

FAIRFAX COUNTY PARK AUTHORITY FY2019 – FY2023 STRATEGIC PLAN DRAFT

April 2018

Note: This document is formatted to focus the readers' review on the core content of the strategic plan. The final version of this document will be in an updated format that is similar to the 2017 Parks and Recreation System Master Plan.

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I. INTRODUCTION

The new Park Authority Strategic Plan for Fiscal Years 2019-2023 (strategic plan) is a key tool to guide Park Authority staff in the implementation of the 2017 Parks and Recreation System Master Plan (master plan).

The strategic plan was developed with the clear direction established by the Park Authority Board (PAB) in the master plan, which was guided by a multiyear planning process that began with the extensive engagement, analysis and findings of the 2016 Parks Count! Needs Assessment. The needs voiced by residents, park users, and community partners form the foundation of the master plan and are therefore at the core of the new strategic plan.

With 12 strategic objectives and supporting action steps, the new strategic plan outlines an ambitious action plan for meeting community needs over the next five years acknowledging this strategic plan as a road map that will take the Park Authority into the future. This is a reflection of staff and leadership commitment to serving the community by providing an excellent, world-class park system.

The strategic objectives are measureable and results-focused, and are supported by specific, achievable, and time-bound action steps for implementation. The strategic planning process also provided the opportunity to review and update the Park Authority Mission and Vision to reflect the direction set by the master plan guiding principles and goals.

Implementation of the new strategic plan will kick-off on July 1, 2018. Annual action plans and annual reporting are a key part of the strategic plan. To track progress, development of measures and a phased timeline for implementation are included in the plan. These will ensure the Park Authority remains accountable to the strategic objectives and action steps, while also providing flexibility to course-correct as needed.

II. PURPOSE

In concert with the master plan, the strategic plan helps FCPA to align work and resources across the Park Authority and with partners. In addition, this strategic plan serves several primary purposes, including:

- Provides a new strategic plan upon completion of the FY14-FY18 Strategic Plan on June 30, 2018.
- Guides staff implementation of the 10-year goals and recommendations set forth in the 2017 Parks and Recreation System Master Plan (master plan).
- Fulfills a requirement for agency accreditation by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA), which is the benchmark that the best park systems across the United States strive to achieve.

III. STRATEGIC PLANNING PROCESS

The new strategic plan was developed through a multiyear planning process that began with the extensive outreach, analysis, and findings of the 2016 Parks Count! Needs Assessment and 2017 master plan.

Preparation and scoping for the strategic plan began in the summer of 2017 and the planning process began in earnest following completion of the master plan public comment period in September. With a set of goals and recommendations validated by the community, staff set out to make the master plan a reality. The planning process was designed to be cross-disciplinary, cross-agency and to empower staff to embrace implementation of the plan.

Numerous staff from all parts of the Park Authority participated in four workshops from October – December 2017. Six staff teams were formed—one for each of the six master plan goals. The teams were charged with identifying strengths, areas of opportunity, and ultimately a checklist of steps the Park Authority would need to take in order to achieve the master plan goals and recommendations.

From January – April 2018, team leaders worked with staff to translate these checklists into the set of strategic objectives and action steps included in this plan. During this same timeframe, staff and PAB participated in formal work sessions on the Park Authority Mission and Vision. Throughout the process PAB was kept abreast and also provided their guidance during the entire process. In March 2018, a final survey was conducted to solicit staff and PAB input on draft strategic objectives and action steps, as well as the proposed Mission and Vision.

Public review of the draft strategic plan will occur in April and May of 2018. PAB approval of the strategic plan is anticipated for June 27, 2018.

IV. CONNECTING THE ELEMENTS OF THE MASTER PLAN AND STRATEGIC PLAN

Master Plan

The 10-year Parks and Recreation System Master Plan included guiding principles, goals and supporting recommendations that set the policy framework for all FCPA plans, programs and initiatives. The three connective master plan elements are defined as follows:

- **Guiding Principles:** Core ideals and beliefs that are threaded throughout the plan and all aspects of the Park Authority.
- **Goals:** Desired results that the Park Authority plans for and commits to achieve.
- **Recommendations:** Priority activities necessary to achieve the goals.

