

NOVA PARKS



FY 2020 Adopted Budget
July 1, 2019 - June 30, 2020



Instructions for navigating the FY20 Budget pdf document:

Bookmarks for major sections are provided in the bookmark navigation pane on the left or in the top right hand corner. Click on the bookmark to jump directly to that section.

The Table of Contents is hyperlinked. To jump to a specific page or subsection from the Table of Contents, hover on the link or page number and click the link.

NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

5400 OX ROAD
FAIRFAX STATION, VIRGINIA 22039
703-352-5900

WWW.NOVAPARKS.COM



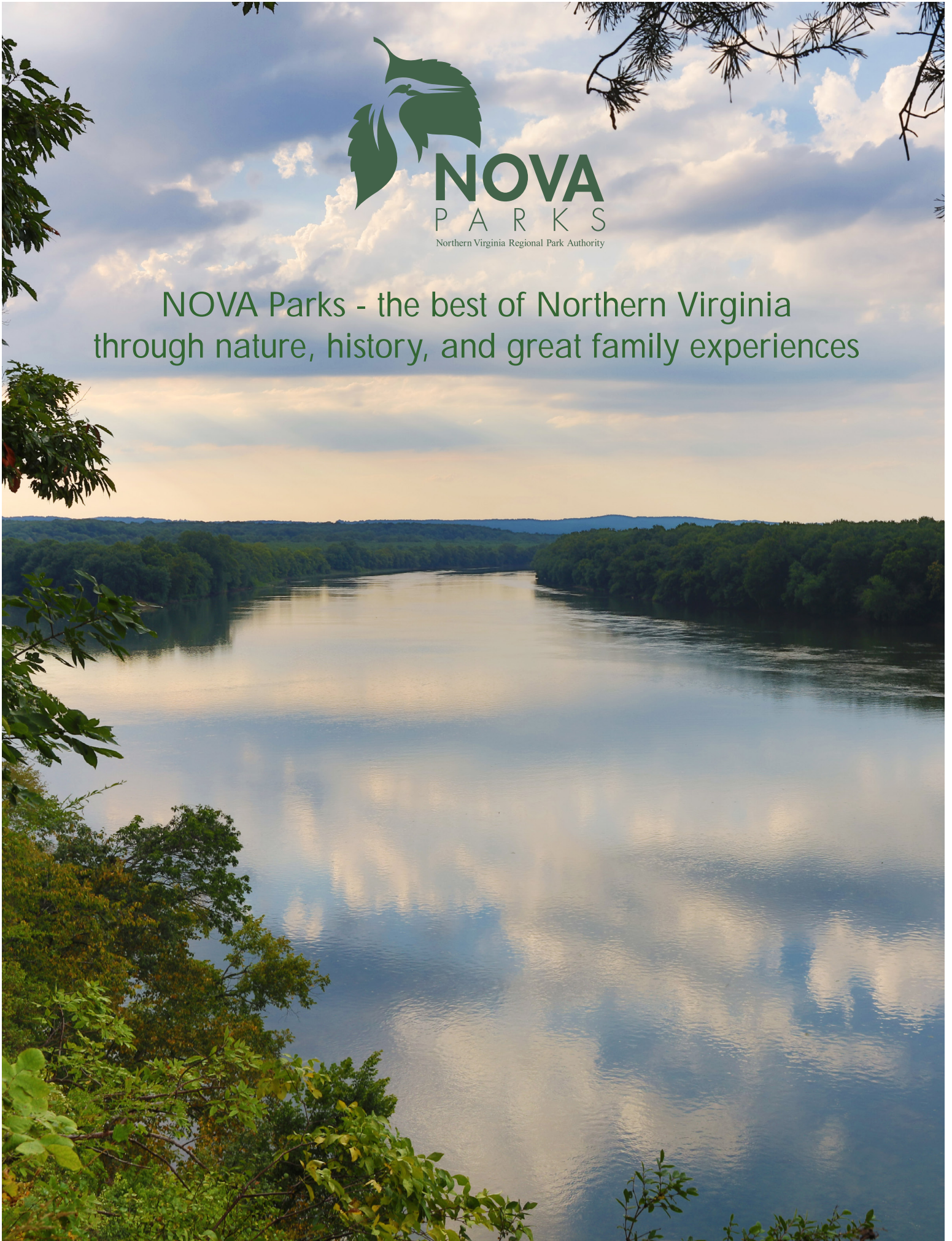
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Executive Director



NOVA Parks - the best of Northern Virginia
through nature, history, and great family experiences





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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PRESENTED TO

**Northern Virginia Regional Park Authority
Virginia**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Northern Virginia Regional Park Authority, Virginia for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award.

NOVA PARKS
 NORTHERN VIRGINIA REGIONAL PARK AUTHORITY
FY 2020 ADOPTED BUDGET

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NOVA P A R K S

Northern Virginia Regional Park Authority

5400 Ox Road, Fairfax Station, VA 22039 | 703-352-5900 | Fax: 703-273-0905 | www.novaparks.com

FY 2020 Budget Message (July 1, 2019 – June 30, 2020)

As we develop and adopt this budget in the spring of 2019, NOVA Parks (Northern Virginia Regional Park Authority) is celebrating its 60th year of serving the Northern Virginia region with unique destination parks. The regional system has grown over the years to equal 12,225 acres and 33 regional parks, and serves millions of users every year.

The brand of NOVA Parks is about conservation of lands and innovative programs and offerings that help fund the agency. Forty years ago, there were three other regional park authorities in Virginia. They all acquired some land, but were unable to come up with a sustainable funding mechanism. NOVA Parks has grown throughout the years by developing a wide range of diversified enterprises in the parks that help support the operations. While the average park system in America gets over 70% of its operating revenues from tax dollars, NOVA Parks receives 12.6% of its operating funds from taxpayer support, and the rest from internal enterprises. The result is an organization that is highly innovative and customer focused.

The last year:

To plan for the future, we must understand the past and present. There are a number of factors over the last year that influences the planning for 2020. These factors were:

- 2018 was the rainiest year on record, and this wet El Niño weather cycle continued into early 2019. For an agency that is highly dependent on customers doing activities in the parks, this had a significant financial impact on Fiscal Year 2019. As the earth warms, we need to be prepared for more extreme weather in the future.
- In November 2018, we reached agreement with the City of Alexandria on a new lease for Cameron Run Regional Park that will govern that site until 2028.
- A rebuilt Occoquan Regional Park was dedicated in June 2018. The redevelopment was completed with \$15 million in revenue bonds. We budgeted to subsidize the operations for four years from the Restricted Fund as operations ramped up. The River View venue and Brickmakers Café have proven to be very popular and, as a result, less support than anticipated will be needed from the Restricted Fund.

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- The addition of the River View at Occoquan, along with strong performance from the other venues (Atrium, Woodlands and Rust) is an important and growing area of operations that is not weather-dependent.
- Meadowlark Gardens has seen a significant increase in usage over the last two years, now rivaling our largest parks like Bull Run, Pohick Bay and Algonkian for usage.
- We received a substantial donation from the Volgenau Foundation for the construction of a conservatory greenhouse that will be a prominent new feature at Meadowlark Gardens.
- We continue to focus on maintaining our parks to a very high level while finding growth opportunities.

These factors are being addressed in the FY 2020 Budget in the following ways:

- To better prepare for the unpredictable factor of more extreme weather, we are budgeting a contingency of \$255,000 (\$50,000 in the General Fund, and \$205,000 in the Enterprise Fund). While we do not expect the same wet weather we saw in 2018/2019, other unexpected weather events are more likely.
- With a predictable ten year future for Cameron Run Regional Park, we are developing a “Winter Village” with ice skating, games and light features. This will help the park, which is very popular in the summer, have more year-round use.
- Transfer from the Restricted Fund to subsidize Occoquan Regional Park will be down from the originally forecasted \$482,866, to just \$326,232 for FY 2020. By FY 2022, we anticipate the River View at Occoquan and Brickmakers Cafe will be completely self-sufficient, including debt service.
- To support the growth in catering services, we will add two new chef positions.
- To support the growth of Meadowlark operations, we are adding a Visitor Services Specialist to the staff.
- We are also adding a full-time maintenance position to help develop the full potential of the operations at Sandy Run, Fountainhead and Bull Run Marina. An additional focus on maintenance is represented in the Enterprise Fund Major Contract Maintenance account which increases from \$225,000 to \$280,000.

Looking ahead to FY 2021, we are working on a new exciting park at Beaverdam and operations from a new innovative ropes course at Upton Hill Regional Park.

For FY 2020, the total operating budget (General and Enterprise Funds) is \$30,052,782, which is a 7% increase over Fiscal Year 2019. Taxpayer support from our member jurisdictions went up

2.7%, or \$99,249. Our member jurisdictions contribute \$1.91 per capita for operations to the General Fund.

Retirement plan expense went up from 17% of payroll in FY 2019 to 18.78% in FY 2020 due to poor market performance at the end of calendar year 2018. Even with this impact, a 2% market rate adjustment and a few new positions, overall personnel costs are down to just 57.6% of the budget. This is a reduction from 63% in FY 2017.

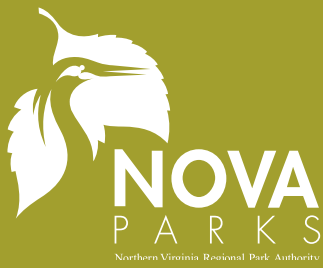
A major factor in why overall personnel expenses have gone down in the last few years was the paydown of some retirement system debt that we accomplished in FY 2018. This accomplishment was the result of a seven year effort and shows the power of long-term financial planning.

With 60 years of history and an intention to continue for generations to come, the NOVA Parks budget is all about building for the future.

Sincerely,

A handwritten signature in cursive script that reads "Paul A. Gilbert". The signature is written in black ink and is positioned above the printed name and title.

Paul Gilbert
Executive Director



STRATEGIC PLAN 2018-2022

INTRODUCTION

NOVA Parks in 2017:

NOVA Parks is a high performance agency. Over the last ten years, the organization has grown its area of parkland by 20% to over 12,200 acres, and enterprise revenue has increased by 90%. The fast pace of growth and innovation is a source of great pride for everyone connected to NOVA Parks. This remarkable growth has been driven by the successful implementation of two previous Strategic Plans. The focus on the achievement of goals will help drive this plan to achieve more remarkable accomplishments.

NOVA Parks in 2022:

In 2022, NOVA Parks will be known. Our brand and agency will be connected to the wonderful parks and programs that the public values and enjoys so much. Our reputation as a top innovator in the field will be reinforced on many levels. Enterprise and technology innovation will continue to lead, but in addition we will be known as an ecological innovator, planting entire native ecosystems to enhance wildlife and educate the public.

Our park system will continue to grow and develop with hundreds of new acres of parkland and gleaming new facilities. We will find opportunities to expand our Capital funding to facilitate this growth.

And, we will set a new benchmark for remarkable customer experiences. The experience will start when people are planning their park visits. With facilities that exceed expectations, programs that delight, and staff and volunteers who provide exceptional service, the overall experience will be remarkable.

Northern Virginia has been enriched by a dynamic regional park system for decades. This five-year period of growth will see NOVA Parks become even more integral to the identity and quality of life of the region.

Ahead are elements of this strategic focus that will achieve this vision.



Strategic Focus

A: Provide Unique and Exceptional Customer Experiences:

Customer experience is not driven by a single factor like facilities, programs or customer service, but rather a combination of all these and other factors that leave a lasting impression in the mind of the customer. The experience begins when the customer starts planning a trip to a park, and continues until he/she shares that experience with others.

Measurable Results:

- Survey customers of top attractions by 2018
- Conduct staff training on innovation by 2018
- Develop a staff toolkit to empower decision making across multiple levels by 2018
- Define NOVA Parks maintenance standards by 2018
- Develop a minimum of (3) significant outreach partnerships by 2019
- Implement park inspection plans by 2019
- Use web-based tools to engage public in planning by 2019
- Identify the differential advantages of 3 of our core businesses by 2019
- Implement Hiperweb fully by 2020
- Expand mobile use of website by 50% by 2020
- Implement web-based W&OD navigation/ interpretation by 2020
- Host NOVA Parks signature event by 2021
- Engage 500,000 children in meaningful outdoor experiences by 2022
- Expand number of events by 30% by 2022
- Implement ADA accessibility plans at park sites by 2022

Strategic Focus

B: Conserve and Protect Natural and Historic Resources:

NOVA Parks was founded in 1959 by conservationists to protect large land areas, particularly by major waterways. With the Northern Virginia area serving as one of the cradles of American history, NOVA Parks has made the preservation of this historic legacy and the conservation and protection of public lands central to its mission.

Measurable Results:

- Develop native-focused landscaping guidelines by 2018
- Open new LEED Gold certified facility by 2018
- Add at least two major historic sites with donations by 2019
- Develop and implement a minimum of (10) significant interpretative exhibits or programs that focus on park ecological resources by 2019
- Identify and interpret (5) significant historic features within our parks by 2020
- Conduct a minimum of 3 significant riparian planting projects by 2020
- Create model low impact development riparian park by 2020
- Add Birding section to web site by 2021
- Plant complete forest ecosystem area by 2022
- Acquire 4 new properties with a mix of natural resources and historic features to keep pace with population growth by 2022

Strategic Focus

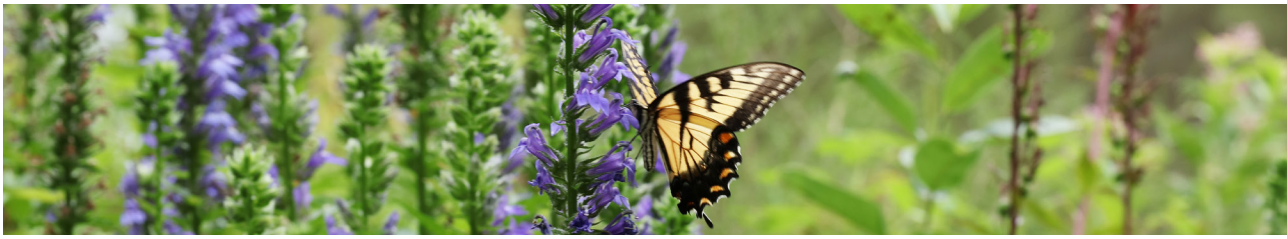
C: Communicate our Story:

Although we have many of the best known park sites in the region, NOVA Parks is one of the best kept secrets of Northern Virginia. Few have an awareness that there is a unique regional park system that has made these sites and experiences possible. One of the goals for the next five years is to make the role of NOVA Parks better known.

Measurable Results:

- Initiate park ambassador video series by 2018
- Develop and implement first 5 animations for social media by 2018
- Develop branding standards by 2018
- Integrate user content and photos into website by 2018
- Launch animated social media campaign by 2018
- Implement news story and blog strategy to support brand identity by 2018
- Communicate the stories of NOVA Parks history as part of 60th anniversary of the agency by 2019
- Develop a minimum of (4) new cross branding programs
- Conduct a minimum of (6) significant branding outreach efforts by 2019
- Implement search engine optimization by 2019
- Conduct a NOVA Parks brand awareness survey to measure effectiveness compared with baseline data by 2020
- Develop 10 new educational partnerships with local nature/history groups by 2021





Strategic Focus

D: Grow Financial Resources:

Central to the past and future success of NOVA Parks has been its unique funding model, with most of operating expense covered with self-generated enterprise revenue. An ambitious plan requires growing resources to achieve benefits for the region.

Measurable Results:

- Implement enhanced food service training for water-parks by 2018
- Open Occoquan Regional Park by 2018 and reach projected reservations by 2022
- Create (3) significant improvements in accounting and paperwork practices by 2019
- Improve the throughput of both holiday light shows by 2019
- Expand and improve camping facilities by completing (2) significant improvements per facility to meet market demand by 2020
- Open Beaverdam new facilities by 2020
- Increase on-line sales by 50% by 2022
- Expand programming by 30% by 2022
- Identify additional capital funding sources by 2022
- Explore a minimum of (3) public/private partnership opportunities by 2022
- Expand giving from family foundations, corporate sponsorships and other grant sources by 2022

Strategic Focus

E: Develop Our Human Resources:

NOVA Parks is known nationally as a highly efficient and innovative organization. This reputation and the results that have come from it are all due to an exceptional professional staff and their pride and dedication to continued improvement. The future success of NOVA Parks rests in the hands of these dedicated professionals and their skills.

Measurable Results:

- Implement a staff satisfaction survey by 2018
- Implement web-based resume portal by 2018
- Create a minimum of 2 agency-wide work or social events to promote team by 2019
- Establish mentoring program for new full-time employees by 2019
- Deliver education about careers in Park & Recreation to seasonal employees by 2019
- Formalize an academic internship program by 2019
- Create a program that focuses on retention of top talent by 2019
- Develop web-based dashboard for Park Managers by 2020
- Create calendar of internal and external training opportunities by 2020
- Establish program to recruit seasonal employees from park users so our staff better reflects our users by 2020
- Expand volunteer recruitment and engagement by 2022
- Establish a program to recruit employees from underrepresented groups by 2020

Strategic Focus

F: Pursue Excellence in Governance:

Effective governance is essential to every successful organization. NOVA Parks has a regionally appointed Board of Directors with a wealth of knowledge and experience to help guide and direct the strategic direction of the organization.

Measurable Results:

- Annually review/approve budgets, forecasts, and the Strategic Planning
- Provide annual governance oversight of fundraising efforts
- Adopt fundraising plan with financial goals by 2018
- Evaluate and act on a new employment contract for the Executive Director by 2018
- Implement Board self-evaluations by 2019
- Evaluate agency wide training efforts by 2020



Strategic Plan Linkage to the FY 2020 Budget

A dynamic Strategic Plan for NOVA Parks is in place for 2018-2022 and the details are included in this budget. The Strategic Plan plays an integral role in shaping the budget and the future of NOVA Parks. Strategic Goals and Objectives were developed for each cost center and these are included on individual cost center budget pages, located behind the General Fund and Enterprise Fund tabs in this document. The highlights of strategic accomplishments for FY 19 are also included for each cost center. Each goal is linked to at least one of the six Strategic Plan Categories:



NOVA PARKS 5 YEAR STRATEGIC PLAN OVERVIEW

The following outlines the strategic plan focus and goals included in the Five Year Strategic Plan adopted by the NOVA Parks Board on July 20, 2017.



Provide Unique and Exceptional Customer Experiences

Goal 1: Develop and implement consistent agency-wide standards for maintenance and operations.

Goal 2: Expand offerings to meet the needs of Northern Virginia

Goal 3: Use technology to engage with the public in new ways

Goal 4: Provide exceptional customer interactions

Goal 5: Drive park innovation



Conserve and Protect Natural and Historic Resources

Goal 1: Acquire more parkland

Goal 2: Develop sites that respect and enhance natural resources conservation

Goal 3: Provide responsible stewardship for the conservation and preservation of natural resources

Goal 4: Provide enhanced preservation of historic resources



Communicate our Story

Goal 1: Develop and implement a comprehensive branding campaign

Goal 2: Be a leader in social media, website, and mobile technology

Goal 3: Develop engaging and educational park interpretation



Grow Financial Resources

Goal 1: Optimize management of in-demand resources

Goal 2: Seek new sources of capital funding

Goal 3: Expand revenue generation from new facilities and programs

Goal 4: Develop and expand fundraising



Develop our Human Resources

Goal 1: Foster a positive and professional workplace

Goal 2: Promote high productivity

Goal 3: Develop and enhance human resource management tools



Pursue Excellence in Governance

Goal 1: Provide the leadership and resources to achieve the strategic goals of the organization

Goal 2: Support the fundraising goals of NOVA Parks

Goal 3: Assure executive leadership and staffing excellence

Goal 4: Assure excellence in Board Governance

BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2020 Operating Budget is \$30,052,782 which is an increase of \$1,977,885 or 7% over the FY 2019 Operating Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

<u>FY 2020 ADOPTED OPERATING BUDGET SUMMARY</u>			
	Actual FY 2018	Budget FY 2019	Budget FY 2020
General Fund Revenue	\$5,012,627	\$5,108,858	\$5,337,488
Enterprise Fund Revenue	21,173,438	22,352,930	24,376,894
TOTAL REVENUE INCLUDING INTERFUND TRANSFERS	\$26,186,065	\$27,461,788	\$29,714,382
Transfers for Debt Service	507,523	613,108	338,400
TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE	\$26,693,588	\$28,074,896	\$30,052,782
General Fund Expenditures	\$5,005,932	\$5,108,858	\$5,337,488
Enterprise Fund Expenses	19,932,896	22,113,003	23,861,914
TOTAL EXPENDITURES/EXPENSES	\$24,938,828	\$27,221,862	\$29,199,401
Debt Service	\$511,010	\$828,034	\$828,380
Transfers to Other Funds/Reserves	\$1,243,749	\$25,000	\$25,000
TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE	\$26,693,587	\$28,074,896	\$30,052,782

GENERAL FUND

The General Fund is used to capture the costs associated with the Administration and Central Maintenance functions of NOVA Parks. The operating appropriations from the member jurisdictions are the main sources of revenue in this fund.

REVENUES

General Fund Revenues are budgeted at \$5,337,488 in the Adopted FY 2020 Budget. This is an increase of \$228,630 or 4.5% compared to the FY 2019 Budget.

The appropriations from member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2020 is \$1.91, and will provide a 2.7% increase based on this rate and population change. NOVA Parks has made a concerted effort through the years to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 18.7% of total revenue, and in FY 2020, only 12.6% of total revenue is budgeted from the member jurisdictions.

The other revenue sources in the General Fund are mostly operating transfers from other funds to cover the expenses in the General Fund in support of these activities. These transfers include:

- a transfer from the Enterprise Fund to the General Fund to help the General Fund recoup some of the costs for the use of Central Maintenance activities by the Enterprise Fund. The transfer is \$828,890 and represents approximately 70% of Central Maintenance total expenses.

- a transfer budgeted from the Capital Fund, totaling \$684,429. This transfer includes the cost of development support from the General Fund as well as \$18,000 for interest earnings.
- a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2020.

EXPENDITURES

General Fund Expenditures are budgeted at \$5,337,488 in FY 2020, which is a \$228,630 or 4.5% increase compared to FY 2019.

- Salary and benefit expenses increase by 4.2%
 - 2.0% market rate adjustment
 - A retirement rate contribution of 18.78% is included in the FY 2020 budget. The FY 2019 Budget included a rate of 17%. As recently as FY 2017, the rate was 26%.
 - The employer share of health insurance is budgeted with an 8% increase estimated for calendar year 2020. This is based on anticipated trends and information from our health insurance providers.
 - The General Fund does include additional part time funding for a park operations assistant.
- Operating costs are budgeted to increase by 9.8%, or \$88,450. The main items contributing to this increase are:
 - Funding in the amount of \$30,000 is included for a NOVA Parks 60th Anniversary Gala celebration.
 - Systems Support for computers is increased by \$25,000. With new technology being primarily cloud based, more of our technology solutions are operating expenses with annual fees instead of major capital purchases.
 - Training was increased by \$5,000 due to training being cut back in the middle of FY 2019 to help defray expenses during a difficult year.
- Insurance costs are budgeted to decrease by 12.7% or \$20,824 in the General Fund. This is due to continued savings through a new contract on insurance services.
- Utilities are budgeted to increase by 7.0% or \$4,960 to be more in line with actual costs.
- Maintenance Costs are budgeted to remain the same in FY 2020.

ENTERPRISE FUND

The Enterprise Fund is the main operating fund of NOVA Parks. This fund accounts for most operations, including golf courses, waterparks, parks, event centers, light shows, historic sites, natural/cultural parks and other revenue generating facilities.

REVENUES

Enterprise Fund Revenues are budgeted at \$24,715,294 for FY 2020, which is a \$1,749,256 increase, or 7.6% compared to FY 2019.

This increase is concentrated in the Meeting and Event Facilities and the Light Shows, with \$1,389,051 or 79.4% of the increase coming from these areas. An additional \$191,456 in revenue comes from Recreational Resource Parks, which include increases in camping revenue and some other areas.

