that target the older population.”

“Need additional athletic fields, especially for soccer and baseball.”

“Walking. We need to understand where people walk, i.e. parks or streets.”

“A diversity of programs is needed.”

“Recreation centers need maintenance.”

“Children programs at Green Spring need to be expanded.”

“We need more fitness oriented facilities.”

“Passive recreation is the most important.”

“Culturally diverse programs.”

“It would be real nice to see interpretation on trails.”

“I think it is the cultural piece. For instance, in India they may use parks in different ways.”

“Population is used to Smithsonian, which is here and free. Causes difficulties in charging for local museums.”

“The historical aspect. Interpretation to the public.”

5. What if any parks, environmental/cultural resources, or recreation facilities do you feel are of priority importance for the FCPA to provide or expand?

Sports fields, mainly for youth were the most frequently mentioned type of facilities for the FCPA to provide or expand. A great number of interviewees also mentioned walking and biking trails as being of key importance. The newly acquired Lorton property was the single most frequently mentioned facility both in this question and for question #6 relating to geographic areas that are in need of resources. We also heard many comments relating to the high quality and demand on current indoor recreation centers and also the need for historical and cultural properties and neighborhood parks. A wide variety of other active and passive facilities were also mentioned, indicative of the wide array of facilities, parks, trails and services provided by the FCPA

A sampling of comments is as follows:

“There is a critical need for playing fields for all types for youth and adults. Soccer is the most critical need.”

“Some aspects of historical properties are key.”

“Neighborhood athletic facilities.”

“Continuation of neighborhood trails efforts, with connectors to County-wide and regional trails, to encourage more bicycle commuting and reduce traffic.”

“Development of the Lorton land for a variety of cultural and recreational activities, including lakes for scholastic rowing. Most people participating in rowing are coming from Fairfax County. The County is one school short of it becoming a team sport in Fairfax County.”

“We don’t do a good job in putting people into community business centers.”

“More recreation centers.”

“Cross-country trails.”

“Establishing and monitoring/enforcement of conservation/trail easements on private properties.”

“Athletic fields.”

“Lots more work on trails”

“Land acquisition for field development.”

“Cross-country trails.”

“Fields for youth programs, particularly soccer.”

“Small, urban parks.”

“World class ice rink.”

“Large parks for active recreation.”

“Transportation to get people to facilities.”

“Sports fields.”

“The interconnecting of trails on a regional basis.”

“There are equestrian needs, especially in the Western part of the County.”

“Nature Centers like River Bend.”

“Historical structures in parks need to be more well-maintained.”

“Preserve the history.”

“Indoor soccer fields.”

“Huntley Mansion should be developed through a public/private partnership.”

“Developing youth and adult sports facilities.”

“A nature educational center for classes;”

“Developing a world class soccer complex.”

“What to do with the Lorton property.”

“Tournament quality soccer fields. Montgomery County has one such complex, and I think we also need one.”

“Environmental and cultural resources are needed. These are not the most vocal people, but they have needs.”

“I think we need more athletic fields, but it is also hard to tell how many people want practice fields in their neighborhoods. We also hear from people who see fields empty. Everyone wants their games on Saturday morning.”

“Large parks for active recreation. Then more small neighborhood parks. Last, a good balance between neighborhood parks, community and regional parks.”

“Transportation to get people to park sites is needed.”

“A recreation center in the Western area of the County.”

“Trails and interpretive stuff. We need to put more money into them.”

“The Park Authority operates Recreation Centers. They are wonderful. The problem is we are now approaching nearly 1 million residents. The centers I use are crowded. I also hear about ball fields.”

“Ball fields. At the same time, there is no question we need to use them better. The majority of fields in the county are schools and non-county fields.”

“Preserving our green ways.”

6. Are there any particular geographic areas of Fairfax County that you feel are most in need of new resources?

The most frequent response we received was all areas of Fairfax County were in need of resources. The most frequently mentioned single area was the Lorton property. At least one (1) stakeholder mentioned each of the major geographic areas of the County, i.e. West, Southeast, Northwest, etc.. We also heard about the continuing needs to maintain existing facilities. The wide range of comments and concerns for new resources shows the high level of interest in the value of parks and recreation resources by the stakeholders.

A sampling of comments is as follows:

“There are some unique regional issues, but most are County-wide.”

“We are a big place with no sense of community. I don’t think that managerial districts are a good way to talk about the County.”

“The Lorton property represents a phenomenal resource, yet development must be calculated and cautious. Could address cultural and recreation activities, with efforts to minimally impact environmental functions, while still accommodating local needs.”

“I live in the western part of the County, but I suspect the needs are greatest in the inner most parts of the County.”

“I think we need to spend more time and money maximizing what we currently have.”

“Western and northwest areas.”

“Western end of County and Springfield area, although there is not a lot of land either place.”

“All areas need help.”

“Providence needs more park areas.”

“In the Western and Northwest areas.”

“All areas in the County need help.”

“Renewal of existing resources in older parts of the County.”

“The inner city needs more open space.”

“The Hispanic community needs a soccer field.”

“South County and West County.”

“All areas need attention, but especially areas with older facilities.”

“Southeast area of County needs re-development. They need social, economic and cultural resources.”

“In the Western area and the Eastern area.”

“Where the Lorton tract is located.”

“Western District and Eastern area.”

“If there is a gap, probably it is on western side.”

“Mount Vernon-Laurel Hill acquisition needs to be developed and we need money to maintain what we have.”

7. What would you most change about the FCPA if you could?

Many of those who were interviewed did not have specific comments or simply indicated that they felt the FCPA staff and board was doing an excellent job. Several stakeholders commented on the organization being too process oriented and its potential impact on service. We also heard from those who felt that the organization needed to expand its involvement in the scheduling of sports fields and work closer with other organizations. A number of other changes were mentioned by 1-2 stakeholders.

A sampling of comments is as follows:

“Don’t know. I don’t have any complaints about the organization.”

“It is obvious there are different levels of maintenance between school and park athletic facilities. These need to be more consistent.”

“We need to understand the usage patterns vs. locations, i.e. certain activities people might travel farther to participate in.”

“The relationship between the schools, park authority, and recreation authority needs to be better.”

“Could there be a specific percentage of tax dollars for open space preservation?”

“The staff is truly great and the board is very dedicated.”

“I would prefer a better partnership between Recreation, FCPA, and the schools.”

“Be open to doing things different.”

“Communications need to be better regarding land usage for parks.”

“Be careful about protecting affordability. Too much emphasis on recreation sites paying for themselves.”

“With parks it’s about money.”

“It’s too process-oriented. Need to look ‘outside the box’ more often”

“Have them become more user friendly in how it operates the recreational fields and it’s relationship with user groups.”

“The staff is great. It is tough on individual board members representing specific districts. I think we need to take a more County view, rather than a district view.”

“The public process is slow and there is not enough respect for public opinion.”

“The need to communicate better with the Park Authority on land use. There needs to be more notice and more opportunity.”

“Nothing. I think the Park Authority is well run.”

“Recreation sites that pay for themselves.”

“No matter what you propose there will always be protests from the immediate neighbors.”

“The Park Authority should contract out more work in order to speed up the overall process.”

“The Athletic Council is a group that doesn’t have a collective voice.”

“There is too much policy and procedure in place.”

“Pay more attention to keeping a quality staff. Keep the staff well-paid, trained, and motivated.”

“Nothing. They’re doing a great job.”

“A fund-matching program should be put in place to leverage revenues with private groups.”

“The Park Authority should take over scheduling fields. They have the best staff.”

“Become more user friendly in how it works with user groups.”

“Have to make some of the Recreation Centers 24 hour a day operations.”

“We have to stick to our game plans better. When we have a bond for specific purposes these should be accomplished.”

8. Are there any new funding sources that you think should be considered for financing needs assessment projects?

A majority of those interviewed indicated that the FCPA should be more aggressive in pursuing public private partnerships and/or revenues from private sources. We also heard a great number of comments regarding the need for developing a dedicated funding source only for parks projects and the importance of continuing to have positive bond support. Those stakeholders who were knowledgeable about the new park foundation were very positive about its potential. Additional revenues from user fees were also mentioned by some of those who were interviewed. A variety of other non-tax and tax sources of revenues were mentioned by at least one (1) stakeholder. Last, some stakeholders felt that the FCPA was about as diversified as it could be regarding funding sources.

A sampling of comments is as follows:

“We need more public and private partnerships.”

“We should consider a dedicated funding source for open space and possibly for on-going needs for FCPA.”

“Meals tax.”

“I think we are diversified about as much as we can be.”

“Consider adding a small ‘surcharge’ to use fees that could be dedicated to planning.”

“A greater percentage of state income taxes need to be returned to the County.”

“Be more aggressive in pursuing public/private partnerships and federal funding.”

“Alliances for developing trails, regional facilities, etc. need to be developed.”

“I think the youth groups have access to money if the FCPA can help them be more creative.”

“We need to look at some modification in the process that puts together deals for sports facilities.”

“Less user fees and more partnerships.”

“There is a need for a dedicated funding source for parks.”

“Increased attention to land dedication by developers.”

“Public/private partnerships need to be pursued.”

“Better agreements with user groups.”

“Park foundation.”

“Partnerships, which we have done.”

“Be more aggressive with public and private funding.”

“Fairfax has a dedicated tax.”

“More partnerships.”

“Parks foundation.”

“Explore the possibility of public and private partnerships for the acquisition of park land.”

“Partnership with the private sector.”

“The timing of putting a bond issue on the ballot is critical. Park bonds have never been rejected.”

“How willing is the public to support a Park bond issue to cover the operational costs?”

“More public and private partnerships.”

“User fees and contributions.”

“User fees.”

“The Foundation will be a real plus.”

- 9. Do you think that the most important issues facing the FCPA are maintaining current parks, environmental/cultural resources, and recreation facilities, acquiring new land, building new parks, environmental/cultural resources, and recreation facilities, a combination of all of what I mentioned, or something else?**

The majority of those interviewed felt that a combination of all that was mentioned was the most important issue. At the same time, the need to acquire open space, to build and maintain sports facilities, and to maintain current parks, environmental/cultural resources and recreation facilities were mentioned by many stakeholders.

A sampling of comments is as follows:

“All are important.”

“All are of equal importance.”

“All of the above. At the same time we need to understand future needs due to shifting ethnicity.”

“Combination.”

“In general, it appears that negotiations during re-zonings for development have often resulted in proffers of land for park use, schools, etc. However, might there be a way of making the process more uniform, in order to offset the green space taken, and the need created for recreation facilities, through some sort of parkland dedication ordinance, providing land or money and a land banking initiative?”

“I think the greatest emphasis over the next ten years needs to be on acquiring land and building sports facilities.”

“Combination of all, and developing more indoor and outdoor sports facilities”

“Combination of all, followed by acquiring land.”

“Acquiring land.”

“Combination.”

“Acquiring land and developing sports facilities.”

“Combination.”

“Combination of all, but we need to concentrate on maintaining what we have.”

“Acquire land and build new facilities.”

“Acquiring land and maintaining what we have for both parks and recreation facilities.”

“All of the above, but especially land acquisition.”

“Gaining more land and maintaining parks and recreation facilities are big issues.”

“Combination.”

“Retention of green space.”

“Maintaining what we have should be the first priority.”

“Proper maintenance of what they already own is the most important issue.”

“Combination of all.”

“Combination and acquire land.”

“Acquiring land. Not just because it is available, but because it will go away. At the same time we have a tremendous amount of deferred maintenance.”

10. We are conducting a statistically valid needs assessment survey as part of the needs assessment process. What types of questions would you most like to see on the survey?

Understanding current usage and satisfaction with the system and what new facilities and services are of highest priority were the most frequently mentioned subjects to address in the survey. A number of interviewees expressed an interest in understanding the relationship between needs and support for funding. The importance of the survey reflecting the demographics of the County was stated by several interviewees as well as understanding the proper balance between active and passive use of the park system. Questions relating to obstacles in using the current system, benchmarking the system to other communities, and what services could be eliminated/reduced were also mentioned.

A sampling of comments is as follows:

“Before you ask what new facilities and programs are needed, check awareness of existent facilities and services.”

“Who’s using what? Who isn’t, and why not?”

“Needs for services need to be understood with desire to pay.”

“We need to have a better feel for who uses our parks. Don’t have a good feel for diverse users.”

“How we can make system of parks more accessible to diverse populations.”

“Determine what obstacles there are to their use of those existing facilities and programs.”

APPENDIX I

“What do people most want? What is their satisfaction with current services? What would they be willing to pay for services.”

“Evaluating changing trends. What facilities aren’t being used for lack of interest? What’s needed instead?”

“We need to look at all the things that Fairfax County Park Authority does and what they should minimize.”

“Benchmarking our questions against other communities is important.”

“Ask residents what they are willing to pay for open space options.”

“Ask residents what they are satisfied with now.”

“What parks and recreation centers do residents frequent the most, and why.”

“What should be the proper balance between active use and passive use parks?”

“Ask residents what they are willing to pay.”

“What do you enjoy most about the parks?”

“Ask a question that truly addresses what people use.”

“Benchmarking data.”

“Need questions to relate to trade-offs in terms of development.”

“Better understanding of how communities are using their neighborhood parks.”

“How people feel about neighborhood services, i.e. parks near where they live.”

“How do they define the role of the Park Authority.”

“Be sure to get ages of household members.”

“What outdoor and indoor sports did they participate in, and how much in a given year.”

“Where do they most want to see park amenities in the County.”

“Give a snapshot of peoples priorities.”

11. If today was the year 2012, what are the most important actions that you hope to have accomplished through the needs assessment process.

We heard repeatedly about the importance of the needs assessment process truly identifying community needs and priorities and resulting in a strategic plan of action that accomplishes those needs and priorities. Many interviewees spoke about the need to accomplish specific actions, such as the acquisition of open space, developing of youth and adult sports fields, and developing a well connected trail system. The vast majority of comments were tied into a common theme of the needs assessment being community driven and resulting in supportable actions.

A sampling of comments is as follows:

“I hope they would have identified the priorities for the Park Authority and acted on those.”

“The needs assessment has helped plot a new direction and guidance on how to fund changes.”

“Developing a resource allocation system that withstands the test of time.”

“Gaining a better understanding of who uses parks and for what purposes.”

“That the need for open and green space was recognized now and that an adequate funding mechanism was established to adequately address this need.”

“Take advantage of opportunities for land acquisition. Then develop new facilities in areas of need and addressing the demographics of Fairfax.”

“Right now I am aware of the need for sports fields. In the future it could be other things. We need to buy land.”

“With every new home development there would be built into the development areas for children to play sports and recreate”

“A well connected trail system. The Regional Park Authority should logically identify major trails that need to be connected.”

“A well balanced Park Authority that meets the needs of the community.”

“Develop a strategic plan and carry it out.”

“Maintain and expand recreational facilities.”

“Hopefully the community has continued to grow and flourish and resources were allocated efficiently and effectively.”

“There should be a comprehensive approach taken.”

“Land acquisition needs are the most important to address.”

“Land purchase will be the most important issue.

“In 2012 I would like to see if they were successful in developing and following a 10-year plan.”

“Develop basis for supporting separate funding source for parks and recreation targeted to groups in language which is understandable.”

“The data captured in the assessment process to be accurate as to what the FCPA accomplished.”

“That we have structured a balance in providing resources based on real needs”

“That we make good decisions about acquisitions. Not just buying to buy.”

12. If you could send the FCPA a special message as they embark on this needs assessment process what would that message be?

We heard many excellent messages that will be of great help, all conveyed with a passion for assisting the process and continue making Fairfax County a highly livable community.

A sampling of comments is as follows:

“You have been a proven a successful suburban park authority. Prepare to become a proven successful urban park authority.”

“The needs assessment needs to be real, logically developed, and understandable.”

“Needs must be linked with how much respondent is willing to pay. How much do you want and how much are you willing to pay for what you want.”

“When appropriate, involve other agencies in planning. Consider partnering on some projects. Much can be accomplished if we don’t care who gets the credit.”

“Construction is predominately a one time capital cost. Maintenance is pretty much forever. Consider that when building new facilities.”

“If you don’t get the land in the next 10-15 years there won’t be any opportunities.”

“It is important we understand what works in other communities and be open to modeling our actions after these best practices.”

“Push yourself in enough ways to serve the population.”

“They need more communication and to outreach for citizen output.”

“Listen and act accordingly.”

“There needs to be a cooperative agreement between the City and the County.”

“Make sure it is done right. Accuracy is important.”

“Keep up the good work.”

“Retain good planners to drive the message.”

“Make sure the consultants are giving them their moneys worth.”

“They are moving in the right direction.”

“Stay the course. Don’t let special interest groups dominate the direction of the District.”

“Get it right. It could be our last opportunity.”

“The County has not done a good job of conceptualizing and planning. Projects get started without a true determination of needs and budget. We have to get a better handle on priorities.”

“Push yourself in enough ways to serve all of Fairfax County.”

“Keep in mind that certain citizen activities can be done without the need for specific park facilities (i.e. walking, running, picnics) however organized sports do need major developments (fields, gyms, tracks).”

“FCPA is doing a great job and they should be congratulated on their efforts. More communication and outreach with the public would be good, particularly on how to interact effectively with the Park Authority.”

“Dog parks.”

“Listen and then act accordingly.”

Stakeholder Interviewees

Gerald Connolly, Supervisor, Providence District

Laura Eakin, Park Benefactor

Gary Fenton, Director, NVRPA

Gerry Gordon, Director, FCEDA

Penelope Gross, Supervisor, Mason District

Chairman Katherine Hanley, Board of Supervisors

Jennifer Heinz, FCPA Board Member, at-large

Dana Kauffman, Supervisor, Lee District

Jack Kelso, Planning Commissioner, Lee District

Ron Koch, Planning Commission, Sully District

Dave Lacey, Chair, Fairfax County Athletic Council

Rodney Lusk, FCPA Board Member, at-large

Joanne Malone, FCPA Board Member, Providence District

Mayor John Mason, City of Fairfax

Alan Mayer, Former FCPA Board Member

Stuart Mendelsohn, Supervisor, Dranesville District

Gwendolyn Minton, FCPA Board Member, Hunter Mill District

Sally Ormsby, Member, No. Va. Soil and Water Conservation District

Jean Packard, Local Environment and Park Advocate

Stakeholder Interviewees
(Continued)

Jeffrey Saxe, Peterson Companies

Chairman Winifred Shapiro, FCPA Board of Supervisors

Linda Smyth, Planning Commissioner, Providence District

Robert Stalzer, Deputy County Executive

Harold Strickland, FCPA Board Member, Sully District

Frank Vajda, FCPA Board Member, Mason District

David Watkins, Fairfax County Public Schools

Jean White, FCPA Foundation

James Zook, Director, Department of Planning and Zoning

Fairfax County Park Authority
Parks and Recreation Needs Assessment
Citizen Survey Final Report
Overview and Executive Summary

Overview of the Citizen Survey Final Report

The Citizen Survey Final Report is the culmination of an extensive Countywide needs assessment process conducted for the citizens of Fairfax County and in partnership with the Fairfax County Park Authority.

The cornerstone of the Citizen Survey Final Report is a statistically valid survey of 1,694 households in Fairfax County administered from August through October of 2002 to help determine citizen usage, satisfaction, needs, and priorities for the parks and recreation system.

Questions on the survey were based on feedback received from a series of stakeholder interviews, focus groups, and public forums held in Fairfax County. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The survey format allowed for feedback both from the *entire household and from individual members of the household*. The majority of questions in the survey called for responses based on the usage, needs, unmet needs, priorities, etc. of “the person taking the survey and members of their household.” A series of questions regarding participation in a wide range of recreation and sports activities were asked based on the person in the household “including children” who will have the next birthday.

The survey was administered by mail and phone. Five thousand surveys, eight (8) pages in length, were mailed to a stratified random sample of households in Fairfax County, broken down into four (4) planning areas throughout the County. Extensive phone calling took place to encourage completion of the mailed survey, or to administer the survey by phone.

The goal was to obtain at least 1600 completed surveys for the County. This goal was exceeded, with 1694 surveys being completed. 782 surveys were completed by mail and 912 surveys were completed by phone. The results of the random sample of 1694 households throughout the County have a 95% level of confidence with a precision of at least +/-2.4%.

Additionally to provide greater detail regarding regional needs at least 350 surveys were completed in each of four (4) identified planning areas in Fairfax County. Survey results for each of the planning areas have a 95% level of confidence, with a precision of at least 5.3%.

APPENDIX II

Of the 5,000 mailed surveys, 194 surveys were returned as non-deliverable. With 1,694 surveys being completed, the response rate was 35%.

The following report consists of three parts: 1) An Executive Summary of the Results 2) Survey Methodology and 3) Survey Instrument

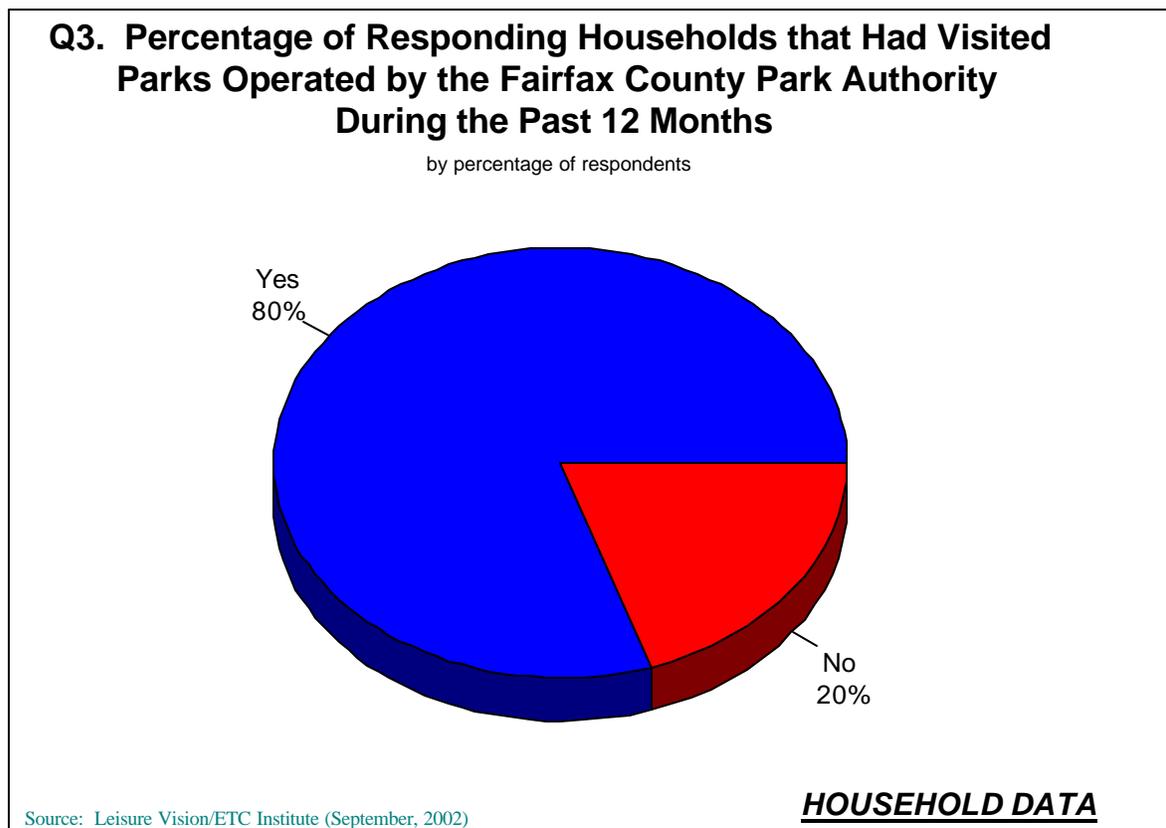
Executive Summary of Survey Responses

Household Parks and Recreation Facility Use and Need

Visitation of Parks Operated by the Fairfax County Park Authority

Respondents were asked if they or any members of their household had visited parks operated by the Fairfax County Park Authority during the past 12 months. The following summarizes key findings:

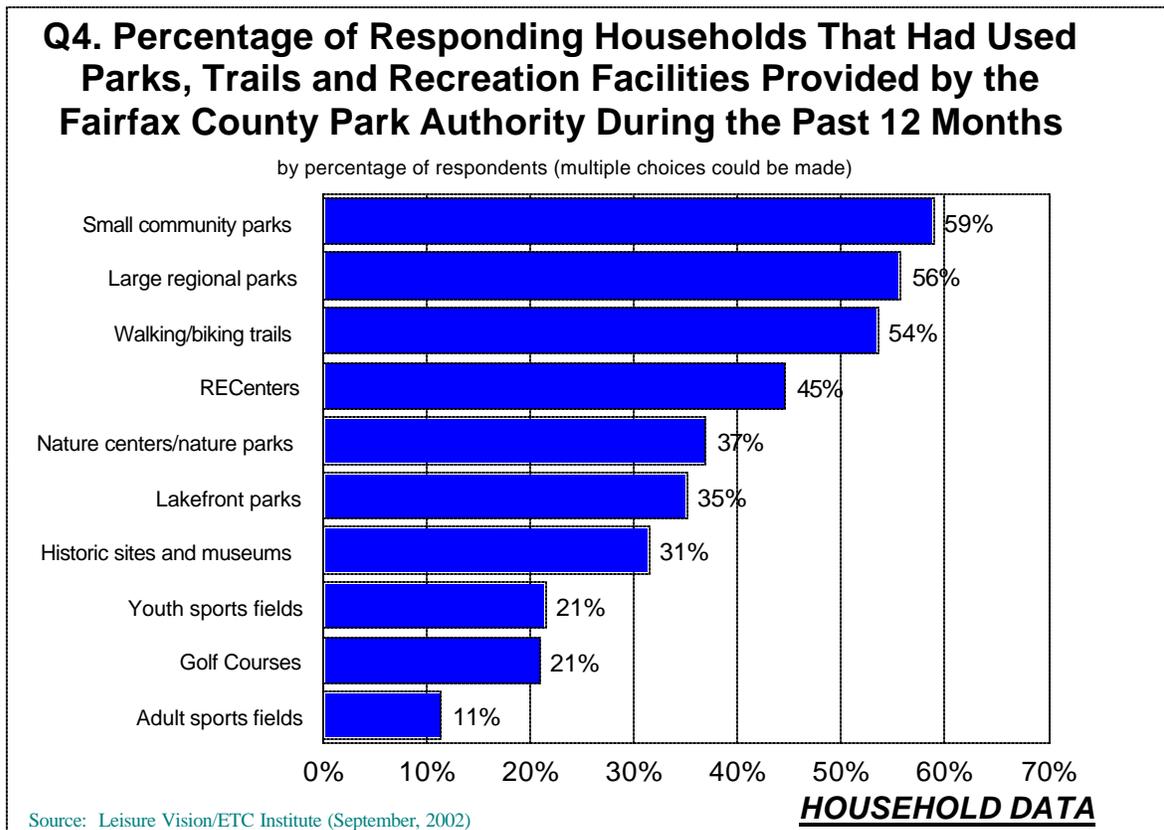
- **Eighty percent (80%) of respondent households indicated they had visited parks operated by the Fairfax County Park Authority during the past 12 months.** The other 20% indicated they had not visited parks operated by the Fairfax County Park Authority during the past 12 months.



Use of Parks, Trails and Recreation Facilities Provided by the Fairfax County Park Authority

From a list of 10 parks, trails and recreation facilities provided by the Fairfax County Park Authority, respondents were asked to indicate the ones that they or members of their household had used during the past 12 months. The following summarizes key findings:

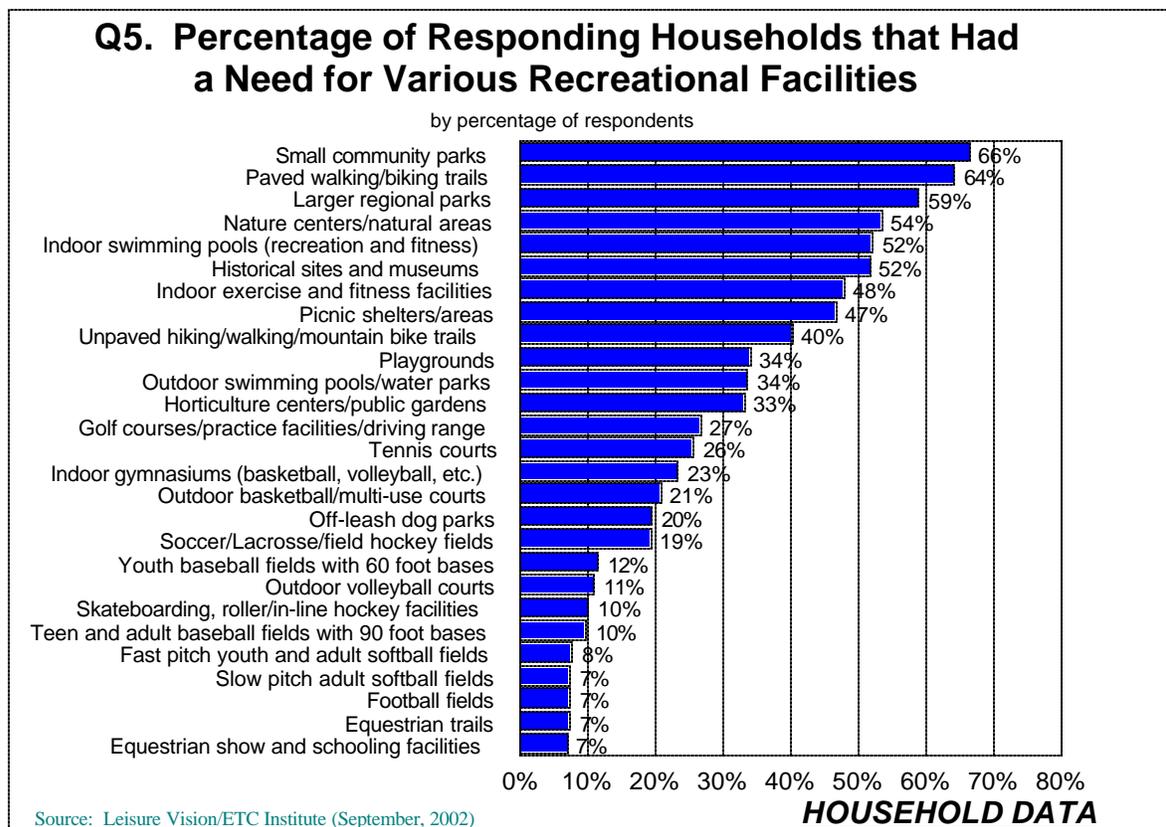
- **Small community parks (59%) is the type of park, trail, and recreation facility provided by the Fairfax County Park Authority that the highest percentage of respondent households have used during the past 12 months.** Other parks, trails, and recreation facilities used by a high percentage of respondent households include: large regional parks (56%); walking/biking trails (54%); and RECenters (45%).



Recreational Facilities that Respondent Households Have a Need For

From a list of 27 recreational facilities, respondents were asked to indicate all of the ones that they or any member of their household has a need for. The following summarizes key findings:

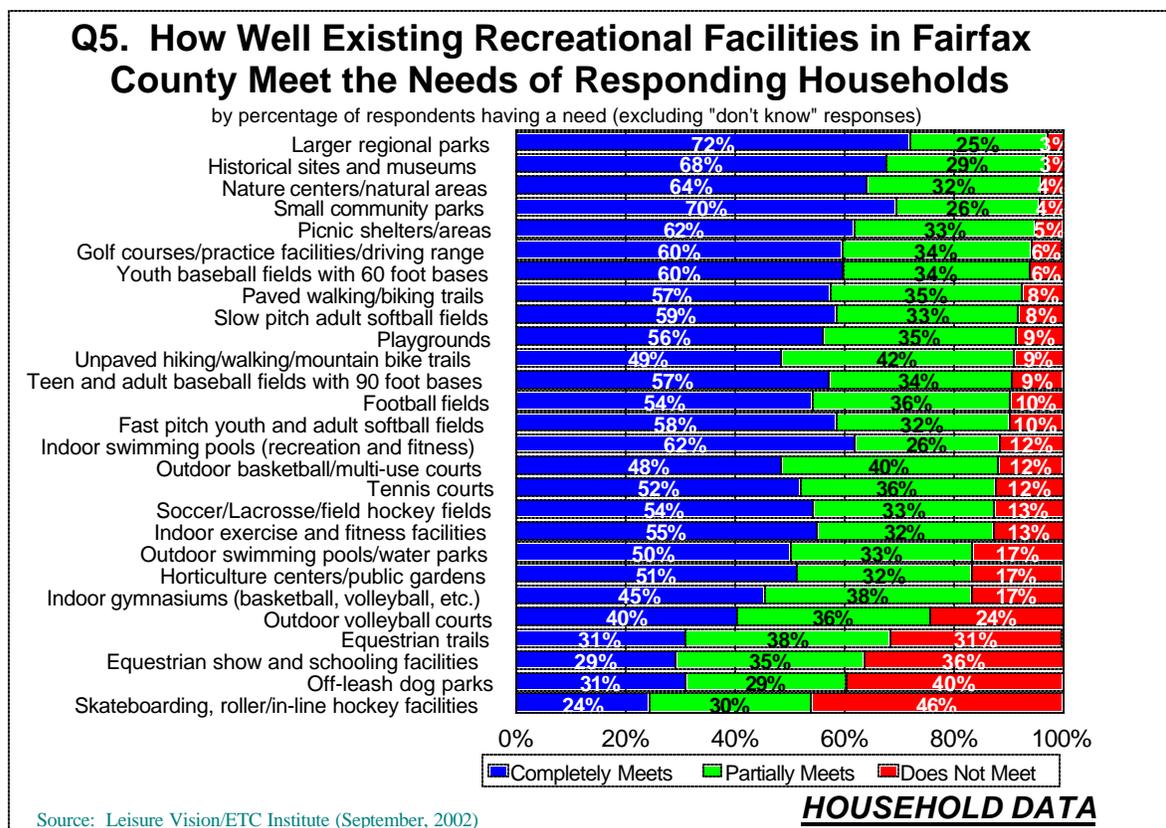
- **Small community parks (66%) is the recreational facility that the highest percentage of respondent households indicated they have a need for.** There are five other recreational facilities that over half of respondent households indicated they have a need for, including: paved walking/biking trails (64%); larger regional parks (59%); nature centers/natural areas (54%); indoor swimming pools (52%); and historical sites and museums (52%).



How Well Recreational Facilities Meet Respondent Household Needs

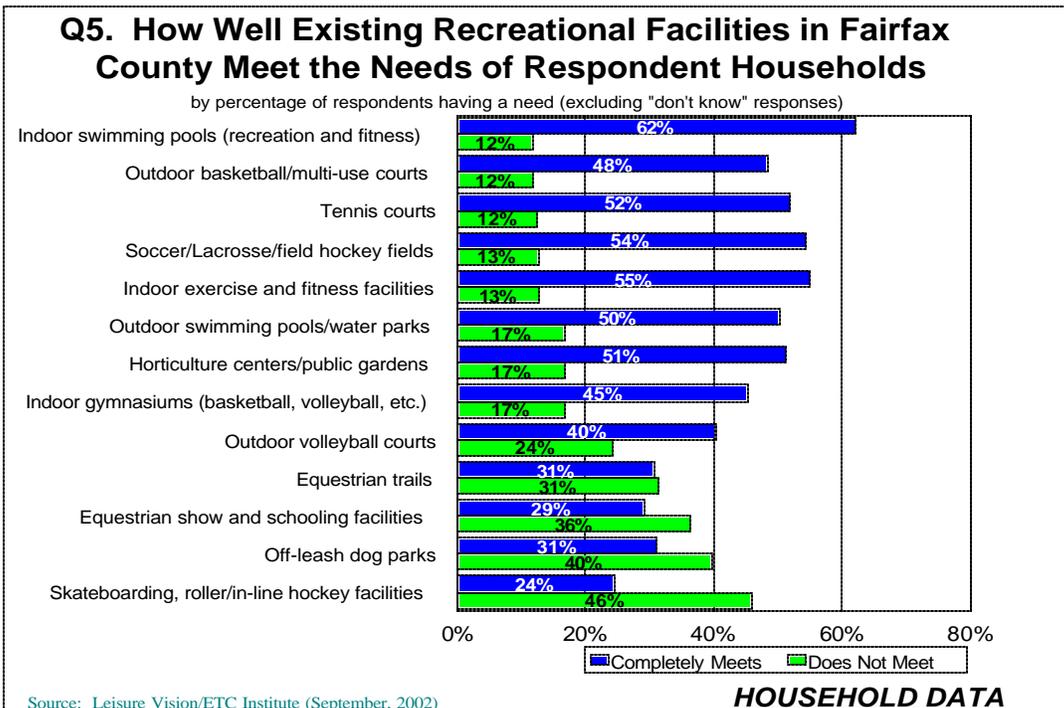
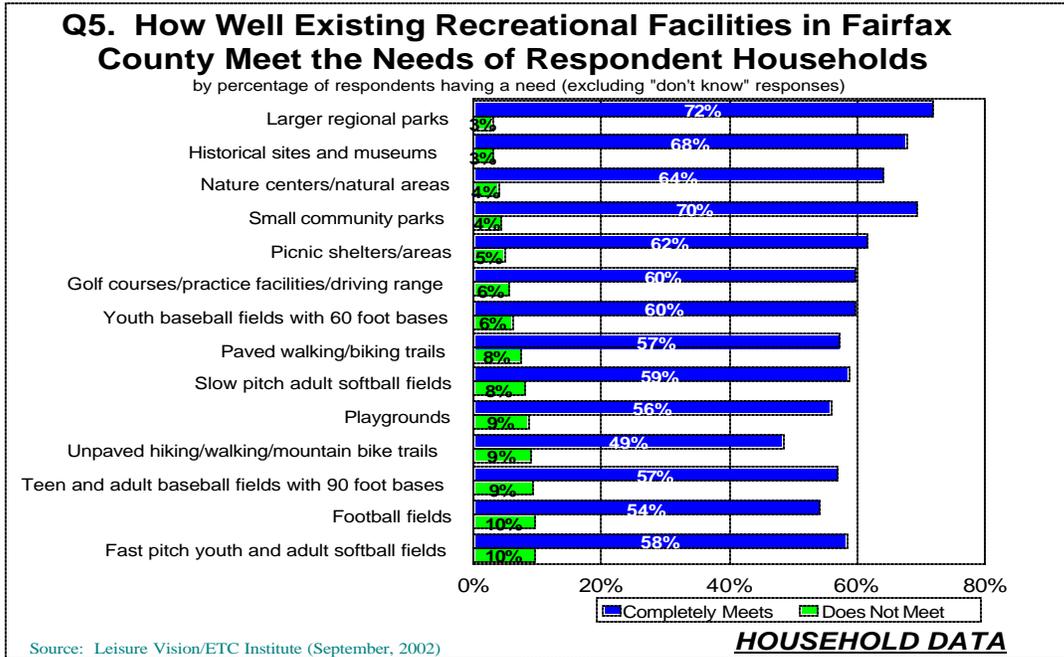
From the list of 27 recreational facilities, respondent households were asked to indicate how well each one meets their needs. The following summarizes key findings:

- **Larger regional parks (72%) is the recreational facility that the highest percentage of respondent households indicated as completely meeting their needs.** Other recreational facilities that a high percentage of respondent households indicated as completely meeting their needs includes: small community parks (70%); historical sites and museums (68%); nature centers/natural areas (64%); picnic shelters/areas (62%); and indoor swimming pools (62%).



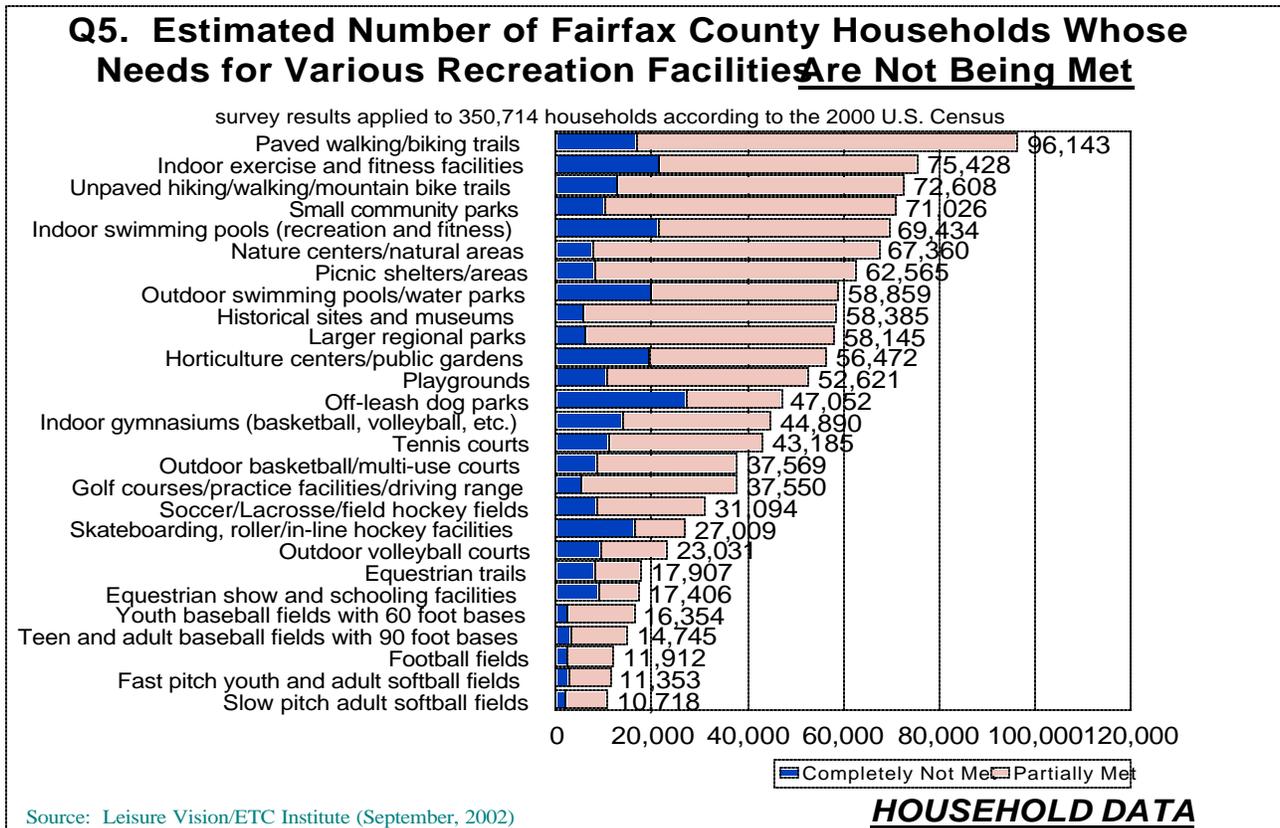
How Well Recreational Facilities Meet Respondent Household Needs

From the list of 27 recreational facilities, respondent households were asked to indicate how well each one meets their needs. The following charts compare the percentage of respondent households who indicated “completely meet needs” vs. “do not meet needs” for each of the 27 recreational facilities.



Fairfax County Households Whose Needs for Facilities Are Not Being Met

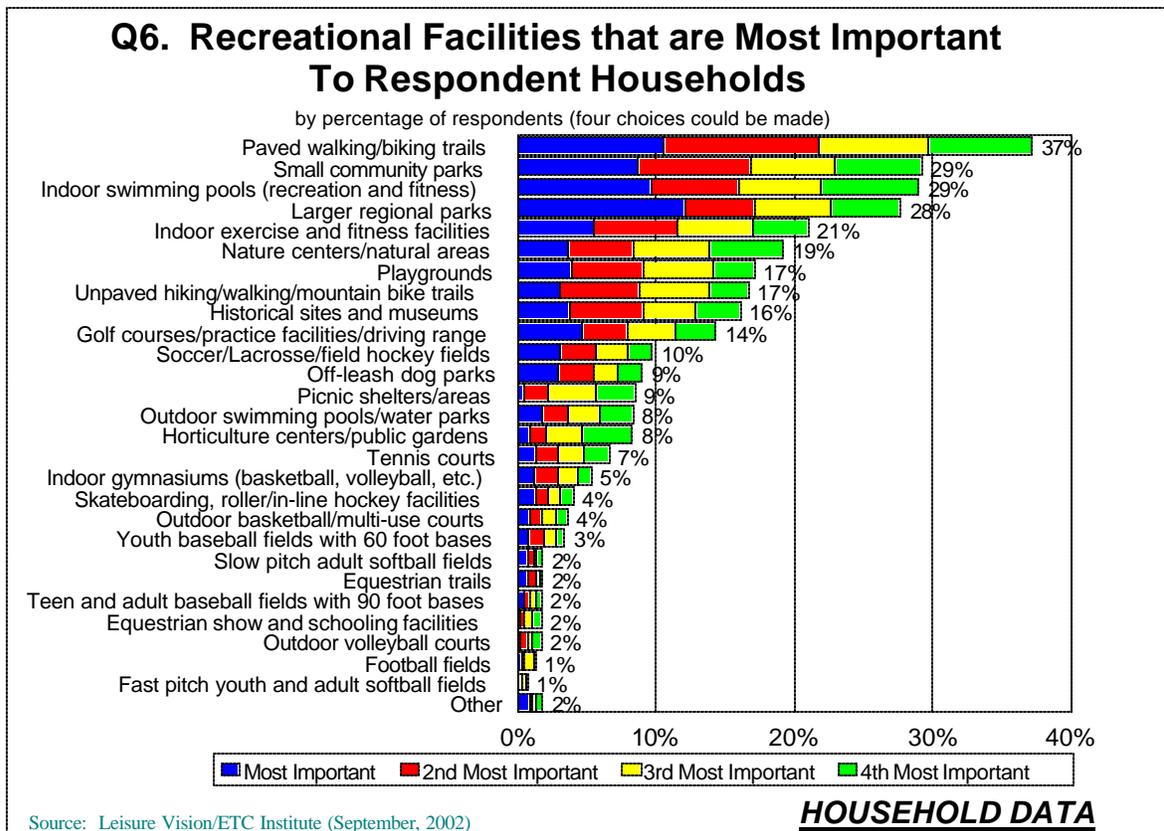
From the list of 27 recreational facilities, respondent households were asked to indicate how well each one meets their needs. The following chart shows the number of households whose needs are either completely not met or partially met based on 350,714 households throughout Fairfax County.



Most Important Recreational Facilities

From the list of 27 recreational facilities, respondents were asked to indicate the four that are most important to their household. The following summarizes key findings:

- **Paved walking/biking trails (37%) had the highest percentage of respondents rate it as one of the four most important recreational facilities to their household.** There are three other facilities that over one-fourth of respondents indicated as one of the four most important to their household, including: small community parks (29%); indoor swimming pools (29%); and larger regional parks (28%).



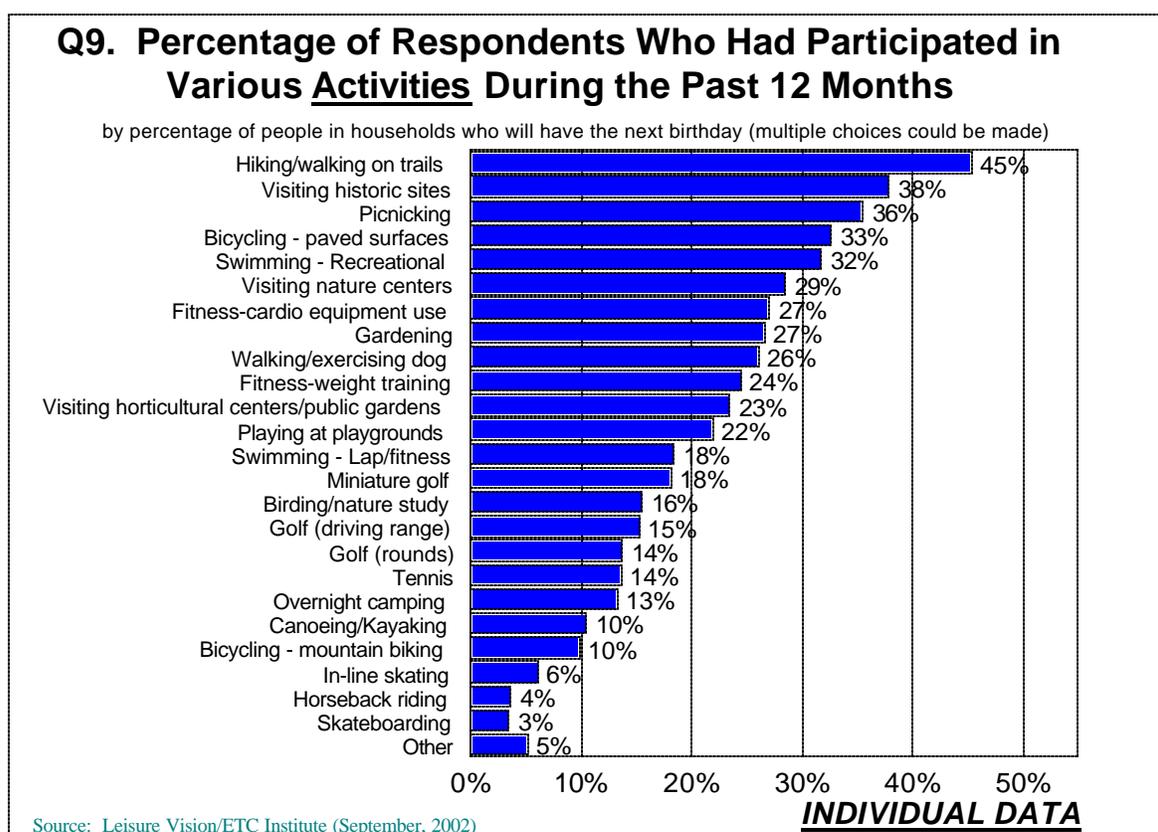
Individual Participation – Recreational Activities

(Note: Questions #9-#12 were asked of individual respondents who had the next birthday in each responding household.)

Participation in Recreational Activities Over the Past 12 Months

From a list of 24 various recreational activities, individual members of households who were having the next birthday were asked to indicate which activities they had participated in over the past 12 months. The following summarizes key findings:

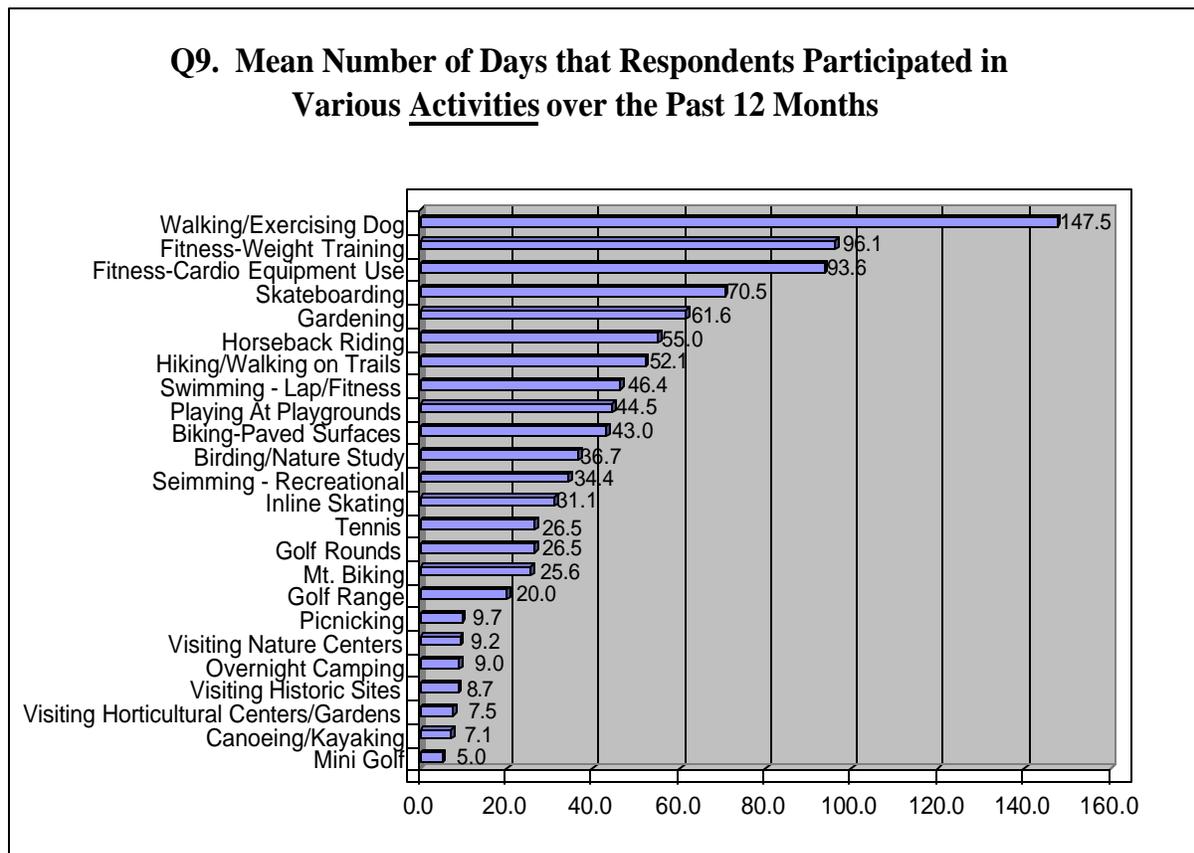
- **Hiking/walking on trails (45%) is the activity that the highest percentage of respondents have participated in over the past 12 months.** There are four other activities that over 30% of respondents have participated in during the past 12 months, including: visiting historic sites (38%); picnicking (36%); bicycling – paved surfaces (33%); and swimming – recreational (32%).



Mean Number of Days that Respondents Have Participated in Recreational Activities Over the Past 12 Months

From the list of 24 various recreational activities, individual members of households who were having the next birthday were asked to indicate the approximate number of days they had participated in each activity over the past 12 months. The following summarizes key findings:

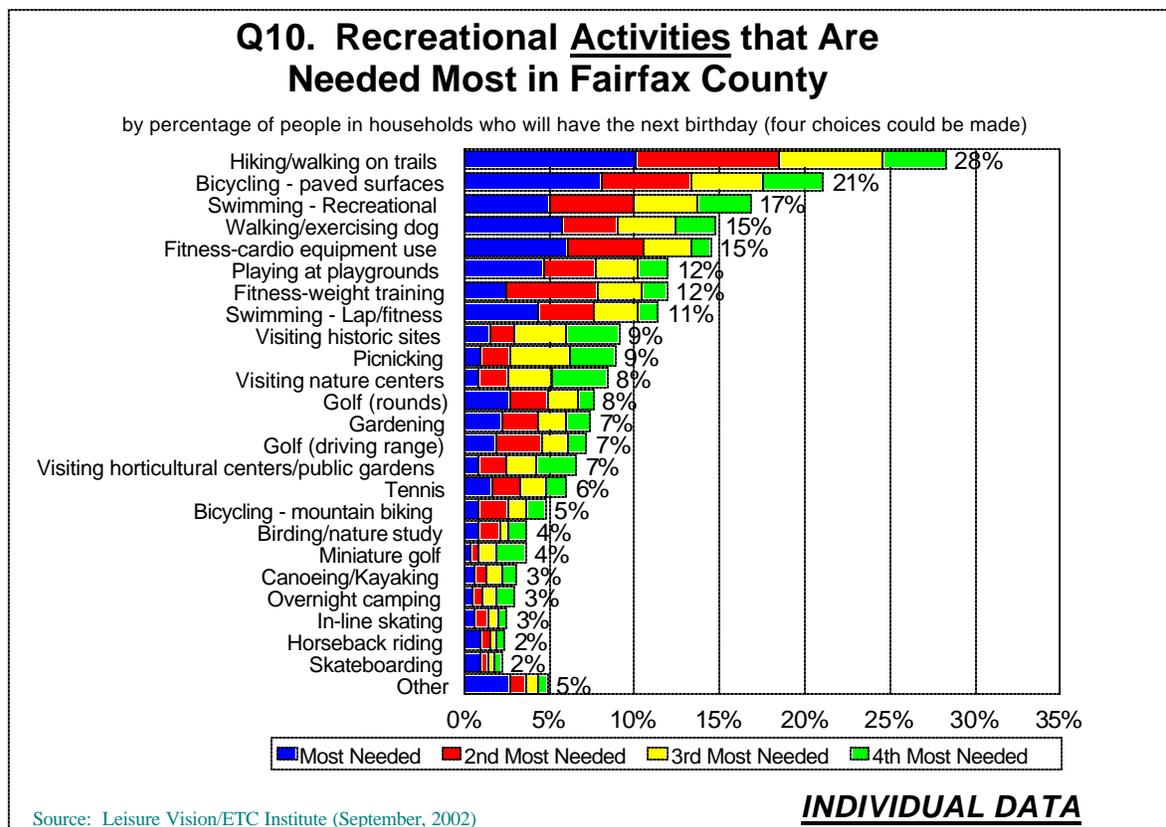
- **Fitness-cardio equipment use is the activity that respondents have participated in most often over the past 12 months, with respondents having participated in fitness-cardio equipment use on an average of 94 days in the past 12 months.** Other activities that respondents have participated in most often over the past 12 months include: bicycling – paved surfaces (43 days); walking/exercising dog (39 days); and birding/nature study (37 days).



Recreational Activities that are Needed Most in Fairfax County

From the list of 24 various recreational activities, individual members of households who were having the next birthday were asked to indicate the four activities that are needed most in Fairfax County. The following summarizes key findings:

- **Hiking/walking on trails (28%)** had the highest percentage of respondents rate it as one of the **four** activities needed most in Fairfax County. Other activities that a high percentage of respondents indicated as one of the four needed most include: bicycling – paved surfaces (21%); swimming – recreational (17%); walking/exercising dog (15%); and fitness – cardio equipment use (15%).

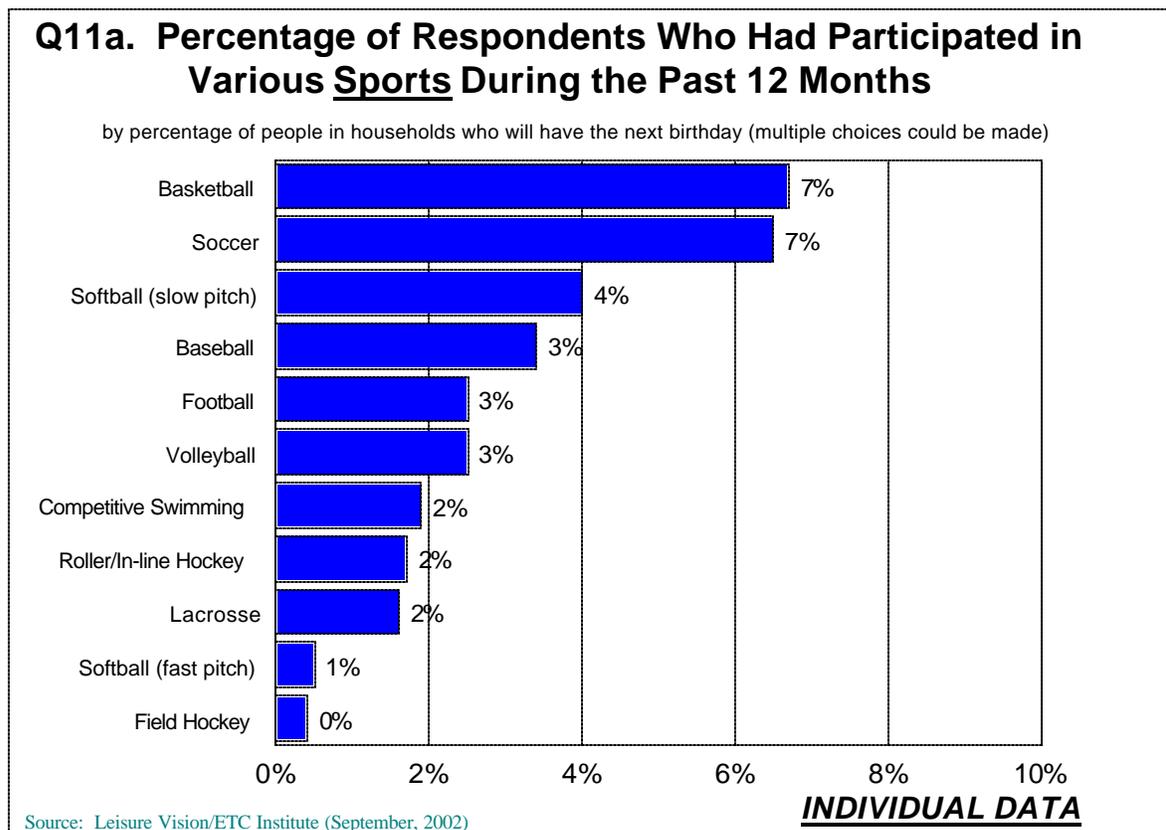


Individual Participation – Sports

Participation in Sports Over the Past 12 Months

From a list of 11 various sports, individual members of households who were having the next birthday were asked to indicate which sports they had participated in over the past 12 months. The following summarizes key findings:

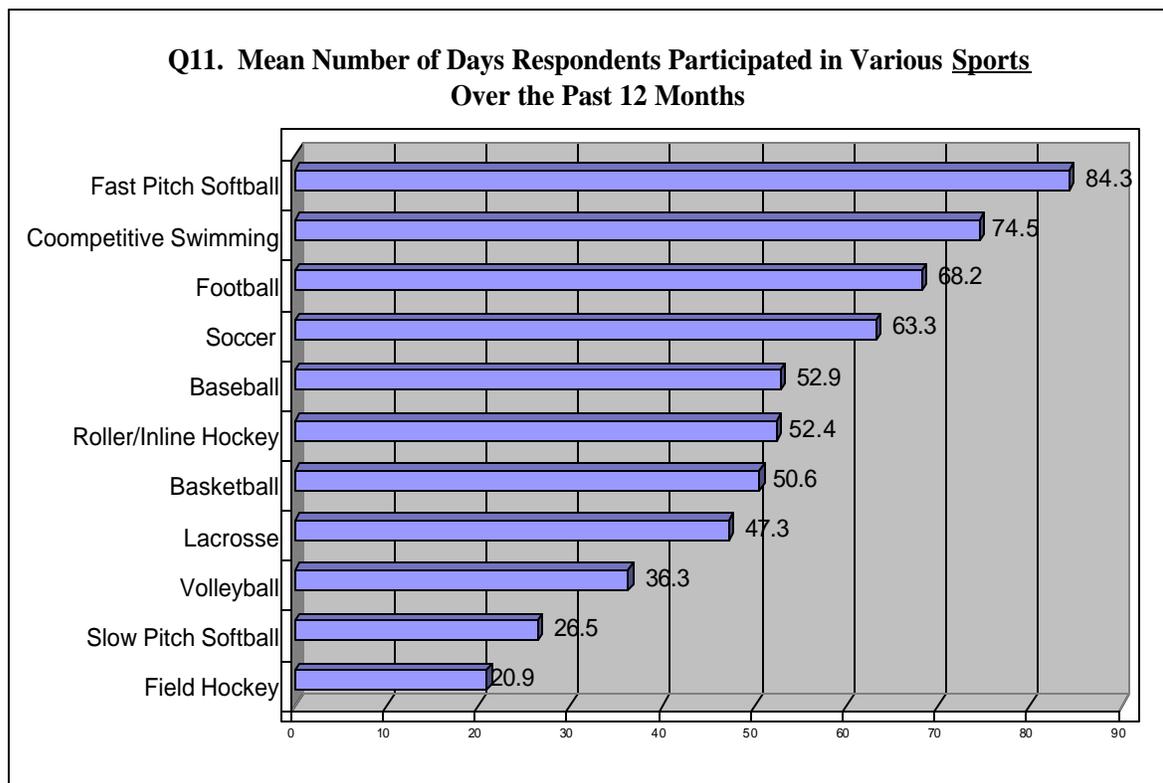
- **Basketball (7%) and soccer (7%) are the sports that the highest percentage of respondents have participated in over the past 12 months.** All other sports had 4% or less of respondents indicate they had participated in them during the past 12 months.



