

Welcome!

Please browse the stations and let us know if you have any comments or questions. The same presentation will be given at 7:00 PM and 8:00 PM.

6:30-7:00	Open House
7:00-7:30	Presentation
7:30-8:00	Open House
8:00-8:30	Presentation
8:30-9:00	Open House

**Thank
you for
coming!**



**FAIRFAX COUNTY PARK AUTHORITY
NEEDS ASSESSMENT**

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Needs Assessment

What is the Parks and Recreation Needs Assessment Study?

- Utilizes community input, research, statistically valid survey, and key facility assessments
- 5 to 10 year horizon
- Helps determine park and recreation needs and how FCPA resources can be best used
- Creates a 10-year need-based capital improvement framework for park renovations, new facilities and land acquisition

Key Study Elements

- Public involvement (public meetings, website, interviews, focus groups)
- Needs survey
- Analysis and service level standards review
- Natural and cultural resource management costs assessment
- RECenter facility assessment
- 10-year phased Capital Improvement Framework
- Final report



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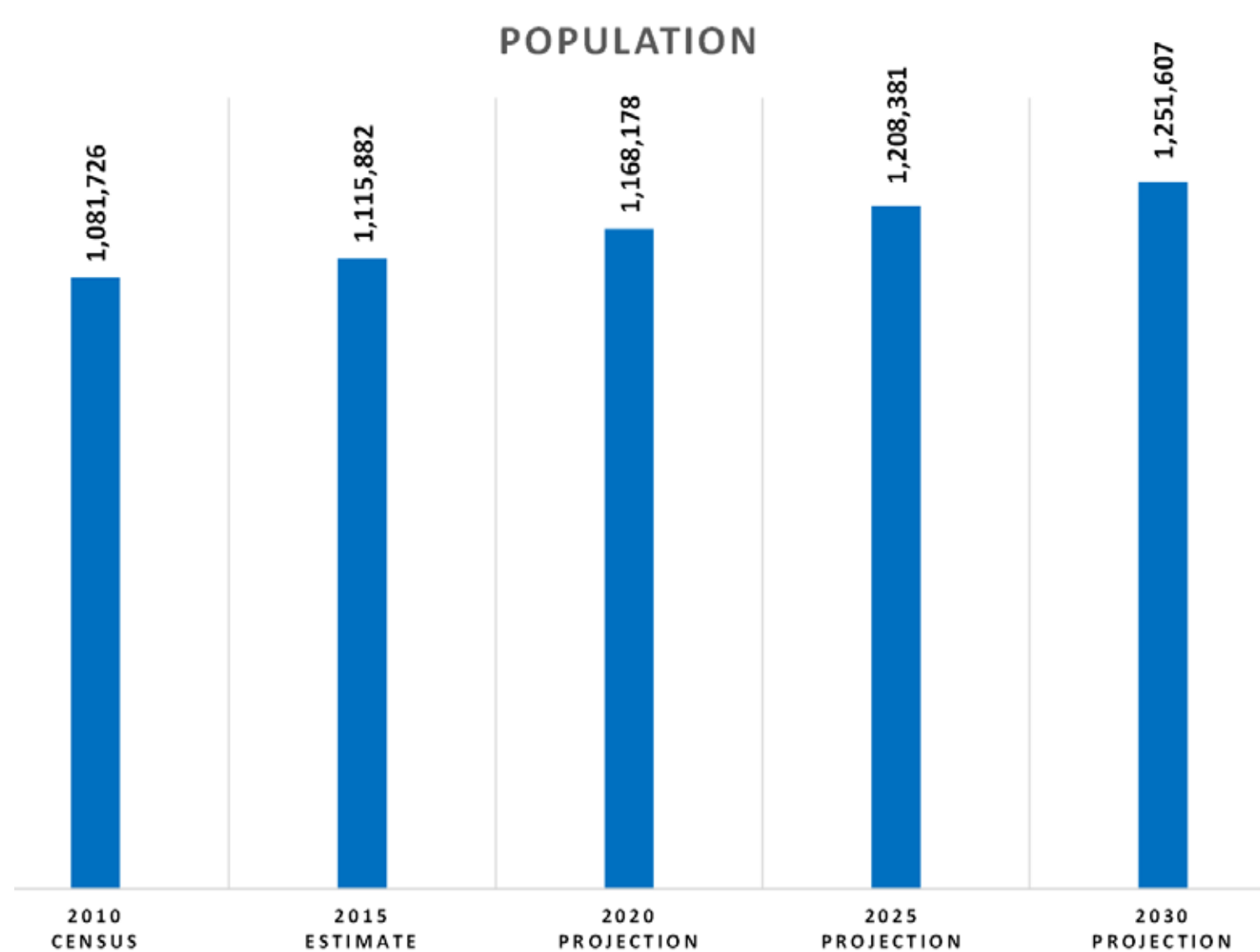
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Fairfax County Today

Examining current and projected County demographics is an important part of beginning to understand trends and needs related to parks and recreation.

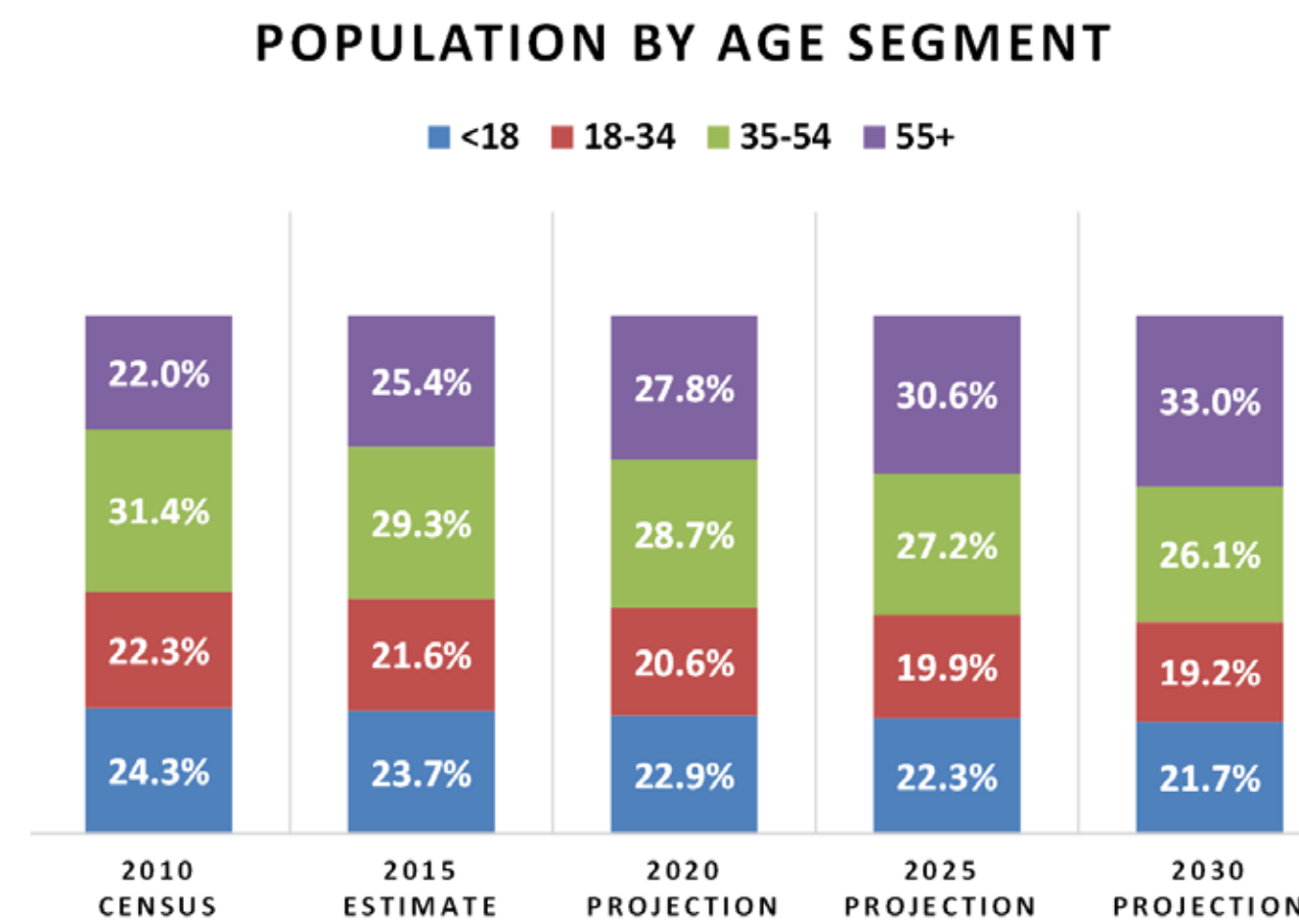
Population

- The population has increased from 1,081,726 residents in 2010 to 1,115,882 in 2015 (an increase in population by an annual rate of 0.63%, below the national annual average of 1%).
- The growth rate is expected to rise about 0.8% each year for the next 15 years.
- The County is expected to have approximately 1,251,607 residents in 2030.



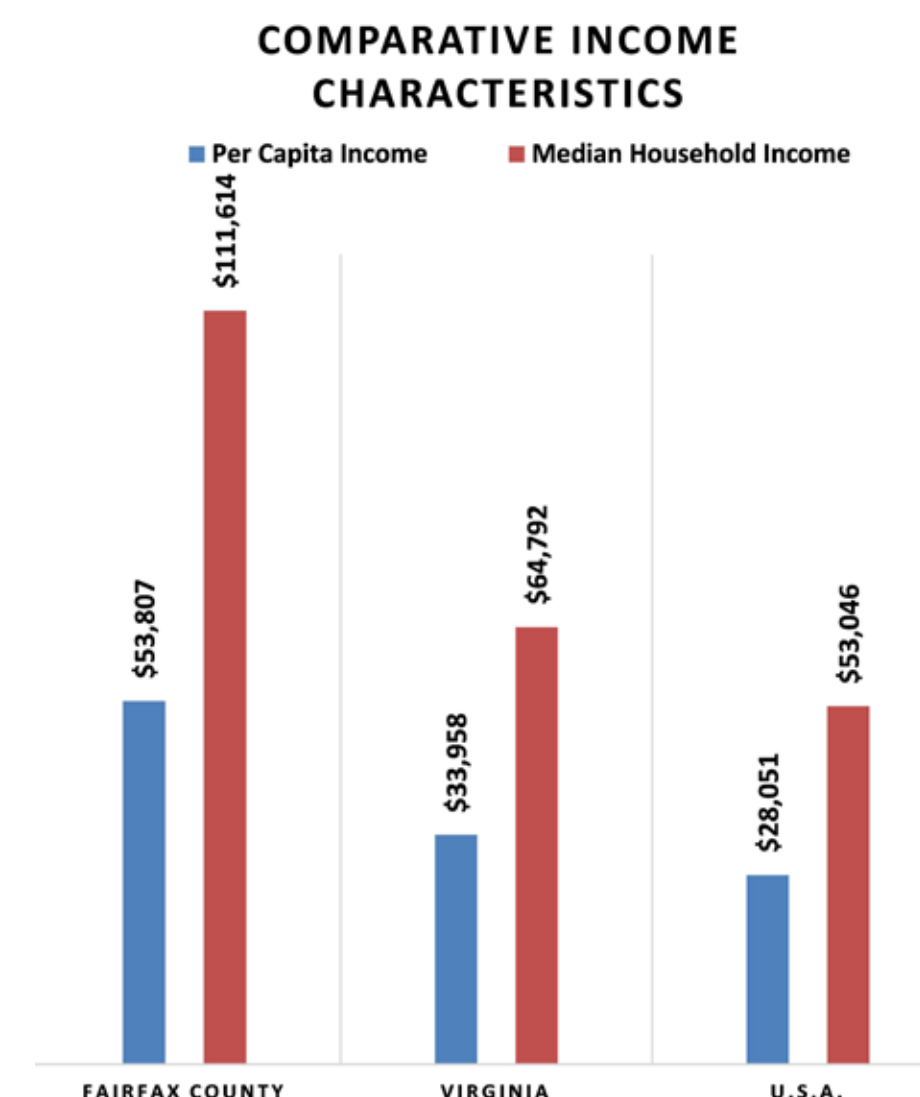
Age

- It is projected that by 2030, the active adult population (55+) will make up 33% of the population (the largest age segment in the County).



