



FAIRFAX COUNTY PARK AUTHORITY



M E M O R A N D U M

TO: Chairman and Members
Park Authority Board

VIA: Jai Cole, Executive Director

FROM: Mike Peter, Division Director
Business Administration Division

DATE: August 18, 2023

Agenda

**Budget Committee
(Committee of the Whole)
Wednesday, August 23, 2023 – 6:30 pm
Virtual, via Zoom
Chairman: Ken Quincy
Vice Chair: Tim Hackman**

1. Development of FY 2025 Proposed Budget – Action
2. Approval of Out of Cycle Fee Adjustment to the Published Fee Schedule for 2023 (with presentation – Action*

*Enclosures



If accommodations and/or alternative formats are needed, please call (703) 324-8563. TTY (703) 803-3354

Board Agenda Item
August 23, 2023

ACTION – 1

Development of FY 2025 Proposed Budget

ISSUE:

Park Authority staff will present options to meet the County Executive's request to develop potential General Fund budget reductions options. The Park Authority Board will be asked to endorse a final package of options to be submitted for analysis by County staff. The presentation will be posted and available after the Park Authority Board Meeting on August 23, 2023.

RECOMMENDATION:

The Park Authority Executive Director recommends endorsement of the package of potential General Fund Budget Reductions that will be presented at this meeting of the Park Authority Board.

TIMING:

Board action is requested on September 13, 2023, to meet deadlines given by the Department of Management and Budget.

BACKGROUND:

The County Board of Supervisors directed the County Executive to undertake a comprehensive review of rates and fees and to review current services to evaluate efficacy and determine if savings could be achieved. This has a direct impact on the Park Authority's General Fund appropriation from the Board of Supervisors. The County Executive directed all departments to produce budget reduction packages totaling 7% of the department's General Fund appropriation. In his communication, the County Executive stressed that "not every reduction submitted will be incorporated into the proposed FY 2025 Budget, but the process we are undertaking will allow to us to step back and evaluate the services we offer as well as the most efficient means of offering them."

FISCAL IMPACT:

The County has asked for options that would total 7% of the current Park Authority General Fund Budget. The options that will be presented to the Park Authority Board total \$2,370,600, meeting that goal.

ENCLOSED DOCUMENTS:

None

STAFF:

Jai Cole, Executive Director

Sara Baldwin, Deputy Director/COO

Aimee L. Vosper, Deputy Director/CBD

Michael Peter, Director, Administration Division

Tonya Mills, Senior Fiscal Administrator

Nicole Varnes, Senior Budget Analyst

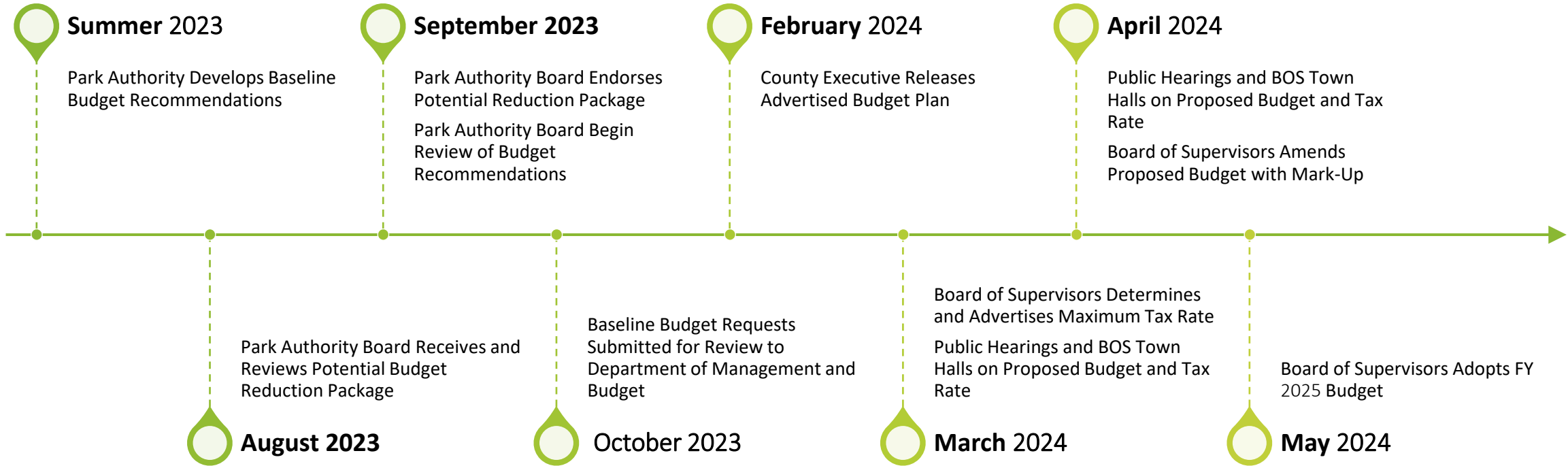


FY 2025 Budget Reduction Options

Park Authority Board Meeting
August 23, 2023



FY 2025 Proposed Budget Development Summary



General Fund Budget Reduction Guidance

Preliminary request to develop department budget reductions totaling 7% of General Fund appropriation. County Executive will consider all options during the development of his Proposed Budget.