- User Fee revenue is budgeted to increase by 7.1% or \$1,074,529 compared to the FY 2019 Budget. The main areas for this increase are:
 - Light show revenue, increases by \$409,217 or 25.7%
 - Facility, meeting & event center rental increases by \$262,251 or 12.3%.
 - Other park user fees increase by \$136,610 or 8.1%. This includes increases in boat and R/V storage revenue, camp revenue, equipment rental and park entrance fee revenue.
 - Camping, cottage and cabin rental increases by \$95,000 or 5.9%.

- Retail Operations revenue is budgeted to increase by 16.7% or \$893,932. This is due mainly to anticipated increases at event facilities:
 - Based on future bookings, an extremely successful second year of operation at Occoquan River View is shaping up (\$574,151 increase).
 - Continued success in the second year of Occoquan Brickmakers Café (\$105,000 increase)
 - Increased revenue estimates for Algonkian Woodlands of (\$91,245).
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 4.6% increase or \$36,703.
- The Other Revenue category increases by 2.3% or \$18,800
- FY 2020 will be the third full year of debt payments for the Jean R. Packard Center at Occoquan. As the operations at the River View at Occoquan and Brickmakers Café ramp up, it was decided that a transfer would be budgeted each year from the Restricted License Fee Fund to subsidize a portion of the debt payment until the operations are self-sustaining. It was anticipated that for FY 2020 it would be necessary to transfer \$482,866. The operations are currently performing ahead of schedule, so only \$326,232 is included as a transfer for this purpose in the FY 2020 Budget.
- In FY 2020, a transfer of \$12,168 is budgeted from the Capital Fund, to cover the debt service interest payments on the recently acquired property at Pohick Bay.

EXPENSES

Operating expenses and total uses in the Enterprise Fund are budgeted at \$24,715,294 for FY 2020, which is an increase of \$1,749,256.

- Salary and benefit expenses increase by 6.6%. This includes:
 - 2.0% market rate adjustment
 - A retirement rate contribution of 18.78% is included in the budget. The FY 2019 Budget included a rate of 17%. As recently as FY 2017, the rate was as high as 26%.
 - The employer share of health insurance is budgeted with an 8% increase estimated for calendar year 2020. This is based on anticipated trends and information from our health insurance providers.
 - There are four additional full-time positions recommended for FY 20. These positions are supplementing revenue producing facilities that are experiencing major growth.
 - Chef position at The River View at Occoquan
 - Chef position at split between Algonkian Woodlands and Rust Sanctuary
 - Crew Leader position split between Sandy Run and Fountainhead
 - Visitor Services Specialist at Meadowlark that is split between the Gardens and the Light Show
 - Expanded use of contractual services for events, which reduces part time in the corresponding areas.
 - Part-time staffing is included for the new Ice & Lights-The Winter Village at Cameron Run.
 - Part-time hours and reclassifications are budgeted for increased revenue generating activity.
- Operating costs increase by \$342,163 or 10.5% compared to the FY 2019 Budget.
 - Most of this increase is due to costs associated with increased park usage and programming, such as credit card charges, contract employment, production costs and programs and promotions. Contract employment has an especially large impact in FY 2020, as event staffing will rely more on contract employment instead of part time staffing in the future. This is budgeted at \$201,943 over FY 2019.

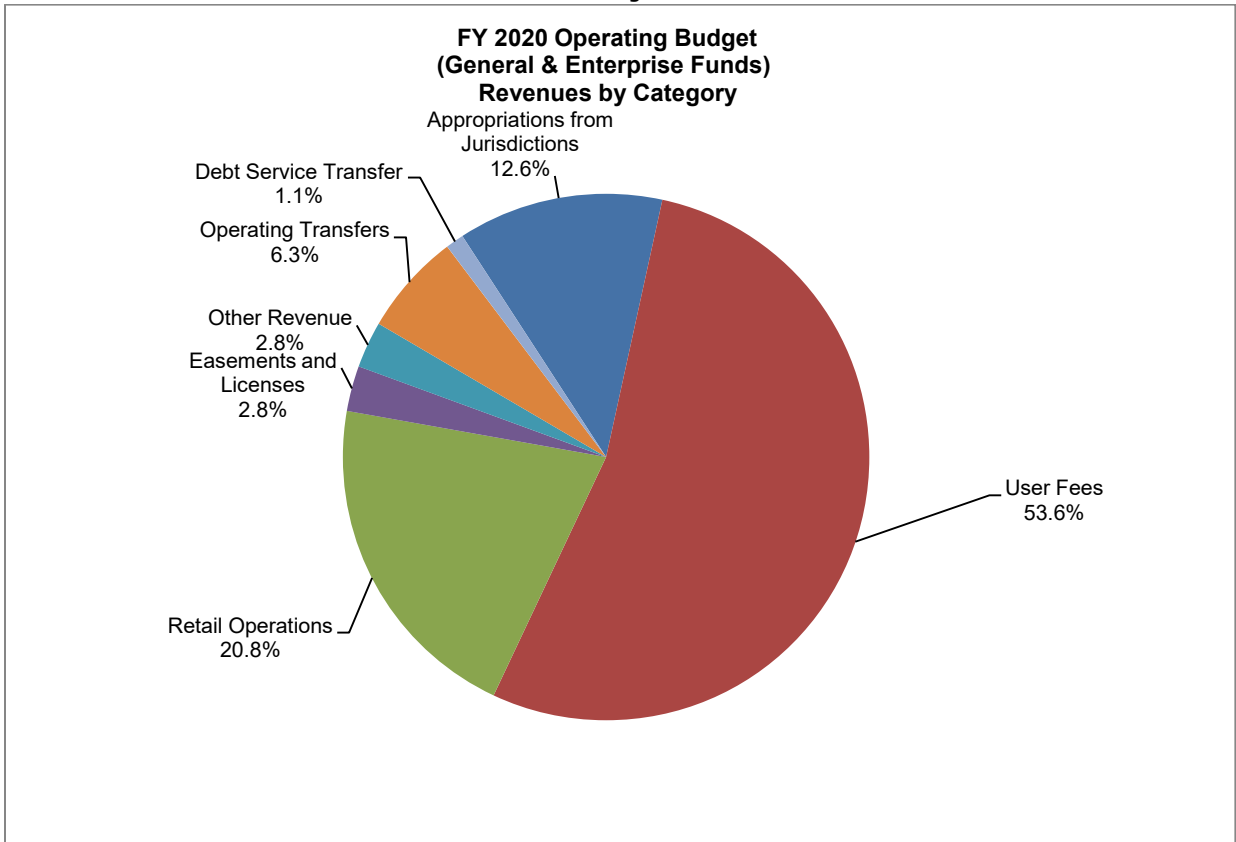
- Public Information marketing expense is budgeted \$24,000 higher than FY 2019. This is mostly due to the need for marketing new facilities such as the Riverview at Occoquan and Ice & Lights-The Winter Village at Cameron Run.
- A \$205,000 contingency is included in the Enterprise Fund, which is an increase of \$55,000 compared to the FY 2019 Budget. The contingency serves as the first line of defense in difficult years, such as FY 19. This increase will provide an additional buffer, and will be used before considering the use of reserve funds.
- There is \$128,000 budgeted for Strategic Plan Initiatives, which is the same as FY 2019.
- Maintenance costs are budgeted to increase by 10% or \$240,781 compared to FY 2019.
 - This increase is mostly due to the costs associated with maintaining the new facilities at Occoquan. Maintenance for a combination of Occoquan Park, River View at Occoquan and Brickmakers Café increased by \$119,555 as we enter into fully maintaining these facilities.
 - The Major Contract Maintenance account was also fortified for FY 2020, with an increase to \$280,000, up from \$225,000 in FY 2019.
- Insurance is budgeted to increase by \$24,588 or 12.3% in the Enterprise Fund. This increase is due mostly to increases in Workers Compensation rates. This increase in insurance in the Enterprise Fund is balanced out by a decrease in the General Fund.
- Retail operations expense is budgeted to increase by \$220,954 or 10.3%. This increase in expense is tied to the anticipated additional retail sales revenue.
- Utilities are budgeted to increase 2.0%, based on anticipated rates, usage and the new Occoquan facility.
- FY 2020 will be the third full year of debt payments for the Jean R. Packard Center at Occoquan. The FY 2020 debt payments totaling \$816,212 will be reflected in the budget as an expense to the Enterprise Fund.
- FY 2020 is the second year that will include debt service interest payments for the acquisition of new property at Pohick Bay. This totals \$12,168 for FY 2020.
- In addition to the expenses listed above, the Enterprise Fund includes a transfer of \$25,000 to Board Authorized Reserves for FY 2020.

CONTRIBUTION TO RESERVE FUNDS

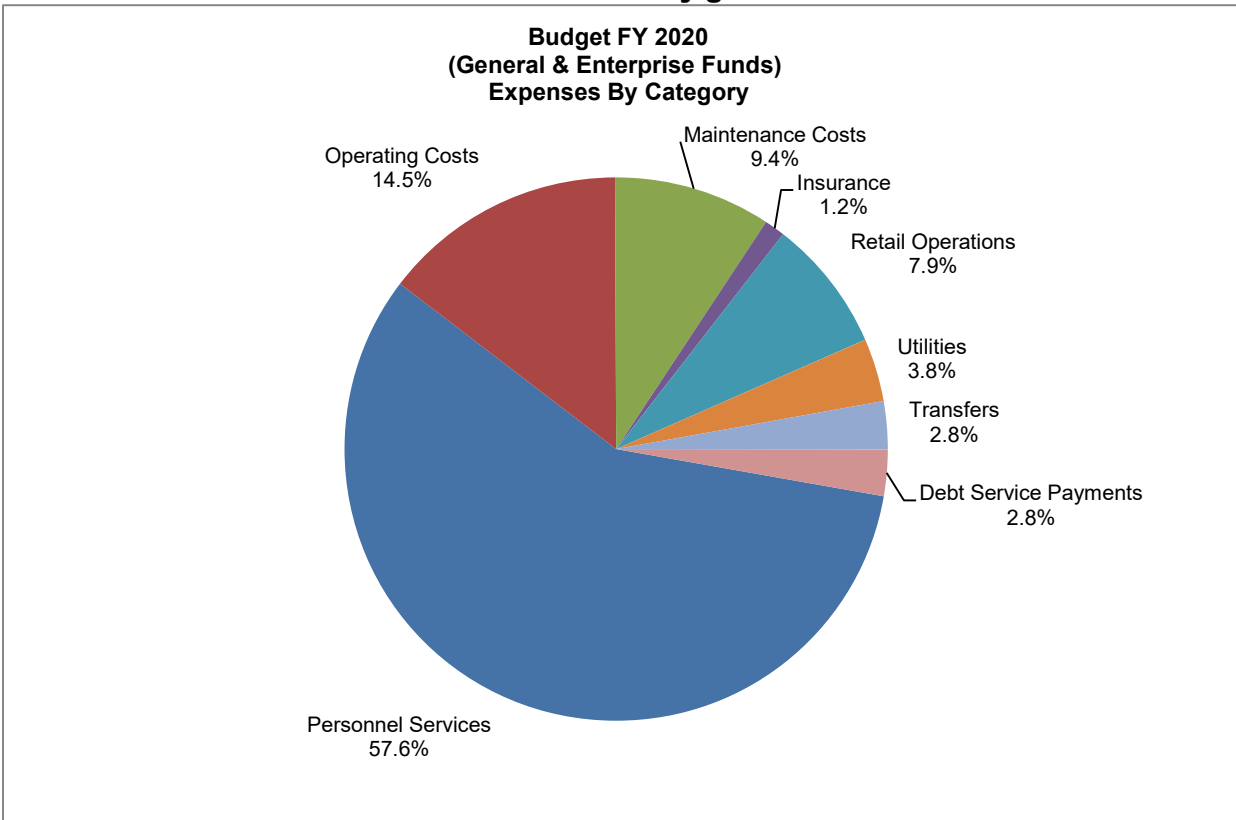
It is estimated that the Designated Set-Aside will be at 10% of total FY 2020 budgeted revenue, excluding transfers. Our financial policies state that reserves should be between 8% and 15% of revenues for the upcoming budget year.

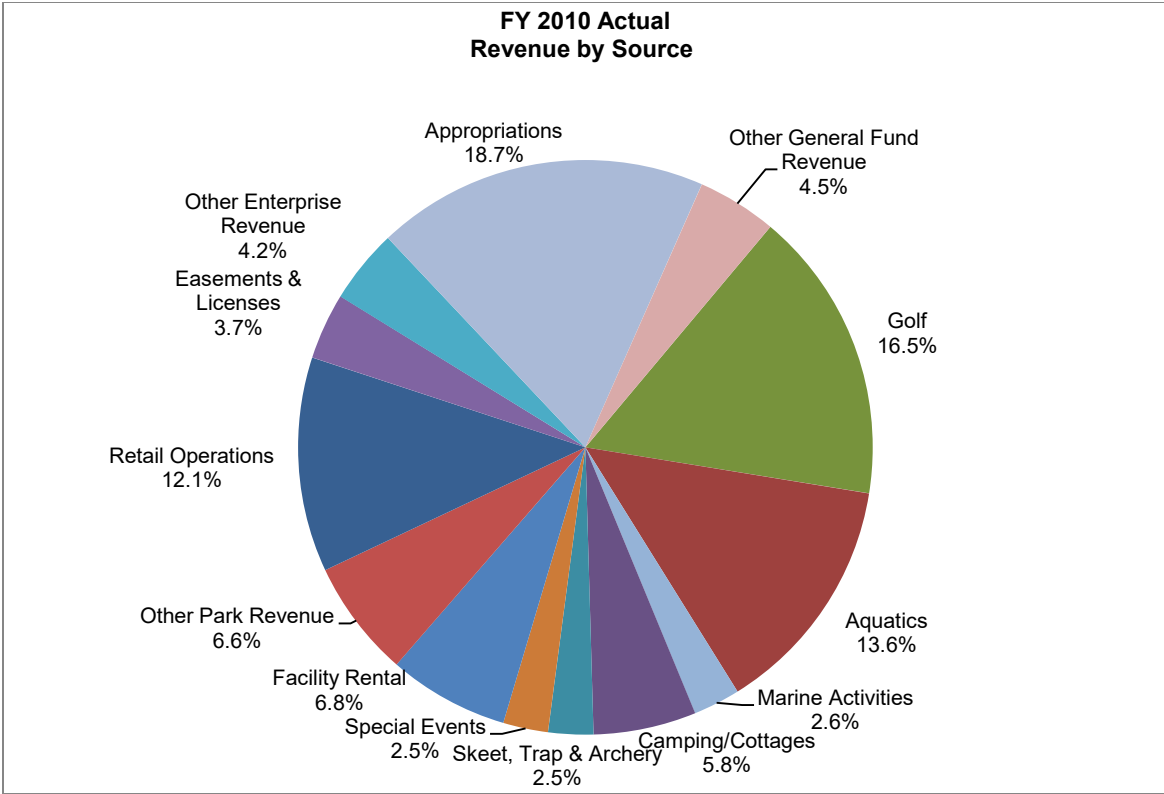
In addition to the above reserves, the FY 2020 Adopted Budget includes a total of \$255,000 in contingency funding between the General and Enterprise Funds. This contingency has been increased by \$55,000 in FY 2020 to serve as an additional buffer in challenging years due to weather or other unforeseen events.

Where the money comes from...



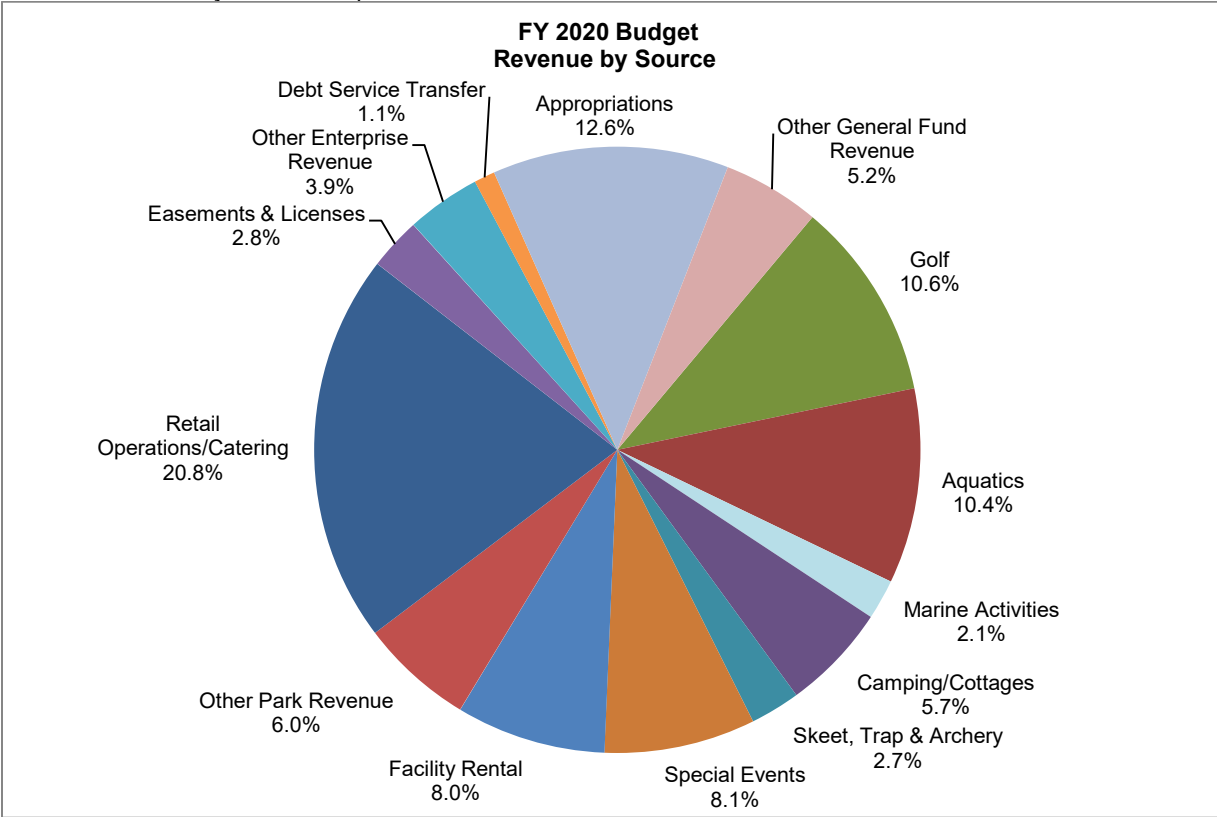
Where the money goes...



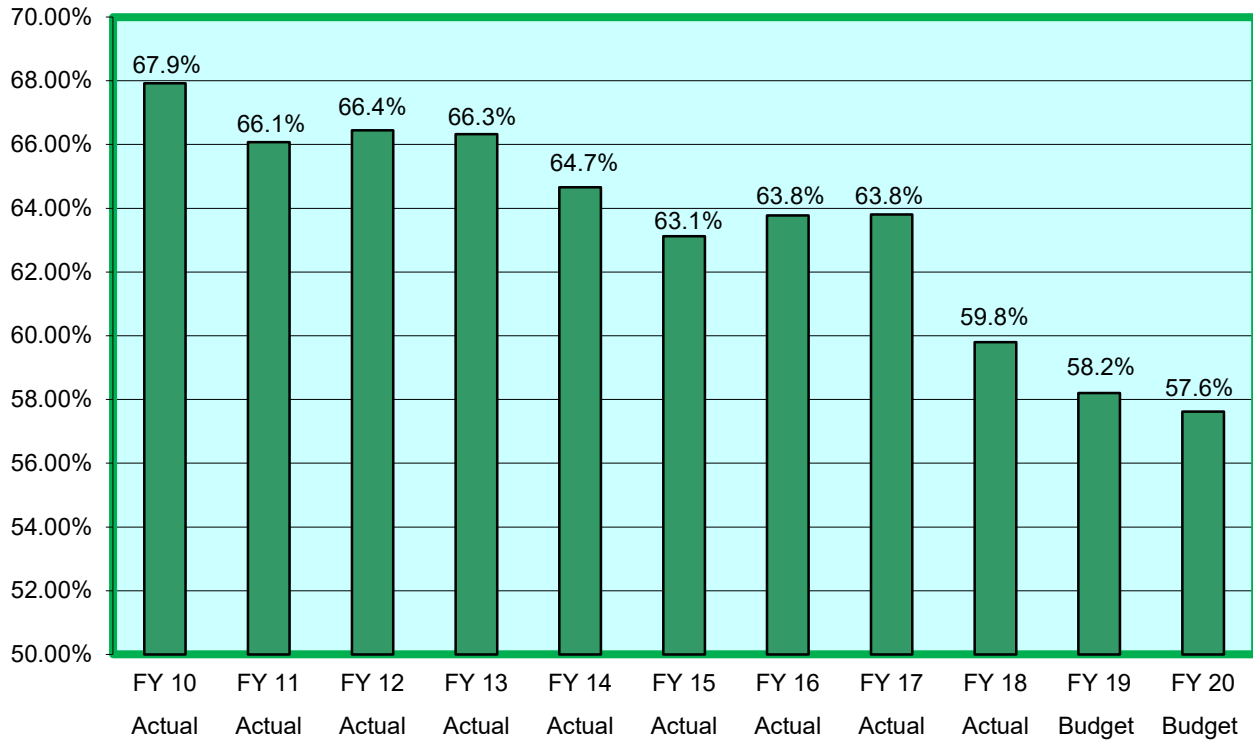


CHANGING TRENDS IN REVENUE SOURCES...

These two graphs show the changing face of NOVA PARKS revenue sources in recent years. The reliance on revenue from Golf and Appropriations from Jurisdictions is down. Special Events and Retail Operations/Catering are contributing a larger share of revenue than they have in the past.



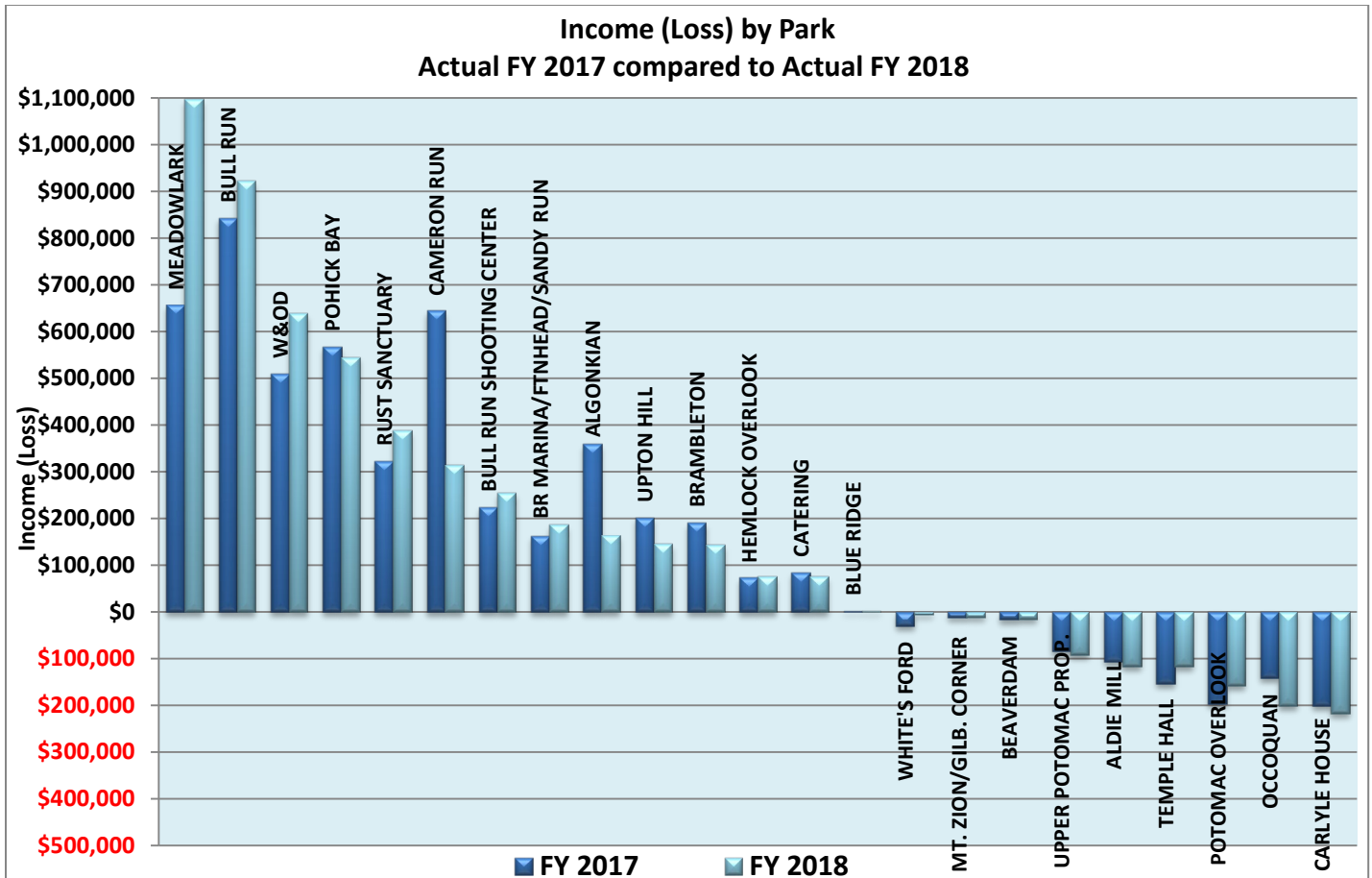
Salaries & Benefits as a Percent of Total Operating Costs



This chart shows the dramatic impact that the reduction in the Employer Retirement Contribution Rate has on overall personnel costs. Overall personnel costs (salaries and benefits combined) are budgeted to be 57.6% of operating costs in FY 2020. This is down from the range of 63% to 68% prior to FY 2018.