The Park Authority will focus its efforts and resources in alignment with the guiding principles, goals and recommendations included in the master plan. The complete list of these, including explanation and background, are available in the master plan and master plan appendix. A list of the six goals and 32 recommendations is also in the appendix to the strategic plan.

The graphic below includes the seven guiding principles.

Guiding Principles



The six master plan goals are as follows:

- ❖ Improve and promote natural resource protection and management
- ❖ Ensure protection, conservation, preservation and interpretation of cultural resources
- ❖ Improve access and opportunities for healthy and active lifestyles

- ❖ Enhance and maintain park system quality and condition
- ❖ Advance as an innovative, responsive, and adaptable organization
- ❖ Provide sustainable financial management to advance the Park Authority mission

Strategic Plan

The new 5-year strategic plan includes strategic objectives and action steps that are measurable to demonstrate progress and results towards the master plan goals. The two connective strategic plan elements are defined as follows:

- **Strategic Objectives:** Projects and initiatives that support the master plan recommendations.
- **Action Steps:** Clear steps to accomplish the strategic objectives.

The outcomes for the strategic plan are directly linked to the master plan recommendations, which serve as a guidepost for progress. To track progress, Park Authority staff is developing measures and a phased timeline for implementation.. These will be included in the Final version of the strategic plan.

Annual action plans and annual reporting are a key part of the strategic plan. These will ensure we're remaining accountable to the strategic objectives and action steps, while also providing flexibility to course-correct as needed.

V. MISSION AND VISION

The core parts of the Park Authority's Mission, stewardship and recreation, are longstanding, while the Vision was first established as part of the 2002 Strategic Plan. With the community priorities identified through the 2016 Parks Count! Needs Assessment and affirmed in the 2017 master plan, the PAB set a clear long-range direction that included new concepts to for the Park Authority to consider.

As part of the strategic planning process staff and PAB members reviewed the Mission and Vision with the master plan guiding principles and goals in mind. In addition, CAPRA standards provided guidance for the content and intent of both the Mission and Vision as follows:

- **Mission:** "There shall be an established mission statement that defines the direction and purpose of the agency. The agency mission is the purpose or reason for the existence of the agency and establishes the long-term direction for the agency services and activities."
- **Vision:** "The agency shall provide an adopted Vision Statement that is aspirational, far reaching, and states where the agency is going. It should be available to the approving authority, staff, and participants."

Park Authority staff and leadership propose the following revisions to Mission and Vision, which would be approved concurrently with the strategic plan:

MISSION

	CURRENT	PROPOSED REVISION
MISSION	To set aside public spaces for and assist citizens in the protection and enhancement of environmental values, diversity of natural habitats and cultural heritage to guarantee that these resources will be available to both present and future generations. To create and sustain quality facilities and services which offer citizens opportunities for recreation, improvement of their physical and mental well-being, and enhancement of their quality of life.	To enrich quality of life for all members of the community through an enduring park system that provides a healthy environment, preserves natural and cultural heritage, offers inspiring recreational experiences, and promotes healthy lifestyles.

VISION

	CURRENT	PROPOSED REVISION
VISION	The Fairfax County Park Authority strives to inspire and sustain a passion for parks and leisure experiences that enhances our community's quality of life.	Inspire a passion for parks, healthy lifestyles, and stewardship by providing a sustainable, dynamic, and inclusive park system to support a thriving community.

VI. STRATEGIC OBJECTIVES AND ACTION STEPS

The Strategic Objectives are grouped based on the master plan goals they address the most. However, it is important to note the strategic objectives and action steps are designed to address multiple goals and recommendations from the master plan.

The intent of the cross-disciplinary and cross-agency approach to the planning process was to advance the understanding that all functions of the Park Authority are inter-related. Through the implementation of this strategic plan, the Park Authority strives to demonstrate that collaborative planning and implementation leads to greater success for the entire Park Authority and to a better park system for the community.