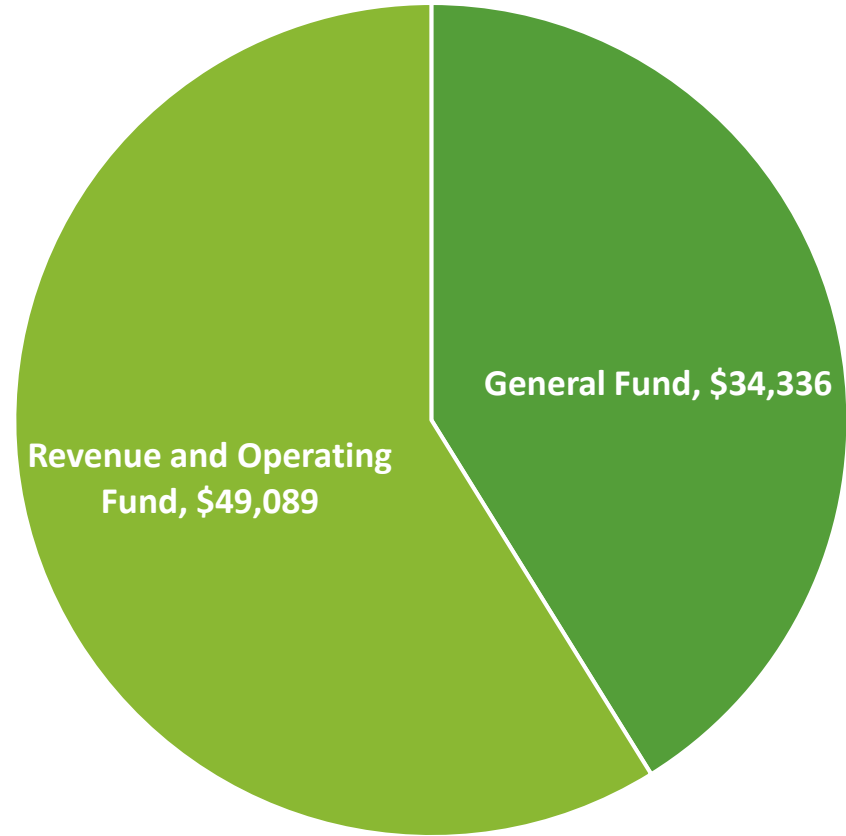
Guidance from CEX: “Not every reduction submitted will be incorporated in the proposed FY 2025 Budget, but the process we are undertaking will allow us to step back and evaluate the services we offer as well as the most efficient means of offering them.”

FCPA General Fund Target: \$2,370,600



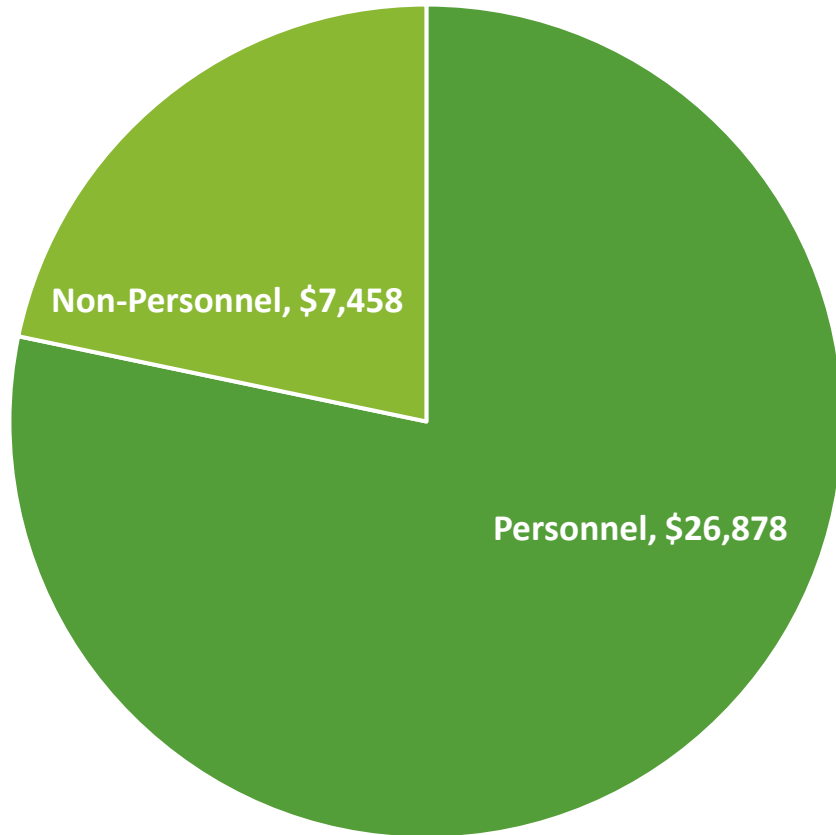
What is our Budget Composition?