In recent years there has been a downward trend in the percent of operating costs that come from salaries. In FY 2010, salaries comprised over 51% of operating costs. In FY 2020, it is anticipated that salaries will be only 44% of operating costs. In the FY 2020 Budget, there is a shift from part time salaries to use of contractual services for some event staffing, and this change contributes to the reduction between FY 2019 and FY 2020.

Benefit costs have been hovering between 15% and 17.5% of operating costs in recent years. With the substantial reduction in the Employer Retirement Contribution Rate, benefit costs are down to 13.6% of overall operating costs.



This graph shows the net income/loss of each major park for FY 2017 and FY 2018. The trends remain fairly constant on the parks that have an overall net income versus those with a loss.

	FY 17	FY 18
MEADOWLARK	656,293	1,096,778
BULL RUN	843,237	921,724
W&OD	510,343	637,646
POHICK BAY	567,546	544,647
RUST SANCTUARY	322,824	388,167
CAMERON RUN	644,064	314,788
BULL RUN SHOOTING CENTER	224,273	254,973
BR MARINA/FTNHEAD/SANDY RUN	162,279	186,391
ALGONKIAN	358,160	162,637
UPTON HILL	201,793	144,666
BRAMBLETON	191,053	143,651
HEMLOCK OVERLOOK	73,680	75,415
CATERING	84,521	75,112
BLUE RIDGE	2,011	2,321
WHITE'S FORD	(29,831)	(5,798)
MT. ZION/GILB. CORNER	(12,290)	(10,914)
BEAVERDAM	(17,013)	(15,205)
UPPER POTOMAC PROP.	(84,667)	(91,879)
ALDIE MILL	(106,643)	(116,403)
TEMPLE HALL	(153,107)	(116,669)
POTOMAC OVERLOOK	(196,477)	(157,351)
OCCOQUAN	(141,937)	(200,759)
CARLYLE HOUSE	(201,030)	(216,972)

FY 2020 COMBINED FUND SUMMARY

REVENUE AND OTHER SOURCES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Appropriations from Jurisdictions	\$3,782,169	\$0	\$3,782,169
User Fees	0	16,106,298	16,106,298
Retail Operations	0	6,249,220	6,249,220
Easements and Licenses	0	835,829	835,829
Other Revenue	2,000	854,635	856,635
Operating Transfers	1,553,319	330,912	1,884,231
Debt Service Transfer	0	338,400	338,400
TOTAL REVENUE AND OTHER SOURCES	\$5,337,488	\$24,715,294	\$30,052,782

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$4,167,592	\$13,150,343	\$17,317,935
Operating Costs	765,550	3,599,530	4,365,080
Maintenance Costs	185,500	2,629,788	2,815,288
Insurance	143,184	224,006	367,190
Retail Operations	0	2,371,847	2,371,847
Utilities	75,662	1,057,510	1,133,172
Transfer from Enterprise to General Fund for Central Maintenance/Other Svcs.	0	828,890	828,890
Debt Service Payments	0	828,380	828,380
Contribution to Board Authorized Reserves	0	25,000	25,000
TOTAL EXPENSES AND OTHER USES	\$5,337,488	\$24,715,294	\$30,052,782

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Adopted Budget FY 2020
Appropriations from Jurisdictions	\$3,621,533	\$3,663,658	\$3,682,920	\$3,782,169
User Fees	14,514,093	14,190,622	15,031,769	16,106,298
Retail Operations	4,758,034	4,747,560	5,355,288	6,249,220
Easements and Licenses	732,961	811,060	799,126	835,829
Other Revenue*	923,823	1,103,805	837,835	856,635
Transfers from Other Funds	1,988,667	1,669,361	1,754,850	1,884,231
TOTAL REVENUE	\$26,539,111	\$26,186,065	\$27,461,788	\$29,714,382
Transfer from Restricted License Fee Fund for Occoquan	383,360	507,523	599,708	326,232
Transfer from Capital Fund for Pohick Property	0	0	13,400	12,168
TOTAL TRANSFER FOR DEBT SERVICE	\$383,360	\$507,523	\$613,108	\$338,400
TOTAL REVENUE AND OTHER SOURCES	\$26,922,471	\$26,693,588	\$28,074,896	\$30,052,782

*Other Revenue category includes Enterprise Fund catering revenue, contract services, house/ bank building rental, lessons, the Adventure Links Agreement and other miscellaneous revenue.

The General Fund Other Revenue consists of interest.

COMBINED OPERATING FUND EXPENSES AND OTHER USES

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Adopted Budget FY 2020
Personnel Services	\$15,596,929	\$15,210,247	\$16,323,245	\$17,317,935
Operating Costs	3,075,745	3,388,261	3,954,467	4,365,080
Maintenance Costs	2,232,377	2,460,364	2,574,507	2,815,288
Insurance	371,904	355,237	363,426	367,190
Retail Operations	1,932,501	1,878,253	2,150,892	2,371,847
Utilities	927,241	1,035,943	1,107,458	1,133,172
Transfer to General Fund for Central Maintenance Services	610,523	610,523	747,866	828,890
TOTAL EXPENSES	\$24,747,219	\$24,938,828	\$27,221,862	\$29,199,402
Debt Service Payments-Occoquan	\$383,360	\$507,523	814,634	816,212
Debt Service Interest Payments-Pohick Property	0	3,488	13,400	12,168
TOTAL DEBT SERVICE	\$383,360	\$511,010	\$828,034	\$828,380
Contribution to Designated Set Aside*	\$0	\$0	\$0	\$0
Transfer to Capital Fund*	519,911	1,100,269	0	0
Transfer to General Fund	177,443	-103,377	0	0
Transfer to Retirement Plan*	297,092	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	25,000
Transfer to Performance Incentive Plan*	297,092	275,067	0	0
Transfer to Sustainability Reserve*	371,365	0	0	0
Donation Adjustment/Reserve Activity	128,988	-28,211	0	0
TOTAL OTHER USES*	\$1,791,891	\$1,243,749	\$25,000	\$25,000

* Items noted above factored in after the operating income

TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES	\$26,922,470	\$26,693,587	\$28,074,896	\$30,052,782
TOTAL COMBINED OPERATING BUDGET	\$26,922,470	\$26,693,587	\$28,074,896	\$30,052,782
COMBINED OPERATING FUND INCOME	\$1,485,460	\$1,375,337	\$25,000	\$25,000

OVERALL REVENUE SUMMARY AND ANALYSIS

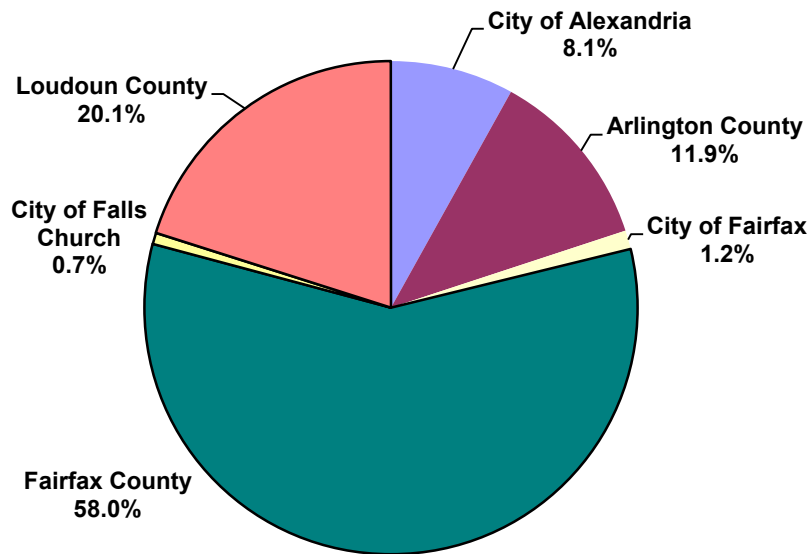
APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from the six member jurisdictions make up 12.6% of total operating revenues in the FY 2020 Budget, which is the lowest level in the history of NOVA Parks. Ten years ago, in FY 2010, the support from jurisdictions was 18.7% of total revenue.

The annual appropriation request from the six member jurisdictions is based on an annual per capita rate for both operating and capital appropriations. In FY 2020, the operating per capita rate is \$1.91 and the capital per capita rate is \$2.60. The appropriation level requested is a combination of the per capita rate times the population.

Details on the Capital Appropriation level can be found on page D-7.

Appropriations Revenue by Jurisdiction



	Population*	Operating Appropriation Cost per Capita	Appropriation
City of Alexandria	160,035	\$1.91	\$305,667
Arlington County	234,965	\$1.91	448,783
City of Fairfax	24,097	\$1.91	46,025
Fairfax County	1,148,433	\$1.91	2,193,507
City of Falls Church	14,583	\$1.91	27,854
Loudoun County	398,080	\$1.91	760,333
Total	1,980,193		\$3,782,169

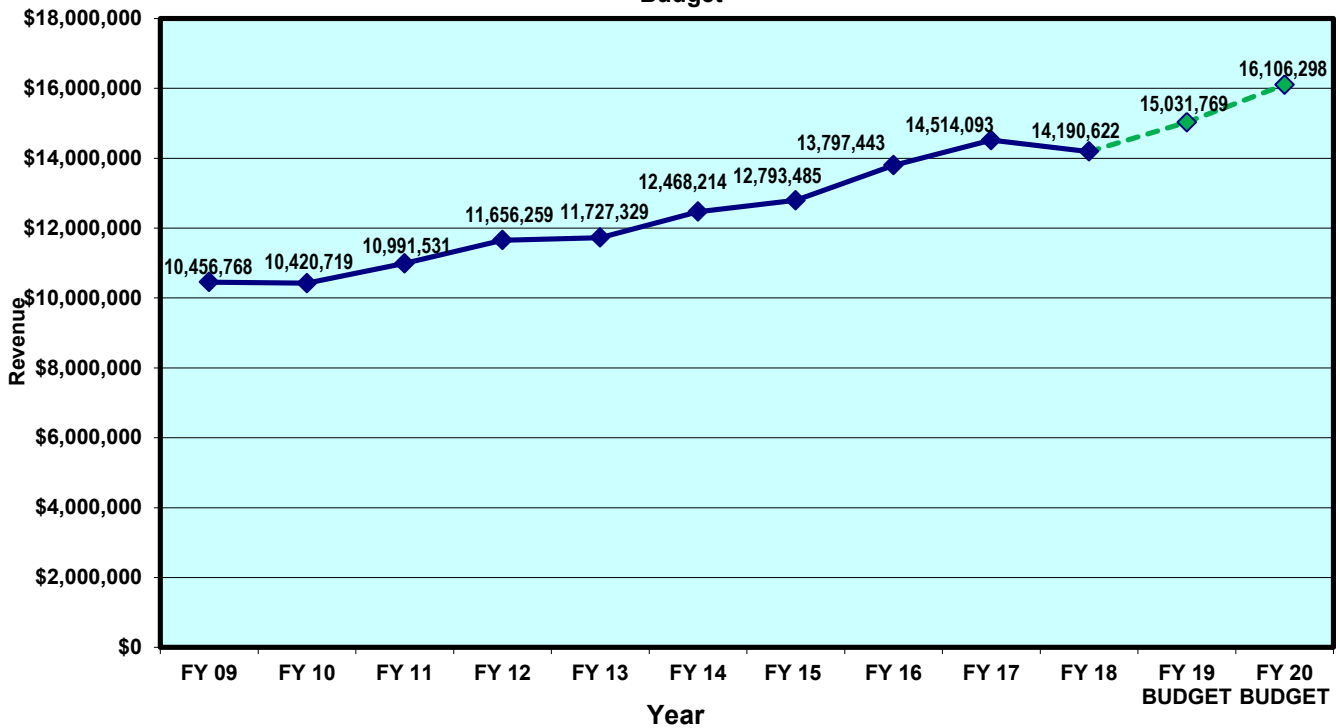
The population for the FY 2020 Budget is based on the U.S. Census "Annual Estimates of the Resident Population for Counties of Virginia" as of July 2017, with a release date of May 2018.

USER FEES

User Fees in the Enterprise Fund are the largest revenue source with 53.6% of total NOVA Parks operating revenue expected from that source in FY 2020. This revenue source is the key to financial stability for NOVA Parks. In FY 2020, this revenue source is expected to reach 16 million dollars. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including weather, the economy and recreational trends.

The following graph shows the total revenue for User Fees for ten years through FY 2018, plus the budget for FY 2019 and FY 2020. Over the last several years we have been diversifying our revenue sources to help protect us from downward trends in any one area. Improvements over the last few years have included new events, including the Rust Manor House event venue, Meadowlark Light Show, camping improvements, capital improvements and an emphasis on marketing. In FY 2019, The River View at Occoquan and Brickmakers Café at Occoquan opened and are further diversifying our revenue stream. In FY 2020, Ice & Lights-The Winter Village at Cameron Run will be the newest feature and it will add to our growing number of winter season events. While these improvements have helped stabilize revenue, it is still important to realize that outside factors can still impact this revenue source. For FY 2020, total user fee revenue is budgeted at \$16,106,298.

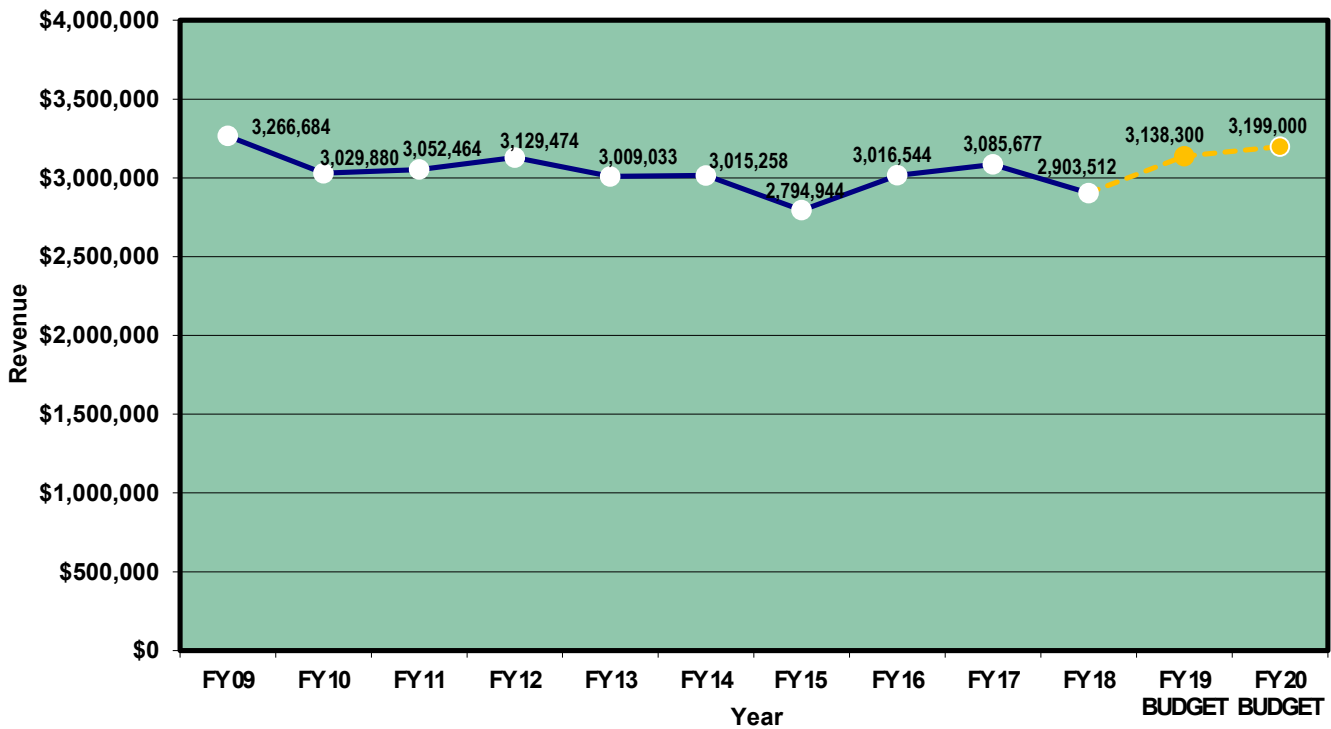
**TOTAL USER FEES
10 Year History and
FY 19 & FY 20
Budget**



GOLF USER FEES

Although Golf Revenue is the largest user fee based revenue source, comprising 10.6% of total NOVA Parks revenue and 20% of all user fee revenue, its share of the percentage of all revenue has been declining in recent years. A decade ago, in FY 2010, golf user fees were 16.5% of total revenue compared to the 10.7% budgeted in FY 2020. The golf industry throughout the nation has seen a similar pattern of reduced play in recent years. Our current focus is on maximizing the potential at our golf courses to work towards an increase in their profitability for the future. A restructured membership program has been initiated along with an enhanced targeted marketing effort. Personnel costs have been streamlined, when possible. This focus over the past few years has helped to stabilize this revenue source, but unfavorable weather in FY 2018 and FY 2019 has resulted in lower golf revenue. For FY 2020, total golf user revenue is budgeted at \$3,199,000 which is 1.9% higher than the FY 2019 Budget and 10.2% higher than FY 2018 actual revenue.

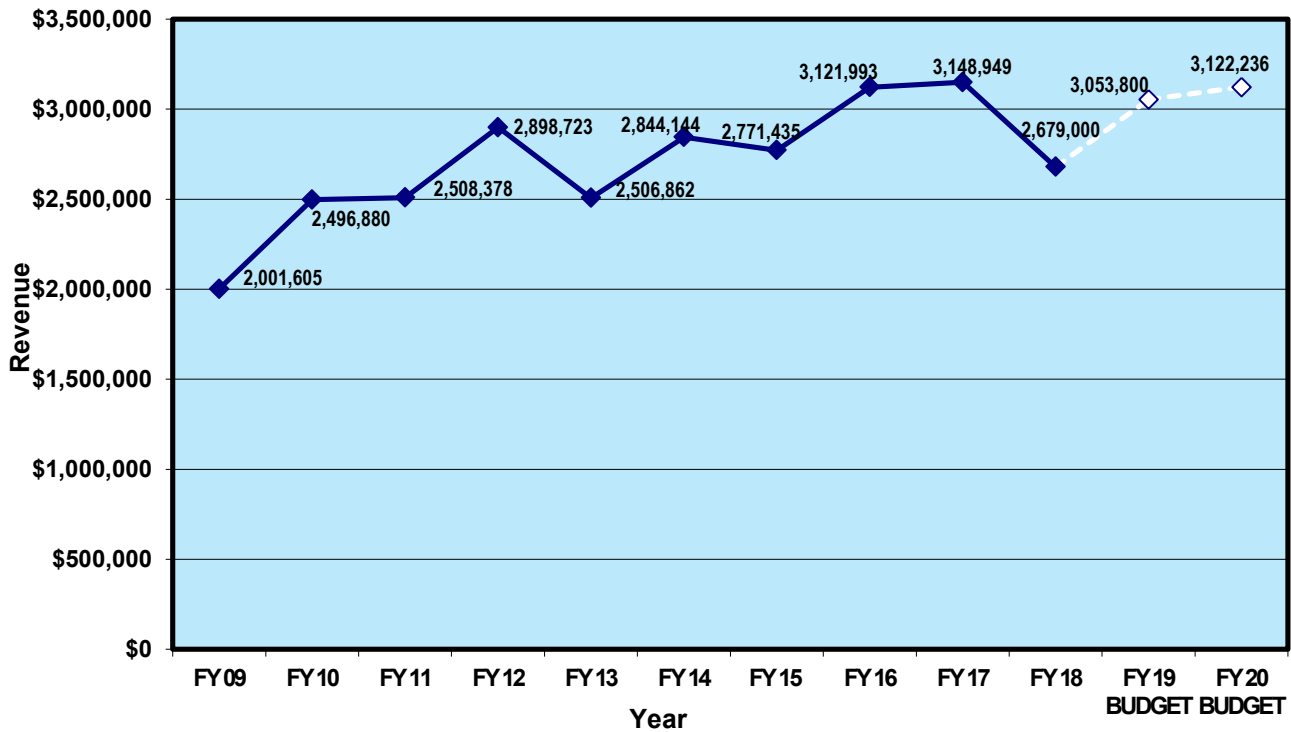
GOLF USER FEE REVENUE
10 Year History and
FY 19 & FY 20 Budget



AQUATICS USER FEES

Aquatics user fees include the user revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill, and Pirate’s Cove at Pohick Bay. This revenue source is 10.4% of total NOVA Parks revenue and 19.4% of user fee revenue. The focus on upgrading and providing themes for waterpark facilities over the past decade has led to a sustained increase in this source of revenue. During FY 2018 and FY 2019, it has been challenging for the waterparks, due to a combination of weather issues and schools opening earlier than in past years. The FY 2020 Budget reflects a cautious optimism, with the budget slightly higher than the FY 2019 Budget, and substantially higher than the FY 2018 Actual.