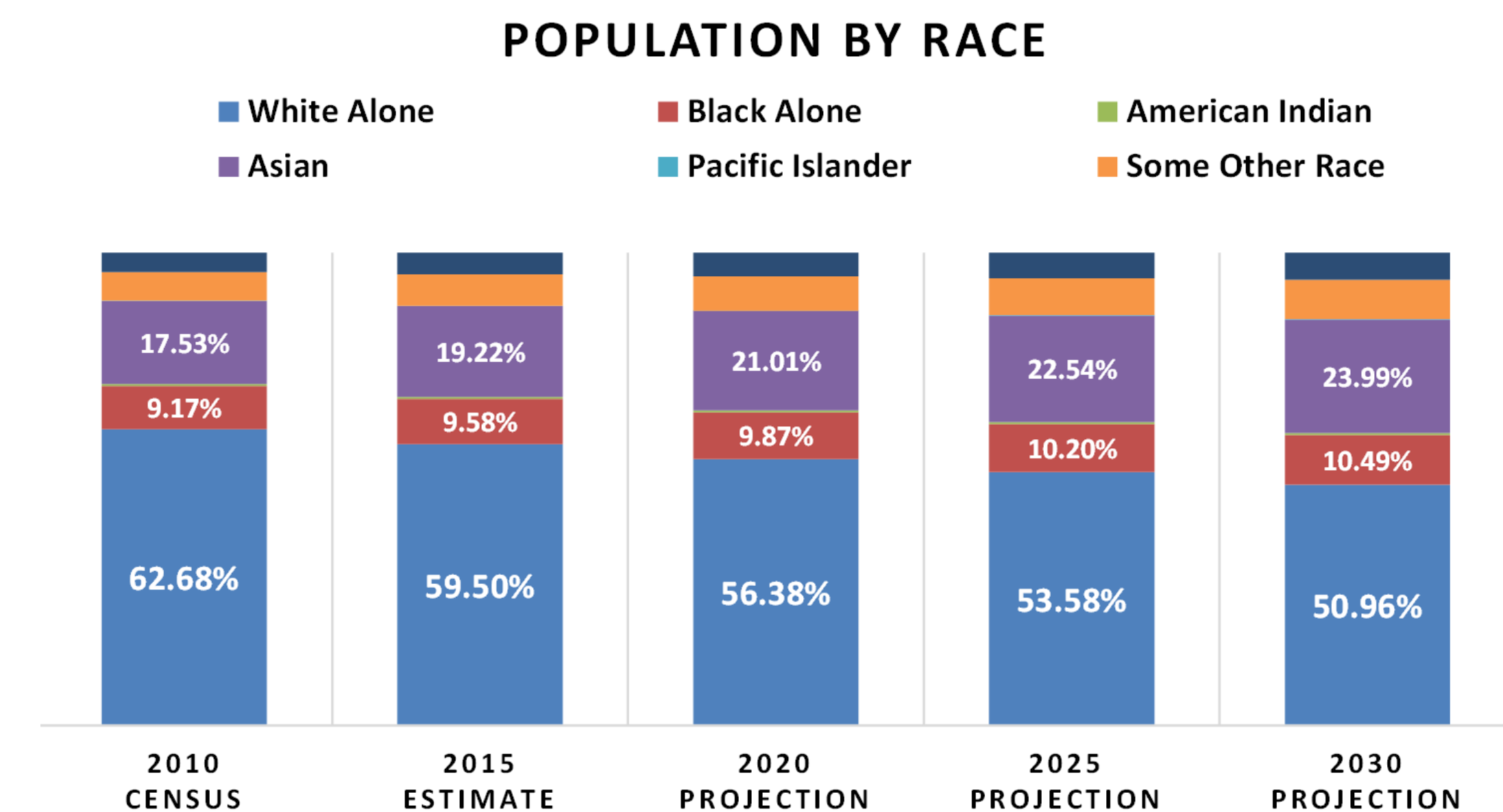
Income

- The County's per capita income is similar to the Virginia state average.
- Median household and per capita income levels are significantly higher than national averages.



Diversity

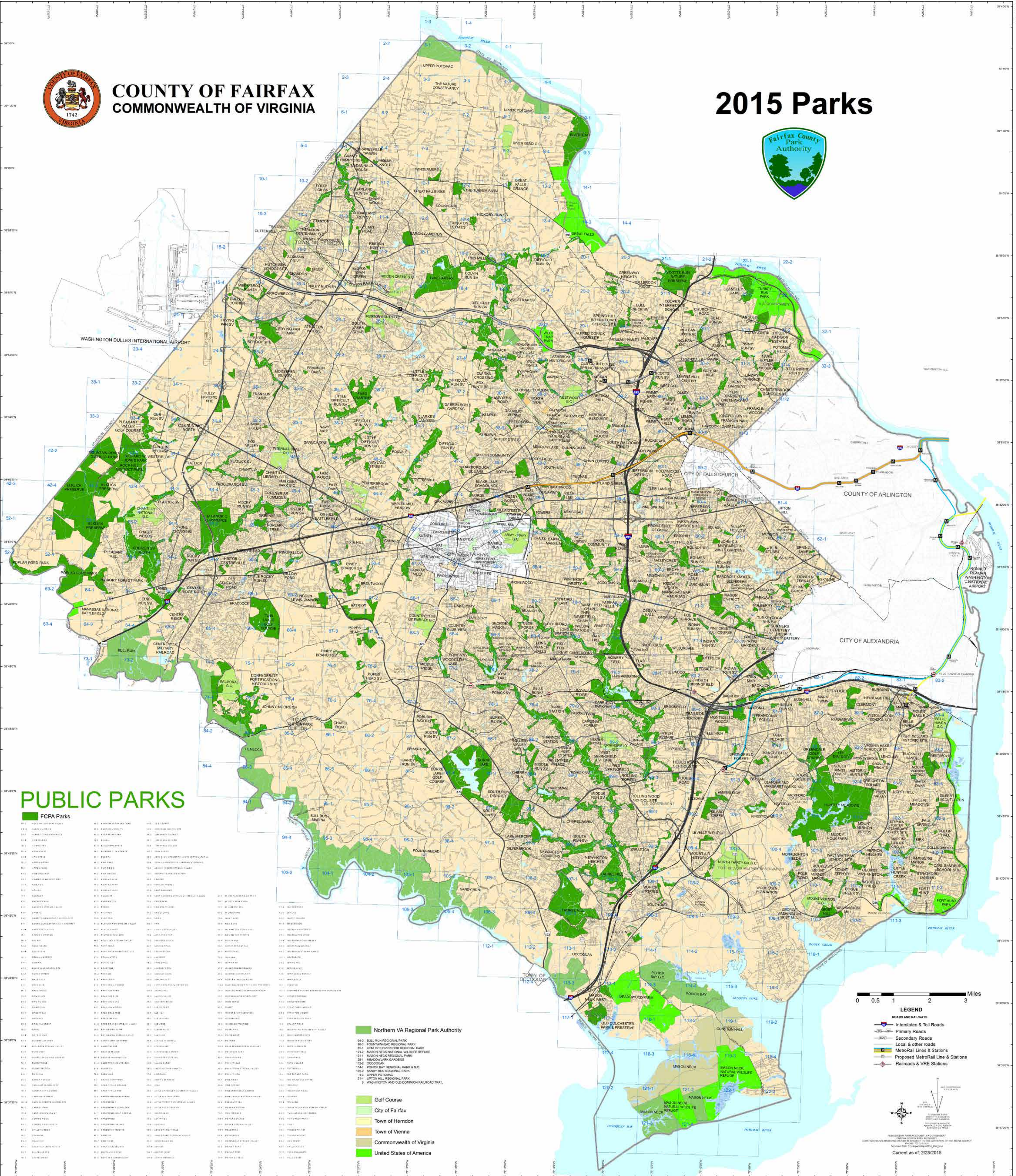
- The County is diverse, and the community is expected to continue diversifying.
- By 2030, it's projected that nearly one out of every four County residents will be of Asian descent and just over one out of every five will be of Hispanic origin.



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Fairfax County Park System



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What Was Heard: Discussions

Key Themes from Discussions with Staff, Community Leaders, and Public

Important themes that emerged from the analysis of the stakeholder interviews, focus groups, and public forums included the following:

Recreation:

- People value FCPA’s facilities and programs and use them frequently.
- Facilities and programs add value to the quality of life in the community.
- People would like to see improvements to existing facilities, and more new facilities.

Fiscal Responsibility:

- FCPA is working well with the limited resources that they have.
- People would like to see more funding spent on maintenance, and some adjustments to fees.
- There were several suggestions for how to address funding shortages.

Planning/Long-Term Vision:

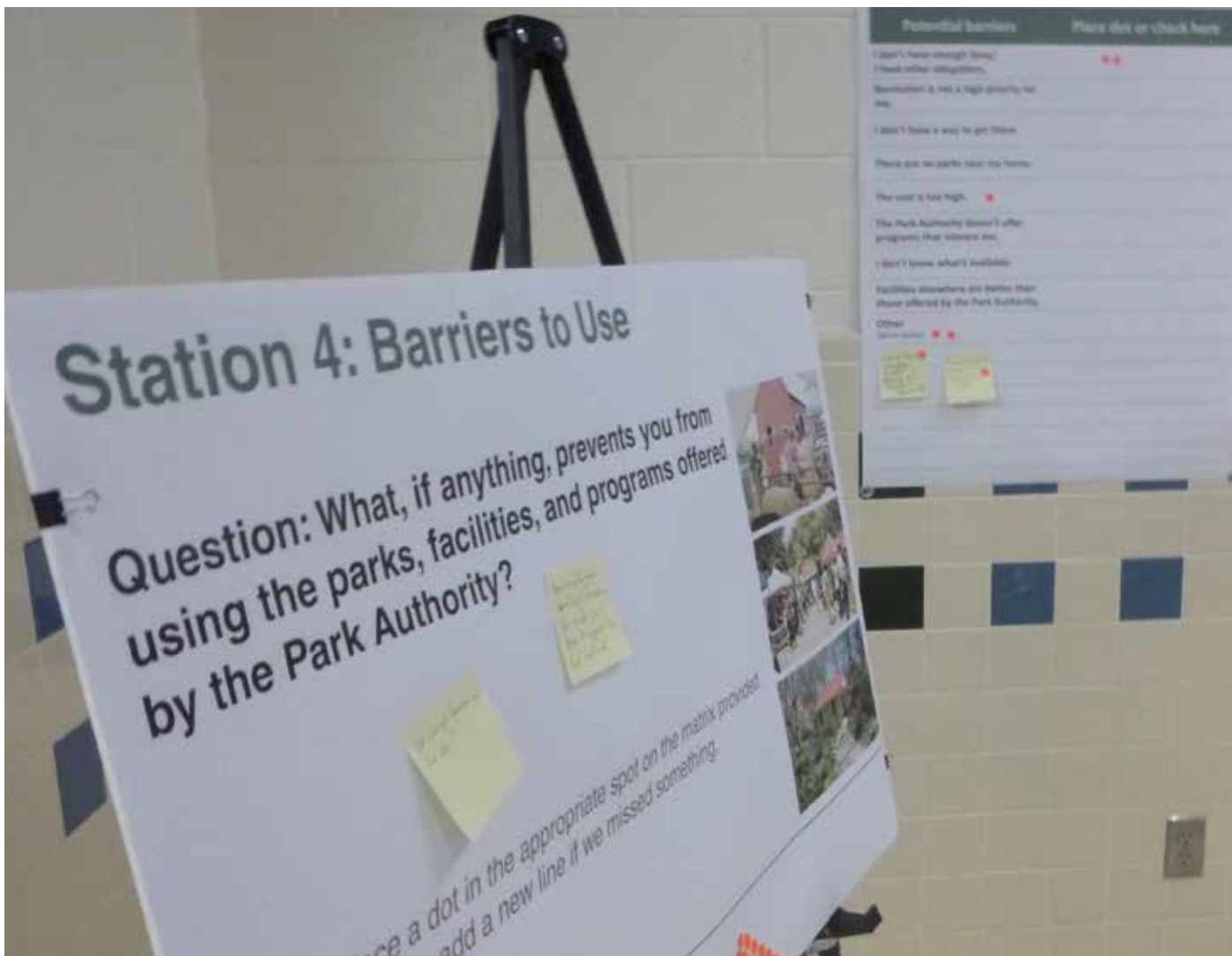
- FCPA has the trust of the public.
- Concerns about the scope of planning that FCPA must take on and time frames for implementation of plans.
- People expressed many needs and opportunities that they would like FCPA to address or incorporate as they move forward with defining and executing a long-term vision.