FY 2024 Adopted Budget
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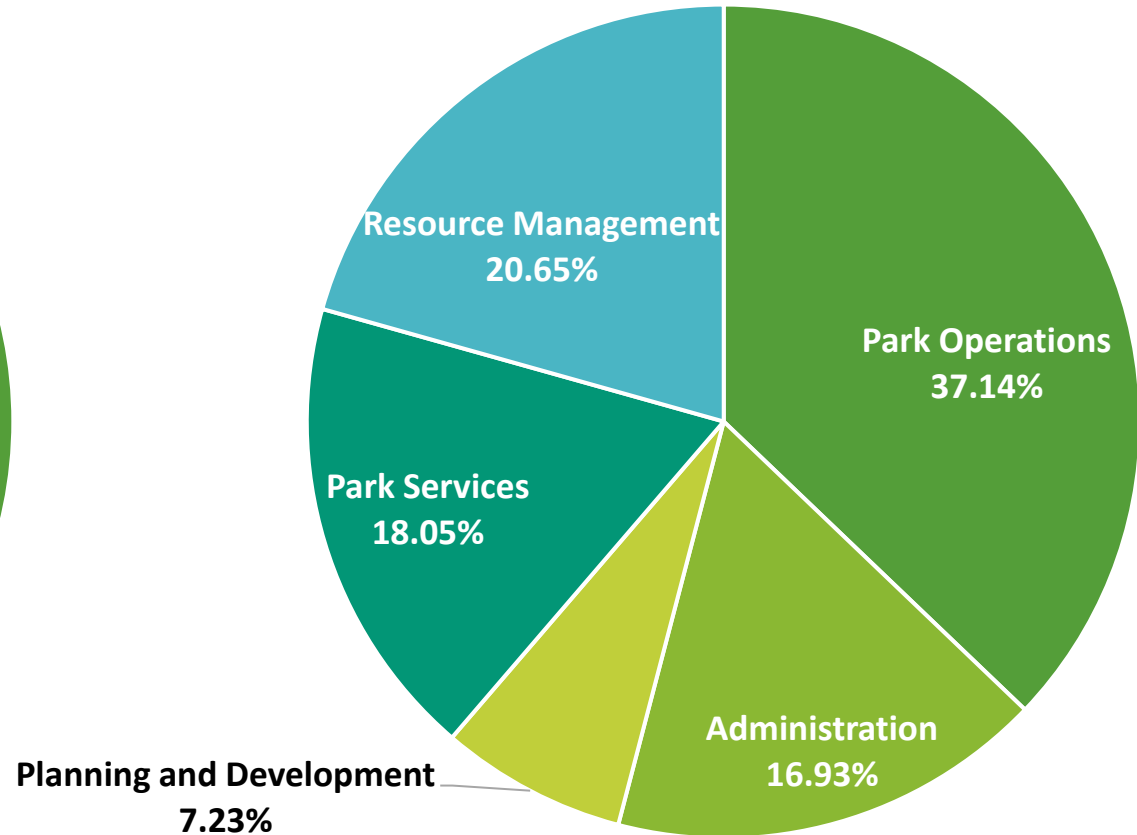


What is our Budget Composition?

FY 2024 General Fund Adopted Budget
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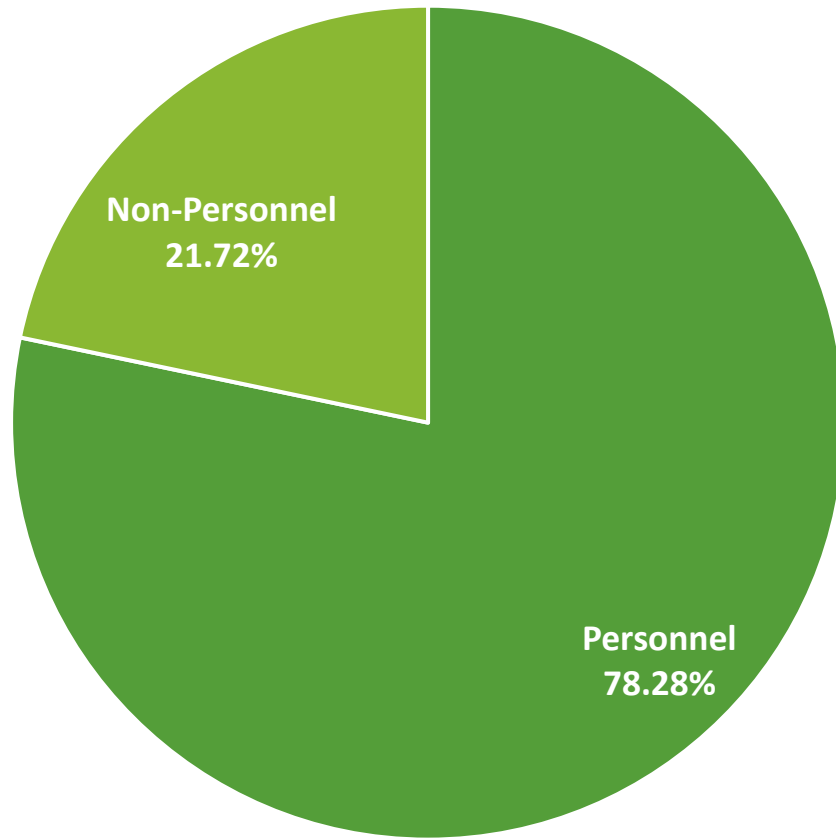