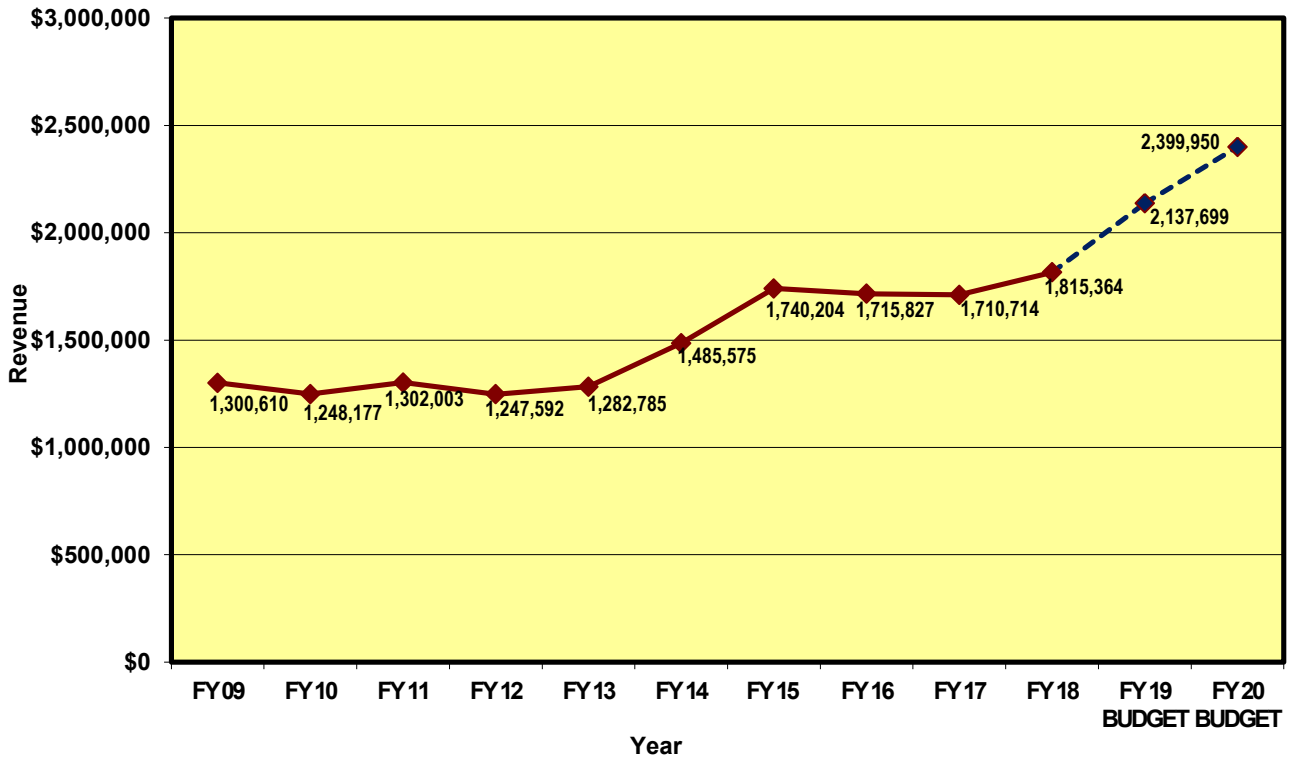
AQUATICS USER FEE REVENUE
10 Year History and
FY 19 & FY 20 Budget



FACILITY RENTAL FEES

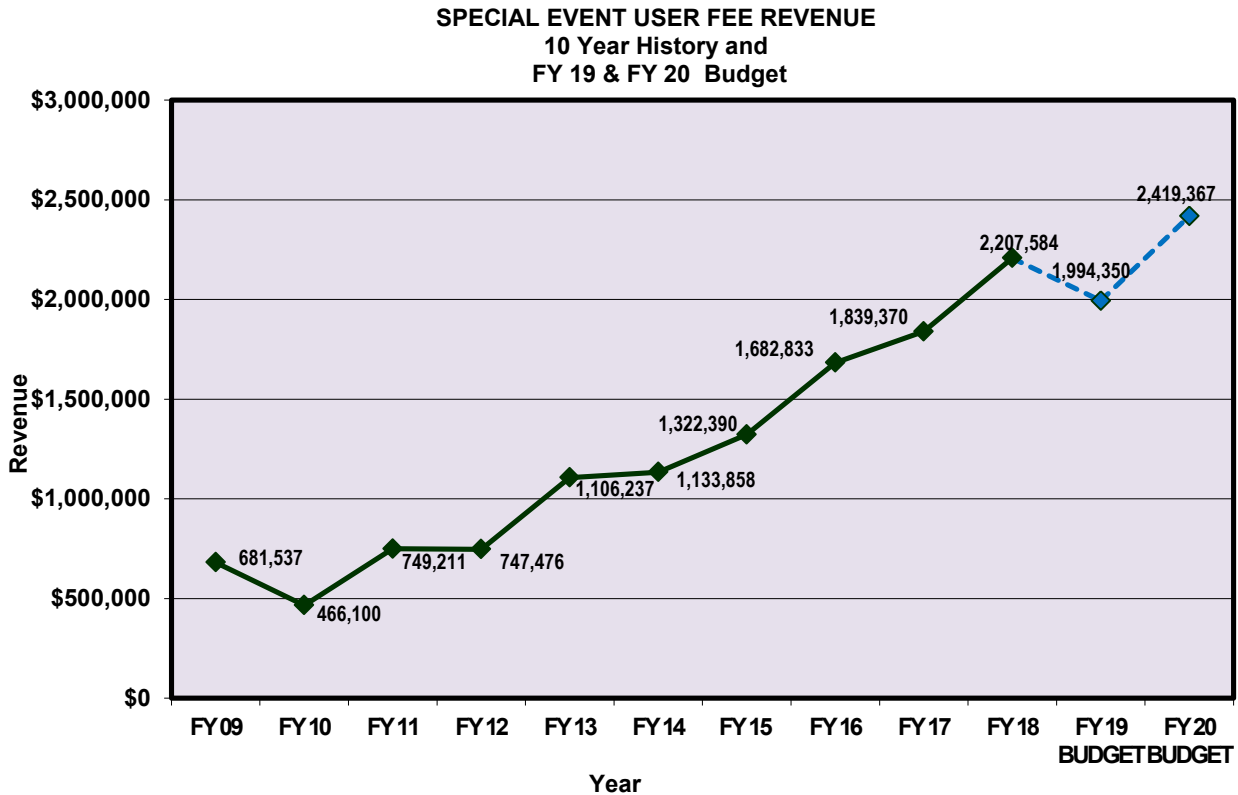
Facility Rentals are the third largest user fee category and comprise 8% of total revenue and 14.9% of user fee revenue. The Meadowlark Atrium accounts for 31% of this revenue source. The River View at Occoquan opened in FY 2019 and is already a major contributor to this revenue category. The budget for facility and pavilion rentals at The River View is \$531,250. This represents only the rental income for the center and pavilion. Catering and other revenues are included in other revenue categories. The rental of the Rust Manor House, the Woodlands at Algonkian and the Bull Run Special Events Center are also major contributors of revenue in this category, as are shelter reservations. This category also includes rental income of the Carlyle House, Aldie Mill, the Meadowlark Visitor Center and the Mt. Zion church property. This category is budgeted at \$2,399,950 in FY 2020, which is a 32% increase compared to actual FY 2018 revenue.

FACILITY RENTAL USER FEE REVENUE
10 Year History and
FY 19 & FY 20 Budget



SPECIAL EVENT USER FEES

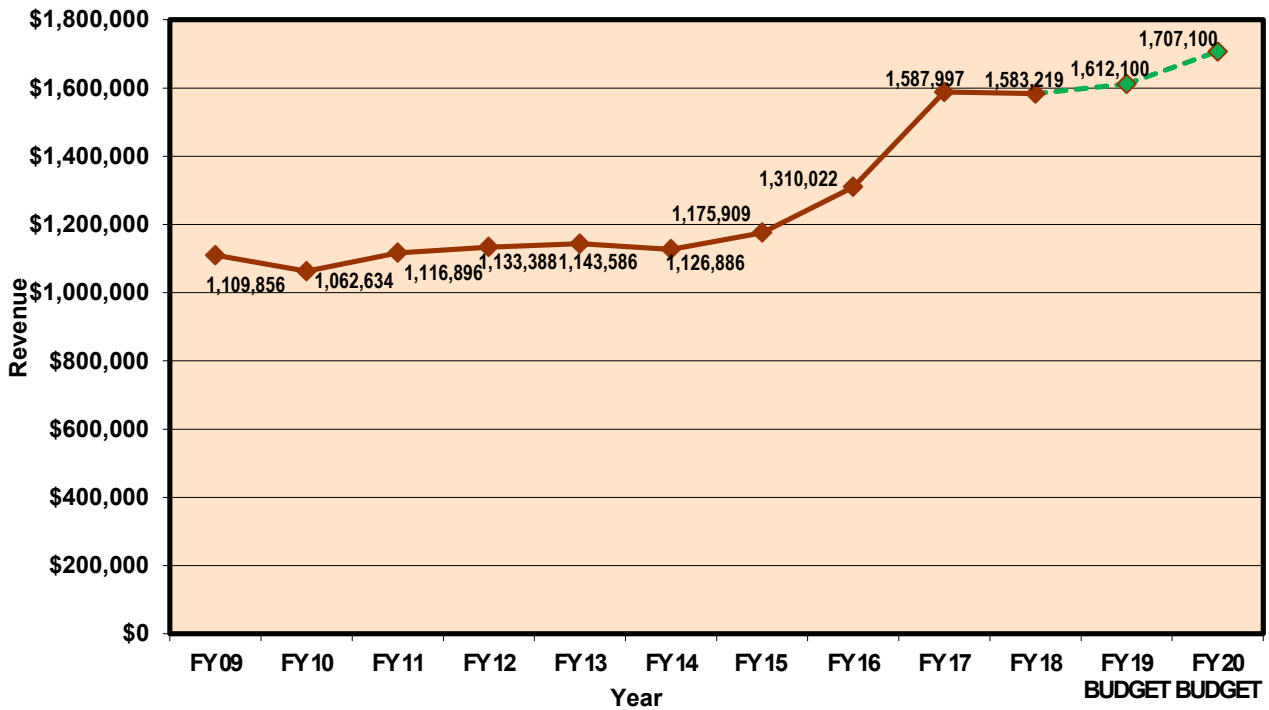
This category includes the Bull Run Festival of Lights, Meadowlark Winter Walk of Lights, Temple Hall Corn Maize and the Bull Run Special Events Center. This rapidly increasing category has grown by 350% in annual revenue since FY 2009. This is due to expanded and improved events and innovations in new events during this timeframe. During FY 2020, this trend continues with the addition of the Ice & Lights-The Winter Village at Cameron Run.



CAMPING/CABIN/COTTAGE USER FEES

This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that has proven that by enhancing facilities we can improve financial performance, as well as improve service to the public. The combination of online booking capability, enhancements and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cabin/cottage user fees to 1.7 million dollars. This revenue source has more than tripled since 2009. The FY 2020 Budget includes \$1,707,100 for this category.

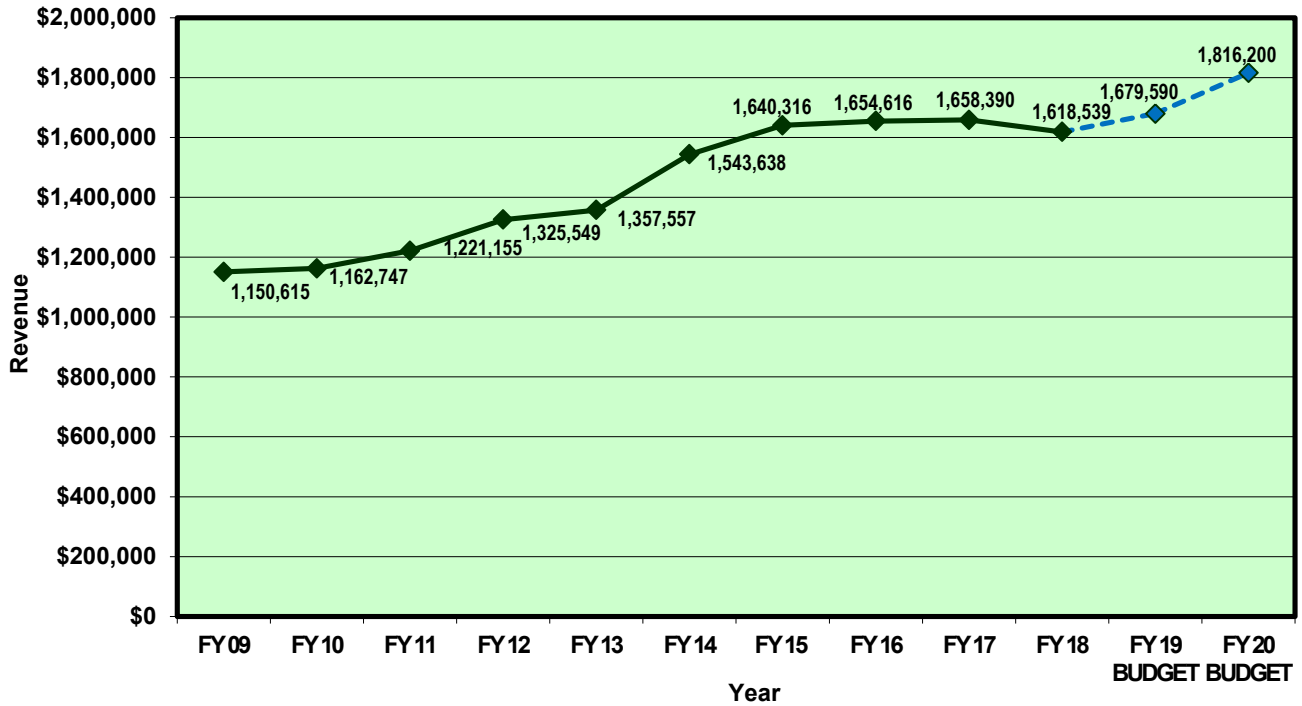
CAMPING/COTTAGE USER FEE REVENUE
10 Year History and
FY 19 & FY 20 Budget



OTHER PARK USER FEES

This category includes revenue from park entrance fees, batting cages, miniature golf, boat/RV storage, rental of equipment for events, and athletic field use. Boat/RV storage comprises 31.7% of this category, followed by park entrance fees, equipment rental, miniature golf, and batting cage fees. Overall annual revenues in this category have increased by 57.8% since FY 2009. The FY 2020 Budget includes an increase of 8.1% or \$136,610 in this category. This is due to increased projections in a number of areas, including camps, entrance fees and boat/RV storage.

**OTHER PARK USER FEE REVENUE
10 Year History and
FY 19 & FY 20 Budget**



RETAIL OPERATIONS

The Retail Operations Revenue Category, located in the Enterprise Fund includes revenue from our food, beverage, catering and other retail operations. The revenue in this category is budgeted at \$6,249,220, which is a 16.7% increase compared to the FY 2019 Budget. This increase is primarily due to expanding operations at The River View and Brickmakers Café at Occoquan. There are also additional increases at other event venues.

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total \$2,371,847.

EASEMENTS & LICENSES

This revenue category, included in the Enterprise Fund, includes the rents, easements and licenses associated with the W&OD Railroad Regional Park. The total amount budgeted for rents, easements and licenses is \$835,829 in FY 2020. This is a 4.6% increase compared to the FY 2019 Budget. This source is sometimes difficult to predict, as there can be fluctuation in the receipt of non-recurring rents.

OTHER REVENUE

The Other Revenue category includes a number of revenue sources that do not fit within a specific category. Items budgeted in this category include interest, house and building rental, lessons,

reservation fees and miscellaneous revenue. A number of Temple Hall Farm items are also included in this category, including Interest and Crop Sales. In the Enterprise Fund, this category totals \$854,635. Because of the nature of some of the accounts in this category, the revenue level is difficult to predict reliably from year to year.

In the General Fund, the only item usually budgeted in Other Revenue is interest, which includes the interest earned on investments held in reserves.

TRANSFERS FROM OTHER FUNDS/OPERATING TRANSFERS

This revenue source impacts both the General and Enterprise Funds. In the General Fund, the main sources of revenue in this category are:

- Capital Development Support (\$666,429), which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings on Investments (\$18,000) transferred from the Capital Fund
- Interest Earnings transferred from the Restricted License Fee Fund (\$40,000)
- Transfer from the Enterprise Fund to the General Fund in order to reimburse the General Fund for a portion of Central Maintenance services (\$828,890)

These transfers total \$1,553,319 in the General Fund Budget for FY 2020. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park (\$327,912)
- Transfer from the Restricted License Fee Fund to cover a portion of the debt payments for the Jean R. Packard Center at Occoquan during the start-up of the facility. (\$326,232)
- Transfer from the Carlyle House Friends for clerical support (\$3,000) and a transfer for clerical support from the Carlyle House Friends
- Transfer from the Capital Fund to cover debt service interest payments (\$12,168) on the recently acquired property at Pohick Bay

These transfers total \$669,312 in the Enterprise Fund Budget for FY 2020. These details can be found on page C-5 as well as in the W&OD, The River View at Occoquan, Pohick Bay Regional Park, and Carlyle House pages in section C of the budget.

FUND STRUCTURE AND BUDGET PROCESS

FUND STRUCTURE

The Authority Budget is organized on the basis of funds, each of which is considered a separate accounting and reporting entity. Each fund is budgeted as a separate set of self-balancing accounts that comprise its revenues and expenditures or expenses. This budget document includes the two major operating funds of the Authority. Separate budgets are adopted for the Temple Hall Endowment Fund and some minor funds and these are included in the appendix of this document. These funds are listed below.

Governmental Funds

This fund type accounts for the government type activities of the Authority and measures changes in financial position rather than net income.

General Fund-This is the general operating fund of the Authority. It is used to account for all financial resources, except those required to be accounted for in another fund. The main source of revenue for this fund is appropriations from NVRPA member jurisdictions.

Capital Projects Fund-This fund is used to account for financial resources to be used for acquisitions, construction, renovation and restoration of park facilities.

Proprietary Funds

This fund type is used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user fees.

Enterprise Fund (Regional Parks Fund)-This fund is used to account for the operations of recreational facilities. These facilities are intended to be financed primarily through user fees from providing goods and services to the general public on a continuing basis.

Other Funds

The Authority includes other minor funds that are represented in the appendix of this budget document. In past years these budgets were adopted during a different timeframe, but in FY 2015, their adoption schedules changed to match the major funds. These funds include the Restricted License Fee Fund, Temple Hall Endowment Fund, and Friends of the Carlyle House. The Self-Insurance Fund was included up until FY 2018, but that fund has been phased out.

Basis of Accounting

All Governmental Funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The Authority considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred except for compensated absences, which are recognized as expenditures as earned.

The Enterprise Fund uses the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred, regardless of when the related cash flows take place. The exception to this is the prepayment of quarterly or annual service contracts which are recorded as prepaid and expensed over

the duration of the service contract. Nonexchange transactions, in which the Authority gives (or receives) value without directly receiving (or giving) equal value in exchange, include grants and donations. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

Basis of Budgeting

In most cases, the budgetary basis for the funds follows the same basis of accounting used in preparing the Comprehensive Annual Financial Report (CAFR). A few exceptions exist, including:

- The Enterprise Fund does not budget for depreciation expense, grants and contributions.
- In the budget, compensated absences are expended when paid, as compared to being expended as earned in the accounting basis.
- For the financial statements, completed capital projects are transferred from the Capital Fund to the Enterprise Fund and either capitalized, recorded as construction-in-progress or written off to un-capitalized development expense. In the budget, Capital Development Expense is only shown as expense in the Capital Fund.
- The Authority includes other funds (listed above) that are represented in the appendix of this budget document. These funds are adopted at the May Board Meeting at the same time as the General and Enterprise Funds.

BUDGET PROCESS

The NOVA Parks budget process begins in the fall of the year prior to the start of the fiscal year. During the month of September methodology is developed to determine appropriations to be requested of our six member jurisdictions. Several of the jurisdictions ask that we provide that amount as well as supporting information by the end of October to allow them ample time for incorporation into their proposed budgets.

Starting in November, the Budget Staff initiates the budget process by meeting with senior management to determine whether there will be any policy changes or changes to the guideline letters included in the packages that go to each park manager. Budget request forms are prepared and distributed to park managers for each cost center and include forms to be completed for revenue accounts, expense accounts and personnel needs. Actual Performance data is also collected for the prior fiscal year. Fund data is requested for the upcoming fiscal year starting on July 1.

Managers submit completed packages to the Budget Staff by late December or early January. Park managers and staff meet with senior operations staff to review budget objectives and measurable results that will tie directly to our 5 year strategic plan. During a period of approximately 3 weeks in January, senior operations officials and budget staff meet with park managers and their staffs to discuss their revenue and expense accounts for the budget year on a line-by-line basis, augmented with historical data as well as the most current financial statements. At that time, the performance objectives are reviewed and new objectives are established. Measurable results are reported for performance indicators at each facility. Budget staff spends much of the remainder of January and February developing estimates based on decisions being made regarding upcoming personnel changes, hospitalization and other benefit projections, new program initiatives, and other fixed costs. Budget staff incorporate those numbers into the budget document keeping in mind the agency's goals and objectives and links to the Strategic Plan. The Executive Director reviews and finalizes the proposed budget before submitting it to the Board. The Operating Budget is submitted to the Board at the March Park Authority Board Meeting. It is adopted at the May Board Meeting for the fiscal year starting July 1.

Capital Budget data is developed with senior staff reviewing all manager requests with regard to Strategic Planning elements. Meetings are held and projects are prioritized. Budget staff works with

Capital staff to determine total funds available for the five year budget plan and a Capital Plan is formulated. The Five Year Capital Budget is adopted at the September Board Meeting.

Copies are available for distribution to the public at large and the budget is published on our website www.novaparks.com as well.

AMENDING THE BUDGET

Changes to the budget are governed by Article VII, Section 5 of the Authority's bylaws covering authorization for budget changes. Subject to a maximum limit set by the Board for any given budget change, the Executive Director may authorize budget adjustments between budget line items within a fund budget, provided that no such budget change shall, in the judgment of the Executive Director, compromise the integrity of the approved budget. The Executive Director shall ensure that the Board receives a report describing any budget change exceeding an amount set by the Board, made pursuant to this section, within thirty days. The term "budget change" includes authority to overspend budget line items, provided revenue increases or cost savings sufficient to offset the excess expenses are available within the fund budget. Subject to the terms and conditions of the bylaws the following policy was adopted October 20, 2005; the Executive Director is authorized to make budget adjustments between fund budget line items not to exceed \$100,000 for a given budget change and the Board shall receive a report describing any budget change exceeding \$15,000.

BUDGET CALENDAR

FISCAL YEAR 2020 BUDGET PROCESS

July, 2018	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2019 projects and any new projects to be initiated in FY 2020 through FY 2023.
August 2018	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2019-FY 2023 Five Year Capital Budget.
September 2018	Capital budget revenues finalized, projects revised for FY 2019 and determined for FY 2020-2023. Five Year Capital Budget approved by Board for FY 2019-FY 2023. Operating and Capital appropriation requests for FY 2020 are adopted by the Board.
November 2018	Operating and Capital appropriation requests for FY 2020 are sent to jurisdictions for consideration in their proposed FY 2020 Budgets. Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2020.
December 2018	Park Managers are asked to update Measurable Results based on last full fiscal year and first half of the current fiscal year. Training is provided to Parks Staff on OpenGov to kick-off the FY 2020 revenue and expense request process. Part Time Personnel requests and justifications for FY 2020 are submitted by Park Managers to Operations Superintendents.
January 2019	Park Managers submit FY 2020 revenue and expense requests to Budget Office. Budget meetings are conducted with Budget Staff, Park Operations Senior Staff and Park Managers, to provide input on FY 2020 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. – March 2019	Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director. Park Managers are asked to update Goals and Objectives to ensure integration of the Strategic Plan and the Budget. Park Managers are asked to submit Equipment Requests for FY 2020.
March 21, 2019	Proposed FY 2020 Operating Budget finalized and presented to the Board for review.
May 2019	Proposed FY 2020 Operating Budget presented to the Board for adoption.
July 1, 2019	Fiscal Year 2020 begins and the Adopted Budget Document is distributed.

FINANCIAL GUIDELINES AND PRACTICES

The Financial Guidelines and Practices of NOVA Parks set forth the framework for financial decisions and ensure a commitment to sound financial management. With the implementation of the Strategic Plan, these guidelines and practices will be further updated and enhanced to provide a formal and comprehensive system of financial policies.