Natural and Cultural Resources:

- People value FCPA’s conservation efforts and educational programs.
- People would like to see expansion of existing successful programs, programming related to historic/cultural resources, and enhancement of natural resources programs.

Operations/Staffing:

- Staff are knowledgeable and proficient with outreach.
- People would like to see improved marketing and outreach, especially in terms of the desire for an expanded use of technology.



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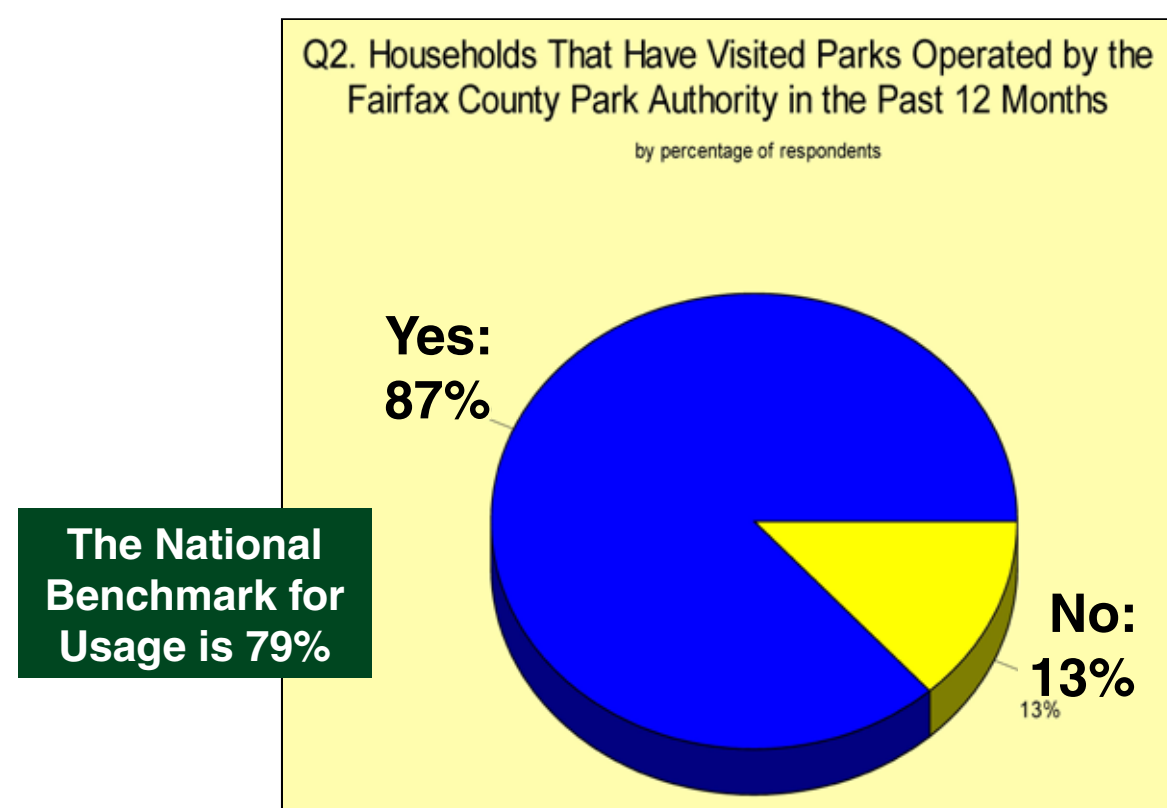
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What Was Heard: Survey

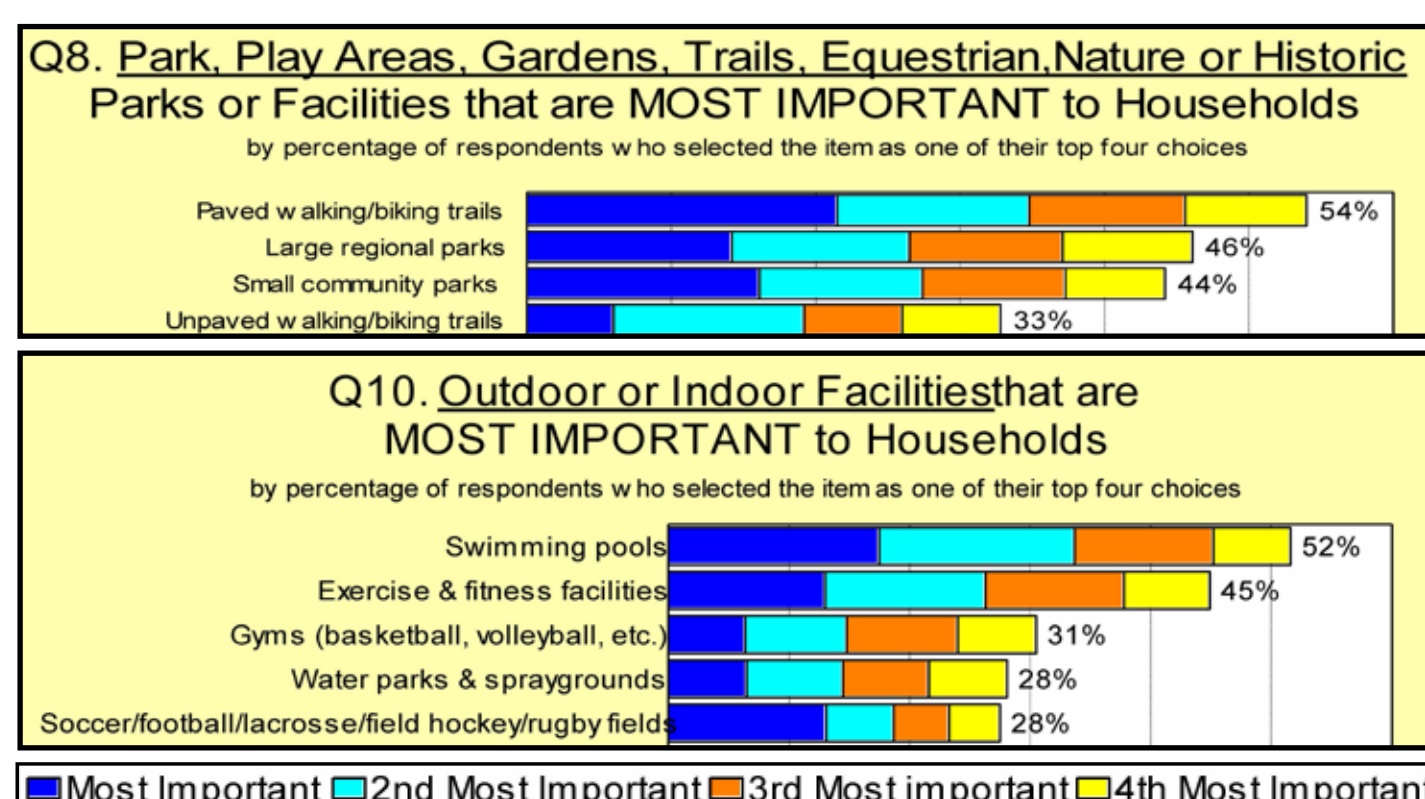
Important Themes from the Analysis of the Statistically-Valid Survey

In addition to interviews, focus groups, and meetings, the needs assessment is also based on findings from a community survey conducted with a statistically valid, random sample of Fairfax County households. A total of 4,665 households completed the survey.

Park usage is high!



Paved trails & swimming pools are most important to households.

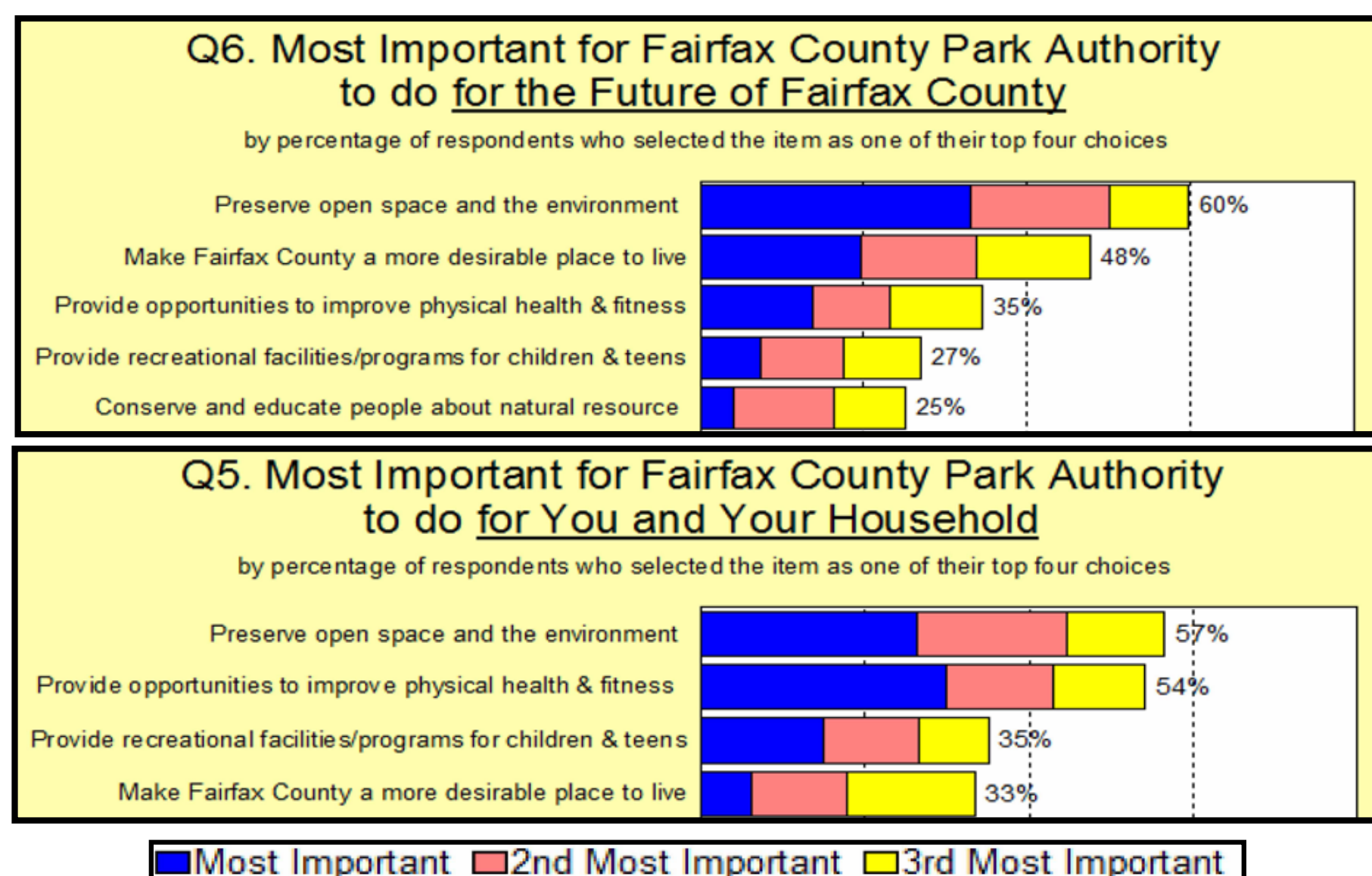


There are high unmet needs for:

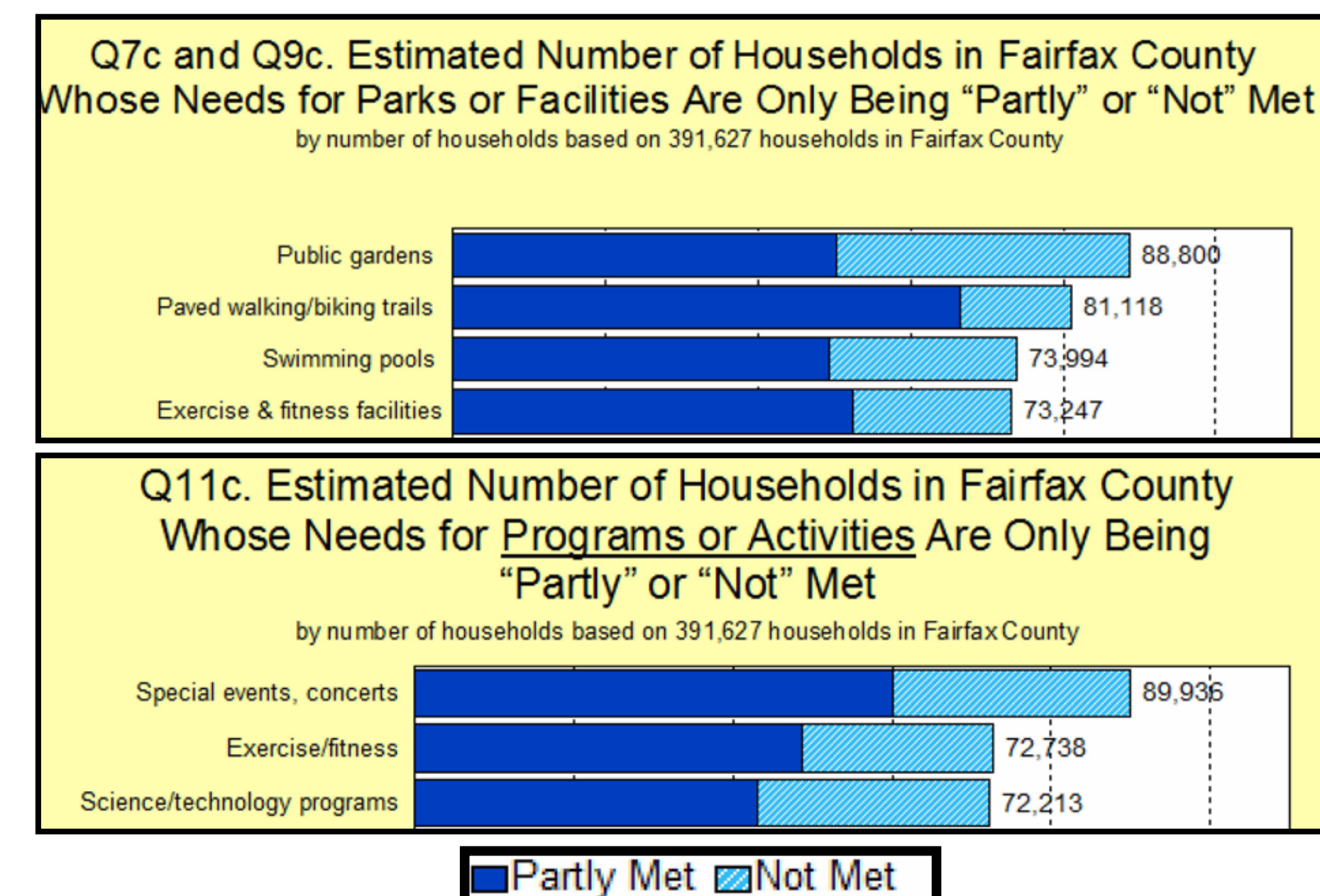
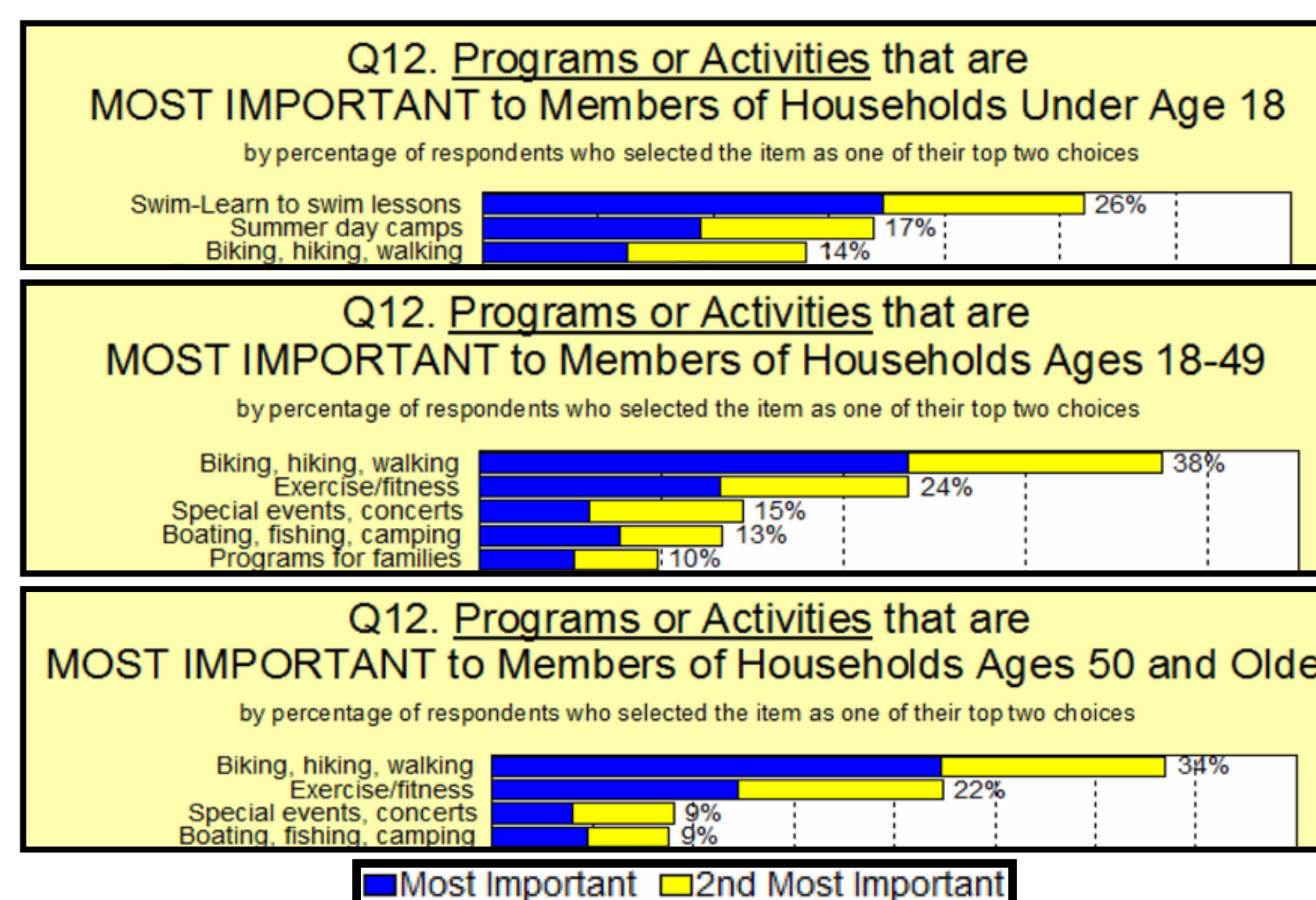
- special events
- exercise & fitness programs
- science & technology programs
- public gardens
- paved trails

Unmet Need = Households Having a Need that is Partially Met or Not Met

Preserving open space & the environment is a top priority.



Swim lessons are highly important for children under 18, while biking, hiking, and walking are most important to people older than 18.



Source: Leisure Vision/ETC Institute for Fairfax County (2015)