FY 2024 General Fund Adopted Budget

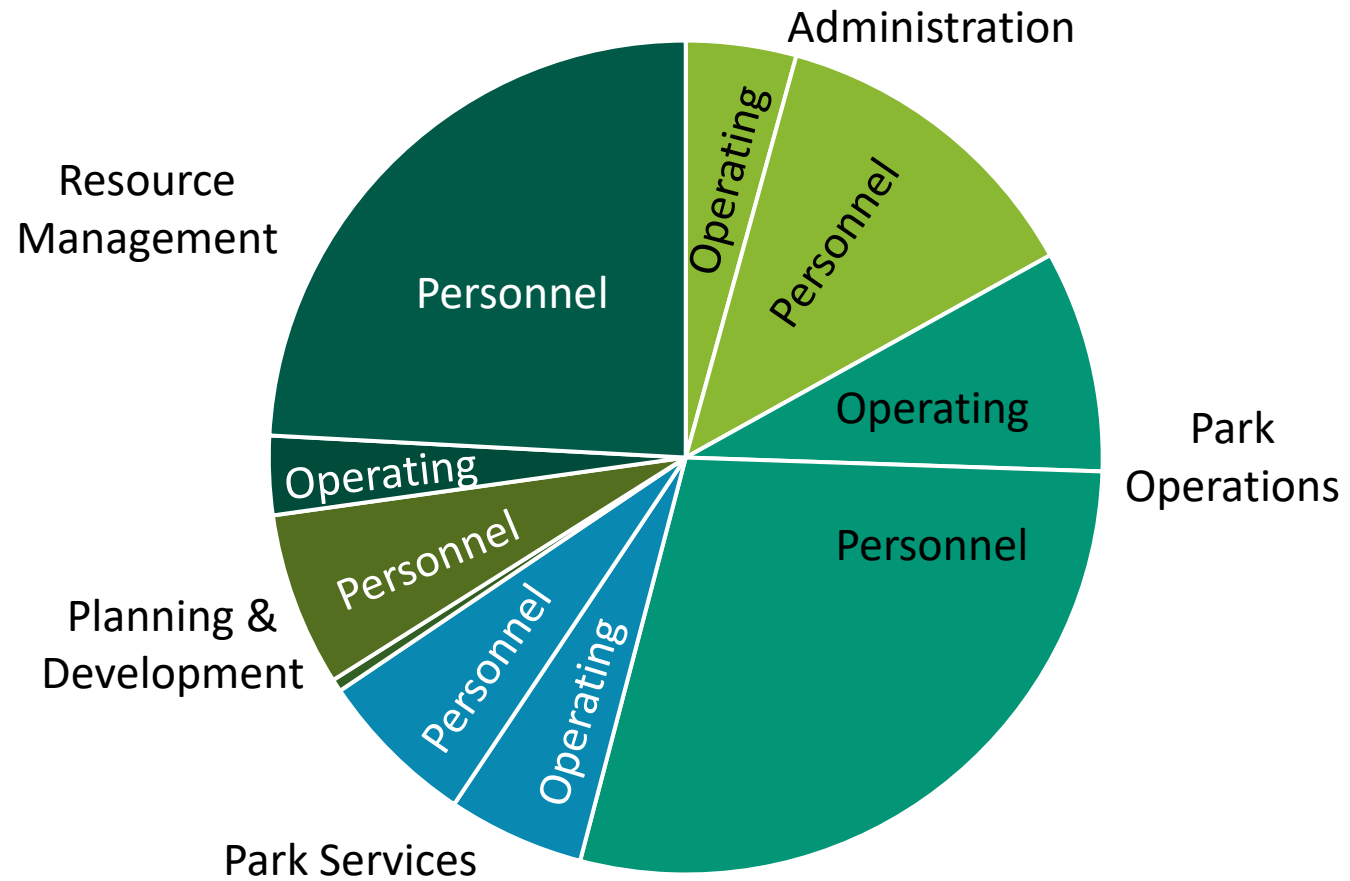


What is our Budget Composition?