Mean Number of Days that Respondents Have Participated in Sports Over the Past 12 Months

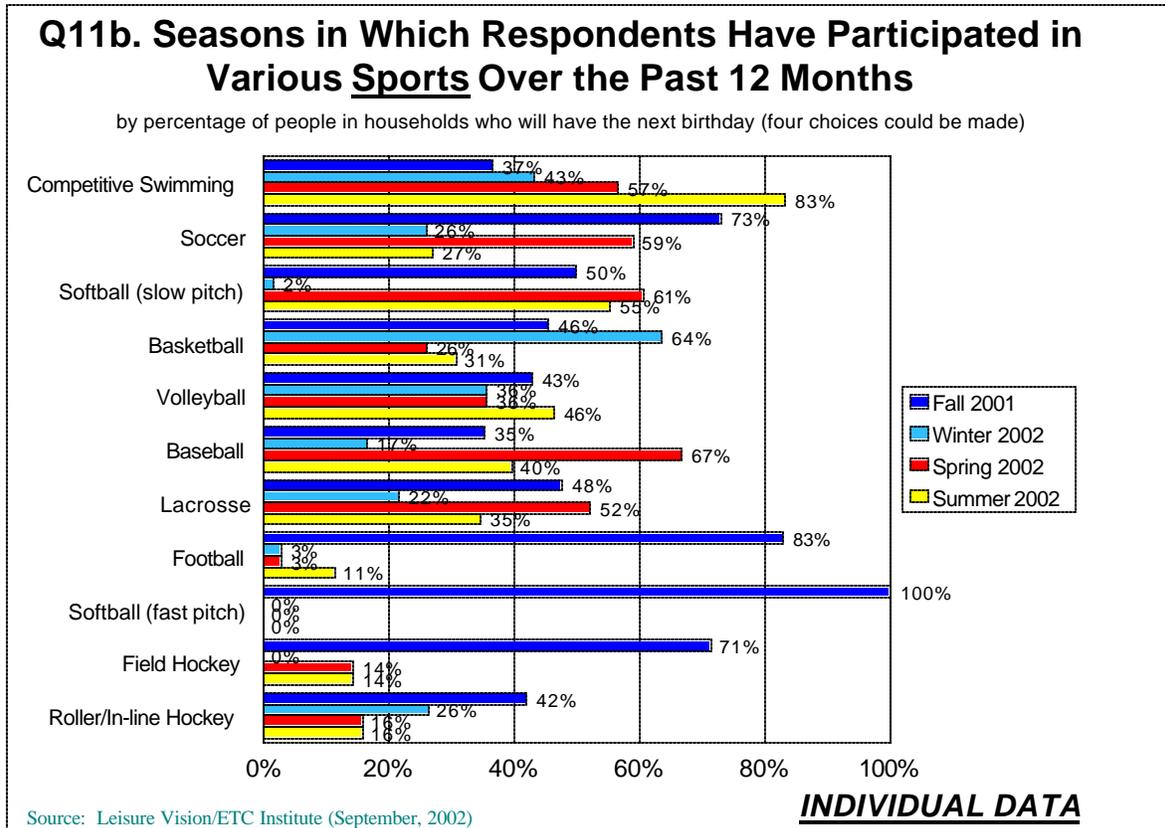
From the list of 11 various sports, individual members of households who were having the next birthday were asked to indicate the approximate number of days they had participated in each sport over the past 12 months. The following summarizes key findings:

- **Softball (fast pitch) is the sport that respondents have participated in most often over the past 12 months, with respondents having participated in softball on an average of 84 days in the past 12 months.** Other sports that respondents have participated in most often over the past 12 months include: competitive swimming (75 days); football (70 days); and soccer (64 days).



Seasons that Respondents Have Participated in Various Sports

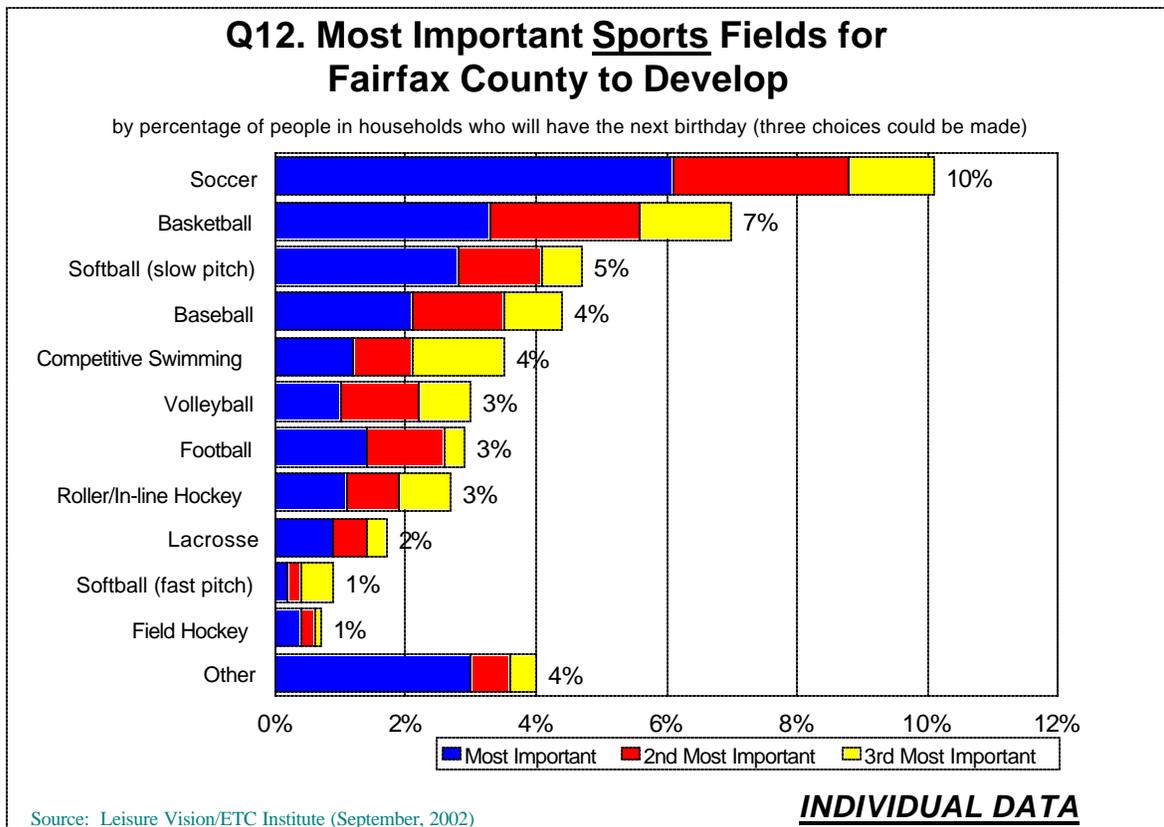
From the list of 11 various sports, individual members of households who were having the next birthday were asked to indicate the seasons in which they had participated in each sport. The chart below shows the percentage of respondents who have participated in each season for the 11 sports.



Sports Fields that are Most Important for Fairfax County to Develop

From the list of 11 various sports, individual members of households who were having the next birthday were asked to indicate the three potential sports fields that would be most important for Fairfax County to develop. The following summarizes key findings:

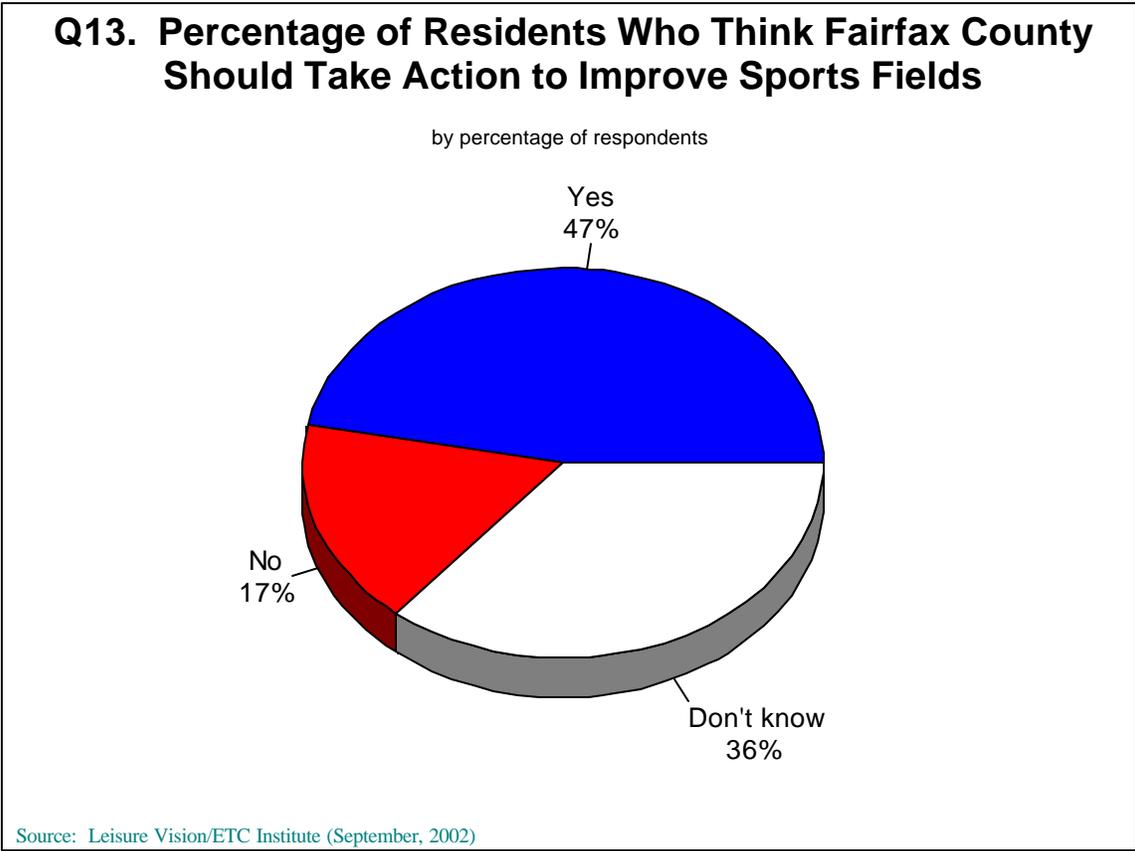
- **Soccer (10%) had the highest percentage of respondents rate it as one of the three sports fields most important for Fairfax County to develop.** Basketball (7%) and softball - slow pitch (5%) are the other sports fields that at least 5% of respondents indicated as one of the three most important to develop.



Community Priorities/Funding

Should Fairfax County Take Action to Improve Sports Fields

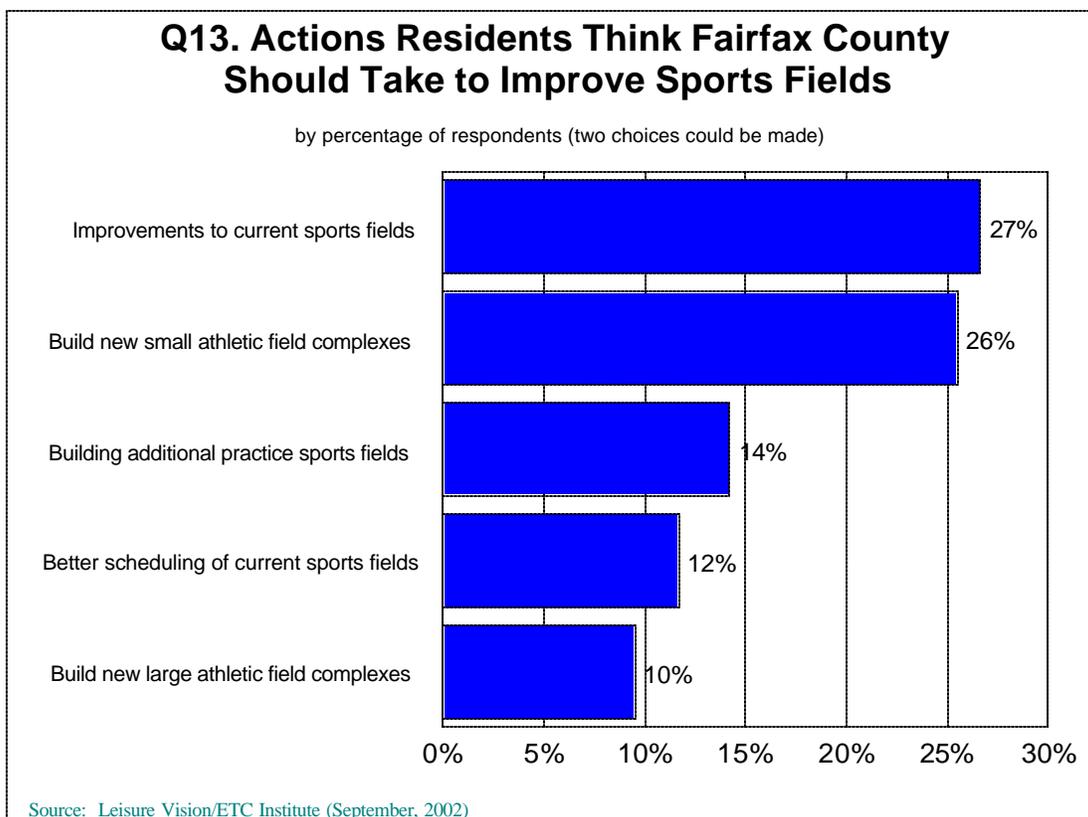
- **Nearly half (47%) of respondents indicated that Fairfax County should take some action to improve sports fields.** An additional 17% indicated that additional actions are not needed to improve sports fields, and the remaining 36% indicated “don’t know”.



Actions that Fairfax County Should Take to Improve Sports Fields

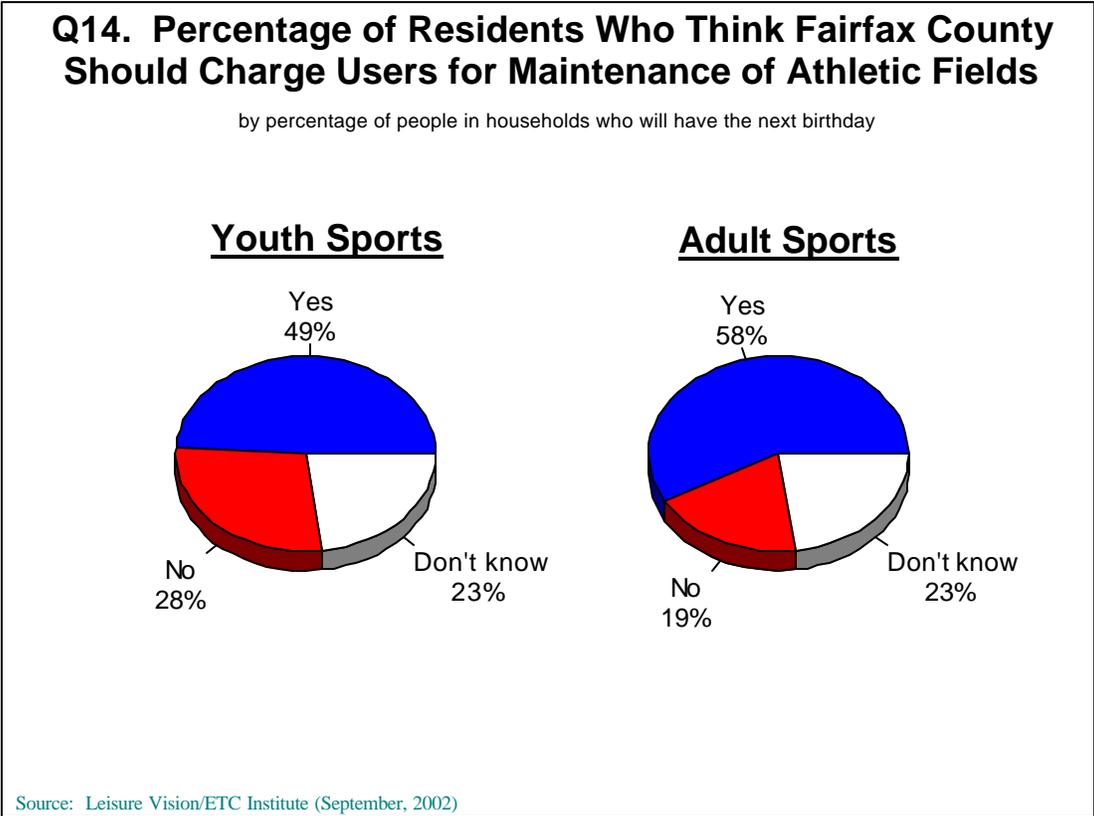
From a list of 6 actions that Fairfax County could take regarding the improvement of sports fields, respondents were asked to indicate which two actions were most important for Fairfax County to take. The following summarizes key findings:

- **“Improvements to current sports fields” (27%) is the action that the highest percentage of respondents rated as one of the two most important for Fairfax County to take to improve sports fields.** An additional 26% of respondents indicated “build new small athletic field complexes in many smaller community parks” as one of the top two most important actions for Fairfax County to take.



Should Fairfax County Charge Users for Maintenance to Athletic Fields

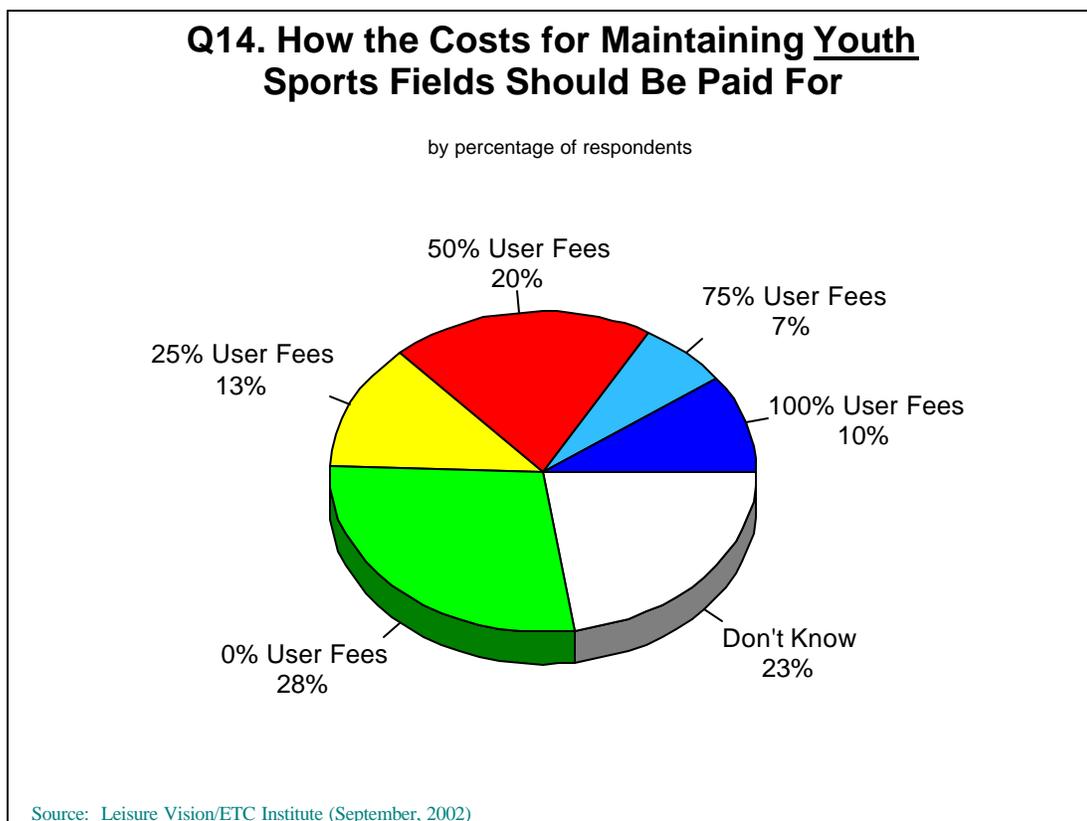
- **Nearly half (49%) of respondents indicated that Fairfax County should charge user fees to maintain youth sports fields.** An additional 28% indicated that Fairfax County should not charge user fees to maintain youth sports fields, and the remaining 23% indicated “don’t know”.
- **Over half (58%) of respondents indicated that Fairfax County should charge user fees to maintain adult sports fields.** An additional 19% indicated that Fairfax County should not charge user fees to maintain adult sports fields, and the remaining 23% indicated “don’t know”.



How the Costs for Maintaining Youth Sports Fields Should Be Paid For

Based on a list of 5 options, respondents were asked to indicate how the costs to maintain youth and adult sports fields should be paid for. The following summarizes key findings:

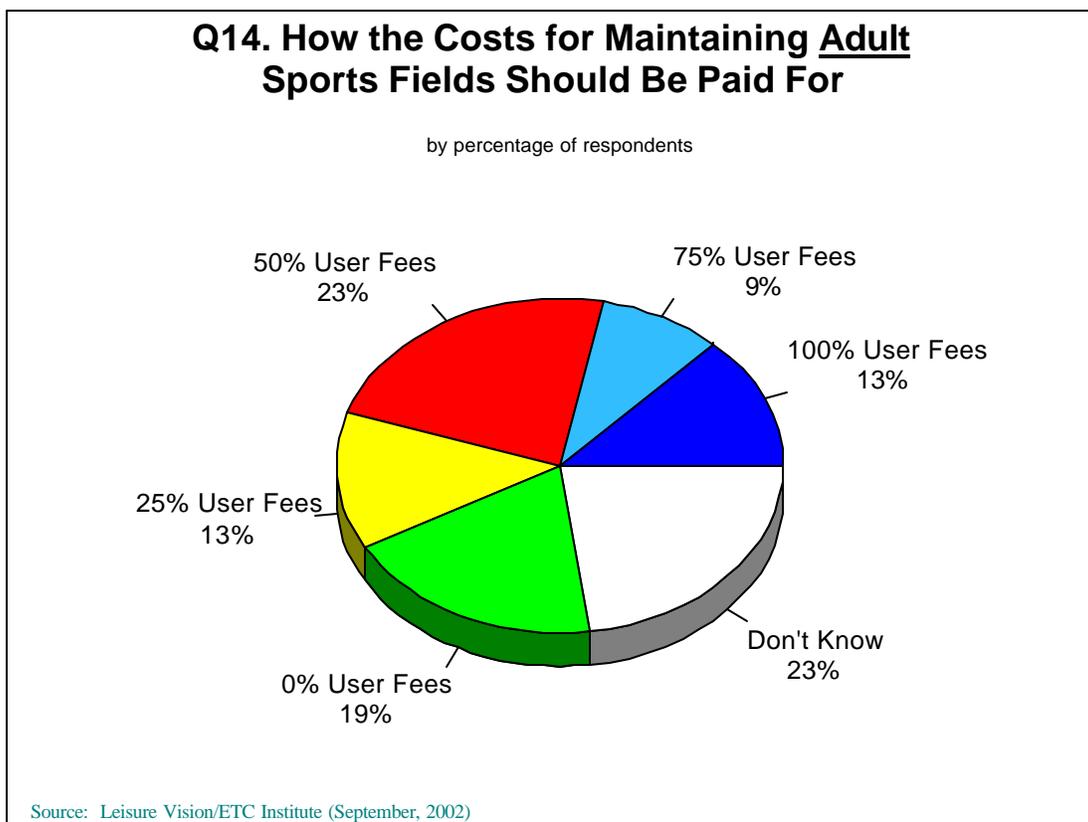
- **Nearly half (49%) of respondents indicated that Fairfax County should charge user fees for maintenance of youth sports fields.** This includes 10% who indicated that 100% of maintenance costs should be paid through user fees, 7% who indicated that 75% should be paid though user fees, 20% who indicated that 50% should be paid through user fees, and 13% who indicated that 25% should be paid through user fees. In addition, 28% indicated that Fairfax County should not charge user fees for the maintenance of youth sports fields, and the remaining 23% indicated “don’t know”.



How the Costs for Maintaining Adult Sports Fields Should Be Paid For

Based on a list of 5 options, respondents were asked to indicate how the costs to maintain youth and adult sports fields should be paid for. The following summarizes key findings:

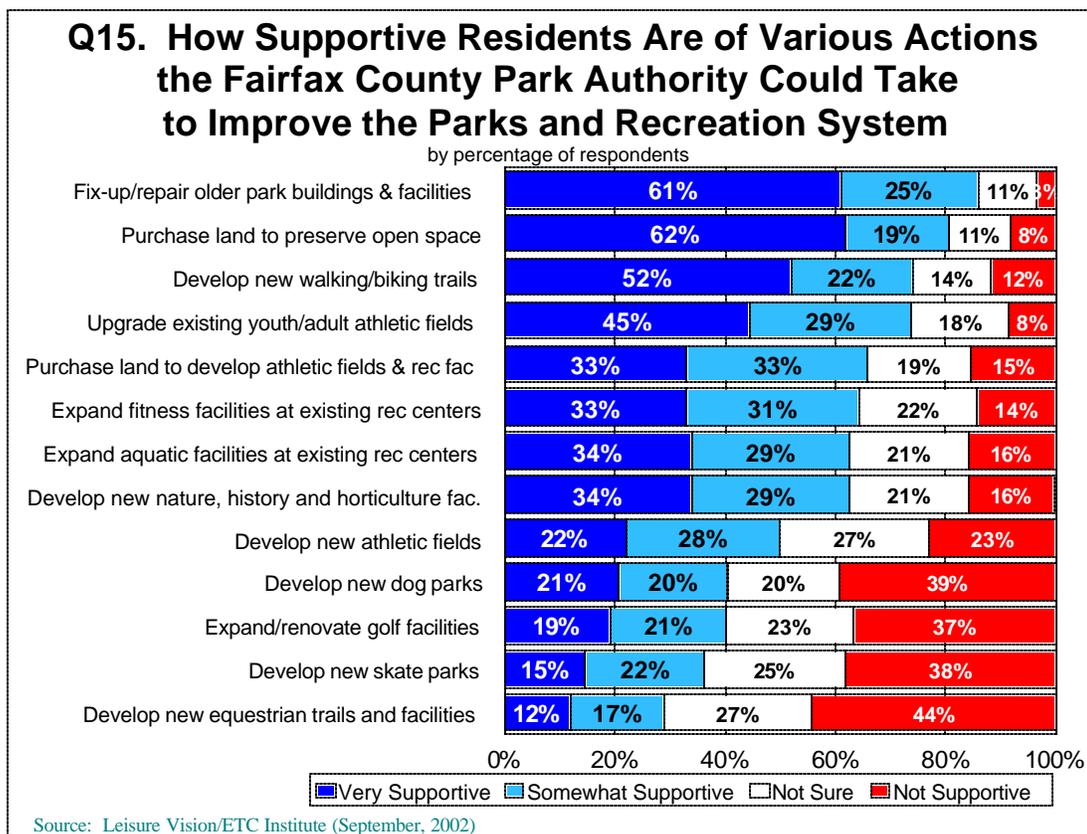
- **Over half (58%) of respondents indicated that Fairfax County should charge user fees for maintenance of adult sports fields.** This includes 13% who indicated that 100% should be paid through user fees, 9% who indicated that 75% should be paid though user fees, 23% who indicated that 50% should be paid through user fees, and 13% who indicated that 25% should be paid through user fees. An additional 19% indicated that Fairfax County should not charge user fees for the maintenance of adult sports fields, and the remaining 23% indicated “don’t know”.



Support for Various Actions the Fairfax County Park Authority Could Take

From a list of 13 possible actions the Fairfax County Park Authority could take to improve the Parks and Recreation system, respondents were asked to indicate how supportive they would be of each action. The following summarizes key findings:

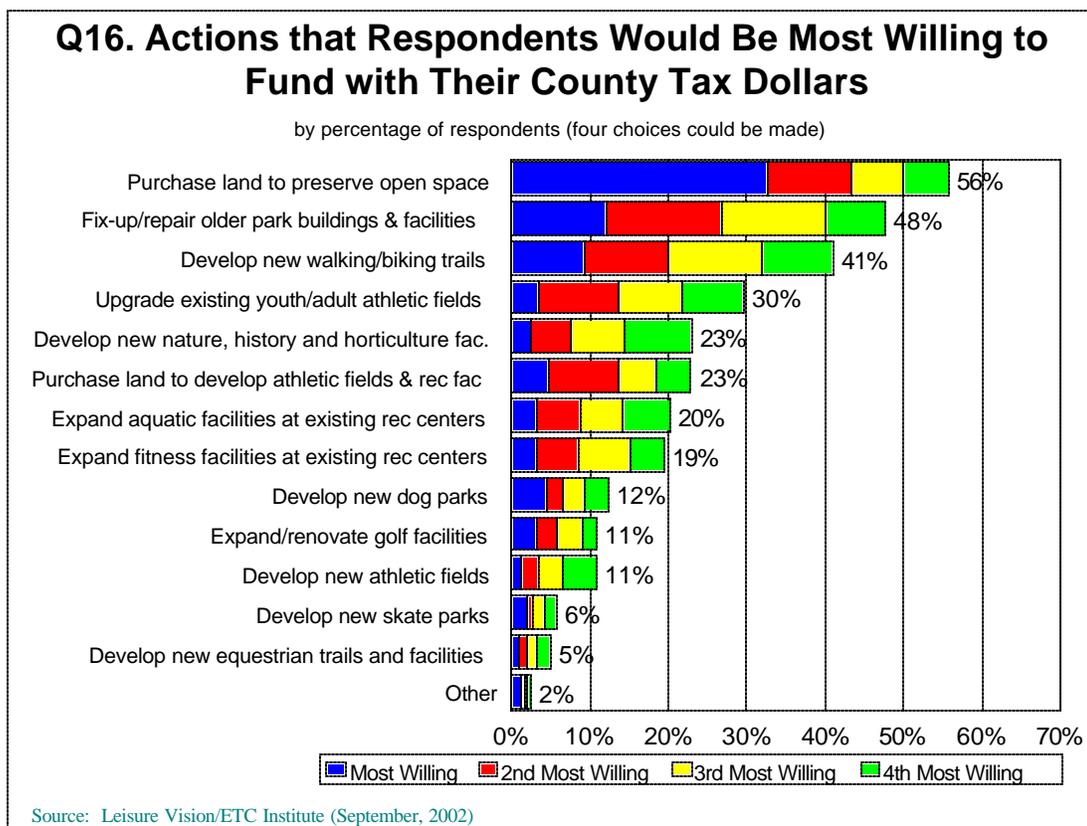
- Fix up/repair older park buildings and facilities is the action that the highest percentage of respondents indicated they are either very supportive (61%) or somewhat supportive (25%) of the Fairfax County Park Authority taking to improve the Parks and Recreation system.** Other actions that respondents are either very supportive or somewhat supportive of the Fairfax County Park Authority taking to improve the Parks and Recreation system include: purchase land to preserve open space (81%); develop new walking/biking trails (74%); and upgrade existing youth/adult athletic fields (74%).



Actions that Respondents Would Be Most Willing to Fund with Tax Dollars

From the list of 13 possible actions the Fairfax County Park Authority could take to improve the Parks and Recreation system, respondents were asked to indicate the four actions they would be most willing to fund with their County tax dollars. The following summarizes key findings:

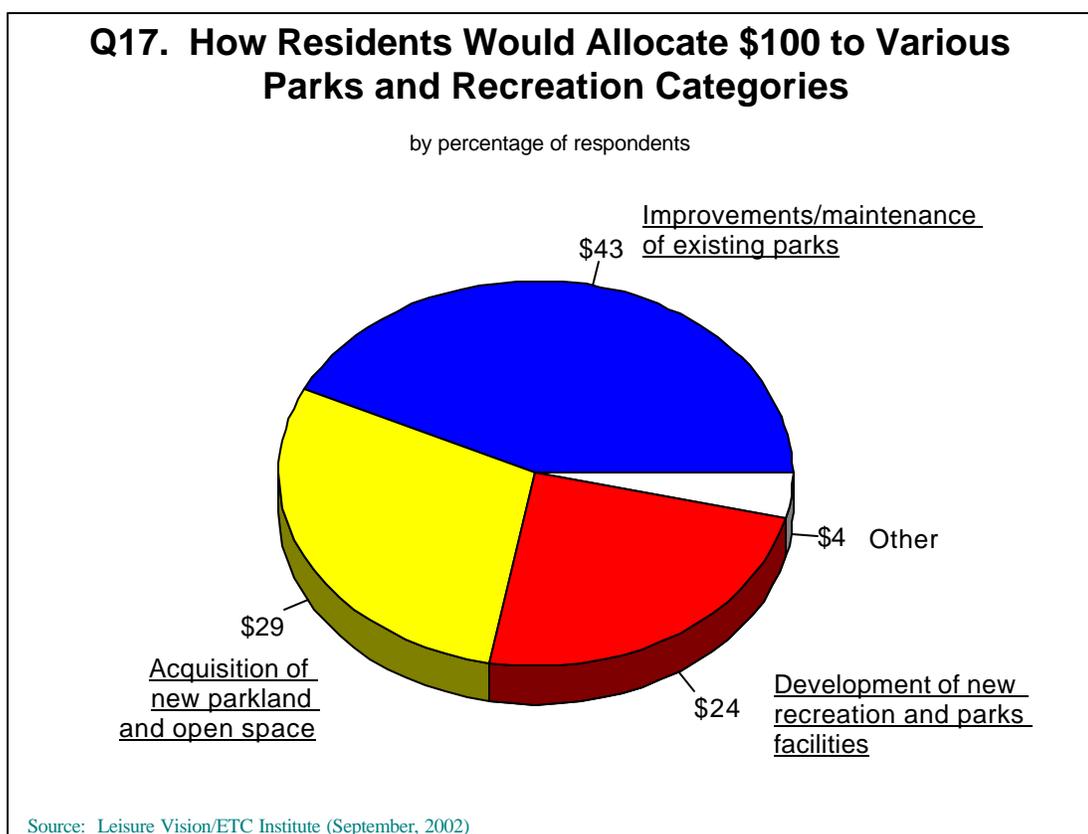
- **Purchase land to preserve open space (56%) had the highest percentage of respondents rate it as one of the four actions they would be most willing to fund with their County tax dollars.** Other actions that a high percentage of respondents indicated as one of the four they would be most willing to support with tax dollars includes: fix-up/repair older park buildings & facilities (48%); develop new walking/biking trails (41%); and upgrade existing youth/adult athletic fields (30%).



Allocation of \$100 Among Parks and Recreation Facilities in Fairfax County

Respondents were asked how they would allocate \$100 among four categories of Parks and Recreation facilities in Fairfax County. The following summarizes key findings:

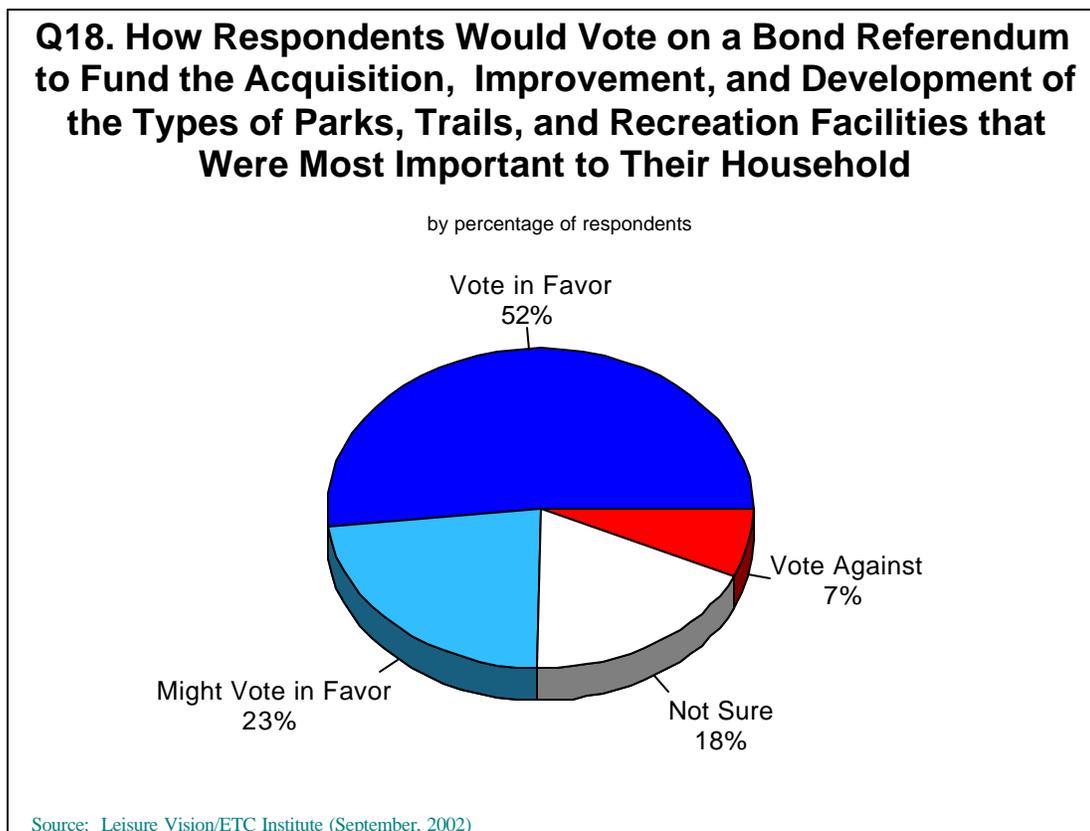
- **Respondents indicated they would allocate \$43 out of every \$100 to the improvement/maintenance of existing parks.** The remaining \$57 was allocated as follows: acquisition of new parkland and open space (\$29); development of new recreation and parks facilities (\$24); and other (\$4).



Voting on a Bond Referendum to Fund Parks, Trails, and Recreation Facilities

Respondents were asked how they would vote on a bond referendum that would fund the acquisition, improvement, and development of the types of parks, trails, and recreation facilities that are most important to them and members of their household. The following summarizes key findings:

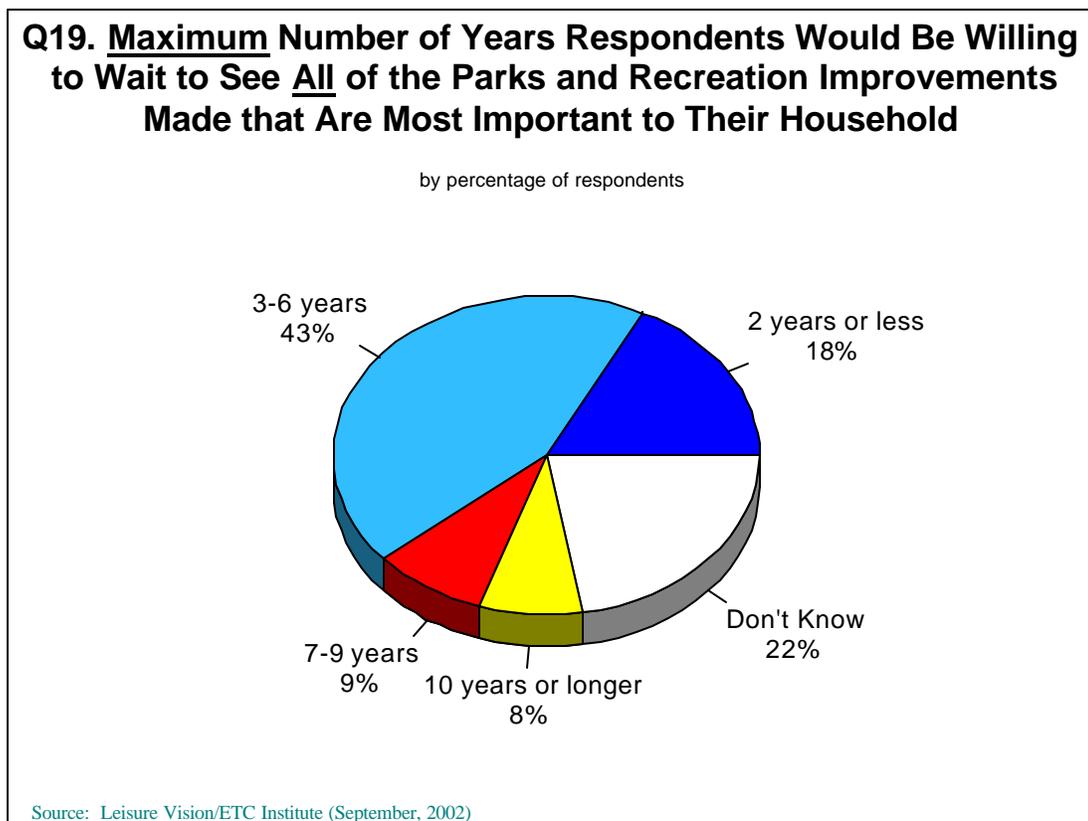
- **Over half (52%) of respondents indicated they would vote in favor of a bond referendum held to fund the acquisition, improvement, and development of the types of parks, trails, and recreation facilities that are most important to them and their household.** In addition, 23% indicated they might vote in favor, and 7% indicated they would vote against the referendum. The remaining 18% indicated “not sure”.



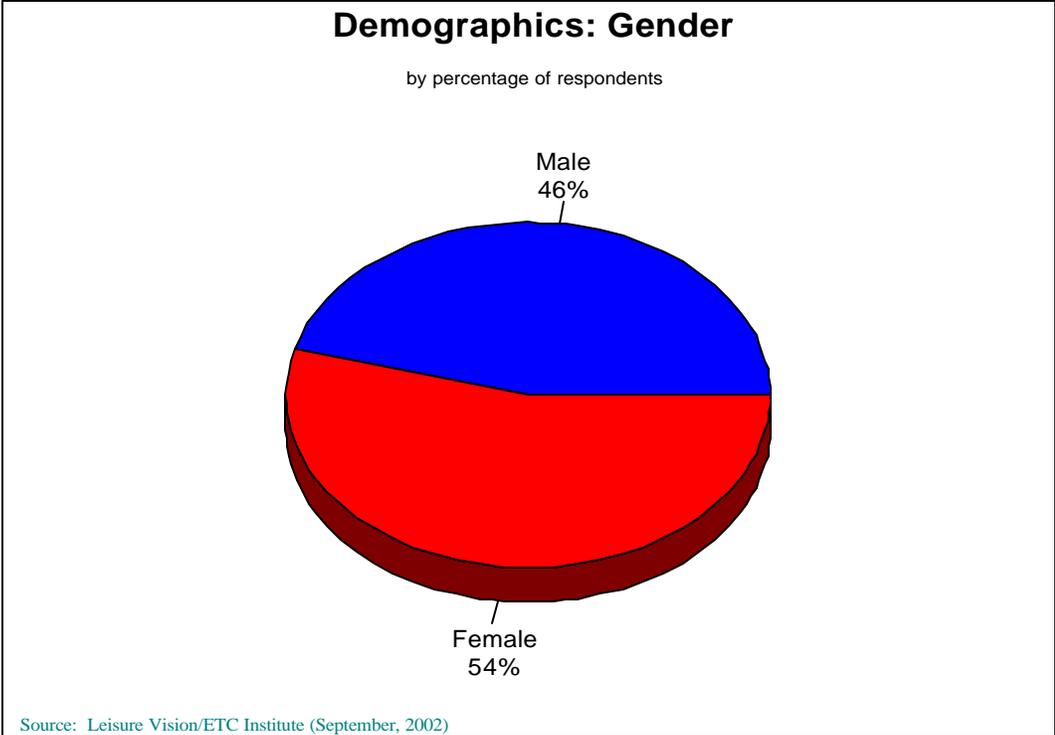
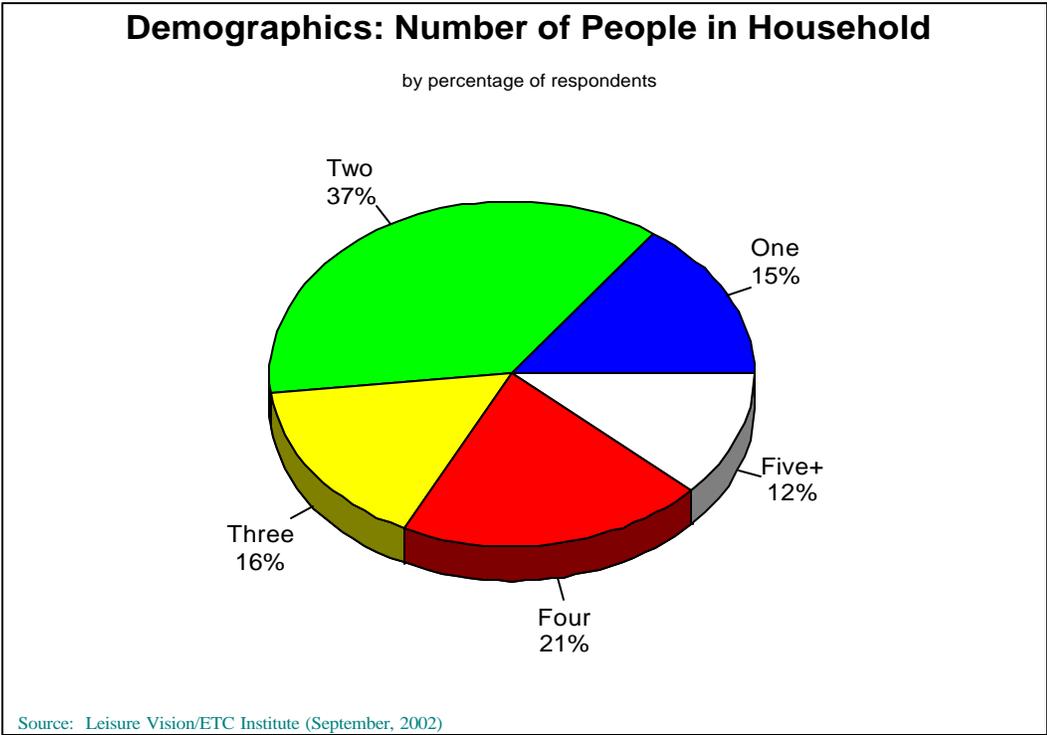
Maximum Number of Years Respondents Would Wait to See All Parks and Recreation Improvements Made

Respondents were asked to indicate the maximum number of years they would be willing to wait to see all of the parks and recreation improvements made that are most important to their household. The following summarizes key findings:

- **Forty-three percent (43%) of respondents indicated they would wait a maximum of 3-6 years to see all of the parks and recreation improvements made that are most important to their household.** In addition, 18% indicated they would wait 2 years or less, 9% would wait 7-9 years, and 8% would wait 10 years or longer. The remaining 22% indicated “don’t know”.

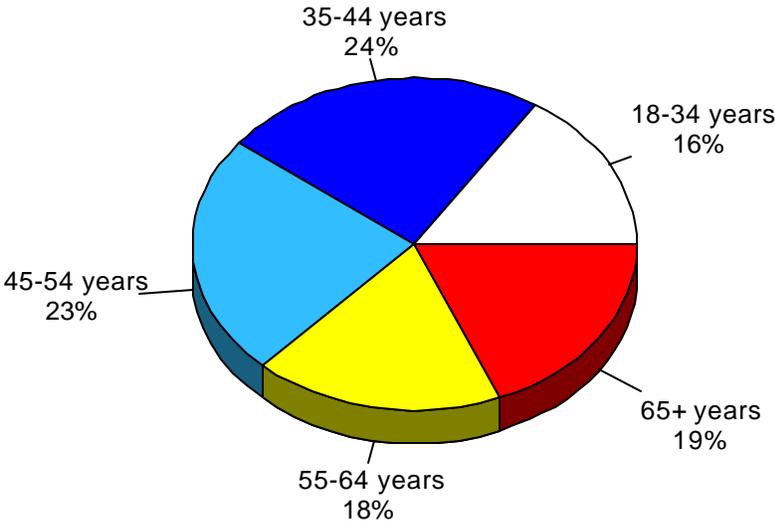


Demographics



Demographics: Ages of Respondents

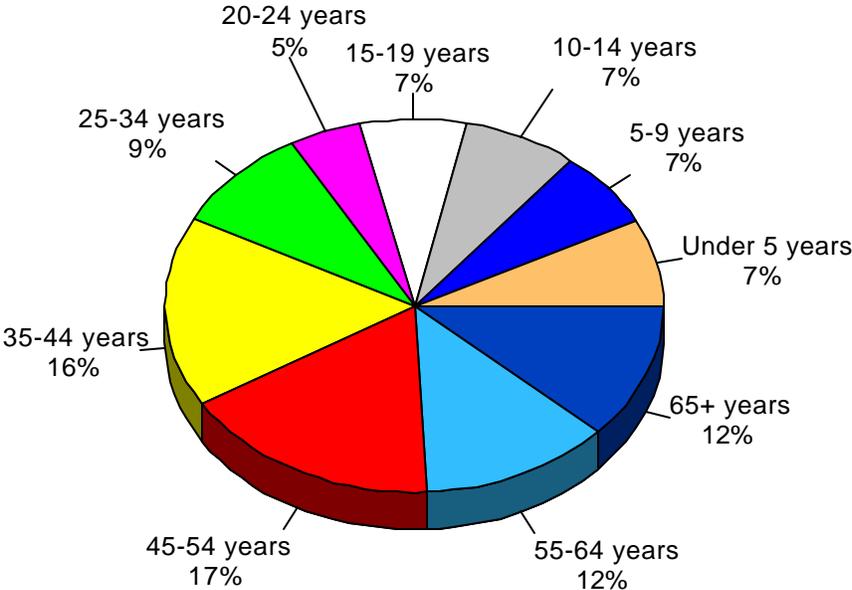
by percentage of respondents



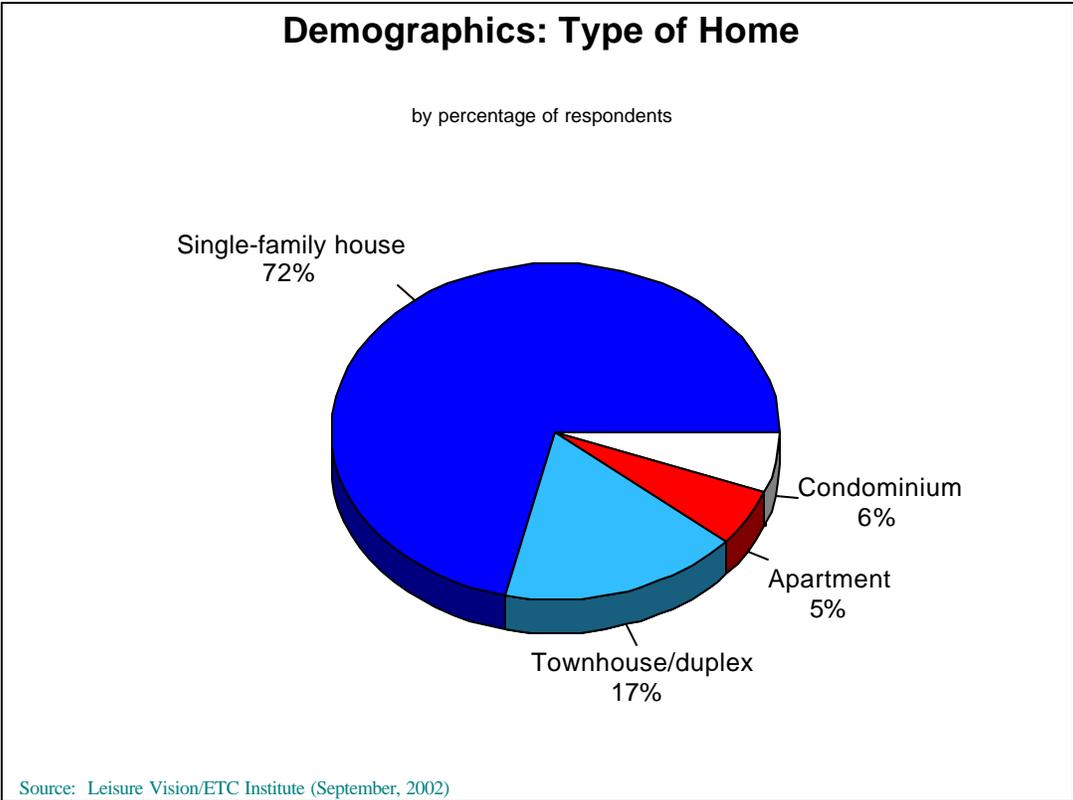
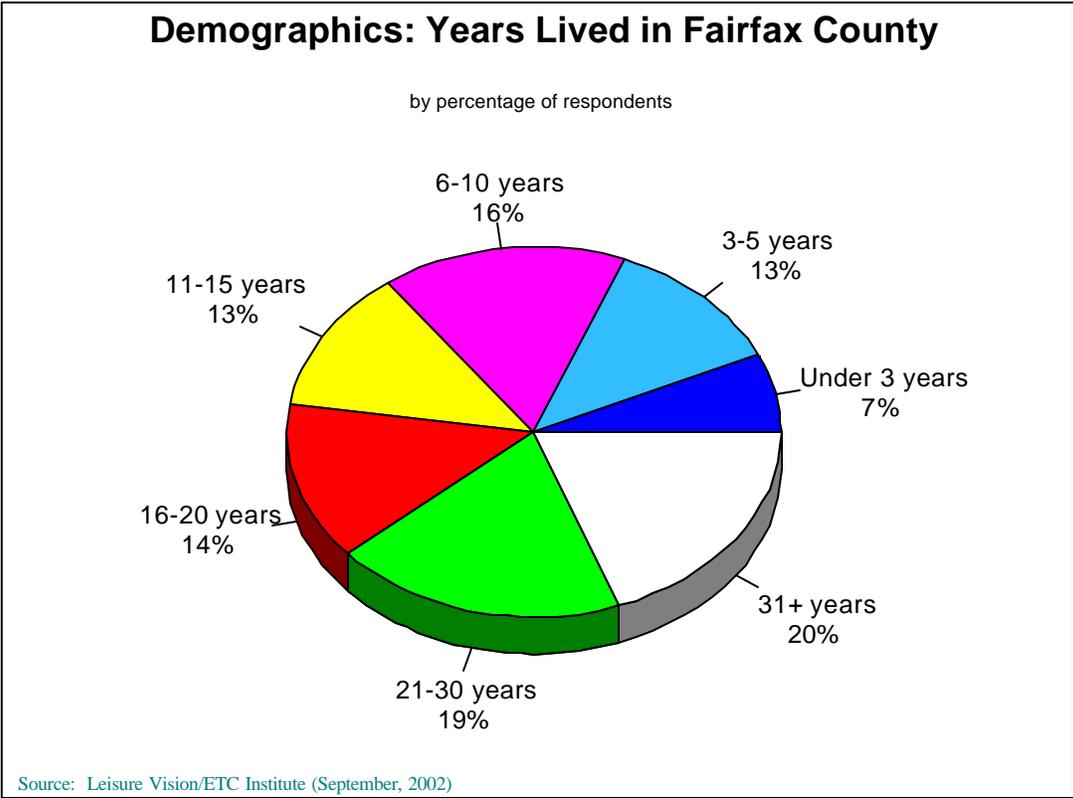
Source: Leisure Vision/ETC Institute (September, 2002)

Demographics: Ages of People in Household

by percentage of household occupants

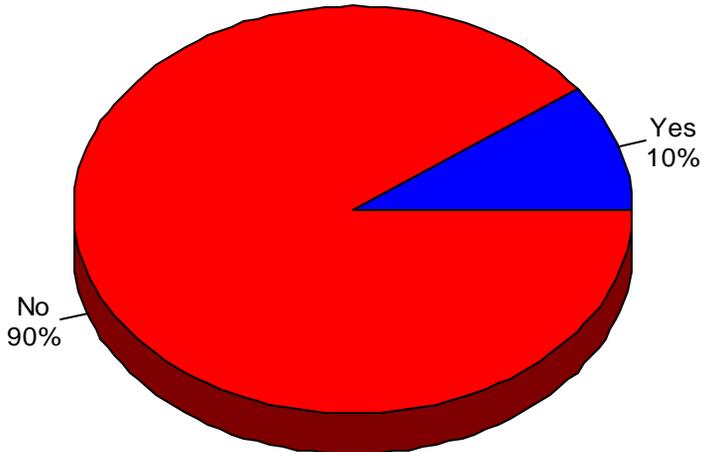


Source: Leisure Vision/ETC Institute (September, 2002)



Demographics: Hispanic, Latino, or other Spanish Ancestry

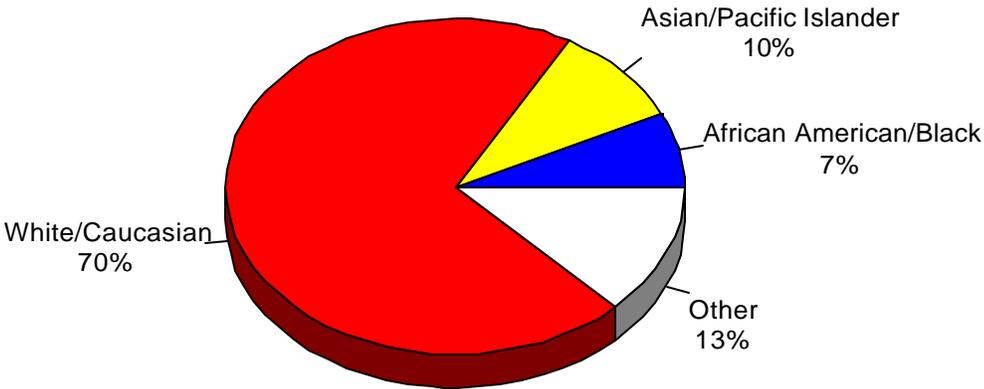
by percentage of respondents



Source: Leisure Vision/ETC Institute (September, 2002)

Demographics: Race/Ethnicity

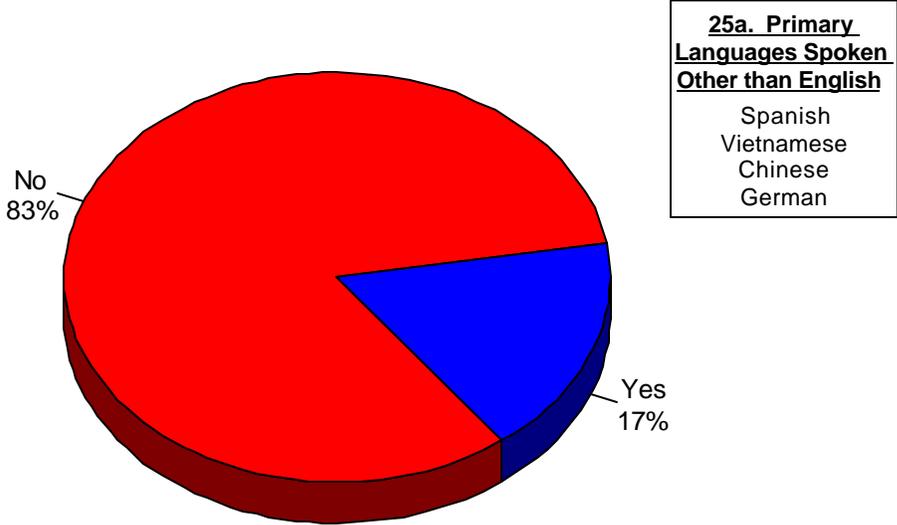
by percentage of respondents



Source: Leisure Vision/ETC Institute (September, 2002)

Demographics: Speak Language Other than English as Primary Language

by percentage of respondents

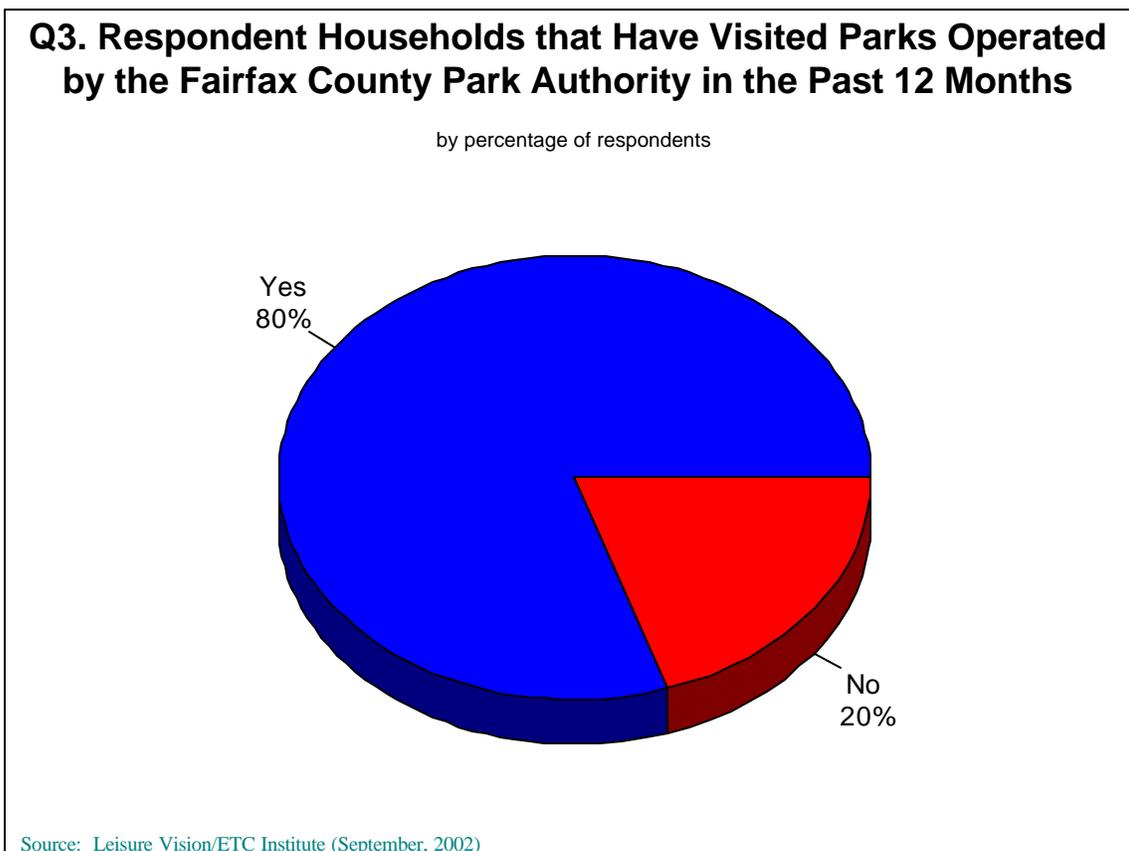


Source: Leisure Vision/ETC Institute (September, 2002)

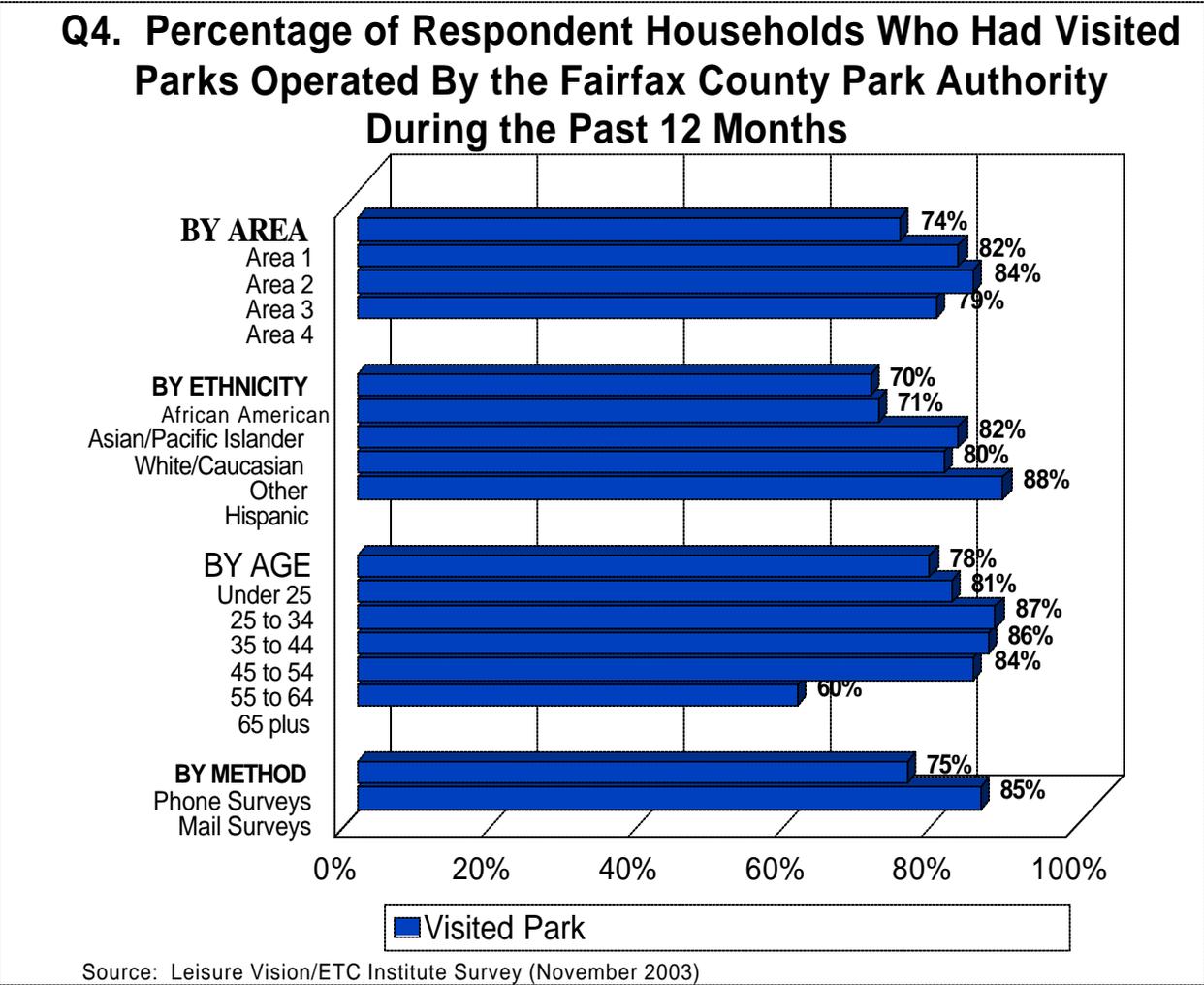
Key Survey Findings

Key Finding #1: Fairfax County Has A Well Used Park System

- ◆ *80% of households have visited parks operated by the Fairfax County Park Authority over the past 12 months (chart below).*
- ◆ *Equally important usage of the park system is high throughout all four major planning areas, with all ethnic groups, for both respondents who answered the survey by mail and phone and for the vast majority of ages of respondents. The only respondent group that had less than 70% of respondents using parks were those 65 years of age and older. (chart on following page)*