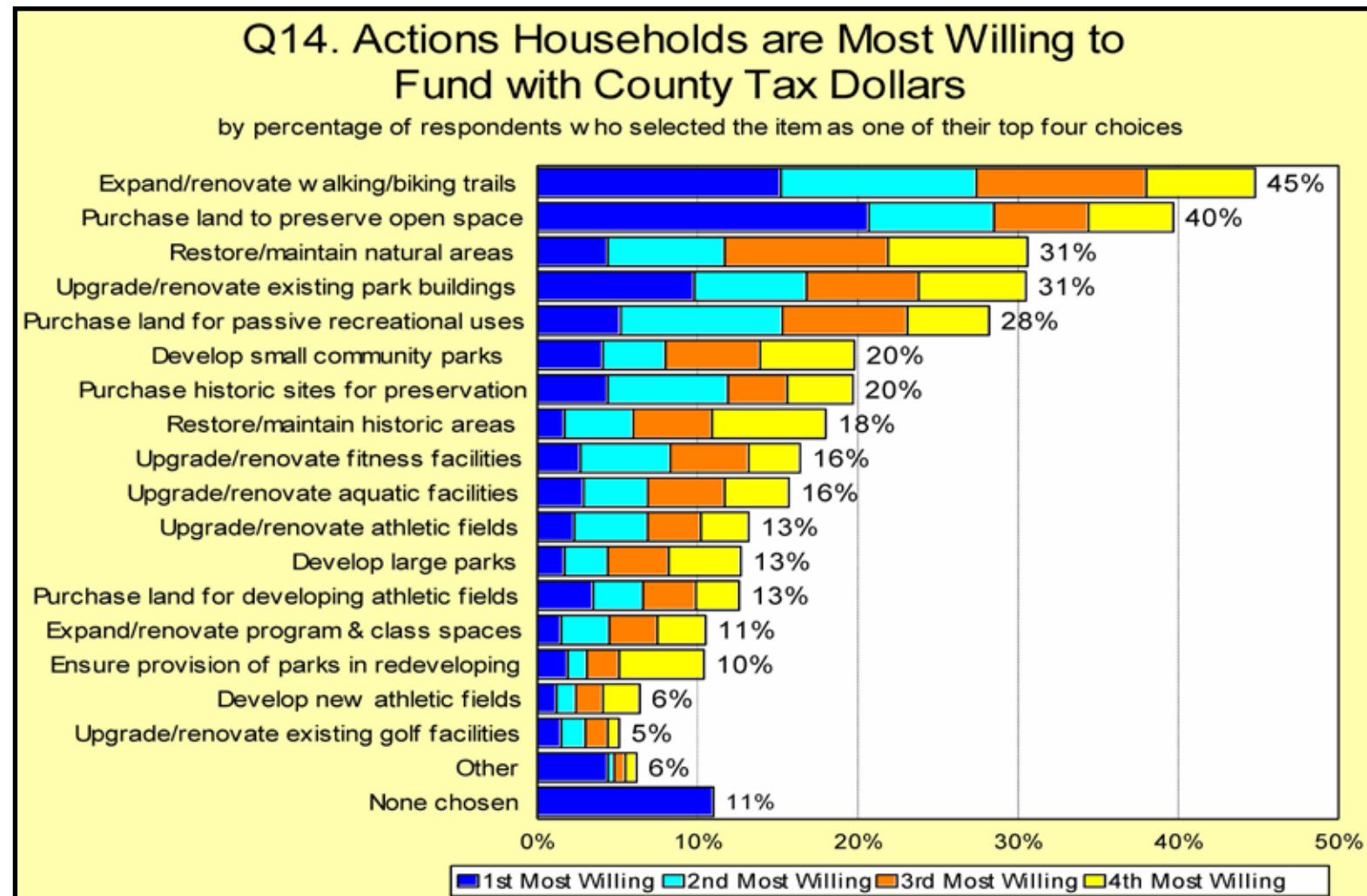


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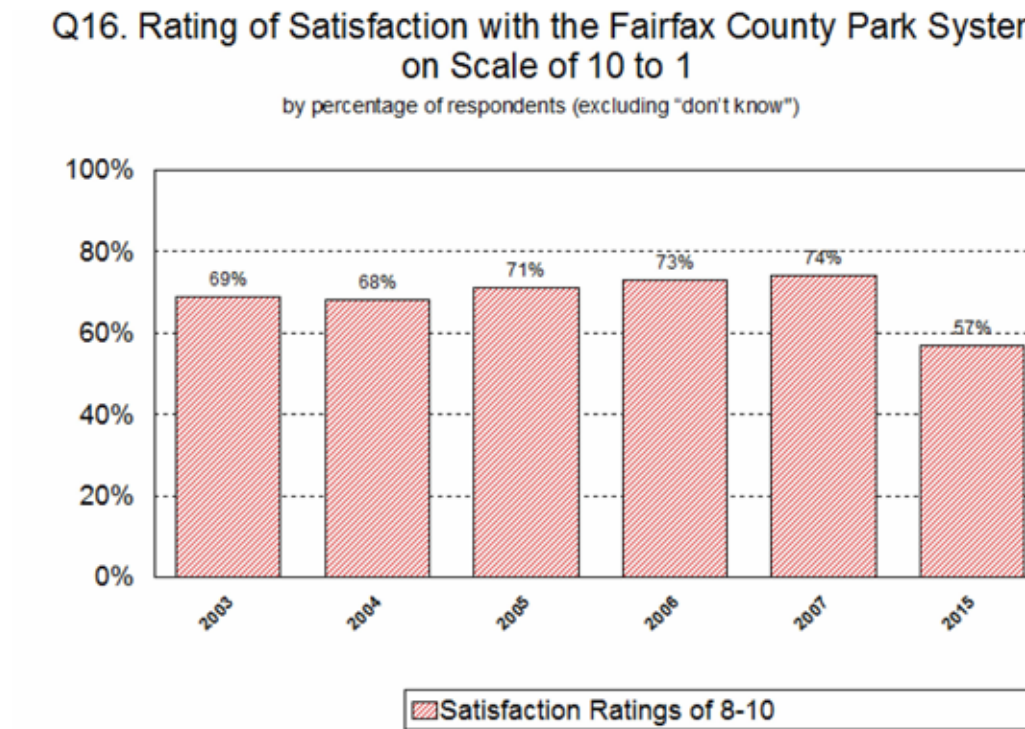
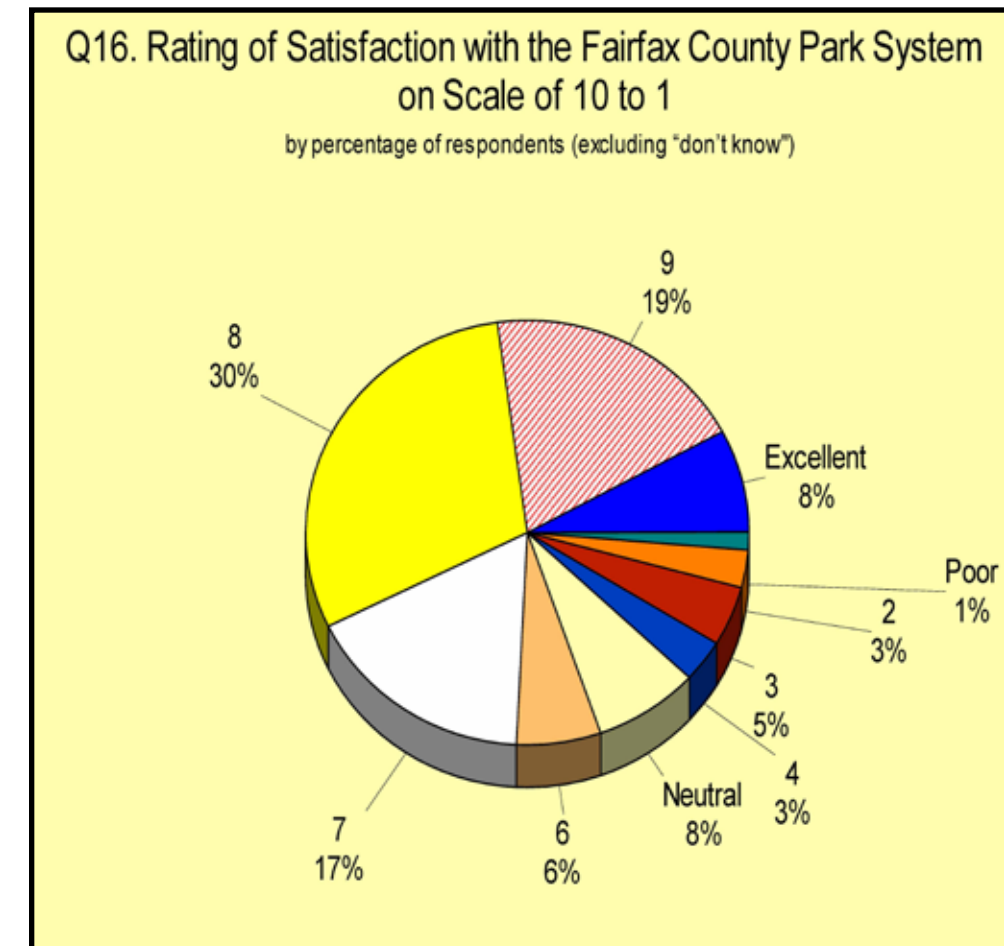
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What Was Heard: Survey

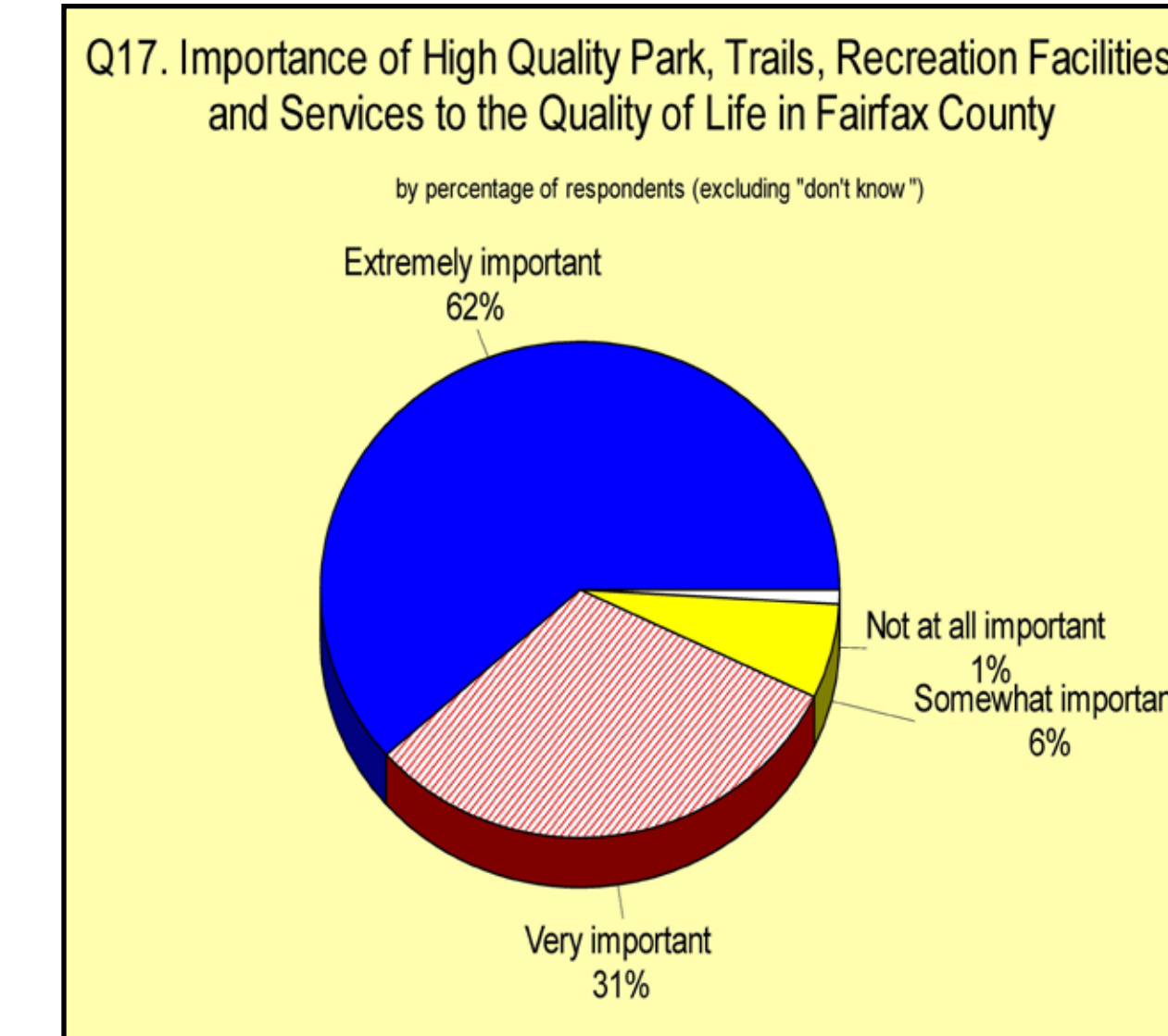
Respondents are most willing to spend tax dollars on trails and open space preservation.



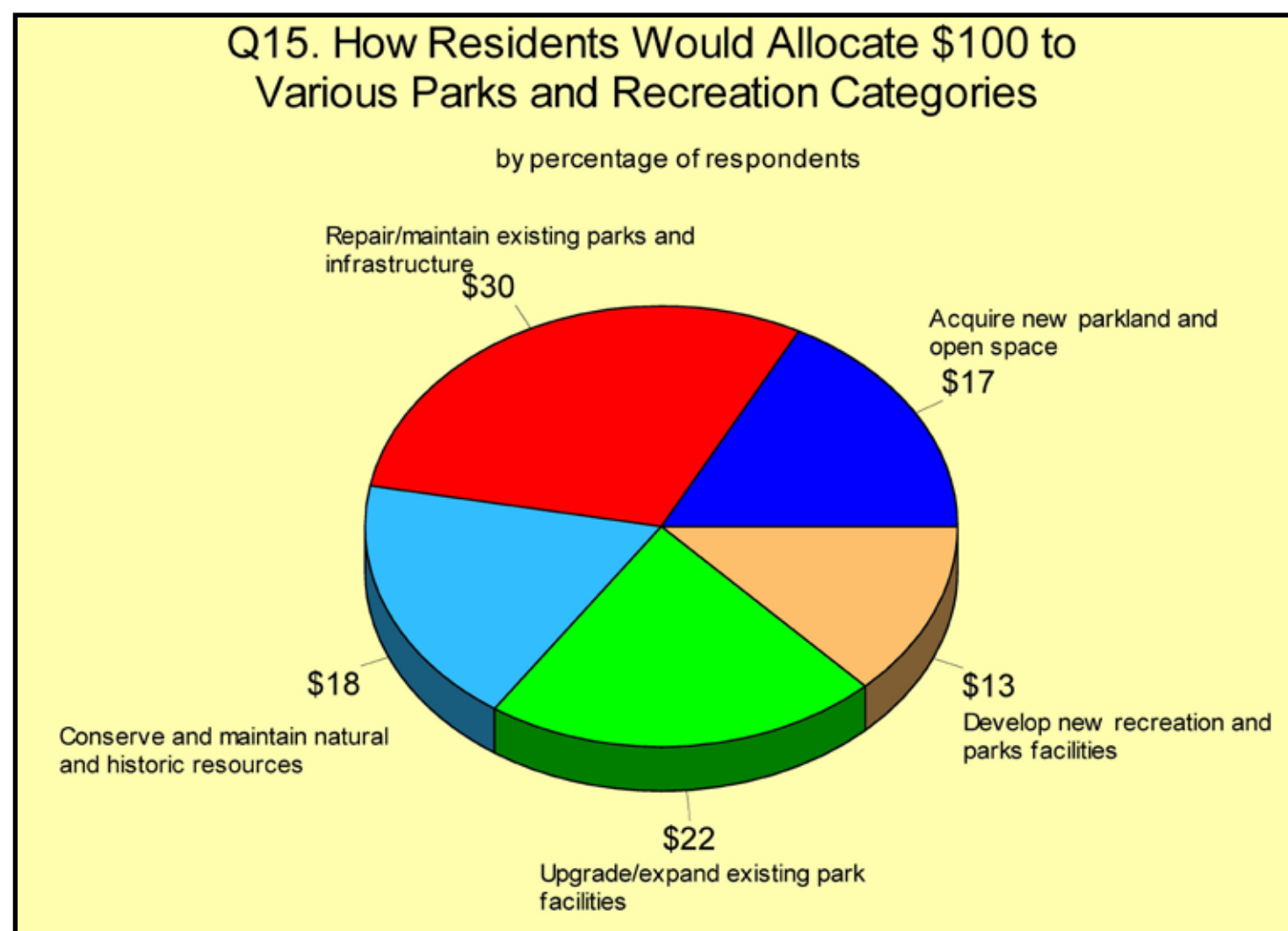
There are high levels of satisfaction with the park system, but satisfaction has decreased over the last 12 years.