FY 2024 General Fund Adopted Budget



FY 2024 General Fund Adopted Budget



Areas That Cannot Be Reduced

- Total General Fund Operating Budget: \$7,458,149
- \$3,282,450/44% Cannot Be Reduced – Internal County Charges
 - \$61,119 – Postage, General Operating
 - \$294,868 – Legal Fees, Development Permits, Engineering, Planning Projects
 - \$456,340 – PC Replacement
 - \$462,533 – Internal Technology Charges
 - \$292,444 – Utilities
 - \$492,537 – Fuel
 - \$730,072 – Motor Pool Vehicles
 - \$492,537 – Vehicle Replacement
- **Reductions Have to Come from Remaining \$4,175,699**



Potential FY 2025 General Fund Budget Reductions

Items	Division	Net Amount of Adjustment	Remaining Budget
Close Standalone Park Restrooms	Park Operations	\$185,000	\$102,000
Eliminate Port-A-Johns at Athletic Field Sites	Park Operations	\$175,000	\$0
Reduce Park Mowing from by 1/3	Park Operations	\$147,333	\$294,667
Reduce Athletic Field Mowing from 8X Per Month to 5X Per Month	Park Operations	\$300,000	\$600,000
Reduce Trail Maintenance Funding	Park Operations	\$198,399	\$188,300
Reduce Court Maintenance Budget	Park Operations	\$200,000	\$90,000
Increase Rec-Pac Fees In Line with SACC/Camp Fairfax	Park Services	\$595,000	Revenue Increase
Reduce Rec-Pac Sites by 25%	Park Services	\$275,000	\$825,000
TOTAL NON-PERSONNEL		\$2,075,732	\$2,099,967
Eliminate New Forestry Positions	Park Operations	\$193,974	\$0
Eliminate New Bamboo Mitigation Position	Resource Management	\$100,894	\$0
TOTAL PERSONNEL (NON-ENCUMBERED)		\$294,868	\$0
TOTALS		\$2,370,600	\$2,099,967
<i>Reduce Turf Maintenance Contracts for all Athletic Fields</i>	<i>Park Operations</i>	<i>\$500,000</i>	<i>\$500,000</i>
<i>Eliminate New Funding for Landscape Legacy Program</i>	<i>Resource Management</i>	<i>\$750,000</i>	<i>\$750,000</i>
TOTAL CONSIDERED BUT NOT TAKEN		\$1,250,000	\$1,250,000



Close 2/3 of Standalone Park Restrooms: \$185,000

- Current Budget: \$287,000
- Maintenance and restroom cleaning at 28 year-round and 11 seasonal restroom facilities
- Close 26 restroom sites, keeping open only the following:
 - Frying Pan Farm Park
 - Patriot Park North
 - Lake Fairfax Campsites
 - Burke Lake Marina, Ice Cream Parlor, Campsites
 - Martin Luther King Pool



Eliminate Port-A-Johns at Athletic Field Sites: \$175,000

- Current Budget: \$175,000
- 139 Port-A-Johns are rented via contract on a seasonal basis for athletic fields with no permanent restroom facilities



Reduce Park Open Space Mowing by 1/3: \$147,333

- Current Budget: \$442,000
- Designated open space areas are mowed once every two weeks
- Reduction would result in open space mowing once every three weeks
- This would increase and magnify the already existing deferred maintenance throughout parks



Reduce Athletic Field Mowing by 1/3: \$300,000

- Current Budget: \$900,000
- 715 Athletic Fields (452 FCPS; 263 FCPA) are mowed during the growth season twice per week
- This would result in a 38% reduction in frequency of mowing (from 8 times per month to 5 times per month)



Reduce Trail Maintenance Funding by 57%: \$198,399

- Current Budget: \$350,000
- Trail maintenance needs for more than 300 miles of trails are identified by the community as a priority (needs assessment)
- Increase and magnify the existing deferred maintenance throughout parks.



Eliminate New Forestry Positions: \$193,974

- Total Budget: \$1,072,643
 - Personnel: \$746,643
 - Contract: \$326,000
- In total, the Park Operations Forestry remediates as many as 1,900 trees annually, meeting only the high priority cases.
- As of FY24, the BOS added three positions to create a new crew to address forestry needs.
- This reduction will eliminate the additional support that has yet to be implemented.



Reduce Athletic Court Maintenance and Renovations by 70%: \$200,000

- Current Budget: \$290,000
- Definition: Pickleball, Tennis, Futsal, Basketball
- An average of five athletic courts (pickleball tennis, futsal, and basketball) are renovated (from re-striping to milling and repaving) each fiscal year
- The life expectancy of an athletic court is 10 years regular maintenance
- The Park Authority maintains 409 athletic courts. The public can expect to see court closings start to occur



Eliminate New Bamboo Mitigation Position: \$100,894

- Current Budget: \$100,894
- With recent one-time funding, FCPA's Natural Resource Managers will prioritize and target locations with good access, vested interests or park assets that could be impacted, and parkland in socially vulnerable areas.
- A planned and targeted approach treats up to 20 acres of FCPA parkland and prioritizes equity, allowing for a proactive method instead of reacting to those most vocal citizens.
- Eliminates bamboo mitigation program



Increase Rec-PAC Fees in Line with Camp Fairfax: \$595,000

- Current Revenue Goal: \$522,000
- Increase Rec-Pac fees (Currently \$3.33 per hour based on 37.5 hours per week) to base level of Camp Fairfax fees (\$5.73 per hour based on 52.5 hours per week)
- Over 11,000 children attended Rec-PAC in FY23, many whom are from high vulnerability areas.
- Assume 40% of increase would be taken by sliding fee scale subsidies.