FINANCIAL PLANNING

- A balanced budget will be adopted for each operating fund. Total anticipated revenues and other sources shall equal total estimated expenditures/expenses and other uses. Interfund transfers may be used to balance individual fund budgets.
- Performance measurement will be integrated within the annual budget process.
- As part of the strategic plan, a long-range forecasting model is to help provide an early warning system of potential difficulties or surpluses. This model will be updated annually taking into account the latest information on usage trends, weather forecasting and other external factors.
 - The forecasting model features annual forecasting capability out to FY 2030, statistical and historic trend analysis and sensitivity analysis. This tool enables us to:
 - Create baseline and alternative revenue and spending forecasts
 - Analyze historic trends and correlations between financial, economic and operating data.
 - Test impact of proposed initiatives on current and projected fund balances

REVENUE

- Maintain a diversified and stable revenue structure.
- Annually review rates for user fees and charges, recognizing the full cost of providing services.
- The Board annually reviews and approves user fees on a calendar year basis, not a fiscal year basis.
- Consider surplus revenues to be “one time” revenues that are used for non-recurring expenditures or help fund reserves.

RESERVES

- There are three elements that comprise funding for reserves in the General and Enterprise Funds.
 - A Designated Set-Aside is established for both the General and Enterprise Funds. The following formal Reserve Policy was adopted by the Board in June, 2008 that addresses the Designated Set-Aside Reserves:

- Operating reserves will be established for the General and Enterprise Funds in Designated Set Aside Accounts within each fund.
 - The target for these operating reserves in total is between 8% and 15% of the combined adopted revenue of the General and Enterprise Funds exclusive of transfers for the upcoming fiscal year.
 - In the event that these operating reserves are used to provide temporary funding and the balance drops below 8%, the reserves should be restored to at least 8% within three fiscal years following the fiscal year in which the event occurred.
- A Sustainability Reserve was established in FY 2016 to serve as additional Reserve Funding.
 - Fund Balance is included in the General and Enterprise Funds. This is the operating balance of the funds after any transfers or contributions to the Designated Set-Aside.

LONG TERM DEBT

- NOVA Parks is an independent government agency organized under the Park Authorities Act of Virginia. In the acquisition and construction of parks and park features debt may be incurred. Such debt will only be for long term capital assets, and will be done in consideration of the following guidelines:
 - Long-term borrowing will not be used to finance current operations or normal maintenance
 - Debt will not be incurred for periods longer than the expected useful life of the asset
 - An adequate revenue stream will be identified to pay off the debt
 - Cost of issuance, debt service, capitalized interest, and project management may be included in capital project costs, and thus eligible for financing
 - Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General and Enterprise Fund revenues, measured annually.

CAPITAL BUDGET

- Adopt annually in September, a Rolling 5 Year Capital Budget that helps guide future park planning and development. The Capital Budget outlines how NOVA Parks intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets.
- Capital assets are capitalized at a threshold of \$10,000 and depreciated over the anticipated service life. The minimum service life of capital assets is five years, the next increment is ten years, service life then rises in ten year increments to a maximum of forty years. Capital projects which do not meet the \$10,000 threshold are expensed to uncapitalized development cost. Capital Equipment must meet an initial individual cost threshold of more than \$500.00. Vehicles are always capitalized.

INVESTMENTS

Deposits and Investments

Deposits – All cash of the Authority is maintained in accounts collateralized in accordance with the Virginia Security for Public Deposits Act, Section 2.2-4400 et. seq. of the *Code of Virginia* or covered by federal depository insurance.

Investments – State statutes authorize local governments and other public bodies to invest in obligations of the United States or its agencies thereof, obligations of the Commonwealth of Virginia or political subdivisions thereof, obligations of the International Bank for Reconstruction and Development (World Bank), the Asian Development Bank, the African Development Bank, “prime quality” commercial paper and certain corporate notes, bankers’ acceptances, repurchase agreements and the State Treasurer’s Local Government Investment Pool (LGIP).

The Authority has investments in the LGIP. The LGIP is a professionally managed money market fund which invests in qualifying obligations and securities as permitted by Virginia statutes. Pursuant to Section 2.2-4605 *Code of Virginia*, the Treasury Board of the Commonwealth sponsors the LGIP and has delegated certain functions to the State Treasurer. The LGIP reports to the Treasury Board at their regularly scheduled monthly meetings. The fair value of the LGIP is the same as the value of the pool shares, i.e., the LGIP maintains a stable net asset value of \$1 per share. The maturity of the LGIP is less than one year.

INVESTMENT DIVERSIFICATION

In accordance with the *Code of Virginia* and the applicable laws, including regulations, the Authority’s investment policy (Policy) permits investments in U.S. Treasury obligations, U. S. Government Agency Securities and Instrumentalities of Government Sponsored Corporations, obligations of the Commonwealth of Virginia, “prime quality” commercial paper, and certain bankers’ acceptances, repurchase agreements, certificates of deposit, open-end investment funds (mutual funds), with a minimum Morningstar rating for funds of four stars, and the LGIP.

The Policy establishes limitations on the holdings on non-U.S. Treasury or U.S. Government obligations. The maximum percentage of the portfolio (book value at the date of acquisition) permitted in each security is as follows:

U.S. Treasury Obligations (bills, notes and bonds)	100% maximum
U.S. Government Agency Securities and Instruments of Government Sponsored Corporations	100% maximum
Local Government Investment Pool	100% maximum
Open-end Investment Funds (mutual funds)	20% maximum
Certificates of Deposit Virginia Qualified	
Commercial Banks/Savings and Loan Association	75% maximum
Bankers’ Acceptances	50% maximum
Commercial Paper	35% maximum
Repurchase Agreements	25% maximum

Further, the Policy outlines diversification by financial institution as follows:

Bankers’ Acceptances	Not more than 25% of the Authority’s total portfolio may be invested with any one institution
Repurchase Agreements	Not more than 10% of the Authority’s total portfolio may be invested with any one institution

Certificates of Deposit Virginia Qualified Commercial Banks/ Savings and Loan Association	Not more than 33% of the Authority's total portfolio may be invested with any one institution
Commercial Paper	Not more than 5% of the Authority's total portfolio may be invested with any one issuer
Local Government Investment Pool	No restrictions
Open-end Investment Funds	No restrictions

At least 15% and not more than 25% of the portfolio shall be invested in instruments that can be liquidated with one day's notice.

CREDIT RISK

As required by the *Code of Virginia*, the Policy requires that commercial paper have a short-term debt rating of no less than "A-1" (or its equivalent) from at least two of the following: Moody's Investors Service, Standard & Poor's and Fitch Investor's Service. Corporate notes, negotiable Certificates of Deposit and bank deposit notes maturing in less than one year must have a short-term debt rating of at least "A-1" by Standard & Poor's and "P-1" by Moody's Investor Service. Notes having a maturity of greater than one year must be rated "AA" by Standard & Poor's and "Aa" by Moody's Investor Service.

As of June 30, 2013, 99% of the portfolio was invested in the Local Government Investment Pool with a "AAAm" Standard & Poor's rating.

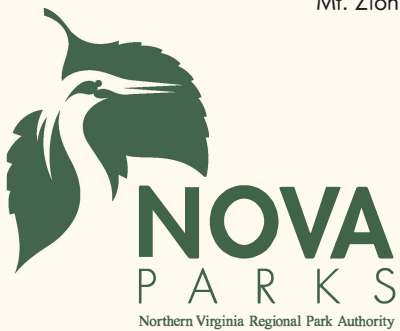
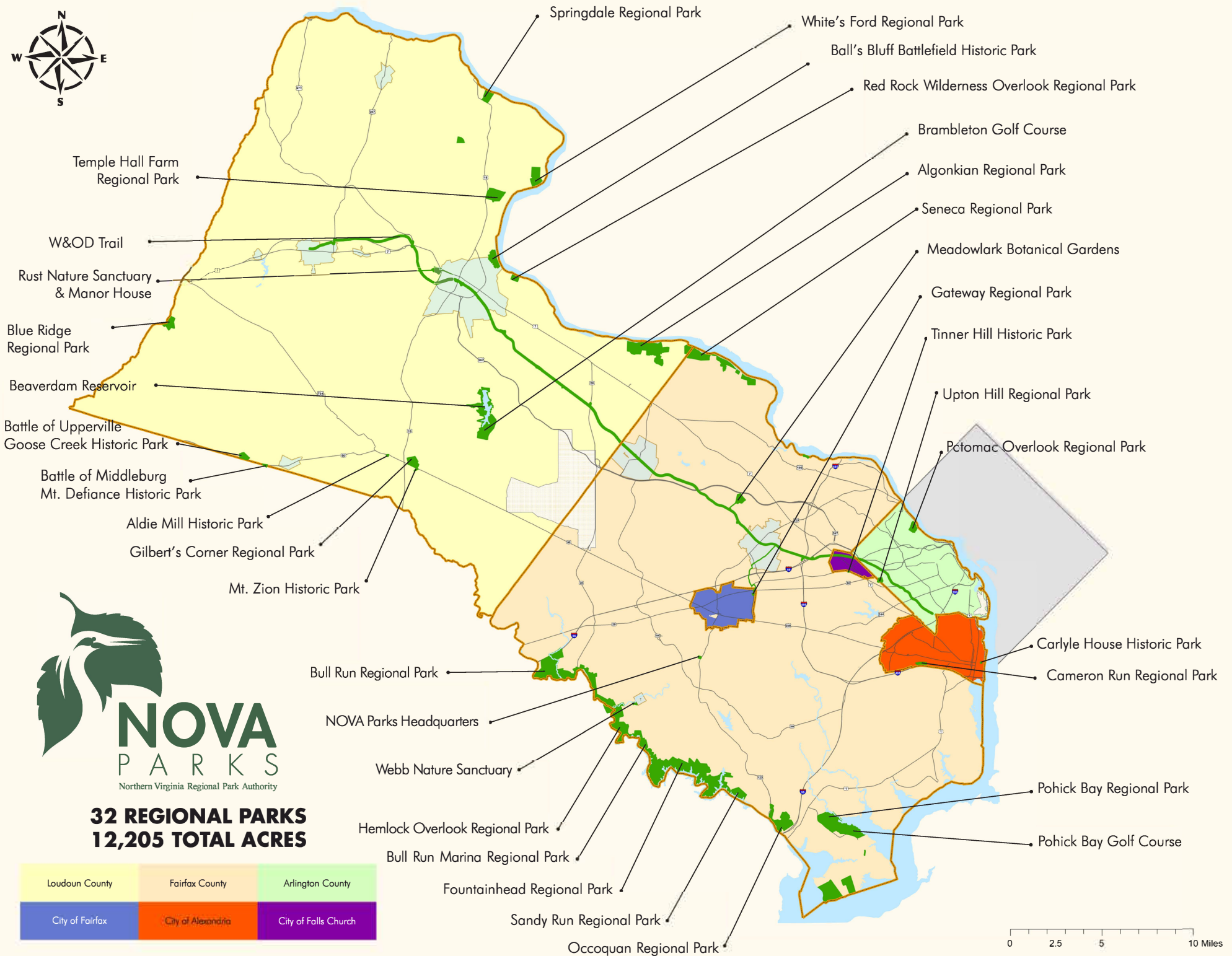
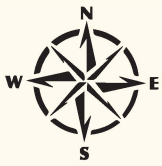
INTEREST RATE RISK

Interest rate risk is defined as the risk that changes in interest rates will adversely affect the fair value of investments.

As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes operating, capital project, long-term reserve and escrow funds) shall not exceed 3½ years.

FIDUCIARY FUNDS

In addition, state statutes authorize the Authority to purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*



32 REGIONAL PARKS
12,205 TOTAL ACRES



GENERAL FUND SUMMARY

GENERAL FUND REVENUES AND OTHER SOURCES

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Adopted Budget FY 2020
Appropriations from Jurisdictions	\$3,621,533	\$3,663,658	\$3,682,920	\$3,782,169
Other Revenue*	-\$4,474	\$9,076	\$2,000	\$2,000
Operating Transfers**	\$1,654,829	\$1,339,893	\$1,423,938	\$1,553,319
TOTAL REVENUE	\$5,271,887	\$5,012,627	\$5,108,858	\$5,337,488

TOTAL REVENUE AND OTHER SOURCES	\$5,271,887	\$5,012,627	\$5,108,858	\$5,337,488
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*Other Revenue for the General Fund consists of General Fund interest earnings.

**Operating Transfers:

- Capital Development Support : \$666,429- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$18,000 transferred from the Capital Fund and \$40,000 from the Restricted License Fee Fund
- Transfer from the Enterprise Fund to the General Fund: \$828,890 to reimburse General Fund for a portion of Central Maintenance services

GENERAL FUND EXPENDITURES AND OTHER USES

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Adopted Budget FY 2020
Personnel Services	\$4,249,740	\$4,001,745	\$3,991,548	\$4,167,592
Operating Costs	609,301	594,111	697,100	765,550
Maintenance Costs	138,800	181,268	185,500	185,500
Insurance	207,392	153,359	164,008	143,184
Utilities	63,276	75,449	70,702	75,662
TOTAL EXPENDITURES	\$5,268,509	\$5,005,932	\$5,108,858	\$5,337,488

Donation Adjustment/Reserve Activity	3,378	6,695	0	0
TOTAL OTHER USES	\$3,378	\$6,695	\$0	\$0

TOTAL EXPENDITURES AND OTHER USES	\$5,271,887	\$5,012,627	\$5,108,858	\$5,337,488
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OPERATING INCOME (LOSS)	\$0	\$0	\$0	\$0
(TOTAL REVENUE - TOTAL EXPENDITURES)				

GENERAL FUND REVENUES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
	BEGINNING BALANCE	\$64,220	\$64,221	\$64,220	\$64,220	\$64,220
1-000	GENERAL FUND REVENUES					
4030-020	City of Alexandria	\$284,587	\$290,136	\$294,481	\$294,481	\$305,667
4030-010	Arlington County	428,856	433,120	434,795	434,795	448,783
4030-030	City of Fairfax	46,273	45,385	45,670	45,670	46,025
4030-050	Fairfax County	2,149,947	2,158,822	2,152,052	2,152,052	2,193,507
4030-040	City of Falls Church	25,706	26,256	26,486	26,486	27,854
4030-060	Loudoun County	686,164	709,939	729,436	729,436	760,333
	TOTAL APPROPRIATIONS	3,621,533	3,663,658	3,682,920	3,682,920	3,782,169
4440	Interest	(6,216)	(2,183)	2,000	514	2,000
4510	Miscellaneous Revenue	1,741	11,260	0	11,054	0
	TOTAL OTHER REVENUE	(4,474)	9,076	2,000	11,568	2,000
4700	Transfer from Capital Fund					
4900	Development Support	676,563	729,180	618,072	722,329	666,429
	Interest Earned	3,264	0	18,000	0	18,000
4440	Transfer from Restricted Fund - Interest	45,093	40,108	40,000	48,345	40,000
4950	Transfer from Self Insurance Fund	141,942	63,459	0	0	0
4960	Transfer from Enterprise Fund	177,443	(103,377)	0	0	0
4995	Transfer - Ent. Fund for Central Maint.	610,523	610,523	747,866	0	828,890
	TOTAL OPERATING TRANSFERS	1,654,829	1,339,893	1,423,938	770,674	1,553,319
	TOTAL REVENUES	\$5,271,887	\$5,012,627	\$5,108,858	\$4,465,162	\$5,337,488
	TOTAL AVAILABLE RESOURCES	\$5,271,887	\$5,012,627	\$5,108,858	\$4,465,162	\$5,337,488

GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
GENERAL FUND EXPENDITURES					
Full-Time Salaries	\$2,789,145	\$2,715,084	\$2,735,503	\$2,283,958	\$2,761,613
Part-Time Salaries	200,500	248,009	302,351	268,737	326,142
FICA	215,040	214,631	209,840	176,080	226,725
Hospitalization	323,705	304,914	259,744	275,158	298,954
Life Insurance	27,235	23,609	20,480	17,894	32,530
Retirement	691,865	493,620	459,307	356,488	518,631
Unemployment Tax	2,249	1,879	4,323	1,459	2,997
TOTAL PERSONNEL SERVICES	4,249,740	4,001,745	3,991,548	3,379,773	4,167,592
Audit Fee	58,750	60,450	63,500	61,650	58,000
Board Member Expenses	4,203	7,162	8,500	2,787	8,500
Community Foundation Support	0	4,000	15,000	4,025	15,000
Contingency	0	0	50,000	0	50,000
Credit Card Fees and Bank Charges	50,308	45,905	50,000	33,669	50,000
Gas and Diesel	17,839	24,475	40,000	16,208	40,000
HR Employee Relations	17,097	16,805	13,000	23,321	20,000
Membership Fees and Dues	14,972	13,968	14,000	11,834	14,000
Office Supplies	26,301	26,770	25,000	18,550	27,000
Personnel Recruitment	4,094	8,810	8,000	2,698	12,450
Postage	10,194	10,059	13,000	10,124	13,000
Printing and Publications	3,374	3,428	4,000	4,408	4,500
Professional Services	251,346	264,231	200,000	197,868	200,000
Programs and Promotions	1,740	165	0	1,425	30,000
Public Information	0	0	0	8	0
System Support	114,251	59,744	154,500	89,325	179,500
Training	34,782	44,602	35,000	19,443	40,000
Uniforms	49	3,537	3,600	45,378	3,600
TOTAL FACILITY OPERATING COSTS	609,301	594,111	697,100	542,720	765,550
Equipment/Vehicle Maintenance	70,408	87,402	100,200	72,097	100,200
Facility Op. & Maintenance	68,392	93,866	85,300	74,384	85,300
TOTAL MAINTENANCE COSTS	138,800	181,268	185,500	146,482	185,500
Insurance - Property, Liability & Other	174,902	108,469	125,000	85,380	105,000
Insurance - Vehicle	10,700	20,488	14,008	16,362	13,184
Insurance - Workers Compensation	21,790	24,402	25,000	14,974	25,000
TOTAL INSURANCE	207,392	153,359	164,008	116,716	143,184
Telephone	24,373	25,767	23,500	17,020	27,000
Electricity	21,822	24,588	23,000	16,234	24,000
Natural Gas	2,316	3,751	5,152	4,089	5,152
Water/Sewer	1,931	1,893	1,600	1,531	2,000
Propane Gas	7,135	13,626	10,800	12,024	10,800
Heating Oil	1,310	1,805	2,500	2,078	2,500
Cable/Internet	4,389	4,019	4,150	3,137	4,210
TOTAL UTILITIES	63,276	75,449	70,702	56,113	75,662
TOTAL GENERAL FUND EXPEND.	5,268,509	5,005,932	5,108,858	4,241,805	5,337,488
Donation Adjustment/Reserve Activity	3,378	6,695	0	0	0
NET INCOME (LOSS)	\$0	\$0	\$0	\$223,357	\$0
ENDING BALANCE	\$ 64,221	\$ 64,221	\$ 64,220	\$ 287,577	\$ 64,221

HEADQUARTERS

PROGRAM OVERVIEW

NOVA Parks Headquarters provides executive direction for the Regional Park System. The services provided by Headquarters include finance, budget, planning, development, personnel, public information, IT support, risk management, reservations and overall park management. This area of the budget is also where professional services such as legal and audit are contracted and paid, administrative support is provided to the Foundation, and other system-wide expenses are incurred.

EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
EXPENSES BY CATEGORY				
Personnel Services	\$ 3,023,721	\$ 3,000,234	\$ 3,152,297	5.1%
Operating Costs	571,021	661,500	729,950	10.3%
Maintenance Costs	116,451	92,700	92,700	0.0%
Insurance	141,121	155,356	135,356	-12.9%
Utilities	46,430	44,192	49,152	11.2%
TOTAL EXPENSES	\$ 3,898,744	\$ 3,953,982	\$ 4,159,455	5.2%

BUDGET HIGHLIGHTS

- The increase in budgeted operating costs is due to increases in Programs and Promotions for the 60th Anniversary Gala celebration and in System Support for computers. Insurance costs are budgeted to decrease again in FY 2020 due to savings through a new contract on insurance services.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full Time	21	22	21	21	21
Community Foundation Support	.15	.15	.15	.15	.15
Part Time	2.69	2.69	2.89	3.93	4.71

HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	ACTUAL FY 2019	ADOPTED FY 2020
1-700	HEADQUARTERS					
	EXPENDITURES					
5010	Full-Time Salaries	\$2,034,378	\$1,994,637	\$1,993,465	\$1,679,619	\$2,024,669
5020	Part-Time Salaries	200,500	248,009	302,351	268,737	326,142
5030	FICA	159,151	160,952	153,004	132,777	170,349
5040	Hospitalization	240,170	236,111	199,802	225,161	224,622
5060	Life Insurance	23,150	19,375	14,855	12,741	23,804
5050	Retirement	502,469	363,349	333,161	264,429	380,233
5070	Unemployment Tax	1,630	1,290	3,595	1,111	2,477
	TOTAL PERSONNEL SERVICES	3,161,448	3,023,721	3,000,234	2,584,574	3,152,297
5130	Audit Fee	58,750	60,450	63,500	61,650	58,000
5140	Board Member Expenses	4,203	7,162	8,500	2,787	8,500
5188	Community Foundation Support	0	4,000	15,000	4,025	15,000
	Contingency	0	0	50,000	0	50,000
5155	Credit Card Fees and Bank Charges	50,308	45,905	50,000	33,669	50,000
5230	Gas and Diesel	3,999	3,935	7,000	3,801	7,000
5500-030	HR Employee Relations	17,097	16,805	13,000	23,321	20,000
5390	Membership Fees and Dues	14,972	13,968	14,000	11,834	14,000
5420	Office Supplies	26,301	26,770	25,000	18,550	27,000
5440	Personnel Recruitment	4,094	8,810	8,000	2,698	12,450
5460	Postage	10,194	10,059	13,000	10,124	13,000
5470	Printing and Publications	3,374	3,428	4,000	4,408	4,500
5480	Professional Services	251,346	264,231	200,000	197,868	200,000
5490	Programs and Promotions	1,740	165	0	1,425	30,000
					8	0
5560	System Support	114,251	59,744	154,500	89,325	179,500
5400	Training	34,725	44,577	35,000	19,440	40,000
5570	Uniforms	(2,238)	1,012	1,000	43,194	1,000
	TOTAL FACILITY OPERATING COSTS	593,117	571,021	661,500	528,127	729,950
5180	Equipment/Vehicle Maintenance	39,180	54,851	52,700	45,653	52,700
5190	Facility Op. & Maintenance	42,457	61,601	40,000	41,155	40,000
	TOTAL MAINTENANCE COSTS	81,637	116,451	92,700	86,808	92,700
5270	Insurance - Property, Liability & Other	174,902	108,469	125,000	85,380	105,000
5290	Insurance - Vehicle	2,142	8,250	5,356	4,566	5,356
5300	Insurance - Workers Compensation	21,790	24,402	25,000	14,974	25,000
	TOTAL INSURANCE	198,834	141,121	155,356	104,920	135,356
5580-001	Telephone	20,118	21,266	18,500	13,487	22,000
5580-002	Electricity	15,594	16,545	16,000	13,406	17,000
5580-003	Natural Gas	2,316	3,751	5,152	4,089	5,152
5580-004	Water/Sewer	1,931	1,893	1,600	1,531	2,000
5580-016	Internet/Cable	3,180	2,976	2,940	2,200	3,000
	TOTAL UTILITIES	43,139	46,430	44,192	34,713	49,152
	TOTAL HEADQUARTERS EXPENDITURES	\$4,078,175	\$3,898,744	\$3,953,982	\$3,339,142	\$4,159,455

HEADQUARTERS

STRATEGIC GOALS & OBJECTIVES FY 2020



Provide Unique and Exceptional Customer Experiences

- Host the 60th Anniversary Gala as a NOVA Parks signature event
- Implement web-based W&OD navigation/interpretation
- Facilitate the development of new features at both Beaverdam and Upton Hill working with appropriate partners



Conserve and Protect Natural and Historic Resources

- Identify and interpret (5) significant historic features
- Implement natural resource banking to address stream and habitat improvements



Communicate our Story

- Communicate the stories of NOVA Parks as part of 60 year agency history
- Host 60th Anniversary Gala
- Conduct a NOVA Parks brand awareness survey to measure effectiveness compared with baseline data



Grow Financial Resources

- Expand reserve levels by earmarking 25% of end of year surplus to the Designated Set-Aside
- Implement waterpark food service enhanced management and training
- Expand throughput of the Bull Run Festival of Lights with dual lanes through the show



Develop our Human Resources

- Develop web-based dashboard for Park Managers
- Refine internship programs and pipeline for new park professionals
- Explore additional benefit types with a goal to retain and develop workforce
- Create a resource guide/toolkit for supervisors to assist with handling HR/personnel-related situations

FY 2019 STRATEGIC GOAL HIGHLIGHTS



Provide Unique and Exceptional Customer Experiences

Highlights

- ✓ Renewed lease of Cameron Run which will result in at least 10 more years with the current waterpark, as well as a new winter light show featuring ice skating
- ✓ Grand opening of the rebuilt Occoquan Regional Park
- ✓ Conducted staff training on innovation
- ✓ Developed 3 significant outreach partnerships with Alexandria (Cameron Run), Loudoun Water and Snow World
- ✓ Expanded mobile use of website by 50%



Conserve and Protect Natural and Historic Resources

Highlights

- ✓ Opened the Jean R. Packard Center at Occoquan, which is a LEED Gold Facility
- ✓ Ribbon cutting at Mt. Defiance Historic Park
- ✓ Developed interpretive exhibits and programs to include solar, forest, bathing, watersheds and recycling
- ✓ Conducted numerous riparian plantings



Communicate our Story

Highlights

- ✓ Throwback Thursday campaign launched to help celebrate NOVA Parks 60th Anniversary
- ✓ Branding outreach efforts conducted for Brickmakers, Rediscover, Throwback Thursday and great expansion of social media presence.
- ✓ Cross branding efforts developed through new kiosks, Occoquan Rediscovered, camping/cottages and others
- ✓ Search engine optimization is underway with Google Ads and web development
- ✓ Engaged 100,000 children a year in outdoor/nature activities through the Nature Nuts Program



Grow Financial Resources

Highlights

- ✓ Improved the throughput of both holiday light shows, with a new parking lot at Meadowlark and road improvements at Bull Run
- ✓ Received grant approval from Northern Virginia Transportation Authority (NVTA) for \$3.2 million to support the dual trails initiative for the Falls Church section of the W& OD Trail.
- ✓ Received the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association.
- ✓ Implementation of the first phase of new budget development software to streamline the process
- ✓ Updated the 10 Year Financial Forecast that places a strategic focus on our long term financial decisions.
- ✓ Additional accounting improvements from integrated agency-wide automated Accounts Payable system.
- ✓ Continued partnership with the Community Foundation for Northern Virginia to facilitate fund raising goals



Develop our Human Resources

Highlights

- ✓ Expanded the internship program
- ✓ Educated seasonal employees about careers in Parks and Recreation through stories of employee advancement in video, email and other formats
- ✓ Established a mentoring program for full-time employees
- ✓ Numerous efforts to recruit employees from underrepresented groups, including advertising jobs in new places

CENTRAL MAINTENANCE

PROGRAM OVERVIEW

Central Maintenance provides maintenance support for the entire park system. The department is comprised of tradesmen and crews specializing in heavy equipment operation, carpentry, electrical repair, plumbing service, heating and air conditioning care, welding and vehicle and small engine maintenance.

EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
EXPENSES BY CATEGORY				
Personnel Services	\$ 978,024	\$ 991,315	\$ 1,015,295	2.4%
Operating Costs	23,090	35,600	35,600	0.0%
Maintenance Costs	64,817	92,800	92,800	0.0%
Insurance	12,238	8,652	7,828	-9.5%
Utilities	29,019	26,510	26,510	0.0%
TOTAL EXPENSES	\$ 1,107,188	\$ 1,154,877	\$ 1,178,033	2.0%

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	13	13	13	13	13
Part-Time	0	0	0	0	0

CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
1-710	CENTRAL MAINTENANCE EXPENDITURES					
5010	Full Time Salaries	\$754,767	\$720,447	\$742,038	\$393,434	\$759,352
5030	FICA	55,889	53,680	56,836	28,270	58,090
5040	Hospitalization	83,536	68,803	59,941	33,621	59,812
5060	Life Insurance	4,085	4,234	5,625	2,695	8,991
5050	Retirement	189,395	130,271	126,146	60,383	136,683
5070	Unemployment Tax	620	590	728	0	520
	TOTAL PERSONNEL SERVICES	1,088,291	978,024	991,315	518,402	1,023,449
5230	Gas and Diesel	13,840	20,540	33,000	7,332	33,000
5400	Training	57	25	0	3	0
5570	Uniforms	2,287	2,525	2,600	1,464	2,600
	TOTAL OPERATING COSTS	16,184	23,090	35,600	8,799	35,600
5180	Equipment/Vehicle Maintenance	31,228	32,552	47,500	20,225	47,500
5190	Facility Op. & Maintenance	25,935	32,265	45,300	15,345	45,300
	TOTAL MAINTENANCE COSTS	57,163	64,817	92,800	35,570	92,800
5290	Insurance - Vehicle	8,558	12,238	8,652	11,796	7,828
	TOTAL INSURANCE	8,558	12,238	8,652	11,796	7,828
5580-001	Telephone	4,255	4,501	5,000	2,156	5,000
5580-002	Electricity	6,228	8,043	7,000	1,133	7,000
5580-009	Heating Oil	1,310	1,805	2,500	279	2,500
5580-008	Propane Gas	7,135	13,626	10,800	3,694	10,800
5580-016	Cable/Internet	1,208	1,044	1,210	537	1,210
	TOTAL UTILITIES	20,138	29,019	26,510	7,799	26,510
	TOTAL CENTRAL MAINTENANCE EXPENDITURES	\$1,190,334	\$1,107,188	\$1,154,877	\$582,364	\$1,186,187

CENTRAL MAINTENANCE

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Maintain agency wide maintenance work order, preventive maintenance, equipment and fleet vehicle inventory in web based software.



Objectives:

- Maintain, update and enhance in-house maintenance software application.

Goal Two: Execute a complete maintenance training program for current Central Maintenance staff as well as new and existing park maintenance staff.



Objectives:

- Maintain a program that tracks Central Maintenance staff's professional certifications required for their particular trade.
- Conduct a regularly scheduled in-service maintenance training program for all full time maintenance staff in core skill areas.
- Work with Park Maintenance Supervisors to supply expertise and instruction to develop a seasonal maintenance training program.

Goal Three: Continue to maintain all NOVA Parks properties and recreational facilities in a superior and sustainable manner.



Objectives:

- Continue to update 5-year HVAC system replacement schedule.
- Identify improvements in building systems and infrastructure that create longer life and energy efficiency.
- Maintain an effective safety first culture.
- Maintain appropriate equipment maintenance standards.
- Review and monitor Equipment and Fleet Vehicle preventive maintenance checklists and provide summary to facility managers.
- Continue to update 5-year fleet vehicle replacement spreadsheet.
- Continue preventive maintenance program for carpentry, plumbing, HVAC, and electrical systems.

Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.



Objectives:

- Lead process of continuing to develop site inspection forms and creating and editing written maintenance standards.
- Implement agency-wide Park Maintenance Standards Manual along with Director of Park Operations.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site peer inspection programs, conducting at least (6) inspections.

STRATEGIC FOCUS



CENTRAL MAINTENANCE

FY 2019 STRATEGIC HIGHLIGHTS

Goal One: Maintain agency wide maintenance work order, preventive maintenance, equipment and fleet vehicle inventory in web based software.

Highlights

- ✓ System training updates for employees on HiperWeb (web based software) was held September 2018 and June 2019 (TBD).
- ✓ Access and system updates performed throughout year for proper access.
- ✓ Work order process updated and is operating effectively.
- ✓ Preventive maintenance reminders added for Fleet Vehicles, Motorized Equipment and HVAC Systems.
- ✓ Fleet vehicle asset information updated.
- ✓ Equipment database information updated.

Goal Two: Execute a complete maintenance training program for current Central Maintenance staff as well as new and existing park maintenance staff.

Highlights

- ✓ Held 1-day class for full and part-time staff focusing on hand tools, small engine, fleet vehicles and hands-on chainsaw and wood chipper safety and preventive maintenance – November 2018.
- ✓ Electrical crew held internal training for park staff on batting cage operations and maintenance.

Goal Three: Continue to maintain all NOVA Parks properties and recreational facilities in a superior and sustainable manner.

Highlights

- ✓ Updated 5-year HVAC system replacement schedule.
- ✓ Updated 5-year fleet vehicle replacement schedule.
- ✓ Completed winterization walk-thru for all pools and seasonal plumbing facilities.
- ✓ Reviewed equipment and fleet vehicle maintenance checklists with appropriate staff.
- ✓ Updated preventive maintenance reminders for carpentry, plumbing, HVAC, and electrical systems.

Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.

Highlights

- ✓ In process of developing site inspection forms and creating written maintenance standards.
- ✓ Updated HiperWeb maintenance software and trained staff to build out preventive maintenance reminders for specific assets.
- ✓ Completed on-site inspections for waterparks, facilities with seasonal plumbing, and several rental homes.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of HVAC work orders completed	147	159	230	102	160
• Number of electrical work orders completed	150	165	130	105	150
• Number of heavy equipment work orders completed	126	122	110	70	120
• Number of fleet maintenance work orders/state inspections completed	149	195	140	81	150
• Number of equipment maintenance work orders completed	67	71	90	58	80
• Number of welding work orders completed	42	69	50	26	60
• Number of plumbing work orders completed	25	38	30	5	30
• Number of carpentry work orders completed	118	172	120	56	140
• Number of preventive maintenance corrections completed	N/A	126	40	83	130
• Number of emergency/critical work orders completed	N/A	44	12	22	30



ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Adopted Budget FY 2020
User Fees	\$14,514,093	\$14,190,622	\$15,031,769	\$16,106,298
Retail Operations	4,758,034	4,747,560	5,355,288	6,249,220
Easements and Licenses	732,961	811,060	799,126	835,829
Other Revenue*	928,297	1,094,729	835,835	854,635
Operating Transfers**	333,838	329,468	330,912	330,912
TOTAL REVENUE	\$21,267,224	\$21,173,438	\$22,352,930	\$24,376,894
Transfer from Restricted Fund for Occoquan	383,360	507,523	599,708	326,232
Transfer from Capital Fund for Pohick	0	0	13,400	12,168
TOTAL TRANSFER FOR DEBT SERVICE	\$383,360	\$507,523	\$613,108	\$338,400
TOTAL REVENUE AND OTHER SOURCES	\$21,650,584	\$21,680,960	\$22,966,038	\$24,715,294

*Other Revenue in the Enterprise Fund includes contract services, house and bank building rental, lessons and other miscellaneous revenue.

**Operating Transfers in the Enterprise Fund are transfers from the Restricted License Fee Fund for the W&OD Railroad Regional Park and from the Carlyle House Friends for administrative support.

ENTERPRISE FUND EXPENSES AND OTHER USES

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Adopted Budget FY 2020
Personnel Services	\$11,347,189	\$11,208,502	\$12,331,697	\$13,150,343
Operating Costs	2,466,444	2,794,150	3,257,367	3,599,530
Maintenance Costs	2,093,577	2,279,096	2,389,007	2,629,788
Insurance	164,512	201,878	199,418	224,006
Retail Operations	1,932,501	1,878,253	2,150,892	2,371,847
Utilities	863,964	960,494	1,036,756	1,057,510
Transfer to General Fund for Central Maintenance Svcs	610,523	610,523	747,866	828,890
TOTAL EXPENSES	\$19,478,710	\$19,932,896	\$22,113,004	\$23,861,914
Debt Service Payments-Occoquan	\$383,360	\$507,523	\$814,634	\$816,212
Debt Service Interest Payments-Pohick Property	0	3,488	13,400	12,168
TOTAL DEBT SERVICE	\$383,360	\$511,010	\$828,034	\$828,380
Contribution to Designated Set Aside	\$0	\$0	\$0	\$0
Transfer to Capital Fund*	519,911	1,100,269	0	0
Transfer to Balance General Fund	177,443	-103,377	0	0
Transfer to Retirement Plan*	297,092	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	25,000
Transfer to Performance Incentive Plan*	297,092	275,067	0	0
Transfer to Sustainability Reserve*	371,365	0	0	0
Donation Adjustment/Reserve Activity	125,610	-34,906	0	0
TOTAL OTHER USES	\$1,788,513	\$1,237,054	\$25,000	\$25,000
<i>*Items noted above factored in after the operating income.</i>				
TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES	\$21,650,584	\$21,680,960	\$22,966,038	\$24,715,294

OPERATING INCOME	\$1,485,460	\$1,375,337	\$25,000	\$25,000
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ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	\$175,375	\$305,983	\$66,000	\$64,032	\$66,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	34,156	27,688	35,240	34,143	34,550
Algonkian Golf Course	1,096,953	983,597	1,144,000	518,245	1,163,000
Algonkian Regional Park	271,822	259,551	246,400	187,813	247,900
Volcano Island Waterpark at Algonkian	576,288	454,056	547,000	336,298	553,856
The Woodlands at Algonkian Park	461,982	527,950	426,725	500,592	581,770
Algonkian Cottages	354,750	298,482	323,600	215,521	340,600
Beaverdam Property	5,910	26	4,000	0	10,000
Blue Ridge Regional Park	6,463	6,312	6,500	5,568	6,500
Brambleton Golf Course	1,485,488	1,403,520	1,497,000	975,325	1,533,700
Bull Run Marina	21,406	21,030	20,630	9,843	20,645
Bull Run Regional Park	950,825	944,968	1,001,600	731,192	1,072,600
Atlantis Waterpark at Bull Run	541,496	495,840	554,600	345,387	565,718
Bull Run Special Events Center	248,214	171,654	245,000	110,013	230,000
Bull Run Light Show	888,253	1,105,713	969,000	1,023,739	1,135,000
Bull Run Shooting Center	1,208,305	1,149,440	1,234,500	882,152	1,236,500
Cameron Run Regional Park	126,067	103,927	149,500	62,294	149,500
Ice & Lights – The Winter Village at Cameron Run	0	0	0	0	200,600
Great Waves Waterpark at Cameron Run	2,002,662	1,607,562	1,952,500	1,294,524	1,954,951
Carlyle House Historic Park	115,017	105,773	103,076	74,466	109,276
Brickmakers Catering and Event Services	340,253	366,167	392,636	292,785	421,832
Fountainhead Regional Park	275,772	261,811	307,912	172,455	298,912
Hemlock Overlook Regional Park	75,000	76,535	75,768	75,768	75,768
Meadowlark Atrium and Event Services	2,110,102	2,109,001	2,005,500	1,565,074	2,046,140
Meadowlark Botanical Gardens	351,846	393,548	330,000	342,695	366,500
Meadowlark Gardens Winter Walk of Lights	779,475	986,865	828,000	898,594	924,117
Mt. Zion Historic Park/Gilbert's Corner Regional Park	2,218	2,565	3,764	1,464	2,464
Occoquan Regional Park	612,599	759,436	224,000	154,975	227,200
The Riverview at Occoquan	0	150	1,255,731	1,019,524	1,822,837
Brickmakers Café at Occoquan	0	2,858	135,000	211,982	234,000
Pohick Bay Golf Course	1,059,341	1,009,554	1,089,300	688,707	1,094,300
Pohick Bay Marina	274,160	237,401	251,000	201,099	251,000
Pohick Bay Regional Park	831,903	886,622	879,100	692,105	983,268
Pirate's Cove Waterpark at Pohick Bay	603,730	563,261	610,200	392,661	616,683
Potomac Overlook Regional Park	120,945	124,039	114,200	150,504	125,700
Rust Sanctuary	976,996	1,241,099	1,097,053	752,495	1,147,400
Sandy Run Regional Park	296,779	283,101	260,692	182,819	266,192
Temple Hall Farm	130,879	138,459	206,383	127,829	226,183
Temple Hall Corn Maize	267,300	231,577	276,500	178,553	276,500
Upper Potomac Properties/Springdale	38,661	43,588	44,040	40,056	43,940
Upton Hill Regional Park	228,075	233,947	250,550	150,752	241,350
Ocean Dunes Waterpark at Upton Hill	600,169	541,993	612,500	408,965	621,731
W&OD Railroad Regional Park	1,069,285	1,144,228	1,133,538	1,190,967	1,172,241
White's Ford	33,665	70,084	55,800	7,161	16,370
TOTAL AVAILABLE RESOURCES	\$21,650,584	\$21,680,960	\$22,966,038	\$17,271,136	\$24,715,294

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
ENTERPRISE FUND EXPENSES					
Administration - Enterprise Fund	\$4,363,961	\$4,247,755	\$3,492,375	\$1,886,687	\$3,776,998
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	140,799	144,091	161,189	127,365	170,033
Algonkian Golf Course	1,059,242	981,477	1,063,845	755,530	1,064,861
Algonkian Regional Park	509,065	569,598	604,711	491,523	620,136
Volcano Island Waterpark at Algonkian	285,817	282,933	306,513	175,634	317,169
The Woodlands at Algonkian Park	275,169	344,107	298,797	330,525	375,400
Algonkian Cottages	189,609	182,885	210,683	152,103	211,802
Beaverdam Property	22,922	15,230	39,454	7,005	40,671
Blue Ridge Regional Park	4,452	3,991	6,700	3,947	6,700
Brambleton Golf Course	1,294,435	1,259,869	1,338,338	1,011,576	1,355,815
Bull Run Marina	32,303	26,868	26,407	20,118	29,152
Bull Run Regional Park	929,845	952,273	1,050,611	903,056	1,118,038
Atlantis Waterpark at Bull Run	336,627	335,403	331,667	231,970	349,316
Bull Run Special Events Center	195,104	169,836	193,736	123,037	184,553
Bull Run Light Show	315,085	338,939	385,096	382,874	404,828
Bull Run Shooting Center	984,033	894,466	1,046,511	772,570	1,036,937
Cameron Run Regional Park	359,539	366,630	408,434	295,561	410,055
Ice & Lights – The Winter Village at Cameron Run	0	0	0	0	143,192
Great Waves Waterpark at Cameron Run	1,125,127	1,030,070	1,123,876	686,723	1,154,677
Carlyle House Historic Park	316,048	322,744	329,469	285,512	337,956
Brickmakers Catering and Event Services	255,731	291,055	327,532	241,934	366,542
Fountainhead Regional Park	211,804	202,633	225,652	164,499	242,144
Hemlock Overlook Regional Park	1,320	1,120	2,400	2,283	2,400
Meadowlark Atrium and Event Services	1,440,484	1,264,102	1,243,927	939,340	1,231,457
Meadowlark Botanical Gardens	874,774	937,142	1,011,471	802,425	1,082,390
Meadowlark Gardens Winter Walk of Lights	161,681	191,392	233,185	195,300	269,171
Mt. Zion Historic Park/Gilbert's Corner Regional Park	14,508	13,479	18,500	8,717	18,000
Occoquan Regional Park	754,535	1,006,254	398,592	337,406	435,823
The Riverview at Occoquan	0	28,699	1,368,431	1,112,204	1,854,021
Brickmakers Café at Occoquan	0	3,362	104,083	185,408	202,816
Pohick Bay Golf Course	1,031,539	981,091	996,060	772,011	1,020,997
Pohick Bay Marina	39,698	38,554	64,907	36,370	59,655
Pohick Bay Regional Park	702,040	791,515	876,243	784,328	995,147
Pirate's Cove Waterpark at Pohick Bay	340,623	341,031	335,900	236,239	353,950
Potomac Overlook Regional Park	317,421	281,390	285,705	238,491	307,122
Rust Sanctuary	654,172	852,932	804,827	607,364	883,502
Sandy Run Regional Park	187,571	150,050	170,724	150,611	182,501
Temple Hall Farm	417,250	352,834	422,654	296,480	448,063
Temple Hall Corn Maize	134,036	133,870	172,087	123,826	159,106
Upper Potomac Properties/Springdale	123,328	135,551	154,602	116,189	161,948
Upton Hill Regional Park	344,034	323,636	354,426	258,690	359,776
Ocean Dunes Waterpark at Upton Hill	282,418	307,639	303,010	227,942	316,248
W&OD Railroad Regional Park	558,942	506,582	584,030	448,182	615,282
White's Ford	63,496	75,882	88,680	26,017	38,944
TOTAL EXPENSES & OTHER USES	\$21,650,584	\$21,680,961	\$22,966,038	16,955,574	24,715,294

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL	ACTUAL	ADOPTED	JUL-APR	ADOPTED
	FY 2017	FY 2018	FY 2019	ACTUAL FY 2019	FY 2020
BEGINNING BALANCE	\$287,146	\$287,146	\$287,146	\$287,146	\$287,146
ENTERPRISE FUND REVENUES					
Driving Range	\$234,141	\$217,722	\$237,500	\$144,271	\$237,500
Electric/Gas Cart Rental	624,466	587,895	650,000	270,406	710,200
Golf Club Rental	8,132	5,641	8,000	4,124	8,000
Green Fees	2,199,421	2,073,144	2,220,000	1,436,124	2,220,000
Golf Handicap Program	13,933	15,029	16,500	10,827	17,000
Pull Cart Rental	5,585	4,081	6,300	2,625	6,300
Total Golf Course User Fees	3,085,677	2,903,512	3,138,300	1,868,377	3,199,000
Admissions	2,470,476	2,066,478	2,371,000	1,603,550	2,435,336
Cabana Rental	6,590	6,922	7,500	6,830	7,500
Group, Bounce Passes & Discount Passes	660,054	597,937	663,000	446,216	667,000
Locker Rental	11,829	7,664	12,300	7,989	12,400
Total Aquatics User Fees	3,148,949	2,679,000	3,053,800	2,064,584	3,122,236
Boat Rental	235,864	207,732	245,000	139,454	243,000
Crew Boat Storage	171,153	157,967	156,630	115,442	156,645
Launch & Parking Fees	179,671	160,240	155,300	109,799	171,800
Regatta & User Fees	56,057	63,535	58,000	16,220	58,000
Rowing Camps	15,259	12,978	11,000	10,628	11,000
Total Marine User Fees	658,003	602,451	625,930	391,545	640,445
Cabin Rentals	214,190	211,865	220,000	147,936	238,000
Camping Fees	1,007,873	1,061,692	1,056,500	766,420	1,116,500
Cottage Rentals	354,161	298,152	323,000	215,200	340,000
Laundry	11,772	11,510	12,600	8,553	12,600
Total Camping/Cottage User Fees	1,587,997	1,583,219	1,612,100	1,138,109	1,707,100
Shooting Tournament Fees	53,140	54,290	65,000	34,650	65,000
Target Sales	716,188	677,553	670,000	529,124	682,000
Gun Rental	55,666	49,109	55,000	35,878	55,000
Total Skeet, Trap & Archery User Fees	824,994	780,951	790,000	599,652	802,000
Light Shows	1,482,642	1,870,975	1,591,000	1,718,739	2,000,217
Corn Maize	159,869	141,931	165,000	110,574	165,000
Programmed Events	129,375	112,487	156,350	121,457	159,150
Snowflake Stampede	15,696	22,222	22,000	22,474	30,000
Vendor Fees	51,787	59,969	60,000	63,229	65,000
Total Special Events User Fees	1,839,370	2,207,584	1,994,350	2,036,473	2,419,367
Atrium Rental	751,034	819,745	750,000	519,185	750,000
Carlyle House Rental	24,865	28,121	30,000	11,650	30,000
Center Rental	140,808	97,988	135,000	56,487	135,000
Church Rental	1,000	1,280	600	0	600
Manor House Rental	311,199	393,945	420,000	251,229	400,000
Algonkian Woodlands Rental	168,225	163,615	150,000	146,782	200,000
Mill Rental	3,100	4,563	4,800	1,988	4,800
River View Rental	0	0	248,449	321,702	510,000
Shelter Reservations	295,708	288,099	379,750	178,470	349,250
Visitor Center Rental	14,775	18,009	19,100	12,750	20,300
Total Facility Rental User Fees	1,710,714	1,815,364	2,137,699	1,500,241	2,399,950