MASTER PLAN GOALS

- ❖ *Improve and promote natural resource protection and management*
- ❖ *Ensure protection, conservation, preservation and interpretation of cultural resources*

STRATEGIC OBJECTIVES

- ❖ **Increase the Park Authority's land holdings based on a proactive and informed decision-making strategy.**
- ❖ **Balance natural resources, cultural resources, recreational needs and equity in planning and developing a sustainable park system.**

STRATEGIC OBJECTIVE

- i. Increase the Park Authority's land holdings based on a proactive and informed decision-making strategy.**

ACTION STEPS

- a. Create a standard evaluation template that includes an assessment of the total cost of ownership, including short- and long-term management, demolitions and ongoing maintenance, for land, natural and cultural resources and assets prior to acceptance (BOS transfer or donation) or acquisition.
- b. Ensure the total cost of ownership is a necessary factor in acquiring a property and include evaluation template as part of Board packages in order to document long-term expectations for prioritization of work in the future and to track funding needs.
- c. Develop overall Open Space Plan to comprehensively look at open space, equitable access, connectivity of environmental corridors and cultural resource preservation.
- d. Review, update and implement land acquisition policy, process, and standard operating procedures to align with the Plan.
- e. Update policies and consider standard terms for land rights and use agreements that factor in protection and management of resources (operations, natural and cultural).
- f. Prioritize the allocation of capital funding for land acquisition that connects and enhances a non-fragmented network of natural habitat and biodiversity.
- g. Prioritize the allocation of capital funding for land acquisition that provides new parks and/or access to parks in areas of greatest need (based on factors such as health

outcomes, income, population density, quality and quantity of existing park land, trails and infrastructure).

- h. Seek alternative methods for acquiring land to include donations, developer proffers, and easements.

STRATEGIC OBJECTIVE

- ii. **Balance natural resources, cultural resources, recreational needs and equity in planning and developing a sustainable park system.**

ACTION STEPS

- a. Develop and implement a sub-county area approach to county park planning and capital projects that considers resource protection, service level delivery, equity, recreation and community needs and desires (e.g. Sully Woodlands Regional Master Plan, Tysons Park System Concept Plan).
- b. Prioritize and design interpretive signage, trails/walkways and/or other features in planning and capital projects that enhance experiences and connect people to nature and culture (e.g. Colchester, Huntley).
- c. Revise park planning and project management processes to require intra-agency teaming, engage partners and ensure continuity across all phases of projects, including involvement with project ideation, design, planning, and construction.
- d. Align master planning process with Bond planning and in consideration of other funding sources (proffers, donations) and conduct an analysis of short- and long-term costs (facility costs, maintenance).
- e. Update procedures for development projects and activities to avoid or minimize negative impacts to natural and cultural resources and allocate sufficient funding to mitigate negative impacts when they are unavoidable.
- f. Conduct resource surveys and determine the extent and need for mitigation of impacts to natural and cultural resources as part of master planning and in advance of development.

MASTER PLAN GOAL

❖ *Improve access and opportunities for healthy and active lifestyles*

STRATEGIC OBJECTIVES

- i. **Position the Park Authority as the model organization for increasing physical activity and wellness in Fairfax County.**
- ii. **Increase walkable access (¼-mile or 5 minute-walk (urban) and ½-mile or 10-minute walk (countywide)) by County residents to park or facility entrances, or trailheads to connect people to nature and recreational experiences.**

STRATEGIC OBJECTIVE

- iii. **Position the Park Authority as the model organization for increasing physical activity and wellness in Fairfax County.**

ACTION STEPS

- a. Understand the demographics and health outcomes of the community to geographically and demographically align the provision of programs and facilities.
- b. Benchmark best practices for campaigns and programs that encourage physical activity and wellness for all community members.
- c. Based on the review of Healthy Strides, develop broad-based, multi-pronged, comprehensive approaches to encourage and increase awareness of physical activity for all community members.
- d. Identify the complement of facilities and amenities that does the most to promote regular physical activity within parks.
- e. Explore collaborative programming and shared use of facilities that are complementary with other County agencies to provide equitable access to physical activity opportunities.
- f. Renew existing facilities and infrastructure to support increased physical activity, and implement these through CIP projects.