Reduce Rec-PAC Sites by 25%: \$275,000

- Current Budget: \$1,100,000
- Rec-PAC is a six-week, structured recreation program for elementary school children in Fairfax County. Participants enjoys activities focused on fitness, games, nature, crafts, and other play sessions.
- Reduce number of sites where Rec Pac is offered from 36 to 27.
- Would reduce the number of children participating by 4,000 children.



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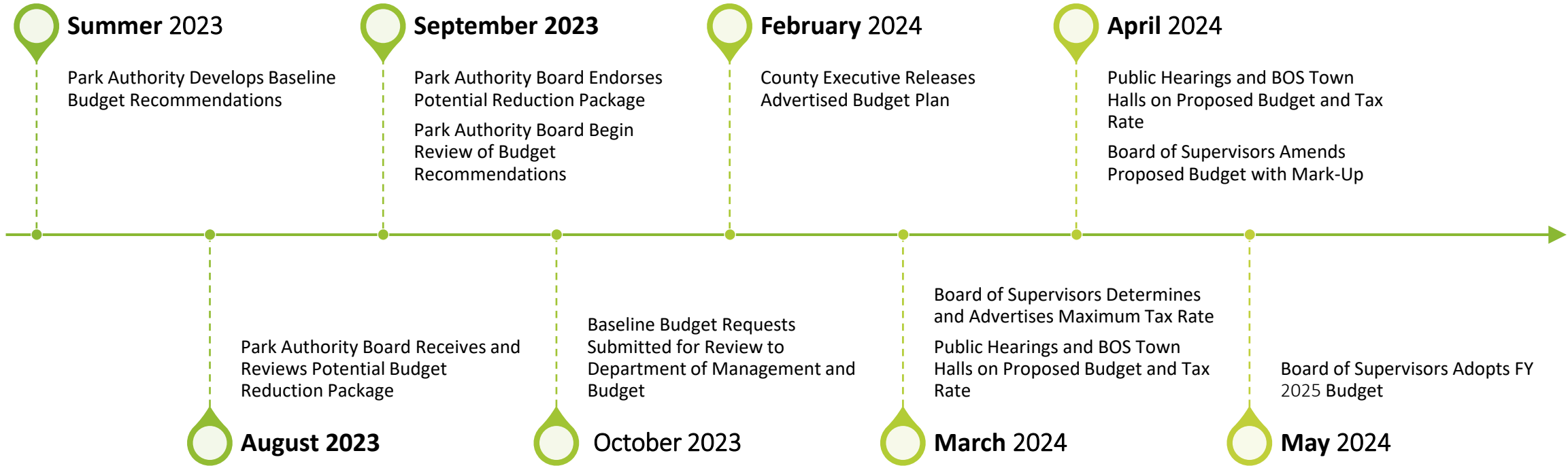


Next Steps

- Budget Reduction Slides Posted Online
- PAB to Finalize and Endorse Package for DMB Submission – 9/13
- Begin Standard Budget Development Process – 9/13



FY 2025 Proposed Budget Development Summary





FY 2025 Budget Reduction Options

Park Authority Board Meeting
August 23, 2023



ACTION – 2

Approval of Out of Cycle Fee Adjustment to the Published Fee Schedule for 2023

ISSUE:

Approval of recommended fee adjustments to the Park Authority's published fee schedule for 2023.

Additional information is provided regarding the revised fee proposal timeline and process.

RECOMMENDATION:

The Park Authority Director recommends that the Park Authority Board approve all proposed fee adjustments as attached.

TIMING:

Board action is requested on August 23, 2023.

BACKGROUND:

In response to external expense increases driven by the Board of Supervisors at the end of previous budget cycle, Park Authority staff reviewed fees to ensure the agency remains on target to meet financial goals established by the Park Authority Board. As a result of this review, a select number of fees were proposed for increases.

In addition, the Park Authority Board requested a review of the overall fee process timeline and to identify options for addressing external expenses in the future. As a result of this review, the Park Authority has put forward an updated timeline and conditional process to respond to similar challenges in the future.

FISCAL IMPACT:

Proposed fee changes are projected to generate approximately \$688,000 for the remainder of FY2024.

ENCLOSED DOCUMENTS:

Attachment 1: Proposed Out of Cycle Fee Adjustments

Attachment 2: Revised Annual Fee Proposal Timeline & Conditional Fee Process

Board Agenda Item
August 23, 2023

STAFF:

Jai Cole, Executive Director

Sara Baldwin, Deputy Director/COO

Aimee L. Vosper, Deputy Director/CBD

Ryan Carmen, Director, Golf Enterprises

Laura Grape, Director, Resource Management Division

Michael Peter, Director, Business Administration Division

Cindy Walsh, Director, Park Services Division

Josh Colman, Branch Manager, Business Administration Division



APPROVAL OF OUT OF CYCLE FEE
ADJUSTMENT TO PUBLISHED FEE SCHEDULE

8/23/23

ADDRESSING EXTERNAL EXPENSE INCREASES

- Park Authority targets new revenue (fees) based on net revenue needs and estimated expenses.
- If the County introduces expenses beyond FCPA's planned budget, there is no immediate recourse to raise revenue.
- Reductions in Net Revenue impact FCPA's ability to address significant deferred maintenance needs.
- In response to these increases, Park Authority staff reviewed fees to ensure the agency remains on target to meet financial goals. As a result of this review, a select number of fees were proposed for increases.