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL	ACTUAL	ADOPTED	JUL-APR	ADOPTED
	FY 2017	FY 2018	FY 2019	ACTUAL FY 2019	FY 2020
Annual Dues	84,180	80,725	80,000	65,967	80,000
Athletic Field Use Fees	22,918	9,656	12,000	6,465	14,000
Batting Cage Fees	152,573	143,718	177,000	92,181	177,000
Boat/RV Storage	538,257	559,366	545,000	551,503	575,000
Camps	111,710	141,731	111,000	149,608	132,500
Entrance Fees	296,521	285,575	276,320	259,091	326,000
Equipment Rental	210,510	175,446	222,770	166,308	264,400
Inflatable Play Features	8,661	8,375	11,000	1,453	0
Miniature Golf	199,401	183,386	217,500	113,831	216,500
Permit Fees	8,125	4,750	3,000	7,200	5,000
Santa Pictures	15,095	15,605	15,000	13,607	15,000
Temple Hall Farm Rides	10,440	10,208	9,000	7,289	10,800
Total Other Park User Fees	1,658,390	1,618,539	1,679,590	1,434,504	1,816,200
TOTAL USER FEES	14,514,093	14,190,622	15,031,769	11,033,486	16,106,298
Retail - Ammunition	224,209	211,021	260,000	158,120	260,000
Retail - Alcoholic Beverages/Hard Liquor	707,075	779,715	748,081	712,431	936,175
Retail - Food (Includes Paper Products)	1,653,396	1,460,130	1,881,320	1,244,660	1,962,653
Retail - Great Blue Heron	1,406,722	1,492,561	1,668,604	1,521,619	2,131,500
Retail - Catering Food Truck	40,143	44,256	45,000	34,597	45,000
Service Charge	296,831	326,713	306,283	336,932	408,392
Retail - Algonkian Woodlands Catering	190,251	209,695	180,000	214,523	230,000
Retail - Pro Shop	137,358	129,976	150,000	99,229	150,000
Retail - Merchandise	98,766	93,232	116,000	77,790	125,500
Vending Machine Operation	3,285	261	0	0	0
TOTAL RETAIL OPERATIONS	4,758,034	4,747,560	5,355,288	4,399,902	6,249,220
License Fees	12,901	0	25,000	15,000	25,000
Rents & Easements	720,060	811,060	774,126	840,514	810,829
TOTAL EASEMENTS AND LICENSES	732,961	811,060	799,126	855,514	835,829
NVRPA Event Staffing	9,317	16,300	16,500	21,747	54,530
Kitchen Use Fee	17,750	13,000	10,000	8,900	7,500
Firewood/Propane	67,529	59,776	57,000	36,280	60,000
Garden Guild/Docent Activities	280	10	600	(67)	600
House & Bank Building Rental	196,091	175,247	175,997	173,734	208,397
Insurance Proceeds	39,992	73,284	0	5,391	0
Interest	52,607	160,523	6,000	2,432	6,000
Interest-Temple Hall	1,846	0	96,806	0	96,806
Interest-Occoquan	44,368	73,779	0	19,659	0
Lessons	162,636	156,457	166,000	109,372	166,000
Lifeguard Training Fee	12,938	5,100	0	2,475	0
Miscellaneous Revenue	110,588	95,062	74,232	102,506	64,302
Crop Sales	71,742	123,922	94,000	42,703	52,000
Rental Device Commission	1,075	1,250	1,200	600	1,000
Adventure Links Agreement (Hemlock)	75,000	75,000	75,000	75,000	75,000
Reservation Fees	64,542	65,868	60,000	50,492	60,000
Sponsorship	(3)	150	2,500	600	2,500
TOTAL OTHER REVENUE	928,297	1,094,729	835,835	651,824	854,635
TOTAL ENTERPRISE FUND REVENUES	\$20,933,385	\$20,843,970	\$22,022,018	\$16,940,726	\$24,045,982
Transfer from Carlyle House Friends Fund	5,926	1,556	3,000	2,498	3,000
Transfer from Restricted Fund	327,912	327,912	327,912	327,912	\$327,912
Transfer from Restricted Fund - Occoquan	\$383,360	\$507,523	\$599,708	\$0	\$326,232
Transfer from Capital Fund - Pohick	0	0	13,400	0	12,168
TOTAL TRANSFERS FROM OTHER FUNDS	717,198	836,991	944,020	330,410	669,312
TOTAL AVAILABLE RESOURCES	\$21,650,584	\$21,680,960	\$22,966,038	\$17,271,136	\$24,715,294

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
ENTERPRISE FUND EXPENSES					
Full-time Salaries	\$5,180,216	\$5,363,810	\$5,596,931	\$4,735,745	\$5,910,943
Part-Time Salaries	3,879,786	3,626,094	4,048,993	2,715,187	4,240,713
FICA	663,375	657,685	739,035	516,689	776,602
Hospitalization	739,750	782,000	915,161	778,239	1,016,817
Life Insurance	27,974	31,839	42,423	41,364	69,986
Retirement	832,967	728,671	951,478	706,394	1,110,075
Unemployment Tax	23,121	18,402	37,675	12,105	25,208
TOTAL PERSONNEL SERVICES	11,347,189	11,208,502	12,331,697	9,505,724	13,150,343
Camps	0	4,205	9,250	3,599	9,250
				88	0
Contingency	0	0	150,000	0	205,000
Credit Card Charges	390,229	396,829	415,769	339,562	426,757
POS Technology Fees	173,333	163,447	200,000	136,212	200,000
Contract Employment	104,764	244,799	110,017	439,557	311,960
Corn Maize Operations	40,507	39,633	41,450	46,871	41,450
Golf Cart Rental	158,205	158,205	158,205	145,022	158,205
Beverage Cart Rental	8,315	8,315	8,316	7,622	8,316
Equipment Rental	209,971	215,456	253,760	192,217	300,992
Feed	15,543	7,347	9,000	10,511	9,000
Fertilizer	56,893	70,964	77,000	38,558	44,500
Garden Guild/Docent Activities	348	457	400	656	600
Gas and Diesel	127,092	152,145	201,650	119,724	198,400
Grants	0	0	0	3,501	
Handicap Program	14,550	15,750	14,500	3,835	15,500
Instructor Fees	28,882	23,528	31,500	15,308	31,500
License Fees	18,871	1,860	12,200	0	12,200
Linen Service	14,495	16,213	16,000	12,890	16,500
Livestock	3,385	(2,650)	4,000	1,467	4,000
Membership Events	857	0	1,000	0	1,000
Park Police	47,900	32,750	47,000	22,285	52,000
Production Costs	248,482	236,677	268,000	289,891	329,000
Programs and Promotions	79,591	92,632	114,400	77,424	130,350
Public Information	406,296	472,879	521,000	440,846	545,000
Regatta Fees	0	0	14,000	0	0
Seeds and Plants	23,085	24,300	39,000	15,405	23,000
Shooting Tournament	21,811	23,212	30,000	11,051	30,000
Strategic Plan Initiatives	0	129,452	128,000	5,140	128,000
Swimming Pool Safety Program	0	0	25,000	18,000	25,000
Targets	207,789	174,425	245,000	179,700	230,000
Training for Field Staff	47,171	68,575	85,000	50,251	85,000
Uniforms	13,572	15,495	17,950	7,813	18,050
Vet & Medicine	4,509	7,250	9,000	3,336	9,000
TOTAL OPERATING COSTS	2,466,444	2,794,150	3,257,367	2,638,342	3,599,530
Equipment/Vehicle Maintenance	222,557	199,591	231,958	183,677	233,758
Facility Op. & Maintenance	1,357,207	1,454,005	1,521,690	1,220,834	1,704,671
Garden Maintenance	56,239	54,947	69,000	49,244	69,000
Golf Course Maintenance	304,273	331,914	334,859	229,986	334,859
Major Contract Maintenance	145,264	226,325	225,000	75,056	280,000
Rental House Maintenance	8,037	12,313	6,500	7,985	7,500
TOTAL MAINTENANCE COSTS	2,093,577	2,279,096	2,389,007	1,766,782	2,629,788
Insurance - Liquor Liability	7,491	18,447	18,050	10,052	18,050
Insurance - Workers Comp	137,686	159,566	155,000	179,749	180,000
Insurance - Vehicle	19,335	23,864	26,368	16,469	25,956
TOTAL INSURANCE	164,512	201,878	199,418	206,270	224,006

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
Retail - Ammunition	152,482	140,689	182,000	107,478	182,000
Retail - Alcoholic Beverages/Hard Liquor	238,973	247,832	266,899	212,128	315,195
Retail - Catering Food Truck	12,359	15,532	16,200	10,013	16,200
Retail - Algonkian Woodlands	74,116	97,318	72,000	84,077	82,800
Retail - Catering Great Blue Heron	356,456	312,432	389,442	406,227	484,740
Retail - Catering Rust Sanctuary	141,738	200,349	168,000	103,003	165,600
Retail - Food	804,926	751,249	898,130	593,092	952,562
Retail - Pro Shop	89,063	59,813	97,500	48,602	90,000
Retail Merchandise	61,878	53,038	60,722	55,508	82,750
Vending Machine Operation	510	0	0	0	0
TOTAL RETAIL OPERATIONS	1,932,501	1,878,253	2,150,892	1,620,128	2,371,847
Telephone	80,536	77,604	86,032	61,159	75,832
Electricity	484,716	543,854	587,450	492,548	611,900
Natural Gas	12,430	14,009	29,960	23,340	29,960
Water/Sewer	172,424	204,157	203,000	101,848	204,804
Propane Gas	43,815	61,884	61,900	51,863	62,900
Heating Oil	1,089	1,960	2,500	3,821	2,500
Internet/Cable	68,954	57,026	65,914	55,674	69,614
TOTAL UTILITIES	863,964	960,494	1,036,756	790,252	1,057,510
Note Payable VRA Principal - Occoquan	0	0	230,000	0	240,000
Interest Expense VRA Note - Occoquan	383,360	507,523	584,634	416,759	576,212
Interest Expense VRA Note - Pohick	0	3,488	13,400	11,317	12,168
TOTAL DEBT SERVICE	383,360	511,010	828,034	428,076	828,380
Trans. - Gen. Fund for Central Maint.	610,523	610,523	747,866	0	828,890
TOTAL OPERATING EXPENSES	\$19,862,070	\$20,443,906	\$22,941,038	\$16,955,574	\$24,690,294
OPERATING INCOME (LOSS)	\$1,788,513	\$1,237,054	\$25,000	\$315,562	\$25,000
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	519,911	1,100,269	0	0	0
Transfer to General Fund	177,443	(103,377)	0	0	0
Transfer to Retirement Plan	297,092	0	0	0	0
Transfer to Temple Hall Operating Fund	0	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	297,092	275,067	0	0	0
Transfer to Sustainability Reserve	371,365	0	0	0	0
TOTAL TRANS TO OTHER FUNDS	1,662,903	1,271,960	25,000	0	25,000
Donation/Adjustments	125,610	(34,906)			
TOTAL EXPENSES AND OTHER USES	\$21,650,584	\$21,680,960	\$22,966,038	\$16,955,574	\$24,715,294
ENDING BALANCE	\$287,146	\$287,146	\$287,145	\$602,707	\$287,146

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

PROGRAM OVERVIEW

Historic Aldie Mill, which was acquired by NOVA Parks in the summer of 2006, stands as one of the best preserved historic mills in Virginia. It plays host to special events and is available for meetings and social functions. This working mill showcases demonstration grindings to visitors and school groups, providing them with a glimpse of the region's rich agricultural past.

Mt. Defiance - Mt. Defiance was acquired by NOVA Parks in 2012, and is part of the larger area that comprised the Battle of Middleburg in June 1863, part of the Cavalry Battles of Aldie, Middleburg and Upperville in the prelude to Gettysburg. The property includes late 18th and early 19th century buildings including a tavern and blacksmith's shop.

Battle of Upperville – Goose Creek Historic Park - The Battle of Upperville – Goose Creek Historic Park was acquired in 2017. The bridge, built in 1803, is among the oldest in Virginia and was prominently featured during the Battle of Upperville in June of 1863. Today the 20 acre park provides walking trails along with natural and historic interpretation.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 9,587	\$ 15,920	\$ 15,700	-1.4%
Retail Operations	0	720	250	-65.3%
Other Revenue	18,100	18,600	18,600	0.0%
TOTAL REVENUE	\$ 27,688	\$ 35,240	\$ 34,550	-2.0%
EXPENSES BY CATEGORY				
Personnel Services	116,506	127,695	135,683	6.3%
Operating Costs	2,645	6,250	6,000	-4.0%
Maintenance Costs	18,263	19,200	21,000	9.4%
Insurance	395	412	-	-100.0%
Retail Operations	-	432	150	-65.3%
Utilities	6,282	7,200	7,200	0.0%
TOTAL EXPENSES	\$ 144,091	\$ 161,189	\$ 170,033	5.5%
Net Income	\$ (116,403)	\$ (125,949)	\$ (135,483)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.46	.60	.55	.75	.86

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-005	ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK					
	REVENUES					
4600	Programmed Events	\$10,406	\$4,168	\$10,100	\$17,505	\$10,100
4498	Mill Rental	3,100	4,563	4,800	1,988	4,800
4230	Entrance Fees/Group Admissions	700	857	1,020	324	800
	TOTAL USER FEES	14,206	9,587	15,920	19,817	15,700
4640	Retail Operations	0	0	720	25	250
	TOTAL RETAIL OPERATIONS	0	0	720	25	250
4510	Misc. Revenue	50	100	0	152	0
4420	House Rental	19,900	18,000	18,600	14,150	18,600
	TOTAL OTHER REVENUE	19,950	18,100	18,600	14,302	18,600
	TOTAL REVENUES	\$34,156	\$27,688	\$35,240	\$34,143	\$34,550
	EXPENSES					
5010	Full-Time Salaries	\$67,882	\$75,089	\$76,294	\$66,392	\$80,184
5020	Part-Time Salaries	24,691	22,981	29,470	16,416	\$30,806
5030	FICA	7,088	7,510	8,091	5,942	\$8,491
5060	Life Insurance	383	453	578	590	949
5050	Retirement	17,633	10,347	12,970	10,177	15,059
5070	Unemployment Tax	126	126	292	52	194
	TOTAL PERSONNEL SERVICES	117,804	116,506	127,695	99,569	135,683
5230	Gas and Diesel	88	80	250	0	0
5490	Programs & Promotions	2,570	2,565	6,000	9,781	6,000
	TOTAL OPERATING COSTS	2,658	2,645	6,250	9,781	6,000
5180	Equipment/Vehicle Maintenance	267	16	200	755	0
5190	Facility Op. & Maintenance	13,271	18,170	18,000	10,772	20,000
5510	Rental House Maintenance	90	77	1,000	31	1,000
	TOTAL MAINTENANCE COSTS	13,628	18,263	19,200	11,558	21,000
5290	Insurance - Vehicle	317	395	412	381	0
	TOTAL INSURANCE	317	395	412	381	0
5520	Retail Operations	0	0	432	20	150
	TOTAL RETAIL OPERATIONS	0	0	432	20	150
5580-001	Telephone	3,905	3,634	2,400	3,294	2,400
5580-002	Electricity	1,402	1,802	2,500	2,059	2,500
5580-004	Water/Sewer	1,084	847	1,100	704	1,100
5580-016	Internet/Cable	0	0	1,200	0	1,200
	TOTAL UTILITIES	6,391	6,282	7,200	6,057	7,200
	TOTAL EXPENSES	\$140,799	\$144,091	\$161,189	\$127,365	\$170,033
	OPERATING INCOME (LOSS)	(\$106,643)	(\$116,403)	(\$125,949)	(\$93,222)	(\$135,483)

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

STRATEGIC GOALS & OBJECTIVES FY 2020



Aldie Mill Historic Park:

Goal One: *Enhance quality of life through beneficial, successful programs that meet the needs of the community and provide a unique and exceptional customer experience.*



Objectives:

- Conduct a minimum of (6) SOL based programs, a minimum of (1) that uses technology.
- Create (1) new interpretive sign that tells the story of the African American experience at Aldie Mill.
- Create and implement (1) new revenue generating program.
- Maintain a minimum of (6) community partnerships.
- Develop a minimum of (2) new strategies to promote Mill rentals.
- Continue to cultivate, implement and evaluate a successful volunteer program.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.

Goal Two: *Continue to conserve and protect the historic resources including structures, parkland, artifacts and facilities.*



Objectives:

- Implement park maintenance standards consistent with site and preservation guidelines for consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Mt. Defiance Historic Park:

Goal One: *Develop a passive use historic park with a focus on protecting the land and educating visitors on its cultural and historic significance.*



Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Implement (2) promotional strategies for the six newly installed interpretive signs for self-guided tours.

Battle of Upperville/Goose Creek Bridge Historic Park:

Goal One: *Develop a passive use historic park with a focus on protecting the land and educating visitors on its cultural and historic significance.*



Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Aldie Mill

Goal One: *Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.*

Highlights

- ✓ Added (1) new SOL based program (for 9th grade) and presented (6) other SOL based programs.
- ✓ Started partnership with The Great Courses Company to create a virtual field trip of the mill for 4th grade students (which also resulted in several new interpretive panels created for the mill).
- ✓ Created (1) new revenue generating program (On-Site with Insight Loudoun History Course)
- ✓ Developed (1) strategy to promote Mill rentals.

Goal Two: *Continue to preserve the historic resources including structures, parkland, artifacts and facilities to provide a quality visitor experience.*

Highlights

- ✓ Conducted weekly and monthly routine facility maintenance inspections and conducted site inspections to check for problems or deficiencies,
- ✓ Continued to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- ✓ Implemented strategies and training techniques developed by the Customer Service Committee.

Mt. Defiance Historic Park:

Goal One: *Develop a passive use historic park with a focus on protecting the land and educating visitors on its cultural and historic significance.*

Highlights

- ✓ Maintained (3) community partnerships.
- ✓ Hosted a ribbon cutting and tour for partners and VIPs
- ✓ Created interpretive signage for the park, added customer information kiosk and other improvements and opened the park to the public, including beginning guided tours.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Daily tour attendance	2,499	2,552	3,100	1,437	2,700
• Annual attendance at public programs	89	124	300	220	350
• Special event attendance	1,163	1,082	1,500	765	1,200
• Number of facility rentals	5	5	6	3	6
• School tour attendance	1,503	1,593	1,600	238	1,600
• Scout tours	N/A	30	100	26	100
• Volunteer hours received	444	421	800	239	500

ALGONKIAN REGIONAL PARK

PROGRAM OVERVIEW

Algonkian Regional Park is located in the Sterling/Potomac Falls area of Loudoun County. This 838-acre park, located along the banks of the Potomac River, protects this environmentally sensitive riverfront shoreline. Active and passive recreation, along with many other amenities, highlight this multi-function park. These include hiking and multi-use trails, boat launch access to the Upper Potomac River, athletic fields, boat and RV storage, a deluxe miniature golf course, picnic shelters, and the Gabrielson Trail, which links over 1,500 acres of NOVA Parks property.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 259,219	\$ 245,500	\$ 247,000	0.6%
Retail Operations	207	500	500	0.0%
Other Revenue	125	400	400	0.0%
TOTAL REVENUE	\$ 259,551	\$ 246,400	\$ 247,900	0.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 508,139	\$ 542,701	\$ 552,762	1.9%
Operating Costs	18,574	17,200	18,200	5.8%
Maintenance Costs	31,785	34,606	38,000	9.8%
Insurance	1,974	2,060	2,060	0.0%
Retail Operations	137	150	150	0.0%
Utilities	8,989	7,994	8,964	12.1%
TOTAL EXPENSES	\$ 569,598	\$ 604,711	\$ 620,136	2.6%
Net Income	\$ (310,047)	\$ (358,311)	\$ (372,236)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.12	3.47	3.73	3.75	3.88

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-035	ALGONKIAN REGIONAL PARK REVENUES					
4460	Launch & Parking Fees	\$13,228	\$10,029	\$14,000	4,364	14,000
4600,4602	Programmed Events	27,212	20,476	20,500	7,109	20,000
4670	Shelter Reservations	71,561	76,703	75,000	31,746	75,000
4045	Athletic Field Use Fees	5,492	3,385	5,000	3,430	7,000
4080	Boat/RV Storage	144,338	139,953	120,000	136,099	120,000
4500	Miniature Golf	9,599	8,613	11,000	4,910	11,000
4800	Vendor Fees	0	60	0	0	0
	TOTAL USER FEES	271,431	259,219	245,500	187,658	247,000
4640	Retail - Food	191	207	500	2	500
	TOTAL RETAIL OPERATIONS	191	207	500	2	500
4475	Lessons	0	0	0	103	0
4636	Rental Device Commission	200	125	400	50	400
	TOTAL OTHER REVENUE	200	125	400	153	400
	TOTAL REVENUES	\$271,822	\$259,551	\$246,400	\$187,813	\$247,900
	EXPENSES					
5010	Full-Time Salaries	\$318,798	\$331,274	\$334,058	\$284,124	\$326,036
5020	Part-Time Salaries	73,305	64,241	87,060	55,878	91,575
5030	FICA	29,326	29,588	32,282	24,094	31,947
5040	Hospitalization	39,727	34,732	28,947	34,542	37,416
5060	Life Insurance	1,772	1,951	2,532	2,517	3,860
5050	Retirement	(5,479)	45,855	56,790	43,117	61,230
5070	Unemployment Tax	685	499	1,032	391	698
	TOTAL PERSONNEL SERVICES	458,134	508,139	542,701	444,663	552,762
5230	Gas and Diesel	4,972	10,619	7,000	7,878	7,000
5490,5492	Programs and Promotions	7,622	7,048	9,000	664	10,000
5570	Uniforms	413	908	1,200	675	1,200
	TOTAL OPERATING COSTS	13,007	18,574	17,200	9,218	18,200
5180	Equipment/Vehicle Maintenance	7,620	4,510	7,000	8,548	8,000
5190	Facility Op. & Maintenance	21,795	27,276	27,606	18,794	30,000
	TOTAL MAINTENANCE COSTS	29,415	31,785	34,606	27,342	38,000
5290	Insurance - Vehicle	1,585	1,974	2,060	1,903	2,060
	TOTAL INSURANCE	1,585	1,974	2,060	1,903	2,060
5520	Retail - Food	161	137	150	0	150
	TOTAL RETAIL OPERATIONS	161	137	150	0	150
5580-001	Telephone	651	731	700	617	700
5580-002	Electricity	4,157	6,073	5,230	5,807	6,000
5580-004	Water/Sewer	1,096	1,333	1,200	1,232	1,400
5580-016	Internet/Cable	859	852	864	742	864
	TOTAL UTILITIES	6,763	8,989	7,994	8,398	8,964
	TOTAL EXPENSES	\$509,065	\$569,598	\$604,711	\$491,523	\$620,136
	OPERATING INCOME (LOSS)	(\$237,243)	(\$310,047)	(\$358,311)	(\$303,710)	(\$372,236)

ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020

STRATEGIC FOCUS	
 CUSTOMER EXPERIENCES	 GROW FINANCIAL RESOURCES
 CONSERVE & PROTECT RESOURCES	 HUMAN RESOURCES
 COMMUNICATE OUR STORY	 EXCELLENCE IN GOVERNANCE

Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Implement plan to replace park signage with standardized NOVA Parks signs.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Establish and maintain a minimum of (3) community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Refine the volunteer program to improve the quality of the park.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Conduct a minimum of (5) kayak tours/programs.
- Further develop and implement interpretive plan by hosting a minimum of two educational programs.
- Host a minimum of (3) special events aimed at increasing awareness of park features.
- Maintain a year round comprehensive programming calendar and schedule of events and activities.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement a system that implements a minimum of (3) effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Update and revise "Frequently Asked Questions" page for the Algonkian website.
- Implement mid-season interviews to evaluate the performance of seasonal staff.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Goal Four: Develop and refine strategies to attract and serve park users.