STRATEGIC OBJECTIVE

- iv. Increase walkable access (¼-mile or 5 minute-walk (urban) and ½-mile or 10-minute walk (countywide)) by County residents to park or facility entrances, or trailheads to connect people to nature and recreational experiences.**

ACTION STEPS

- a. Create a Park System Access Plan that identifies gaps and strategies to increase walkable park access and seek to incorporate it into the Countywide Comprehensive Plan.
- b. PAB and BOS pass a resolution, establish policies, and secure budget to dedicate resources to meeting the national walkability standard in Fairfax County.
- c. Prioritize trail improvement CIP projects that provide access to parks in areas of greatest need based on health outcome data and the percentage of residents with walkable access (¼-mile and ½-mile walk) to park entrances.
- d. Partner with other County agencies and affiliates to adopt and promote a walkability standard and provide trail connections outside of park land.

MASTER PLAN GOAL

- ❖ *Enhance and maintain park system quality and condition*

STRATEGIC OBJECTIVE

- iii. **Implement an asset management program to guide reinvestment, maintenance, and upgrades to infrastructure and capital equipment.**

STRATEGIC OBJECTIVE

- v. **Implement an asset management program to guide reinvestment, maintenance, and upgrades to infrastructure and capital equipment.**

ACTION STEPS

- a. Establish a cross-divisional team to guide the development, monitoring, and ongoing use of the asset management systems and program.
- b. Define data needed to make sound decisions and requirements for management and improvement of assets including facilities, amenities, equipment, property, natural resources, and cultural resources.
- c. Conduct a review and comprehensive inventory of critical agency assets to be managed as part of the asset management program.
- d. Identify staffing structure and IT systems needed to support the program and fund staff positions for the on-going management and implementation of the park system's assets.
- e. Develop a model to assign priority, equitable distribution and maintenance of assets (asset priority index) to ensure the strategic allocation of funding.
- f. Review, update and maintain accurate unit pricing and preventative maintenance and/or lifecycle replacement schedules for different types of assets (roads, buildings, structures, athletic fields, forests).
- g. Review, update and implement opportunities to standardize assets and equipment specified in CIP and maintenance projects to reduce costs (staff time, parts, and equipment) for maintenance, repair, and replacement.
- h. Review and update maintenance standards, preventative maintenance plan, staffing and resource requirements that incorporates intensity and frequency of use.
- i. Provide on-going education and training to reinforce the staff role in asset management, and update position descriptions so that they reflect the mandatory nature of supporting the asset management program.

MASTER PLAN GOAL

❖ *Advance as an innovative, responsive, and adaptable organization*

STRATEGIC OBJECTIVES

- iv. Develop an IT structure that coordinates data management, analysis, technology and business needs to support the operations and goals of the Park Authority and enables sound decision making and transparency.**
- v. Provide training and leadership development for employees at all levels to ensure a high-performing organization.**
- vi. Reinforce and sustain a culture of accountability to advance the mission and vision.**

STRATEGIC OBJECTIVE

- vi. Develop an IT structure that coordinates data management, analysis, technology and business needs to support the operations and goals of the Park Authority and enables sound decision making and transparency.**

ACTION STEPS

- a. Identify needs, review the use and availability of technology tools, and develop and implement a plan to enhance agency performance and IT capabilities (i.e., document management, GIS, land record, project management tracking and asset management).
- b. Identify IT staffing structure needed and work with the county to fund staff positions for the on-going management of the park system's data and technology infrastructure and resources.
- c. Evaluate data and information use, including specific purposes and needs, the frequency of upkeep, accuracy, and both current and potential future use for analysis to enhance agency performance.
- d. Implement policies, procedures, and technology tools to support consistency and accuracy of agency-wide data management (facilities, land, cultural and natural resources).