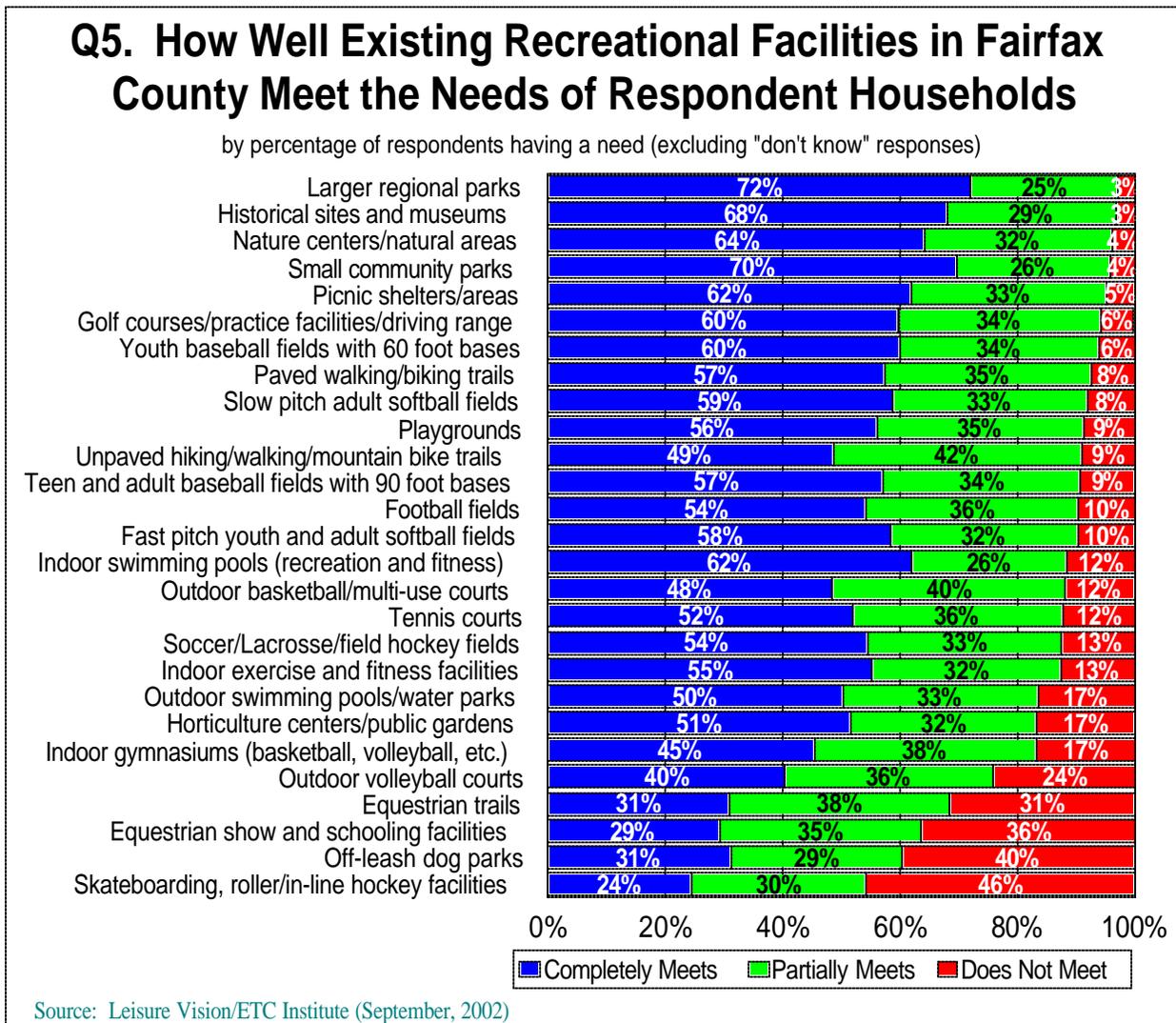


**Key Finding #1: Fairfax County Has A Well Used Park System
(continued)**



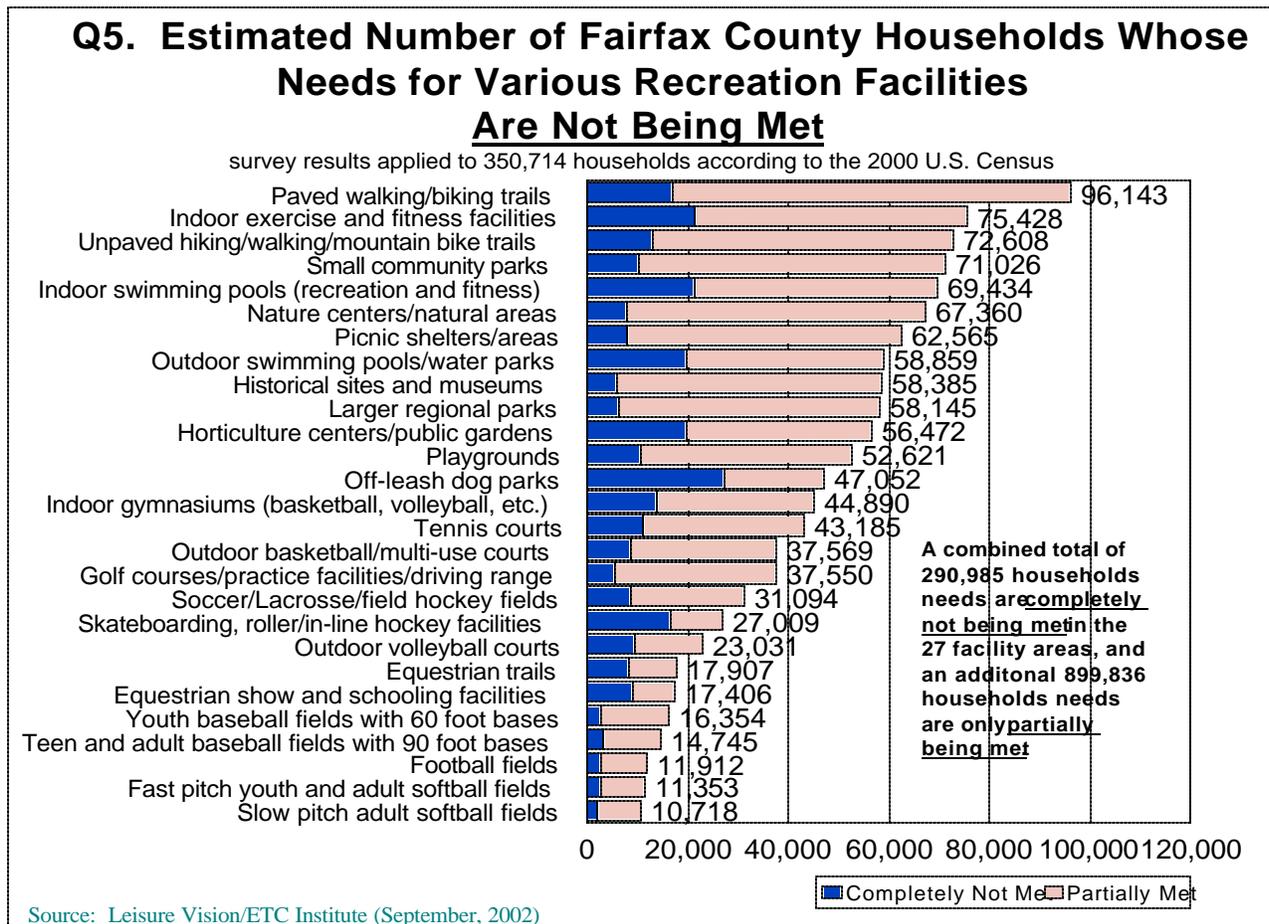
Key Finding #2: Fairfax County Has A Full-Range Of Unmet Needs For Parks And Recreation Facilities

- ◆ *Out of 27 parks and recreation facilities listed in the needs assessment survey, in ONLY 2 instances did existing facilities completely meet the needs of households who had a need for the facility (larger regional parks and small community parks). In only 8 instances did existing facilities completely meet the needs of between 60-69% of households having a need for the facility.*



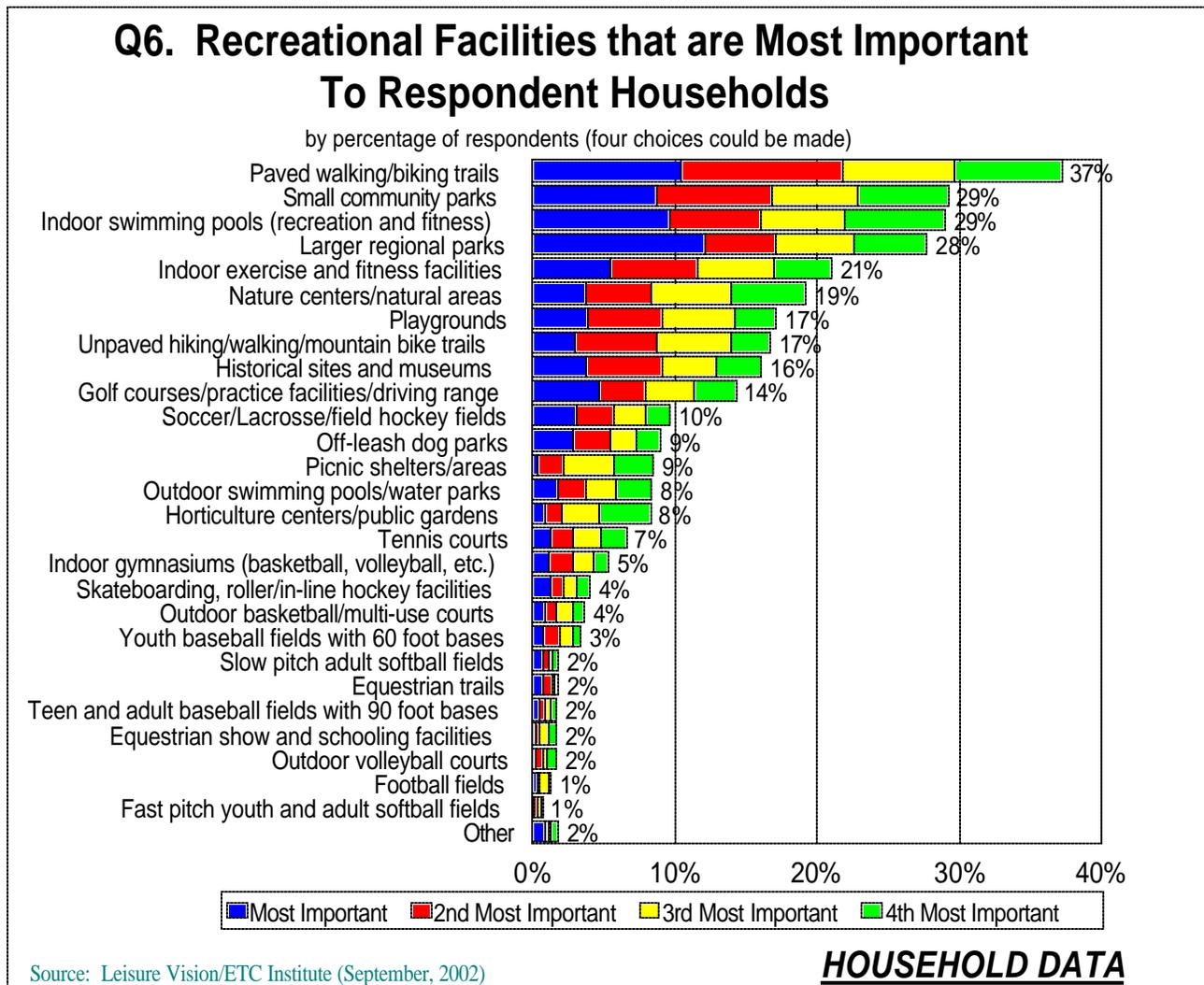
Key Finding #2: Fairfax County Has A Full-Range Of Unmet Needs For Parks And Recreation Facilities (continued)

- ◆ **A combined total of 1,190,821 households have unmet needs for the listed 27 types of parks and recreation facilities. Nearly 100,000 households have their needs either completely not being met or only partially being met for paved walking and biking trails.**



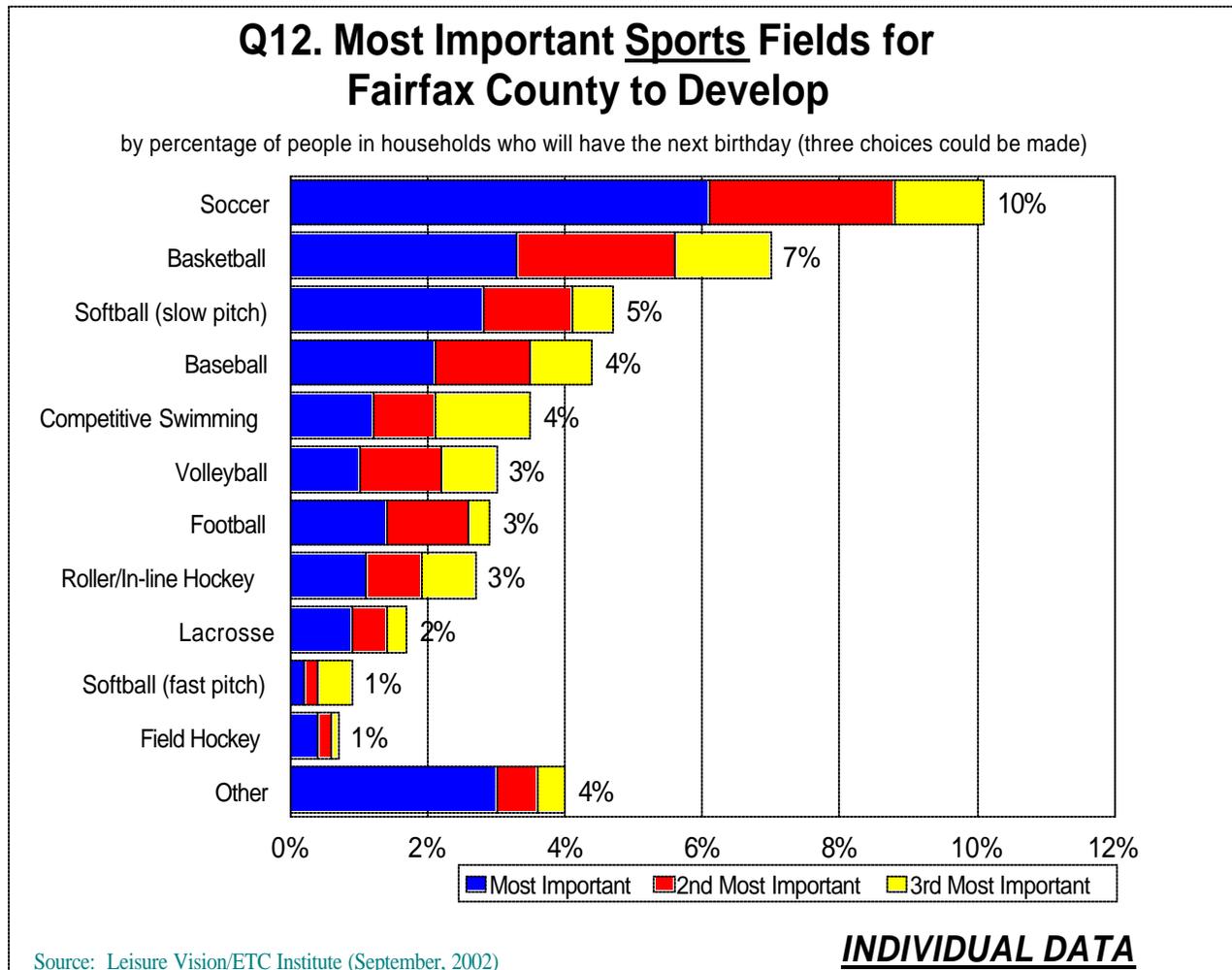
Key Finding #3: Walking/Biking Trails, Community Parks, Indoor Swimming Pools, and Regional Parks Most Important Facilities

- ◆ *These four (4) are clearly the most important parks and recreational facilities for households throughout Fairfax County. (upper chart)* Larger regional parks received the most first choices as the most important facility and paved walking/biking trails the 2nd most first choices.



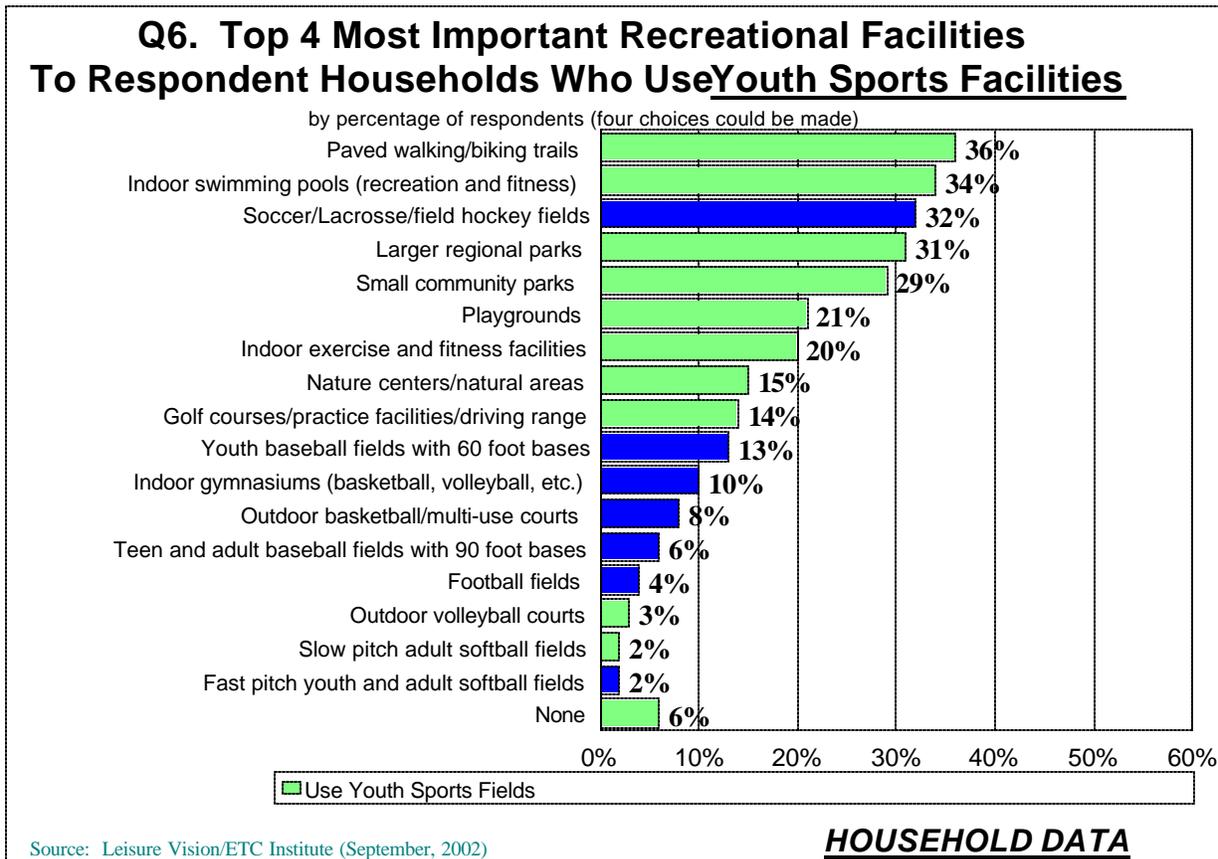
Key Finding #4: Soccer Is the Most Important Sports Field to Develop

- ◆ *This conclusion was reached for two (2) key reasons. First, soccer was the most important sports field to be developed based on the responses of individuals. In ALL four (4) planning areas for the needs assessment, soccer was the sports facility that was most important to develop based on individual responses. (chart below)*



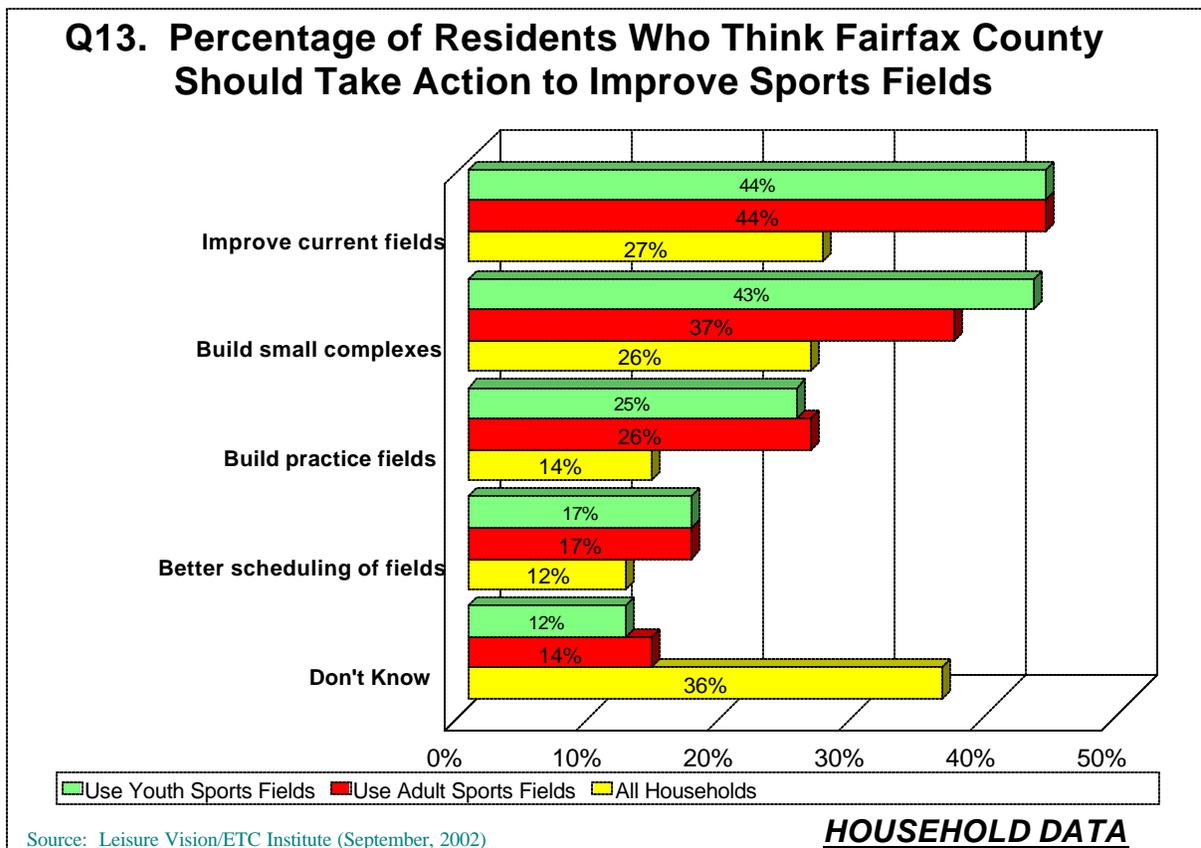
Key Finding #4: Soccer Is the Most Important Sports Field to Develop (continued)

- ◆ **Second, soccer is the most important sports facility to be developed by households who use youth sports facilities.** The chart below shows responses to survey question 6 ONLY FROM RESPONDENTS YOU USE YOUTH SPORTS FACILITIES. 32% of these respondents list fields for soccer, lacrosse and field hockey as among the four most important recreational facilities to be developed. The next highest sports facility is youth baseball fields with 60 foot bases at 13%.



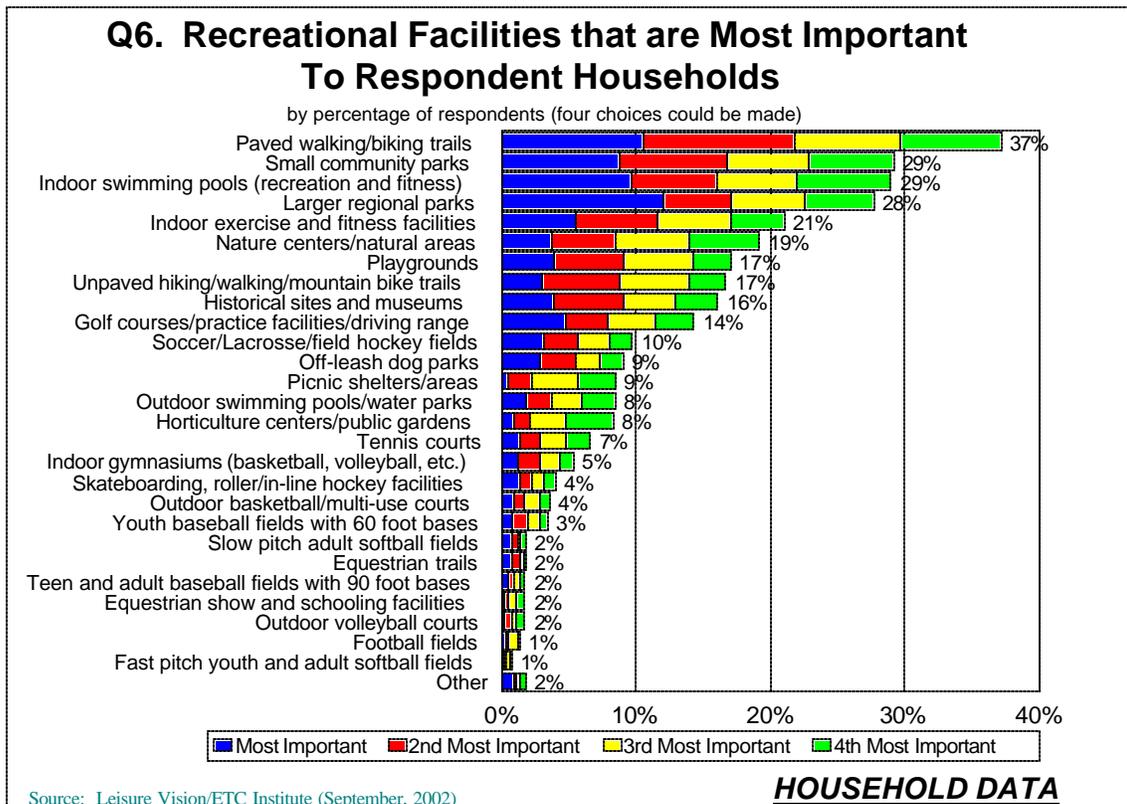
Key Finding #5: Residents Favor Improving Current Fields and Building Small Complexes (1-2 Fields) To Improve Sports Fields

- ◆ *Clearly improving current fields and building small (1-2 field) sports complexes are the actions residents most favor to improve sports fields (for those who preferred an action be taken).* The chart below indicates action responses from households who use youth sports fields, from households who use adult sports fields, and for all households.
- ◆ At the same time, it should be noted that fully 17% of respondents indicated “none, no additional actions should be taken” and 36% of respondents indicated “don’t know.”

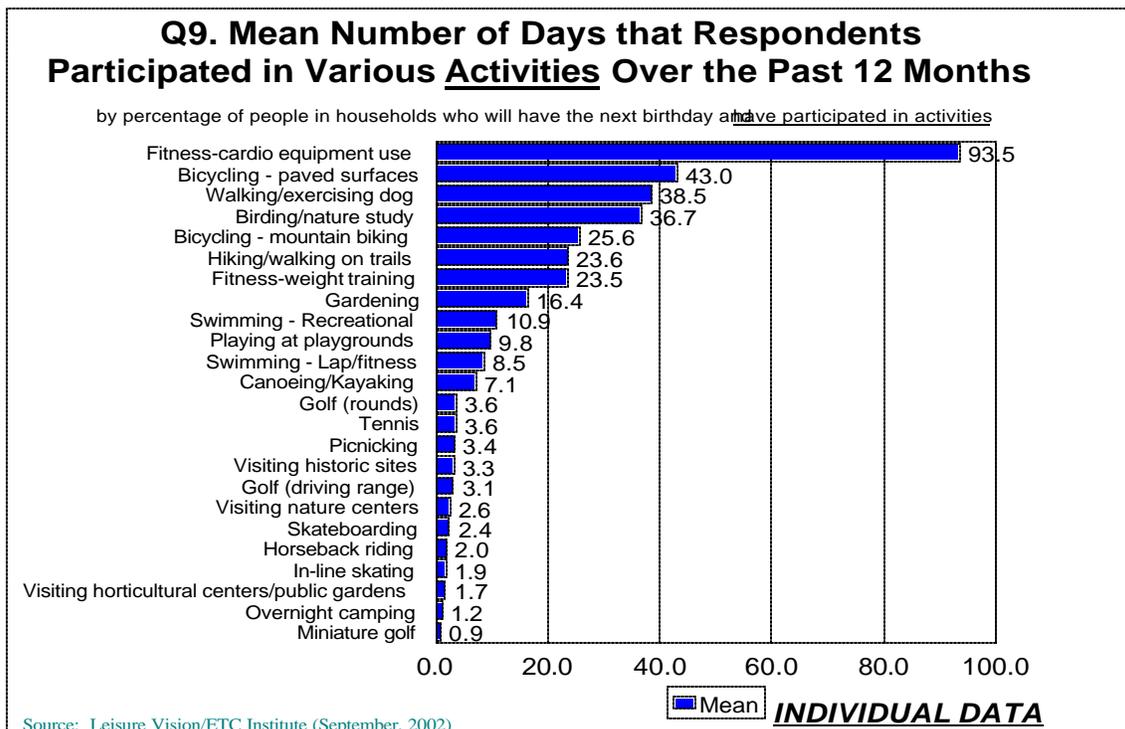
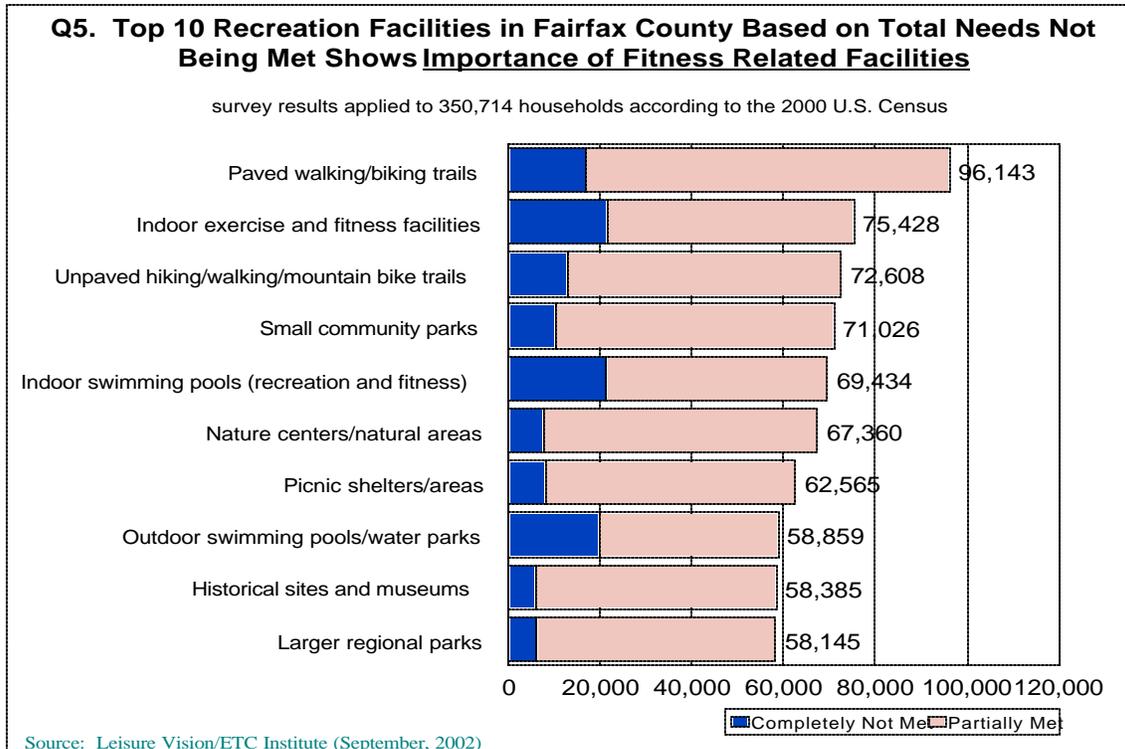


Key Finding #6: Fitness Related Activities and Facilities Are of Priority Importance to Fairfax County Households

- ◆ *The following three charts show the importance of fitness related activities in Fairfax County.* The first chart below shows the recreational facilities that are most important to respondent households. Three of the top five facilities have fitness focuses, either in part or whole (paved walking/biking trails, indoor swimming pools for recreation and fitness, and indoor exercise and fitness facilities).
- ◆ *The first chart on the following page, illustrated the unmet need for various recreation facilities in Fairfax County.* Four (4) out of the top five (5) facilities have fitness focuses, either in part of whole (paved/walking trails, indoor exercise and fitness facilities, unpaved hiking/walking/mountain bike trails, and indoor swimming pools for recreation and fitness).
- ◆ *The second chart on the following page below shows the mean number of days that individual respondents, (who have participated in an activity) have spent participating in the activity over the past 12 months.* As the chart clearly shows, participants using fitness-cardiovascular equipment spent on average nearly 100 days over the past 12 months participating in the activity.

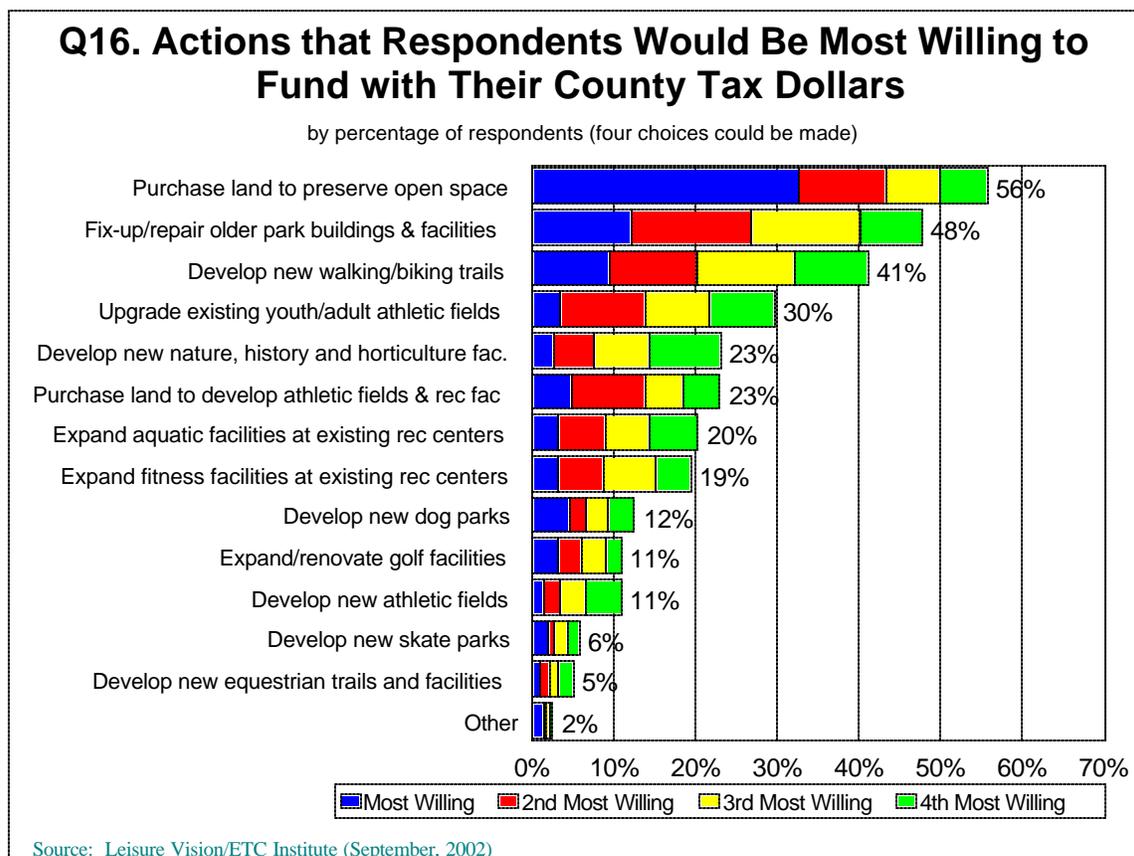


Key Finding #6: Fitness Related Activities and Facilities Are of Priority Importance to Fairfax County Households (continued)

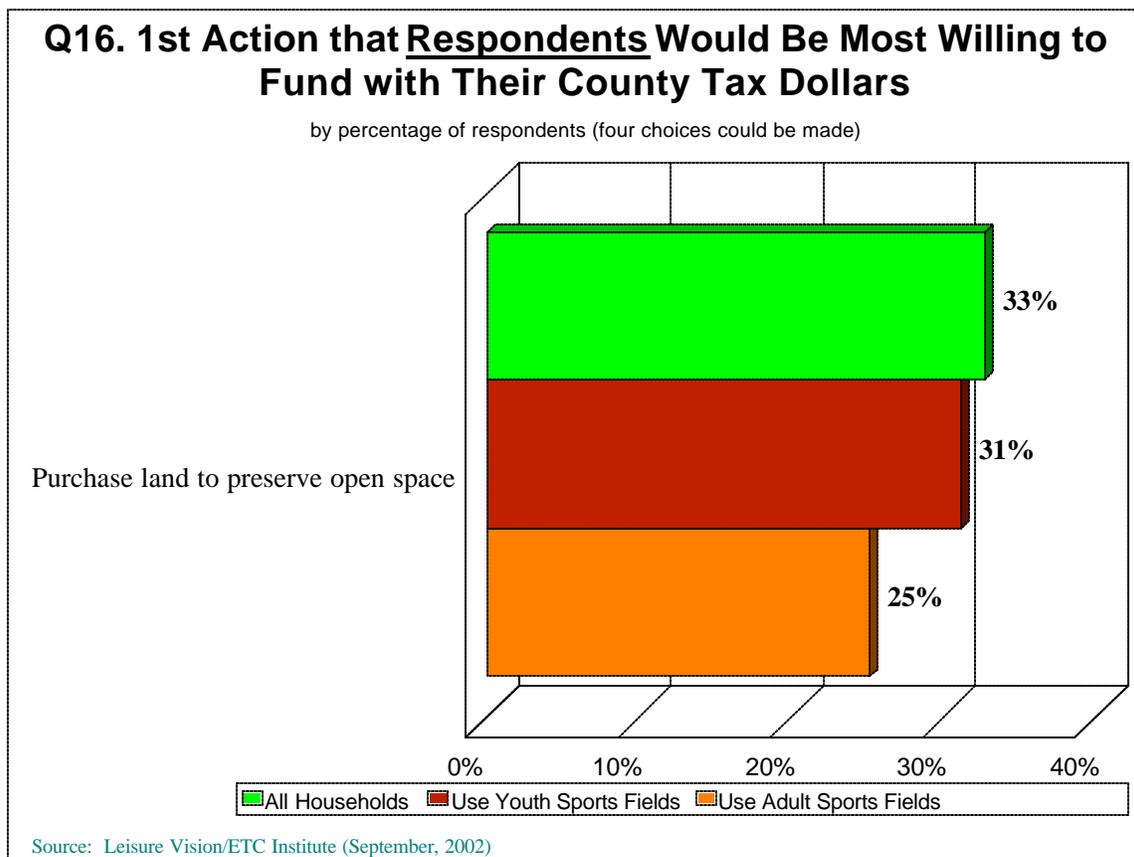


Key Finding #7: Purchasing Land To Preserve Open Space, Fixing/Repairing Older Park Buildings & Facilities, and Developing New Walking & Biking Trails Are the Most Important Actions Respondents Would Fund With County Tax Dollars

- ◆ *These three (3) types of facilities are by a wide margin the most important actions that respondents would be willing to fund with their County Tax Dollars.* The first chart below illustrates how these three (3) actions compare with various other actions the County could take and fund with tax dollars.
- ◆ The chart on the top of the following page shows that purchasing land to preserve open space is the FIRST ACTION respondents are most willing to take, whether members of their household participate in youth sports, adult sports, or for all households.

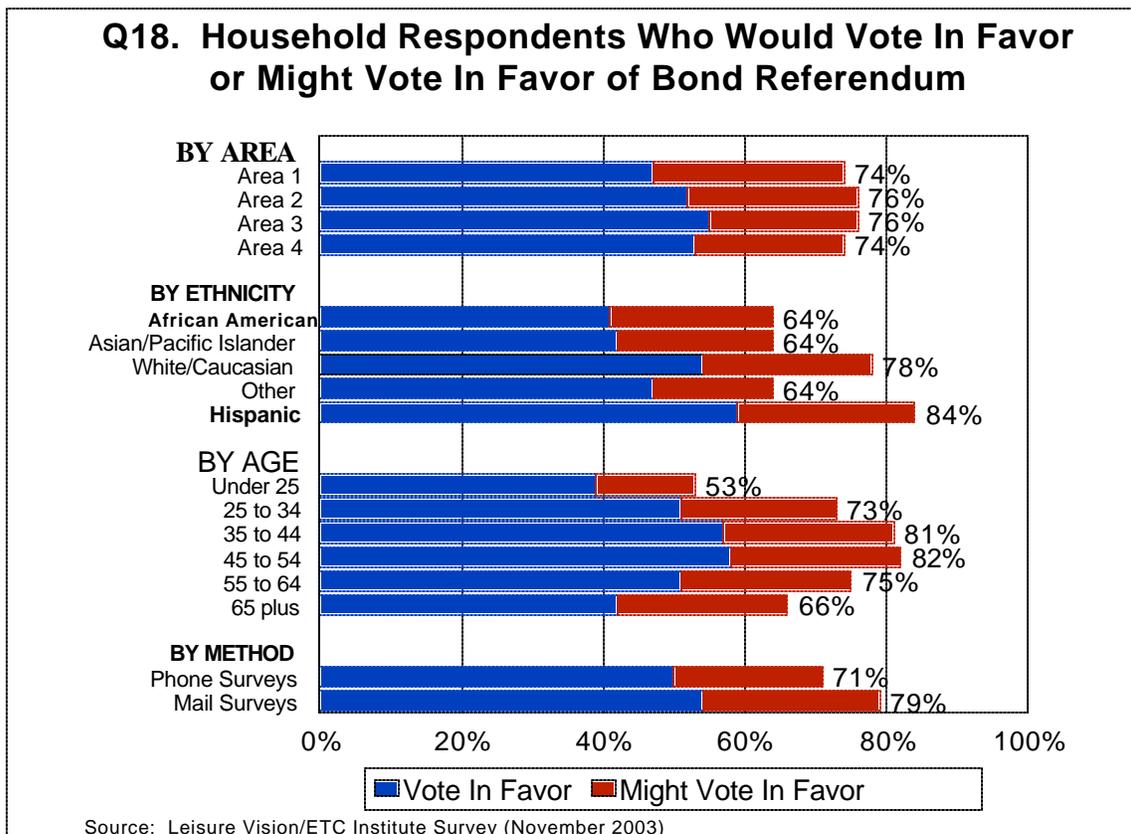


Key Finding #7: Purchasing Land To Preserve Open Space, Fixing/Repairing Older Park Buildings & Facilities, and Developing New Walking & Biking Trails Are the Most Important Actions Respondents Would Fund With County Tax Dollars (continued)



Key Finding #8: The Vast Majority of Respondent Households Across Fairfax County Would Either Vote In Favor Or Might In Favor Of A Bond Referendum To Fund Park Projects That Are Most Important To Their Household

- ◆ 52% of household respondents across Fairfax County indicated they would vote in favor of a bond referendum to fund the acquisition, improvement, and development of the types of parks, trails and recreation facilities most important to their household. An additional 23% of household respondents might vote in favor of such as bond referendum.
- ◆ The chart below shows this support is broadbased across the four areas of the County, by ethnicity, by age of household respondent, and for those who completed the survey by mail and by phone.



Fairfax County Park Authority Needs Assessment Citizen Survey Methodology

Overview of the Methodology

The methodology utilized to develop and administer the needs assessment survey, collect data and analyze the survey responses ensured the highest quality survey product. The following steps were taken as part of the methodology:

- ◆ **Development of Survey Questions** – The development of survey questions was a two step process. First, the Leisure Vision consulting team conducted a series of stakeholder interviews, focus groups, and public forums (Qualitative Data Collection) with a broad cross section of Fairfax County government elected and appointed officials, Fairfax County Park Authority Board members, business and community leaders, representatives from non-profit organizations, and citizens to understand issues of importance to Fairfax County and the providence of parks and recreation services to the citizens of Fairfax County. A detailed description of the Qualitative Data Collection including stakeholder interviews, focus groups, and public forums is contained in Chapter 8 of this report.

Second, Leisure Vision worked with representatives of the Fairfax County Park Authority in developing the survey document. The principle basis for developing the survey questions was to gain statistically valid feedback from Fairfax County households and individual residents in households regarding the issues raised in the stakeholder interviews, focus groups, and public forums. Over ten (10) drafts of the survey document were developed until a final survey was developed that comprehensively addressed the issues raised in the Quantitative Data Collection in a format that was easily understood and could be seamlessly integrated into future tasks of the Needs Assessment process.

Questions on the survey included a full-range of current usage and travel questions, the need and un-met needs for a wide range of passive and active parks and facilities, individual participation in a comprehensive range of recreation, cultural, and sports activities, the priority importance of acquiring land, maintaining the current system, and developing new parks and recreation facilities, support for funding improvements to the system, etc. The final survey was a seven (7) page document and cover letter that can be found at the end of this report.

- ◆ **Administering the Needs Assessment Survey** – The survey was administered by a combination of mail

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and phone. This method of administering the survey *is preferred because it gives more residents an opportunity to respond to the survey while enabling Leisure Vision to control the distribution of the sample.*

The following key steps occurred in the administration process:

- *Drawing the Sampling* – A stratified random sampling of resident households in four (4) major planning areas of Fairfax County was drawn to receive the survey. Countywide planning areas, from the County’s Comprehensive Plan, were used because they coincide with census tracts and population distributions across the County. Using this census-based geography allows for better analysis of the survey results.

The sampling was drawn by a computer generated program, based upon residential households in each of the planning areas. A goal of receiving 350-400 completed surveys from each of the planning areas was established, as well as a goal of receiving a total of 1,600 completed surveys from all four (4) planning areas. The following tables describe the four (4) planning areas for the samplings.

<u><i>Planning Area</i></u>	<u><i>Zip</i></u>	<u><i>City</i></u>	<u><i>Population</i></u>
1	22003	Annandale	52,853
1	22041	Falls Church	28,131
1	22042	Falls Church	30,577
1	22044	Falls Church	13,453
1	22046	Falls Church	14,049
1	22151	Springfield	16,364
1	22312	Alexandria	28,249
		SUBTOTAL	183,676
<u><i>Planning Area</i></u>	<u><i>Zip</i></u>	<u><i>City</i></u>	<u><i>Population</i></u>
2	22027	Dunn Loring	2,336
2	22030	Fairfax	37,913
2	22031	Fairfax	28,970
2	22032	Fairfax	31,262
2	22043	Falls Church	22,602
2	22101	McLean	28,038
2	22102	McLean	19,028
2	22124	Oakton	15,852
2	22180	Vienna	20,553

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2	22181	Vienna	13,910
2	22182	Vienna	22,845
		SUBTOTAL	243,309
3	20120	Centreville	34,825
3	20121	Centreville	27,822
3	20124	Clifton	14,175
3	20151	Chantilly	18,131
3	20170	Herndon	38,075
3	20171	Herndon	35,970
3	20190	Reston	14,826
3	20191	Reston	28,307
3	20194	Reston	14,585
3	22015	Burke	43,928
3	22033	Fairfax	31,952
3	22039	Fairfax Station	19,012
3	22066	Great Falls	16,723
3	22153	Springfield	28,865
		SUBTOTAL	367,196
4	22060	Fort Belvoir	6,977
4	22079	Lorton	20,130
4	22150	Springfield	24,730
4	22152	Springfield	28,020
4	22303	Alexandria	14,283
4	22306	Alexandria	28,241
4	22307	Alexandria	9,326
4	22308	Alexandria	12,386
4	22309	Alexandria	28,835
4	22310	Alexandria	25,311
4	22315	Alexandria	27,093
		SUBTOTAL	225,332
		GRAND	
		TOTAL	1,019,513

- *Pre-Testing* – Prior to mailing the survey and beginning the phone survey, pre-testing of the survey was conducted over the phone. The pre-tests were conducted by a senior phone caller in the Leisure Vision office, who had worked on over 500 parks and recreation and general governmental surveys. Twenty households were called and administered the survey. The pre-testing showed that households understood and could answer the questions on the survey. The pre-testing also showed

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that the survey took approximately 20 minutes to administer, which was longer than anticipated in the contract.

- *Mailing the Surveys* – 5000 Surveys were printed in a booklet format and mailed from the Leisure Vision offices. Each mailing included: the survey document and cover letter; and a postage pre-paid return envelope to Leisure Vision. The cover letter included instructions in Spanish and a toll free phone number to call, in case those who received the survey wanted to have it administered over the phone in Spanish. All surveys contained a computer mailing address label on the back of the survey, so that the surveys could be geocoded for further analysis.
- *Phone calling of survey* - Approximately 5 days after the surveys were mailed, residents who received the survey by mail were contacted by phone. Those who indicated they had not returned the survey were given the option of completing the survey by phone. The survey was administered by phone for those picking this option.

Leisure Vision additionally made the decision to devote more staff to the phone calling they had been previously anticipated. This was done to speed up the timelines for completing the mail/phone survey and to ensure that a high number of surveys were received by both mail and phone.

- *In total, 1694 surveys were completed, which far exceeded the goal of 1,600 surveys.* 782 surveys were completed by mail and 912 surveys were completed by phone. Overall survey results have a 95% level of confidence, with a precision of at least 2.4% At least 350 surveys were completed in each of the four (4) planning areas. Survey results for each of the planning areas have a 95% level of confidence, with a precision of at least 5.3%.

Out of the 5,000 surveys which were mailed out, 194 surveys were returned as non-deliverables. With 1,694 surveys completed, the overall response rate was 35%.

- ◆ *Collecting Data and Analyzing the Survey Responses* – *Quality control for all data entry and analysis was under the supervision of Dr. Elaine Tatham, President of Leisure Vision. All data entry took place in our company headquarters.* The following quality control procedures took place:
 - Leisure Vision used dual data entry for entering the responses for all mail and phone surveys,

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minimizing opportunities for data entry errors. Through this method, two (2) data entry operators enter data for each survey. A special program identifies any data entry that is not identical for both databases and corrective actions are taken.

- As an additional quality control procedure, Leisure Vision data entry supervisors randomly selected 1 out of every 10 surveys for further data control entry analysis. The combination of these means and our normal quality control procedures ensures the high accuracy of the data entry.
- Results from the survey responses were compared to the year 2000 census. The survey responses mirrored the 2000 census in key demographic factors including household size, gender, and race/ethnicity. Comparisons of the survey responses by age of household residents showed strong mirroring between the survey and the census in all ages with the exception of those 25-34 years of age, which were under-represented in the survey. To check to see if this impacted survey results, weighting of survey results was conducted. The weighting showed no significant impact on overall survey findings.
- To gain further insight into the survey responses, extensive survey comparisons of the survey results was conducted based on geographic area (each of the planning areas), ethnicity, age of the survey respondent, and those who completed the survey by mail and those who completed the survey by phone. Results from these comparisons are shown in other sections of this report.

Survey Instrument Follows

FAIRFAX COUNTY PARK AUTHORITY

12055 Government Center Parkway
Suite 927
Fairfax, VA 22035-1118



August 2002

Dear Fairfax County Resident:

Your input on the enclosed survey is extremely important. The Fairfax County Park Authority is conducting a study to set priorities for future parks, recreation and open space needs in Fairfax County. In order to ensure that this plan reflects the priorities of all residents, **we need to know what YOU think.**

We greatly appreciate your time. The 10-15 minutes that you take to respond to the enclosed questions will influence dozens of decisions that will be made about the County's future.

Your household is one of a small number of households randomly selected to participate in this community-wide effort. Your cooperation is needed to ensure that we develop a balanced picture that neither under estimates nor over estimates future needs for parks, recreation and open space in the County.

Please complete and return your survey sometime during the next week in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS, 66061. We have selected ETC Institute as our partner for administering this survey. They will present the results to the Park Authority and the public later this year. Your responses to the survey will remain confidential. ETC will present the results of the study in a way that prevents identification of any individual or household.

If you have any questions, please contact Sandy Stallman by e-mail at ssall@fairfaxcounty.gov or by phone at (703) 324-8643.

Thanks again for taking the time to better our community.

Sincerely,

A handwritten signature in black ink that reads "Paul L. Baldino".

Paul L. Baldino
Director

*Si tiene preguntas or no habla ingles,
por favor llama a 1-888-801-5368 y habla con Terry.*

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The Fairfax County Park Authority would like your input to help determine parks and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. We greatly appreciate your time.

1. Counting yourself, how many people live in your household? _____

2. How many persons in your household (counting yourself) are?

Under 5 years _____	15 - 19 years _____	35 - 44 years _____	65+ _____
5 - 9 years _____	20 - 24 years _____	45 - 54 years _____	
10 - 14 years _____	25 - 34 years _____	55 - 64 years _____	

3. In the past 12 months, have you or any member of your household visited any of the parks operated by the Fairfax County Park Authority?
 ____ (1) Yes ____ (2) No

4. Please indicate whether you or other members of your household have used each of the following types of parks, trails, and recreation facilities provided by the Fairfax County Park Authority (FCPA) over the past 12 months by circling ① for YES or ② for NO in the appropriate columns below.

If you have used a park or facility provided by FCPA, please indicate approximately how long (in MINUTES) it takes you to travel ONE-WAY from your home to use the facility.

<u>PARKS AND RECREATION FACILITY</u>	<u>YES USED</u>	<u>NO NOT USED</u>	<u>IF YES, MINUTES ONE-WAY</u>
(A) Small community parks	1	2	_____ minutes
(B) Large regional parks	1	2	_____ minutes
(C) RECenters	1	2	_____ minutes
(D) Lakefront parks	1	2	_____ minutes
(E) Historic sites and museums.....	1	2	_____ minutes
(F) Nature centers/nature parks.....	1	2	_____ minutes
(G) Walking/biking trails	1	2	_____ minutes
(H) Youth sports fields	1	2	_____ minutes
(I) Adult sports fields.....	1	2	_____ minutes
(J) Golf Courses	1	2	_____ minutes
(K) Other _____	1	2	_____ minutes

5. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the recreational facilities listed below by circling the YES OR NO next to the recreational facility.

If YOU or any member of your HOUSEHOLD HAS A NEED for the facility, please indicate if the recreational FACILITIES in Fairfax County “completely meet,” “partially meet,” or “do not meet” the needs of your household.

Does your household have needs for:

		<u>If YES, How well do existing Facilities in the County meet your needs?</u>		
		<u>Completely Meet</u>	<u>Partially Meet</u>	<u>Do Not Meet</u>
(A)	Large regional parks	Yes	No	1 2 3
(B)	Historical sites and museums	Yes	No	1 2 3
(C)	Small community parks	Yes	No	1 2 3
(D)	Youth baseball fields with 60 foot bases	Yes	No	1 2 3
(E)	Teen and adult baseball fields with 90 ft. bases	Yes	No	1 2 3
(F)	Fast pitch youth and adult softball fields	Yes	No	1 2 3
(G)	Off-leash dog parks	Yes	No	1 2 3
(H)	Nature centers/natural areas	Yes	No	1 2 3
(I)	Playgrounds	Yes	No	1 2 3
(J)	Slow pitch adult softball fields	Yes	No	1 2 3
(K)	Football fields	Yes	No	1 2 3
(L)	Outdoor basketball/multi-use courts	Yes	No	1 2 3
(M)	Paved walking/biking trails	Yes	No	1 2 3
(N)	Unpaved hiking/walking/mountain bike trails	Yes	No	1 2 3
(O)	Equestrian trails	Yes	No	1 2 3
(P)	Picnic shelters/areas	Yes	No	1 2 3
(Q)	Soccer/Lacrosse/field hockey fields	Yes	No	1 2 3
(R)	Golf courses/practice facilities/driving ranges	Yes	No	1 2 3
(S)	Tennis courts	Yes	No	1 2 3
(T)	Horticulture centers/public gardens	Yes	No	1 2 3
(U)	Equestrian show and schooling facilities	Yes	No	1 2 3
(V)	Outdoor volleyball courts	Yes	No	1 2 3
(W)	Indoor exercise and fitness facilities	Yes	No	1 2 3
(X)	Indoor gymnasiums (basketball, volleyball, etc)	Yes	No	1 2 3
(Y)	Indoor swimming pools (recreation and fitness)	Yes	No	1 2 3
(1)	Outdoor swimming pools/water parks	Yes	No	1 2 3
(2)	Skateboarding, roller/in-line hockey facilities	Yes	No	1 2 3
(3)	Other _____	Yes	No	1 2 3

6. Which **FOUR** of the facilities from the list in Question # 5 are most important to your household? [Please write in the letters or numbers below for your 1st, 2nd, 3rd, and 4th choices using the letters and numbers in question # 5 above, or circle NONE].

1st: _____ 2nd: _____ 3rd: _____ 4th: _____,NONE

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Questions 7-12 are about **INDIVIDUAL PARTICIPATION** in recreational activities and sports. In order to ensure that our data is representative of all residents in Fairfax County, including children, please answer the questions for the person in your household who will have the next birthday.

7. How old is the person in your household who will have the next birthday? _____ years
8. What is this person's gender? _____ MALE _____ FEMALE
9. For each of the following activities, please indicate approximately how often this person has participated in the activity during the last 12 months. *NOTE: IF PERSON HAS NOT PARTICIPATED IN THE ACTIVITY PLEASE LEAVE THE SPACE BLANK*

WRITE IN APPROXIMATE NUMBER OF DAYS THE PERSON HAS PARTICIPATED IN EACH ACTIVITY OVER THE LAST 12 MONTHS

- | | |
|---|---|
| (A) Bicycling - paved surfaces _____ days | (N) Overnight camping _____ days |
| (B) Bicycling - mountain biking _____ days | (O) Picnicking _____ days |
| (C) Birding/nature study _____ days | (P) Playing at playgrounds _____ days |
| (D) Canoeing/Kayaking _____ days | (Q) Skateboarding _____ days |
| (E) Fitness-cardio equipment use _____ days | (R) Swimming - Lap/fitness _____ days |
| (F) Fitness-weight training _____ days | (S) Swimming - Recreational _____ days |
| (G) Gardening _____ days | (T) Tennis _____ days |
| (H) Golf (driving range) _____ days | (U) Visiting historic sites _____ days |
| (I) Golf (rounds) _____ days | (V) Visiting horticultural
centers/public gardens _____ days |
| (J) Hiking/walking on trails _____ days | (W) Visiting nature centers _____ days |
| (K) Horseback riding _____ days | (X) Walking/exercising dog _____ days |
| (L) In-line skating _____ days | (Y) Other _____ days |
| (M) Miniature golf _____ days | |

10. Which **FOUR** types of recreational activities listed in Question #9 are **NEEDED MOST** in Fairfax County for this person in your household?

[Please write in the LETTER below for your 1st, 2nd, 3rd, and 4th choices from the list in Question # 9 above, or circle **None** if you don't think any of the above activities are needed.]

1 st Most	2 nd Most	3 rd Most	4 th Most	None
Needed	Needed	Needed	Needed	Needed

SPORTS: The next two questions are also to be answered for the person in your household who will have the next birthday, the same person for which information was provided in questions 7-10:

Q11. A) For each of the following sports activities, please indicate approximately **HOW MANY DAYS IN THE LAST 12 MONTHS** this person participated in the SPORT.

B.) Then, if the person participates on an ORGANIZED TEAM please indicate **ALL THE SEASONS** they play the sport by circling the numbers which correspond to ALL THE SEASONS they participate.

NOTE: IF PERSON HAS NOT PARTICIPATED IN THE SPORT PLEASE LEAVE IT BLANK

	<i>Write in Approximate Number of Days Individual Participated in Sport Over Last 12 Months</i>	<i>Circle Seasons Participated in Sport or Organized Team</i>			
		<i>Fall.....</i>	<i>Winter.....</i>	<i>Spring.....</i>	<i>Summer</i>
		<i>2001</i>	<i>2002</i>	<i>2002</i>	<i>2002</i>
(A) Baseball.....	_____ days.....	1.....	2.....	3.....	4.....
(B) Softball (slow pitch).....	_____ days.....	1.....	2.....	3.....	4.....
(C) Softball (fast pitch).....	_____ days.....	1.....	2.....	3.....	4.....
(D) Field Hockey.....	_____ days.....	1.....	2.....	3.....	4.....
(E) Football.....	_____ days.....	1.....	2.....	3.....	4.....
(F) Lacrosse.....	_____ days.....	1.....	2.....	3.....	4.....
(G) Soccer.....	_____ days.....	1.....	2.....	3.....	4.....
(H) Basketball.....	_____ days.....	1.....	2.....	3.....	4.....
(I) Volleyball.....	_____ days.....	1.....	2.....	3.....	4.....
(J) Competitive Swimming.....	_____ days.....	1.....	2.....	3.....	4.....
(K) Roller/In-line Hockey.....	_____ days.....	1.....	2.....	3.....	4.....
(L) Other: _____.....	_____ days.....	1.....	2.....	3.....	4.....

12. If the Fairfax County Park Authority were to develop new SPORTS fields, which **THREE** of the field types in question # 11 would BE MOST IMPORTANT TO THIS PERSON FOR FAIRFAX COUNTY TO DEVELOP? [Please write in the LETTER for the 1st, 2nd, and 3rd choices using the letters in question #11 above, or circle NONE.]

1st Most Important
 2nd Most Important
 3rd Most Important
 None

13. Which **TWO** of the following actions do you think is most important for Fairfax County to take in providing for improved SPORTS fields?

- _____ (1) Building additional practice sports fields
- _____ (2) Better scheduling of current sports fields
- _____ (3) Improvements to current sports fields (i.e. playing surfaces, lighting, fencing)
- _____ (4) Build new small athletic field complexes (1-2 fields) in many smaller community parks
- _____ (5) Build new large athletic field complexes (4 or more fields) in a few larger regional parks
- _____ (6) None, I do not think additional actions are needed to improve sports fields
- _____ (7) Don't know

APPENDIX II

14. Currently, the Fairfax County Park Authority **DOES NOT CHARGE** any fees to users to help pay for the costs to maintain youth and adult sports fields. Knowing that, please circle the **one number in each row** that best describes how you believe the costs for **MAINTAINING YOUTH and ADULT** sports fields should be paid.

Costs to Maintain Fields You Feel Should Be Recovered through Combination of User Fees and Taxes

	100% User Fees (0% Taxes)	75% User Fees (25% Taxes)	50% User Fees (50% Taxes)	25% User Fees (75% Taxes)	0% User Fees (100% Taxes)	Don't Know
(A) YOUTH Sports Fields ...	1	2	3	4	5	6
(B) ADULT Sports Fields, ...	1	2	3	4	5	6

15. Following are actions that the Fairfax County Park Authority could take to improve the Parks and Recreation system. Please indicate whether you would be very supportive, somewhat supportive, or not supportive of each action by circling the number next to the action.

	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
<u>How supportive are you of having the County:</u>				
(A) Purchase land to preserve open space, natural, and historic areas ...	4	3	2	1
(B) Purchase land for developing athletic fields & recreational facilities	4	3	2	1
(C) Fix-up/repair older park buildings and facilities	4	3	2	1
(D) Upgrade existing youth/adult athletic fields, including new lighting	4	3	2	1
(E) Expand/renovate existing golf facilities	4	3	2	1
(F) Expand fitness facilities at existing recreation centers	4	3	2	1
(G) Expand aquatic facilities at existing recreation centers	4	3	2	1
(H) Develop new athletic fields	4	3	2	1
(I) Develop new walking/biking trails and connect existing trails	4	3	2	1
(J) Develop new equestrian trails and facilities	4	3	2	1
(K) Develop new nature, history and horticulture facilities	4	3	2	1
(L) Develop new skate parks	4	3	2	1
(M) Develop new dog parks	4	3	2	1
(N) Other _____	4	3	2	1

16. Which **FOUR** of these items would you be **most willing to fund** with your County tax dollars? [Write in the letters below using the letters from the list in Question # 15 above or circle None].

1st Most
Willing

2nd Most
Willing

3rd Most
Willing

4th Most
Willing

None

APPENDIX II

17. If an additional \$100 were available for Parks and Recreation facilities in Fairfax County, how would you allocate the funds among the categories listed below? [Please be sure that your allocation adds up to \$100]

\$ _____ Acquisition of new parkland and open space
\$ _____ Improvements/maintenance of existing parks
\$ _____ Development of new recreation and parks facilities (i.e. trails, cultural and historical facilities, sports, playground equipment, etc.)
\$ _____ Other: _____
\$ 100 TOTAL

18. If a bond referendum was held to fund the acquisition, improvement, and development of the types of parks, trails, and recreation facilities that are most important to you and members of your household, how would you vote in the election?

_____ (1) Vote in Favor
_____ (2) Might Vote in Favor
_____ (3) Not Sure
_____ (4) Vote Against

19. What is the MAXIMUM number of years you would be willing to wait to see ALL of the parks and recreation improvements made that are most important to your household?

_____ (1) 2 years or less
_____ (2) 3-6 years
_____ (3) 7-9 years
_____ (4) 10 years or longer
_____ (5) Don't know

DEMOGRAPHICS

20. Do you currently live in Fairfax County?

_____ (1) Yes
_____ (2) No

21. How many years have you lived in Fairfax County? _____ years

22. Which of the following best describes your home?

_____ (1) Single-family house
_____ (2) Townhouse/duplex
_____ (3) Apartment
_____ (4) Condominium
_____ (5) Other: _____

23. Are you or other members of your household of Hispanic, Latino, or Spanish ancestry?
___(1) Yes ___(2) No
24. Which of the following best describes your race? (Check all that apply)
___ (1) African American/Black ___ (3) White/Caucasian
___ (2) Asian/Pacific Islander ___ (4) Other: _____
25. Do you or other members of your household speak a language other than English as the primary language in your home? (Check one)
___(1) Yes *If Yes, which language?* _____
___(2) No
26. What is your age? _____
27. What is your home zip code? _____
28. Your Gender: ___(1) Male ___(2) Female
29. Would you be willing to attend a focus group or public meeting to discuss parks and recreation related issues?
___(1) Yes ___(2) No
- If yes, please provide a telephone number so that we can contact you. _____
30. Do you have any other comments or concerns: _____
-

This concludes the survey. Thank you for your time!