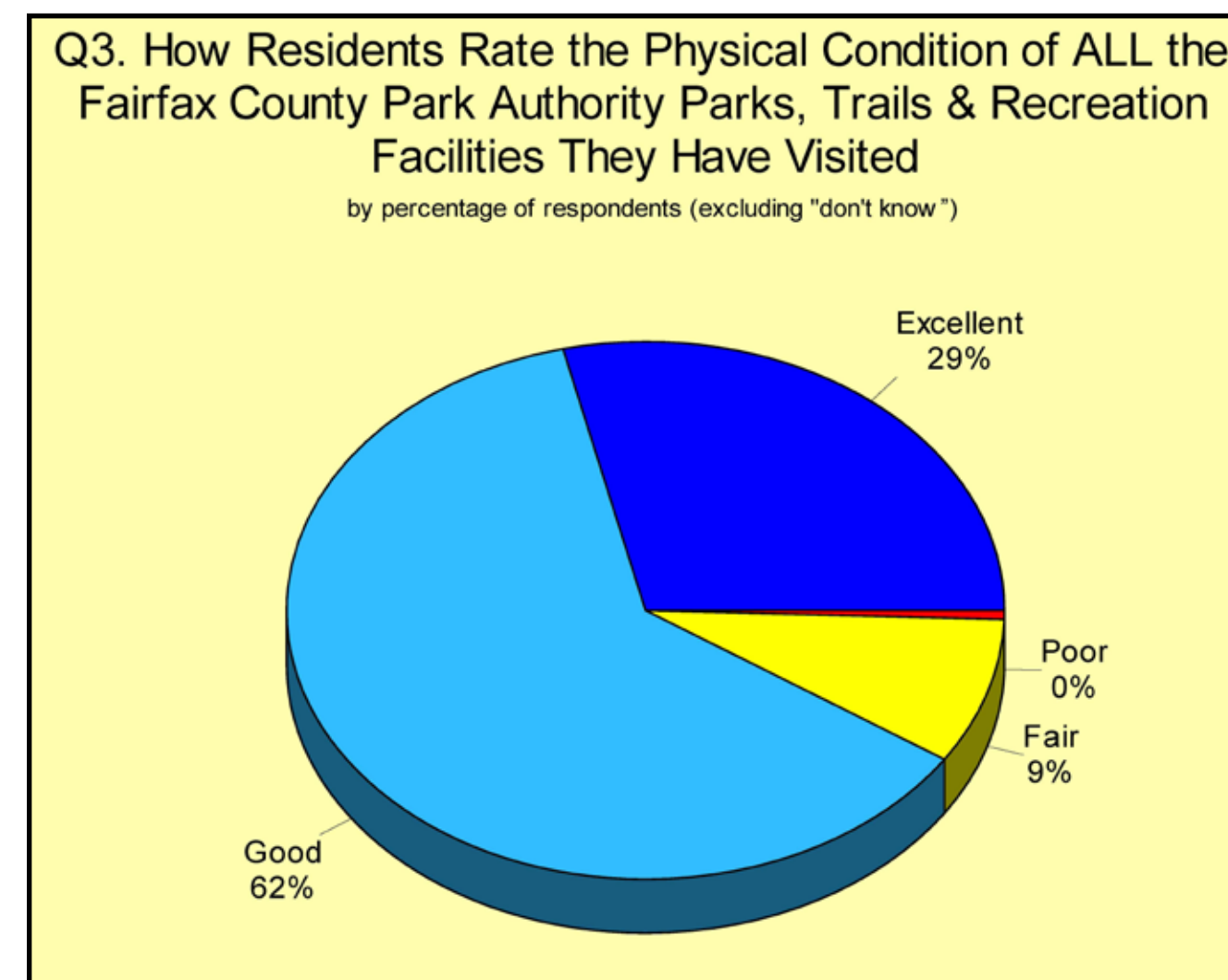
More than half of the respondents (62%) indicated that high quality parks, trails, recreation facilities and services are extremely important to the quality of life in Fairfax County.



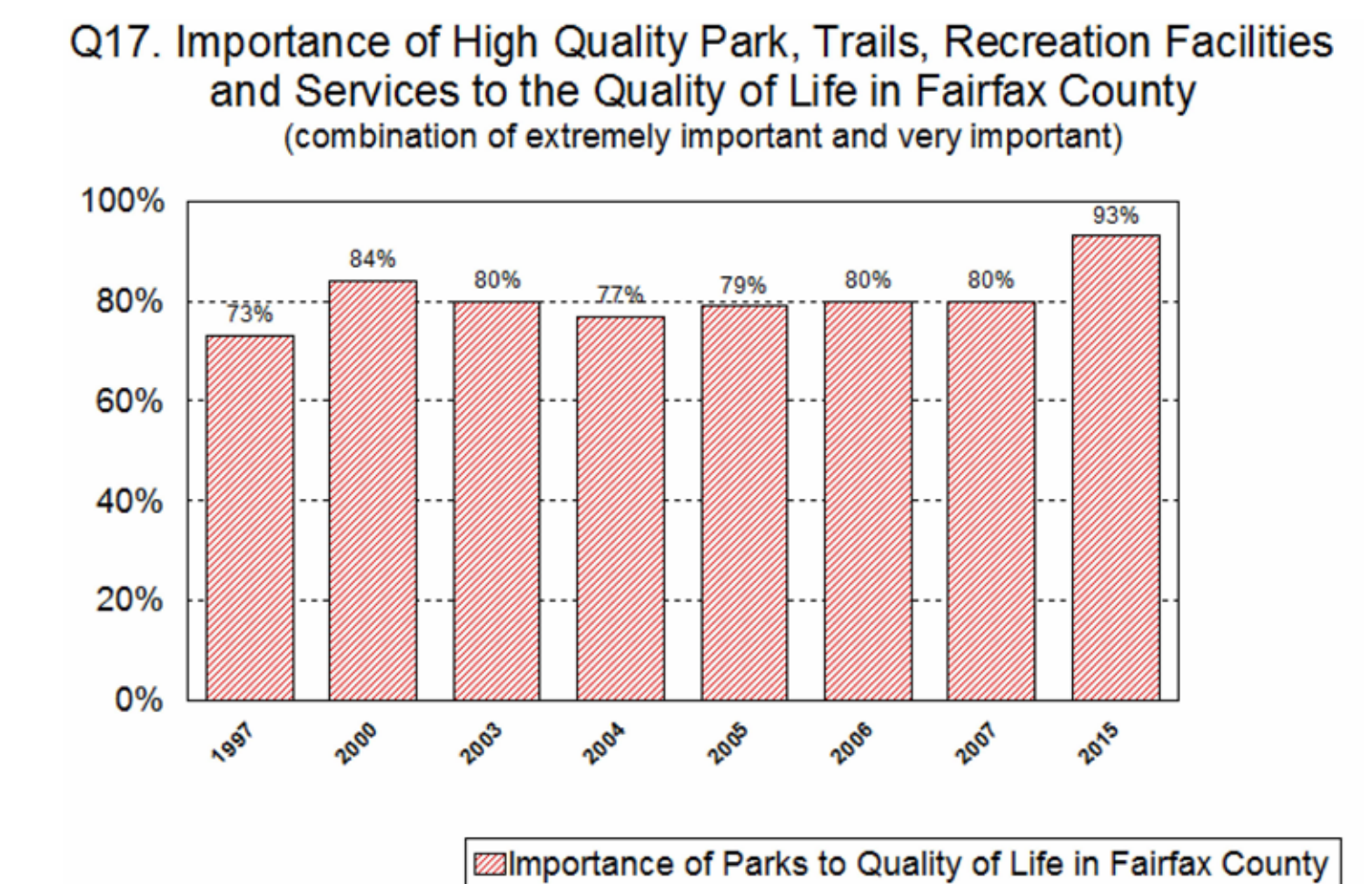
Given the opportunity to allocate \$100 respondents would spend the most (\$30) on repair & maintenance of existing parks and infrastructure.



29% of respondents rated the physical condition of parks, trails and recreation facilities as excellent, which is below the national benchmark of 34%.



The value Fairfax County residents place on the park system is at its highest point in the last decade.



Source: Leisure Vision/ETC Institute for Fairfax County (2015)



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What Was Learned: RECenters

RECenter Facility Assessments

- Purpose: Evaluate the existing conditions and functionality of the building systems and determine the life expectancy of each of the main building elements for each RECenter.
- Assessments were conducted on eight of the nine FCPA facilities. (Mount Vernon was excluded as a study was underway.)
- The team assessed compliance with several codes, and investigated the following areas:
 - Site
 - Building Envelope
 - Interior Finishes
 - Mechanical
 - Electrical
 - Plumbing
 - Fire Protection
 - Aquatic
- The assessments provided cost estimates and lifecycle schedules to repair, replace, or modify each element.
- **71% of the total cost of improvements are recommended to occur within the next ten years**, further underscoring the primary need to maintain FCPA’s existing parks and recreation system.

FACILITY ASSESSMENT COST SUMMARY			
Facility	10 Year Improvement Total	20 Year Improvement Total	% of Total Cost within 10 Years
Audrey Moore	\$6,137,500	\$11,215,000	54.7%
Cub Run	\$2,890,550	\$3,353,050	86.2%
George Washington	\$2,892,750	\$3,115,250	92.9%
Lee District	\$9,102,500	\$16,095,000	56.6%
Oak Marr	\$9,463,500	\$10,261,000	92.2%
Providence	\$7,090,000	\$7,572,500	93.6%
South Run	\$3,025,000	\$3,387,500	89.3%
Spring Hill	\$4,698,500	\$8,471,000	55.5%
TOTAL	\$45,300,300	\$63,470,300	71.4%



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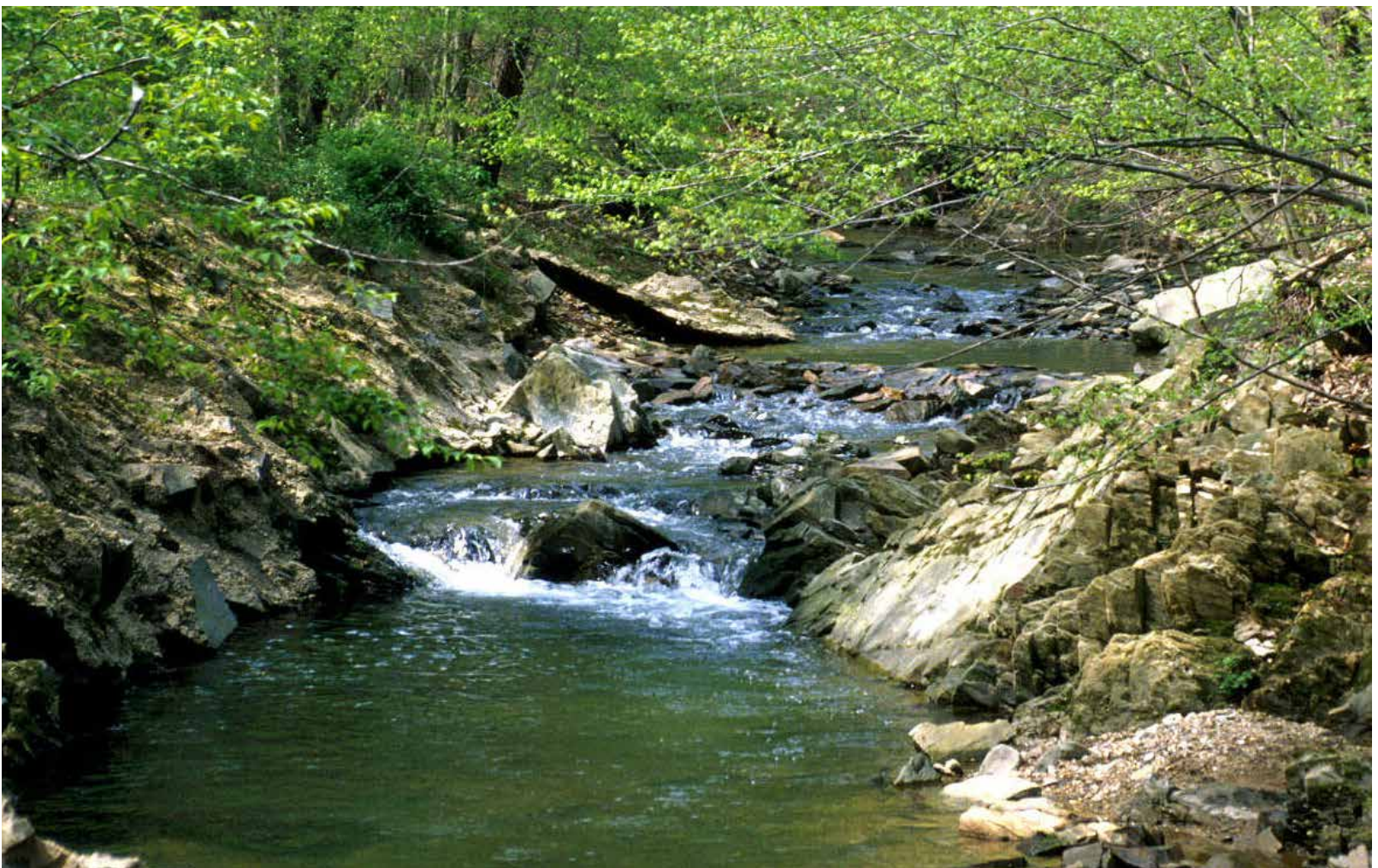
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What Was Learned: Natural & Cultural Resources

Natural Resources

Key Findings From the Natural Resource Analysis:

- In the survey, preserving open space and the environment were deemed to be the most important functions of FCPA.
- 73% of FCPA-owned land is natural area.
- FCPA actively maintains 28% of natural area acreage.
- The Natural Resource function is underfunded by a minimum of \$2,351.69 per acre annually.