- e. Identify and adopt technology for enhanced feedback mechanisms to engage the community and to inform decision making for planning, development, and management of park resources.
- f. Expand the use of Geographic Information Systems (GIS) to analyze, integrate and manage data used for decision making.
- g. Enhance transparency for the community by identifying and publishing data (performance measures, inventories) through the use of technology (dashboards).

STRATEGIC OBJECTIVE

vii. Provide training and leadership development for employees at all levels to ensure a high-performing organization.

ACTION STEPS

- a. Hire an Organizational Development and Training Manager to establish and implement an agency-wide employee development and training program for all employees.
- b. Perform a gap analysis of existing and future agency training/development needs (cross training, rotate staff, mentoring, IT, computer, core competencies, succession planning, diversity, management, retention), leverage existing county resources and fund an agency-specific comprehensive training program.
- c. Develop a supervisor's toolbox to enhance the way the Park Authority recognizes employees for displaying a high level of accountability and performance.
- d. Continue to provide and enhance required "FCPA 101" (new employee orientation) training for new and current workforce and volunteers, including aspects of career building.
- e. Increase employee awareness and participation in the Live Well program.
- f. Reimagine and redefine the Leadership Team as a mechanism to cultivate leadership, diversity and accountability across all levels of the organization.
- g. Provide opportunities for all levels of staff to take ownership and accountability to lead the implementation of specific teams and projects.
- h. Enhance performance management process through the expanded implementation of career plans and identification of career paths.

STRATEGIC OBJECTIVE**viii. Reinforce and sustain a culture of accountability to advance the mission and vision.****ACTION STEPS**

- a. Conduct visioning sessions (facilitated, meeting in a box) annually prior to implementation planning with staff to discuss how their work relates to the agency mission, vision, Master Plan and Strategic Plan.
- b. Ensure strategic objectives and action steps are embedded in all divisions and branch work and operational plans to align with measurable results (includes participation on cross-divisional teams).
- c. Set expectations, enhance standards and train the workforce to improve two-way and multi-level communication, and increase productivity and accountability.
- d. Ensure the organizational structure optimizes the ability to implement strategic objectives and action steps and to achieve the intended outcomes of the Strategic Plan and Master Plan.
- e. Prioritize and allocate available funding that adheres to strategic plan objectives (trails, maintenance, organizational development) in coordination with the Park Authority Board and staff.
- f. Review, update or create, and implement procedures for all facilities and services to support the consistent delivery of programs and services across the system in all divisions every five years.
- g. Implement quarterly employee town hall meetings or other opportunities to communicate and foster dialogue.
- h. Explore the implementation of an agency idea portal for staff to suggest ideas and improvements.
- i. Review and enhance the process of observation and inspections to improve facilities, programs, and services.
- j. Research, benchmark, and incorporate successful organizational culture change initiatives in order to improve customer service, employee satisfaction, and accountability.
- k. Develop and implement a process for the utilization of 360° employee performance reviews to assist with the development of individual annual performance goals.
- l. Establish performance measures and targets for each program and service area to align with business drivers and community needs.
- m. Ensure when positions are advertised the basic competencies are included (i.e., computer, writing, presentation) and assess these skills during the interview process to ensure all staff have the appropriate competencies for the position.

MASTER PLAN GOAL

- ❖ *Provide sustainable financial management to advance the park authority mission*

STRATEGIC OBJECTIVES

- vii. Develop and implement an advocacy strategy to increase dedicated funding and resources from the County.**
- viii. Establish a sponsorship program to secure, sustain and continually increase alternative funding available for agency priorities.**
- ix. Collaborate with the Park Foundation to increase annual donations and provide greater support to the Park Authority.**
- x. Develop and adopt a comprehensive and cross-divisional approach to business planning to improve financial performance.**

STRATEGIC OBJECTIVE

- ix. Develop and implement an advocacy strategy to increase dedicated funding and resources from the County.**

ACTION STEPS

- a. Review and update the Memorandum of Understanding between the Fairfax County Board of Supervisors and Park Authority to ensure continued advancement of community priorities and the Park Authority mission.
- b. Identify long- and short-term agency funding priorities and determine comprehensive resource needs for the agency.
- c. Develop a process to clearly and consistently communicate FCPA value, funding needs and potential impacts if the park system is not adequately funded, to the community, Park Authority Board, and other stakeholders.
- d. Advocate for financial resources from the County to support priority projects (RECenter Sustainability CIP program, scholarships, collections facility, natural and cultural resource management, maintenance, renovations, IT).