Please Return Your Completed Survey in the Enclosed Postage Paid Envelope Addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain Completely Confidential. The information printed on the sticker to the right will ONLY be used to help identify which areas of the County have various parks and recreation needs. We may contact you if you expressed interest in attending a focus group or public meeting in question #29.

Benchmark Survey Report

prepared for the

Fairfax County Park Authority

by

Leisure Vision
(A division of ETC Institute)

725 W. Frontier Circle

Olathe, KS 66061

(913) 829-1215

March 2003

Fairfax County Park Authority

Benchmarking Survey of Comparative Parks Agencies

Parks, Facilities, Staffing and Budgeting

Methodology

Leisure Vision administered a comparative analysis Benchmarking Survey of the Fairfax County Park Authority to other parks providers as part of the Needs Assessment Project.

The purpose of the analysis was to understand how the Fairfax County Park Authority compared to other large counties and cities for a wide range of issues impacting the needs assessment study, including numbers/types of parks and open space areas and acres available; types and miles of trails; numbers and types of outdoor recreation facilities; numbers and types of indoor recreation facilities; cooperative use of facilities with schools and community providers; allocations of operating dollars; parks and recreation annual budgets; and parks and recreation capital budgets. Results from the Benchmarking Survey were used as a key component of the Standards Development Process.

The Benchmarking Survey was developed by Leisure Vision in consultation with staff of the Fairfax County Park Authority (FCPA), led by Sandy Stallman and Nick Duray. Five (5) drafts of the Benchmarking Survey were developed prior to a final product being approved. The final Benchmarking Survey was five pages in length, with nineteen (19) questions, many with multiple components, and a glossary of Benchmarking Survey park types.

Nine (9) potential large county and city park agencies were identified to participate in the Benchmarking Survey. These agencies were identified through input from the staff and Board of the FCPA, through discussions with stakeholders in the Quantitative Data Collection, and through knowledge of the parks and recreation industry by the Leisure Vision consulting team. The study goal was to have at least five (5) agencies participate in the Benchmarking Survey.

Letters inviting agencies to participate, along with the Benchmarking Survey, definitions of park types, and a stamped self-addressed return envelope to Leisure Vision were sent out to each agency. Follow-up phone calls were made to each agency to encourage their participation.

Completed Benchmarking Surveys from five (5) agencies were received, those being: Mesa, Arizona; Johnson County, Kansas; Wake County, North Carolina; Mecklenburg County, North Carolina; and Montgomery County, Maryland.

The average community size in the benchmarking comparison is 632,775 citizens, smaller than Fairfax County's population of 999,640. To assure the most accurate of comparisons, as appropriate information was presented both as per actual numbers (i.e. current acres of parks, numbers of outdoor facilities, capital budgets, etc.) and by dividing these numbers by @ 1,000 population.

This report contains an 1) executive summary of Benchmarking Survey findings; 2) tabular benchmarking comparisons showing the Fairfax County Park Authority to the Benchmarking Average and results for each agency (both actual and per 1,000 citizens); 3) charts regarding the Benchmarking Survey presented at public workshops in Fairfax County; 4) a copy of the Benchmarking Survey, and 5) cover letter and listing of contact agencies.

Major Findings

Parks and Open Space Areas - The Fairfax County Park Authority has 388 park sites and 21,674 acres of parkland. The average size park is 56 acres in size. There are 21.68 acres of parkland @ 1,000 population. The average benchmarked agency has 187 parks and 11,788 acres of parkland. The average size park is 63 acres. The average benchmarked agency has 18.64 acres of parkland @ 1,000 population. Citizen interest and support for acquiring open space is a key finding of the statistically valid needs assessment survey.

Trails - The Fairfax County Park Authority currently has 210 miles of trails, with over half (111 miles) of the system being multi-use paved trails. There are .21 miles of trails @ 1,000 population. The average benchmarked agency has 92 miles of trails, with .15 miles of trails @ 1,000 population. Current usage of trails within Fairfax County is high and support for developing additional trails is one of the top priorities identified through the statistically valid needs assessment survey.

Outdoor Recreation Facilities - The Fairfax County Park Authority has a wide variety of outdoor recreation facilities and a total of 1,639 facilities of all types and 1,640 facilities of all types @ 1,000 population. The average benchmarked agency had 534 facilities of all types and .845 facilities of all types @ 1,000 population.

The Fairfax County Park Authority currently has slightly more rectangular fields (soccer, football, and lacrosse) than the average benchmarked agency. In particular, soccer has been identified as a high sports facility of need through the statistically valid needs assessment survey. Fairfax County residents generally favor improving existing sports fields and building new small athletic field complexes according to the needs assessment survey.

Indoor Recreation Facilities - The Fairfax County Park Authority has 28 indoor facilities of all types as compared to 11 facilities of all types by the average benchmarked agency. The Fairfax County Park Authority has .028 indoor facilities @ 1,000 population, with the average benchmarked agency being .027 @ 1,000 population.

The unmet need and high priority for additional indoor recreation facilities, and in particular indoor swimming pools (recreation and fitness) and indoor exercise and fitness facilities is one of the key findings of the statistically valid needs assessment survey.

Spaces Within Indoor Recreation Facilities – The Fairfax County Park Authority has a total of 45 major programming spaces in their indoor recreation facilities as compared to a total of 11 spaces for the average benchmarked agency. The FCPA has .008 major programming spaces @ 1,000 population as compared to .001 for the average benchmarked agency.

Cooperative Use Agreements - The Fairfax County Park Authority has Cooperative Use Agreements in 4 out of the 4 surveyed areas. 100% of the benchmarked agencies have cooperative agreements with schools in the use of recreational facilities. 80% have cooperative use agreements with the schools for development of recreation facilities, including written agreements. 100% have cooperative agreements with community groups.

Annual Budget - The Fairfax County Park Authority recovers 59% of its budget from fees, which is over twice as much as the average benchmarked agency (26%). The FCPA also collects in revenues from fees \$29,223 @ 1,000 population, which is far in excess of the average benchmarking agency fee generation of \$9,794 @ 1,000 population.

Expenditures for General Categories - The Fairfax County Park Authority invests 48% of its annual budget on full-time staffing which is the same as the 48% from the average benchmarked agency. The FCPA invests only 4% of its annual budget on maintenance, which is far lower than the 10.5% for the average benchmarked agency. **High support for shifting dollars to improvements/maintenance of existing parks is a key finding of the needs assessment survey.**

Capital Budget - The Fairfax County Park Authority's capital improvement program averages \$17,336 @ 1,000 population per year which is very comparable to the average benchmarked agency average of \$17,458 @ 1,000 population per year.

Currently, the FCPA only invests an estimated 10% of its capital budget on maintenance as compared to 12% for the average benchmarked agency. FCPA invests an estimated 23% on land acquisition as compared to the average benchmarked agency investment of 37%. FCPA invests an estimated 66% of its capital budget for new park or facility development as compared to the average benchmarked community investment of 48%.

A key finding of the needs assessment survey shows that respondents would allocate \$43 for improvements/maintenance of existing parks, \$29 for acquisition of new parkland and open space, \$24 for the development of new recreation and parks facilities and \$4 for others. This would require a shifting of current funding requests and allocations.

Parks, Facilities, Staffing, and Budgeting Benchmarking/Best Practices Survey for Fairfax County, Virginia

Name of Agency: _____

Address: _____ City/State/Zip: _____

Name of Agency Director/Manager: _____

Name and title of person filling out survey: _____

Telephone Number: (_____) _____ Population of Community: _____

Agency Website Address: _____

SECTION I: PARKS AND OPEN SPACE AREAS:

1. Following is a list of various classifications of parks. (Park Classification definitions are attached for your use.) Please indicate how many parks you have in each classification, the total number of acres for all parks in the classification, and any service radius standard, i.e. serves area of 1 mile.

	# of Parks	# of Acres	Service Radius
(A) Neighborhood parks	_____	_____	_____
(B) Urban parks	_____	_____	_____
(C) Greenway/trail parks	_____	_____	_____
(D) Nature preserve/nature parks.....	_____	_____	_____
(E) Community parks	_____	_____	_____
(F) Golf courses.....	_____	_____	_____
(G) Historic Parks	_____	_____	_____
(H) Horticulture Parks	_____	_____	_____
(I) Undesignated	_____	_____	_____
(J) Other _____	_____	_____	_____
(K) Other _____	_____	_____	_____

2. What is the total acreage of parks in your park system? total acres.

3. Approximately what percent of your acreage is developed? %

SECTION IV: INDOOR RECREATION FACILITIES

8. Following is a list of various types of INDOOR recreational facilities. Please WRITE IN THE NUMBER of facilities you have of each type.

<u>Number</u>	<u>Number</u>
_____ (01) Community/recreation centers	_____ (06) Museums/Historic Facilities
_____ (02) Equestrian centers	_____ (07) Aquatic Complexes
_____ (03) Soccer Complexes (Stand alone)	_____ (08) Nature Center
_____ (04) Senior Centers (Stand alone)	_____ (09) Horticultural Center
_____ (05) Teen Center (Stand alone)	_____ (10) Other _____
	_____ (11) Other _____

9. In your community/recreation centers, please indicate how many of the following spaces you have.

<u>Number</u>	<u>Number</u>
_____ (01) Gymnasiums	_____ (06) 25 yard competition pools
_____ (02) Racquetball/squash courts	_____ (07) 50 meter competition pools
_____ (03) Aquatic centers for recreation	_____ (08) Fitness/cardiovascular areas
_____ (04) Senior areas	_____ (09) Other _____
_____ (05) Teen areas	_____ (10) Other _____

10. How many of your indoor sites have rental areas for parties, receptions, etc.? _____ # of sites

11. What is the largest rental facility you have for parties, receptions, etc.? _____ sq. ft of space

SECTION V: COOPERATIVE USE OF FACILITIES

12. Following is a list of various types of cooperative use agreements you may have with local schools and community providers. Please CIRCLE YES if you have these agreements and NO if you do not have these types of agreements.

- a. Does your agency and school district cooperate in the USE of recreational facilities? YesNo
- b. Does your agency and school district cooperate in the DEVELOPMENT of recreational facilities? YesNo
- c. Does your agency and school district have a WRITTEN agreement regarding the use and/or

development of recreational facilities? YesNo

d. Does your agency have any cooperative agreements with community groups? YesNo

SECTION VI: PARKS AND RECREATION ANNUAL BUDGET

13. What was your total OPERATING BUDGET for the Parks and Recreation Department in your last full operating year? \$_____

14. Provide APPROXIMATE percentages for expenditures in the following general categories for the last full operating year. PLEASE BE SURE YOUR TOTALS ADD UP TO 100%

- _____ % Full Time Staffing
- _____ % Part Time Staffing
- _____ % Contracted Services
- _____ % General Operations
- _____ % Maintenance
- _____ % Utilities
- _____ % Programs
- _____ % Equipment
- 100% TOTAL**

15. What were your total annual revenues from fees and charges that year? \$_____

16. Please indicate the APPROXIMATE percentage of revenue that you receive from each of the following sources to fund your ANNUAL operations. PLEASE BE SURE YOUR TOTALS ADD UP TO 100%.

- _____ % (01) General fund
- _____ % (02) Special Parks and Recreation fund (i.e. park mill levy)
- _____ % (03) Golf Courses
- _____ % (04) User Fees and Charges (Other than Golf)
- _____ % (05) Grants, donations and foundations (Note: To support OPERATIONS)
- _____ % (06) Other _____
- _____ % (07) Other _____ **100%**

SECTION VII: PARKS AND RECREATION CAPITAL BUDGET

17. Do you have a long range capital improvement program (3 years or longer) for funding CAPITAL projects, i.e. trails development, new community facilities, new pools, land acquisition, etc.?

- _____ (1) Yes [please answer questions 17a, 17b, 17c, 17d, and 17e]
- _____ (2) No

17a. How long is the program? _____ years

17b. How much money in total dollars is allocated over the length of the capital improvement program to parks and recreation? \$_____ for entire length of program.

17c. What PERCENT of total dollars is allocated to maintenance of the existing park system?
_____ % for maintenance of existing park system

17d. What percentage of total dollars is allocated to land acquisition?
_____ % for land acquisition

17e. What PERCENT of total dollars is allocated for new park or facility development?
_____ % for new park or facility development

18. Following is a list of various SOURCES OF REVENUE for funding CAPITAL projects, i.e. trails development, new community facilities, new pools, etc. Please CHECK ALL the sources of revenue you currently use.

- | | |
|---|--|
| _____ (01) General Obligation Bonds | _____ (07) Special Improvement Districts |
| _____ (02) User Fees | _____ (08) Lease Purchase Financing |
| _____ (03) Private Fund-Raising | _____ (09) Intergovernmental Agreements |
| _____ (04) Industrial Development Funds | _____ (10) Concessionaire Contracts |
| _____ (05) Revenue Bonds | _____ (11) Impact Fees |
| _____ (06) Sales Taxes | _____ (12) Other _____ |

APPENDIX III

19. Which **THREE** of the funding sources listed in Question #18 are the **MAIN SOURCES** of revenue for Parks and Recreation capital projects? [Write in the letters below for your 1st, 2nd, and 3rd main sources of revenues using the letters from the list in question #18 above.]

**Highest
Source**

**2nd Highest
Source**

**3rd Highest
Source**

Thank you for your participation. Please return this survey by no later than July 25, 2002 in the enclosed return-reply envelope addressed to: Leisure Vision/ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. You may also return the survey by FAX to (913) 829-1591. If you have any questions, please contact Ron Vine, Vice-President at 913-829-1215.

Leisure Vision, Inc.

a division of ETC Institute

Assisting Organizations & Communities in Making Better Decisions

725 W. Frontier Circle, Olathe, Kansas 66061 ☐ (913) 829-1215 ☐ Fax (913) 829-1591

July 3, 2002

See Attached List of Addressees

Dear _____,

The Fairfax County Park Authority would appreciate your participation in the enclosed Parks, Facilities, Staffing and Budgeting Benchmarking/Best Practices Survey they are conducting as part of a Parks and Recreation Needs Assessment Plan.

Your community is one of nine (9) counties and cities across the country we are asking to participate in the benchmarking/best practices surveys. In return for your participation, you will receive a summary of all the survey results from the participating cities. This information should prove of great value to you in your planning and operations.

The benchmarking/best practices survey addresses issues relating to numbers and types of parks, trails, outdoor and indoor recreation facilities, operating budgets, capital budgets, and funding sources. *Note: To assist you in filling out the survey, we have enclosed a summary of definitions of park types.*

Our firm is working with the Fairfax County Park Authority on administering the surveys and other issues in the Parks and Recreation Needs Assessment Plan. Should you have any questions about the surveys I would be happy to answer them.

We would ask that you return the surveys by no later than July 26, 2002. Enclosed is a postage paid envelope for returning the survey, or you can fax it to our offices at 913-829-1591.

Please keep a record of your completed survey for your own use, in case we need to follow-up over the phone regarding any of your answers.

If you have any questions regarding this request, please do not hesitate to call me at 913-829-1215. Thanks for your help.

Sincerely,

/s/

Ronald A. Vine, Vice-President

Benchmark Contacts

Larry Cockerham
Planning Division
Metro Park
Centennial Park Office
Nashville, TN 37201
615-862-8400
www.nashville.gov/parks

Charlie Loehr, Director
Montgomery County Department of Park and Planning
MNCPPC
8787 Georgia Avenue
Silver Spring, MD 20910
301-495-4500
www.mc-mncppc.org/parks

Peggy Caviness
Administrative Services
Three Rivers Park District
12615 County Road 9
Plymouth, MN 55441
763-559-6710
www.hennepinparks.org

Ned Mackaw, Public Information Supervisor
East Bay Regional Park District
2950 Peralta Oaks Court
P.O. Box 5381
Oakland, CA 94605
(510) 544-2208
www.ebparks.org

P. Wayne Weston, Director
Mecklenburg Park & Recreation Department
5841 Brookshire Blvd.
Charlotte, N.C. 28216
Phone: (704) 336-3854
www.parkandrec.com

David Carter, Director
Wake County Parks, Recreation, & Open Space
P.O. Box 550 Suite 1000
Raleigh, North Carolina, 27602
(919)856-6677
www.co.wake.nc.us/parksrec

Joe Holmwood, Director
Mesa Parks and Recreation
Administrative Office
100 N. Center Street
Mesa, AZ 85201
480-644-2190
www.ci.mesa.as.us

Barry Strangward
Manager of Support Services
City of Calgary
P.O. Box 2100 Stn "M"
Calgary, Alberta
T2P 2M5
403-268-1342
www.gov.calgary.ab.ca/parks_operations

Johnson County Park & Recreation District
Mr. Michael Meadors,
Director of Parks and Recreation
7900 Renner Road
Shawnee, Kansas 66217
Phone: 913-831-3355
www.jcprd.com

Definitions of Park Types

Community Parks

Park sites of diverse environmental quality and natural beauty that are viewed as destination attractions for many residents. Typically have substantial percentage of property's acreage set aside for intense, active recreational pursuits and sports with commensurate facility development. Some acreage is allocated for passive recreation. These parks are within walking distance to many neighborhoods, but serve the entire community.

Greenway/Trail Parks

Linear parks developed along stream corridors or on abandoned railroad right-of-way that protect and connect habitat corridors, water quality and aesthetics. Uses generally include non-motorized trails that are constructed of asphalt (multi-use, accessible) or stone surfacing (passive use).

Nature Preserve/Nature Parks

Properties where protection and management of the natural environment is of the highest priority, with recreational use and facility development as a secondary objective.

Neighborhood Parks

Parks sites located within or adjoining developed residential areas throughout the city. Typical amenities include a small shelter, playground, open play field, and hard surfaced athletic (basketball and/or tennis) court.

Sports Parks/Complexes

Parks designated and developed primarily for organized and specialized sports or active recreation activities.

Golf Courses

Park sites devoted to 9 and 18 hole golf courses.

Urban Parks

Parks located within the urban core and central downtown areas of the city. Parking is typically limited, if provided, promoting pedestrian access and passive recreational use. Frequently the site of public performances.

Undesignated. Property recently added to the department inventory that has not been master planned for development.

Historic Parks – Park sites where protection, management and interpretation of significant historic or archeological sites are the primary purposes.

Horticulture Parks – Parks sites that promote an understanding and use of horticultural practices and include facilities and services that support and enhance horticultural programs, such as gardens, community garden plots, educational centers and/or demonstration areas.

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
PARKS & OPEN SPACE														
	# of Parks	# of Acres												
Neighborhood Parks	132	748	74.8	857.4	34	280	0	0	23	250	84	1096	233	2,661
Urban Parks	0	0	4.4	4.8	0	0	0	0	0	0	0	0	22	24
Greenway/Trail Parks	36	6765	14.6	3246.2	0	0	3	648	1	8	35	2942	34	12,633
Nature Preserve/Nature Parks	4	2346	12.8	1617.8	0	0	3	214	3	1100	5	4286	53	2,489
Community Parks	173	4571	8.4	2523.0	17	369	3	178	1	33	5	1251	16	10,784
Golf Courses	7	1881	3.0	409.4	2	363	2	490	0	0	5	1194	6	0
Historic Parks	17	318	21.2	120.0	0	0	0	0	2	600	0	0	104	0
Horticulture Parks	3	74	0.2	0.0	0	0	0	0	0	0	0	0	1	0
Undesignated	1	853.77	5.2	378.6	0	0	1	21	0	0	0	0	25	1,872
<u>Other (Listed below)</u>				0.0										
Special Use Park	6	138	4.8	25.0	24	125	0	0	0	0	0	0	0	0
Metro Park			0.6	44.6	3	223	0	0	0	0	0	0	0	0
Retention Basins			26.2	73.4	131	367	0	0	0	0	0	0	0	0
Regional Parks			1.2	1290.8	1	1146	5	5308	0	0	0	0	0	0
Sports or Recreation Complex			0.6	18.4	0	0	3	92	0	0	0	0	0	0
Open Space Acquisition			0.2	120.0	0	0	0	0	1	600	0	0	0	0
Undeveloped Parks			6.4	777.4	0	0	0	0	0	0	32	3887	0	0
District Parks			2.8	281.4	0	0	0	0	0	0	14	1407	0	0
Multi Purpose	9	3979	0.0	0.0	0	0	0	0	0	0	0	0	0	0
Total	388	21,673.8	187.4	11,788.2	212	2,873.0	20	6,951.0	31	2,591.0	180	16,063.0	494	30,463.0
<u>Acres Per Park</u>	<u>55.86</u>		<u>62.90</u>		<u>13.55</u>		<u>347.55</u>		<u>83.58</u>		<u>89.24</u>		<u>61.67</u>	
<u>Acres Per 1,000 Population</u>	<u>21.68</u>		<u>18.63</u>		<u>6.65</u>		<u>15.11</u>		<u>3.99</u>		<u>22.00</u>		<u>34.15</u>	
<u>Percentage of Developed Acreage</u>	<u>39.0%</u>		<u>42.5%</u>		<u>51.5%</u>		<u>65.0%</u>		<u>10.0%</u>		<u>58.0%</u>		<u>28.0%</u>	
PARKS & OPEN SPACE														
	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.	# of Parks @ 1,000 Pop.	# of Acres @ 1,000 Pop.
Neighborhood Parks	0.13	0.75	0.12	1.35	0.08	0.65	0.00	0.00	0.04	0.38	0.12	1.50	0.26	2.98
Urban Parks	0.00	0.00	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.03
Greenway/Trail Parks	0.04	6.77	0.02	5.13	0.00	0.00	0.01	1.41	0.00	0.01	0.05	4.03	0.04	14.16
Nature Preserve/Nature Parks	0.00	2.35	0.02	2.56	0.00	0.00	0.01	0.47	0.00	1.69	0.01	5.87	0.06	2.79
Community Parks	0.17	4.57	0.01	3.99	0.04	0.85	0.01	0.39	0.00	0.05	0.01	1.71	0.02	12.09
Golf Courses	0.01	1.88	0.00	0.65	0.00	0.84	0.00	1.07	0.00	0.00	0.01	1.64	0.01	0.00

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
Historic Parks	0.02	0.32	0.03	0.19	0.00	0.00	0.00	0.00	0.00	0.92	0.00	0.00	0.12	0.00
Horticulture Parks	0.00	0.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Undesignated	0.00	0.85	0.01	0.60	0.00	0.00	0.00	0.05	0.00	0.00	0.00	0.00	0.03	2.10
<u>Other (Listed below)</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Use Park	0.01	0.14	0.01	0.04	0.06	0.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Metro Park	0.00	0.00	0.00	0.07	0.01	0.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retention Basins	0.00	0.00	0.04	0.12	0.30	0.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Regional Parks	0.00	0.00	0.00	2.04	0.00	2.65	0.01	11.54	0.00	0.00	0.00	0.00	0.00	0.00
Sports or Recreation Complex	0.00	0.00	0.00	0.03	0.00	0.00	0.01	0.20	0.00	0.00	0.00	0.00	0.00	0.00
Open Space Acquisition	0.00	0.00	0.00	0.19	0.00	0.00	0.00	0.00	0.00	0.92	0.00	0.00	0.00	0.00
Undeveloped Parks	0.00	0.00	0.01	1.23	0.00	0.00	0.00	0.00	0.00	0.00	0.04	5.32	0.00	0.00
District Parks	0.00	0.00	0.00	0.44	0.00	0.00	0.00	0.00	0.00	0.00	0.02	1.93	0.00	0.00
Multi Purpose	0.01	3.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.39	21.68	0.30	18.63	0.49	6.65	0.04	15.11	0.05	3.99	0.25	22.0	0.55	34.15
<u>Acres Per Park</u>	<u>55.86</u>		<u>62.90</u>		<u>13.55</u>		<u>347.55</u>		<u>83.58</u>		<u>89.24</u>		<u>61.67</u>	
<u>Acres Per 1,000 Population</u>	<u>21.68</u>		<u>18.63</u>		<u>6.65</u>		<u>15.11</u>		<u>3.99</u>		<u>22.00</u>		<u>34.15</u>	
<u>Percentage of Developed Acreage</u>	<u>39.0%</u>		<u>42.5%</u>		<u>51.5%</u>		<u>65.0%</u>		<u>10.0%</u>		<u>58.0%</u>		<u>28.0%</u>	
TRAILS	Yes, have trail	Approx # of miles	Yes, have trail	Approx # of miles	Yes, have trail	Approx # of miles	Yes, have trail	Approx # of miles	Yes, have trail	Approx # of miles	Yes, have trail	Approx # of miles	Yes, have trail	Approx # of miles
Multi-Use Trails (paved surface)	1	111	1	25.3	1	2.2	1	28	1	3.5	1	25	1	68
All Terrain Bike Trails (mountain bikes)			1	15.8	0	0	1	3	1	25	1	0	1	51
Nature Center Trails			1	13.8	0	0	1	3	1	15	1	0	1	51
Natural Surface or Stonedust Trails	1	40	1	14.3	0	0	1	5.5	1	15	1	0	1	51
On-Street Bikeways/Bikelanes			1	21.0	1	105	0	0	0	0	1	0	0	0
Fitness Trails	1	2	1	0.2	0	0	0	0	0	0	1	1	0	0
<u>Other</u>														
Multi-Use			1	1.6	0	0	0	0	1	8	0	0	0	0
Gravel	1	57		0.0	0	0	0	0	0	0	0	0	0	0
Total	4	210	.	92.0	2	107.2	4	39.5	5	66.5	6	26	4	221
Miles of Trails Per 1,000 Population		0.21		0.15		0.25		0.09		0.10		0.04		0.25
TRAILS	Yes, have trail	Approx # of miles @ 1,000 Pop.	Yes, have trail	Approx # of miles @ 1,000 Pop.	Yes, have trail	Approx # of miles @ 1,000 Pop.	Yes, have trail	Approx # of miles @ 1,000 Pop.	Yes, have trail	Approx # of miles @ 1,000 Pop.	Yes, have trail	Approx # of miles @ 1,000 Pop.	Yes, have trail	Approx # of miles @ 1,000 Pop.
Multi-Use Trails (paved surface)	1	0.11	1	0.04	1	0.01	1	0.06	1	0.01	1	0.03	1	0.08
All Terrain Bike Trails (mountain bikes)			1	0.02	0	0.00	1	0.01	1	0.04	1	0.00	1	0.06
Nature Center Trails			1	0.02	0	0.00	1	0.01	1	0.02	1	0.00	1	0.06
Natural Surface or Stonedust Trails	1	0.04	1	0.02	0	0.00	1	0.01	1	0.02	1	0.00	1	0.06
On-Street Bikeways/Bikelanes			1	0.03	1	0.24	0	0.00	0	0.00	1	0.00	0	0.00
Fitness Trails	1	0.00		0.00	0	0.00	0	0.00	0	0.00	1	0.00	0	0.00

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
Other					0.00		0.00		0.00		0.00		0.00	
Multi-Use			0.00		0	0.00	0	0.00	1	0.01	0	0.00	0	0.00
Gravel	1	0.06	0.00		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	4	0.21	5	0.15	2	0.25	4	0.09	5	0.10	6	0.04	4	0.25
Miles of Trails Per 1,000 Population		0.21	0.15			0.25		0.09		0.10		0.04		0.25
OUTDOOR RECREATION FACILITIES	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities
Baseball fields (60 ft. Bases)	1	41	1	48.8	1	23	0	0	1	20	1	30	1	171
Baseball fields (90 ft. Bases)	1	15	1	7.2	1	12	1	2	0	0	1	1	1	21
Basketball courts	1	34	1	66.4	1	49	1	2	1	11	1	68	1	202
Rectangular Fields (soccer, football, lacrosse, etc.)	1	136	1	57.2	1	13	1	29	1	26	1	55	1	163
Golf course (18 holes)	1	5	1	2.2	1	1	1	2	0	0	1	5	1	3
Golf course (9 holes)	1	3	1	0.8	1	1	0	0	0	0	0	0	1	3
Driving range	1	4	1	1.4	1	2	1	2	0	0	0	0	1	3
Equestrian Facilities			1	1.4	0	0	1	1	0	0	1	1	1	5
Miniature Golf Courses	1	4	1	0.2	0	0	0	0	0	0	0	0	1	1
Multi-Purpose Sports Fields	1	37	1	26.0	1	88	0	0	0	0	1	38	1	4
Competitive Swimming Pools			1	3.6	1	12	1	1	0	0	1	5	0	0
Swimming Pools	1	1	1	1.8	0	0	1	1	0	0	1	8	0	0
Sand Volleyball Courts	1	3	1	8.4	1	17	1	2	1	6	1	17	1	0
Softball Fields (Adult Fastpitch)	1	50	1	0.2	0	0	0	0	0	0	0	0	1	1
Softball Fields (Adult Slowpitch)	1	29	1	21.4	0	0	1	25	1	1	1	80	1	1
Softball Fields (Girls Fastpitch)	1	25	1	2.4	0	0	1	10	0	0	1	1	1	1
Tennis courts	1	263	1	94.0	1	26	1	8	1	10	1	126	1	300
Park Shelters/Picnic Areas	1	120	1	97.8	1	141	0	0	1	22	1	94	1	232
Playgrounds	1	150	1	88.2	1	48	0	0	1	29	1	93	1	271
Skateboard parks			1	0.4	1	1	0	0	0	0	1	1	0	0
Off Leash Dog Parks	1	4	1	0.8	1	1	1	2	0	0	1	1	0	0
Individual Garden Plots	1	700		0.0	0	0	0	0	0	0	0	0	0	0
Lake/Marinas	1	6	1	3.4	1	6	1	3	1	2	1	3	1	3
Farmer's Markets	1	9	1	0.2	0	0	0	0	0	0	1	1	0	0
Other (listed below)														
Disc/Frisbee Golf Course			1	0.2	0	0	0	0	1	1	0	0	0	0
Totals	21	1,639.0	24	534.4	16	441	14	90	10	128	19	628	18	1,385
Number of Sports Complexes with 4 or More Athletic Fields		24		6.6		9		6		2		0		16

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
OUTDOOR RECREATION FACILITIES	Yes, have facility	# of facilities @ 1,000 Pop.	Yes, have facility	# of facilities										
Baseball fields (60 ft. Bases)	1	0.041	1.0	0.077	1	0.053	0	0.000	1	0.031	1	0.041	1	0.192
Baseball fields (90 ft. Bases)	1	0.015	1.0	0.011	1	0.028	1	0.004	0	0.000	1	0.001	1	0.024
Basketball courts	1	0.034	1	0.105	1	0.113	1	0.004	1	0.017	1	0.093	1	0.226
Rectangular Fields (soccer, football, lacrosse, etc.)	1	0.136	1	0.090	1	0.030	1	0.063	1	0.040	1	0.075	1	0.183
Golf course (18 holes)	1	0.005	1	0.003	1	0.002	1	0.004	0	0.000	1	0.007	1	0.003
Golf course (9 holes)	1	0.003	1	0.001	1	0.002	0	0.000	0	0.000	0	0.000	1	0.003
Driving range	1	0.004	1	0.002	1	0.005	1	0.004	0	0.000	0	0.000	1	0.003
Equestrian Facilities		0.000	1	0.002	0	0.000	1	0.002	0	0.000	1	0.001	1	0.006
Miniature Golf Courses	1	0.004		0.000	0	0.000	0	0.000	0	0.000	0	0.000	1	0.001
Multi-Purpose Sports Fields	1	0.037	1	0.041	1	0.204	0	0.000	0	0.000	1	0.052	1	0.004
Competitive Swimming Pools		0.000	1	0.006	1	0.028	1	0.002	0	0.000	1	0.007	0	0.000
Swimming Pools	1	0.001	1	0.003	0	0.000	1	0.002	0	0.000	1	0.011	0	0.000
Sand Volleyball Courts	1	0.003	1	0.013	1	0.039	1	0.004	1	0.009	1	0.023	1	0.000
Softball Fields (Adult Fastpitch)	1	0.050		0.000	0	0.000	0	0.000	0	0.000	0	0.000	1	0.001
Softball Fields (Adult Slowpitch)	1	0.029	1	0.034	0	0.000	1	0.054	1	0.002	1	0.110	1	0.001
Softball Fields (Girls Fastpitch)	1	0.025	1	0.004	0	0.000	1	0.022	0	0.000	1	0.001	1	0.001
Tennis courts	1	0.263	1	0.149	1	0.060	1	0.017	1	0.015	1	0.173	1	0.336
Park Shelters/Picnic Areas	1	0.120	1	0.155	1	0.326	0	0.000	1	0.034	1	0.129	1	0.260
Playgrounds	1	0.150	1	0.139	1	0.111	0	0.000	1	0.045	1	0.127	1	0.304
Skateboard parks		0.000	1	0.001	1	0.002	0	0.000	0	0.000	1	0.001	0	0.000
Off Leash Dog Parks	1	0.004	1	0.001	1	0.002	1	0.004	0	0.000	1	0.001	0	0.000
Individual Garden Plots	1	0.700		0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
Lake/Marinas	1	0.006	1	0.005	1	0.014	1	0.007	1	0.003	1	0.004	1	0.003
Farmer's Markets	1	0.009		0.000	0	0.000	0	0.000	0	0.000	1	0.001	0	0.000
<u>Other (listed below)</u>		0.000		0.000		0.000		0.000		0.000		0.000		0.000
Disc/Frisbee Golf Course		0.000		0.000	0	0.000	0	0.000	1	0.002	0	0.000	0	0.000
Totals	21	1.640	20	0.845	16	1.021	14	0.196	10	0.197	19	0.860	18	1.553
Number of Sports Complexes with 4 or More Athletic Fields @ 1,000 pop.		0.024		0.010		0.021		0.013		0.003		0.000		0.018
INDOOR RECREATION FACILITIES	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities
Community/recreation centers	1	8	1	5.8	1	4	1	3	0	0	1	22	0	0
Equestrian centers	1	1	1	0.4	0	0	1	1	0	0	1	1	0	0
Soccer Complexes (stand alone)		0	1	0.4	0	0	1	1	0	0	1	1	0	0
Senior Centers (stand alone)		0	1	1.0	1	1	1	3	0	0	1	1	0	0

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
Teen Center (stand alone)		0		0.0	0	0	0	0	0	0	0	0	0	0
Museums/Historic Facilities	1	4	1	1.6	1	1	0	0	0	0	1	7	0	0
Aquatic Complexes	1	8	1	0.4	0	0	1	1	0	0	1	1	0	0
Nature Center	1	5	1	0.8	0	0	1	1	0	0	1	3	0	0
Horticultural Center	1	1		0.0	0	0	0	0	0	0	0	0	0	0
<u>Other (listed below)</u>	1	1		0.0										
Multigenerational Center			1	0.2	1	1	0	0	0	0	0	0	0	0
Total	7	28	7	10.6	4	7	6	10	0	0	7	36	0	0
INDOOR RECREATION FACILITIES	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities	Yes, have facility	# of facilities
Community/recreation centers	1	0.008	1	0.009	1	0.009	1	0.007	0	0.000	1	0.030	0	0.000
Equestrian centers	1	0.001	1	0.001	0	0.000	1	0.002	0	0.000	1	0.001	0	0.000
Soccer Complexes (stand alone)		0.000	1	0.001	0	0.000	1	0.002	0	0.000	1	0.001	0	0.000
Senior Centers (stand alone)		0.000	1	0.002	1	0.002	1	0.007	0	0.000	1	0.001	0	0.000
Teen Center (stand alone)		0.000		0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
Museums/Historic Facilities	1	0.004	1	0.003	1	0.002	0	0.000	0	0.000	1	0.010	0	0.000
Aquatic Complexes	1	0.008	1	0.001	0	0.000	1	0.002	0	0.000	1	0.001	0	0.000
Nature Center	1	0.005	1	0.001	0	0.000	1	0.002	0	0.000	1	0.004	0	0.000
Horticultural Center	1	0.001		0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
<u>Other (listed below)</u>		0.001		0.000		0.000		0.000		0.000		0.000		0.000
Multigenerational Center	1	0.000		0.000	1	0.002	0	0.000	0	0.000	0	0.000	0	0.000
Total	7	0.028	7	0.017	4	0.016	6	0.022	0	0.000	7	0.049	0	0.000
Spaces Within Indoor Recreation Facilities	Yes, have space	# of spaces												
Gymnasiums	1	2	1	6.8	1	4	1	11	0	0	1	19	0	0
Racquetball/squash courts	1	19	1	0.6	0	0	1	3	0	0	0	0	0	0
Aquatic centers for recreation	1	8	1	0.4	0	0	1	1	0	0	1	1	0	0
Senior areas	1	1	1	1.0	1	2	1	3	0	0	0	0	0	0
Teen areas		0	1	0.2	1	1	0	0	0	0	0	0	0	0
25 yard competition pools	1	5	1	0.8	0	0	1	1	0	0	1	3	0	0
50 meter competition pools	1	3	1	1.4	0	0	1	3	0	0	1	4	0	0
Fitness/cardiovascular areas	1	7	1	4.4	1	2	1	1	0	0	1	19	0	0
<u>Other (listed below)</u>				0.0										
Climbing Walls			1	0.2	1	1	0	0	0	0	0	0	0	0
Boxing Gym w/ Ring			1	0.2	1	1	0	0	0	0	0	0	0	0
Computer Lab			1	0.4	1	2	0	0	0	0	0	0	0	0
Total	7	45	11	16.4	7	13	7	23	0	0	5	46	0	0
# of Indoor Sites w/ Rental Areas for Parties, Receptions, etc.		8		0.8		1		2		0		NA		0

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
Largest Rental Facility for Parties, Receptions, etc.	1,365.0		9,679		15 rooms		3,200		0		35,515		0	
Spaces Within Indoor Recreation Facilities	Yes, have space	# of spaces	Yes, have space	# of spaces	Yes, have space	# of spaces	Yes, have space	# of spaces	Yes, have space	# of spaces	Yes, have space	# of spaces	Yes, have space	# of spaces
Gymnasiums	1	0.002	1	0.011	1	0.009	1	0.024	0	0.000	1	0.026	0	0.000
Racquetball/squash courts	1	0.019	1	0.001	0	0.000	1	0.007	0	0.000	0	0.000	0	0.000
Aquatic centers for recreation	1	0.008	1	0.001	0	0.000	1	0.002	0	0.000	1	0.001	0	0.000
Senior areas	1	0.001	1	0.002	1	0.005	1	0.007	0	0.000	0	0.000	0	0.000
Teen areas		0.000		0.000	1	0.002	0	0.000	0	0.000	0	0.000	0	0.000
25 yard competition pools	1	0.005	1	0.001	0	0.000	1	0.002	0	0.000	1	0.004	0	0.000
50 meter competition pools	1	0.003	1	0.002	0	0.000	1	0.007	0	0.000	1	0.005	0	0.000
Fitness/cardiovascular areas	1	0.007	1	0.007	1	0.005	1	0.002	0	0.000	1	0.026	0	0.000
<u>Other (listed below)</u>		0.000		0.000		0.000		0.000		0.000		0.000		0.000
Climbing Walls		0.000		0.000	1	0.002	0	0.000	0	0.000	0	0.000	0	0.000
Boxing Gym w/ Ring		0.000		0.000	1	0.002	0	0.000	0	0.000	0	0.000	0	0.000
Computer Lab		0.000	1	0.001	1	0.005	0	0.000	0	0.000	0	0.000	0	0.000
Total	7	0.045	8	0.026	7	0.030	7	0.050	0	0.000	2	0.063	0	0.000
# of Indoor Sites w/ Rental Areas for Parties, Receptions, etc. @ 1,000 population		0.008		0.001		0.002		0.004		0		NA		0
Largest Rental Facility for Parties, Receptions, etc.	1,365.0		9,679		15 rooms		3,200		0		35,515		0	
COOPERATIVE USE OF FACILITIES	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
With schools in <u>USE</u> of recreational facilities	1		5	0	1		1		1		1		1	
With schools in <u>DEVELOPMENT</u> of recreational facilities	1		4	1	1		1		1		1		1	
<u>WRITTEN</u> agreement with schools	1		4	1		1	1		1		1		1	
With <u>COMMUNITY GROUPS</u>	1		5	0	1		1		1		1		1	
ANNUAL BUDGET	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount
Year 2001 Total Budget		\$49,366,729		\$24,009,329		\$23,640,672		\$22,099,451		\$2,000,000		\$27,065,638		\$45,240,882
Year 2001 Fees and Charges		\$29,212,599		\$6,197,468		\$6,054,812		\$16,000,000		\$75,000		\$2,931,029		\$5,926,500
Difference (Budget -Fees)		\$20,154,130		\$17,811,860		\$17,585,860		\$6,099,451		\$1,925,000		\$24,134,609		\$39,314,382
Percent Budget from Fees		59.17%		25.81%		25.61%		72.40%		3.75%		10.83%		13.10%

Benchmarking Comparisons Fairfax County and Benchmarked Communities
(Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
ANNUAL BUDGET (per 1,000 pop)	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount	Yes	\$ Amount
Year 2001 Total Budget		\$49,385		\$37,943		\$54,740		\$48,042		\$3,077		\$37,076		\$50,718
Year 2001 Fees and Charges		\$29,223		\$9,794		\$14,020		\$34,783		\$115		\$4,015		\$6,644
Difference (Budget -Fees)		\$20,161		\$28,149		\$40,720		\$13,260		\$2,962		\$33,061		\$44,074
Percent Budget from Fees		59.17%		25.81%		25.61%		72.40%		3.75%		10.83%		13.10%
										%				
Expenditures	Yes	% Amount	Yes	% Amount	Yes	% Amount	Yes	% Amount	Yes	Amount	Yes	% Amount	Yes	% Amount
Full Time Staffing	1	48.0%		47.6%	1	24.0%	1	42.0%	1	50.0%	1	52.0%	1	70.1%
Part Time Staffing	1	18.0%		11.5%	1	24.0%	1	13.0%	1	12.0%	1	8.0%	1	0.3%
Contracted Services	1	1.0%		6.5%	1	10.0%	1	4.0%	1	1.0%	1	13.0%	1	4.7%
General Operations	1	18.0%		9.5%	1	2.0%	1	18.0%	1	12.0%	1	2.0%	1	13.3%
Maintenance	1	4.0%		10.5%	1	15.5%	1	14.0%	1	15.0%	1	6.0%	1	1.8%
Utilities	1	5.0%		4.9%	1	12.4%	1	2.0%	0	0.0%	1	8.0%	1	2.2%
Programs	1	4.0%		3.9%	1	9.4%	0	0.0%	1	5.0%	1	5.0%	0	0.0%
Equipment	1	1.0%		5.7%	1	2.7%	1	7.0%	1	5.0%	1	6.0%	1	7.6%
Total	7	99%	0	100%	7	100%	6	100%	6	100%	7	100%	6	100%
										%				
Revenues	Yes	% Amount	Yes	% Amount	Yes	% Amount	Yes	% Amount	Yes	Amount	Yes	% Amount	Yes	% Amount
General Fund	1	9.0%		60.5%	1	62.0%	0	0.0%	1	100.0%	1	64%	1	76.4%
Special Parks and Recreation Fund (i.e. park mill levy)		0.0%		5.4%	0	0.0%	1	27.0%	0	0.0%	0	0%	0	0.0%
Golf Courses	1	31.0%		7.5%	1	9.8%	1	13.0%	0	0.0%	1	8%	1	6.7%
User Fees and Charges (Other than Golf)	1	59.0%		22.4%	1	15.8%	1	55.0%	0	0.0%	1	28%	1	13.1%
Grants, Donations, and Foundations	1	1.0%		1.1%	1	0.4%	1	5.0%	0	0.0%	0	0%	0	0.0%
<u>Other (listed below)</u>														
Quality of life sales tax fund (1/2 cent)				2.4%	1	12.0%	0	0.0%	0	0.0%	0	0%	0	0.0%
Misc., Concessions, Interest				0.3%	0	0.0%	0	0.0%	0	0.0%	0	0%	1	1.3%
Sales & Merchandise				0.5%	0	0.0%	0	0.0%	0	0.0%	0	0%	1	2.5%
Total	4	100%	0	100%	5	100%	4	100%	1	100%	3	100%	5	100%
CAPITAL BUDGET	Yes	\$ Amount	Yes	Amount	Yes	Amount	Yes	Amount	Yes	Amount	Yes	Amount	Yes	\$ Amount
3 Year or longer	1		5		1		1		1		1		1	
Length of Program in Years		10	5	9.6	1	5	1	20	1	7	1	10	1	6
Amount in Program		#####		\$96,565,813		\$76,907,881		#####		NA		\$1,123,370		\$116,232,000
\$ Per Year		\$17,330,000		\$11,116,478		\$15,381,576		\$9,600,000		NA		\$112,337		\$19,372,000
% for Maintenance (Estimated)		10%		12%		18%		0%		15%		12%		15%
% for Land Acquisition (Estimated)		23%		37%		27%		46%		NA		23%		50%
% for New Park or Facility Development (Estimated)		66%		48%		55%		36%		NA		65%		35%

Benchmarking Comparisons Fairfax County and Benchmarked Communities
 (Comparisons for Actual Parks and Facilities and Per 1,000 Resident Populations Comparisons)

Appendix III

Name of City/County	Fairfax County		Benchmark Average		Mesa		Johnson County		Wake County		Mecklenburg County		Montgomery County	
State of City	Virginia				Arizona		Kansas		North Carolina		North Carolina		Maryland	
Population	999,640		632,775		431,874		460,000		650,000		730,000		892,000	
Population @ 1,000	1,000		633		432		460		650		730		892	
CAPITAL BUDGET (per 1,000 pop.)	Yes	\$ Amount	Yes	Amount	Yes	Amount	Yes	Amount	Yes	Amount	Yes	Amount	Yes	\$ Amount
3 Year or longer	1		5		1		1		1		1		1	
Length of Program in Years		10	5	9.6	1	5	1	20	1	7	1	10	1	6
Amount in Program		\$173,362		\$152,607		\$178,079		\$417,391		NA		\$1,539		\$130,305
\$ Per Year		\$17,336		\$17,568		\$35,616		\$20,870		NA		\$154		\$21,717
% for Maintenance (Estimated)		10%		12%		18%		0%		15%		12%		15%
% for Land Acquisition (Estimated)		23%		37%		27%		46%		NA		23%		50%
% for New Park or Facility Development (Estimated)		66%		48%		55%		36%		NA		65%		35%
Revenue Sources	Yes	Top 3 Source	Yes	Top 3 Source	Yes	Top 3 Source	Yes	Top 3 Source	Yes	Top 3 Source	Yes	Top 3 Source	Yes	Top 3 Source
General Obligation Bonds	1	1	5	5	1	1	1	2	1	1	1	1	1	1
User Fees	1	3	5	0	1		1		0		1		1	
Private Fund-Raising	1		5	1	1		1		1	2	1		1	
Industrial Development Funds			5	0	0		0		0		0		0	
Revenue Bonds	1		5	2	1		1	1	0		1	3	0	
Sales Taxes			5	2	1	2	0		0		1	2	0	
Special Improvement Districts			5	0	0		0		0		0		1	
Lease Purchase Financing			5	1	0		1	3	0		0		0	
Intergovernmental Agreements	1		5	1	1		1		0		0		1	2
Concessionaire Contracts			5	0	1		0		0		0		1	
Impact Fees	1	2	5	2	1	3	0		1	3	0		0	
Other (listed below)			5	0	0		0		0		0		0	

Countywide Parks and Recreation Facilities Needs Assessment-

- **Benchmarking Survey Results**
- **The Fairfax County Park Authority**
- ***By Leisure Vision/ETC Institute***

Participating Communities

- *Johnson County, Kansas*
- *Mesa, Arizona*
- *Wake County, North Carolina*
- *Mecklenburg, North Carolina*
- *Montgomery County, Maryland*

Overview of Charts

- *Charts represent benchmarks for open space, trails, outdoor and indoor facilities and operating/capital funding per 1,000 population.*
- *Horizontal lines represent range of responses from five (5) benchmarking communities*
- *Vertical bar represents mean*

Overview of Charts

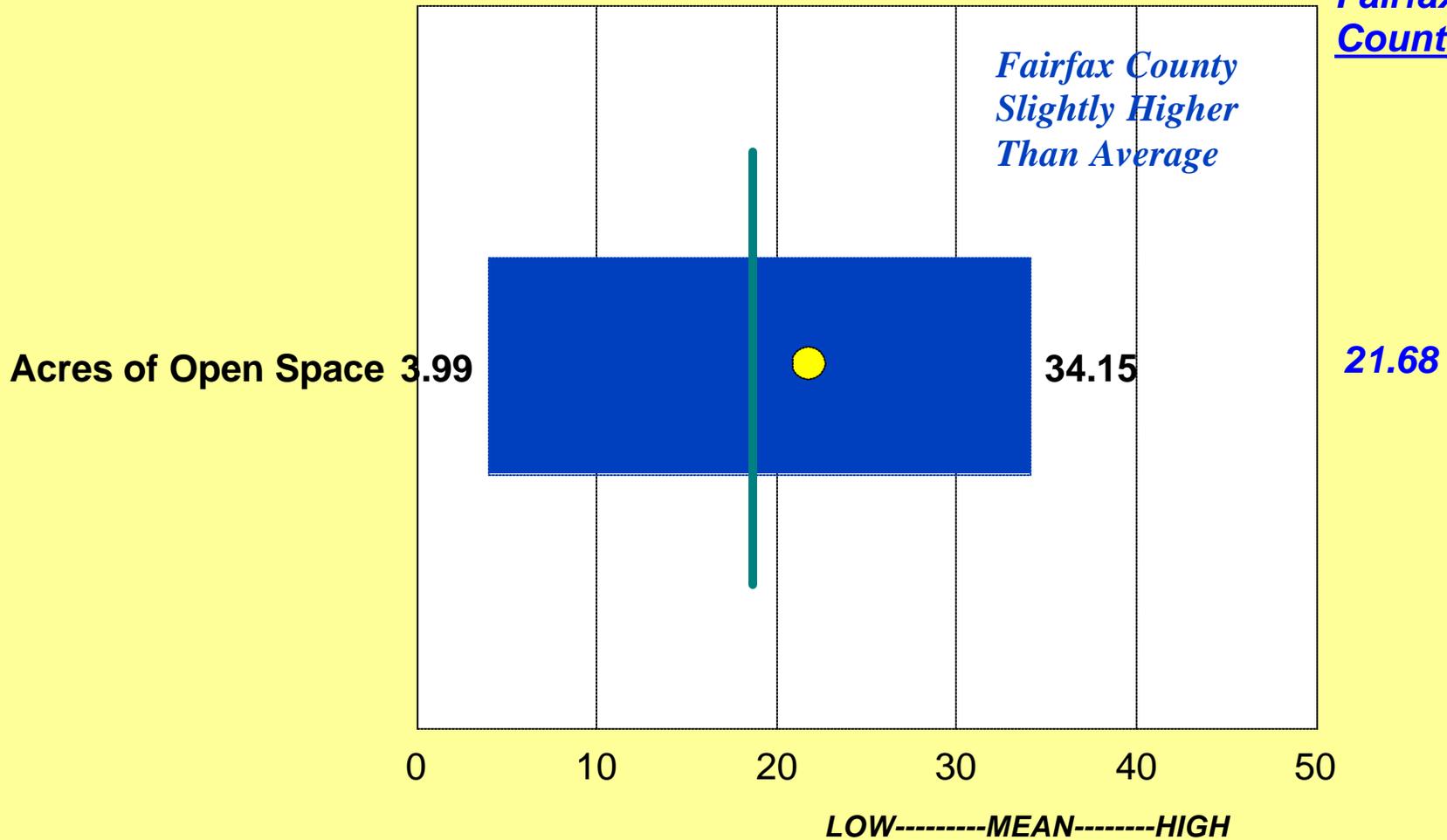
- *Vertical bar represents mean*
- *Yellow circle represents Fairfax County. If yellow circle is to the left of the vertical bar, FCPA is lower than average benchmarked community. If yellow circle is to the right of the vertical bar, FCPA has more facilities, trails, parks, etc. than average benchmarked community.*

Overview of Charts

- *Yellow circle to the right of the entire horizontal bar means FCPA is benchmark community*
- *Number in the right hand column represents Fairfax County # @ 1,000 population.*

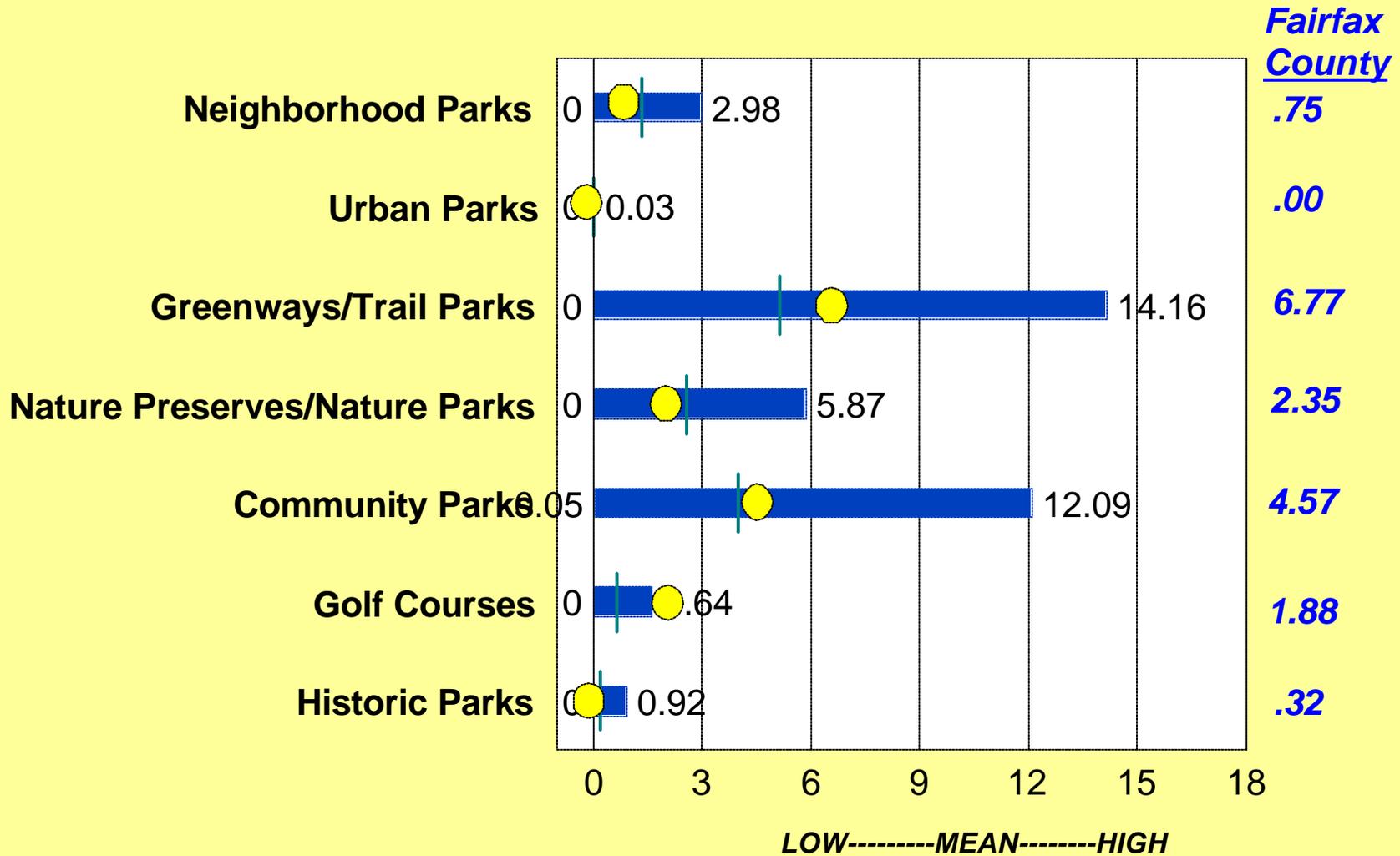
**Acres of Open Space For
Benchmarked Communities @ 1,000 Citizens
(Including Vertical Line for Mean and Circle for Fairfax County)**

**Fairfax
County**



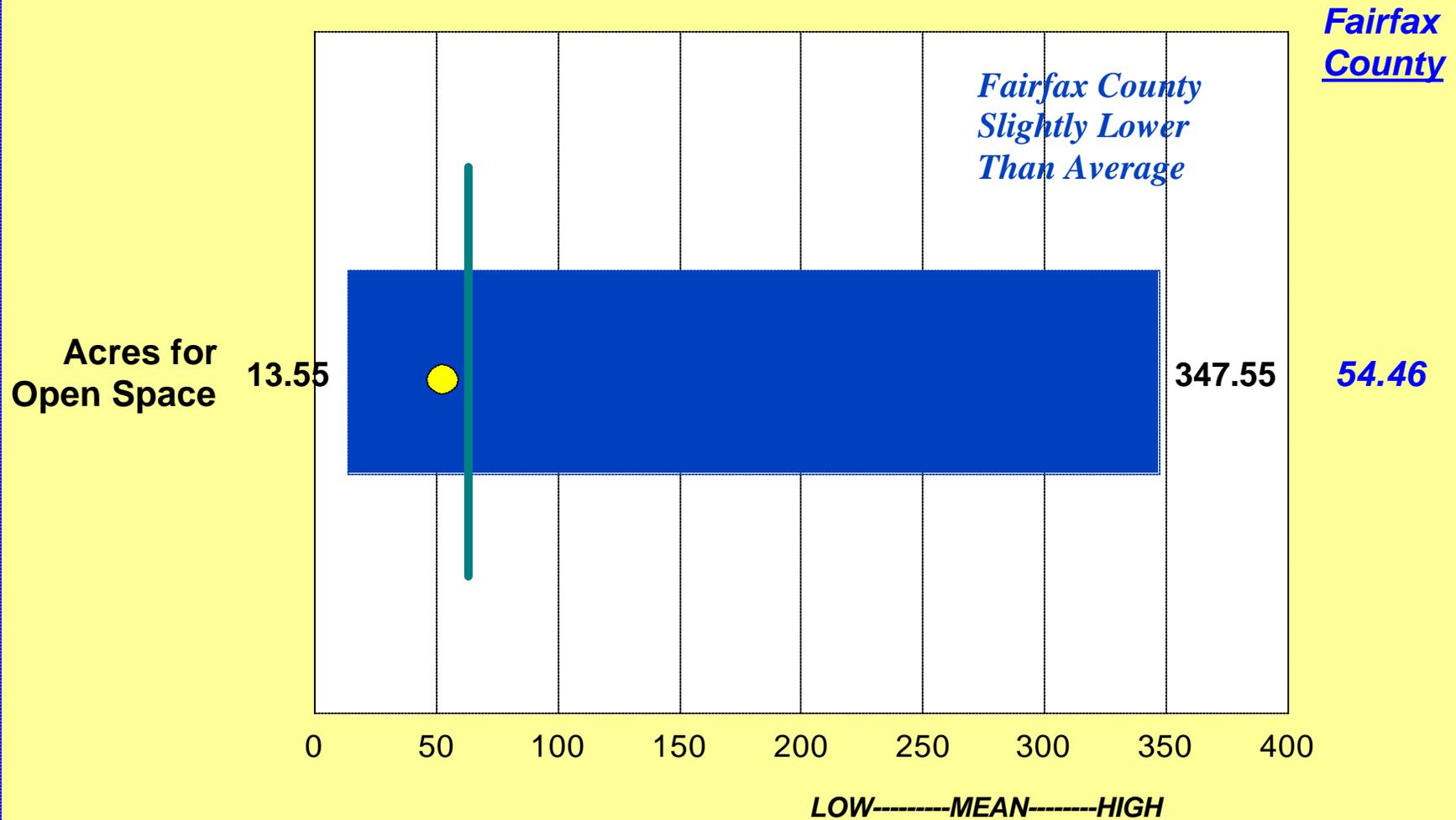
Source: Leisure Vision 2002

Acres of Open Space For Benchmarked Communities @ 1,000 Citizens (Including Vertical Line for Mean and Circle for Fairfax County)



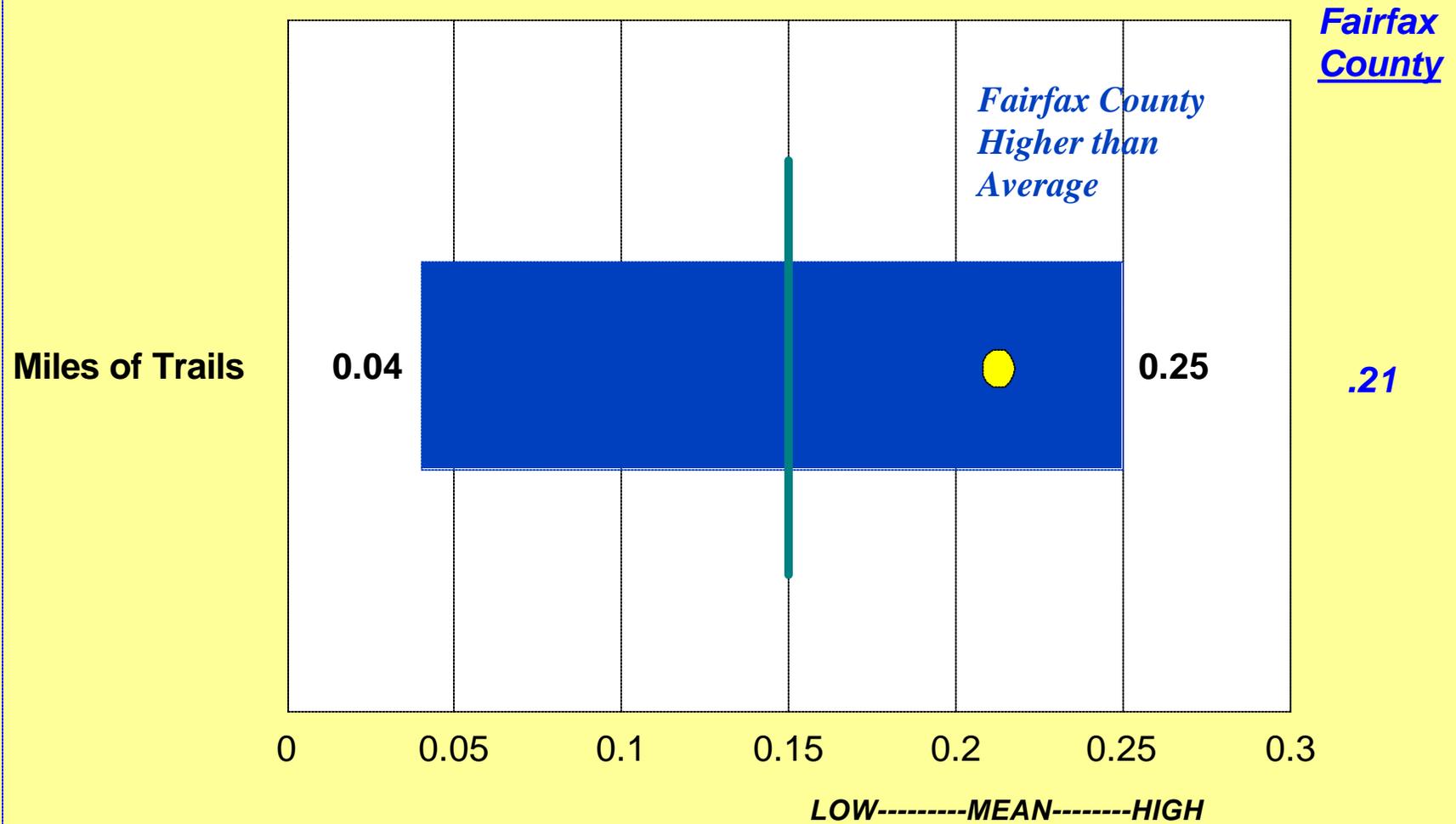
Source: Leisure Vision 2002

Acres of Open Space Per Park For Benchmarked Communities (Including Vertical Line for Mean and Circle for Fairfax County)