Cultural Resources

Key Findings From the Cultural Resource Analysis:

- In the survey, conserving and educating people about historic sites was ranked as the seventh most important function of FCPA.
- Of the agencies benchmarked, FCPA is one of only three that performs all of the best practice cultural resource functions.
- The work performed by Cultural Resources is guided by principles, policies, and practices to ensure the highest standard.
- FCPA values the work performed by Cultural Resources; however, funding for the function is far below that of best practices.



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Recommendations Overview

Service Levels

The chart below summarizes the recommendation to retain the service levels adopted in 2004 for core park facilities.

Park System Element	Service Level Standards			Service Level Standards Being Met in 2015	Service Levels Projected to 2025
				% of Adopted Service Levels Being Met in 2015	% of Adopted Service Levels Being Met in 2025
Local Parks (acres)	5.00	acres per	1,000	99%	91%
Playgrounds	1.00	site per	2,800	114%	105%
Outdoor Sport Courts (basketball/tennis)	1.00	court per	2,100	121%	112%
Skate Parks, Neighborhood	1.00	site per	50,000	9%	8%
Dog Parks, Neighborhood	1.00	site per	86,000	92%	85%
District & Countywide Parks (acres)	13.00	acres per	1,000	169%	156%
Indoor Gyms (Square Feet)	0.25	SF per	person	532%	491%
Diamond, Baseball 60 ft Fields (Youth)	1.00	site per	7,200	86%	79%
Diamond, Baseball 90 ft Fields (Youth, Adult)	1.00	field per	24,000	86%	79%
Diamond, Softball 60 ft Fields (Youth)	1.00	field per	8,800	142%	131%
Diamond, Softball 65 ft Fields (Adult)	1.00	field per	22,000	57%	53%
Rectangle Fields (All)	1.00	field per	2,700	92%	85%



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Recommendations Overview

Prioritized Needs

- Prioritizing needs provides a tool for evaluating the priority for parks and recreation investments.
- Prioritization reflects the importance and the unmet needs for each facility/program.
- The priority needs rating weights each of these components equally.
- A quantitative value is calculated for each facility and program.
- Values are then classified as high, medium, or low.

High Priority Needs – Parks, Trails, Play Areas

1. Paved walking/biking trails
2. Small community parks
3. Unpaved walking/biking trails
4. Public gardens
5. Large regional parks
6. Smaller neighborhood playgrounds
7. Picnic shelters/areas
8. Lakefront parks and marinas
9. Nature centers

High Priority Needs – Indoor or Outdoor Facilities

1. Swimming pools
2. Exercise & fitness facilities
3. Gyms (basketball, volleyball, etc.)
4. Water parks & spraygrounds
5. Soccer/football/lacrosse/field hockey/rugby fields
6. Tennis courts
7. Basketball/multi-use courts

High Priority Needs – Programs (Under Age 18)

1. Swim-Learn to swim lessons
2. Biking, hiking, walking
3. Special events, concerts
4. Summer day camps
5. Boating, fishing, camping
6. Exercise/fitness

High Priority Needs – Programs (Ages 18-49)

1. Biking, hiking, walking
2. Exercise/fitness
3. Special events, concerts
4. Boating, fishing, camping

High Priority Needs – Programs (Ages 50+)

1. Biking, hiking, walking
2. Exercise/fitness
3. Special events, concerts



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Recommendations Overview

Contribution Strategies

FCPA is one of many countywide providers of park and recreation facilities and services. Contribution levels represent goals for FCPA to provide its share of needed facilities and parkland through 2025.

The FCPA contribution strategies for park and recreation facilities, as summarized on the charts to the right and detailed on the following boards, include the following categories:

- Reinvest
- Maintain
- Construct New
- Study
- Improve
- Implement
- Build
- Monitor
- Connect
- Supplement
- Partner

Park System Element	FCPA Contribution Strategies
Local Parks	(1) Reinvest; (2) Add
Playgrounds	(1) Reinvest; (2) Maintain
Outdoor Sport Courts (basketball/tennis)	(1) Upgrade; (2) Construct; (3) Adapt
Skate Parks, Neighborhood	(1) Build; (2) Maintain; (3) Study
Dog Parks, Neighborhood	(1) Build; (2) Implement

Park System Element	FCPA Contribution Strategies
District & Countywide Parks	(1) Maintain; (2) Reinvest/Expand; (3) Manage
REC Centers	(1) Reinvest; (2) Study
Indoor Gyms	(1) Maintain; (2) Study
Picnic Pavilions & Areas, Reservable	(1) Study; (2) Construct New; (3) Reinvest
Diamond, Baseball 60 ft Fields (Youth)	(1) Reinvest; (2) Partner
Diamond, Baseball 90 ft Fields (Youth, Adult)	(1) Build Complex; (2) Partner
Diamond, Softball 60 ft Fields (Youth)	(1) Reinvest; (2) Partner
Diamond, Softball 65 ft Fields (Adult)	(1) Supplement; (2) Improve; (3) Partner
Rectangle Fields (All)	(1) Reinvest; (2) Supplement; (3) Partner
Skate Parks, Countywide	(1) Build; (2) Maintain; (3) Study
Golf	(1) Reinvest; (2) Monitor
Trails	(1) Reinvest; (2) Connect; (3) Partner
Equestrian Facilities	(1) Maintain; (2) Partner
Waterfront Parks	(1) Maintain; (2) Reinvest
Outdoor Family Aquatics	(1) Maintain; (2) Monitor

Park System Element	FCPA Contribution Strategies
Resource Based Parks	(1) Maintain; (2) Monitor
Horticulture Parks	(1) Improve; (2) Implement; (3) Partner
Nature Centers	(1) Upgrade/Reinvest; (2) Partner; (3) Utilize Alternative Spaces



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Recommendations: Local Parks

(Playgrounds, Trails, Skate Parks, Dog Parks, Courts)

CONTRIBUTION STRATEGIES

Local Parks: (1) Reinvest; (2) Add

- Reinvest in existing local parks
- Implement master planned local parks
- Continue to provide local and urban park space through the development process to address deficiencies and growth
- Strategically improve service levels, access to parks and maintenance standards
- Expand existing parks through land acquisition as opportunities arise
- Support connectivity in and to local parks
- Preserve open space and resources



Skate Parks: (1) Build; (2) Maintain; (3) Study

- Build neighborhood skate parks to augment
- Complete the skatepark study currently underway
- Identify reuse opportunities
- Maintain existing Countywide parks



Dog Parks: (1) Build; (2) Implement

- Build master planned dog parks
- Implement dog park study recommendations
- Support provision of private dog parks by developers
- Maintain and upgrade existing dog parks
- Continue to partner with volunteers

Playgrounds: (1) Reinvest; (2) Maintain

- Match facility type to community needs
- Pursue thematic play areas (e.g., natural playgrounds and historic themes)
- Repair, improve existing playgrounds
- Maintain existing destination playgrounds
- Work with private providers, partnerships, and grants
- Avoid duplication of privately-provided playgrounds (e.g., HOAs, churches)
- Implement outdoor fitness equipment study recommendations
- Incorporate natural and thematic playgrounds where appropriate



Outdoor Sports Courts:

(1) Upgrade; (2) Construct; (3) Adapt

- Install lights at selected courts to add capacity, as appropriate
- Build one multi-court (6-12) complex, possible indoors
- Encourage provision through development process
- Focus maintenance on high use sites
- Identify opportunities for reuse at low use sites
- Conduct additional study on tennis court usage, any geographical variations
- Adapt courts for emerging sports such as pickleball and skate parks



Trails: (1) Reinvest; (2) Connect; (3) Partner

- Reinvest heavily in trail maintenance
- Focus new construction on missing links
- Encourage provision of connections through the development process
- Foster partnerships to assist with maintenance and construction (as appropriate)
- Connect people to parks



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Recommendations: District/Countywide Parks

(RECenters, Indoor Gymnasiums, Picnic Shelters, Golf, Outdoor Family Aquatics, Waterfront Parks, Equestrian Facilities)

CONTRIBUTION STRATEGIES

District/Countywide Parks:

(1) Maintain; (2) Reinvest/Expand; (3) Manage

- Continue to maintain, reinvest, and expand facilities for these park types
- Update and build out master plans strategically
- Expand existing parks as opportunities exist
- Support and enhance connectivity to and within these parks
- Expand District and Countywide Park trail systems
- Preserve, protect and manage natural and cultural resources

RECenters: (1) Reinvest; (2) Study

- Conduct system-wide study for market feasibility and program preferences
- Implement recommendations and concept plan for Mt. Vernon RECenter renewal. Phase needed upgrades and lifecycle improvements throughout the RECenter system

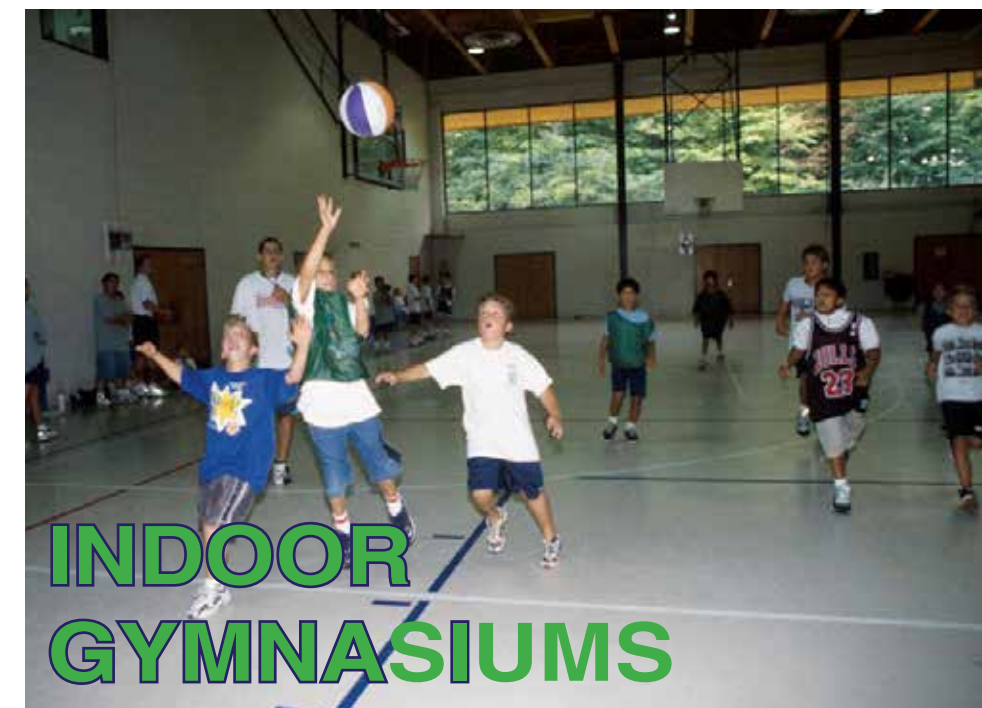
Indoor Gymnasiums: (1) Maintain; (2) Study

- Continue to consider providing with RECenter expansions/improvements
- Conduct and implement RECenter system study

Picnic Pavilions and Areas, Reservable:

(1) Study; (2) Construct New; (3) Reinvest

- Conduct market feasibility to construct two large (1,000+) pavilions
- Complete pavilions based on market feasibility
- Maintain and upgrade existing picnic facilities and add/upgrade amenities, as needed to protect revenue production



Golf: (1) Reinvest; (2) Monitor

- Implement remaining National Golf Foundation study recommendations
- Seize revenue-generating programming trends (e.g., foot golf, etc.)
- Continue club house and driving range improvements
- Closely monitor market trends to identify and assess market opportunities



Outdoor Family Aquatics:

(1) Maintain; (2) Monitor

- Encourage private providers/partners to create spray parks with redevelopment
- Maintain destination water parks
- Monitor recent expansion of Water Mine and use as model for other improvements, if market supports



Waterfront Parks: (1) Maintain; (2) Reinvest

- Maintain and reinvest in lakefront and riverfront parks
- Implement Riverbend Master Plan revision.
- Update master plans for Lake Accotink and Lake Fairfax
- Expand programming and trail networks