- e. Establish a formal asset transfer process from the County to the Park Authority that includes sufficient financial resources to improve and sustain assets including but not limited to natural resources, capital improvements, maintenance, cultural resource management, etc.

STRATEGIC OBJECTIVE

- x. Establish a sponsorship program to secure, sustain and continually increase alternative funding available for agency priorities.**

ACTION STEPS

- a. Create and implement an agency-wide sponsorship program.
- b. Identify and pursue sponsorship opportunities for facilities, programs, and services, including tournaments.

STRATEGIC OBJECTIVE

- xi. Collaborate with the Park Foundation to increase annual donations and provide greater support to the Park Authority.**

ACTION STEPS

- a. Develop a long-term list of prospective official projects in coordination with FCPF and FCPA's Capital Improvement Plan (for example Collections Facility, carousels, RECenters) to maximize fundraising and provide additional funds for FCPA projects.
- b. Expand fundraising efforts to benefit land that has high ecological value (biodiverse, healthy and high-functioning ecosystems, restorable) by dedicating donations for land acquisition of open space and establishing a program to solicit financial donations to help ensure the on-going management, protection, and restoration of ecologically valuable land.
- c. Leverage FCPF to increase the visibility of compelling personal stories from FCPA customers to increase gifts for FCPA scholarships and access to the park system.
- d. Work with FCPF to identify and implement approaches and language to document gift designations to ensure donors allow for appropriate flexibility of use with gifts and donations.
- e. Collaborate with current and prospective Friends Groups and Volunteer Teams through annual training workshops and capacity building to grow support for parks.

- f. Partner with FCPF to offer FCPA staff training (communicate the FCPF mission; the process for identifying projects that align with donor interests; grant opportunities; benefits of in-kind gifts; financial process and the importance of FCPF recognition).

STRATEGIC OBJECTIVE

- xii. Develop and adopt a comprehensive and cross-divisional approach to business planning to improve financial performance.**

ACTION STEPS

- a. Review and update policies and procedures for the use and allocation of each funding source available to the Park Authority (e.g., telecom, proffers, bond premium, donations) to ensure decision making that addresses community needs and considers staffing levels, return-on-investment, maintenance and reinvestment costs.
- b. Ensure staff training includes foundational and advanced training on agency budget and business development for the purpose of instilling budget understanding and ownership across the organization.
- c. Create and implement a mechanism for soliciting and acknowledging new and creative ideas for revenue-generation, cost savings, and productivity enhancement practices.
- d. Create and promote opportunities for more cross-divisional teaming to share best practices, improve customer service, and test new ideas that improve business and financial performance.
- e. Adopt a comprehensive approach to ensure operational aspects such as financial, maintenance, community, cultural and natural resources are considered and addressed as part of the planning and development process.
- f. Create a model(s) for operational plans at the division, site- and/or program-level that includes revenue generation and cost reduction activities and links to the strategic plan.
- g. Develop a system-wide mechanism to track, report, and share data on performance (financial and operational) for sites, facilities, programs, and services on a regular basis and use the data to inform decision-making.

VII. IMPLEMENTATION, TRACKING, AND MEASURING SUCCESS

Implementation of the new strategic plan will kick-off on July 1, 2018, following approval of the strategic plan by the PAB on June 27, 2018.

Park Authority leadership is in the process of developing work plans and operational plans for staff to execute beginning on this date. A major part of this effort is to ensure strategic objectives and action steps are embedded in all divisions and branch work and operational plans to align with measurable results. Part of this effort will also include identifying items that require additional funding for implementation.