Source: Leisure Vision 2002

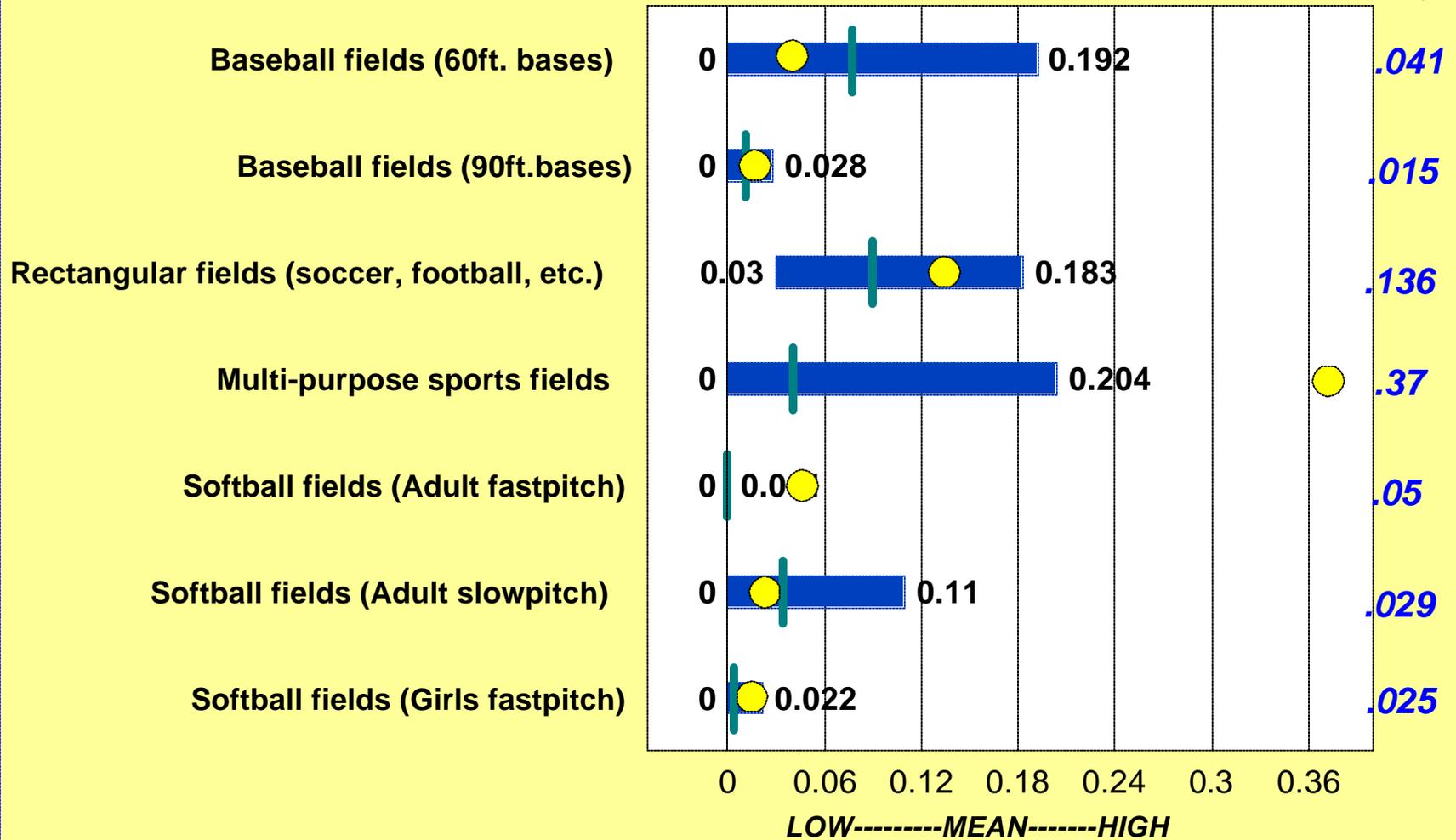
**Miles of Trails For
Benchmarked Communities @ 1,000 Citizens,
(Including Vertical Line for Mean and Circle for Fairfax County)**



Source: Leisure Vision 2002

Outdoor Sports Fields For Benchmarked Communities @ 1,000 Citizens, (Including Vertical Line for Mean)

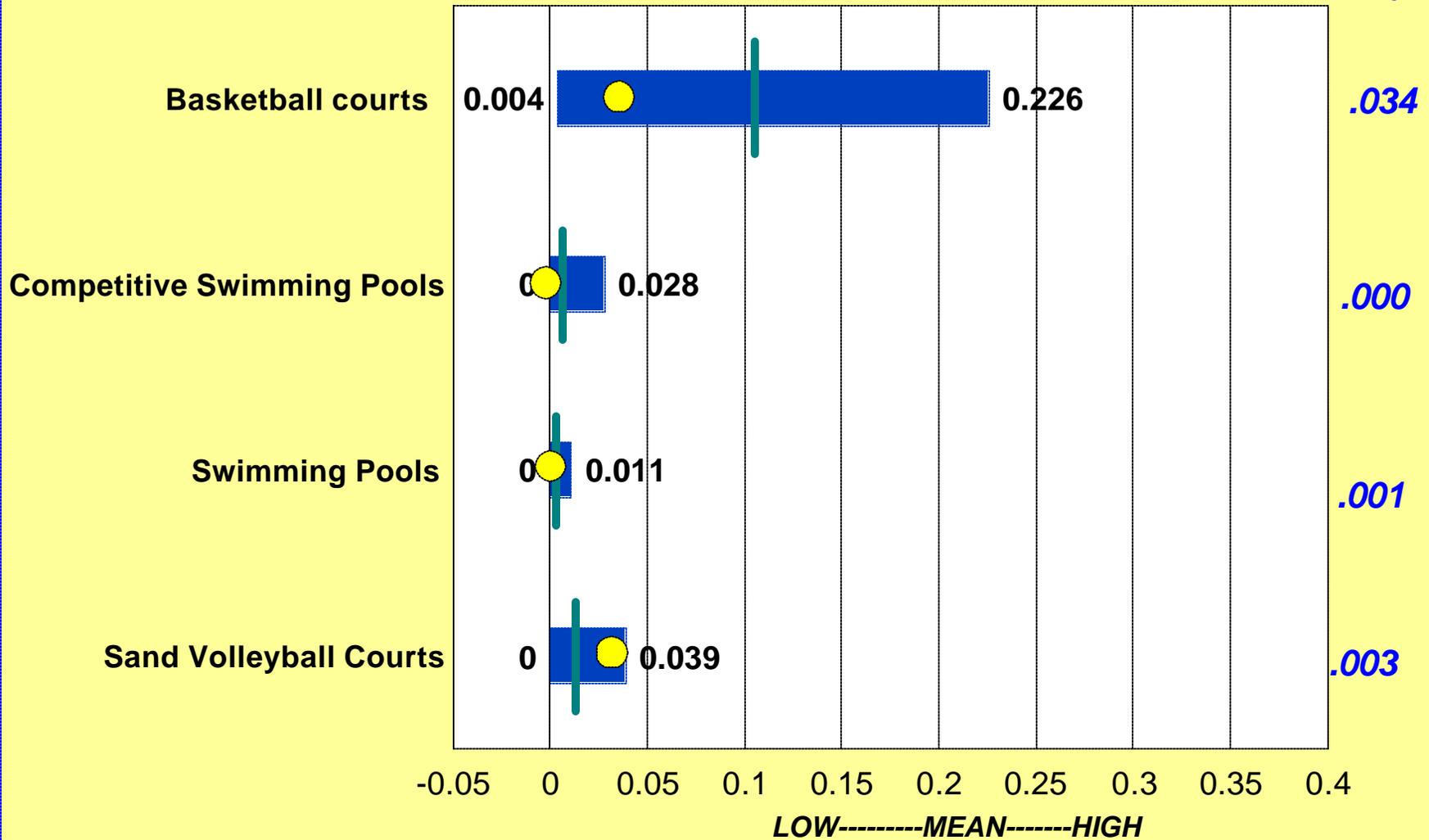
*Fairfax
County*



Source: Leisure Vision 2002

Outdoor Sports Courts, and Pools For Benchmarked Communities @ 1,000 Citizens, (Including Vertical Line for Mean)

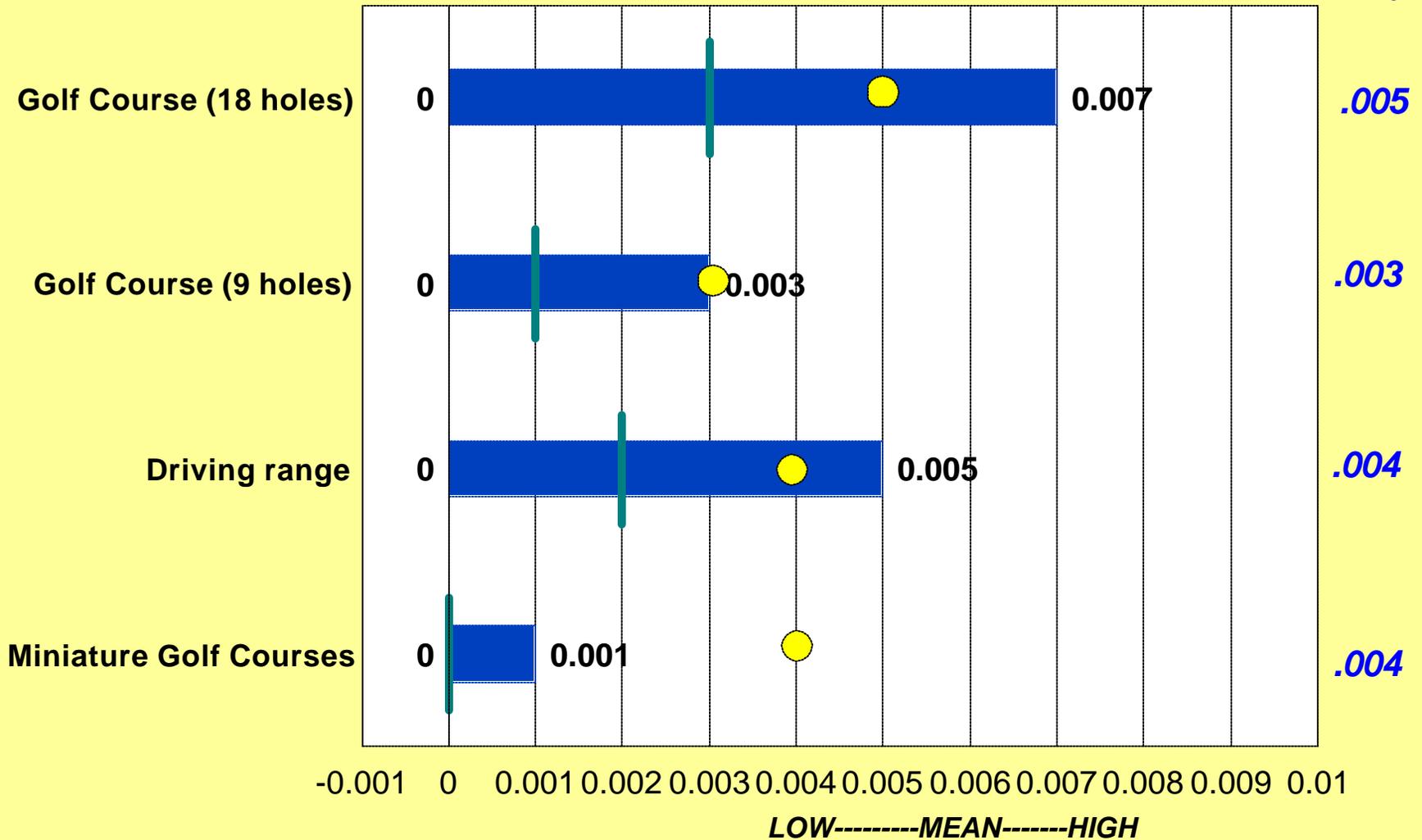
*Fairfax
County*



Source: Leisure Vision 2002

Outdoor Sports Recreation Facilities For Benchmarked Communities @ 1,000 Citizens, (Including Vertical Line for Mean)

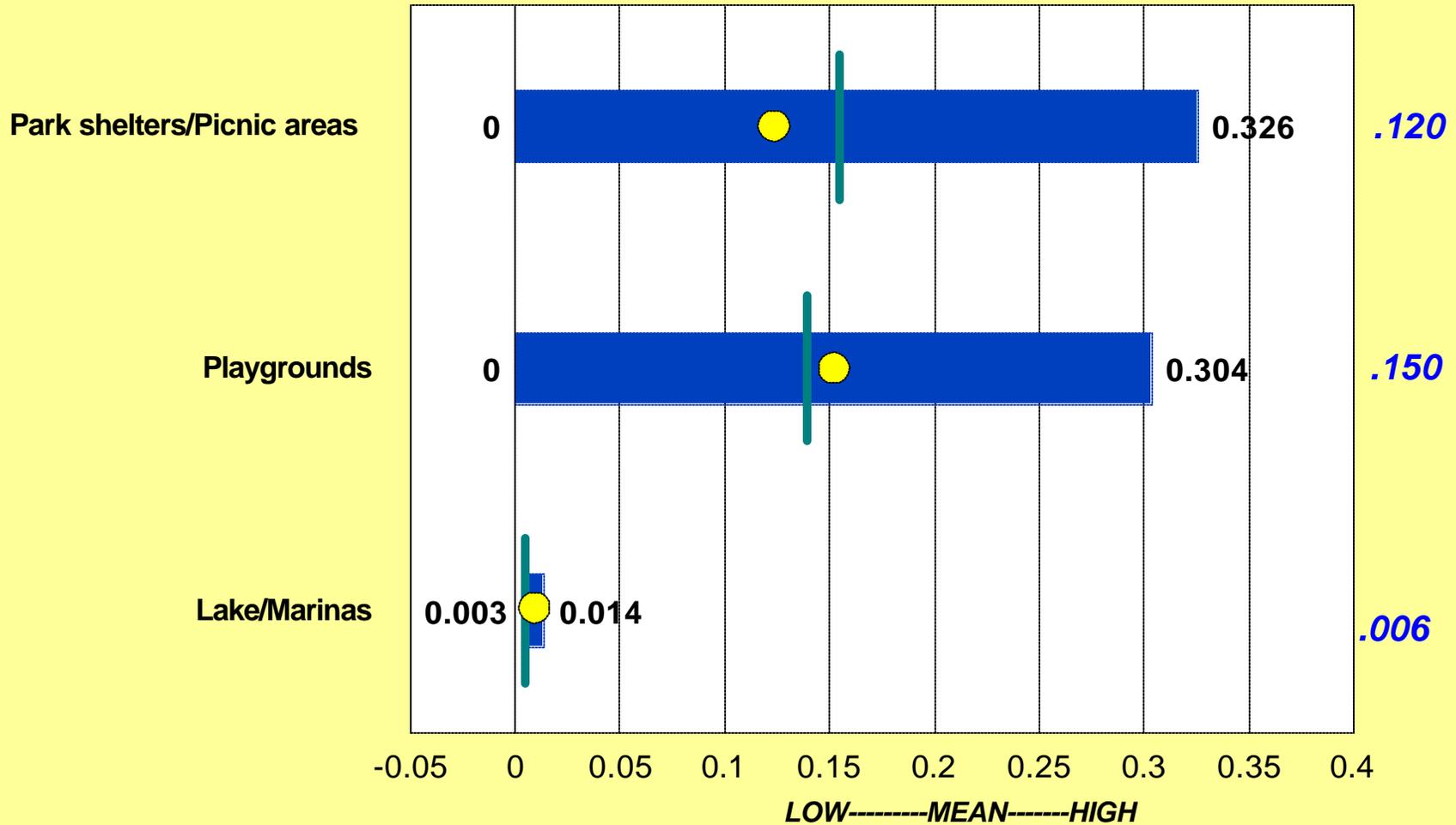
*Fairfax
County*



Source: Leisure Vision 2002

Outdoor Non-Sports Recreation Facilities For Benchmarked Communities @ 1,000 Citizens, (Including Vertical Line for Mean)

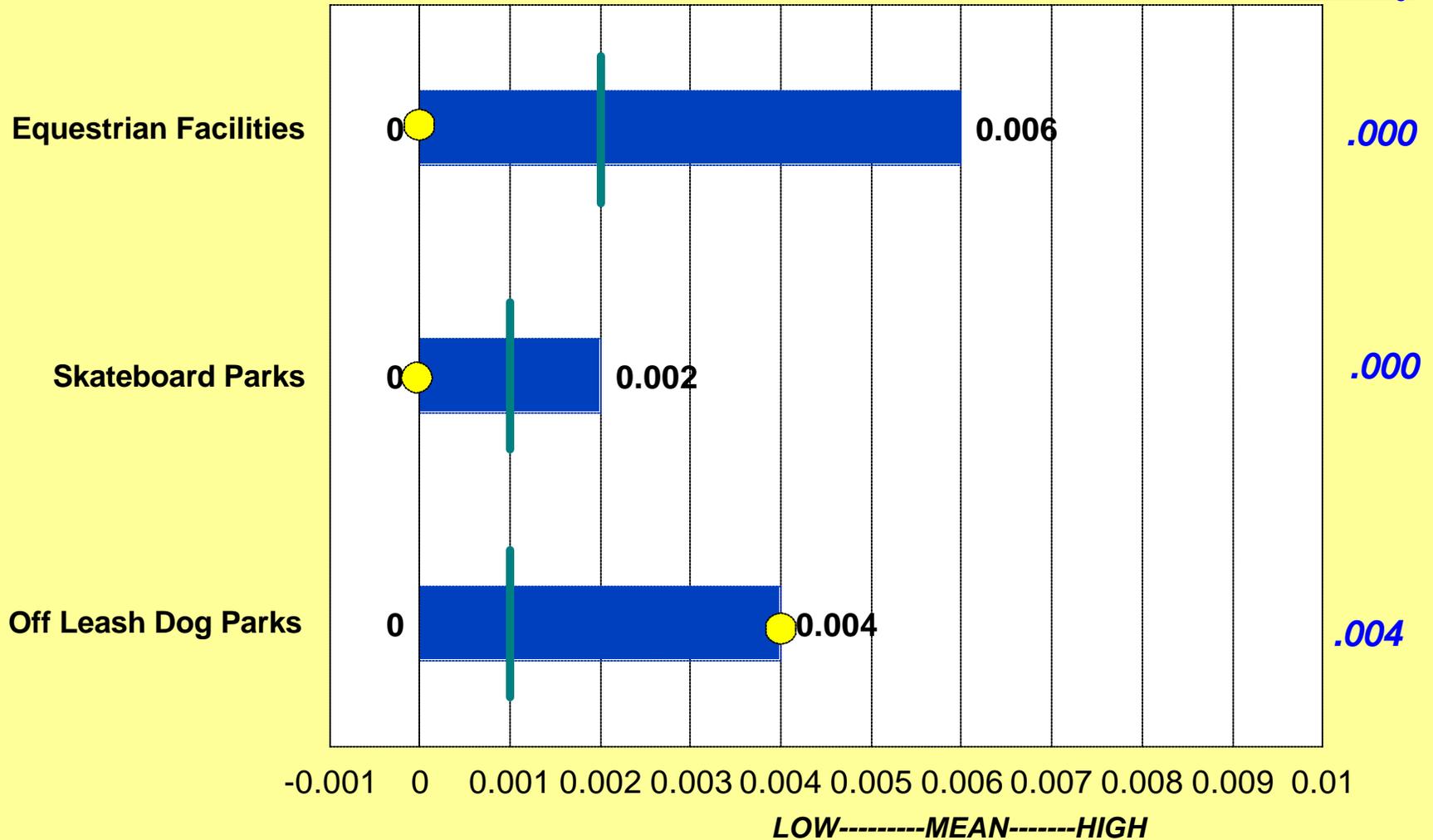
*Fairfax
County*



Source: Leisure Vision 2002

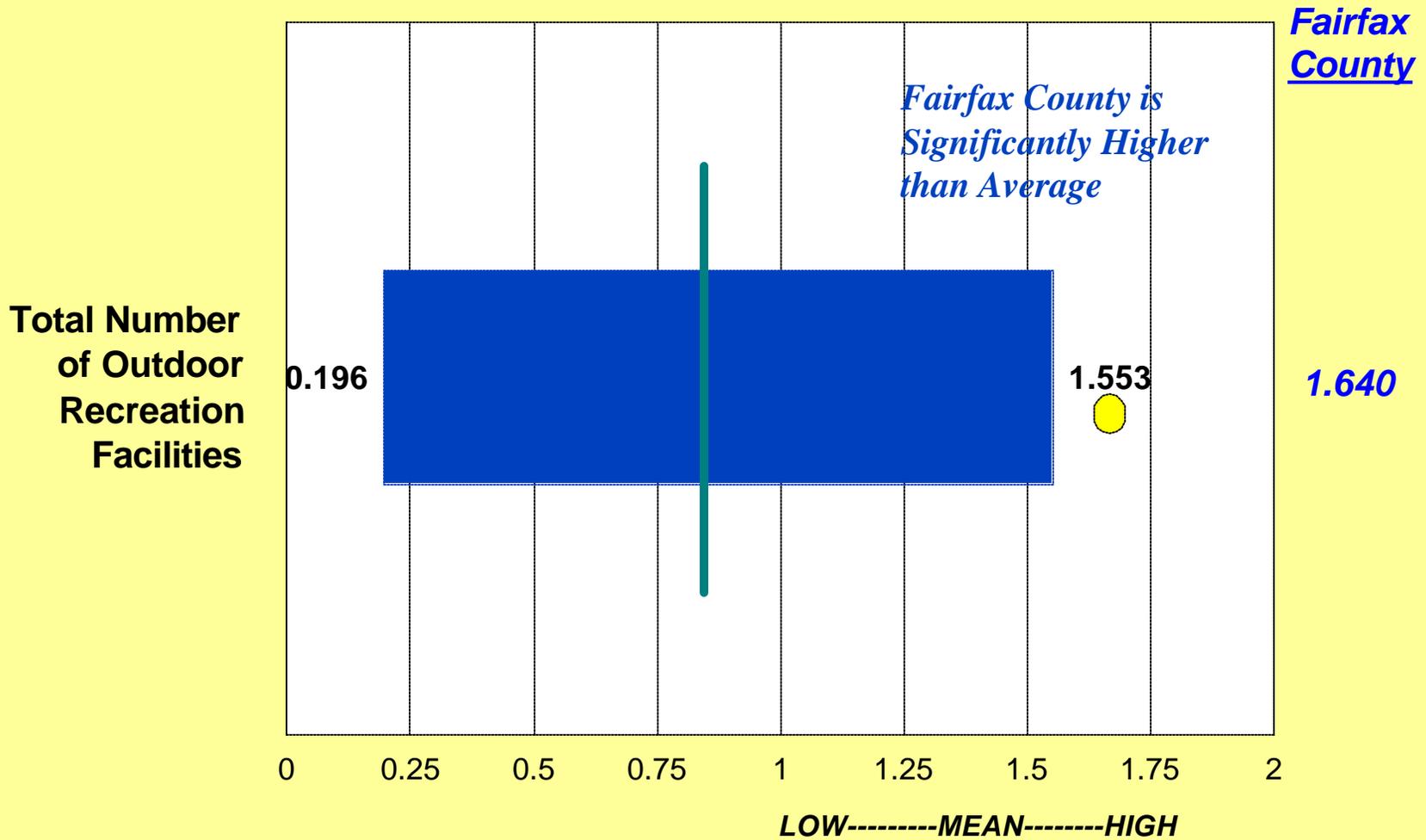
Outdoor Recreation Facilities For Benchmarked Communities @ 1,000 Citizens, (Including Vertical Line for Mean)

*Fairfax
County*



Source: Leisure Vision 2002

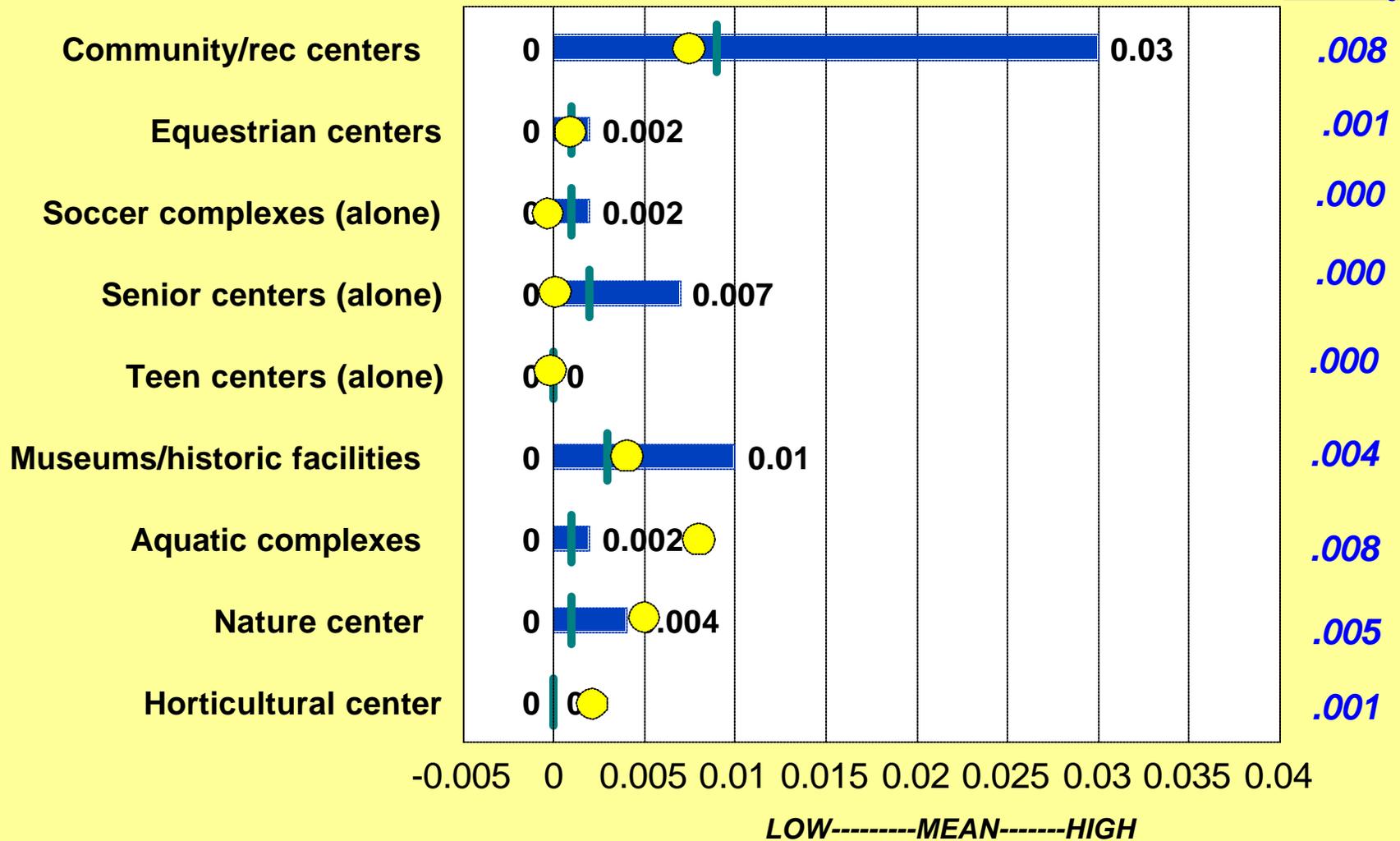
**Total Number of Outdoor Recreation Facilities For
Benchmarked Communities @ 1,000 Citizens,
(Including Vertical Line for Mean and Circle for Fairfax County)**



Source: Leisure Vision 2002

Indoor Recreation Facilities For Benchmarked Communities @ 1,000 Citizens (Including Vertical Line for Mean)

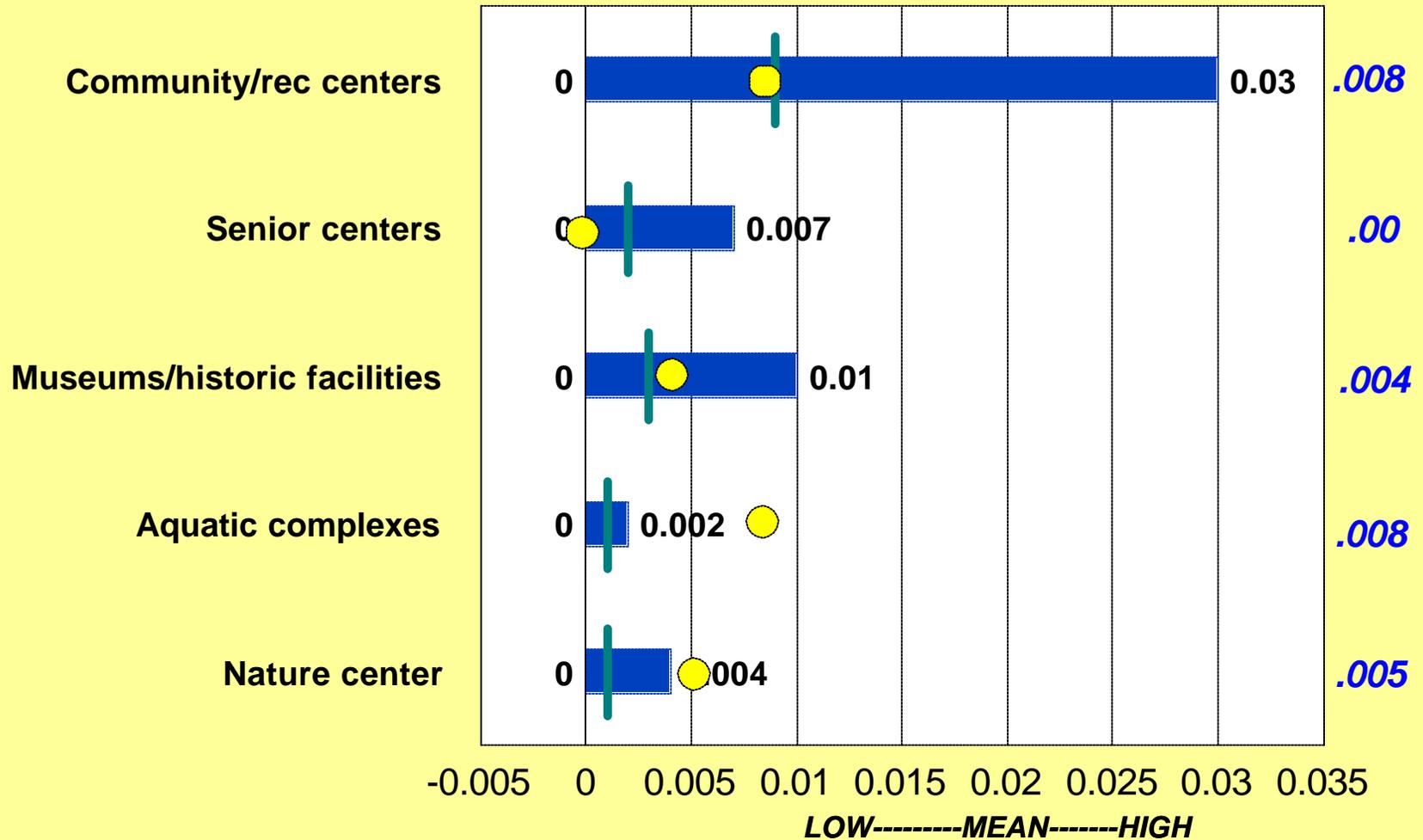
Fairfax
County



Source: Leisure Vision 2002

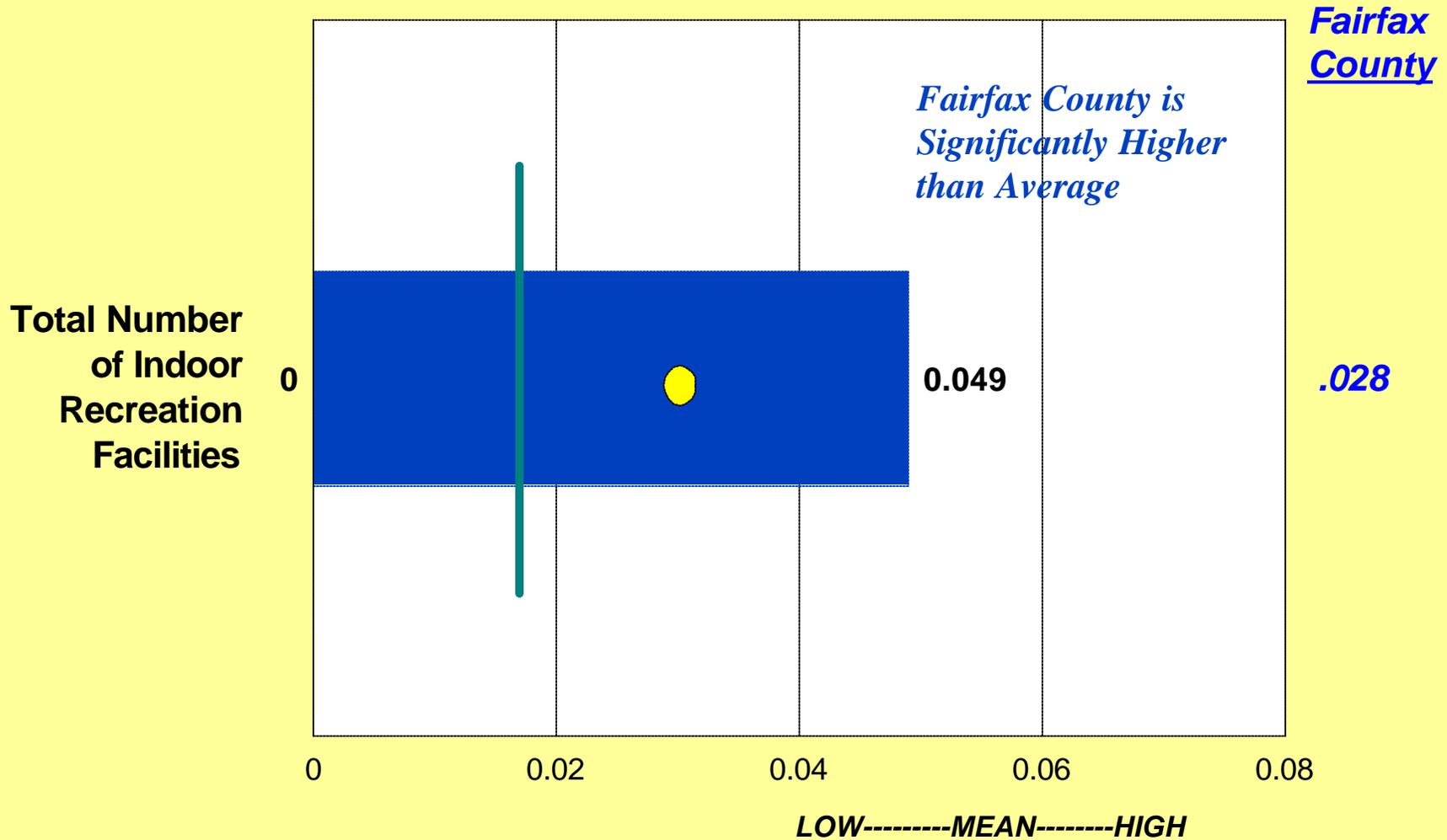
Indoor Recreation Facilities For Benchmarked Communities @ 1,000 Citizens (Including Vertical Line for Mean and Circle for Fairfax County)

Fairfax County



Source: Leisure Vision 2002

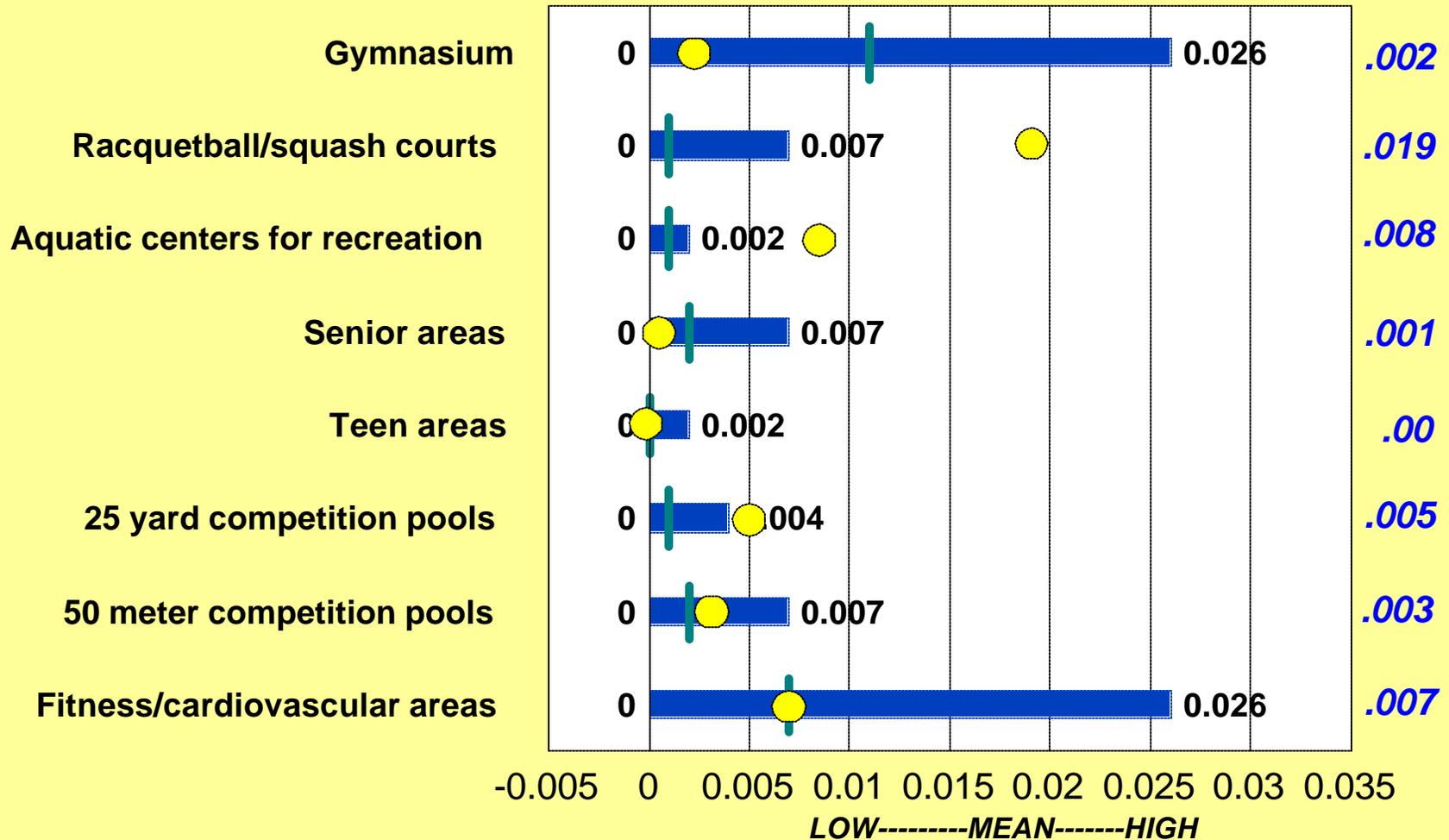
**Total Number of Indoor Recreation Facilities For
Benchmarked Communities @ 1,000 Citizens,
(Including Vertical Line for Mean and Circle for Fairfax County)**



Source: Leisure Vision 2002

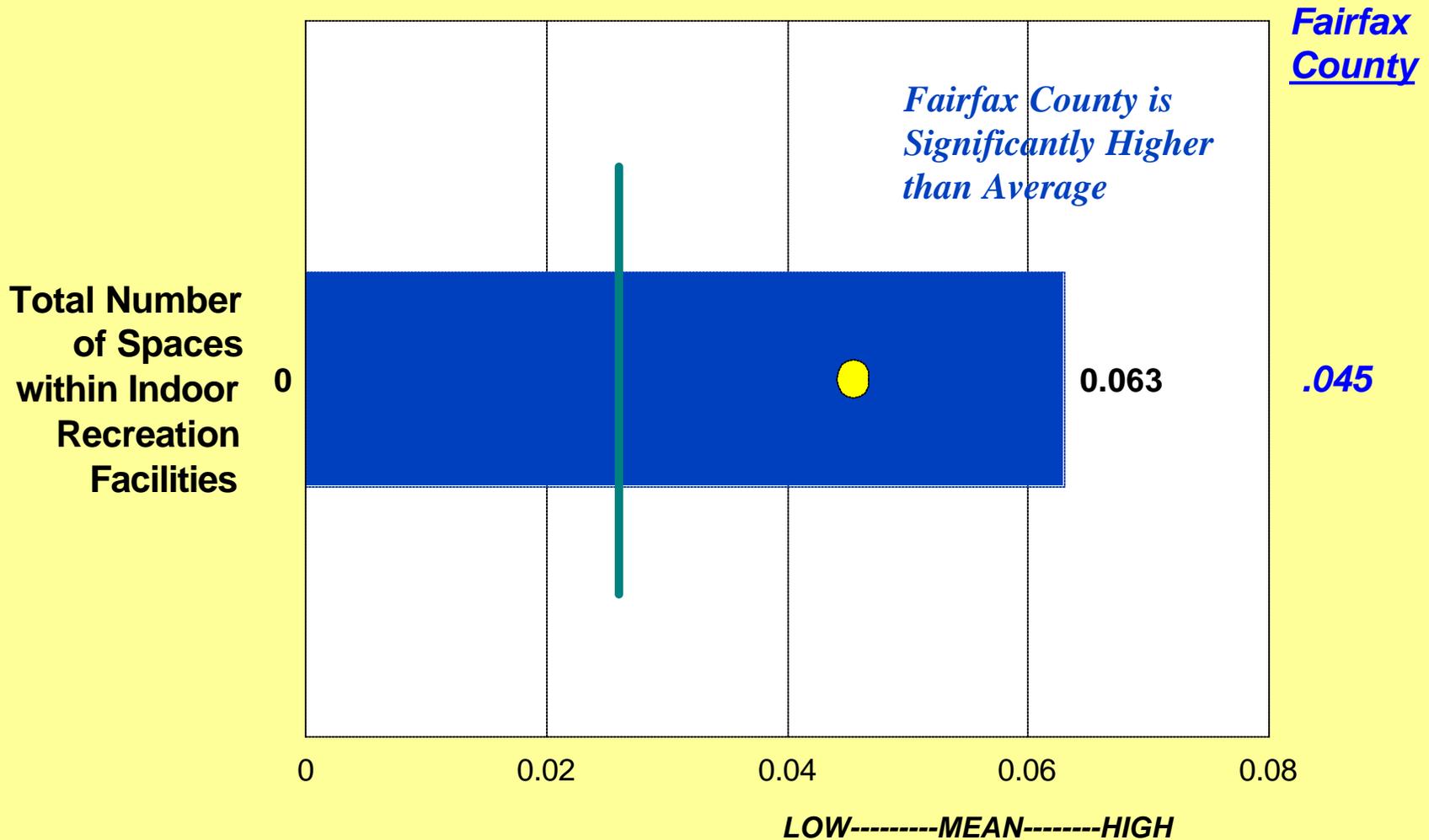
**Number of Spaces within Indoor Recreation Facilities For
Benchmarked Communities @ 1,000 Citizens
(Including Vertical Line for Mean and Circle for Fairfax County)**

Fairfax County



Source: Leisure Vision 2002

**Total Number of Spaces within Indoor Recreation Facilities For
Benchmarked Communities @ 1,000 Citizens,
(Including Vertical Line for Mean and Circle for Fairfax County)**

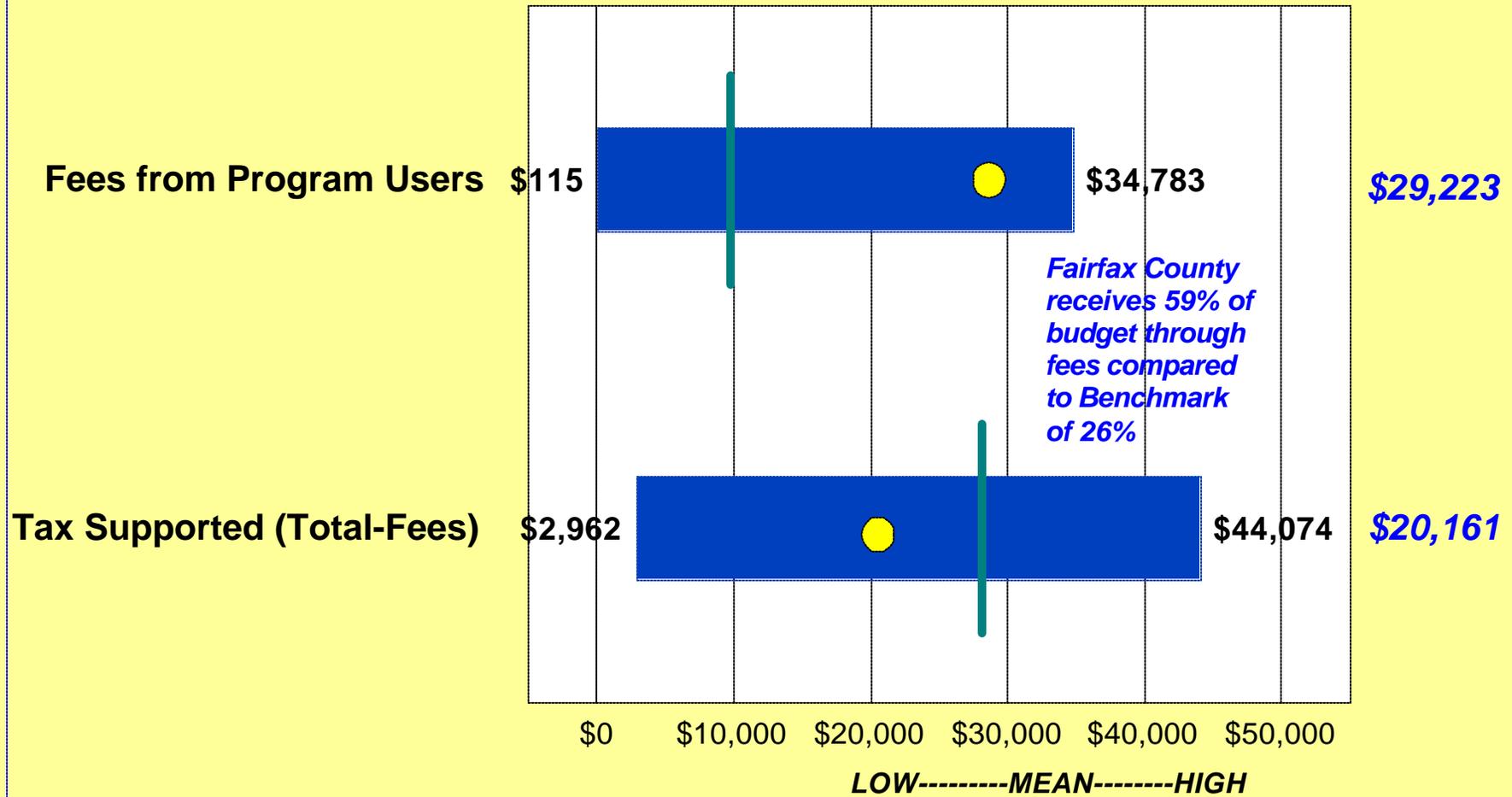


Source: Leisure Vision 2002

Fairfax Exceeds Benchmarking Average in Fee Generated Income Reducing Tax Costs Per 1,000 Citizens

(Vertical Line Represents Mean and Circle is Fairfax County)

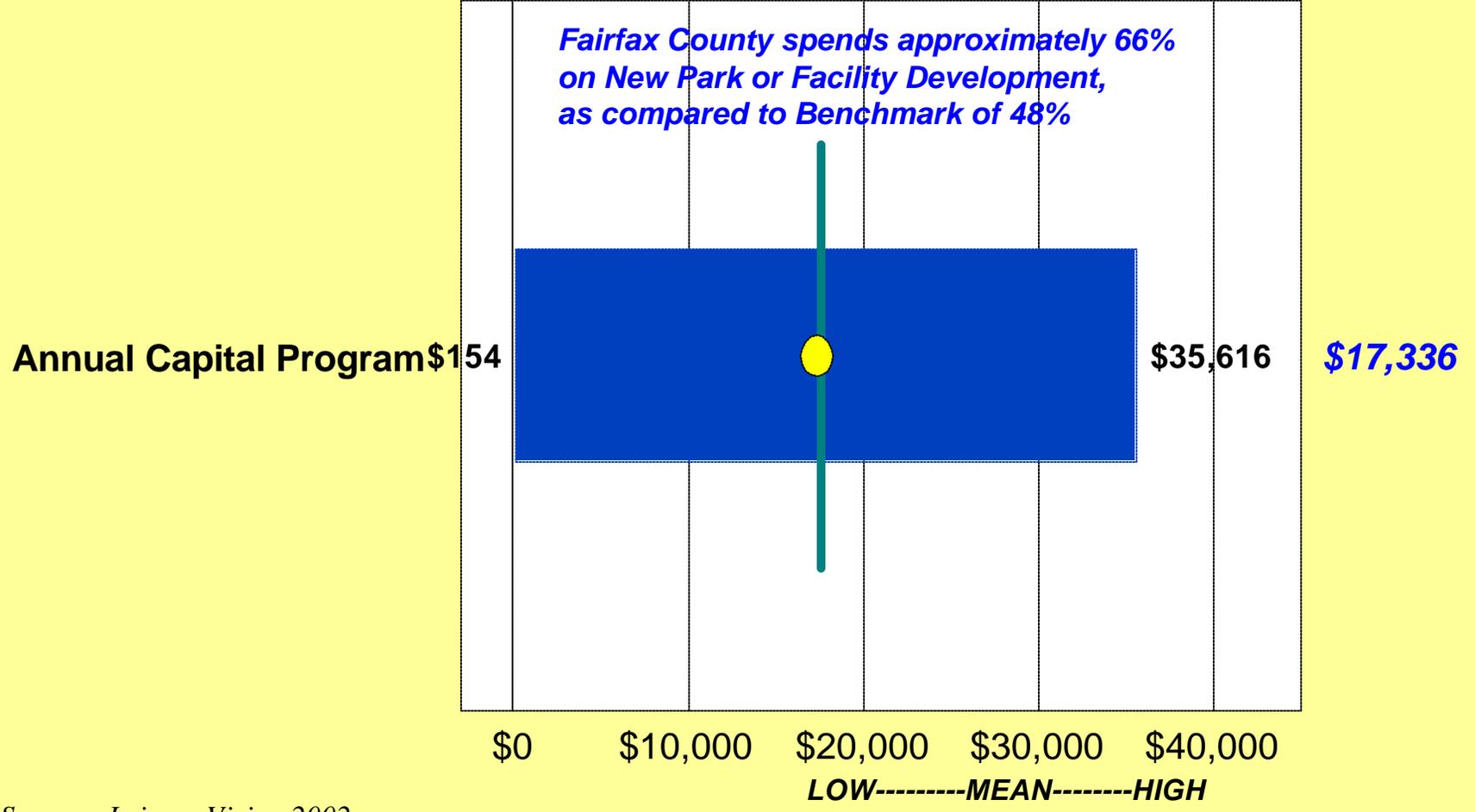
Fairfax County



Source: Leisure Vision 2002

Fairfax Spends Approximately the Same Amount on Capital Projects Per Year Per 1,000 Population as Benchmarked Communities (Vertical Line Represents Mean and Circle is Fairfax County)

Fairfax County



Source: Leisure Vision 2002

**Fairfax County Park Authority
Parks and Recreation Needs Assessment
Private Facility Inventory**

Methodology

Leisure Vision/ETC Institute conducted an inventory of private recreation facilities serving Fairfax County as part of the needs assessment process. The inventory was conducted using existing secondary information sources and included a wide variety of facilities, including private health clubs, homeowners association facilities, non-profit and for profit organizations, etc.

The inventory was comprehensive, but not all inclusive. The types of facilities to be inventoried mirrored current offerings of FCPA and those offerings the agency is considering.

During September, 2002, Leisure Vision/ETC Institute searched the INFO USA Database (Mid-Atlantic Region) to identify private sector organizations within Fairfax County that might have these types of recreational facilities.

- Outdoor Courts
 - Basketball
 - Tennis
 - Volleyball
 - Ice Hockey

- Outdoor Areas
 - Playground Structures
 - Recreational Vehicle Camping
 - Tent and Trailer Camping with Support
 - Tent Camping Primitive
 - Archery / Shooting Range

Private Facility Inventory

LOCATION TYPE	ORGANIZATION NAME	Outdoor Basketball Courts	Outdoor Tennis Courts	Outdoor Volleyball Courts	Recreation Center with Gym	9 Hole Golf Course	Equestrian Center	Marina	Archery Range	Rifle or Pistol Range	25 Meter Swimming Pool	50 Meter Swimming Pool	RV Camping	Outdoor Playground Structures	Water Park	Recreation Center without Gym	18 Hole Golf Course	Conference Center	Ice Skating Center	Golf Driving Range	Gym/Workout	Recreation Center	Health Club	Indoor Boxing	Rectangle fields	Youth baseball fields	Adult baseball fields	Fast pitch youth & adult softball fields	Adult slow pitch softball fields	picnic tables	Open Play Fields	TOTAL # OF FACILITIES
APARTMENTS	WINDSOR AT LIONS GATE	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0							5
APARTMENTS	WINTERTHUR APARTMENTS	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0							2
APARTMENTS	WOODLAND PARK APARTMENTS	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							5
APARTMENTS	WOODSIDE APARTMENTS	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0							3
APARTMENTS	WOODWAY AT TRINITY CTR	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0							5
ARCHERY, RIFLE & PISTOL RANGES	BLUE RIDGE ARSENAL	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
ARCHERY, RIFLE & PISTOL RANGES	GILBERT SMALL ARMS RANGE INC	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
ARCHERY, RIFLE & PISTOL RANGES	NORTHERN VIRGINIA ARCHERS INC	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
ARCHERY, RIFLE & PISTOL RANGES	SMALL ARMS WORLD	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CAMPS	BABY TODDLER & PRESCHOOL LAND	0	0	0	0	0	0	0	0	0	0	0	25	0	0	0	0	0	0	0	0	0	0	0	0							25
CAMPS	BROWNE SUMMER CAMP	1	0	0	0	0	0	0	0	0	1	0	0	18	0	0	0	0	0	0	0	0	0	0	0							21
CAMPS	CHESTERBROOK ACADEMY	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0							3
CAMPS	CLIFTON CHILDREN'S ACADEMY	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0							1
CAMPS	COUNTRY DAY SCHOOL	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0							7
CAMPS	FAIRFAIX-BREWSTER SCHOOL	2	0	1	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0							6
CAMPS	FAIRFAX COLLEGIATE SCHOOL	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0							1
CAMPS	GREAT DAY CHILD CARE	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0							2
CAMPS	GREENDALE SUMMER CAMP	0	1	1	0	0	0	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0							6
CAMPS	MCLEAN CHILDREN'S ACADEMY	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0							3
CAMPS	NEW VISTA SCHOOL	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0							3
CAMPS	TOWN & COUNTRY CAMP OF VIENNA	0	0	1	0	0	0	0	0	0	0	0	13	0	0	0	0	0	0	0	0	0	0	0	0							15
CAMPS	WIEN PRIVATE DAY SCHOOL	0	0	0	0	0	0	0	0	0	1	0	10	0	0	0	0	0	0	0	0	0	0	0	0							12
CONDOMINIUM	BARCROFT HILLS CONDOMINIUMS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							2
CONDOMINIUM	BELLE VIEW CONDO-UNIT OWNERS	1	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							5
CONDOMINIUM	CHATEAUX CONDOMINIUM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	CHESTNUT GROVE CONDOMINIUMS	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							3
CONDOMINIUM	COLONIES CONDOMINIUM	1	1	0	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0							6
CONDOMINIUM	DOVER PARK CONDOMINIUMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	ENCORE CONDOMINIUM	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							2
CONDOMINIUM	HERITAGE WOODS I CONDOMINIUM	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							4
CONDOMINIUM	HOLLYBROOKE CONDINIUM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	HUNTING CREEK CLUB CONDOS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							2
CONDOMINIUM	HUNTINGTON CLUB CONDOMINIUM	1	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							5
CONDOMINIUM	IDYLLWOOD TOWERS CONDOMINIUMS	1	2	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							6
CONDOMINIUM	JAMES LEE CONDO	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							3
CONDOMINIUM	JEFFERSON MEWS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	LAFAYETTE PARK CONDOMINIUM	1	1	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0							6
CONDOMINIUM	LILLIAN COURT CONDOS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	LITTLE RIVER SQUARE	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							4
CONDOMINIUM	MADISON CONDOMINIUM	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	MCLEAN HOUSE CONDOMINIUMS	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							4
CONDOMINIUM	MEADOWS	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							2
CONDOMINIUM	NEW PROVIDENCE VILLAGE CONDO	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							4
CONDOMINIUM	NORTH POINT VILLAS	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	PINEWOOD LAWNS CONDOMINIUM	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							2
CONDOMINIUM	REGENCY AT MCLEAN CONDOMINIUM	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							3
CONDOMINIUM	ROTONDA	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							3
CONDOMINIUM	SKYLINE HOUSE CONDOMINIUMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0							2
CONDOMINIUM	SKYLINE PLAZA	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							3
CONDOMINIUM	SKYLINE SQUARE CONDOMINIUMS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1
CONDOMINIUM	WOODBURN VILLAGE CONDOMINIUM	1	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							5
CONDOMINIUM	WOODLAKE TOWER CONDOMINIUM	0	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0							5
CONDOMINIUM	WORLDGATE CONDOMINIUM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							2

Private Facility Inventory

LOCATION TYPE	ORGANIZATION NAME	Outdoor Basketball Courts	Outdoor Tennis Courts	Outdoor Volleyball Courts	Recreation Center with Gym	9 Hole Golf Course	Equestrian Center	Marina	Archery Range	Rifle or Pistol Range	25 Meter Swimming Pool	50 Meter Swimming Pool	RV Camping	Outdoor Playground Structures	Water Park	Recreation Center without Gym	18 Hole Golf Course	Conference Center	Ice Skating Center	Golf Driving Range	Gym/Workout	Recreation Center	Health Club	Indoor Boxing	Rectangle fields	Youth baseball fields	Adult baseball fields	Fast pitch youth & adult softball fields	Adult slow pitch softball fields	picnic tables	Open Play Fields	TOTAL # OF FACILITIES	
CONFERENCE CENTER	NORTHERN VIRGINIA COMMUNITY	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1							3	
CONFERENCE CENTER	WESTFIELDS CONFERENCE CENTER	0	6	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0							11	
EQUESTRIAN	BULL RUN STABLES	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	ELWOOD FARM	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	JARVIS STABLES	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	MOUSE ENTERPRISES-CLAIREMONT	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	OLIVER STABLES	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	SPORT HOUSE TRAINING	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	TAMARACK STABLES	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
EQUESTRIAN	WOODLAWN STABLES	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							1	
GOLF COURSES-PRIVA	HIDDEN CREEK COUNTRY CLUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0							1	
GOLF COURSES-PRIVA	SPRINGFIELD GOLF & COUNTRY CLUB	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0							7	
GOLF COURSES-PRIVA	WESTFIELDS GOLF CLUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0							1	
GOLF COURSES-PRIVA	WESTWOOD COUNTRY CLUB	0	6	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	0							10	
GOLF PRACTICE RANG	GOLF PARK AT HUNTER MILL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0							1	
GOLF PRACTICE RANG	IRONWOOD SPORTS PARK	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0							2	
GOLF PRACTICE RANG	RESTION NATIONAL GOLF COURSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0							1	
GOLF PRACTICE RANG	VIRGINIA GOLF CTR & ACADEMY	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0							2	
GOLF PRACTICE RANG	WOODY'S GOLF RANGE	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0							4	
GYM INSTRUCTION	CAPITAL GYMNASTIC-NATIONAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYM INSTRUCTION	CARDINAL GYMNASTIC CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYM INSTRUCTION	CHANTILLY ACADEMY GYMNASTICS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0							2	
GYM INSTRUCTION	GYMINI GYMNASTIC CLUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYM INSTRUCTION	JAMES SCHOOL OF DANCE & MUSIC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYM INSTRUCTION	RHYTHM & CHEER INC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYM INSTRUCTION	TERRY'S SCHOOL OF DANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYMS	ANNENDALT BOYS & GIRLS CLUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0							3	
GYMS	GOLD'S GYM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
GYMS	OLYMPUS GYM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
HEALTH CLUBS	ONE TO ONE FITNESS CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
HEALTH CLUBS	PRO SPEED INC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0							1	
HEALTH CLUBS	REGENCY SPORT & HEALTH	0	6	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0							9	
HEALTH CLUBS	RIVERSIDE HEALTH CLUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0							1	
HEALTH CLUBS	SPORTS THERAPY SERVICE INC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	0							9	
HEALTH CLUBS	TYSONS SPORT & HEALTH CLUB	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0							4	
HEALTH CLUBS	WASHINGTON SPORTS CLUBS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0							2	
HEALTH CLUBS	WASHINGTON SPORTS CLUBS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0							1	
HEALTH CLUBS	WOMEN'S CLUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0							2	
HEALTH CLUBS	WOMENS FITNESS CO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0							2	
HOMEOWNERS ASSOC	ARMISTEAD PARK HOMEOWNERS ASSOC	0	0											1											0	0	0	0	0				1
HOMEOWNERS ASSOC	BARCRAFT SQUARE	0	0											1											0	0	0	0	0				1
HOMEOWNERS ASSOC	BARCROFT PLAZA APARTMENTS	0	0											1											0	0	0	0	0				2
HOMEOWNERS ASSOC	BARCROFT VIEW APARTMENTS	0	0											2											0	0	0	0	0				3
HOMEOWNERS ASSOC	BEL AIR CIVIC ASSOCIATION	1	0											1											0	0	0	0	0				2
HOMEOWNERS ASSOC	BELLE VIEW CONDOS CIVIC ASSOCIATION	1	3											4											0	0	0	0	0				9
HOMEOWNERS ASSOC	BRIARY FARMS TOWN HOMES	0	2											2											0	0	0	0	0				5
HOMEOWNERS ASSOC	BURKE CENTRE	8	18	3										48																	95	8	77
HOMEOWNERS ASSOC	BURKE LAKE MEADOW II	0	0											1											0	0	0	0	0				1
HOMEOWNERS ASSOC	CARDINAL ESTATES HOMEOWNERS ASSOC	0	0											1											0	0	0	0	0				1
HOMEOWNERS ASSOC	CARDINAL GLEN II HOMEOWNERS ASSOC	0	0											2											0	0	0	0	0				2
HOMEOWNERS ASSOC	CARDINAL MANAGEMENT GROUP INC.	0	4											10											0	0	0	0	0				16
HOMEOWNERS ASSOC	CHANCELLOR FARMS CIVIC ASSOCIATION	1	0											0											0	0	0	0	0				1
HOMEOWNERS ASSOC	CHERRY RUN HOMEOWNERS ASSOCIATIO	1	0											0											0	0	0	0	0				1
HOMEOWNERS ASSOC	CHESTERFIELD MEWS HOMEOWNERS ASS	0	2											1											0	0	0	0	0				3
HOMEOWNERS ASSOC	CIRCLE WOODS HOMEOWNERS ASSOCIA	0	1											3											0	0	0	0	0				4
HOMEOWNERS ASSOC	COLLINGWOOD ON THE POTOMAC CIVIC A	1	1											2											0	0	0	0	0				5
HOMEOWNERS ASSOC	COLONIUS CONDOMINIUM AT MCLEAN	0	2											0											0	0	0	0	0				3

Private Facility Inventory

APPENDIX IV

LOCATION TYPE	ORGANIZATION NAME	Outdoor Basketball Courts	Outdoor Tennis Courts	Outdoor Volleyball Courts	Recreation Center with Gym	9 Hole Golf Course	Equestrian Center	Marina	Archery Range	Rifle or Pistol Range	25 Meter Swimming Pool	50 Meter Swimming Pool	RV Camping	Outdoor Playground Structures	Water Park	Recreation Center without Gym	18 Hole Golf Course	Conference Center	Ice Skating Center	Golf Driving Range	Gym/Workout	Recreation Center	Health Club	Indoor Boxing	Rectangle Fields	Youth baseball fields	Adult baseball fields	Fast pitch youth & adult softball fields	Adult slow pitch softball fields	picnic tables	Open Play Fields	TOTAL # OF FACILITIES
HOMEOWNERS ASSOC	COVERED BRIDGE HOMEOWNERS ASSOC	0	0											1											0	0	0	0			1	
HOMEOWNERS ASSOC	COVINGTON HOMES ASSOCIATION	0	0											4												0	0	0	0			4
HOMEOWNERS ASSOC	CROFTON COMMONS HOMEOWNERS ASSOC	0	0											2											0	0	0	0			3	
HOMEOWNERS ASSOC	CROSSPOINTE ASSOCIATION	4	2											4											0	0	0	0			12	
HOMEOWNERS ASSOC	CROSSPOINTE SWIM & RACQUET	3	8											6											1	0	0	0			20	
HOMEOWNERS ASSOC	DUNN LORING VILLAGE HOMEOWNERS ASSOC	1	3											2											0	0	0	0			6	
HOMEOWNERS ASSOC	EDGEMORE HOMEOWNERS ASSOCIATION	0	1											0											0	0	0	0			1	
HOMEOWNERS ASSOC	EMERALD CHASE COMMUNITY ASSOCIATION	0	1											1											0	0	0	0			2	
HOMEOWNERS ASSOC	FAIRFAX RESIDENTS ASSOCIATION	0	4											0											0	0	0	0			5	
HOMEOWNERS ASSOC	FIRST RIVER FARMS CIVIC ASSOCIATION	0	3											1											0	0	0	0			5	
HOMEOWNERS ASSOC	FRANKLIN FARM FOUNDATION	3	6											14											0	0	0	0			25	
HOMEOWNERS ASSOC	GRANDVIEW APARTMENTS	0	0											2											0	0	0	0			3	
HOMEOWNERS ASSOC	GRAY'S POINTE CONDO ASSOCIATION	0	0											0											0	0	0	0			1	
HOMEOWNERS ASSOC	GREATER HILLWOOD CITIZENS ASSOCIATION	1	0											1											0	0	0	0			2	
HOMEOWNERS ASSOC	GREENTREE VILLAGE COMMUNITY ASSOCIATION	1	0											2											0	0	0	0			3	
HOMEOWNERS ASSOC	GUNSTON SQUARE	0	0											2											0	0	0	0			2	
HOMEOWNERS ASSOC	HALLOWING POINT CIVIC ASSOCIATION	1	1											1											0	0	0	0			3	
HOMEOWNERS ASSOC	HEIGHTS AT PENDERBROOK	1	0											1											0	0	0	0			2	
HOMEOWNERS ASSOC	HILLSIDE LANDING II HOMEOWNERS ASSOCIATION	1	0											0											0	0	0	0			1	
HOMEOWNERS ASSOC	HOAs in Dranesville, Braddock and Hunter Mill C	34	68											46											1					28	148	
HOMEOWNERS ASSOC	HUNTER VALLEY HOMEOWNERS ASSOCIATION	1	0											1											0	0	0	0			2	
HOMEOWNERS ASSOC	HUNTERS BRANCH TOWNHOME HOMEOWNERS ASSOCIATION	0	0		19									1											0	0	0	0			21	
HOMEOWNERS ASSOC	HUNTING CREEK CLUB ASSN.	0	1											0											0	0	0	0			2	
HOMEOWNERS ASSOC	HUNTINGTON CLUB CIVIC ASSOCIATION	1	1											1											0	0	0	0			4	
HOMEOWNERS ASSOC	INDIAN CREEK COMMUNITY ASSOCIATION	2	2											4											0	0	0	0			10	
HOMEOWNERS ASSOC	KINGSTOWNE VILLAGE	3	4											17											0	0	0	0			26	
HOMEOWNERS ASSOC	LAFAYETTE PARK CONDOMINIUMS	0	0											2											0	0	0	0			3	
HOMEOWNERS ASSOC	LAFAYETTE VILLAGE COMMUNITY ASSOCIATION	4	0											1											0	0	0	0			6	
HOMEOWNERS ASSOC	LAKEFORD COMMUNITY ASSOCIATION	0	1											2											0	0	0	0			3	
HOMEOWNERS ASSOC	LAKEVALE ESTATES COMMUNITY ASSOCIATION	1	2											1											0	0	0	0			5	
HOMEOWNERS ASSOC	LAUREL CREEK HOMEOWNERS ASSOCIATION	0	0											1											0	0	0	0			1	
HOMEOWNERS ASSOC	LINCOLNIA PARK CIVIC ASSOCIATION	0	1											0											0	0	0	0			2	
HOMEOWNERS ASSOC	LITTLE ROCKY RUN HOMEOWNERS ASSOCIATION	3	7											16											0	0	0	0			29	
HOMEOWNERS ASSOC	LONDON TOWN HOMEOWNERS ASSOCIATION	0	0											5											0	0	0	0			5	
HOMEOWNERS ASSOC	MOUNT AIR CIVIC ASSOCIATION	0	1											1											0	0	0	0			3	
HOMEOWNERS ASSOC	MOUNT VERNON COUNCIL	2	2											2											0	1	1	0			5	
HOMEOWNERS ASSOC	MOUNT VERNON ON THE POTOMAC CIVIC ASSOCIATION	0	2											2											0	0	0	0			2	
HOMEOWNERS ASSOC	MUNSON HILL TOWERS	2	2											1											0	0	0	0			6	
HOMEOWNERS ASSOC	NEW PROVIDENCE VILLAGE AT LAKEFORD	0	2											2											0	0	0	0			5	
HOMEOWNERS ASSOC	NEWINGTON COMMUNE HOMEOWNERS ASSOCIATION	2	0											2											0	0	0	0			4	
HOMEOWNERS ASSOC	NEWINGTON WOODS	1	0											1											0	0	0	0			2	
HOMEOWNERS ASSOC	OAK MARR COURTS	0	0											2											0	0	0	0			2	
HOMEOWNERS ASSOC	OAKBROOK COMMUNITY COUNCIL INC.	1	1											0											0	0	0	0			2	
HOMEOWNERS ASSOC	OAKTON GLEN HOMEOWNERS ASSOCIATION	0	1											0											0	0	0	0			1	
HOMEOWNERS ASSOC	OLD COURTHOUSE WOODS HOMEOWNER ASSOCIATION	0	0											1											0	0	0	0			1	
HOMEOWNERS ASSOC	OLD MILL COMMUNITY COUNCIL	0	0											2											0	0	0	0			2	
HOMEOWNERS ASSOC	PINEWOOD GREENS	0	0											3											0	0	0	0			5	
HOMEOWNERS ASSOC	PINEWOOD LAKE HOMEOWNERS ASSOCIATION	0	0											8											0	0	0	0			10	
HOMEOWNERS ASSOC	PONDS AT CENTREVILLE	0	2											1											0	0	0	0			4	
HOMEOWNERS ASSOC	PROVIDENCE DISTRICT COUNCIL	2	10											0											0	0	0	0			14	
HOMEOWNERS ASSOC	RESTON ASSOCIATION	48	56	6										84											12	11				25	224	
HOMEOWNERS ASSOC	RIVER TOWERS	2	1											1											0	0	0	0			5	
HOMEOWNERS ASSOC	ROLLING FOREST CIVIC ASSOCIATION	0	0											2											0	0	0	0			3	
HOMEOWNERS ASSOC	ROTONDA CONDOMINIUM UNIT OWNERS ASSOCIATION	1	6											1											0	0	0	0			10	
HOMEOWNERS ASSOC	SARATOGA COMMUNITY ASSOCIATION	3	1											4											1	2	1	1	1		10	
HOMEOWNERS ASSOC	SECOND CHERRY RUN HOMEOWNERS ASSOCIATION	1	0											0											0	0	0	0			1	
HOMEOWNERS ASSOC	SEQUOIA FARMS HOMEOWNERS ASSOCIATION	0	2											1											0	0	0	0			4	

Private Facility Inventory

LOCATION TYPE	ORGANIZATION NAME	Outdoor Basketball Courts	Outdoor Tennis Courts	Outdoor Volleyball Courts	Recreation Center with Gym	9 Hole Golf Course	Equestrian Center	Marina	Archery Range	Rifle or Pistol Range	25 Meter Swimming Pool	50 Meter Swimming Pool	RV Camping	Outdoor Playground Structures	Water Park	Recreation Center without Gym	18 Hole Golf Course	Conference Center	Ice Skating Center	Golf Driving Range	Gym/Workout	Recreation Center	Health Club	Indoor Boxing	Rectangle Fields	Youth baseball fields	Adult baseball fields	Fast pitch youth & adult softball fields	Adult slow pitch softball fields	picnic tables	Open Play Fields	TOTAL # OF FACILITIES	
SWIM POOLS-PRIVATE	RESTON ASSOCIATION	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0								2
SWIM POOLS-PRIVATE	RESTON ASSOCIATION	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0								2
SWIM POOLS-PRIVATE	RESTON ASSOCIATION	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0								2
SWIM POOLS-PRIVATE	TUCKAHOE RECREATION CLUB INC	0	6	0	1	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0								13
SWIM POOLS-PRIVATE	WASHINGTON SQUARE APARTMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								1
TENNIS COURTS-PRIV	BURKE RACQUET & SWIM CLUB	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0								3
TENNIS COURTS-PRIV	SPORT & HEALTH CLUBS	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0								1
TENNIS COURTS-PRIV	SPORT & HEALTH CLUBS INC	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0								2
TENNIS COURTS-PRIV	VIENNA WOODS SWIM & TENNIS CLUB	0	5	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0								7
YOUTH SERVICES	ALTERNATIVE HOUSE TRANSITIONAL	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								2
TOTAL	TOTAL	229	417	42	84	1	8	1	1	3	22	4	0	655	1	27	9	124	1	5	28	2	7	1	19	20	4	2	2			2011	

- Specialized Facilities
 - 25 / 50 Meter Swimming Pool
 - Non-Competitive Pool
 - Water Park
 - Recreation Center With Gymnasium
 - Recreation Center Without Gymnasium
 - Golf Course (9 and 18 hole)
 - Miniature Golf Course
 - Nature Center / Botanical Garden
 - Conference Center
 - Equestrian Center
 - Ice Skating Center
 - Marina

During data collection, additional organizations that might own targeted recreational facilities were identified by searching the INFO USA database using synonyms of the original search terms. (Example: public meeting rooms)

During September and October, 2002, Leisure Vision/ETC Institute conducted telephone interviews with the organizations identified by the above process to determine which of the targeted recreational facilities were owned by each organization and how many.