WHY DO WE NEED NET REVENUE IN THE ROF?

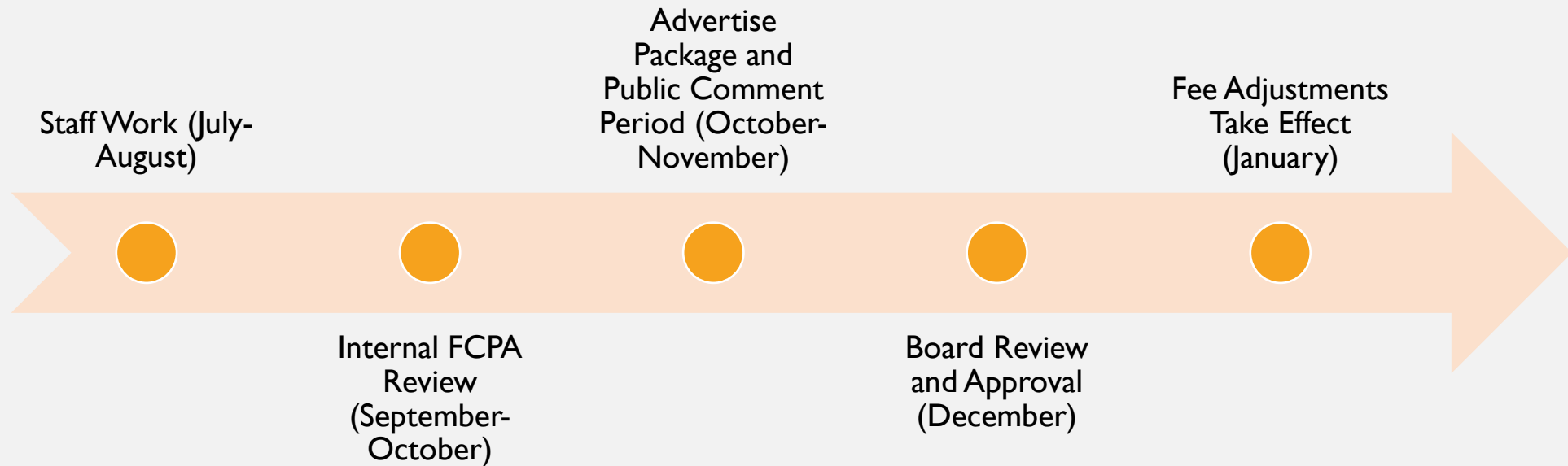
FY24 Original Goal	For	Requirement	Current Value	What Should We Have?
\$1.5 million	Revenue Stabilization Reserve	Required minimum 10% of expenditures	\$2.3 million	\$6 million
\$1.5 million	Deferred Revenue for Summer Programs	Required build up of deferred revenue for all summer programs (audit finding).	\$2.6 million	\$6.5-\$7 million
\$1 million	Revenue Sinking Fund	For deferred maintenance and reinvestment	\$1 million	\$2-\$3 million Annually

PROPOSED OUT OF CYCLE ADJUSTMENTS

- Fee Package targets fee increases in the following categories:
 - Golf Greens Fees (Jefferson, Oak Marr, Twin Lakes)
 - Golf Cart Fees
 - Campgrounds
 - Court Rentals
- Greens Fees at other courses will increase to previously approved maximum rates
- Estimated value of the package is **\$688,000** for the remainder of FY2024.

REVISED ANNUAL FEE PROPOSAL TIMELINE & CONDITIONAL FEE PROCESS

- New timeline targets January for fees to take effect
- Conditional Fee Process will be included with upcoming fee proposal timeline.



BOARD ACTION – 8/23/23

- Park Authority Director recommends that the Park Authority Board approve all proposed fee adjustments as included.

Attachment 1- Proposed Out of Cycle Fee Adjustments

1. Golf- Greens Fees- Maximum Rate

	Current Fee	Proposed Fee
Twin Lakes Golf Course		
9 Holes- Weekday	\$32.00	\$34.00
18 Holes- Weekday	\$48.00	\$51.00
9 Holes- Weekend	\$39.00	\$41.00
18 Holes- Weekend	\$62.00	\$65.00
Jefferson District Golf Course		
9 Holes- Weekday	\$25.00	\$27.00
9 Holes- Weekend	\$30.00	\$32.00
Oak Marr Golf Course		
9 Holes- Weekday	\$22.00	\$24.00
9 Holes- Weekend	\$25.00	\$27.00

Note: See last section for additional Greens Fees moving to previously approved maximum rate.