To track progress, development of measures and a phased timeline for implementation are underway and will be included in the final version of the plan. The first year of implementation will include establishing a baseline for some measures and associated targets. In some cases, key accomplishments or milestones will serve as the measure of progress, rather than tracking a discrete metric or indicator.

Annual action plans and annual reporting will be a key part of the regular reporting and tracking of progress towards achieving the strategic plan objectives. This will ensure the Park Authority remains accountable to the strategic objectives and action steps, while also providing flexibility to course-correct as needed.

APPENDIX

A. Master Plan Goals and Recommendations

The six master plan goals and thirty-two recommendations are as follows:

Master Plan Goal: Improve and promote natural resource protection and management

Recommendations:

- Actively identify, restore, manage, and protect natural resources.
- Expand natural habitat and biodiversity, linking larger resource conservation areas within the county and stream valley parks.
- Cultivate stewards through the expansion of stewardship education, interpretation, community engagement, and the use of technology.
- Enhance environmental sustainability practices within the Park Authority.
- Expand and enhance partnerships with other public agencies and private entities that have aligned goals.
- Ensure natural resource policies and plans align with countywide guidance and meet or surpass expectations outlined in the Board of Supervisors Environmental Vision.

Master Plan Goal: Ensure protection, conservation, preservation and interpretation of cultural resources

Recommendations:

- Establish a suitable facility to preserve, expand, conserve and share county-wide collections.
- Actively protect, manage, and preserve the county's cultural and historic resources.
- Cultivate stewards through the expansion of stewardship education, interpretation, community engagement, and the use of technology.
- Continue to assess, implement and improve resident curator opportunities.

Master Plan Goal: Improve access and opportunities for healthy and active lifestyles

Recommendations:

- Improve park access and expand trail system connections in partnership with county agencies, developers, and other private entities to make it easier to use parks and to support a wide range of athletic activities.
- Enhance scholarship programs through dedicated funding sources and partnerships to provide equitable, high-quality opportunities for individuals and families to engage in fitness activities.

- Prioritize capital investments and recreation programming and partner with private entities for areas of greatest need for improved or expanded facilities or programs.
- Continue to advance the goals of the county's Live Healthy Fairfax and One Fairfax initiatives, including the emphasis on health in Park Authority plans and initiatives and efforts to increase equitable access for physical activities.

Master Plan Goal: Enhance and maintain park system quality and condition

Recommendations:

- Establish a long-term strategy for acquisition and management, including maintenance, of all lands and assets.
- Take steps to assess and ensure park use balances recreation and stewardship objectives.
- Maintain and improve satisfaction with the quality of the park system.
- Review and enhance park maintenance practices and priorities.
- Work to increase the amount of dedicated and alternative funding that provides for greater reinvestment in facilities, parkland, natural capital, and cultural resource assets.
- Increase the amount of maintenance that is funded or completed by others (e.g., partners, other agencies).

Master Plan Goal: Advance as an innovative, responsive, and adaptable organization

Recommendations:

- Expand and improve use of data and technology to support and enhance organizational performance and decision-making.
- Develop and attain measurable outcomes to ensure high-performance and accountability in the organization.
- Invest in employee development and provide growth opportunities that empower staff to be innovative, responsive, and adaptable, while remaining user-focused.
- Respond and adapt strategically to changes in how residents use and what users want in the park system.
- Improve transparency and inclusion by providing greater opportunities for public input and collaboration with the community through the use of various communication venues, including social media.

Master Plan Goal: Provide sustainable financial management to advance the Park Authority mission

Recommendations:

- Implement Total Cost of Ownership model for managing, developing, and acquiring all existing and future land, assets, and resources.
- Seek and increase funding from dedicated and alternative sources.

- Maintain sustainable revenue operations.
- Reinvest in the RECenter system, golf, and other market-based facilities and revenue-generating programs to ensure continued sustainability and competitiveness.
- Increase opportunities for revenue-generating activities and events.
- Encourage other entities to provide and maintain high quality park facilities and services.
- Increase yearly bond cash flow and bond allocation to meet current and future needs.

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