During January and February of 2003, ETC Institute conducted a survey of representative Homeowner Associations in six separate districts in Fairfax County, including: Lee, Mount Vernon, Springfield, Sully, Providence, and Mason. FCPA supplemented this survey by provided selected data for the other supervisory districts. The purpose of the survey was to identify Homeowner Associations within Fairfax County that might have the following types of recreational facilities:

- Outdoor basketball courts
- Outdoor tennis courts
- Playgrounds/tot-lots courts
- Youth baseball fields
- Adult baseball fields
- Soccer fields/lacrosse fields/field hockey fields
- Non-competitive swimming pools
- Fast pitch youth and adult softball fields
- Adult slow pitch softball fields
- Football fields

The Homeowners Associations that provided e-mails addresses were sent a survey by e-mail. Approximately two weeks after sending out the survey by e-mail, ETC Institute conducted telephone interviews with those HOA's that did not provide e-mail addresses, as well as making follow up calls to those HOA's who had not responded to the e-mail survey.

APPENDIX IV

Upon completion of the phone interviews with HOA's, the results were combined with the results from the research conducted in September and October of 2002. Listed below are some major findings:

- A total of 836 organizations were contacted, including 344 HOA's.
- Of the 836 organizations that were contacted, 407 had facilities similar to FCPA, 325 did not have similar facilities, and 104 did not respond to the surveys they were sent by e-mail.
- Of the 492 non-HOA organizations that were contacted, 309 had similar facilities, and 183 did not have any similar facilities.
- Of the 344 HOA's contacted, 98 had FCPA-like facilities, 142 did not have FCPA-like facilities, and 104 did not respond to the survey they received by e-mail.
- *Of the 407 organizations that had FCPA-like facilities, 98 were HOA's, and the other 309 came from various types of organizations, as shown in the table below:*

<u>Organization</u>	<u># of Organizations with FCPA-like Components</u>
Apartments	120
Archery	4
Camps	13
Condominiums	33
Equestrian Centers	8
Golf Courses - Private	9
Gym Instruction	7
Gyms	3
Health Clubs	10
Hotels/Motels	52
Marinas	1
Miniature Golf	1
Recreation Centers	10
Retirement Homes	18
Skating Rinks	2
Social Services	5
Swimming Pools	8
Tennis Courts	4
Youth	1
<u>Totals</u>	<u>309</u>

The attached spreadsheet includes the Inventory of Private Recreation Facilities.

**Fairfax County Park Authority
Parks and Recreation Needs Assessment
Methodology and Considerations in Establishing Countywide
Facility Service Level Standards
and FCPA Contribution Levels**

Summary

The FCPA adopted Facility Service Level Standards represent Countywide goals for delivering park and recreation facilities. The key elements used to establish population-based service level standards for FCPA facilities include:

- Public Inventory
- Determining Current Public Service Levels
- Citizen Demand measured as a weighted scoring of survey results
- Comparison of Consultant Multi-jurisdictional National Guidelines
- Prior facilities standards established by FCPA and Benchmark Community Service Levels
- Consultant Assumptions and Considerations

Consideration of these key elements led to recommended standards for each facility that was adopted by the FCPA Board. The standards are applied to current and projected population to determine the community need in 2003, 2008 and 2013. The need is compared to the existing inventory of facilities and the difference represents a deficiency or surplus in need.

These key elements are evaluated for 21 major facilities to establish customized service level standards. The evaluation of factors is presented in a summary format for each facility. Implementation of the approved facility standards occurs through the 10-Year Capital Improvement Plan (CIP). This 10-Year CIP serves as a foundation for future Park Bond Referenda and other long range and master planning activities.

Explanation of Key Elements

Public Inventory

Inventories of FCPA, and other public park and recreation providers, were conducted for each facility type. Other public suppliers include Fairfax County Public Schools, other localities in the County (City of Fairfax, Towns of Vienna and Herndon), Northern Virginia Regional Park Authority, State of Virginia and National Park Service. When added together these inventories represent the Total Public Inventory. The inventories include existing built and operational facilities as of December 31, 2002 and do not include incomplete facilities that may be in planning, acquisition, design or development phases. For instance, the inventories do not include the Laurel Hill acquisition, the Cub Run RECenter or the Wakefield Skatepark.

Current Public Service Level and Percentage of FCPA Contribution

A service level for each facility was calculated based on Total Public Inventory. The service level is measured for outdoor facilities in number of units per 1,000 population. Indoor facilities are measured in square feet per person. In addition, a separate percentage of contribution was calculated based on FCPA's portion of total public facilities.

Survey Score based on Citizen Survey Results

A citizen demand survey was conducted to measure citizen demand for park and recreation facilities. The facilities included in the survey were generally those fundamental facilities typically provided by the FCPA. Survey results measuring household need, unmet need, and importance were used to calculate a survey score. Scores range from 10 to 25 indicating the relative citizen need based on the survey results. The score is applied to the Current Public Service Level as a percentage over 100% to create a Baseline Demand Indicator.

Consultant Multi-jurisdictional National Guideline Comparison

Based on the consultant's national experience preparing similar standards for other jurisdictions and review of other "generally accepted" service level guidelines for particular activities and facilities, the consultant developed Consultant Multi-jurisdictional Guidelines for comparison.

Benchmark Communities and Prior FCPA 1993 Standards Comparisons

A survey of 5 peer communities was performed to establish a benchmark for facility service levels to assist with the standards development. The Benchmark comparison reflects an average of the 5 peer communities and is expressed as number of facilities per 1,000 population. In addition, where applicable, the 1993 FCPA standards are shown and considered for comparison as the new standards were developed.

Consultant Factor - Assumptions and Considerations :

To fully evaluate the specific nature of each facility, the consultant considered special factors such as how facilities, or sports, may change in the future in terms of local and national trends, citizen expectations as expressed in stakeholder interviews, focus groups, public forums and other public input, demographic changes, facility operations and various other factors. In addition, the local and national participation rates in the specific activities associated with the facilities were considered. In some cases, the consultant recognized that the overall demand for facilities and participation in the associated sports were in decline. In other cases, sport growth and participation trends, providing additional access, and unique local conditions were consultant considerations. These assumptions and considerations were used by the consultant to create a "Consultant Factor: whereby market and operation conditions were factored into customizing the standards to Fairfax County users.

Adopted Standards

Countywide Park and Recreation Facility Standard

In summer of 2003, the FCPA Board adopted 23 service level standards as shown in the attached summary chart. These standards represent Countywide goals for providing key park and recreation facilities to meet the needs of Fairfax County citizens. These adopted standards were thoughtfully established based on the research data, the consultants' nationwide experience, sport and facility design trends and unique conditions in Fairfax County. These standards will provide a basis for all County providers to plan where and how needs should be addressed.

Community Need (Standard Applied to Population Less Current Inventory)

The service-level standard for each facility is applied to the current population based on the 2000 Census, and projected population in 2008 (12% projected increase) and 2013 (4.5% projected increase from 2008) to determine current and future community demand based on the adopted standard. By comparing demand to the facility inventory, community need is established. Community need shown for successive terms is cumulative.

FCPA Contribution Level

FCPA is one of many providers of park and recreation facilities. Therefore, the responsibility to meet the Countywide standards is shared with other public providers, and in many cases, private providers. The current public inventory as of 12/2002, public projects built, under construction or funded during 2003 and private facilities were considered in determining FCPA’s responsibility to provide new or expanded facilities through 2013. The FCPA Board endorsed contribution levels for each of the facility standards that represent its goal for contributing parkland and new facilities to meet the standards over the next 10 years.

Index of Facility Standards, Summary Table and Detailed Factor

Following is a list of facilities for which standards were adopted and FCPA contribution levels established. A summary table follows that reflects the standard applied to population, public facility inventory, community need and contribution level for each facility over the next ten years. Following the summary table, detailed factors considered for each facility are included.

Index of Facility Standards

1. Trails
2. Playgrounds
3. Multi-use Courts
4. Reserved Group Picnic Areas
5. Off-leash Dog Parks
6. Skate Parks
7. Golf Holes
8. Nature Centers
9. RECenters
10. Indoor Gyms
11. Neighborhood and Community Parks
12. District and Countywide Parks
13. Outdoor Family Aquatic Facilities
14. Horticulture/Garden Parks
15. Equestrian Facilities
16. Waterfront Parks
17. Rectangle Fields
18. Diamond Fields with Skinned Infields (Type 300S-Adult Softball)
19. Diamond Fields with Skinned Infields (Type 200S-Youth Softball)
20. Diamond Fields with Grassed Infields (Type 200G-Youth Baseball)
21. Diamond Fields with Grassed Infields (Type 350G-Adult Baseball)

Standards and Contribution Levels Summary

Facility Type	Adopted Countywide Standard	Standard Applied to Population			Total Public Inventory	Community Need (Applied Standard Minus Inventory)			FCPA Endorsed Contribution Level Through 2013
		2003	2008	2013		200	2008	2013	
Trails (in miles)	Consistent with Adopted Trails Plan	Consistent with Adopted Trails Plan			1,164	Consistent with Adopted Trails Plan			75 miles
Playgrounds	1 site/2,800	352	395	413	293	59	102	120	Playgrounds
Multi-use Courts	1 court/2,100	471	528	551	395	76	133	156	12
Reservable Picnic Areas	1 site/12,000	55	64	68	35	20	29	33	20
Dog Parks - Neighborhood	1 site/86,000	11	13	13	6	5	7	7	6
Dog Parks - Countywide	1 site/400,000	2	3	3	1	1	2	2	1
Skate Parks- Neighborhood	1 site/106,000	9	10	11	1	8	9	10	9
Skate Parks- Countywide	1 site/210,000	5	5	5	0	5	5	5	2
Golf (Holes)	1 hole/3,200	308	345	360	216	92	129	144	0
Nature Centers (in sq. ft.)	0.04 sf/person	39,253	43,998	45,960	14,506	24,747	29,492	31,454	13,070 s.f.
RECenters (in Sq. Ft.)	1.1 sf/person	1,052,807	1,180,072	1,232,699	818,032	234,775	362,040	414,667	152,118 s.f. Expansions to existing RECenters
Indoor Gyms (in Sq Ft)	2.8 sf/person	2,820,150	3,161,053	3,302,025	2,640,590	179,560	520,463	661,435	101,741 s.f.
Neighborhood and Community Parkland	5 Acres/1000	5,074	5,687	5,941	4,166	908	1,521	1,775	40 acres
District and Countywide Parkland	13 acres/1000	13,165	14,756	15,414	10,862	2,303	3,894	4,552	236 acres
Outdoor Family Aquatics Facilities	1 site/570,000	2	2	2	1	1	1	1	Expand Existing Water Mine
Horticulture/ Garden Parks	1 site/350,000	3	3	3	2	1	1	1	Maintain existing park and develop horticultural themed community parks currently owned.
Equestrian Facilities	1 site/595,000	2	2	2	1	1	1	1	1
Waterfront Parks	1 site/90,000	11	12	13	10	1	2	3	2
Rectangle Fields	1 field/2,700	356	399	416	239	117	160	177	95
Adult Softball Diamonds (Type 300S)	1 field/22,000	45	50	52	33	12	17	19	4
Youth Softball Diamonds (Type 200S)	1 field/8,800	112	126	131	107	5	19	24	0
Youth Baseball Diamonds (Type 200G)	1 field/7,200	137	153	160	158	-21	-5	2	0
Adult Baseball Diamonds (Type 350G)	1 field/24,000	41	46	48	23	18	23	25	9

1. Trails

Public Inventory

FCPA Inventory: Paved trails: 110 miles; 100 miles natural or stonedust trail

Other Public Inventory: 566 miles asphalt trails; 161 miles stonedust or natural surface trails.

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1.17 miles per 1000 population

FCPA Contribution to Inventory: 18%

Survey Score based on Citizen Survey Results

Household need ranked 2nd out of 27 facilities surveyed.

Unmet need ranked 16th out of 27 facilities.

Household importance ranked 1st out of 27 facilities.

Survey Score: 24.6

Consultant's Multi-jurisdiction National Guideline Comparison:

0.4 mile per 1000 population

Benchmark Communities Comparison Service Level

Benchmark Communities: 0.4 mile/1000 for paved surface, 0.2 mile/1000 for natural/stone dust trails

Consultant Factor - Assumptions and Considerations :

- FCPA core activity
- 50% of existing FCPA trails are paved
- 50% of existing FCPA trails are unpaved
- High priority by users and public
- High national trend
- Enhance experience and address needs by creating more connections with existing and planned trails
- Planned countywide trail plan recently approved by the Board of Supervisors and FCPA trail plan should be used as a guide for future trails
- Individual participation for hiking/walking on trails is 50% of the total population and growing; Participation for biking on paved trails is 39% of the total population

Adopted Countywide Standard: Planned countywide trail plan recently approved by the Board of Supervisors and FCPA trail plan should be used as the guide or standard for building future trails.

Community Need:

Planned FCPA trail plan shows approximately 100 miles of trails to be built to complete the Cross County Trail and Stream Valley Trails. Trail connections, stream crossings and internal park trails are not included in the countywide trails plan, but amount to approximately 200 additional miles for all trail surface types. Estimated need is variable based on park sites.

FCPA Contribution Level through 2013: 75 miles

2. Playgrounds

Public Inventory

FCPA Inventory: 150

Other Public Inventory: 143

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 playground per 3,400 population

FCPA Contribution to Inventory: 51%

Survey Score based on Citizen Survey Results

Household need ranked 10th out of 27 facilities surveyed.

Unmet need ranked 15th out of 27 facilities.

Household importance ranked 7th out of 27 facilities.

Survey Score: 20.3

Consultant's Multi-jurisdiction National Guideline Comparison

1 playground per 2,500 population

Benchmark Communities and Prior FCPA 1993 Standards Comparison

Neighborhood-serving: 1 playground per 1,500 population

Larger playground structures: 1 playground per 4,500 population

Consultant's Factor - Assumptions and Considerations

- FCPA core activity
- Nationally, providers are designing and building two types of playgrounds:
 - Traditional neighborhood playgrounds/structures
 - Larger playgrounds/structures that accommodate greater numbers, appeal to wider age range and wider geographic service area; capacity of 200-300
- FCPA primarily provides traditional neighborhood-serving structures
- Individual participation in playing at playgrounds is 27% of the total population.

Adopted Countywide Facility Standard

1 site per 2,800 population. This standard should be addressed by providing a combination of traditional neighborhood-serving playgrounds and larger playground facilities, where appropriate.

Community Need:

Current: 59

2008: 102

2013: 120

FCPA Contribution Level through 2013: 2 Countywide-Serving Family Style Playgrounds

3. Multi-Use Courts

Public Inventory

FCPA Inventory: 297 courts

Other Public Inventory: 98 courts

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 court per 2,500 population

FCPA Contribution to Inventory: 75%

Survey Score based on Citizen Survey Results

Household need ranked 16th out of 27 facilities surveyed.

Unmet need ranked 7th out of 27 facilities.

Household importance ranked 19th out of 27 facilities.

Survey Score: 19.2

Consultant’s Multi-jurisdiction National Guideline Comparison: 1 site per 25,000

Benchmark Communities and Prior FCPA 1993 Standard Comparison

1993 FCPA Standard: 1 court per 3,000 population

Benchmark Communities: 1 court per 6,000 population

Consultant’s Factor - Assumptions and Considerations :

- FCPA core activity
- Standard based on court complex format to create synergy and growth potential
- Growth trend for outdoor multi-use courts
- Tennis is in decline; basketball on the rise
- Individual participation in basketball is 8% of the total population. (Includes indoor and outdoor)

Recommended Standard: 1 court per 2,100 population. This standard should be addressed by providing a combination of individual neighborhood-serving courts and court complexes (8-12 courts), where appropriate.

Community Need at Recommended Standard:

Current:	76
2008:	133
2013:	156

FCPA Contribution Level through 2013: 12 courts in complex configurations

4. Reserved Group Picnic Areas

Public Inventory

FCPA Inventory: 35

Other Public Inventory: 24

Current Service Level and Percentage of Contribution

Public Service Level: 1 site per 16,800 population

FCPA Contribution to Inventory: 59%

Survey Score based on Citizen Survey Responses

Household need ranked 8th out of 27 facilities surveyed.

Unmet need ranked 27th out of 27 facilities.

Household importance ranked 13th out of 27 facilities.

Individual Participation for picnicking is 40% of the total population.

Survey Score: 18.5

Consultant's Multi-jurisdiction National Guideline Comparison:

1 area per 4,000 population

Benchmark Communities and Prior FCPA 1993 Standard Comparison

1993 FCPA Standard: 1 site per 4,800 population (**Not comparable**: included all picnic areas)

Benchmark Communities: 1 area per 6,256 population

Consultant's Factor - Assumptions and Considerations :

- Group picnic areas are reservable
- Ideally, these facilities vary in size and type of amenities.
- Size and amenities determine type of market served
- Generally located at district and regional parks
- FCPA facilities generally accommodate 50 to 250
- Trend for multi-cultural day long gatherings

Recommended Countywide Standard:

1 site per 12,000 population. This standard should be met through a combination of smaller group picnic areas at community or district parks and larger facilities at countywide and regional parks.

Community Need at Recommended Standard:

Current: 20

2008: 29

2013: 33

FCPA Contribution Level through 2013: 20

5. Off-leash Dog Parks

Public Inventory

FCPA Inventory: 5 neighborhood dog parks

Other Public Inventory: 1

Current Public Service Level and Percentage of FCPA Contribution

Neighborhood Dog Park Public Service Level: 1 site per 165,000 population

Countywide Dog Park Public Service Level: 0

FCPA Contribution to Inventory: 83%

Survey Score based on Citizen Survey Results

Household need ranked 17th out of 27 facilities surveyed.

Unmet need ranked 4th out of 27 facilities.

Household importance ranked 12th out of 27 facilities.

Survey Score: 16.5

Consultant's Multi-jurisdiction National Guideline Comparison:

Neighborhood Dog Parks: 1 site per 25,000 population (typically .5 -1 acre in size)

Countywide Dog Parks: 1 site per 75,000 population (typically 10-30 acres in size)

Benchmark Communities Service Level Comparison

Benchmark Communities: 1 site per 632,000 population (types not distinguished)

Consultant's Factor - Assumptions and Considerations :

- Two types of dog parks – neighborhood and regional
- Each type has different standards
 - Neighborhood/community dog parks should be 1 site per 25,000 population
 - Countywide dog parks should be 1 site per 75,000
- Dog Parks are a growing trend especially as yards get smaller with increasingly dense development of an urbanizing County
- Individual participation in walking/exercising dog is 27% of the total population.

Recommended Countywide Facility Standard:

Neighborhood/community dog parks: 1 site per 86,000 population

Countywide Dog Parks: 1 site per 400,000 population

Community Need at Recommended Standard:

	<u>Neighborhood</u> <u>Dog Parks</u>	<u>Countywide</u> <u>Dog Parks</u>
Total Current Need	5	1
Total 2008 Need	7	2
Total 2013 Need	7	2

FCPA Contribution Level through 2013: 6 Neighborhood and 1 Countywide

6. Skate Parks

Public Inventory

FCPA Inventory: 0

Other Public Inventory: 1 portable modular type

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 site per 991,421 population

FCPA Contribution to Inventory: 0%

Survey Score based on Citizen Survey Results

Household need ranked 21st out of 27 facilities surveyed.

Unmet need ranked 1st out of 27 facilities.

Household importance ranked 18th out of 27 facilities.

Survey Score: 19

Consultant's Multi-jurisdiction National Guideline Comparison:

Community/Modular sites: 1 site per 25,000 population

Countywide Permanent sites: 1 site per 150,000 population

Benchmark Communities Service Level Comparison

Benchmark Communities: 1 site per 632,000 population

Consultant's Factor - Assumptions and Considerations :

- Two types of skate parks
 - Community/modular, non-permanent
 - Countywide-serving/Permanent
- Very high growth trend – Nationally there are more skateboarders currently than tennis players at peak of tennis playing.
- Revenue capability for regional park
- Consider combination of skateboard and bike facility
- Individual participation in skateboarding is 4% of the total population.

Recommended Countywide Facility Standard:

Community/modular skate park: 1 site per 106,000

Countywide Permanent skate park: 1 site per 210,000

Community Need at Recommended Standard:

	<u>Modular Skate Parks</u>	<u>Countywide Skate Parks</u>
Total Current Need	8	5
Total 2008 Need	9	5
Total 2013 Need	10	5

FCPA Contribution Level through 2013: 9 Neighborhood and 2 Countywide

7. Golf Holes

Public Inventory

FCPA Inventory: 117 holes

Other Public Inventory: 99 holes

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 hole per 4,600 population

FCPA Contribution to Inventory: 54%

Survey Score based on Citizen Survey Results

Household need ranked 13th out of 27 facilities surveyed.

Unmet need ranked 20th out of 27 facilities.

Household importance ranked 10th out of 27 facilities.

Individual Participation in golf rounds is 13% of the total population and driving range is 16% of the total population.

Survey Score: 17.4

Consultant's Multi-jurisdiction National Guideline Comparison: 1 hole per 2,000

Benchmark Communities Service Level Comparison

Benchmark Communities: 1 hole per 10,000

Consultant's Factor - Assumptions and Considerations:

- FCPA core activity
- Public courses make this activity more accessible and affordable.
- Revenue generator
- Participation in golf is in a slightly upward growth trend
- Recent market studies support demand

Recommended Countywide Facility Standard: 1 hole per 3,200

Community Need at Recommended Standard:

Current: 92 holes

2008: 129 holes

2013: 144 holes

FCPA Contribution Level through 2013: 0 holes

8. Nature Centers

Public Inventory

FCPA Inventory: 14,506 square feet

Other Public Inventory: 0

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 0.015 square feet per person

FCPA Contribution to Inventory: 100%

Consultant's Multi-jurisdiction National Guideline Comparison: 0.3 square feet per person

Benchmark Communities Service Level Comparison

Benchmark Communities: 1 nature center per 632,000 population (square feet unknown)

Survey Score based on Citizen Survey Results

Household need ranked 4th out of 27 facilities surveyed.

Unmet need ranked 24th out of 27 facilities.

Household importance ranked 6th out of 27 facilities.

Survey Score: 20.6

Consultant's Factor - Assumptions and Considerations :

- Continual growth trend
- Nature education is a priority for the public
- FCPA mission critical and is primary provider
- Typical FCPA Nature Center Dimensions:
 - Size Range: 2,100 square feet to 4,700 square feet
 - Average Size: 2,900 square feet
- Individual participation in visiting nature centers is 30% of the total population.

Recommended Countywide Facility Standard: 0.04 square feet per person

Community Need at Recommended Standard:

Current: 24,747 s.f.

2008: 29,492 s.f.

2013: 31,454 s.f.

FCPA Contribution Level through 2013: 13,070 s.f.

9. RECenters

Public Inventory

FCPA Inventory:

RECenter Total Square Feet	Aquatics Component	Fitness Component
464,232	131,054 or 28%	20,621 or 4%

Other Public Inventory:

Total Center Square Feet	Aquatics Component	Fitness Component
353,800	70,297	5,300

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 0.8 square feet per person or 1 site per 50,000 population

FCPA Contribution to Service Level: 57% or 0.48 square feet per person

Survey Score based on Citizen Survey Results

	Aquatics Component	Fitness Component
Household Need Ranking out of 27	5	7
Household Unmet Need out of 27	23	14
Household Importance out of 27	3	5
Survey Score	19.5	23.4

Consultant’s Multi-jurisdiction National Guideline :

1.5 square feet per person

Benchmark Communities and Prior FCPA 1993 Standards Comparison

FCPA Standard: Market research and analysis is conducted and service areas are defined.

Benchmark Communities: *Recreation/Community Centers:* 1 facility per 70,000; *Indoor Aquatics:* 1 facility per 105,000 population; *Fitness/Cardiovascular Areas:* 1 area per 90,000 (Square footage unknown)

Consultant Factor - Assumptions and Considerations :

- FCPA core activity
- FCPA RECenters are unique in their configurations and as self-supporting facilities.
- FCPA RECenters are configured with three major components: fitness, aquatics and other multi-purpose and utility space
- Generally, indoor aquatic facilities serve competitive users and family/leisure users. Aquatic space should be designed for a minimum of 70% competitive and 30% family recreation. Current national trends for indoor aquatic design space have moved the preferred mix of uses to 50% competitive and 50% family aquatic; family aquatic and warm water are preferred.
- FCPA facilities are primarily competitive aquatic space. Typical Center Dimensions:
 - FCPA RECenters Range in size from 18,000 to 87,000 square feet. Average size is 58,000 s.f.
 - Community Centers range in size from 4,000 to 57,000 square feet. Average size is 22,000 s.f.
- Family/Recreational use promotes longer stays and provides more revenue opportunities
-

RECenters (Continued)

- Fitness should be 15% of Recreation Center space – FCPA currently provides 4% of its RECenters space for fitness areas
- 37% of the total population participate in recreational swimming and 20% participate in lap swimming
- 27% of the total population participation in weight training and 29% of total population participate in cardiovascular fitness

Recommended Countywide Facility Standard:

1.1 square feet per person

Community Need at Recommended Standard:

	RECenters	Aquatics Component	Fitness Component
Total Current Need	234,775 s.f.	89,601 s.f.	35,216 s.f.
2008 Total Need	362,040 s.f.	124,772 s.f.	54,306 s.f.
2013 Total Need	414,667 s.f.	139,316 s.f.	62,200 s.f.

FCPA Contribution Level through 2013: 152,118 s.f. as expansions to existing RECenters

10. Indoor Gyms

Public Inventory

FCPA Inventory: 30,340 square feet

Other Public Inventory: Approximately 2,610,250 square feet are primarily provided at public schools

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 2.7 square feet per person

FCPA Contribution to Service Level: 1%

Typical Gym Dimensions:

Elementary Schools: 4,500- 10,000 s.f.

Middle Schools: 4,500-12000 s.f.

High Schools: 9,000-17,000 s.f.

FCPA: Wakefield: 10,000 s.f.

Lee: 20,340 s.f.

Survey Score based on Citizen Survey Results

Household need ranked 15th out of 27 facilities surveyed.

Unmet need ranked 6th out of 27 facilities.

Household importance ranked 17th out of 27 facilities.

Survey Score: 21.8

Consultant's Multi-jurisdiction National Guideline Comparison: 1 square foot per person
(Typically included in Recreation or Community Center guideline)

Benchmark Communities Comparison Service Level:

1 gym per 57,000 population

Consultant Factor - Assumptions and Considerations :

- FCPS is major provider
- Court sports, off-season sport use and indoor space needs are on an upward trend
- Individual participation in basketball and volleyball is 7% and 3%, respectively, of total population.

Recommended Countywide Standard:

2.8 square feet per person

Community Need: At the recommended standard, the following indoor gym space is needed:

Current: 179,560 s.f.

2008: 520,463 s.f.

2013: 661,435 s.f.

FCPA Contribution Level through 2013: 101,741 s.f.

11. Neighborhood and Community Parks

Public Inventory

FCPA Inventory: 3,809 acres, includes acreage in all Neighborhood and Community park classifications

- Developable portion of FCPA Neighborhood and Community parks = 2,847 acres or 75%
- Developed portion of FCPA Neighborhood and Community parks is approximately 31% of developable community parkland

Other Public Inventory: 357 acres

Current Service Level and Percentage of Contribution

Public Service Level: 4.2 acres per 1000 population

FCPA Contribution to Service Level: 91% (2.9 acres per 1000 population)

Survey Score based on Citizen Survey Results

Household need ranked 1st out of 27 facilities surveyed.

Unmet need ranked 26th out of 27 facilities.

Household importance ranked 2nd out of 27 facilities.

Survey Score: 21.8

Consultant's Multi-jurisdiction National Comparison:

2.5 acres per 1000 population

Benchmark Communities and Prior FCPA Standards Comparison

Current FCPA Standard: FCPA maintains an overall standard of 15 acres per 1000 for all developable parkland.

Benchmark Communities: 5 acres/1000

Consultant Factor – Assumptions and Considerations :

- FCPA core activity
- Primarily includes smaller parks with smaller service area with simple facilities, such as playgrounds, tot lots, single or limited courts and athletic fields, open play areas and few amenities
- Neighborhood and Community Parks have a service area of 0.5 to 1.5 miles

Recommended Countywide Standard:

5 acres/1000 population

Community Need at Recommended Standard: Additional acreage needed to meet this standard:

Current: 908 acres

2008: 1,521 acres

2013: 1,775 acres

FCPA Contribution Level through 2013: 40 acres

12. District and Countywide Parks

Public Inventory

FCPA Inventory: 7,462 acres, includes acreage in all District, Multiple Purpose and Special Purpose park classifications

- Developable portion is 5,136 acres, or approximately 69%
- Developed portion is 31%

Other Public Inventory: Approximately 3,400 acres, including comparable type park acreage offered by Northern Virginia Regional Park Authority, State of Virginia and National Park Service

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 11 acres per 1000 population

FCPA Contribution to Service Level: 69% (7.73 acres per 1000 population)

Survey Score based on Citizen Survey Results

Household need ranked 3rd out of 27 facilities surveyed.

Unmet need ranked 27th out of 27 facilities.

Household importance ranked 4th out of 27 facilities.

Survey Score: 21.2

Consultant's Multi-jurisdiction National Standard Comparison:

7.5 acres per 1000 population

Benchmark Communities and Prior FCPA 1993 Standards Comparison

Current FCPA Standard: Service area of 3 or more miles; FCPA maintains an overall standard of 15 acres/1000 for all developable parkland

Benchmark Communities: 4 acres/1000 population

Consultant Factor – Assumptions and Considerations

- FCPA core activity
- Generally includes parks designated for active recreation uses that have a larger service area, acreage over 50 acres and more complex facilities and amenities, such as multiple fields or courts, regional facilities, parking, restrooms, group picnic areas, golf course or lake.

Recommended Countywide Standard:

13 acres/1000 population

Community Need at Recommended Standard:

Current: 2,303 acres

2008: 3,894 acres

2013: 4,552 acres

FCPA Contribution Level through 2013: 236 acres

13. Outdoor Family Aquatics Facilities

Public Inventory

FCPA Inventory: 1 facility

Other Public Inventory: 0

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 facility per 991,000 population

FCPA Contribution to Inventory: 100%

Survey Score based on Citizen Survey Results

Household need ranked 11th out of 27 facilities surveyed.

Unmet need ranked 9th out of 27 facilities.

Household importance ranked 14th out of 27 facilities.

Survey Score: 22.7

Consultant’s Multi-jurisdiction National Guideline Comparison: 1 facility per 50,000 population

Benchmark Communities: Comparable facilities not measured.

Consultant’s Factor - Assumptions and Considerations :

- High growth trend
- Serves family/leisure aquatic demand and helps to balance leisure vs. competitive aquatic needs
- Generally, capacity for these facilities is 1,200 to 1,400 people.
- The Water Mine facility at Lake Fairfax has a capacity for 800.
- NVRPA provides an outdoor family aquatic facility (Cameron Run) adjacent to the County in the City of Alexandria that serves a portion of the eastern part of the county. This facility was not counted in the inventory since it is not located within the County.
- Individual participation in recreational swimming is 37%.

Recommended Standard: 1 facility per 570,000 population

Community Need at Recommended Standard:

Current:	1
2008:	1
2013:	1

FCPA Contribution Level through 2013: Expand existing Water Mine

14. Horticulture/Garden Parks

Public Inventory

FCPA Inventory: 1

Other Public Inventory: 1

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 park per 496,000 population

FCPA Contribution to Inventory: 50%

Survey Score based on Citizen Survey Results

Household need ranked 12th out of 27 facilities surveyed.

Unmet need ranked 15th out of 27 facilities.

Household importance ranked 15th out of 27 facilities.

Survey Score: 16.5

Consultant’s Multi-jurisdiction National Guideline Comparison: 1 site per 250,000

Benchmark Communities:

Benchmark Communities: None provided by benchmark communities

Consultant’s Factor - Assumptions and Considerations :

- Growing public interest
- Facilities are costly to maintain
- Tourism attraction
- Serves youth and adult educational needs
- Individual participation in gardening is 26% of the total population.
- Individual participation in visiting horticulture centers/gardens is 23% of the total population.

Recommended Standard: 1 park per 350,000 population

Community Need at Recommended Standard:

Current: 1

2008: 1

2013: 1

FCPA Contribution Level through 2013: Maintain existing horticulture park and develop horticultural themed community parks currently owned by FCPA.

15. Equestrian Facilities

Public Inventory

FCPA Inventory: 1

Other Public Inventory: 0

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 park per 991,000 population

FCPA Contribution to Inventory: 100%

Survey Score based on Citizen Survey Results

Household need ranked 27th out of 27 facilities surveyed.

Unmet need ranked 2nd out of 27 facilities.

Household importance ranked 24th out of 27 facilities.

Survey Score: 15.2

Consultant's Multi-jurisdiction National Guideline Comparison: 1 site per 100,000

Benchmark Communities:

Benchmark Communities: 1 site per 158,000 population

Consultant's Factor - Assumptions and Considerations :

- Existing facilities provide no boarding facilities or lessons
- Standard focuses on education and skill development facility aspects
- Indoor and outdoor areas included in facility design
- Prime season is May through October
- Private providers diminishing
- Individual participation in horseback riding is 4% of the total population.

Recommended Standard: 1 park per 595,000 population

Community Need at Recommended Standard:

Current: 1

2008: 1

2013: 1

FCPA Contribution Level through 2013: 1 facility

16. Waterfront Parks

Public Inventory

FCPA Inventory: 5

Other Public Inventory: 5

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 park per 99,000 population

FCPA Contribution to Inventory: 50%

Survey Score based on Citizen Survey Results

Not measured in Citizen Survey

Consultant's Multi-jurisdiction National Guideline Comparison: Not comparable

Benchmark Communities:

Benchmark Communities: 1 waterfront park/marina per 126,000 population

Consultant's Factor - Assumptions and Considerations :

- Current FCPA provides four lakefront parks and a riverfront park
- NVRPA and NPS control a majority of the County's shoreline and public access
- Recommended standard is based on public access to shoreline and lakes
- Public access to water is a key component of this standard

Recommended Standard: 1 park per 90,000 population

Community Need at Recommended Standard:

Current:	1
2008:	2
2013:	3

FCPA Contribution Level through 2013: 2 facilities, including core expansion of Lake Fairfax

17. Rectangle Fields Definitions

Field Criteria:

Varying sizes: *Soccer field standard:* Minimum of 300' x 195' with 20' overrun areas

Football field standard: Minimum of 360' x 160' with 30' overrun areas

Inventory includes:

FCPA Inventory -

109

Stand-alone fields = 99

Plus 21 overlays that are counted at 50% as they are available 1/2 year =

10

Other Public Inventory –130

FCPS

Stand-alone fields = 48

Plus 119 overlay fields counted during the season of availability = 59

Other municipal providers:

Stand alone fields = 22

Users: *Age:* Youth and Adult

Gender: Male and Female

Names of Sports: Football, Soccer, Field Hockey, Cricket, Rugby, Lacrosse

17. Rectangle Fields

Public Inventory

FCPA Inventory: 109 fields

Other Public Inventory: 130 fields

Current Public Service Level and Percentage of Contribution

Public Service Level: 1 field per 4,200 population

FCPA Contribution to Inventory: 46%

Survey Score based on Citizen Survey Results

Household need ranked 18th out of 27 facilities surveyed.

Unmet need ranked 12th out of 27 facilities.

Household importance ranked 11th out of 27 facilities.

Survey Score: 17.1

Consultant's Multi-jurisdiction National Standard Comparison:

1 field per 5,000 population

Benchmark Communities and Prior FCPA 1993 Standard Comparisons

1993 FCPA Standard: 1 field per 2,500 population

Benchmark Communities: 1 field per 7,000 population

Consultant Factor - Assumptions and Considerations :

- FCPA core activity
- Additional needs for practice time
- Local soccer participation higher than national average
- Growth trend in sports played on rectangle fields
- No high school fields are included in analysis
- Individual participation in soccer is 8%, in field hockey is 1%, in lacrosse is 2%, and in football is 3% of total population for a combined participation in activities on rectangle fields of 14% of the total population.

Recommended Countywide Facility Standard:

1 field per 2,700 population

Community Need at Recommended Standard:

Current: 117 fields

2008: 160 fields

2013: 177 fields

FCPA Contribution Level through 2013: 95 fields

18. Adult Softball Diamond Fields with Skinned Infields (Type 300S) Definitions

Field Criteria:

Skinned infield
65' base paths
300' outfield fence

Inventory includes:

FCPA Inventory - 26

Stand alone fields: =23

Plus 6 overlays counted at 50% as they are available 1/2 year = 3

Other Public Inventory - 7

FCPS

Stand alone field = 1

Plus 1 overlay counted at 50% as they are available 1/2 year = 1

Other municipal providers:

50% of all other municipal "softball" fields = 6

Users: Age: 18+

Gender: Male and Female

Name of Sport: Adult Slow Pitch Softball

18. Adult Softball Diamond Fields with Skinned Infields (Type 300S)

Public Inventory

FCPA Inventory: 26 fields

Other Public Inventory: 7 fields

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 field per 30,000 population

FCPA Contribution to Inventory: 79%

Survey Score based on Citizen Survey Results

Household need ranked 24th out of 27 facilities surveyed.

Unmet need ranked 19th out of 27 facilities.

Household importance ranked 21st out of 27 facilities.

Survey Score: 15.3

Consultant's Multi-jurisdiction National Guideline Comparison:

1 field per 5,000 population

Benchmark Communities and Prior FCPA 1993 Standards Comparison

1993 FCPA Standard: 1 65' Diamond per 9,500 population

Benchmark Communities: 1 field per 3,000 population

Consultant Factor - Assumptions and Considerations :

- FCPA core activity
- Participation trend is flat.
- No high school fields are included in the analysis
- Individual participation in slow pitch softball is 5% of the total population.

Recommended Countywide Facility Standard:

1 field per 22,000 population

Community Need at Recommended Standard:

Current: 12 fields

2008: 17 fields

2013: 19 fields

FCPA Contribution Level through 2013: 4

19. Youth Softball Diamond Fields with Skinned Infields (Type 200S) Definitions

Field Criteria:

Skinned infield
60' base paths
200' outfield fence

Inventory includes:

FCPA Inventory - 44

Stand alone 60' fields with skinned infields and fenced outfields under 200' = 40

*Plus 8 overlay 60/65' fields with skinned infields and no fence, counted at 50% as they are available
1/2 year = 4*

Other Public Inventory – 63

FCPS

Stand alone 60/65' skinned infields at schools without fences = 35

*Plus 57 overlay 60/65' skinned infields at schools without fences, counted at 50% as they are
available 1/2 year = 28*

Other Municipal Providers

Includes 50% of all other municipal “softball” fields = 5

Users: Age: 8-18
Gender: Female
Name of Sport: Fast Pitch Softball

**19. Youth Softball Diamond Fields with Skinned Infields
(Type 200S)**

Public Inventory

FCPA Inventory: 44 fields

Other Public Inventory: 63 fields

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 field per 9,400 population

FCPA Contribution to Inventory: 41%

Survey Score based on Citizen Survey Results

Household need ranked 23rd out of 27 facilities surveyed.

Unmet need ranked 18th out of 27 facilities.

Household importance ranked 27th out of 27 facilities.

Survey Score: 9.8

Consultant’s Multi-jurisdiction National Standard Comparison:

1 field per 7,000 population

Benchmark Communities and Prior FCPA 1993 Standards Comparison

1993 FCPA Standard: **Not Comparable Uses** - 1 60’ diamond per 4,000 population (includes all diamonds that support sports with 60’ base paths, i.e. girl’s slow pitch, girl’s fast pitch and Little League baseball)

Benchmark Communities: 1 field per 15,800 population

Consultant’s Factor - Assumptions and Considerations :

- FCPA core activity
- Growth trend is primarily in girl’s aged 8-18
- No high schools included in inventory
- Individual participation in fast pitch softball is 1% of the total population

Recommended Countywide Facility Standard:

1 field per 8,800 population

Community Need at Recommended Standard:

Current: 5 fields

2008: 19 fields

2013: 24 fields

FCPA Contribution Level through 2013: 0

20. Youth Baseball Diamond Fields with Grassed Infields (Type 200G) Definitions

Field Criteria:

Grassed infield
60' base paths
200' outfield fence

Inventory includes:

FCPA Inventory – 53

Stand alone 60' grassed infields = 46
Plus 15 overlay fields counted at 50% as they are available 1/2 year = 7

Other Public Inventory – 106

FCPS

Stand alone 60' grassed infields, almost all unfenced = 46
Plus 93 60' infields overlays, counted at 50% as they are available 1/2 year = 47

Other Municipal Providers

All municipal "Little League" fields = 13

Users: Age: 6-12
Gender: Male and Female
Name of Sport: Little League Baseball

20. Youth Baseball Diamond Fields with Grassed Infields (Type 200G)

Public Inventory

FCPA Inventory: 53 fields

Other Public Inventory: 106 fields

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 field per 6,300 population

FCPA Contribution to Inventory: 33%

Survey Score based on Citizen Survey Responses

Household need ranked 19th out of 27 facilities surveyed.

Unmet need ranked 21st out of 27 facilities.

Household importance ranked 20th out of 27 facilities.

Survey Score: 11.4

Consultant's Multi-jurisdiction National Guideline Comparison:

1 field per 5,000 population

Benchmark Communities and Prior FCPA 1993 Standards Comparison

1993 FCPA Standard: Not Comparable Uses - 1 60' diamond per 4,000 population (includes all diamonds that support sports with 60' base paths, i.e. girl's slow pitch, girl's fast pitch and Little League baseball)

Benchmark Communities: 1 field per 8,200

Consultant Factor - Assumptions and Considerations :

- FCPA core activity
- Activity trend is flat
- No high schools included in inventory
- Individual participation in baseball is 4% of the total population or 15.1% of the population ages 6-12.

Recommended Countywide Facility Standard:

1 field per 7,200 population

Community Need at Recommended Standard:

Current: (21) fields.

2008: (5) fields.

2013: 2 fields

Note: Those community need numbers shown in () represent a surplus for Type 200G Diamonds.

FCPA Contribution Level through 2013: 0

21. Adult Baseball Diamond Fields with Grassed Infields (Type 350G) Definitions

Field Criteria:

Grassed infield
90' base paths
350' outfield fence

Inventory includes:

FCPA Inventory – 12

Stand alone 90' grassed infields, unfenced = 11

Plus 1 overlay 90' grassed infields, unfenced, counted during the season of availability=1

Other Public Inventory – 11

FCPS

Stand alone 90' grassed infields, almost all unfenced =3

Plus 4 overlay 90' grassed infields, counted during the season of availability = 2

Other Municipal Providers

"Baseball" fields =6

Users: Age: 13+
Gender: Male and Female
Name of Sport: Babe Ruth and Adult Baseball

21. Adult Baseball Diamond Fields with Grassed Infields (Type 350G)

Public Inventory

FCPA Inventory: 12 fields

Other Public Inventory: 11 fields

Current Public Service Level and Percentage of FCPA Contribution

Public Service Level: 1 field per 43,000 population

FCPA Contribution to Inventory: 52%

Survey Score based on Citizen Survey Results

Household need ranked 22nd out of 27 facilities surveyed.

Unmet need ranked 17th out of 27 facilities.

Household importance ranked 23rd out of 27 facilities.

Survey Score: 13.0

Consultant's Multi-jurisdiction National Guideline Comparison:

1 field per 20,000 population

Benchmark Communities and Prior FCPA 1993 Standards Comparison

1993 FCPA Standard: 1 90' diamond per 7,500 population

Benchmark Communities: 1 field per 57,000 population

Consultant Factor - Assumptions and Considerations :

- FCPA core activity
- Participation trend is down, except in Hispanic population
- No high school fields included in inventory
- Individual participation in baseball is 8.4% of ages 13-18 and 1.9% for ages 19 and above.

Recommended Countywide Facility Standard:

1 field per 24,000 population

Community Need at Recommended Standard:

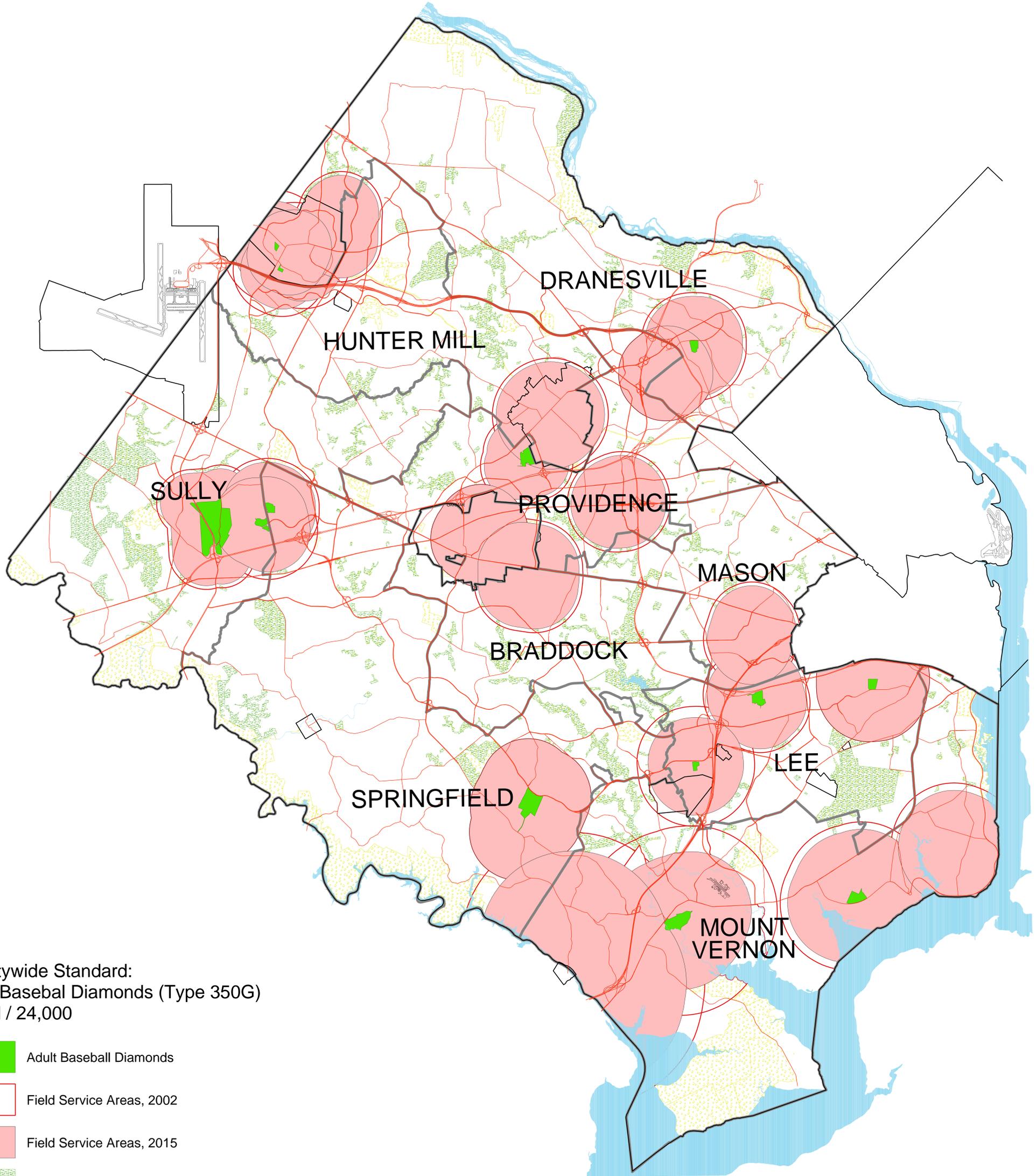
Current: 18 fields

2008: 23 fields

2013: 25 fields

FCPA Contribution Level through 2013: 9 fields

Adult Baseball Diamonds (Type 350G) Standard - based Service Areas

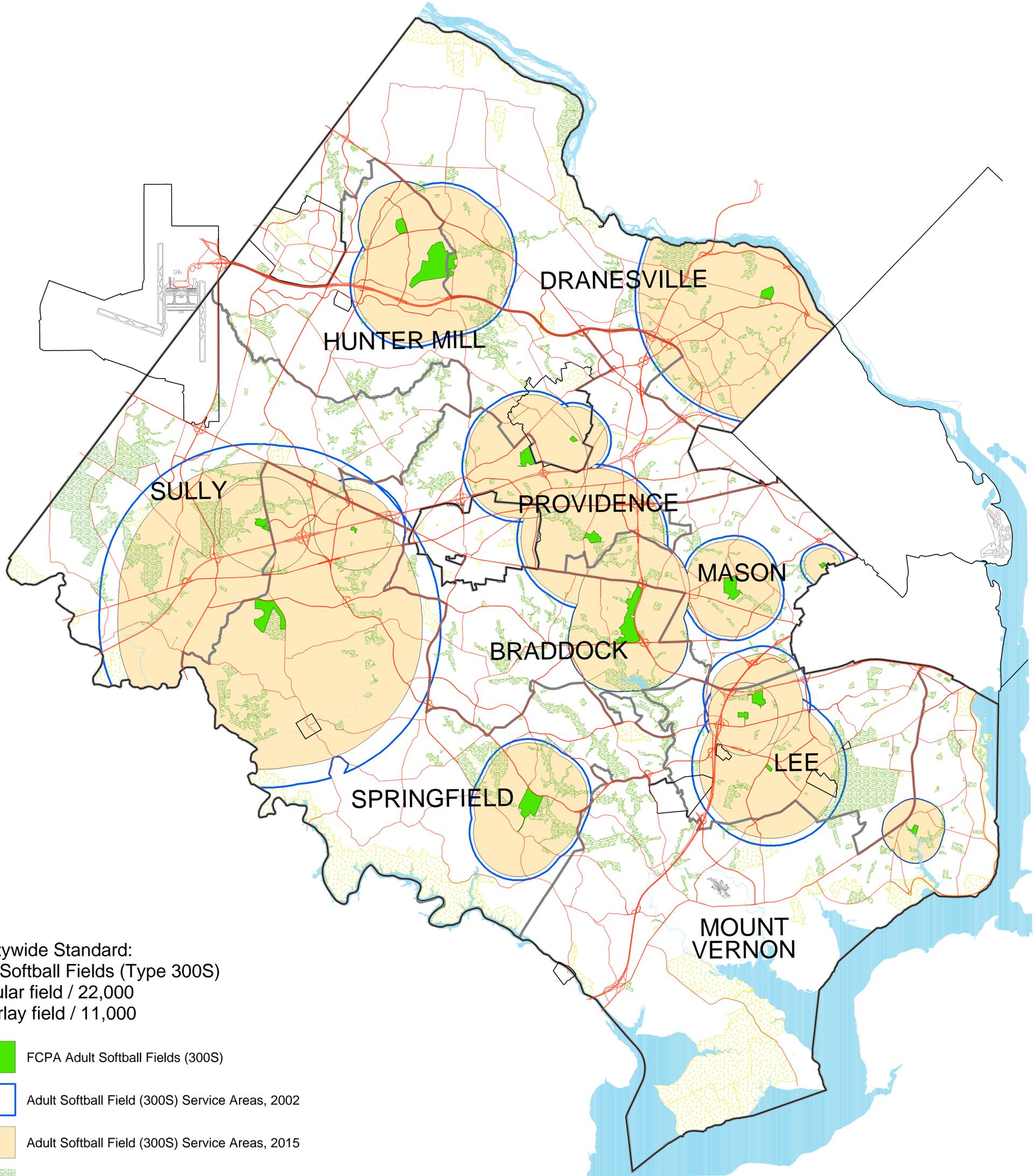


Countywide Standard:
Adult Baseball Diamonds (Type 350G)
1 field / 24,000

- Adult Baseball Diamonds
- Field Service Areas, 2002
- Field Service Areas, 2015
- FCPA Parkland in addition to neighborhood and Community Parks
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



Adult Softball (300S) Standard - based Service Areas



Countywide Standard:
Adult Softball Fields (Type 300S)
1 regular field / 22,000
1 overlay field / 11,000

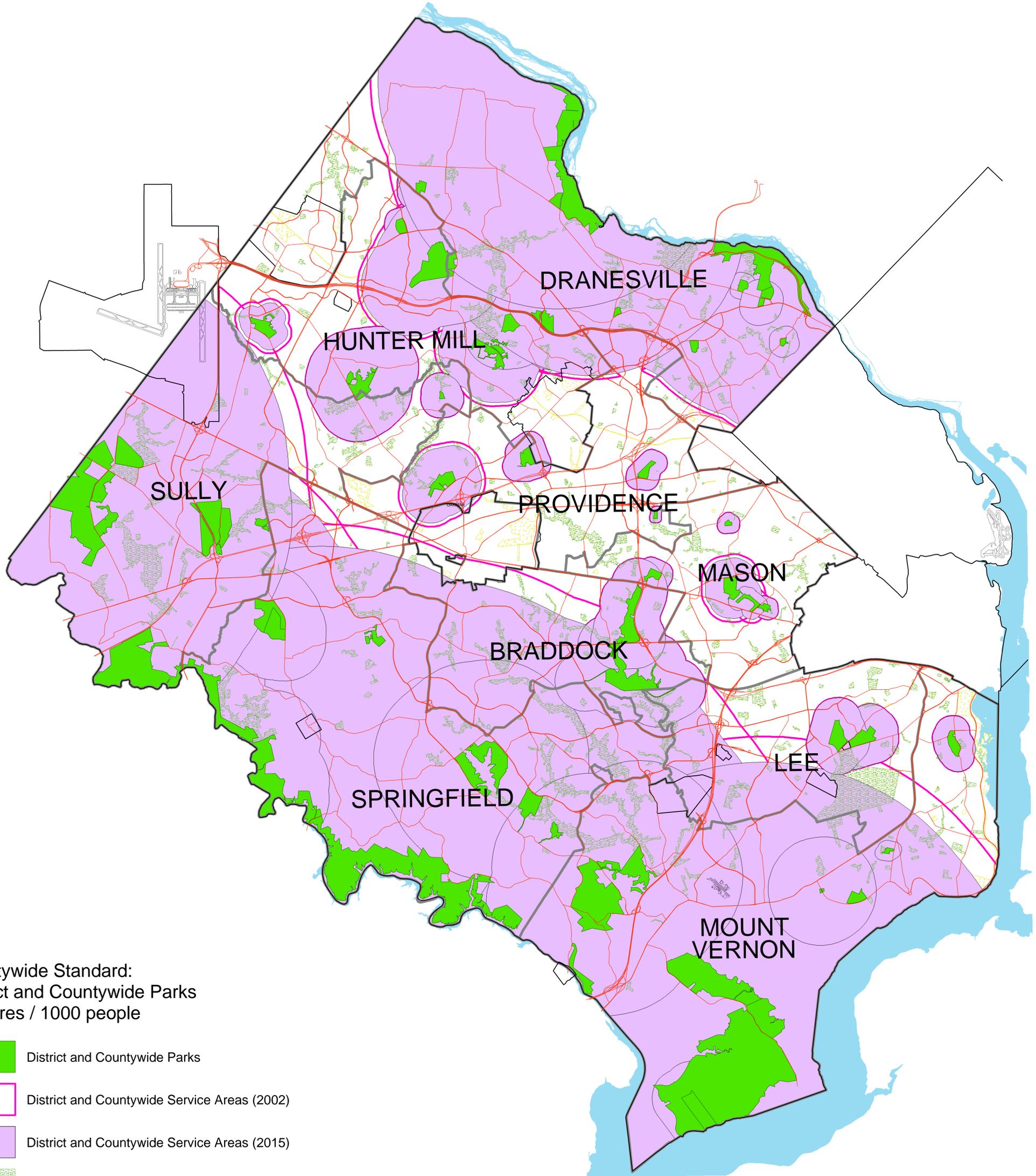
- FCPA Adult Softball Fields (300S)
- Adult Softball Field (300S) Service Areas, 2002
- Adult Softball Field (300S) Service Areas, 2015
- FCPA Parkland in addition to Adult Softball Fields
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



0 4,450 8,900 17,800 26,700 35,600 Feet



District and Countywide Parks Standard - based Service Areas



Countywide Standard:
District and Countywide Parks
13 Acres / 1000 people

- District and Countywide Parks
- District and Countywide Service Areas (2002)
- District and Countywide Service Areas (2015)
- FCPA Parkland in addition to Youth Baseball Fields
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries

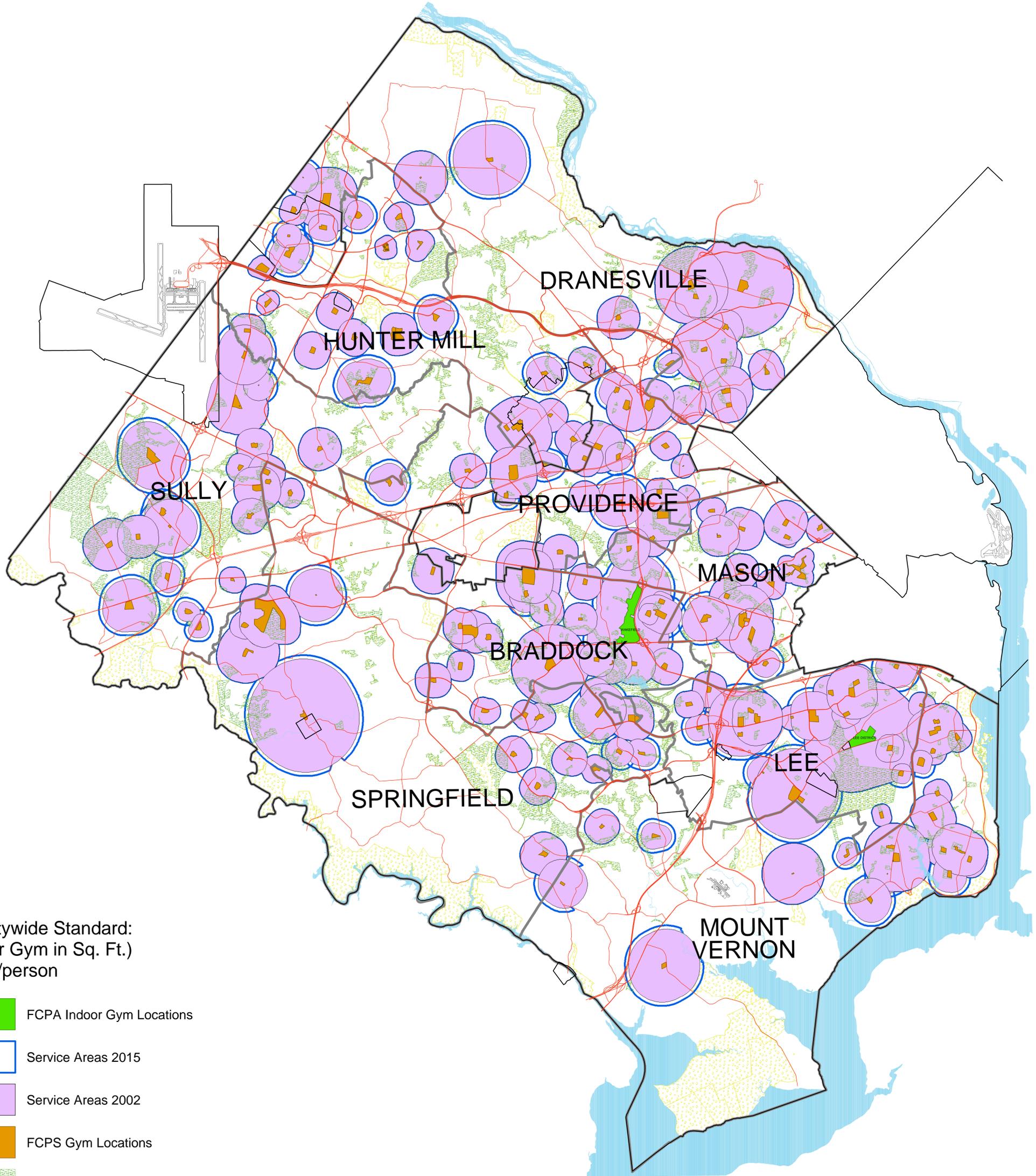


0 4,450 8,900 17,800 26,700 35,600 Feet



Indoor Gyms

Standard - based Service Areas



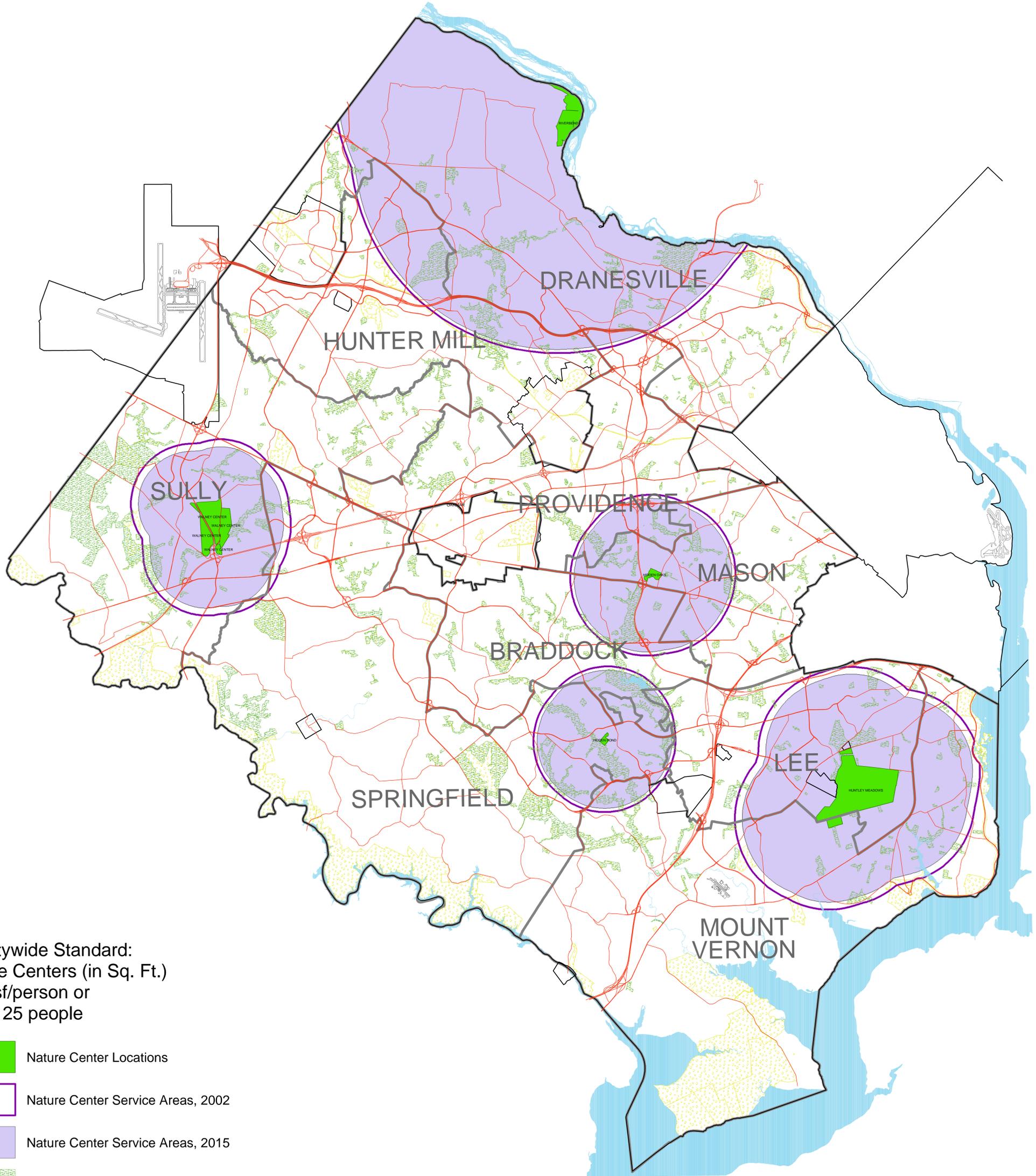
Countywide Standard:
Indoor Gym in Sq. Ft.)
2.8 sf/person

- FCPA Indoor Gym Locations
- Service Areas 2015
- Service Areas 2002
- FCPS Gym Locations
- FCPA Parkland in addition to Indoor Gyms Parks
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



Nature Centers

Standard - based Service Areas

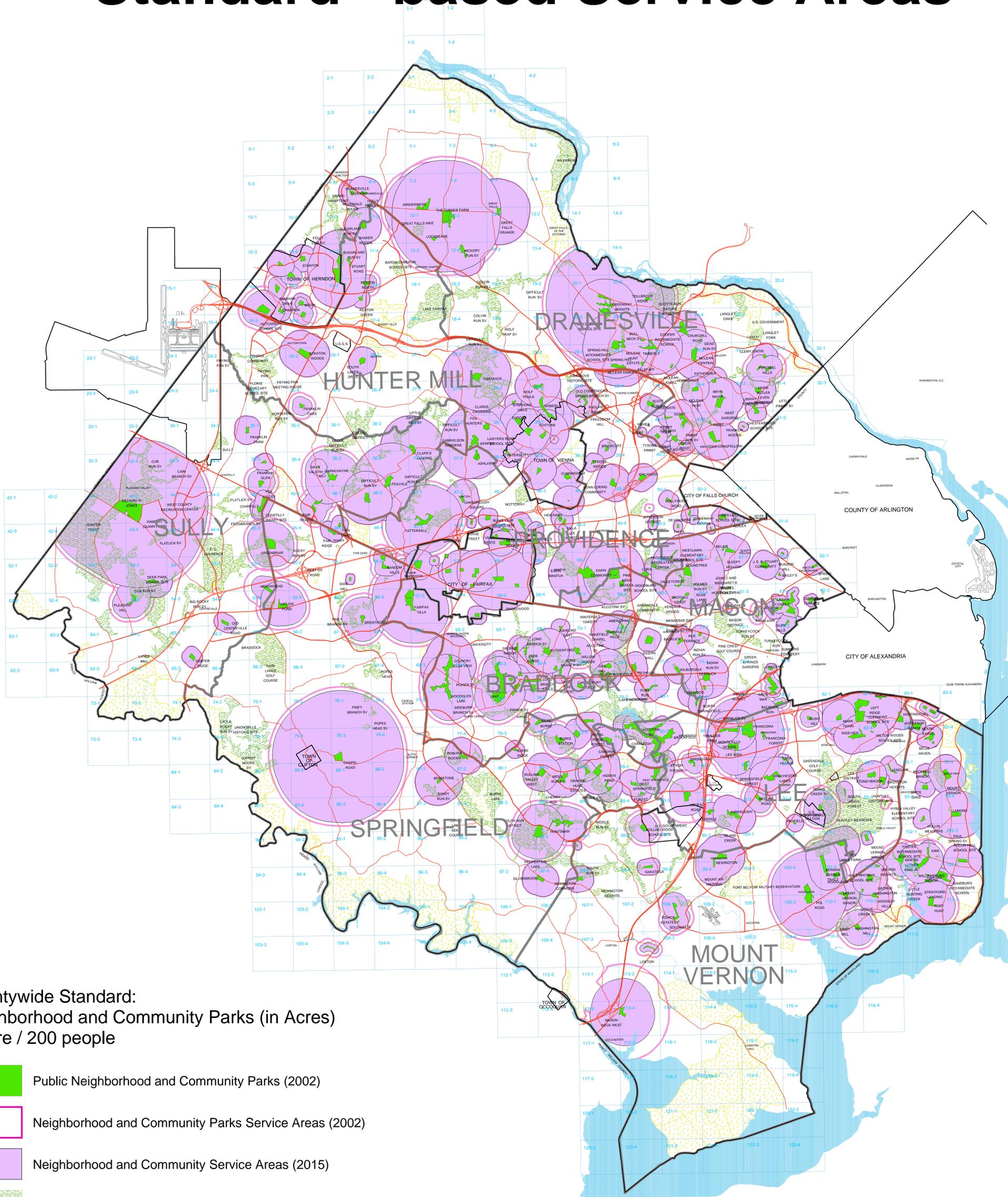


Countywide Standard:
 Nature Centers (in Sq. Ft.)
 0.04 sf/person or
 1 sf = 25 people

- Nature Center Locations
- Nature Center Service Areas, 2002
- Nature Center Service Areas, 2015
- FCPA Parkland in addition to Community Centers
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



Neighborhood and Community Parks Standard - based Service Areas



Countywide Standard:
Neighborhood and Community Parks (in Acres)
1 Acre / 200 people

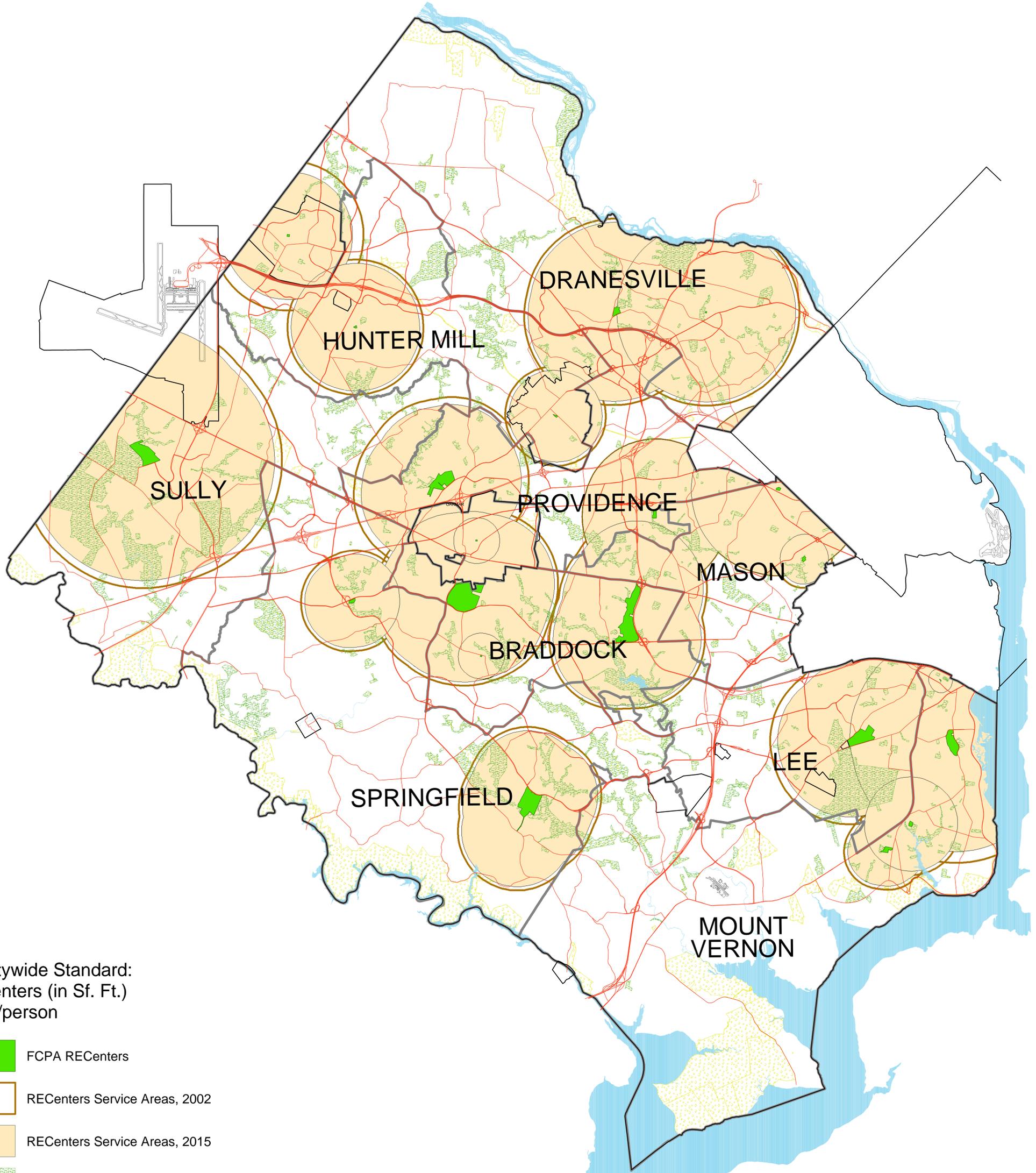
- Public Neighborhood and Community Parks (2002)
- Neighborhood and Community Parks Service Areas (2002)
- Neighborhood and Community Service Areas (2015)
- FCPA Parkland in addition to neighborhood and Community Parks
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



0 4,450 8,900 17,800 26,700 35,600 Feet



RECenters and Community Centers Standard - based Service Areas



Countywide Standard:
RECenters (in Sf. Ft.)
1.1 sf/person

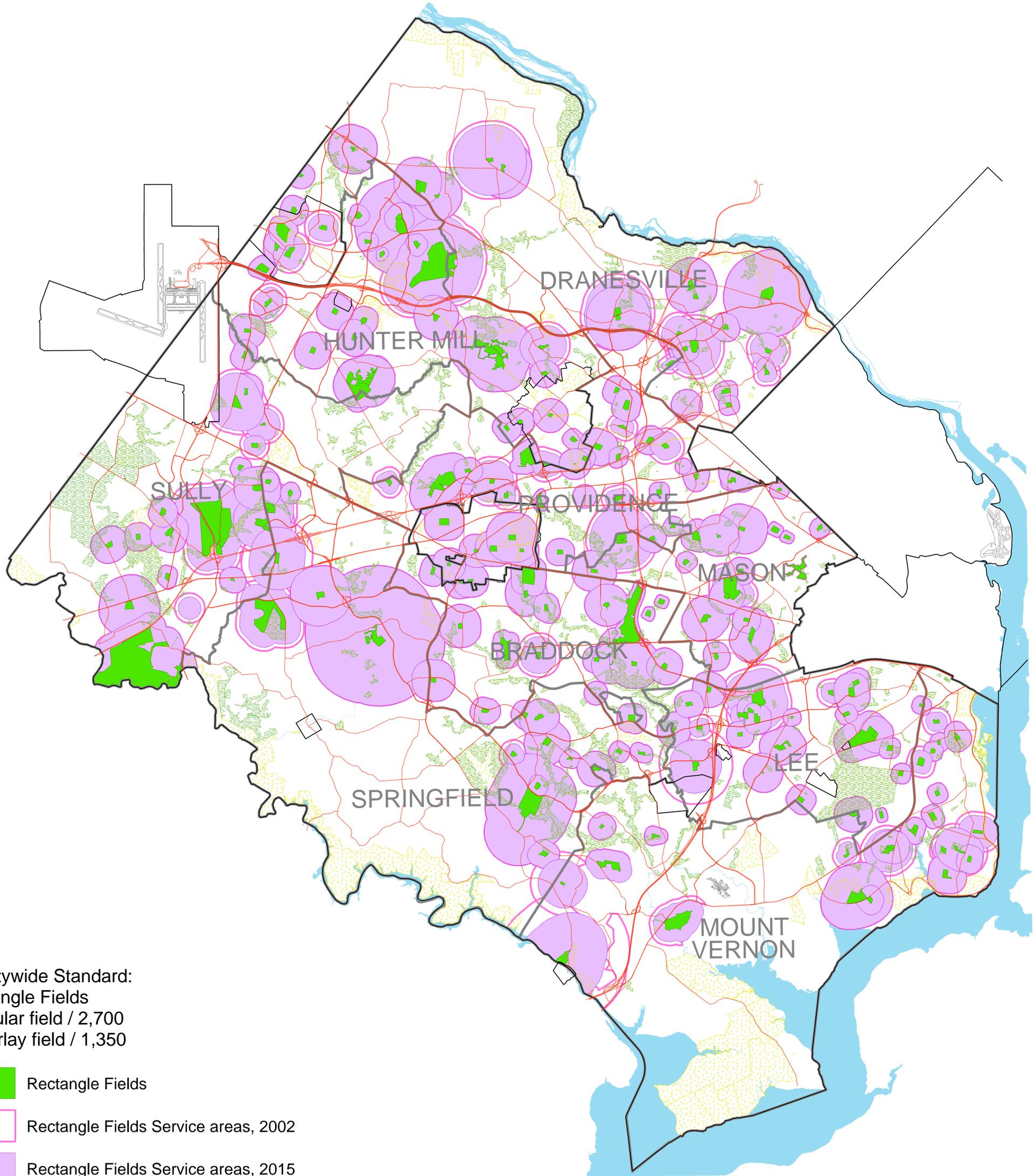
- FCPA RECenters
- RECenters Service Areas, 2002
- RECenters Service Areas, 2015
- FCPA Parkland in addition to RECenters
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



0 4,450 8,900 17,800 26,700 35,600 Feet



Rectangle Fields Standard - based Service Areas



Countywide Standard:
Rectangle Fields
1 regular field / 2,700
1 overlay field / 1,350

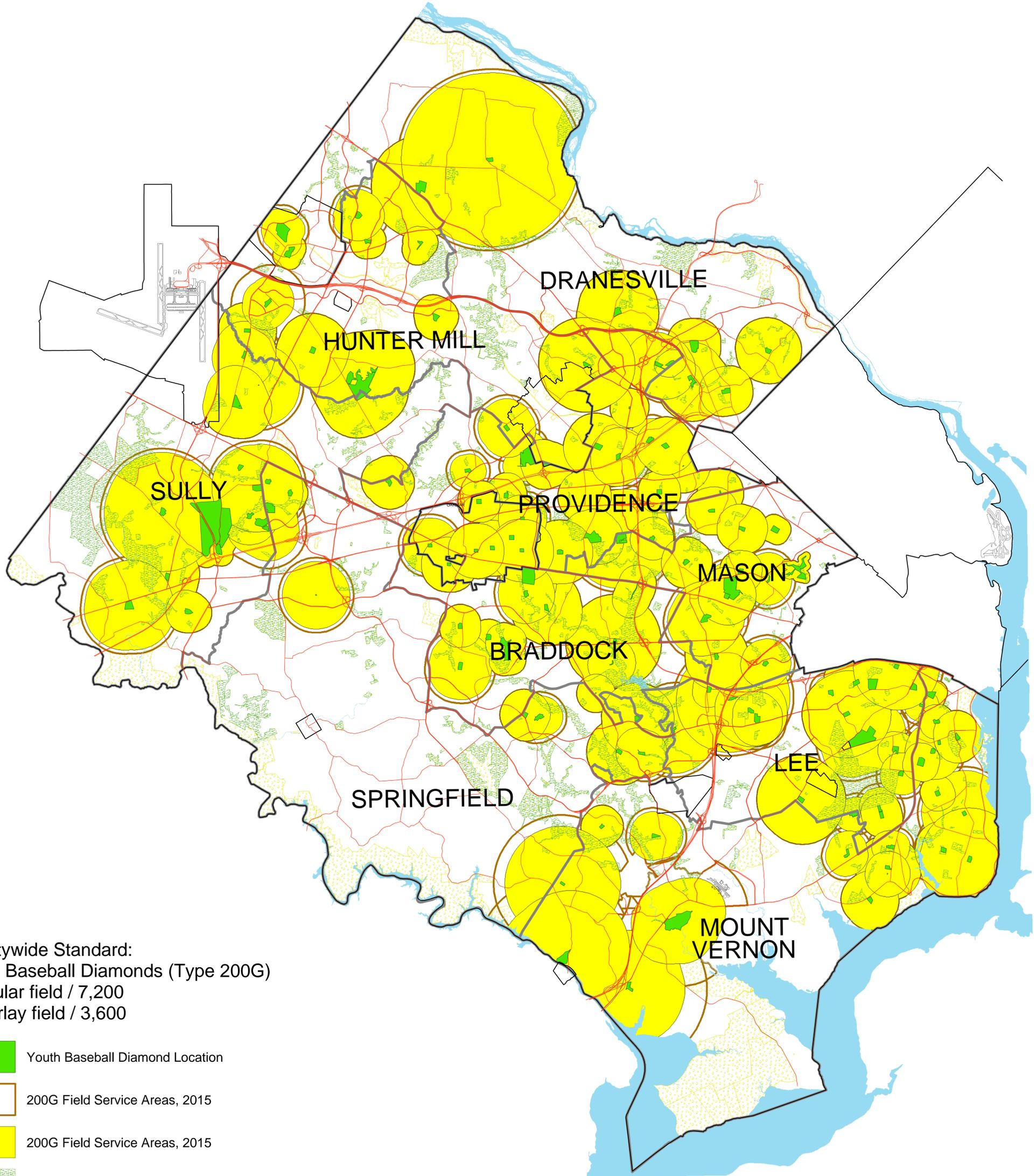
- Rectangle Fields
- Rectangle Fields Service areas, 2002
- Rectangle Fields Service areas, 2015
- FCPA Parkland in addition to Youth Baseball Fields
- Non - FCPA Parkland
- Major Roads



0 4,450 8,900 17,800 26,700 35,600 Feet



Youth Baseball Diamonds (Type 200G) Standard - based Service Areas



Countywide Standard:
Youth Baseball Diamonds (Type 200G)
1 regular field / 7,200
1 overlay field / 3,600

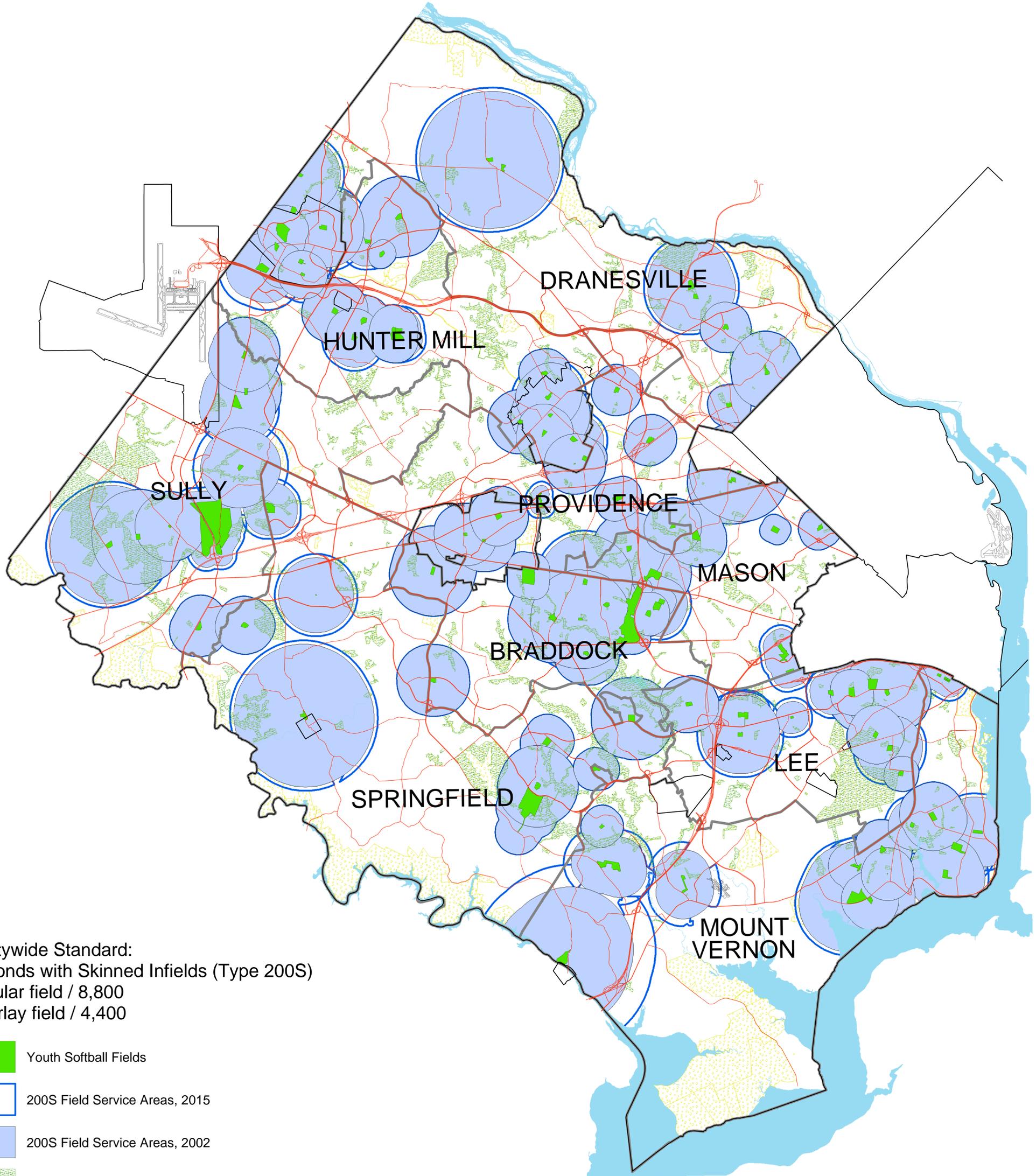
- Youth Baseball Diamond Location
- 200G Field Service Areas, 2015
- 200G Field Service Areas, 2015
- FCPA Parkland in addition to Youth Baseball Fields
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



0 4,450 8,900 17,800 26,700 35,600 Feet



Youth Softball Fields (Type 200S) Standard - based Service Areas



Countywide Standard:
Diamonds with Skinned Infields (Type 200S)
1 regular field / 8,800
1 overlay field / 4,400

- Youth Softball Fields
- 200S Field Service Areas, 2015
- 200S Field Service Areas, 2002
- FCPA Parkland in addition to Youth Baseball Fields
- Non - FCPA Parkland
- Major Roads
- Supervisory Districts / Municipal Boundaries



0 4,450 8,900 17,800 26,700 35,600 Feet



Resource Management Benchmark Analysis

presented to the



Fairfax County Park Authority

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Introduction

As a component of the Fairfax County Park Authority's (FCPA) Needs Assessment Study, Leon Younger & PROS was retained to conduct a resource management benchmark survey. The purpose of the analysis is to provide FCPA enhanced information about the adequacy of current stewardship efforts for its natural and cultural resources.

Best practices identified through the benchmark survey were used to establish standards that are applicable to the natural and cultural resources owned, managed, and protected by FCPA. The specific focus of this analysis is to ascertain best practices regarding the efficient use of resources, best value of tax investments, effective approaches to management of assets, reduction of negative impacts to operational goals, and wise stewardship of natural resources within the system.

To discover the best practices in resource management, a survey was developed with input from FCPA staff (see Appendix A). A list of 21 organizations or individuals was identified for possible inclusion in the survey. The organizations or individuals were selected based on the reputation of the agency's expertise in the management of natural and cultural resources. Efforts were made to include primarily agencies serving urban communities of a similar size or with similar resources as Fairfax County.

Through telephone calls and e-mail, PROS contacted each of the organizations or individuals identified on the list. Of the 21 potential subjects, five agencies agreed to participate in the benchmark survey. The respondents identified an additional five organizations as best practice providers. PROS also contacted these organizations, from which two more participants were secured. In total, seven organizations were included in the study. Those electing not to participate in the study either did not return phone calls and/or e-mail inquiries or did not have time to complete the survey.

Participating Agencies

Not including FCPA, seven organizations participated in the resource management benchmark survey. Five of the participants (Boulder County, CO; Cleveland Metroparks, OH; Jefferson County, CO; Los Angeles County, CA; and Three Rivers Park District, MN) are parks or open space agencies serving either a county or multiple counties. One participant (Virginia Department of Conservation and Recreation) is a state-level agency dedicated to the management of natural and cultural resources. The final participant (Minnesota Land Trust) is a not-for-profit organization that accepts conservation easements from landowners with the intent of protecting and preserving natural resources. FCPA also completed the survey to provide base-line information. A list of participating organizations, with contact information, is included in Appendix B.

The participating agencies serve jurisdictions with populations ranging from approximately a quarter million up to 7 million. The agencies are responsible for managing between 20,000 and 80,000 acres of parkland and/or open space. At least half of the land managed by participating agencies is currently used for passive purposes. Annual operating budgets range from \$700,000 to \$60 million. Appendix C provides a summary of basic agency information.

Acquisition of Open Space

Following is a summary of best practices in the acquisition of open space as it compares to the current practice used by FCPA. Complete responses from participating agencies on this subject are provided in Appendix D.

Targeting Parcels of Land for Acquisition

Current Practice: FCPA accepts recommendations for land acquisition from citizens and staff. These recommendations are then evaluated by staff using a set of criteria approved by the Park Authority Board. Criteria include the potential cost of the parcel, ability to develop it, resource value, identification through previous planning efforts, and connectivity to other holdings or places of interest. Recommendations are presented to the Board for consideration and prioritization. Purchases are made consistent with the availability of funding.

Use of the County and Park Comprehensive Plans also provide guidance in targeting parcels for acquisition. Generally, parcels that have high resource significance and/or link existing park properties are identified in these Plans. A draft Natural Resource Management Plan has been developed that also will provide additional land acquisition guidance when completed and adopted.

To a limited extent, cultural and environmental features are also considered. However, on-site resource inventories are generally not conducted prior to acquisition. A Countywide Green Infrastructure map that measures natural and cultural resources is a recently developed tool that FCPA uses to determine resource location and significance.

Observed Best Practice: Most of the responding agencies use a planning process to identify targeted areas for acquisition. Boulder County's plan goes to the extent of including a map that identifies natural communities, rare plants, riparian corridors, critical wildlife areas, overland habitat connectors, stream habitat connectors, significant natural landmarks, and archeologically sensitive areas for possible acquisition. Several agencies also had board adopted or predetermined criteria to aid staff in the evaluation process.

Recommendation: FCPA's current practice does not emphasize natural and cultural resources as acquisition criteria to the extent of the observed best practices. The Green Infrastructure Map, County Comprehensive Plan, strategic plan and needs assessment should continue to serve as guides in helping staff identify targeted areas for acquisition. The Board should periodically review the criteria to ensure that they are consistent with the values of the community as expressed in the Comprehensive Plan and through the Needs Assessment process. This logically would take place as part of the strategic planning process.

Process for Identifying Deficiencies in Current Holdings

Current Practice: Deficiencies in land and facilities are typically identified through a Needs Assessment Study conducted every 5-7 years. The County Comprehensive Plan also identifies some deficiencies. FCPA has experienced some difficulty in systematically quantifying resource types and has developed the Green Infrastructure Map as an effective tool for tracking and prioritizing natural and cultural resources within and beyond its holdings.

Observed Best Practice: Several responding organizations review current landholdings and deficiencies on an annual basis through staff reviews. Boulder County also meets annually with the communities within its jurisdiction to solicit suggestions for open space and trail projects, which are in turn evaluated against the 5-year capital improvement plan. In addition some communities identified use of standards as a measure like Los Angeles County. The County uses a standard of 6 acres per 1,000 residents for Regional Parks and 4 Acres per 1,000 residents for Local Parks. With this as the goal, the County can monitor the actual holdings with standards in the County's general plan.

Recommendation: FCPA should conduct a needs assessment study at least every five years. There should also be an annual review conducted by staff to respond to changing issues and opportunities not identified in the needs assessment study. During this review and assessment, FCPA should employ efforts which show their commitment to preserving essential ecological functions and protect biodiversity by refining their use of Green Infrastructure Mapping tools, let the adopted standards guide reviews on new and current areas, and monitor existing areas to assure the system creates an interconnected system of parks and open space as a community asset.

Evaluation of Prospective Acquisitions for Natural and Cultural Resources

Current Practice: Natural and cultural resource assessments are sometimes conducted prior to acquisition, but this is the exception rather than the rule. The Green Infrastructure Plan that models cultural and environmental factors is used as a reference. Staff personally inspects all sites prior to acquisition, at which point natural and cultural resources might be identified. There is no written protocol for the evaluation of parcels under consideration or for newly acquired parkland. Cultural resource assessments, when conducted, include search of archival background information, as well as photography and archaeological field surveys. Using the County Heritage Resources Management Plan as a guide, existing site inventories are used to detect sites with known significance and integrity in close proximity to the parcel.

Observed Best Practice: Most of the agencies have natural resource staff conduct on-site evaluations of all prospective acquisitions prior to purchase. Commonly, these site reviews are done with reference to certain plans, inventories, regulations, protocols and/or parameters. For instance, Three Rivers Park District utilizes a statewide biological survey and the metropolitan area natural resources inventory. Jefferson County uses its Open Space Master Plan. Cleveland conducts thorough site investigations to evaluate both current natural resource value and future potential.

Recommendation: FCPA land acquisition and resource management staff should improve coordination of preliminary natural and cultural resource assessments on all prospective acquisitions. These assessments should be conducted by staff members specializing in natural and cultural resources. For consistency in evaluation, a written protocol should be established. FCPA should continue to use all available sources, such as the Green Infrastructure Plan and Heritage Resources Management Plan, GIS data, and Natural Resource Management Plan currently under development, in the evaluation process.

Resource Management Plans

Following is a summary of best practices in resource management planning as it compares to the current practice used by FCPA. Complete responses from participating agencies on this subject are provided in Appendix E.

Overall Resource Management Plan for Natural and Cultural Resources

Current Practice: An agency-wide natural resource management plan is currently in draft form and has been distributed for public comment. A Cultural Resource Management Plan will be developed during 2004 and completed in 2005. The County Comprehensive Plan includes a Heritage Resources Management Plan which is currently being updated. The Green Infrastructure Map is a useful tool for identifying cultural resources (i.e., inventory of Civil War sites).

Observed Best Practice: Four of the responding agencies have resource management plans. Cleveland Metroparks plan only includes natural resources, but cultural resource management does not fall within its mission. This plan is updated every 3-4 years.

Recommendation: FCPA should complete, adopt and utilize its draft resource management plans for natural and cultural resources. As these plans are new to the agency, initial implementation should be reviewed to identify where plan adjustments should be made and then schedule plan reviews at least every five years.

Management Responsibility and Funding of New Acquisitions

Current Practice: Lead responsibility for new properties typically resides with the Planning and Development Division until such time that a master plan is completed. Operations divisions perform maintenance or other ongoing management to the extent it is requested and/or required. Upon completion of the master plan, the park is typically assigned to an operating division. There is typically a lag of one to several years between acquisition, master planning and before operating funds can be requested and approved in the annual budget process.

Observed Best Practice: For most of the participating agencies, immediate management responsibility is determined by proximity to other units and generally absorbed by existing nearby management areas and staff. New staffing is typically not hired until such time as improvements begin except for large properties open to the public. Funding is generally tied to the budget cycle, which may result in a lag in both funding and staffing. Boulder County uses "rapid resource evaluations"; a mini-baseline inventory that serves to identify immediate and short-term management needs to be addressed that protect resources in the interim period.

Recommendation: FCPA's current practice is generally consistent with the observed best practices. Identifying and prioritizing resource management needs through the strategic planning and needs assessment processes will allow FCPA to budget ongoing management needs and minimize lags in funding and staffing

Inventorying of Significant Natural and Cultural Resources

Current Practice: There are no existing procedures requiring natural and cultural resource inventories when new parkland is acquired. Inventories are conducted through the master planning process. When inventories are prepared, they are used by master planning staff for analysis and development of appropriate master plans. The master planning process is a public process and resource information is typically communicated to the general public through narrative summaries in the master planning documents unless otherwise requested. Cultural resource inventories, if conducted, are compiled using the “Rediscovery” database and GIS mapping.

Observed Best Practice: Los Angeles County conducts an inventory as part of the criteria for acquiring property. The majority of agencies perform inventories for natural and cultural resources as the first step in developing a management plan. Boulder County incorporates all spatial data into GIS files, which is then compiled and interpreted in the management plan. Inventories are made available to the public unless otherwise prohibited by law (i.e., location of threatened and endangered species or sensitive historic or archaeological sites).

Recommendation: A preliminary inventory of natural and cultural resources should be conducted before property is acquired. Once purchased, a more thorough inventory should be conducted as part of the master planning process. FCPA staff specializing in natural and cultural resources or similarly qualified contractors should be used to conduct the inventory. Inventory data should be captured in a spatial database that can then be used for analysis using GIS. As a public agency, non-confidential information should be made available to the public upon request unless release would threaten resources or is otherwise prohibited by law.

Individual Resource Management Plans for New Acquisitions

Current Practice: FCPA currently has no policy mandating the creation of natural or cultural resource plans for new or existing parkland. Fewer than ten parks currently have specific natural or cultural resource management plans.

Observed Best Practice: The Virginia Department of Conservation and Recreation develops resource management plans for every state park and natural area. Funding to implement the plan comes from either existing budgets, revenues generated by the project such as timber harvest, grants, or donations. Other agencies typically develop resource management plans for larger or more significant properties (or groups of properties within a geographical area) as funding and staffing become available. This is typically developed in conjunction with the master planning process.

Recommendation: Natural and cultural resource management plans should be developed for appropriate acquisitions according to criteria as indicated in the Park Authority’s draft Natural Resource Management Plan. These plans may be an appropriate part of the master planning process or, in some cases, it may be appropriate to create them separately from the master planning process (for instance where resources may be threatened and there is not an intention to develop the land). Standard templates for resource management plans should be established, as indicated in the agency’s draft Natural Resource Management Plan. This task

should also be included in the future Cultural Resource Management Plan. Some grant sources may be available in addition to traditional funding sources and should be pursued.

Percentage of Workforce Dedicated to Natural and Cultural Resources

Current Practice: Limited staff resources are dedicated to natural or cultural resource planning activities. It is estimated that the Staff Year Equivalent (SYE) of natural and resource management planning is 3.0 including master planning activities related to natural and cultural resources. For natural and cultural resource management activities, the SYE is 10.0 including related activities by maintenance crews.

Observed Best Practice: For Boulder County, approximately 66% of the workforce, or 71 Full Time Equivalents (FTE), is dedicated to natural and cultural resource management. Cleveland Metroparks has 17 FTEs dedicated to this function. For the other agencies, 10% or less of the workforce is used for natural and cultural resource planning or activities.

Recommendation: For natural and cultural resources management, Fairfax County should evaluate current job positions to identify areas where the most potential for natural and cultural planning activities could occur, evaluate the hours needed for restoration at sites, identify priorities for staff based on cost/benefit and impact, train staff on the importance of resource protection and implement a process to dedicate a portion of the workforce to natural and cultural resource management.

Percentage of Budget Dedicated to Natural and Cultural Resources

Current Practice: No data available beyond the previously cited estimate of 3.0 SYE including master planning activities and 10.0 SYE if related activities by maintenance crews are included.

Observed Best Practice: Responses ranged from less than 1% to 15%. Three Rivers Park District dedicates 15% of its budget for natural and cultural resource planning and activities. Jefferson County dedicated 10% for this function. Other agencies responding allotted less than 5% of the total budget to natural and cultural resources.

Recommendation: Seek approval to create a dedicated percent of the maintenance budget as a funding source for natural and cultural resource management. The recommended level for this funding source is 10%. This recommendation is based on the fact that 70% of the County's property is in a natural preservation state and used for watershed purposes.

Park and Resource Classifications

Current Practice: Park classifications have been established by the Park Authority Board to define different types of parks. However, FCPA currently has no adopted resource classifications. The Urban Forestry division has adopted the National Vegetation Classification System.

Observed Best Practice: No best practice has been identified because each community adapts a system best suited to their community's need.

Recommendation: Fairfax County should re-evaluate each facility's current classification especially in light of newly adopted standards and service levels. Identify and reclassify those facilities which would best benefit functionally by reclassification. Consider a resource classification system.

Standards for Assigning Value to Natural and Cultural Resources and Determining Type of Development

Current Practice: No standards currently exist, however some assigning of values has occurred. Several recent master plans have used a natural resource habitat value assessment tool that yields numeric rankings of habitat stability. In addition, significance values are assigned to resources mapped on the Green Infrastructure Map.

Observed Best Practice: At Three Rivers Park District, planning occurs by resource and development staff simultaneously to evaluate resources and determine best development features. Development is driven by park location to needed public recreational opportunities, availability of funding, and availability of planning staff. The majority of agencies have no standard in place.

Recommendation: Develop a multi-department team to evaluate the natural resources to the management standards the County seeks to maintain and create a development process for Fairfax County that is based on the value of natural resources and available staff time.

System-wide Inventory of Natural, Historic and Cultural Resources

Current Practice: No system-wide inventory exists for natural resources. For cultural resources, separate inventories exist for archaeological sites and historic buildings and sites. Inventories of archaeology artifacts and museum collections are also maintained by FCPA. To the extent that inventories are not confidential, information is available to the public.

Observed Best Practice: Cleveland Metroparks, Jefferson County, and Three Rivers Park District maintain inventories of natural and cultural resources. Except for Jefferson County, documents are available to the public.

Recommendation: FCPA should develop a comprehensive inventory of its natural and cultural resources. Once created, this inventory can be augmented as master plans are created for new acquisitions or updated master plans are developed for existing parks. Information should be available to the public, unless otherwise prohibited by law or confidentiality policies. FCPA can also use this information in promotional efforts.

Current Care and Management of Natural and Cultural Resources

Current Practice: On a scale of one to ten (with ten being the highest ranking), FCPA staff ranked themselves an eight for the management of its artifact collections. For overall natural and cultural resource management, staff ranked themselves between three and four. Factors resulting in the low overall rating include the lack of natural resource inventory data for the majority of existing parks and the fact that efforts to stabilize decaying resources are often constrained by budget, expertise, and/or the extent of deterioration. This results in cases of

continued resource deterioration. FCPA has responsibility for much of the County's stream valleys, many of which are badly eroded. Restoration and stabilization of these resources is a major effort.

Observed Best Practices: Cleveland Metroparks ranked itself the highest in its current care and management of natural resources with a score of nine. Cleveland's current needs are to continue data collection and research and to improve its resource management plans. Jefferson County and Three Rivers both rated themselves an eight. Jefferson County wants to develop a carrying capacity for each area. Three Rivers would like to more intensely manage its plant communities. Boulder rated itself currently a 7 and reflects improvements over the last four years resulting from formalized planning and increased staffing.

Recommendations: If preservation is a true priority of FCPA, it needs to commit the funding to inventory its natural resources and to at least stabilize, if not completely repair, its deteriorating resources. The agency should also be a full partner in Fairfax County's watershed planning and education program coordinated by the Department of Public Works and Environmental Services. Watershed education could also be incorporated in recreational or educational programs offered by FCPA.

Evaluation of Resource Management Efforts

Current Practice: No comprehensive evaluation process exists system-wide, although the creation of the agency's draft Natural Resource Management Plan has resulted in a thorough review of agency practices. The Deer Management Program does have an established evaluation process.

Observed Best Practice: Four of the participating agencies have some type of evaluation process. Three Rivers Park District evaluates annually by staff and formally every five years in conjunction with the master planning process. Boulder County, Cleveland Metroparks, and Jefferson County evaluate on an annual basis using either staff or consultants. Performance criteria used by Jefferson County include change in use/impacts, natural area changes in habitat, and number and health of wildlife.

Recommendation: FCPA should establish an annual evaluation process with specific performance measures. This evaluation process can be performed in-house by management. A formal review should also be completed at least every five years as part of the strategic planning process. To be effective, performance criteria should be established in advance and should be truly measurable to avoid subjectivity.

Use of GIS

Current Practice: GIS is used in a variety of ways. Aerial photography and other data layers are used for site specific analysis, such as soils, wetlands, and resource protection areas. The Green Infrastructure Map of natural and cultural resources was created as a useful planning tool on a macro level. Site specific information for cultural resources has also been mapped using GIS.

Observed Best Practice: All of the organizations either use GIS in their planning and management efforts or in the process of doing so.

Recommendation: FCPA should continue its use of GIS for the effective planning and management of its natural and cultural resources, expanding the database of information to be more site specific.

Development and Protection of Natural and Cultural Resources

Identification and Protection of Significant Resources During Development

Current Practice: Significant natural and cultural resources are identified in the master planning and development processes. On some occasions, the urgency of development leaves insufficient time or resources for meaningful identification. Identified resources are typically designated for protection during the master planning process by establishing natural and cultural resource protection areas. If site-specific natural and cultural resource management plans are created, they begin during or after the planning process.

Observed Best Practice: In Jefferson County, inventories are completed prior to any planning and development. Natural and cultural values are identified and mapped. Park management plans are then completed for each park prior to the development of concept plans for use and/or preservation. Likewise at Three Rivers, natural resource inventories are compiled and used to recommend the designation of areas for preservation or development. Resource Management and Development staff work together on the master plan for each park.

Recommendation: As part of the planning process, adequate time, funding and staffing should be included for natural and cultural resources to be identified, inventoried, ranked and mapped. Using this information, Resource Management and Planning and Development staff should continually work together to establish balanced park master plans with designated areas for preservation and development.

Laws, Regulations, and Policies Used for Natural and Cultural Resource Protection

Current Practice: FCPA follows all federal, state, and local laws and regulations for the protection of natural and cultural resources. Internal policies are also used that sometimes provide an increased level of protection. In some instances, there are inconsistencies in resource protection policies with other County agencies.

Observed Best Practice: All agencies follow federal and state laws. Agencies with internal policies typically provide an increased level of protection beyond that required by federal, state, and local powers.

Recommendation: FCPA's current practice is consistent with the observed best practices. In cases where County agency policies conflict, efforts should be made to reconcile the policies to best protect resources.

Resolution of Divergent Views Between Park Development and Preservation

Current Practice: There are frequently differences of opinion attributed to FCPA's dual role as developer of parks and recreation facilities and protector of resources. Divergent views are often resolved by consensus through project teamwork. At times, these issues are resolved by the Director's Office or by the Park Authority Board.

Observed Best Practice: Boulder County and Three Rivers Park District stated that divergent views exist on a frequent basis. Divergent views are resolved through discussions, review of known facts and existing management plans, by consensus and "chain of command" decisions. Boulder County views the divergent staff perspectives as reflective of the diverse community views. Project teams include various specialists and through field investigations and expert input from team members, they reach a consensus on the desired development and management policies.

Recommendation: FCPA's approach to resolving differences is similar to the best practices. Balancing the FCPA dual mission is challenging in Fairfax County's fast paced urbanizing community. The importance of resource management should be clearly understood and communicated within the context of the County environment and Agency's mission. Completing both a preliminary inventory prior to purchase and more thorough inventory afterwards will contribute to reducing conflict by identifying cultural and natural resources in advance.

Appendices

Appendix A: Resource Management Benchmark Survey

AGENCY			
ADDRESS		CITY	STATE ZIP
AGENCY DIRECTOR		TITLE	
PERSON COMPLETING SURVEY		TITLE	
PHONE	FAX	E-MAIL	
AGENCY WEBSITE			

SECTION 1: BASIC AGENCY INFORMATION				
POPULATION OF JURISDICTION	ACRES OF PARKLAND	% ACTIVE	% PASSIVE	DESIRED RATIO OF ACTIVE TO PASSIVE
DESIRED RATIO OF PARKLAND (in acres) PER 1,000 RESIDENTS		ANNUAL OPERATING BUDGET (for current fiscal year)		

SECTION 2: ACQUISITION OF OPEN SPACE
1) HOW DOES YOUR AGENCY TARGET PARCELS OF LAND FOR ACQUISITION?
2) WHAT IS THE PROCESS FOR IDENTIFYING DEFICIENCIES IN CURRENT HOLDINGS?
3) HOW ARE PROSPECTIVE ACQUISITIONS EVALUATED FOR THEIR NATURAL AND CULTURAL RESOURCES? (If applicable, describe type of information collected and how this information is used to make a decision.)

SECTION 3: RESOURCE MANAGEMENT PLANS
1) DOES YOUR AGENCY HAVE AN OVERALL RESOURCE MANAGEMENT PLAN FOR ITS NATURAL AND CULTURAL RESOURCES?



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Fairfax County Park Authority
 Resource Management Analysis Appendix A

2) HOW DOES YOUR AGENCY ASSIGN RESPONSIBILITY TO MANAGE NEW PROPERTY ONCE IT IS ACQUIRED? ARE OPERATING FUNDS AND STAFFING IMMEDIATELY ASSIGNED OR IS THERE OFTEN A LAG IN BUDGET PROCESSES?	
3) ARE DETAILED INVENTORIES CONDUCTED WHEN PROPERTIES ARE ACQUIRED WITH SIGNIFICANT NATURAL AND CULTURAL RESOURCES? IF SO, HOW IS THE INFORMATION COMPLIED AND TO WHOM IS IT AVAILABLE?	
4) ARE INDIVIDUAL RESOURCE MANAGEMENT PLANS CREATED FOR EACH NEW NATURAL OR CULTURAL ACQUISITION? IF SO, HOW ARE FUNDS AND STAFFING CREATED TO CARRY OUT THE RESOURCE MANAGEMENT PLAN? (If available, please provide an outline or current planning document for a cultural/natural resource management plan or inventory.)	
5) WHAT PERCENTAGE OF YOUR WORKFORCE IN STAFF YEAR EQUIVALENT IS PRIMARILY DEVOTED TO NATURAL AND CULTURAL RESOURCE MANAGEMENT PLANNING OR ACTIVITIES?	5-a) WHAT PERCENTAGE OF YOUR ANNUAL OPERATING BUDGET IS PRIMARILY DEVOTED TO THESE ACTIVITIES?
6) WHAT PARK OR RESOURCE CLASSIFICATIONS DO YOU CURRENTLY HAVE IN PLACE?	
7) ARE STANDARDS USED IN ASSIGNING VALUE TO THE RESOURCES WITHIN NEW ACQUISITIONS, IN ASSIGNING STAFF OR BUDGETARY RESOURCES TO THE PROPERTY, OR IN DETERMINING THE TYPE OF DEVELOPMENT THAT WILL OCCUR? IF SO, WHAT STANDARDS ARE EMPLOYED?	
8) DOES YOUR AGENCY MAINTAIN A SYSTEM-WIDE INVENTORY OF NATURAL, HISTORIC, AND CULTURAL RESOURCES? (If no, skip to question 9)	8-a) IS THE SYSTEM-WIDE INVENTORY A PUBLIC DOCUMENT OR FOR INTERNAL USE ONLY?



Appendix VII
Fairfax County Park Authority
 Resource Management Analysis Appendix A

9) ON A SCALE OF 1 TO 10 (10 being the highest rating), HOW WOULD YOU RATE YOUR AGENCY ON ITS CURRENT CARE AND MANAGEMENT OF NATURAL AND CULTURAL RESOURCES? WHAT AREAS OF RESOURCE MANAGEMENT NEED IMPROVEMENT AND WHY?	
10) DOES YOUR AGENCY HAVE AN ON-GOING SYSTEM IN PLACE FOR EVALUATING THE MANAGEMENT OF ITS NATURAL AND CULTURAL RESOURCES? (If no, skip to question 11)	
10-a) HOW OFTEN DO YOU CONDUCT AN EVALUATION? A) ANNUALLY B) SEMI-ANNUALLY C) EVERY 3-5 YEARS D) OTHER (please define)	10-b) HOW IS THE EVALUATION CONDUCTED? A) BY STAFF B) BY PRIVATE CONSULTANTS C) COMBINATION OF STAFF AND CONSULTANTS
10-c) PLEASE INDICATE THREE (3) PERFORMANCE CRITERIA TYPICALLY USED THE MOST IN YOUR EVALUATIONS.	
11) DOES YOUR AGENCY USE GIS (Geographical Information Systems) AS AN ANALYTICAL TOOL TO IDENTIFY RESOURCES AND PLAN FOR THEIR PROTECTION?	

SECTION 4: DEVELOPMENT AND PROTECTION OF NATURAL AND CULTURAL RESOURCES

1) TO THE EXTENT THAT YOUR ORGANIZATION DEVELOPS PROPERTIES WITH FACILITIES, HOW ARE SIGNIFICANT NATURAL AND CULTURAL RESOURCES IDENTIFIED AND PROTECTED IN THE DEVELOPMENT PROCESS?	
2) PLEASE INDICATE <u>ALL</u> OF THE LAWS, REGULATIONS, AND POLICIES USED BY YOUR AGENCY FOR NATURAL AND CULTURAL RESOURCE PROTECTION. A) FEDERAL LAWS & REGULATIONS B) STATE LAWS & REGULATIONS C) LOCAL LAWS & REGULATIONS D) INTERNAL POLICIES & REGULATIONS	2-b) IF YOU SELECTED 'D' IN QUESTION 2, DO YOUR INTERNAL POLICIES PROVIDE AN INCREASED LEVEL OF PROTECTION FOR NATURAL AND CULTURAL RESOURCES BEYOND THAT REQUIRED BY FEDERAL, STATE, OR LOCAL LAWS AND REGULATIONS? A) YES B) NO



Appendix VII
Fairfax County Park Authority
 Resource Management Analysis Appendix A

3) HOW FREQUENTLY ARE THERE DIVERGENT VIEWS WITHIN YOUR ORGANIZATION REGARDING THE DEVELOPMENT OF PARKS AND OPEN SPACE AND THE PROTECTION OF AREAS HAVING SIGNIFICANT NATURAL OR CULTURAL VALUE?

A) *VERY FREQUENTLY*
 B) *SOMEWHAT FREQUENTLY*
 C) *OCCASIONALLY*
 D) *NEVER*

3-a) HOW ARE THESE DIVERGENT VIEWS RESOLVED WITHIN YOUR AGENCY?

SECTION 5: BEST PRACTICES AGENCIES			
PLEASE TELL US WHICH TWO (2) ORGANIZATIONS IN THE U.S. OR CANADA YOU BELIEVE ARE BEST PRACTICES PROVIDERS IN ANY OR ALL THE FOLLOWING AREAS: A) EVALUATING AND ACQUIRING LAND BASED ON NATURAL AND CULTURAL ATTRIBUTES, B) CREATING MEANINGFUL INVENTORIES OF NATURAL AND CULTURAL HOLDINGS, AND C) PLANNING AND CONDUCTING EFFECTIVE RESOURCE MANAGEMENT.			
AGENCY #1			
ADDRESS	CITY	STATE	ZIP
CONTACT PERSON	PHONE		
AGENCY #2			
ADDRESS	CITY	STATE	ZIP
CONTACT PERSON	PHONE		

THANK YOU FOR YOUR TIME AND PARTICIPATION



Appendix B: Participating Agencies

Boulder County Parks and Open Space Department

Address: P.O. Box 471
Boulder, Colorado 80306
Phone: 303-441-3950
Fax: 303-441-4594
Website: www.co.boulder.co.us/openspace
Director: Ron Stewart (Director)
Respondent: Tina Nielsen (Open Space Assistant) E-mail: tlnpa@co.boulder.co.us

Cleveland Metroparks

Address: 4101 Fulton Parkway
Cleveland, Ohio 44144
Phone: 216-635-3240
Fax: 216-635-3285
Website: www.clevelandmetroparks.org
Director: Vern Hartenburg (Executive Director)
Respondent: Tom Stanley (Chief of Natural Resources) E-mail: tw@clelandmetroparks.org

Jefferson County Open Space

Address: 700 Jefferson County Parkway, Suite 100
Golden, Colorado 80401
Phone: 303-271-5950
Fax: 303-271-5955
Website: www.co.jefferson.co.us
Director: Ralph Schell (Director)
Respondent: Ken Foelske (Manager of Planning) E-mail: kfoelske@co.jefferson.co.us

County of Los Angeles Department of Parks and Recreation

Address: 433 S. Vermont Ave.
Los Angeles, California 90020
Phone: 213-738-3235
Fax: 213-487-0380
Website: <http://parks.co.la.ca.us/>
Director: Tim Gallagher (Director)
Respondent: Lille Lowery (Facility Planner) E-mail: lloewery@co.la.ca.us

Minnesota Land Trust

Address: 2356 University Ave. W., Suite 240
St. Paul, Minnesota 55114
Phone: 651-917-6282
Fax: 651-647-9769
Website: www.mnland.org
Director: Jane Prohaska (Executive Director)
Respondent: Katee Czarnowski (Conservation Program Asst.) E-mail: kcarnowski@mnland.org

Three Rivers Park District

Address: 3000 Xenium Lane N.
Plymouth, Minnesota 55441
Phone: 763-559-6754
Fax: 763-559-3287
Website: www.threeriversparkdistrict.org
Director: Douglas F. Bryant (Superintendent)

Appendix VII
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Resource Management Analysis Appendix B

Respondent: Del Miller (Intergov't Relations Administrator) E-mail: dmiller@threeriversparkdistrict.org
Virginia Department of Conservation and Recreation

Address: 203 Governor St., Suite 326
Richmond, Virginia 23219

Phone: 804-786-1119
Fax: not provided
Website: www.dcr.state.va.us

Director: Joseph H. Maroon

Respondent: John R. Davy (Director, Division of Planning & Recreation Resources)

Appendix C: Basic Agency Information

	Fairfax County Park Authority	Boulder County	Cleveland Metroparks	Jefferson County	Los Angeles County	Three Rivers Park District	Virginia Dept. of Conservation & Recreation
<i>Population Served</i>	969,749	277,426	1,393,978	525,000	9,000,000	732,361	7,078,515
<i>Acres of Parkland</i>		80,000	20,000	51,000	65,528	26,700	63,500
<i>Active/Passive</i>		**	20/80	50/50	32/68	10/90	5/95
<i>Desire Ratio of Active to Passive</i>		N/A	20/80	50/50	N/A	20/80	N/A
<i>Desired Ratio of Parkland (in acres) per 1,000 Residents</i>		N/A	N/A	25	6 - regional parks 4 - local parks	N/A	10
<i>Annual Operating Budget</i>		\$8.5 million	\$60 million	\$6 million	not provided	\$20,365,000	not provided

** Allowed uses on Boulder County Parks and Opens Space properties include (with some exceptions) hiking, biking, and horseback riding. Dogs are allowed on leash on most, but not all properties. No "active" uses are allowed. Of the total land holdings, approximately 25% are conservation easements, 25% are under agricultural leases, and an additional 25% are off limits to public access due to habitat protection considerations. Approximately 25% are available for passive recreational use.

Other Participants:

- **Minnesota Land Trust:** This not-for-profit trust does not own land, but accepts donated conservation easements from landowners who wish to have their land protected. The trust serves the citizens of Minnesota and has an annual operating budget of \$700,000.

Appendix D: Acquisition of Open Space

1) How does your agency target parcels of land for acquisition?

Fairfax County Park Authority	Citizen and staff recommendations for land acquisition are evaluated by staff and presented to the Park Authority Board, which prioritizes acquisitions to be acted upon as funds from Park Bond Referenda or other sources are available. A set of criteria, approved by the Board, are used as guidelines for sorting the potential acquisitions. The criteria account for potential cost, develop-ability, identification through prior planning efforts, connectivity, and cultural and environmental factors.
Boulder County	The Boulder County Comprehensive Plan established priorities for open space preservation in the late 1970s. In the process of formulating the comprehensive plan, extensive public input was solicited from county residents. The comp plan contains various maps which offer guidance to the acquisition program, including a map that identifies natural communities, rare plants, riparian corridors and critical wildlife habitats; significant agricultural lands; environmental conservation areas (includes overland habitat connectors, stream habitat connectors, natural landmarks and natural areas, archeologically sensitive areas and a county trails map (includes existing trails, conceptual trail alignments and conceptual trail corridors).
Cleveland Metroparks	Cleveland Metroparks looks at both existing reservations for logical infill or buffer and also for "new initiatives". Conservation value is the primary criteria but the reality is that opportunity, community support, and cost are major determining factors. We have a tradition of focusing on riparian corridors along the major streams and rivers of northeast Ohio. Currently we are looking for ways to protect open space land closer to the inner city.
Jefferson County	Through an Open Space Master Plan - updated every 5 years.
Los Angeles County	No response provided.
Minnesota Land Trust	The MN Land Trust does not own land. Rather, it accepts donated conservation easements from landowners who call us and ask us to protect their land. Our criteria for accepting easements is quite broad, although we currently are focusing our protection efforts on land that has water features, as we have some state-allocated money available for that.
Three Rivers Park Dist.	The Board of Commissioners has adopted an acquisition plan. Existing park and trail units have defined boundaries and there is a priority protocol for acquisition within these units. New units or lands outside boundaries have a separate protocol for possible inclusion in the system.
Virginia DCR	General areas are identified in the Virginia Outdoors Plan. Specific sites are found by utilizing a site selection process in which we solicit recommendations for park sites in the general area that meet a set of predetermined criteria. We then review all suggested sites and pursue the one which best meets our standards.

2) What is the process for identifying deficiencies in current holdings?

Fairfax County Park Authority	The County Comprehensive Plan identifies some deficiencies and a Park Authority Needs Assessment Study is conducted approximately every 5-7 years to determine overall need for land and facilities.
Boulder County	The County solicits open space and trail project suggestions annually from each of the communities in the county. These suggestions are incorporated into the acquisition team work plan. Trail project requests are evaluated in light of the 5-year CIP and incorporated if possible. As our acquisition program has matured, we are now essentially "filling in" the missing pieces of the puzzle. In past years, we have relied heavily on guidance from the comp plan and from the Boulder County Nature Association, a group whose members created a map outlining target blocks of land with high natural resource values.
Cleveland Metroparks	In 1995 a Master Planning process was undertaken that looked at each current Reservation for future land protection opportunities and needs and more broadly at District wide deficiencies.
Jefferson County	Annual reviews with ongoing public process.
Los Angeles County	Use standard of 6 acres per 1,000 residents for Regional Parks and 4 acres per 1,000 residents for Local Parks. Comparing actual holdings with County standards in County's general plan.
Minnesota Land Trust	We try to monitor all of the properties that we protect annually.
Three Rivers Park Dist.	Distances from park units to service populations, travel times, underserved areas and natural resource attributes are considered.
Virginia DCR	The 1999 Report on Virginia State Park Planning Standards and Status identifies areas of the state deficient in state park lands. Once acquired, all of our sites go through a major master planning process to determine what they should provide in the way of facilities and activities.

3) How are prospective acquisitions evaluated for their natural and cultural resources?
(If applicable, describe type of information collected and how this information is used to make a decision.)

Fairfax County Park Authority	Natural and cultural resource assessments are sometimes conducted prior to acquisition, but this is the exception rather than the rule. There is an existing “Green Infrastructure Plan” that models cultural and environmental factors using GIS technology to prioritize the lands of the county. This Plan is used as a reference. Currently there is no additional written protocol for evaluation of parcels under consideration or for newly acquired parkland. Staff personally inspect all sites prior to acquisition and identification of some natural and/or cultural resources may occur at that stage. Some evaluation does occur during the master planning process for parks, particularly for sizable or significant parks. Cultural resource assessments, when conducted, include search of archival background information, as well as photography and archaeological field surveys. Existing site inventories are used to detect known sites in proximity to the parcel. Memos or reports summarize known information in terms of significance and integrity. The County Heritage Resources Management Plan is a guide for these studies.
Boulder County	Historically, the acquisition team has not had much input from the resource management or operations staff prior to acquiring property. The resource information was taken from existing information. More recently, the resource planning, resource management and operations staff have gotten involved prior to acquisition, in order to structure contract conditions more favorably and to help with budget decisions.
Cleveland Metroparks	Prospective properties are evaluated by Natural Resource staff as to current natural resource value and also for future potential. This generally involves a thorough site investigation.
Jefferson County	Review of the current Open Space Master Plan linked with site visits of natural resources staff. All findings are made available to staff and decision makers for their discussions and ultimate decisions.
Los Angeles County	EIR review in compliance with CA Environmental Quality Act for natural and cultural resources.
Minnesota Land Trust	Again, we do not acquire land, but potential easement projects are evaluated using criteria such as size (at least 5 acres in urban, 10 acres in rural areas), ecological diversity (we’ve moved away from protecting farmland), scenic value and value to local communities. Also, we are especially interested in land with water while we have supporting monies available.
Three Rivers Park Dist.	A combination of staff evaluation and data contained in the statewide county biological survey and the metropolitan area natural resources inventory.