2. Golf- Power Cart Fees

	Current Fee	Proposed Fee
9 Holes	\$13.00	\$15.00
2 nd Nine	\$5.00	\$5.00
18 Holes	\$18.00	\$20.00

3. RMD- Campgrounds

	Current Fee	Proposed Fee
Non-Electric Camp Sites (Burke Lake and Lake Fairfax)		
Mon-Thurs	\$30.00	\$32.00
Weekends/Holiday	\$35.00	\$37.00
Electric Camp Sites – Lake Fairfax		
20/30 AMP- Mon-Thurs	\$38.00	\$40.00
20/30 AMP- Weekends/Holidays	\$42.00	\$44.00
20/30/50 AMP- Mon-Thurs	\$47.00	\$50.00
20/30/50 AMP- Weekends/Holidays	\$52.00	\$55.00

4. Court Reservations

	Current Fee	Proposed Fee
Tennis and Pickleball Courts Only		
1 Hour Reservation (Jefferson & Wakefield)	\$10.00	\$12.00
1 ½ Hour Reservation (Jefferson & Wakefield)	\$15.00	\$17.00
Tournament & Group (per court/per hour)	\$12.00	\$15.00
For Profit Use (per court, per hour)	\$17.00	\$20.00

Previously Approved Green Fees- Moving to Maximum Rate

The following Greens Fees will also be adjusted to their previously approved maximum rate.

	Current Fee		Move to Maximum Fee
		Burke Lake	
9 Holes- Weekday	\$22		\$22
18 Holes- Weekday	\$27		\$29
9 Holes- Weekend	\$24		\$25
18 Holes- Weekend	\$32		\$34
		Pinecrest	
9 Holes- Weekday	\$24		\$25
9 Holes- Weekend	\$28		\$30
		Greendale	
9 Holes- Weekday	\$25		\$27
18 Holes- Weekday	\$36		\$40
9 Holes- Weekend	\$31		\$33
18 Holes- Weekend	\$45		\$49
		Laurel Hill	
18 Holes- Weekday	\$85		\$89
18 Holes- Weekend	\$115		\$119

Attachment 2- Revised Annual Fee Proposal Timeline & Conditional Fee Process

Revised Timeline

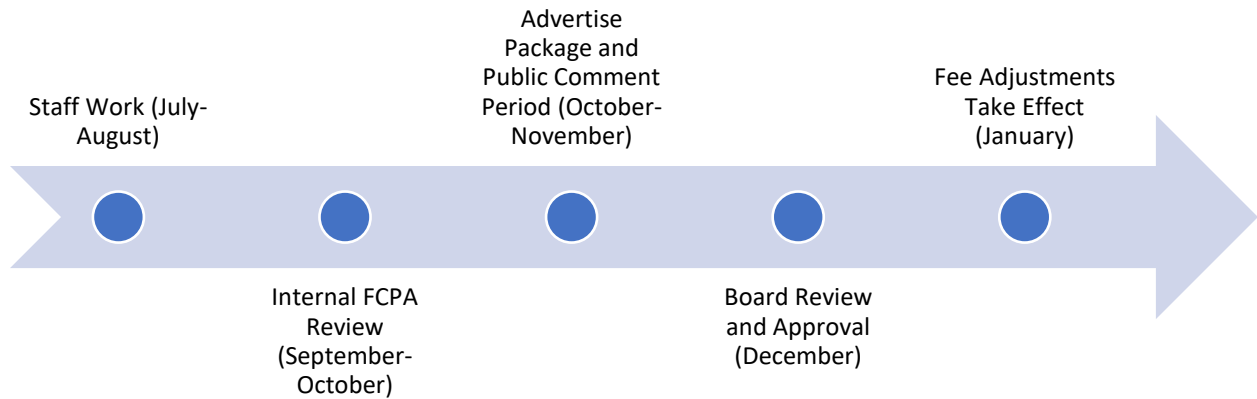
Park Authority staff will revise the timing of the annual fee schedule, concluding with new fees taking effect in January.

This revised timeline will incorporate the following:

- Staff Work
- Internal FCPA Review
- Advertise Package and Public Comment Period
- Board Review and Approval
- Implementation of Fees

The revised timeline includes two Park Authority Board Meetings with anticipated actions:

- Advertise Package and Authorize Public Comment Period- action to publish the proposed package and set the public comment period (to run for approximately one month).
- Board Review and Approval- Vote on final approval of proposed package



Conditional Fee Process

As part of the advertised package and approval process, staff will include conditional fees that would take effect should BOS directed costs significantly exceed baseline assumptions identified in the fee process.

The conditional fees will be included in the proposed package and identified as conditional. Staff will also identify the expense increase levels that would drive the conditional fee to be triggered. The Park Authority Board will approve all conditional fees in conjunction with the overall fee package.

Attachment 2

In the event conditional fees are to be triggered staff will brief the Park Authority Board on impacted fees. Any conditional fees will go into effect at the beginning of the new fiscal year, July 1.