Equestrian Facilities: (1) Maintain; (2) Partner

- Maintain improvements
- Create/strengthen partnerships for implementation of planned improvements



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Recommendations: District/Countywide Parks

(Rectangle Fields, Diamond Fields)

CONTRIBUTION STRATEGIES

Rectangle Fields: (1) Improve; (2) Supplement

- Consider opportunities for complexes
- Contribute the equivalent to approximately 30 rectangles by completing fields in design/development, implementing adopted master planned fields and through development proffered facilities.
- Reinvest in existing fields, improving conditions and capacity
- Continue to partner with sport organizations and schools to increase community use of fields through added capacity and scheduling enhancements

Diamonds, Baseball and Softball 60' (Youth): (1) Reinvest; (2) Partner

- Invest in fields in adopted master plans
- Complete fields in design/development
- Continue to partner with schools and sports organizations to increase community use of fields through added capacity and scheduling enhancements
- Focus investment on improving conditions on 60' fields, skinned or grassed type (i.e., Youth Baseball or Youth Softball)
- Evaluate youth 60' diamond fields to ensure needs are met and redesign/reallocate for equity and sport need, as appropriate

Diamond, Softball 65' (Adult): (1) Supplement; (2) Improve; (3) Partner

- Consider redesign of underutilized diamond fields
- Invest in fields already in adopted master plans
- Continue to obtain through the development process
- Anticipate contributions by private sector
- Add synthetic turf and lights to increase capacity
- Add equivalent to 5 fields
- Continue to partner with sport organizations to increase community use of fields through added capacity and scheduling enhancements

Diamond, Baseball 90' (Youth & Adult): (1) Build Complex, (2) Partner

- Complete complex in design/development (LLV/Patriot)
- Invest in fields already in adopted master plans
- Continue to partner with schools and sports organizations to increase community use of fields through added capacity and scheduling enhancements
- Complete planned complex(es)



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Recommendations: Horticulture Parks & Nature Centers

CONTRIBUTION STRATEGIES

Horticulture Parks: (1) Improve; (2) Implement; (3) Partner

- Improve Green Spring Gardens per Master Plan
- Continue to utilize partnerships for plan implementation/program expansion
- Expand horticultural programming as space permits
- Implement, install community garden plots in parks where master planned
- Phased Master Plan implementation and partnership development at White Garden

Nature Centers: (1) Upgrade/Reinvest; (2) Partner; (3) Utilize Alternative Spaces

- Construct and complete the Sully Stewardship Center through partnerships
- Maintain/grow partnerships to support programming, especially with schools
- Expand outdoor classroom facilities for added program space
- Expand passive interpretation facilities (e.g., signage, podcasts)



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Recommendations: Infrastructure

The needs assessment revealed many necessary infrastructure improvements.

Investing in infrastructure, as suggested by the facility assessments and put forth in the Capital Improvement Framework, is a significant contributor to meeting need, sustaining the park system, and keeping the entire FCPA system running smoothly.

Site-specific infrastructure improvements will include upgrade and replacement of:

- Mechanical systems
- Electrical systems
- Plumbing systems
- Trails
- Maintenance facilities
- Lighting and controls
- Parking lots and roadways
- Energy management upgrades
- Roof replacements



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Recommendations: Capital Improvements

The total projected need for the 10-year period is \$941,042,000. The chart on the next board shows the distribution of the total amount in three phases:

Phase I: Critical (“Repairing what we have”)

- Prioritized spending within existing budget targets.
- Refocus and make the most of existing resources with the primary goal being for FCPA to maintain services.
- Actions address deferred maintenance at existing parks facilities and are typically funded through existing tax dollars, though other funding strategies may be applicable.

Phase II: Sustainable (“Upgrade existing”)

- Extra services or capital improvement that should be undertaken when funding is available.
- Strategically enhancing existing programs, beginning new alternative programs, or making other strategic changes that would require additional operational or capital funding.
- In coordination with the County, Park Authority Board, and Board of Supervisors, FCPA would evaluate and analyze potential sources of additional revenue, including (but not limited to) capital bond funding, partnerships, program income, grants, and existing or new taxes.

Phase III: Visionary (“New, significant upgrades”)

- Complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies.
- Addresses aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system.
- Funding for vision projects would be derived from partnerships, private investments and new tax dollars.



FAIRFAX COUNTY PARK AUTHORITY
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Recommendations: Capital Improvements

1-5 Year Time Frame

Asset	Critical	Sustainable	Visionary	TOTAL
Athletic Fields	\$19,775,000	\$0	\$18,964,000	\$38,739,000
District & Countywide Parks	\$0	\$3,225,000	\$3,226,000	\$6,451,000
Golf	\$591,000	\$8,731,000	\$0	\$9,322,000
Grant	\$0	\$430,000	\$538,000	\$968,000
Historic Sites	\$8,772,000	\$13,975,000	\$0	\$22,747,000
Horticulture Parks	\$366,000	\$0	\$0	\$366,000
Infrastructure	\$10,792,000	\$24,191,000	\$5,375,000	\$40,358,000
Lakefront Parks	\$0	\$5,375,000	\$1,075,000	\$6,450,000
Local Parks	\$0	\$5,375,000	\$0	\$5,375,000
Multi-Use Courts	\$9,186,000	\$0	\$0	\$9,186,000
Nature Centers	\$1,269,000	\$5,762,000	\$0	\$7,031,000
Outdoor Family Aquatics	\$425,000	\$0	\$0	\$425,000
Picnic Shelters	\$5,579,000	\$0	\$2,924,000	\$8,503,000
Playgrounds	\$25,327,000	\$0	\$538,000	\$25,865,000
Recreation Centers	\$61,256,000	\$36,139,000	\$0	\$97,395,000
Resource Based Parks	\$5,483,000	\$0	\$0	\$5,483,000
Skate Parks	\$738,000	\$0	\$1,613,000	\$2,351,000
Trails	\$6,367,000	\$4,742,000	\$2,945,000	\$14,054,000
SUB-TOTAL	\$155,926,000	\$107,945,000	\$37,198,000	\$301,069,000

6-10 Year Time Frame

Asset	Critical	Sustainable	Visionary	TOTAL
Athletic Fields	\$0	\$14,883,000	\$21,747,000	\$36,630,000
District & Countywide Parks	\$0	\$11,193,000	\$267,688,000	\$278,881,000
Golf	\$0	\$6,897,000	\$774,000	\$7,671,000
Grant	\$0	\$484,000	\$605,000	\$1,089,000
Historic Sites	\$0	\$13,794,000	\$31,460,000	\$45,254,000
Horticulture Parks	\$0	\$3,630,000	\$0	\$3,630,000
Infrastructure	\$0	\$15,004,000	\$8,140,000	\$23,144,000
Lakefront Parks	\$0	\$30,250,000	\$0	\$30,250,000
Local Parks	\$0	\$10,890,000	\$15,231,000	\$26,121,000
Multi-Use Courts	\$0	\$0	\$0	\$0
Nature Centers	\$0	\$605,000	\$0	\$605,000
Outdoor Family Aquatics	\$0	\$0	\$3,630,000	\$3,630,000
Picnic Shelters	\$0	\$0	\$987,000	\$987,000
Playgrounds	\$0	\$12,316,000	\$605,000	\$12,921,000
Recreation Centers	\$0	\$46,791,000	\$76,133,000	\$122,924,000
Resource Based Parks	\$0	\$0	\$26,751,000	\$26,751,000
Skate Parks	\$0	\$0	\$1,815,000	\$1,815,000
Trails	\$0	\$5,613,000	\$10,176,000	\$15,789,000
SUB-TOTAL	\$0	\$172,350,000	\$465,742,000	\$638,092,000

GRAND TOTAL (10 years)	Critical	Sustainable	Visionary	TOTAL
	\$155,926,000	\$280,295,000	\$502,940,000	\$939,161,000



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Recommendations: Strategies

The matrix below features recommended strategies that align with five major categories of best practices: Community Mandates, Standards, Program/Services, Business Practices, and Community Outreach and Partnerships/Sponsorships. This model should be evaluated and refined as political and economic circumstances shift and be used to validate the vision and mission of FCPA.

Community Value	1: Community Mandates	2: Standards	3: Programs and Services	4: Financial and Business Practices	5: Community Outreach and Partnerships/Sponsorships
FCPA Strategic Plan Guiding Vision	Customer Perspective	Business Process Perspective	Business Process Perspective	Financial Perspective	Financial Perspective
FCPA Strategic Plan Objective	Meet the Needs of a Diverse Community	Manage and Protect Facilities and Property	Optimize Programs and Services	Stabilize Funding	Expand Alternative Resources
Recommendation	Renovate and upgrade open spaces, parks, trails and recreational facilities to promote community interaction, healthy lifestyles and safety.	Continually update and utilize best standards for operations and maintenance of parks, trails, and recreational facilities in alignment with Fairfax County policy.	Provide balance and consistency in the delivery of programs and services that meet the needs of the residents of Fairfax County.	Manage parks, trails, and recreational facilities, and programs that support the financial goals and policies of Fairfax County.	Maximize resources through mutually acceptable partnerships that leverage parks, trails, and recreational facility development and program and service opportunities.
Strategies For Working Toward the Recommendation	<ul style="list-style-type: none"> Maintain and enhance the quality of current park sites, facilities, and amenities of the FCPA system Redevelop facilities with equitable access by residents throughout the county and that reflect the ability to serve a diverse public, as well as meeting all ADA-compliance requirements and other special needs. Establish a lifecycle maintenance-improvement plan for parks, recreation, and aquatic facilities. Pursue renovations and new improvements for parks, trails, and recreational facilities in areas of greatest growth and unmet needs Maintain the importance and value of parks and recreation as a FCPA-provided service by organizing events, festivals, and programs that build the community. 	<ul style="list-style-type: none"> Utilize consistent design standards in the development of park and recreational-facility landscaping, amenities, signage, and infrastructure. Develop, implement and utilize best practice maintenance standards. Enhance communications in marketing and promoting County parks, trails, and recreational facilities in order to improve community awareness of programs, services, and facilities, as well as to diversify the use of amenities and expand public-feedback opportunities. Maintain updated standards for asset- and amenity-management in order to maximize and expand their useful lifespan. 	<ul style="list-style-type: none"> Develop and maintain high-quality programs that promote health and wellness, family participation, athletic skills and abilities, life skills, socialization, personal safety, and new experiences based on the recommended standards. Engage residents in programs that build community and reflect its values, especially in connection with special events. Continue to monitor and evaluate services, events, and programs that may be provided to the public and that are either complementary to or competitive with the programs and services of the Fairfax County. Maintain updated standards for asset- and amenity-management in order to maximize and expand their useful lifespan. Provide access to high-quality programs, services, and partnerships/sponsorships that meet the specialized needs of the community's residents. 	<ul style="list-style-type: none"> Develop and maintain high-quality programs that promote health and wellness, family participation, athletic skills and abilities, life skills, socialization, personal safety, and new experiences based on the recommended standards. Engage residents in programs that build community and reflect its values, especially in connection with special events. Continue to monitor and evaluate services, events, and programs that may be provided to the public and that are either complementary to or competitive with the programs and services of the Fairfax County. 	<ul style="list-style-type: none"> Update partnerships/sponsorships with public, non-profit, and for profit entities. Include strategies for engaging districts and community organizations in helping to maintain park, trails, and recreation facilities, programs, and services. Review and update where necessary terms of agreements with existing partners/sponsors who utilize FCPA parks and facilities for public or private events. Maintain and monitor services provided by FCPA to the county to assure FCPA's local active role in the network of services and opportunities available to residents, organizations, and businesses.



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Recommendations: Summary

- ☑ **FCPA has performed very effectively** within the constraints of steadily declining funding in meeting the needs of the county and developing a culture of continuous improvement.

- ☑ As with most agencies, the **Great Recession inhibited FCPA's ability to keep up with population growth and increased demand for services**, but it is strategically positioned to successfully manage itself forward.

- ☑ **The implementation of the recommendations to the right will help to ensure the delivery of an effective, efficient, and sustainable parks and recreation system.**

Key Recommendations for Implementing the Strategy Matrix

- Utilize the Capital Improvement Framework in capital planning, budgeting, and decision making

- Conduct a RECenter system-wide feasibility study

- Conduct an outdoor facility renewal study

- Develop and implement an asset management program

- Geographically and demographically align the delivery of programs and services

- Measure FCPA's economic impact



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