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Virginia DCR	All sites are evaluated with respect to presence of natural communities and significant natural and cultural resources. This data is collected from our Division of Natural Heritage, and the Departments of Game and Inland Fisheries and Historic Resources.
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Appendix E: Resource Management Plans

1) Does your agency have an overall resource management plan for its natural and cultural resources?

Fairfax County Park Authority	An agency Natural Resource Management Plan has been drafted and is in the process of internal agency review. No agency Cultural Resources Management Plan has been written to date. The County Comprehensive Plan includes a Heritage Resources Management Plan, but is somewhat dated. The Green Infrastructure Study does account for some factors that would be included in such a plan (e.g. one layer is an inventory of Civil War Sites).
Boulder County	No
Cleveland Metroparks	Yes; each Reservation has a Natural Resource Plan that is updated every 3-4 years.
Jefferson County	Yes
Los Angeles County	Yes; a facilities jurisdiction list and strategic plan for 2010.
Minnesota Land Trust	Not applicable.
Three Rivers Park Dist.	Yes
Virginia DCR	No

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2) How does your agency assign responsibility to manage new property once it is acquired? Are operating funds immediately assigned or is there often a lag in the budget process?

Fairfax County Park Authority	Lead responsibility for new properties typically resides with the Planning and Development Division until a master plan is completed. Operations divisions are involved to the extent maintenance or other ongoing management is required. Once master plans are completed, the park is typically assigned to an operating division. There is typically a lag of one to several years before operating funds can be requested and approved in the annual budget process.
Boulder County	The staff and budget assignment for planning for resource management is often done immediately or soon after a property is acquired, especially for large properties that are slated to be open to public use. Once a management plan is formulated (which can take several years) the actual work required is incorporated into the 5-year CIP. On properties that are not slated to be open for public access, there may be a longer lag in staffing and budget for resource management. In many cases, we rely on "rapid resource evaluations", a mini-baseline inventory that serves to highlight immediate and short term management needs, so that we can take care of those in the interim period.
Cleveland Metroparks	When in fill properties are acquired they are absorbed into existing responsibilities. When new areas are acquired, staff is hired as soon as any improvements are initiated.
Jefferson County	All new properties are brought into park management plans. Operating funds are targeted in 5 year budgeting.
Los Angeles County	By geographical location and type of facility.
Minnesota Land Trust	We do not manage land but do monitor it. Funds for monitoring are secured when the easement is placed upon the land.
Three Rivers Park Dist.	Management responsibility is determined by proximity to other units. There sometimes is a lag in budget & staffing, but that depends on the type of property and its attributes.
Virginia DCR	Initially, a new acquisition becomes a satellite operation under the management of an existing near-by park. Intermediate staffing often is taken from existing staff across the system unless specifically allocated/identified by the General Assembly. The staffing and management needs of the site are identified as part of the site's master planning process. Unfortunately, facility development often comes before adequate staffing has been authorized, leaving the system as a whole short-handed.

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3) Are detailed inventories conducted when properties are acquired with significant natural and cultural resources? If so, how is the information compiled and to whom is it available?

Fairfax County Park Authority	There are no existing procedures requiring natural and cultural resource inventories when properties are acquired. Such inventories are rarely conducted prior to the master planning process. When inventories are prepared, they are made available for staff use and are available to the public, but rarely publicized disseminated except as narrative summaries in master planning documents. Cultural resource inventories, when conducted, are compiled using the Discovery database and GIS mapping.
Boulder County	We perform or hire contractors to perform baseline inventories for natural and cultural resources as the first step of formulating a management plan. Spatial data is incorporated into GIS files, and the information is compiled and interpreted in a management plan, which then goes through a public process for input on policy decisions. The information is always available to the public.
Cleveland Metroparks	Cleveland Metroparks initially completes a vegetation or cover map and begins a more thorough resource inventory. We have on staff a person (Manager of Natural Resource Research), who coordinates the data collection. Cultural Resources are not part of our mandate and when significant opportunities occur they are generally handled by local agencies or historical groups.
Jefferson County	The park management plans contain all inventories of cultural and natural resources. Information is available to all - including public opposing concept plans. T&E species information is guarded for the resource protection.
Los Angeles County	Inventories or site assessments are part of the criteria for acquiring the property. All information is available to anyone requesting it with exceptions of specific archeological sites protected by State Code.
Minnesota Land Trust	Only if provided by the landowner.
Three Rivers Park Dist.	In-depth vegetation/geological feature inventories are completed on park reserves. Simple surveys are completed on smaller regional parks - these may include upland/lowland delineations or tree inventories. Information is used by all staff.
Virginia DCR	No. At the time of acquisition, general inventory information is collected. More detailed inventories are conducted for areas proposed for development. This information is incorporated into the site specific resource management plan and is used by the planning team and the design and construction unit to ensure that facilities are not placed in areas with significant natural or cultural resources. This information can be made available to the public except the location of threatened or endangered species or sensitive historic or archaeological sites.

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- 4) **Are individual resource management plans created for each new natural or cultural resource acquisition? If so, how are funds and staffing created to carry out the resource management plan?** (If available, please provide an outline or current planning document for a cultural/natural resource management plan or inventory.)

Fairfax County Park Authority	There is no current policy to create natural or cultural resource management plans for new acquisitions or existing parks. Less than 10 existing parks have specific natural or cultural resource management plans.
Boulder County	We formulate Management Plans for the larger, significant individual properties or groups of properties as it makes sense from a geographic perspective. If a new property is acquired adjacent to an existing property, the new property's management plan will be added as an amendment to the existing plan. Priorities for capital projects, including significant planning efforts, are established and adjusted annually through the 5-year CIP planning process. We strive to leverage our budget to the maximum extent possible by applying for grant funds. In addition to our operating budget, we have the ability to tap into a small percentage of our open space sales tax revenue (acquisition fund) for facility development.
Cleveland Metroparks	Yes, recent acreage acquired has not been so large as to require significant new budget or staff.
Jefferson County	Yes, the park management plans contain all inventories of cultural and natural resources. Information is available to all - including public opposing concept plans. T&E species information is guarded for the resource protection. Funds to accomplish the plans are included in resource management budget.
Los Angeles County	Depends on the site, the resources on the site, and the manpower.
Minnesota Land Trust	Not applicable.
Three Rivers Park Dist.	Management plans are created for the system of parks. More detailed individual park management plans occur as money/staffing/plant materials become available. The scheduling of plan implementation by park is done from the master plan. The timing of implementation varies by resource priorities, public use patterns, soil types and a myriad of contributing factors.
Virginia DCR	Resource management plans are developed for all state parks and natural areas. Each park works with their District Office and Central office staff in the development of these plans. Funding to implement management recommendations comes either from existing budgets, revenues generated by the project such as a timber harvest, grants or donations, and occasionally from special appropriations for specific projects such as shoreline erosion.

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- 5) What percentage of your workforce in staff year equivalent is primarily dedicated to natural and cultural resource management planning or activities? What percentage of your annual operating budget is primarily devoted to these activities?

	Workforce (Staff Year Equivalent)	Budget
Fairfax County Park Authority	No staff work full-time on natural or cultural resource management planning or activities. No data exists on the hours devoted to these functions, but our estimate is that SYE of natural/cultural resource management planning might be 5.0 if natural and cultural resource aspects of master planning activities are included. For natural/cultural resource management activities, estimated SYE is 10.0 if related activities by maintenance crews is included.	No data
Boulder County	66%. BCPOS employs 87 full-time employees. Add approximately 20 FTE's to this number to account for our seasonal workforce. 51 of the year round full time employees and all of the seasonals devote most of their efforts to natural and cultural resource management. This number does not include employees of the county extension service, since we contribute only a portion of their salaries and budget.	Response not provided.
Cleveland	Natural Resources staff equals 7 full-time and 20 part-time.	\$800,000 out of \$60 million
Jeff. County	10%	10%
Los Angeles County	1.5%	<1%
Minn. Land Trust	Not applicable.	Not applicable.
Three Rivers	5%	15%
Virginia DCR	<5% (answer specific to state parks)	<5% (answer specific to state parks)

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6) What park or resource classifications do you currently have in place?

Fairfax County Park Authority	Park classifications have been established by the Park Authority Board (see the Park Register). The Park Authority does not have any adopted resource classifications. The County Urban Forestry function has adopted the National Vegetation Classification System, which is also in use by the NPS, BLM, USSFS, USFWS and USGS.
Boulder County	Open for public access; closed (agricultural lease); closed (resource management planning); closed (habitat protection area)
Cleveland Metroparks	We do not classify our land this way. We have 14 Reservations, each unique in its blend of natural resources and development.
Jefferson County	Sensitive Area Management Unit, Natural Area Management Unit, and Parkland Recreation Area.
Los Angeles County	Local parks include: neighborhood parks, community parks. The classifications also include community regional and regional parks, natural areas, wildlife preserves, wildlife sanctuary, wildflower sanctuary and water conservation park.
Minnesota Land Trust	Not applicable.
Three Rivers Park Dist.	Park units: park reserves, regional parks, special recreation features and regional trails. Natural resource classifications include: environmental preservation areas, sanctuaries, refuge zones and temporary protection zones.
Virginia DCR	No response provided.

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7) Are standards used in assigning value to the resources within new acquisitions, in assigning staff or budgetary resources to the property, or in determining the type of development that will occur? If so, what standards are employed?

Fairfax County Park Authority	No standards exist. Several recent master plans have used a natural resource habitat value assessment tool that yields numeric rankings of habitat suitability.
Boulder County	No standards are used.
Cleveland Metroparks	No standards are used.
Jefferson County	Study of the site with reference to initial purpose of preservation. Park management plans are completed prior to development.
Los Angeles County	No standards are used.
Minnesota Land Trust	We do evaluate the conservation values of a piece of property we are considering protecting, but most of the evaluation is pretty subjective --staff knowledge/opinion, comparison to other projects, etc.
Three Rivers Park Dist.	Planning occurs by resource and development staff simultaneously to evaluate resources and determine best development features. The development is driven by park location to needed public recreational opportunities, available monies, and availability of planning staff.
Virginia DCR	No response provided.

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8) Does your agency maintain a system-wide inventory of natural, historical, and cultural resources? If so, is the system-wide inventory a public document or for internal use only?

Fairfax County Park Authority	Natural resources – no. For cultural resources, inventories do exist for the 2+ million county archaeology artifact collection, the 70,000+ Park Authority artifact collection and the 5,000+ Park Authority museum objects collection. Documents are available to the public but not publicized or disseminated.
Boulder County	No inventory is maintained.
Cleveland Metroparks	Yes; most are data files that can be made available to the public.
Jefferson County	Yes; internal use.
Los Angeles County	No inventory is maintained.
Minnesota Land Trust	We only have a list of our projects. This list is used for internal purposes only.
Three Rivers Park Dist.	Yes; public document.
Virginia DCR	No inventory is maintained.

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9) On a scale of 1 to 10 (with 10 being the highest rating), how would you rate your agency on its current care and management of natural and cultural resources? What areas of resource management need improvement and why?

Fairfax County Park Authority	Rating for management of artifacts collections – 8. Rating for natural/cultural resource management – 3-4. Field protection of known resources is nearly non-existent. Decaying resources are generally not stabilized but allowed to continue to degrade or decay. We do no comprehensive watershed education or management nor is there a meaningful program for watercourse management or even stabilization.
Boulder County	Our staff of supervisors and managers has discussed this question every year for the last four years. If we had been asked to rate ourselves 4 years ago, we probably would have gotten a "5" at best. As we formalize planning and increase staffing to start to catch up with the frenetic pace of acquisitions over the last 10 years, we might today be closer to a "7". Some of the comments generated at this year's meeting included: better parking lot maintenance, trail maintenance, agricultural land maintenance (grazing, riparian protection), building maintenance (i.e. older buildings/barns that come with some of our properties), bringing older parks up to modern park standards, etc.
Cleveland Metroparks	Scale rating of 9. Continued data collection and research to refine and improve our resource management plans.
Jefferson County	Scale rating of 8. Developing carrying capacity for each area is required for future issues as they arise.
Los Angeles County	Scale rating of 7.5. The Department needs to develop a database of all cultural and natural resources of distinction based on type, location, and degree of significance.
Minnesota Land Trust	Not applicable. The landowner still owns the land we protect and are in charge of all management activities.
Three Rivers Park Dist.	Scale rating of 8. If additional funding were available, more intense management of plant communities could occur to address exotics control and the future of the individual plant community to represent a native, natural system.
Virginia DCR	Scale rating of 6. Highest need would be cultural resources due to insufficient funds to preserve, and in some instances to protect properly. Reason could be attributed to insufficient funds for staffing, active management, or preventive maintenance.

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10) Does your agency have an on-going system in place for evaluating the management of its natural and cultural resources? How often do you conduct an evaluation? How is the evaluation conducted? Please indicate three (3) performance criteria typically used the most in your evaluations.

	Frequency of Evaluations/Conducted By	Performance Criteria
Fairfax County Park Authority	No comprehensive evaluation process exists. The County Deer Management Program does have an established evaluation process.	Federal or National Park Service standards and criteria could be applicable.
Boulder County	Annually by private consultants.	Not applicable.
Cleveland Metroparks	Ongoing and continuous by staff.	We do not have specific criteria but evaluate the success of reaching individual goals and adjusting plans as necessary.
Jefferson County	Annually by staff.	<ol style="list-style-type: none"> 1. Change in use – impacts 2. Natural area changes in habitat 3. Health of wildlife and numbers
Los Angeles County	No on-going system in place.	Not applicable.
Minnesota Land Trust	No on-going system in place.	Not applicable.
Three Rivers Park Dist.	Formally, it is evaluated every five years by staff during revisions to the master planning for a system of parks. Informally, it is done annually by an executive management team evaluating accomplishments and proposing future budgets.	<ol style="list-style-type: none"> 1. Does the resource represent a natural area or an area to part of a future recreational development? 2. How to best protect existing quality resource features. 3. Determine how the resource can best be utilized as a natural feature or a part of a designed recreational feature.
Virginia DCR	No on-going system in place.	Not applicable.

11) Does your agency use GIS as an analytical tool to identify resources and plan for their protection?

Fairfax County Park Authority	Yes, GIS is used in a variety of ways. A new Green Infrastructure Map of natural and cultural resources has been created as a useful planning tool on a macro level, but remains to be further refined to offer data on a site-by-site basis.
Boulder County	Yes
Cleveland Metroparks	Yes
Jefferson County	Yes
Los Angeles County	The Department is just getting this valuable tool.
Minnesota Land Trust	Yes, it is contracted out.
Three Rivers Park Dist.	Yes
Virginia DCR	State parks are in the initial stages of using GIS as an analytical tool.

Appendix F: Development and Protection of Natural and Cultural Resources

1) To the extent that your organization develops properties with facilities, how are significant natural and cultural resources identified and protected in the development process?

Fairfax County Park Authority	Significant natural/cultural resources are often, but not always, identified in the development process. On some occasions the urgency of development leaves insufficient time or resources for meaningful identification. Identified natural/cultural resources are typically protected as the result of the master planning process, in which natural and cultural resource protection areas are established.
Boulder County	BCPOS conducts a cultural resource evaluation as part of the management planning process. As with natural resources, the information is used to determine the extent and location of facilities.
Cleveland Metroparks	By professional staff.
Jefferson County	Cultural inventories are completed prior to any planning and development. Also park management plans are completed for each open space parcel prior to development of concept plans for use and/or preservation. All natural and cultural values are identified and mapped. Information of threatened /endangered species is maintained for in-house use in the effort to protect the resource.
Los Angeles County	Through the State and Federal Environmental process.
Minnesota Land Trust	Not applicable.
Three Rivers Park Dist.	The natural resource inventories are compiled and used to recommend designation of areas for natural areas preservation or developed for recreation. Resource Management staff and Development staff work together on the master plan for each parcel.
Virginia DCR	Initially, resources are identified by more detailed inventories, data base searches and so on. This information is incorporated into the site's resource management plan and master plan. Once significant resources are identified, through the various planning processes these sites are avoided when proposing locations for facility development.

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- 2) Please indicate all of the laws, regulations, and policies used by your agency for natural and cultural resource protection. If you have internal policies and regulations, do they provide an increased level of protection beyond that required for federal, state, or local laws and regulations?

Fairfax County Park Authority	Federal, state, and local laws/regulations as well as internal policies are used. Internal policies sometimes provide an increased level of protection.
Boulder County	Federal, state, and local laws/regulations as well as internal policies are used. Internal policies provide an increased level of protection.
Cleveland Metroparks	Federal and state laws/regulations as well as internal policies are used. Internal policies provide an increased level of protection.
Jefferson County	Federal and state laws/regulations as well as internal policies are used. Internal policies provide an increased level of protection for wetlands, wildlife, and cultural and historic resources.
Los Angeles County	Federal, state, and local laws/regulations are used.
Minnesota Land Trust	Not applicable.
Three Rivers Park Dist.	Federal, state, and local laws/regulations as well as internal policies are used. Internal policies provide an increased level of protection.
Virginia DCR	Federal and state laws/regulations as well as internal policies are used. Local laws /regulations are used depending on the resource. Internal policies provide an increased level of protection, depending on the particular resource or issue.

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3) How frequently are there divergent views within your organization regarding the development of parks and open space and the protection of areas having significant natural or cultural value? How are these divergent views resolved within your agency?

Fairfax County Park Authority	There are frequently differences of opinion, reflecting the agency's dual role as developer of park/recreation facilities and protector of resources. Divergent views are often resolved by consensus as part of project teamwork. At times these issues are resolved by the Director's Office or by the Park Authority Board.
Boulder County	Very frequently divergent views exist. Our staff views mirror the community; the divergences are a matter of extent and emphasis of development more than philosophy of resource protection. Divergent views are resolved through the management planning process. The project team consists of the various field discipline experts. The team evaluates resource information and through meetings and field trips comes to a consensus recommendation on development and management policies. In cases where there is significant controversy or politics, the County Commissioners have sometimes appointed an ad hoc citizen advisory board to come back with management recommendations. Some examples of this have to do with dog off leash policies, whether to allow dogs on certain properties, and the use of genetically modified organisms on county owned agricultural properties.
Cleveland Metroparks	Occasionally there are divergent views, normally resolved through interactive staff discussion.
Jefferson County	Occasionally there are divergent views. The review of original resolution and park management plans are helpful in coming to a resolution. Staff reviews annually with follow up of issues of concern.
Los Angeles County	Occasionally divergent views exist. These views are resolved by evaluation through the environmental process and discussions with experts.
Minnesota Land Trust	Not applicable.
Three Rivers Park Dist.	Somewhat frequently divergent views exist. These views are resolved usually through additional meetings with upper level management staff or Board of Commissioner's input, until a consensus is reached. If not, decisions are made by the Superintendent and approved by the Board of Commissioners.
Virginia DCR	Occasionally divergent views exist. These views are resolved by discussing the situation, reviewing the known facts, and through consensus.

Capital Improvement Program Priority Scoring Factor Sheet

	Paved Trails	Fitness Facilities	Community Parks	Countywide Parks	RECenters	Indoor Gyms	Nature Centers	Playgrounds	Indoor Aquatics	Picnic Areas	Water Parks	Multi-use Courts	Historic Sites	Golf	Skate Parks	Slow Pitch	Dog Parks	Equestrian	Horticultural Parks	Rectangular Fields	Adult Baseball	Youth Baseball	Fast Pitch
1. Project addresses unmet recreational and park needs as identified by the citizen survey, park standards, park inventory, and benchmarking. Weighted 3.25 points. 1 - Project scored between 9.8-13.9 on ranking (from Younger and PROS ranking system) 2 - Project scored between 15.2-17.7 on ranking system 3 - Project scored between 18.5-50.6 on ranking system 4 - Project scored between 21.2-24.6 on ranking system	4	4	4	4	4	4	3	3	3	3	3	3	2	2	3	2	2	2	1	1	1	1	1
2. Project has common interest and need from all five cultural groups broken out in the Parks and Recreation Needs Assessment Survey, question 5. Weighted .5 points. 1 - Under 10% need from all 5 cultural groups 2 - 11% to 24% need from all 5 cultural groups 3 - 25% to 49% need from all 5 cultural groups 4 - Over 50% need from all 5 cultural groups	4	3	4	4	4	2	3	3	4	3	3	2	3	2	1	1	2	1	3	2	1	1	1
3. Project has common interest and need from all six age group segments broken out in the Parks and Recreation Needs Assessment Survey, question 5. Weighted .5 points. 1 - Average of under 10% need from all 6 age segment groups 2 - Average of 11% to 24% need from all 6 age segment groups 3 - Average of 25% to 49% need from all 6 age segment groups 4 - Average of 50% need from all 6 age segment groups	4	3	4	4	3	2	4	3	4	3	3	2	3	3	1	1	2	1	3	2	2	2	2
4. Project impacts operation and maintenance costs. Weighted .5 points. 1 - Adds over \$250k to annual operation and maintenance costs 2 - Adds between \$150k - \$249k to annual operation & maintenance costs 3 - Adds between \$50k-\$149k to annual operation & maintenance costs 4 - Adds less than \$49k to annual operation & maintenance costs	4	3	1	1	1	2	2	4	1	4	1	4	2	1	4	4	4	1	1	4	4	4	4
5. Project offers revenue generation opportunities. Weighted .5 points. 1 - Adds less than \$49k to annual revenue generation 2 - Adds between \$50k-\$149k to annual revenue generation 3 - Adds between \$150k-\$249k to annual revenue generation 4 - Adds over \$250k to annual revenue generation	1	4	4	3	4	3	1	1	4	1	4	2	1	4	1	4	1	2	3	1	1	1	1

Capital Improvement Program Priority Scoring Factor Sheet

	Paved Trails	Fitness Facilities	Community Parks	Countywide Parks	RECenters	Indoor Gyms	Nature Centers	Playgrounds	Indoor Aquatics	Picnic Areas	Water Parks	Multi-use Courts	Historic Sites	Golf	Skate Parks	Slow Pitch	Dog Parks	Equestrian	Horticultural Parks	Rectangular Fields	Adult Baseball	Youth Baseball	Fast Pitch
<p>6. Project provides program or facility development support through a partnership. Weighted .5 points. 1 - Support is extremely low, 15% or less of costs 2 - Support is low, 16% to 40% of costs 3 - Support is moderate, 41% to 75% of costs 4 - Support is high, greater than 76% of costs</p>	1	2	1	1	1	2	2	2	1	1	1	2	2	2	1	1	2	2	2	1	1	1	1
<p>7. Project has external capital funding potential. Weighted .5 points. 0 - No external capital funding potential 1 - 1% to 10% external capital funding potential 2 - 11% to 50% external capital funding potential 3 - 51% or greater external capital funding potential</p>	2	2	1	1	1	2	0	2	1	0	0	0	2	3	0	3	1	2	2	0	1	1	1
<p>8. Project offers potential of protecting natural and cultural resources with education opportunity. Weighted .5 points. 0 - No protection potential, or education opportunity (no acres, and/or no programs) 1 - Low protection potential, with little education opportunity (1 to 10 acres, and/or at least 2 programs) 2 - Moderate protection potential, with some education opportunity (10-50 acres, and/or at least 2 programs) 3 - High protection potential, with much education opportunity (over 50 acres, and/or over 3 programs)</p>	3	0	2	3	0	0	3	0	0	2	0	0	3	1	0	0	0	2	2	0	0	0	0
Total Priority Score	22.5	21.5	21.5	21.5	20.5	19.5	17.25	17.25	17.25	16.75	15.75	15.75	14.50	14.50	13.75	13.50	12.50	12.0	11.25	8.25	8.25	8.25	8.25

Consultant’s Perspective on Possible Funding Mechanisms

*Note to Reader: The following Appendix represents the **Consultant’s Perspective** on funding options that they believe could be expanded or used to diversify the Agency’s funding sources. The consultant’s perspective will be considered as part of the Agency’s annual strategic planning process and, where policy changes are required, mechanisms will be considered periodically by the FCPA Board.*

Funding

Funding is a significant challenge for FCPA in meeting public recreational needs. Significant financial investment is necessary to fund new facility development, land acquisition and renovation of current resources to an acceptable level to meet public expectations. Successful implementation of the Needs Assessment Report recommendations will hinge on FCPA’s ability to secure increased funding from multiple sources and respond with effective provision and management of parks, recreation facilities and programs. This section will outline potential funding mechanisms and options for the Park Authority to earnestly pursue.

The major impediment to the implementation of the CIP is the lack of adequate dedicated funding sources for both capital improvements and land acquisitions. Currently, a significant funding deficiency exists for each of the time frames identified over the 10-year period; however, new funding strategies could be pursued by the Park Authority to meet the current and future needs of the park and recreation system.

New facility development, renovations and land acquisition costs are estimated at over \$376,000,000. Current primary capital funding sources include general obligation bonds, development proffers, interest earned and telecommunication leases. Projected funds from these sources over the next ten years are estimated at approximately \$270,000,000 leaving a gap of over \$100,000,000 in capital funds needed over and above those traditionally used by FCPA.

Potential Funding Mechanisms

Expansion of existing funding sources and use of new funding sources are needed to generate the level of funding required to implement the recommended CIP. The following funding sources table lists a variety of funding options that are appropriate for the Fairfax County Park Authority. Some of these funding sources are currently used by FCPA, as indicated, however, opportunities exist to expand the amounts generated from these sources.



Funding Source	Used by FCPA?	Description
1. Corporate Sponsorships	Yes	This revenue-funding source allows corporations to invest in the development or enhancement of new and existing park facilities. Sponsorships are also highly recommended for programs and events.
2. Partnerships	Yes	Partnerships can be formed for development funding or operations between FCPA and other public agencies, municipalities, quasi- government entities, non-profit organizations, private businesses or individuals. Partners can create synergy by jointly developing revenue producing parks and recreation facilities. This allows the partners to share risk, operational costs, responsibilities, and asset management and draw on the strengths and assets provided by each partner.
3. Dedication/ Development Fees (Proffer Funding)	Yes	Dedication of proffer funds is negotiated during land development impact review to offset the impacts to the park and recreation system associated with the new development. These funds are used for parks and recreation purposes, such as open space acquisition, community park site development, neighborhood parks development, regional parks development or private recreation provisions.
4. Foundation/ Gifts	Yes	These dollars are raised by tax-exempt, non-profit organizations established with private donations in promotion of specific sites, facilities, activities or programs. They offer a variety of means to fund capital projects, including capital campaigns, gifts, catalogs, fundraisers, endowments, sales of items, etc.
5. Recreation Service Fees	No	These are dedicated user fees, which can be established by local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fees can apply to all organized activities, which require a reservation of some type, or other purposes as defined by the local government. Examples of such activities include: adult basketball, volleyball, youth baseball, soccer, equestrian activities, and special interest classes. The fees allow participants an opportunity to contribute toward specific facility maintenance.

Funding Source	Used by FCPA?	Description
6. Grants	Yes	A variety of grants are offered by federal and state public agencies or philanthropic organizations.
7. Special Improvement District/Benefit District	Yes	Taxing districts can be established to provide funds for certain types of improvements that benefit a specific group of affected property owners. Improvements may include landscaping, erection of fountains, art acquisition or other public benefit improvements, including recreation and cultural enhancements.
8. Interlocal Agreements	Yes	Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.
9. Private Concessionaires	Yes	Contract with a private business to provide, finance, and operate desirable recreational activities, amenities and/or facilities with fees or commissions paid to the agency.
10. Fees/Charges	Yes	Fees and charges to users based on market conditions, facility costs, and agency policy. The national trends indicate that many public park and recreation agencies recover 35% to 50% of operating expenditures from this funding source.
11. Land Trust Activities	Yes	Obtain dedicated land and easements at little or no cost.
12. Real Estate Transfer Fees	No	As communities expand, the need for infrastructure improvements continues to grow. Since parks add value to neighborhoods and communities, some agencies have turned to real estate transfer fees to help pay for needed renovations in older neighborhoods. Typical transfer fees amount to a quarter to one half percent on the total sales price associated with each real property transfer.
13. Greenway Utilities	No	Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground beneath parkland in a designated corridor for the fiber optic and telecommunication types of businesses.

Funding Source	Used by FCPA?	Description
14. Naming Rights	No	Many agencies have turned to selling the naming rights for new or renovated buildings and/or parks to underwrite the development costs associated with the improvements.
15. Benefit Assessment Act of 1982	No	This federal statute provides a uniform procedure for the enactment of benefit assessments to finance the maintenance and operation costs of drainage, flood control, and street light services and the cost of installation and improvement of drainage or flood control facilities. Under legislation approved in 1989 (SB 975, Chapter 1449), this authority is expanded to include the maintenance of streets, roads, and highways. As with most other assessment acts, cities, counties, and special districts that are otherwise authorized to provide such facilities and services may use it.
16. Licensing Rights	No	This revenue source allows the agency to license its name on all resale items that private or public vendors use when they sell clothing or other items sporting the agency's name or logo. The typical licensing fee is 6 to 10 percent of the cost of the resale item.
17. Sales Tax	No	The revenue source is very popular for funding parks and recreation agencies either partially or fully. The normal sales tax rate is one half cent for operations and one quarter cent for capital. This tax is very popular in high traffic tourism type cities and with counties and state parks.
18. Capital Improvement Fees	No	These fees are on top of the set user rate for accessing facilities (such as golf, recreation centers and pools) to support capital improvements that benefit the user of the facility.
19. Concession Management	Yes	Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The agency either contracts for the service or receives a contracted percentage of the gross or net revenue dollars that incorporates a profit after expenses.

Funding Source	Used by FCPA?	Description
20. Friends Associations and Site Foundations	Yes	These groups are formed to raise money; typically, for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.
21. Advertising Sales	Yes	This revenue source is for the sale of tasteful and appropriate advertising on parks and recreation related items such as in the agency's program guide, on scoreboards, dasher boards, and other visible products or services that are consumable or permanent that exposes the product or service to many people.
22. Subordinate Lease Easements	Yes	This revenue source is available when the agency allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the agency on an annual basis.
23. Irrevocable Remainder Trusts	Yes	These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the agency in a trust fund that allows the fund to grow over a period of time; it is then available for the agency to use a portion of the interest to support specific parks and recreation facilities or programs that are designated by the trustee.
24. Catering Permits and Services	Yes	This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the agency. Also, many agencies have their own catering service and receive a percentage of dollars off the sale of their food.
25. Volunteerism	Yes	The results in an equivalent revenue source from individuals who donate time to assist the agency in providing a product or service on an hourly basis. This reduces the agency's cost in providing the service plus it builds advocacy and ownership into the system.

Funding Source	Used by FCPA?	Description
26. Water Utility Fee	No.	Agencies have added a special assessment on to water utility fees paid by homeowners and businesses to cover the costs of water, street trees, landscaping, fountains, and pools. The fee is usually a percentage of the bill (two or three percent).
27. Recreation Surcharge Fees for credit card use	No	Credit card transactions have a fee built into the registration cost of the program or service.
28. Maintenance Endowments	Yes	Organizations and individuals invest in an endowment for ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations. They also receive direct donated funds.
29. Sell Development Rights	No	Some agencies sell their development rights below park ground or along trails to fiber optic companies or utilities. The park agency retains a yearly fee on a linear foot basis.
30. Program Contractor Fees	Yes	Agencies receive a percentage of gross contractor fees for contractor programs held on agency's facilities. The percentages range from 25% to 40% depending on space, volume, and the amount of marketing the agency does for the contractor.
31. Dog Park Fees	No	These fees are charged to kennel clubs for exclusive use of the agency's dog park facility. Fees are assessed on dogs owners and on people who care for these pets.

Capital Improvement Program Funding Strategies

Throughout the United States, many cities have turned to creative methods to develop earned income to help offset operational and capital costs. The listed funding options provide the Park Authority with alternatives to consider in meeting the community needs. The most appropriate and applicable funding options that FCPA should consider for enhancing its funding sources are listed below.

- 1) Corporate Sponsorships
- 2) Partnerships
- 3) Dedicated/Development Fees (Proffer Funding)
- 4) Grants
- 5) Special Improvement Districts
- 6) Fees/Charges
- 7) Land Trust



- 8) Real Estate Transfer Fees
- 9) Sales tax
- 10) Capital improvement fees
- 11) Subordinate Lease Agreements

The Park Authority uses some of these options already, but to achieve the community’s vision, meet community needs and obtain the desired funding level, the Park Authority will need to re-evaluate their funding position and update or change their funding policies and procedures.

The following considerations were made when reviewing the funding options as most important.

Corporate Sponsorships have typically been used by the Park Authority to supplement programs. The potential to enlist sponsorship for capital dollars can be expanded for facility development. Typically large facilities with high profile and visibility offer the best opportunity for local businesses to be associated with. Development of RECenters, gymnasiums, nature centers and historic sites are good examples. Each of these would have a county-wide exposure and high visibility for a business to be seen by a large audience.

The Park Authority has received several proposals to create **Partnerships** with private vendors/contractors to jointly develop assorted recreation facilities. The county has not pursued any of the proposals because of concern with procurement regulations and competition with private sector facilities in the same market. More energy has centered on public/public ventures. However as public funding continues to dwindle; the Park authority will have to view private partnership ventures as a stronger alternative.

Currently, any **Proffer Funding** is voluntary. There is an opportunity to expand the cash proffer system similar to the system approved for the Fairfax County Public Schools which also includes how impact fees are calculated.

Public and private **Grants** are pursued by the Park Authority but limited by staff time and available grant funding. If the Park Authority is to use this as a viable source of funding, more dedicated resources in staff time will have to be allotted to explore current and future opportunities. The finding or adapting of new or alternative sources of grants should be a priority for the Authority.

Special Improvement Districts have been used by the County on large scale projects but none have been directed for development of Park Authority projects. The Authority needs to review how they can better organize their efforts and promote how these districts would have comparable impact as other projects like transportation. A special improvement district could be created around regional attractions based on the service radius of users.

Although the Authority reviews **Fees and Charges** on a regular basis, the Park Authority still undervalues many activities which the market can support at a higher fee/charge. If valued correctly, fees/charges could provide some of the needed funding for renovations to existing facilities. In addition, Recreation Service Fees, not currently used, could be established for the purpose of constructing facilities. Although the near term possibilities are limited because of resistance to fee policy change, the process should move forward to create an avenue and support for future.

The Park Authority needs a more dedicated effort to solicit land dedication through the Park Foundation and/of to strengthen its partnership with the Northern Virginia Conservation Trust. This would position the Authority to acquire land with little capital investment through private



individuals who are committed to land preservation and open space and would desire to donate to a park **Land Trust**. It also offers the opportunity to manage and protect open space and environmental resources through recreation and conservation easements.

A **Real Estate Transfer Tax** is currently assessed in the County on transfers but is not dedicated to a specific program. The Park Authority should make efforts to seek an increase in these fees and having them dedicated to parkland acquisition and development. The efforts would not have a benefit on near or intermediate term financial needs, but could certainly mitigate a portion of long term needs.

The Authority does not use a **Capital Improvement Fee** as an option because the existing fee policy creates recovery for some capital improvement projects. However, the Park Authority needs to expand their current thinking to revise their fee policy to obtain additional funding through this process. A capital improvement fee could be incorporated into golf courses, aquatic centers, and game field complexes.

The **Sales Tax** option, although difficult to establish, should not be discounted as a funding option when strategically implemented in the development of a capital improvement program. The Park Authority's issue is to follow through and establish citizen trust that the funding would be used as proposed. A justification for Park Authority use of the sales tax for park development is support of tourism due to high park and historic site visitation rates.

The Park Authority receives fees for utility easements and telecommunication subordinate agreements but could enhance its revenue through a more systematic program development of **Subordinate Lease Agreements**. More opportunities exist for the Authority than are currently in place.

The key to incorporating effective revenue sources is that they must be built around the community's values. All of these revenue sources provide good funding options. Some are easier to access than others. These funding sources may take time to build to achieve the level of funding dollars needed.



Note to Reader: The following Appendix represents the Consultant's Perspective on organizational issues and changes that they believe will improve the implementation of the recommended Capital Improvement Plan. The consultant's perspective concerning FCPA's management and organizational structure will be considered as part of the Agency's annual strategic planning process.

Consultant's Perspective – A Report on Organizational Balance with Approaches to Achieving a More Balanced Park and Recreation System

The consulting team evaluated FCPA's organizational ability to meet the identified community park and recreation need represented in the \$376 million dollar Capital Improvement Plan. This comprehensive needs-based CIP is approximately \$254 million greater than the capital investment implemented by FCPA over the previous 10-year period. Even if funding can be identified for the entire \$376 million, successfully satisfying user need cannot be guaranteed. It is to a large extent dependent on whether the organization is currently prepared (in terms of its funding sources/distributions, policies, planning approaches, organization, and management practices) to successfully implement such a far-reaching undertaking. The consultants analyzed the FCPA's organizational readiness in this regard.

FCPA has areas of its operational structure and service delivery that are significantly out of balance. Imbalanced organizations show stress among staff, deliver inconsistent products, borrow against the future, provide inadequate maintenance and often have dissatisfied clients. While FCPA does not exhibit all of these symptoms, it has many, with most on the horizon unless organizational changes occur in the near future.

A balanced park and recreation agency has the following characteristics and management approaches:

- Manages proactively – anticipates change and actively manages the agency's future.
- Uses principles and standards to guide management and planning efforts.
- Allocates adequate operational resources that match desirable principles and standards and does not overextend operational resources.
- Manages a balanced workload for all staff in the agency.
- Listens to citizens' needs and tries to address them within the established standards and available resources.
- Conducts an interactive, consistent, on-going, and productive dialogue with users to confirm available resources are best matched to needs.
- Recognizes true total costs of products, services, operations and programs.
- Communicates accurately the costs associated with the services provided to residents.
- Implements programs to meet citizen's park and recreation needs without putting the agency at risk.
- Establishes credibility with all stakeholders to avoid defensive postures in decision making.
- Provides equity and accessibility to all parks, recreation facilities and programs.
- Manages entitlements enjoyed by special interest groups.
- Creates equitable levels of investment in partnerships.



- Captures all available earned income dollars, within the values of the community, to support operational budget.
- Adopts policies that provide the maximum flexibility to manage services.
- Maximizes infrastructure maintenance to extend asset value and life.

The FCPA has some organizational areas which are out of balance causing the Authority to be more reactive than proactive in its approach to managing the park system. These areas and issues have been identified through various sources of information collected by the consulting team including stakeholder interviews, focus group interviews, citizen survey, staff discussions, GIS mapping assessment and the consultant’s general observations comparing the FCPA to other national peer park and recreation organizations. It is our opinion that the FCPA needs to address the following areas to successfully implement the recreation needs assessment:

1. The FCPA does not consistently use **design principles** in managing its park classification system. There are significant inconsistencies within the application of the park classification system. This allows for some parks in a classification category to have a higher level of development than others in the same classification. This information was identified to the consulting team from focus group and stakeholder interviews and staff discussion.
2. The FCPA appears to be overextending its **operational resources** to support staff needs, meet all hours of operation, and provide routine maintenance of parks and equipment. FCPA has an aggressive land acquisition program that adds needed land holdings but does not obtain accompanying operational resources to maintain them. As noted above, the Authority has acquired and provided more than \$100 million of capital assets, mostly brand new facilities, in the previous 10 years without adding a matching level of new maintenance resources. This jeopardizes the agency’s ability to meet the maintenance standards set by FCPA. In addition, information gathered through the citizen survey, community focus groups, and staff discussions further supports that FCPA is challenged to meet its own maintenance standards. The Authority needs to recognize the level of direct and indirect costs is associated with development of facilities and ensure operating funds are available to support the needs of that facility prior to its opening and operation.
3. The FCPA has an inconsistent **service pricing** policy that favors special interest groups over general public services. The pricing policy needs to allow maximum flexibility to manage the FCPA’s resources with staff discretion for appropriate adjustments. The pricing inconsistency creates too much entitlement for certain user groups for which FCPA provides facilities and/or services. It puts the Authority in a defensive position with other users in the system. This information was gathered from public forms, focus group meetings, special interest group meetings and staff discussions with the consulting team.
4. Existing **partnership agreements** with outside groups are inconsistent, resulting in inequitable distribution of FCPA resources between similar partner groups. The Park Authority does not adequately track the level of equity each partner contributes toward their special interest. In addition, the Park Authority does not always have measurable outcomes to hold both parties accountable or



to determine success. This information was gathered from staff discussions and discussion with Park Authority users.

- 5. The maintenance quality for parks and sports fields does not meet the **maintenance standards** the community desires. This information was gathered from the focus group discussion with sports groups, public forums and staff discussion with the consulting team. Staff reports that approximately 60% of all grounds maintenance funds are spent on sports field maintenance. In PROS opinion, this is out of balance based on what the maintenance needs are for the entire park system. Sports groups pay no fees towards maintenance of facilities that they have exclusive use. This is inconsistent with other practices FCPA is engaged in where they collect fees to offset operational costs.
- 6. The Park Authority maintains comprehensive direct cost information, but reliable **indirect costs** associated with programs and/or services are not available. The true cost of services to support the needs of the recreation user is not communicated to the public. There is a low level of user appreciation for the value of resources FCPA invests in the sports fields and recreation programs. This information is supported by data gathered from focus groups and sports group meetings and based on consultant observations comparing other peer organizations nationwide.
- 7. The service area maps demonstrate an inequitable parkland and **facility distribution** across the County. Land acquisition and facility development must be carefully planned to rebalance the distribution.

The preceding seven topic areas identify components, behaviors and practices that keep management of FCPA’s park system imbalanced. Addressing these factors would allow the Authority to focus on meeting the recreation needs of all Fairfax County residents in a more proactive and efficient manner.

Approaches to Achieving a More Balanced Parks and Recreation System

The Park Authority is capable of meeting the recreation needs of the residents for the next ten years. However, there is a need for appropriate capital funds to be available to purchase additional parkland and develop new recreation facilities in underserved areas. The Authority must also care for existing facilities to extend their value to users and maintain their service provision level over the design life cycle. By this, the Authority can continue to gain support of those users for future bond issues. The Park Authority must support the operational costs associated with implementing the recommendations of Recreation Need Assessment at the quality level that users expect without compromising other elements.

The following grouping of strategies is recommended to rebalance the park system. While they respond to the issues cited above, they also anticipate future organizational issues and challenges and recommend changes that would position the agency in strengthened position for the foreseeable future.



Design Principles

As the Park Authority develops future facilities and parks, design principles need to be adopted and followed by park planners and architects. Design principles incorporate outcomes that need to be achieved by the type of park, recreation facility or program. Design principles consider :

- What is the intended visitor experience?
- How long the user will stay on site?
- What age groups are targeted as primary and secondary users?
- What level of maintenance efficiency needs to be in place?
- What is the impact to, and support from, the community?
- What level of revenue is needed to offset costs?
- How will the public be engaged in the planning process?

The Park Authority must refine and further define its classification system for parks and recreation facilities to better manage the design and usage levels. The current classification levels for parks are:

- Neighborhood/Urban Parks
- Community Parks
- District Parks
- Countywide Parks which include Stream Valley, Natural Resource, Cultural Resource, Multiple resource, Special Purpose Areas

The consulting team suggests that the Authority review and refine the definition for each classification category to describe for the level of experience a user can expect. Facilities should be discretely matched with specific park classifications. Having an effective classification system helps identify the types of uses that are indicated for that type of park or facility being created. This reduces the likelihood that the Authority will over-design parks to meet levels desired by special interest groups.

With consistently applied design principles, an appropriate approach to customizing parks to meet the targeted community’s needs and operational goals can be implemented.

Core Programs and Services

In repeating the Needs Assessment process every 5 to 10 years, it is important to define and identify core programs. Typical characteristics of core programs and services include:

- Minimum of 3-4 sessions each year.
- Dedicated full time staff responsible for the program.
- Facilities designed specifically to support the program.
- Wide demographic appeal.
- Tiered level of skill development available within the program’s offerings.
- Program is allocated a large portion of the budget.
- Program has been provided for a long period of time and community expectation is that it will continue.
- Program lifecycle is in a growth or mature period rather than in decline.



- Substantial (more than 20%) portion of the market share is provided by agency's offerings.

Not all facilities have adequate operating funds to address the citizen's or staff's expectations. The Authority's desire to meet a wide range of citizens' needs by developing new facilities is admirable; however the recreation needs of the residents as identified in the study are far greater than what the Authority can support financially or operationally. This conflict is due in part to the lack of commitment to support only core facilities and programs.

By first defining, and then focusing on, the Park Authority's core services, FCPA can better achieve the desired productivity levels for existing core facilities and programs and increase usage levels while demonstrating higher levels of efficiency.

Baseline Information

The Park Authority needs to maintain baseline information which is accurate and defensible. In the development of the needs assessment report, the baseline information held by the Park Authority was consistently challenged by sports groups. This made gaining consensus difficult. Doubts about the credibility of new information gathered and the resulting analysis led to further stakeholder conflicts in agreeing to inventory counts and establishing facility standards. The information developed during this project is vastly improved and meets the quality and breadth of similar information maintained by peer benchmark communities. By developing and maintaining good baseline information, the Park Authority builds trust with users and can provide accurate data in facility inventories, participation numbers, maintenance costs and field allocations to make better decisions. It is more cost effective to maintain this information than recreate it as needed.

Public Planning Process

The Park Authority has a thorough and well defined public planning process. It successfully engages neighboring communities and makes significant efforts to obtain meaningful input during park planning. This is important because it is in an environment where citizens expect to be included and involved. But the FCPA finds itself defensively responding to inquiries and demands about park planning and services. By maintaining the quality and extent of its baseline information, it will increase credibility with its stakeholders and reduce the need to be so defensive. By limiting its attempts to be all things to all people, and focusing on core programs, it can deliver a clearer message about how it is achieving its mission, while being more efficient in accomplishing this work. The Park Authority should continue its public process practices as currently structured and in fact expand its outreach efforts, but must do so while making these balance adjustments.

Design Process

As park and recreation facilities are being designed, all parties involved in the management or programming of the site should be involved in the design process. This helps staff to support and understand design principles and create a balance between recreation service needs and park maintenance requirements.



Equity with User Groups

Partnerships agreements between FCPA and athletic field user groups are inconsistent and, therefore, inequitable. Agreements with special interest sports groups, public schools and private parties should all be reviewed and reconsidered. This information was analyzed as part of the consulting team's focus group efforts and in staff discussions with the consultants. The Park Authority has a partnership policy in place but the level of investment equity should be reviewed on a yearly basis with performance measures that make both parties to a partnership agreement accountable.

The Park Authority must use caution in how it manages special interest groups, such as those representing youth sports. These groups have a tendency to not share publicly-owned facilities they use with other groups; especially if the youth group has invested or made improvements to a facility. With this conflict, the Park Authority can have additional challenges managing a site, created by a "we/them" perception. Additionally, groups that are financially stable can buy their use of a sports facility with very little investment. The Authority can be put in an awkward position defending its decisions and support for these groups.

Pricing Policies

Pricing of services for different recreation user types is not consistent in the Park Authority. This is evident in some team sports fees per individual versus individual sports fees. Users participating in individual fee-based recreation activities pay more per person than individual users participating in team sports. The Park Authority should consider establishing a fee subsidy level for all types of service. The Authority should establish prices for the program or service to meet some fixed portion of the direct and indirect operational costs. This will allow the Authority to communicate their pricing philosophy proactively and less defensive because true costs and level of benefit the user receives will be identified. An example of a reasonable fee subsidy level for youth sports is 50% that is county supported and 50% that is user fee supported.

Maintenance Quality and Funding

Current maintenance expenditures for developed park areas exclusive of sports field areas are \$2,000 per acre. This is an inadequate amount for long term maintenance management of these facilities. This expenditure is half what other best practice agencies are spending for similar tasks.

The Park Authority should consider the development of a maintenance endowment for all recreation and park facilities which generate revenue. A maintenance endowment is developed from a portion of the user fees collected. These fees are used to offset long-term capital needs by upgrading equipment to keep facilities aesthetically pleasing and operating efficiently. Endowments are typically 5% or less of what the user pays. Using golf as an example, a round of golf may cost \$30. Of that amount, \$1.50 of the fee would go into the maintenance endowment for future use at the site. Such a fund is not intended to fund all capital improvement needs of the Park Authority, but instead provide needed funds on a timely basis for updating or replacement of facility components.



The opinion that the maintenance of park facilities exclusive of athletic fields is inadequate is supported by the citizen survey, public forums and focus group meetings. The Park Authority must be able to communicate to users and general taxpayers what they are capable of developing and maintaining and what they are not capable of maintaining. The Recreation Needs Assessment Report includes present needs and projects future needs. If the FCPA can manage and increase its operational budget relative to new facility growth and expenditures, the Authority should be successful in reversing this trend. Currently, staff capacity is inadequate to manage more parks, facilities and programs efficiently.

Business Plans

As the Park Authority becomes more self-supporting in managing Countywide signature facilities and attractions, they should develop business plans for each major cost center of such locations. Signature facilities are those that have a unique character and visitor experience resulting in name recognition and high levels of expectation and use. They are often the premier site of a certain category and represent models held up as regional and national benchmarks for comparison with peer communities. Business plans in these parks and at these facilities will not only allow the Authority to manage existing areas but establish protocols for new facilities added as a result of the needs assessment. Business plans allow staff to become more proactive in their approach to managing elements of their business on a weekly, monthly, and yearly basis. This encourages the staff to seek all available resources and earned income opportunities to help support operational costs.

Staff Resource Allocation

The work load levels for staff are not consistent with being able to keep up with established standards. Position descriptions and Division allocations should be studied to reconsider the staff capacity levels and make adjustments as needed to better balance the system. This appears to be an issue with users in the citizen survey for park maintenance and in recreation facility needs. Staff indicated certain levels for staff are unbalanced based on expected quality and outcomes desired by community.

As park and recreation facilities are being designed, all parties involved in the management or programming of the site should be involved in the design process. This helps staff to support and understand design principles and create a balance between recreation service needs and park maintenance requirements.

Development of Parkland

In many focus group meetings and stakeholder interviews people encouraged more acquisition of park land. Most of these comments were made because the respondents were unaware of how much land the Authority already owns which could help address needs or the perception of needs in underserved areas of the County. Conversely, several public comments were made to further develop the park properties known to the users. The Park Authority develops a far lower percentage of its “developable” land than other national peer park and recreation organizations. The Park Authority must consider developing or further developing the existing park property it already owns to address recreation facility needs in underserved areas. This includes both active and passive uses.



The Park Authority should partner more fully with the Northern Virginia Conservation Trust to help the Authority manage and control County land and open space. Acquisition and protection of some properties should be done using means that do not include direct purchases. Other appropriate acquisition tools include the use of life estates, conservation easements, and the purchase of development rights. This would help the Park Authority acquire appropriate types of property when difficult times impact the budget. Many of the agency’s mission objectives related to “preserve and protect” can be accomplished without fee simple acquisitions.

Conclusions

The Park Authority has tried to be all things to all people. This observation was evident in staff discussions and the staff’s past willingness to accommodate so many activities that have small levels of market use and low citizen support. Focusing on core services reduces cost per experience for the user and builds customer loyalty. The Authority may lose some potential users or special interest groups but the overall benefit to the community will be higher. The Park Authority should do what it can to locate other service providers in the County to meet these special interests and needs.

The Park Authority needs to take a lead in regional planning with other park and recreation service providers in Fairfax County. This will allow the Authority to put its resources where they will be most effective and productive. The Park Authority should share the Needs Assessment report with other service providers and seek their support where the Park Authority cannot provide the recreation facilities and services that are needed.

The internal readiness of the Park Authority system to develop needed recreation facilities and parks is in place from a planning and design perspective. The Fairfax County Park Authority Board must recognize the existing operational stress some Authority Divisions are experiencing to keep pace with maintenance and staffing needs. The current system is stressed, overextended, and out of balance. The Authority must incorporate a policy to limit new facilities and parks where complementary operational funding, staffing and general community support are not available. In some instances, the Park Authority will have to say “no” gracefully to special interest groups and move, transfer, reduce or eliminate non-core services. In addition, new funding sources must be developed to help support operational and capital improvement costs which are not funded through bond issues. The risk of leaving the park system imbalanced is that parks and facilities will continue to be developed without adequate support and they will not be maintained to the level expected by the community. The users will be dissatisfied and the assets will deteriorate prematurely further exacerbating the problem of imbalance.

In order to provide adequate services to users, the Park Authority must maintain sufficient revenues to ensure proper operation and maintenance, while meeting capital needs. As new parks and recreation facilities come on-line, a human resource plan must be developed with appropriate funding to alleviate further resource stress on the system. The community wants quality over quantity. A policy needs to be developed that outlines staff requirements before a program or project is started. This policy needs



to address direct and indirect costs. New funding sources need to be aggressively pursued as well to support existing operational needs. Updated management policies need to be addressed that allow the Park Authority to manage more proactively and less defensively. If many of the new funding sources outlined in the recommended Capital Improvement Plan can be implemented, it will help the system tremendously.

The organizational design of the Park Authority causes some competitiveness between Divisions which is not healthy for the organization. When an organization’s human resources are stretched and funding is tight, conflict can occur. It is imperative that the Park Authority think and behave as one unit. Greater coordination at all levels is needed on capital projects and organization issues. Better public communication efforts need to be made to inform users that quality facilities and services have high costs. This will position the agency better when seeking citizen support to invest in the park system over and above general tax funding. Putting the right resources in the right places with good pricing options can win users over to effectively pricing services.

These issues must be addressed within this ten year planning period. The staff commitment is in place, but not the appropriate level of resources or internal readiness. Over the last ten years the Park Authority has added new park properties and built new recreation facilities while adding very few new staff. This staffing shortage issue must be addressed. The Park Authority Board needs to recognize that additional human resources are needed to meet the vision and expectation of the citizenry. Decisions must be made based on the organization’s operational budget and not the capital budget.

The Needs Assessment project process was exhaustive. The resources necessary to achieve all that is needed are enormous. The Park Authority Board members and staff must now make some tough decisions to ensure that the needs of existing and future generations of residents are met. The issues can be summarized as follows:

- Organizationally balance the park system
- Educate users on the amenities provided by the Park Authority
- Implement the CIP and other outstanding recommendations in the Report

Fairfax County Park Authority is a two-time National Gold Medal-winning agency. Given some selective adjustments to management approach, it has the ability to position itself to address the needs of the growing community while building a park system that meets the high expectations of that community. The FCPA can choose to rebalance itself, become more efficient, provide superior community benefits and thereby continue to demonstrate national leadership in the public park and recreation field.



Note to Reader: *The following Appendix represents the **Consultant’s Recommendations** for strategies and actions that address organizational issues and changes that they believe will improve the implementation of the recommended Capital Improvement Plan. The consultant’s perspective concerning FCPA’s management and organizational structure will be considered as part of the Agency’s annual strategic planning process.*

Vision and Strategy Matrix

The Vision Action Strategies listed below develop a frame work for the Park Authority to better organize a response and bring itself into balance. The Authority should develop operational impact analysis and performance measures for each tactic. In addition each should be assigned a specific staff member responsible and accountable for completion.

Vision Action Strategy #1: The Fairfax County Park Authority will strive to create a more balanced approach to managing and developing parks, recreation facilities, and programs to ensure greater equity and fairness throughout the county without overextending the Park Authority’s resources.

Goal: The Fairfax County Park Authority will manage within the available resources by maximizing the use of its staff, facilities, equipment, partners, and funds.

Strategy		Tactics
1.1	Establish equity standards to create a balance of parks and recreation facilities by classification type.	<ul style="list-style-type: none"> • Amend park classifications (i.e., Neighborhood Park, Community Park, District Park, Countywide Park and Waterfront Park) with specific design principles for each classification. • Develop facility standards and contribution levels for each type of recreation amenity identified in the Needs Assessment Report for each classification. • Meet with other recreation facility providers to review the Needs Assessment Report and seek their support and contribution to meet the recreation needs of Fairfax County residents over the next ten years. • Use equity standards to determine the appropriate types, quantity and location of land to purchase to meet the needs of a growing community.
1.2	Ensure that sufficient operating funds are available before making capital improvements or developing new parks, facilities, or programs.	<ul style="list-style-type: none"> • Conduct a feasibility study to identify expected operating expenses and revenues before developing any new parks, facilities, or major programs. • Establish and adopt a policy that prohibits the development of new parks, facilities, or programs unless sufficient operating funds are in place.



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Strategy		Tactics
1.3	Provide appropriate levels of funding for maintenance based standards to demonstrate value and meet the needs of the community.	<ul style="list-style-type: none"> • Implement and fund maintenance standards for each park classification. • Identify the realistic cost to maintain parks at desired levels, including game fields. • Seek maintenance financial support from user groups who have exclusive use of facilities during respective seasons. • Secure budget allocations annually for maintenance to extend the asset life of recreation facilities and amenities to avoid future issues due to deferred maintenance. • Implement a weighted capital improvement policy that supports equity, reduces gaps in services and analyzes the cost/benefit of each project.
1.4	Create an appropriate balance of operating funds generated through taxes, user fees, and earned income to support the operational quality desired by citizens.	<ul style="list-style-type: none"> • Establish and adopt a new fees and charges policy that supports equity and fairness in pricing based on the value received and level of exclusivity of the experience. • Establish and adopt a policy for partnerships that requires an equitable cost and benefit for all parties involved. • Continue exploring opportunities for enhanced earned income to offset operational costs. • Establish a policy that allows the Park Authority to retain all revenues to offset operational costs without reducing the net tax dollars needed to create a balanced park system.
1.5	Offer a wide range of programs for all age segments that are built on the core programs desired by the community.	<ul style="list-style-type: none"> • Identify and agree upon the core program areas for the department. • Develop new or revise existing programs to support the core program areas. • Eliminate entitlement programs, facilities, and spaces that do not support the core program areas or lend to a balanced parks and recreation system. • Evaluate the need for un-productive programs, facilities or amenities based on an activity-based costing model that take operational funds with high cost, but minimal benefit. • Ensure that programs offered provide opportunities to create a lifetime user.

Vision Action Strategy #2: The Fairfax County Parks Authority will operate with the funding resources available and will not over extend the park system by reducing the quality of maintenance.

Goal: Establish new funding methods to ease the financial stress of the Authority both operationally and in meeting capital needs.

Strategy		Tactics
2.1	Recognize the true operating costs of parks, facilities and programs.	<ul style="list-style-type: none"> Establish design principles and standards for maintenance and asset management. Identify the actual costs required to meet the established standards for all maintenance functions and budget accordingly.
2.2	Provide appropriate funds to develop, operate and maintain parks and recreation facilities to the level the public desires.	<ul style="list-style-type: none"> Seek Park Authority approval to implement new funding alternatives to help offset operating funds and support capital improvements. Reduce or eliminate services that are non-core to bring the organizational operating costs in-line with available funds. Evaluate all services and tasks for costs effectiveness and seek alternative methods to manage at reduced levels without sacrificing quality. Design/re-design recreational facilities to produce revenues to support operational costs. Create a maintenance endowment to support long-term capital assets that extend the lifecycle of the Park Authority's infrastructure. Create a revenue division within the Park Authority to aggressively pursue development of earned income opportunities to help offset operational and capital costs.
2.3	Seek strategic partnerships to assist in serving the recreation needs of the community, while meeting the vision of the Needs Assessment Report.	<ul style="list-style-type: none"> Establish and adopt policies for public/public partnerships, public/not-for-profit, and public/private partnerships that seek a balance of investment. Outsource all inefficient operations or tasks that will save operational funds without reducing quality. Develop subordinate lease opportunities to leverage Park Authority lands for recreation purposes which will help meet the recreation needs of the county and create revenues. Create friends associations to help operate and maintain facilities that the Park Authority cannot currently open due to lack of resources. <p>Enhance volunteer groups and recruit individuals to supplement staff needs in recreation programs, facilities and maintenance.</p>

Vision Action Strategy #3: The Fairfax County Parks Authority will develop and implement consistent management standards for parks, facilities and programs that ensure users have quality experiences.

Goal: Design or re-design parks based on safety, efficiency and revenue to meet the established standards.

Strategy		Tactics
3.1	Acknowledge and celebrate the rich heritage and historic assets of the parks system.	<ul style="list-style-type: none"> • Partner with local school systems to enhance existing school fields. • Partner with existing sports associations to create updated facilities to maximize their usage levels. • Prioritize existing fields by enhancing maintenance standards.
3.2	Obtain funding to restore the historical elements of the parks system over a ten year period.	<ul style="list-style-type: none"> • Develop community parks or existing parkland in under-served areas of the county. • Develop or update master plans for all parks incorporating new design principles and classifications over the next five years. • Work with recreation and maintenance staff in park design to maximize revenue and maintenance efficiency.
3.3	Hold all Park Authority divisions accountable for meeting the recreation needs outlined in the Needs Assessment Report, as it applies to parks, facilities and programs.	<ul style="list-style-type: none"> • Establish standards for maintenance and programs to meet the needs of users with measurable outcomes. • Properly train staff and volunteers on how to meet the established standards. • Partner with other agencies in the development of recreation facilities and programs to meet the needs of residents. • Update existing recreation facilities to maximize their level of productivity.
3.4	Ensure consistency in customer service and image between programs and facilities.	<ul style="list-style-type: none"> • Develop program standards for all core programs provided by the Authority. • Create a variety of programs within each core program for all segments to create lifetime users. • Develop customer service plans for each core program and recreation facility.

Strategy		Tactics
3.5	Develop a series of signature parks or county-wide parks offering recreation amenities that can provide the level of revenue necessary to offset operational costs.	<ul style="list-style-type: none"> • Evaluate which county-wide parks could be developed as signature parks, which will provide enough revenue to offset operational costs. • Seek private developers to develop recreation facilities on a subordinate basis that provide enough cash flow to offset the operational costs of the park. • Incorporate appropriate sponsorships to help offset operational costs.

Vision Action Strategy #4: The Fairfax County Park Authority will create an organizational structure that can support the implementation of the Needs Assessment Report.

Goal: The Fairfax County Park Authority will realign all divisions to maximize efficiency, functionality and workload within the available operating dollars.

Strategy		Tactics
4.1	Assess all lines of businesses and prioritize based on core and non-core services.	<ul style="list-style-type: none"> • Develop a cost benefit strategy for each core business. • Develop a strategy to reduce and eliminate non-core services over a three year period. • Assess the workload levels against expected outcomes for all jobs in the system to create more balance and reduce stress in each line of business. • Develop a funding plan to aggressively pursue earned income dollars to replenish funds for replacement or repair of existing assets. • No new programs will be created without a cost of service analysis completed and the impact on other division's workload within the Authority. • Develop performance measures for all lines of business to focus on user outcomes.

Strategy		Tactics
4.2	Create a new organizational structure for the Park Authority to meet the needs and expectations of the public.	<ul style="list-style-type: none"> • Align the recreation division within the Park Authority into a new structure that incorporates wider activity segments built on core services. • Reorganize the administration division into finance, revenue development, marketing, and support services. • Establish a method to restore lost positions to bring operational quality of maintenance services back to the level it once was. • Develop a matrix learning organizational chart that allows for greater cross planning between divisions at lower levels in the organization. • Train staff to manage proactively on Park Authority mandates, standards to manage by, policy and procedure management and implementation, revenue and entrepreneurial development, and partnership management. • Train volunteers to support staff in a more proactive manner that adds value to the work required and reduces staff stress.

Vision Action Strategy #5: The Fairfax Park Authority will update all management policies to provide an equitable balance of system resources as it applies to operational dollars, capital dollars, types of parks and recreation facilities, and programs across the county.

Goal: Evaluate all management policies to create a more balanced park system while striving to meet the recreation and park needs of citizens.

Strategy		Tactics
5.1	Secure necessary funds to purchase new parkland in underserved areas of the county.	<ul style="list-style-type: none"> • Establish a dedicated land acquisition fund to purchase property within the right park classification type. • Hold a bond referendum to improve existing and new parks and recreation facilities in underserved areas of the county.
5.2	Provide an equitable distribution of parks and recreation facilities by classification type throughout the community.	<ul style="list-style-type: none"> • Design all parks to the new design principles recommended in the Needs Assessment Report. • Establish an appropriate level of passive and active spaces to meet the needs and values of the community.

Strategy		Tactics
5.3	Use environmentally sound practices in the management of parks and public land.	<ul style="list-style-type: none"> • Develop environmental management plans for each county-wide park, waterway park and river greenway. • Establish environmental policies for nature preserves, riparian areas and water management sites.
5.4	Continue to interconnect parks and recreation facilities through an expanded greenway system.	<ul style="list-style-type: none"> • Update the greenways and trails master plan for the county to establish a 70%/30% ratio of paved trails to natural trails. • Create a greenways division to implement the plan and manage the greenway program. • Evaluate all property values surrounding parks and open spaces areas under Park Authority control. • Evaluate property values of land adjacent to parks and greenways against property values two blocks away.
5.5	Update existing policies that do not allow the Park Authority to manage proactively or push the Authority out of balance.	<ul style="list-style-type: none"> • Update the pricing policy for the Park Authority. • Establish a partnership policy that creates more equitable levels for all partners involved. • Create resource management planning policies as it applies to managing natural areas in the county. • Establish a park classification policy. • Establish a land acquisition policy that allows for the Park Authority to buy the appropriate types of park land needed. • Establish a trail management policy on design and use standards. • Establish an activity-based costing policy for all services and tasks to create better management decisions. • Create an earned income policy that allows for all funds generated to be used to support operational cost without negating tax support. • Establish a performance measurement policy that forces staff to manage towards outcomes. • Establish a cost benefit policy before developing new programs. • Establish and implement the capital improvement weighting system policy, referred to in the Needs Assessment Report.