Objectives:

- Develop a minimum of (2) new marketing strategies to promote rental shelters.
- Maintain Boat and RV lots at 95% capacity.
- Host a minimum of (1) internally managed seasonal event.
- Develop and implement an annual social media promotions calendar
- Utilize Active Network to reach our growing customer base and to help generate increased visitation within the park.

ALGONKIAN REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Sterling Rotary Club hosted a park clean-up day and an Eagle Scout has been working on installing a boardwalk on the Sanctuary Trail to improve hiking conditions.
- ✓ Created maintenance inspection forms for all facilities.
- ✓ Completed roadway renovations through park and improved appearance with removal of original boat storage lot.
- ✓ Continue partnerships with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, Loudoun County Crew teams and Paddle NOVA.
- ✓ Maintained relationships with Seneca Regional Park volunteers.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Conducted 8 Paddle Tours for the season.
- ✓ Roving Naturalist conducted educational programs at Algonkian.
- ✓ Hosted The North Face Endurance Challenge and the Artic Dash Race series.
- ✓ Developed an in house events calendar for the year and utilized the NOVA Parks website and Facebook to promote event offerings.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Implemented an updated set of interview questions to better select candidates. Rewarded repeat seasonal staff by giving them opportunities for promotion and increased responsibilities.
- ✓ Implemented strategies and training techniques developed by the Customer Service Committee.
- ✓ Hosted level 1 and level 2 customer service trainings for staff. Hosted CPR/First Aid course to recertify and certify staff.

Goal Four: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Maintained Storage Lots at 95% capacity.
- ✓ Implemented the first Community CampOut
- ✓ Implemented event promotions calendar on Facebook which assisted in registration for the new Yoga in the Park program.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• Number of boat launches	1,815	1,333	2,100	520	2,100
• Boat/RV storage usage	220	197	181	181	181
• Number of miniature golf rounds	2,320	1,738	2,750	1,028	2,750
• Number of picnic shelter rentals	361	367	360	203	360
• Number of Programmed Events	N/A	N/A	N/A	N/A	4

ALGONKIAN GOLF COURSE

PROGRAM OVERVIEW

Algonkian Golf Course is an 18-hole, par 72 course in Algonkian Regional Park. Built in the early 1960's, this traditional layout measures over 7,000 yards from the back tees. It provides the golfer with a variety of open and tight tree lined fairways featuring mature hardwoods and meandering creeks. Working towards the NOVA Parks goal of conservation, Algonkian recently achieved certification through Audubon International as an Audubon Cooperative Sanctuary.

Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs. Algonkian Golf Course also serves as the home course for the Park View High School Golf Team.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 843,863	\$ 974,000	\$ 993,000	2.0%
Retail Operations	130,600	160,000	160,000	0.0%
Other Revenue	9,135	10,000	10,000	0.0%
TOTAL REVENUE	\$ 983,597	\$ 1,144,000	\$ 1,163,000	1.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 622,657	\$ 675,107	\$ 675,321	0.0%
Operating Costs	79,534	87,597	87,847	0.3%
Maintenance Costs	179,142	182,659	182,659	0.0%
Insurance	1,595	762	762	0.0%
Retail Operations	44,845	69,000	69,000	0.0%
Utilities	53,704	48,720	49,272	1.1%
TOTAL EXPENSES	\$ 981,477	\$ 1,063,845	\$ 1,064,861	0.1%
Net Income	\$ 2,120	\$ 80,155	\$ 98,139	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.5
Part-Time	5.78	5.78	5.78	5.78	5.78

ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-010	ALGONKIAN GOLF COURSE REVENUES					
4210	Driving Range	\$65,020	\$60,892	\$67,500	\$36,063	\$67,500
4220	Cart Rental	188,493	172,161	195,000	60,398	214,000
4320	Golf Club Rental	2,402	1,916	3,000	1,023	3,000
4380	Green Fees	674,363	602,218	700,000	336,791	700,000
4400	Golf Handicap Program	4,514	5,079	5,500	3,330	5,500
4610	Pull Cart Rental	2,610	1,597	3,000	840	3,000
	TOTAL USER FEES	937,402	843,863	974,000	438,444	993,000
4475	Lessons	14,413	9,060	10,000	3,438	10,000
4510	Miscellaneous Revenue	0	75	0	0	0
	TOTAL OTHER REVENUE	14,413	9,135	10,000	3,438	10,000
4641	Retail - Alcoholic Beverages	48,071	46,726	50,000	24,231	50,000
4640, 4642, 4643	Retail - Food	58,551	47,579	70,000	26,725	70,000
4650	Retail - Pro Shop	38,516	36,294	40,000	25,407	40,000
	TOTAL RETAIL OPERATIONS	145,138	130,600	160,000	76,364	160,000
	TOTAL REVENUES	\$1,096,953	\$983,597	\$1,144,000	\$518,245	\$1,163,000
	EXPENSES					
5010	Full-Time Salaries	\$374,174	\$351,970	\$366,715	\$291,882	\$356,412
5020	Part-Time Salaries	127,921	113,286	128,685	81,247	\$131,976
5030	FICA	36,983	34,088	37,921	25,354	\$37,362
5040	Hospitalization	60,821	70,272	75,299	64,113	77,477
5060	Life Insurance	1,906	2,147	2,780	2,451	4,220
5050	Retirement	92,224	50,112	62,342	42,123	66,934
5070	Unemployment Tax	913	781	1,365	424	940
	TOTAL PERSONNEL SERVICES	694,942	622,657	675,107	507,594	675,321
5160	Golf Cart Rental	51,625	51,625	51,625	47,323	51,625
5138	Beverage Cart Rental	2,772	2,772	2,772	2,541	2,772
5230	Gas and Diesel	12,274	10,235	18,000	6,923	18,000
5260	Golf Handicap Program	4,850	5,250	5,000	2,700	5,250
5263	Instructor Fees	12,675	8,175	9,000	5,025	9,000
5570	Uniforms	1,364	1,478	1,200	641	1,200
	TOTAL OPERATING COSTS	85,559	79,534	87,597	65,153	87,847
5180	Equipment/Vehicle Maintenance	19,279	18,219	20,758	15,004	20,758
5190	Facility Op. & Maintenance	51,260	55,890	53,601	34,601	53,601
5240	Golf Course Maintenance	94,686	105,034	108,300	66,357	108,300
	TOTAL MAINTENANCE COSTS	165,224	179,142	182,659	115,963	182,659
5265	Insurance - Liquor Liability	270	1,200	350	300	350
5290	Insurance - Vehicle	634	395	412	381	412
	TOTAL INSURANCE	904	1,595	762	681	762
5521	Retail - Alcoholic Beverages	14,720	12,710	15,000	7,645	15,000
5520	Retail - Food	26,900	24,385	28,000	11,549	28,000
5530	Retail - Pro Shop	24,883	7,750	26,000	4,509	26,000
	TOTAL RETAIL OPERATIONS	66,503	44,845	69,000	23,702	69,000
5580-001	Telephone	3,728	3,592	3,960	3,182	3,960
5580-002	Electricity	29,517	31,315	31,000	25,591	31,000
5580-004	Water/Sewer	3,618	4,398	4,000	4,065	4,552
5580-008	Propane Gas	6,227	11,647	7,000	6,970	7,000
5580-016	Internet/Cable	3,019	2,752	2,760	2,629	2,760
	TOTAL UTILITIES	46,109	53,704	48,720	42,438	49,272
	TOTAL EXPENSES	\$1,059,242	\$981,477	\$1,063,845	\$755,530	\$1,064,861
	OPERATING INCOME (LOSS)	\$37,711	\$2,120	\$80,155	(\$237,285)	\$98,139

ALGONKIAN GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2020

STRATEGIC FOCUS			
	CUSTOMER EXPERIENCES		GROW FINANCIAL RESOURCES
	CONSERVE & PROTECT RESOURCES		HUMAN RESOURCES
	COMMUNICATE OUR STORY		EXCELLENCE IN GOVERNANCE

Goal One: Continue to offer and promote an effective membership program.



Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Develop a comprehensive survey to assess and improve the membership program.
- Conduct a review of membership pricing, offerings and benefits to identify areas that may be improved.
- Review and refine membership marketing and promotional plan with at least (2) strategies for reaching new customers.
- Develop and implement a membership marketing campaign that targets the 5 round market segment.

Goal Two: Develop and refine strategies to convert intermittent golfers to regular players.



Objectives:

- Continue to develop the Revenue Playbook annually including determining (3) "sales focuses" quarterly with different individual monthly objectives.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- Utilize the tournament and outing tracking tool to retain 90% of previous years tournaments and outings.
- Develop and implement a minimum of (2) sales strategies to establish contact with new tournament and outing clients
- Utilize tournament and outing sales strategies to add (1) new 60+ player tournament
- Utilize tournament and outing sales strategies to add (10) new 12+ player group outings.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Develop (3) new strategies to encourage online reservations utilizing NOVA Parks tee sheet portal.

Goal Three: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Utilize Design on Demand to develop a minimum of (2) "call-to-action" emails and (1) post containing video content per month.
- Evaluate the previous year's internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (1) new event or promotion.
- Schedule a minimum of (2) on-site clinics and classes for the general public.
- Develop a minimum of (2) outreach programs with partner organizations.

Goal Four: Continue to improve all golf facilities and provide a unique and exceptional customer experience.



Objectives:

- Conduct a monthly review of online presence including website and social media to ensure all avenues are being utilized properly.
- Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Review and refine volunteer training protocol and onboarding process
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Create a mechanism that ensures consistent response to customer feedback.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.

Goal Five: Enhance the overall customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Conduct an internal audit of F&B and retail merchandise quarterly to determine areas for potential growth.
- Develop standardized staff training program for food prep, par levels and food presentation
- Develop a promotion and sales plan to increase retail revenues by 5% (gross) from previous year.
- Evaluate current food and beverage operations and develop efficiencies and opportunities to increase revenues by 5%.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Increase online retail sales by 3% (gross) from previous year.

ALGONKIAN GOLF COURSE

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective membership program

Highlights

- ✓ Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf, Member Guest Tournament, member guest specials, text club promotions and prize giveaways for new or renewing members.
- ✓ Conducted a review of membership offerings within the local market and adjusted annual membership pricing structure.
- ✓ Implemented a rebranding plan for the Heron Club Membership to include promotional material and membership card appearance.
- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Implemented a membership portal for members to easily book and cancel tee times.

Goal Two: Develop and refine strategies to attract the daily play with a focus on the latent golfer.

Highlights

- ✓ Identified off peak days and time blocks and implemented targeted email and text campaigns to increase play during those time periods.
- ✓ Retained previous years leagues and league membership. Added one new league and re filled and open league space to increase consistent play by latent golfers.
- ✓ Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- ✓ Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

Goal Three: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Continued to work with BCG to develop a comprehensive calendar of promotions and events.
- ✓ Partnered with The First Tee of Washington to offer youth golf classes in the summer and fall.
- ✓ Hosted the VHSL Regional golf tournament and continued partnership with local LCPS high schools.
- ✓ Partnered with US Kids Golf and hosted a US Kids Golf Tournament.

Goal Four: Continue to improve all golf facilities and provide exceptional customer service.

Highlights

- ✓ Golf course improvements include repair and reconstruction of bunkers.
- ✓ Implemented a new blended tee course to reduce slow play.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Offered multiple customer service trainings for staff.

Goal Five: Enhance the overall customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- ✓ Developed and refined food and beverage add on options for outings and tournaments to increase sales.
- ✓ Developed small outing packages which include food and beverage to increase sales.
- ✓ Developed strategies to sell old inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- ✓ Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• 18 hole golf rounds (paid)	20,589	19,789	22,500	10,114	20,500
• 18 hole golf rounds (members)	8,496	6,944	9,000	3,933	8,500
• Power cart rentals-18 hole equivalent	11,261	10,730	12,000	1,912	12,000
• Number of driving range buckets sold	6,957	4,196	6,500	2,091	6,500
• Number of annual golf memberships sold	66	48	55	15	55
• Number of Heron Club Cards sold	167	165	175	34	165
• Per customer average on pro shop merchandise	\$1.32	\$1.36	\$1.27	\$1.13	\$1.38
• Per customer average on food & beverage	\$3.66	\$3.53	\$3.81	\$2.75	\$4.14
• Revenue per round of golf played	\$37.71	\$36.79	\$36.32	\$24.62	\$40.10
• Expense per round of golf played	\$36.41	\$37.30	\$33.77	\$34.63	\$36.72
• Volunteer hours received	6,617	6,524	6,500	3,590	6,500

VOLCANO ISLAND WATERPARK AT ALGONKIAN

PROGRAM OVERVIEW

This Polynesian themed waterpark provides visitors with views of palm trees, tropical birds, colorful murals, thatch covered buildings and an erupting volcano. These theming elements add to the popular mix of other attractions including a gigantic dumping bucket play feature with beach entry pool, the Jungle Plunge body slides, a host of smaller slides, spray ground, and a sand play area. This combination of features makes Volcano Island a destination for Northern Virginia swimmers.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 359,242	\$ 429,000	\$ 434,856	1.4%
Retail Operations	94,140	118,000	119,000	0.8%
Other Revenue	675	-	-	-
TOTAL REVENUE	\$ 454,056	\$ 547,000	\$ 553,856	1.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 154,772	\$ 176,585	\$ 186,041	5.4%
Maintenance Costs	59,733	56,828	56,828	0.0%
Retail Operations	37,975	48,000	48,500	1.0%
Utilities	30,454	25,100	25,800	2.8%
TOTAL EXPENSES	\$ 282,933	\$ 306,513	\$ 317,169	3.5%
Net Income	\$ 171,123	\$ 240,487	\$ 236,686	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.92	7.92	8.07	8.07	8.16

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-020	ALGONKIAN VOLCANO ISLAND WATERPARK REVENUES					
4550	Admissions	\$289,029	\$237,705	\$285,000	\$178,134	\$290,856
4570	Group Admissions	139,059	103,132	120,000	83,219	120,000
4490	Locker Rental	748	440	500	411	500
4560, 4580	Waterpark Passes	20,050	14,564	20,000	10,175	20,000
4670	Shelter Reservations	4,027	3,401	3,500	2,386	3,500
	TOTAL USER FEES	452,913	359,242	429,000	274,325	434,856
4640	Retail Operations	114,068	85,952	110,000	55,823	110,000
4660	Swim Merchandise	6,077	8,188	8,000	4,868	9,000
	TOTAL RETAIL OPERATIONS	120,144	94,140	118,000	60,692	119,000
4510	Miscellaneous Revenue	0	0	0	6	0
4482	Lifeguard Training Fee	3,231	675	0	1,275	0
	TOTAL OTHER REVENUE	3,231	675	0	1,281	0
	TOTAL REVENUES	\$576,288	\$454,056	\$547,000	\$336,298	\$553,856
	EXPENSES					
5020	Part-Time Salaries	\$153,020	\$143,079	\$162,826	\$88,554	\$172,022
5030	FICA	11,706	10,946	12,456	6,774	13,160
5070	Unemployment Tax	1,046	747	1,303	490	860
	TOTAL PERSONNEL SERVICES	165,772	154,772	176,585	95,819	186,041
5190	Facility Op. & Maintenance	58,919	59,733	56,828	32,985	56,828
	TOTAL MAINTENANCE COSTS	58,919	59,733	56,828	32,985	56,828
5520	Retail Operations	38,430	34,716	44,000	22,845	44,000
5535	Swim Merchandise	2,576	3,259	4,000	1,843	4,500
	TOTAL RETAIL OPERATIONS	41,005	37,975	48,000	24,688	48,500
5580-001	Telephone	1,165	1,131	1,100	948	1,100
5580-002	Electricity	15,149	24,961	20,000	17,294	20,000
5580-004	Water/Sewer	2,631	3,199	3,000	2,957	3,500
5580-016	Internet/Cable	1,176	1,163	1,000	944	1,200
	TOTAL UTILITIES	20,120	30,454	25,100	22,143	25,800
	TOTAL EXPENSES	\$285,817	\$282,933	\$306,513	\$175,634	\$317,169
	OPERATING INCOME (LOSS)	\$290,471	\$171,123	\$240,487	\$160,663	\$236,686

VOLCANO ISLAND WATERPARK AT ALGONKIAN

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the incentives our members value the most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Refine the system for consistent membership retention and referral strategies.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.

Goal Two: Remain a leader in the field of aquatic safety.



Objectives:

- Continue to implement the Ellis and Associates lifeguard program.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Promote staff teamwork by facilitating at least three staff meetings or activities.
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Develop our human resources by implementing a “manager in training” mentor program.
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Increase overall gross food and beverage sales by 5% (gross) from previous year.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Implement an effective inventory management system to reduce waste and meet customer needs.

Goal Five: Provide unique and exceptional customer experiences.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.

VOLCANO ISLAND WATERPARK AT ALGONKIAN

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.

Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Held annual "Perks Party" in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Offered pass sales through Certifikid that generated new pass sales.
- ✓ Developed and implemented new strategies to retain current passholders.
- ✓ Expanded the Bring a Friend program to encourage pass sales.
- ✓ Created a comprehensive annual marketing calendar for annual pass promotions and sales.

Goal Two: Remain a leader in the field of aquatic safety.

Highlights

- ✓ Successfully transitioned to Ellis & Associates Comprehensive Aquatic Safety Program and achieved their Gold Standard award.
- ✓ Reviewed and refined orientation and in-service training techniques.
- ✓ Implemented new recruitment strategies including building new relationships with schools and organizations.
- ✓ Implemented new Open House hiring event.
- ✓ Continue to implemented new Ellis and Associates vanGUARD waterpark supervisor training.

Goal Three: Optimize programming and facility usage to increase revenues.

Highlights

- ✓ Implemented a discounted weekday Big Splash birthday party package to entice off peak usage.
- ✓ Refined standard operating procedures for Active Network to ensure consistency and ease of registration for groups, birthdays, and passholders.
- ✓ Aquatics team reviewed and refined weekly promotional opportunities.
- ✓ Added new cross-promotional coupons to Annual Waterpark Pass coupon book.

Goal Four: Enhance the customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ All supervisory staff attended Servsafe food management certification program.
- ✓ Reviewed and refined all ordering guides for food and beverage items.
- ✓ Reviewed group meal plan and refined to expedite service.
- ✓ Reviewed and refined retail merchandise offerings, created and implemented inventory control system.

Goal Five: Enhance the overall quality of the customer experience.

Highlights

- ✓ Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ All staff attended Customer Service training.
- ✓ Implemented an effective staff incentive program to promote a high level of customer service.

<u>MEASURABLE RESULTS</u>	FY 2017	FY 2018	FY 2019	FY 2019	FY 2020
	ACTUAL	ACTUAL	TARGET	ACTUAL 6 months (Jul-Dec 2018)	TARGET
• Number of general admissions	38,558	30,401	36,000	19,004	36,000
• Number of youth group participants	24,957	18,199	22,000	16,767	22,000
• Number of Annual Waterpark Passes sold	195	168	225	34	225
• Avg. amount customers spent on food, beverages & retail	\$1.86	\$1.94	\$2.03	\$1.69	\$2.05
• Number of birthday party participants	799	899	900	693	1600
• Number of birthday parties	71	86	80	45	80

THE WOODLANDS AT ALGONKIAN PARK

PROGRAM OVERVIEW

The Woodlands at Algonkian is a beautiful venue that provides a natural setting for a picturesque wedding or event. Nestled on the wooded banks of the Potomac River, this scenic venue is situated on 850 acres of parkland and offers a large banquet room, an additional meeting room and a private bridal room.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 163,865	\$ 152,000	\$ 202,000	32.9%
Retail Operations	343,038	262,725	353,970	34.7%
Other Revenue	21,047	12,000	25,800	115.0%
TOTAL REVENUE	\$ 527,950	\$ 426,725	\$ 581,770	36.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 100,483	\$ 122,347	\$ 161,645	32.1%
Operating Costs	78,303	34,000	50,940	49.8%
Maintenance Costs	31,467	29,000	33,000	13.8%
Insurance	2,969	2,350	2,350	0.0%
Retail Operations	114,727	93,000	109,365	17.6%
Utilities	16,157	18,100	18,100	0.0%
TOTAL EXPENSES	\$ 344,107	\$ 298,797	\$ 375,400	25.6%
Net Income	\$ 183,843	\$ 127,928	\$ 206,370	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenue and expenses have been increased to account for the higher number of bookings at the Woodlands. There is also a new Full-time Chef position that will be split 50/50 with Rust Sanctuary.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	.50	.50	.50	.83	1.33
Part-Time	2.35	2.28	2.80	2.21	2.72

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-030	ALGONKIAN-WOODLANDS MEETING & EVENT CENTER					
	REVENUES					
4130	Woodlands Rental	\$168,225	\$163,615	\$150,000	\$146,782	\$200,000
4443	Kitchen Use Fee	3,000	250	2,000	1,000	2,000
	TOTAL USER FEES	171,225	163,865	152,000	147,782	202,000
4821	Equipment Rental	13,383	17,447	12,000	21,163	21,200
4822	Contract Employment	0	3,600	0	947	4,600
	TOTAL OTHER REVENUE	13,383	21,047	12,000	22,109	25,800
4640,4641,4647	Retail - Alcohol	52,795	88,489	52,500	74,581	80,500
4115	Catering	190,251	209,695	180,000	214,523	230,000
4682	Service Charge	34,329	44,854	30,225	41,597	43,470
	TOTAL RETAIL OPERATIONS	277,375	343,038	262,725	330,701	353,970
	TOTAL REVENUES	\$461,982	\$527,950	\$426,725	\$500,592	\$581,770
	EXPENSES					
5010	Full-Time Salaries	\$28,269	\$25,643	\$36,345	\$30,741	\$64,179
5020	Part-Time Salaries	53,959	56,782	65,674	27,832	66,631
5030	FICA	6,242	6,121	7,804	4,069	10,007
5040	Hospitalization	1,374	8,164	5,517	4,206	7,628
5060	Life Insurance	129	137	276	180	760
5050	Retirement	6,645	3,355	6,179	4,845	12,053
5070	Unemployment Tax	252	281	553	101	386
	TOTAL PERSONNEL SERVICES	96,869	100,483	122,347	71,975	161,645
5186	Equipment Rental	12,569	15,265	15,200	16,181	20,140
5146	Contract Employment	24,518	50,514	12,000	87,220	24,000
5230	Gas and Diesel	53	70	600	40	600
5340	Linen Service	1,967	2,629	2,500	2,413	2,500
5570	Uniforms	197	147	200	125	200
5490	Programs and Promotions	2,141	9,679	3,500	845	3,500
	TOTAL OPERATING COSTS	41,445	78,303	34,000	106,825	50,940
5180	Equipment/Vehicle Maintenance	942	174	1,000	45	1,000
5190	Facility Op. & Maintenance	25,142	31,293	28,000	26,427	32,000
	TOTAL MAINTENANCE COSTS	26,084	31,467	29,000	26,472	33,000
5265	Insurance-Liquor liability	1,336	2,969	2,350	1,100	2,350
	TOTAL INSURANCE	1,336	2,969	2,350	1,100	2,350
5143	Catering	74,116	97,318	72,000	84,077	82,800
5521	Retail - Alcohol	20,305	17,409	21,000	23,560	26,565
	TOTAL RETAIL OPERATIONS	94,421	114,727	93,000	107,637	109,365
5580-001	Telephone	2,564	2,477	2,600	2,092	2,600
5580-002	Electricity	9,698	11,271	11,000	9,781	11,000
5580-008	Propane	399	775	2,000	3,347	2,000
5580-016	Internet/Cable	2,354	1,634	2,500	1,296	2,500
	TOTAL UTILITIES	15,015	16,157	18,100	16,516	18,100
	TOTAL EXPENSES	\$275,169	\$344,107	\$298,797	\$330,525	\$375,400
	OPERATING INCOME (LOSS)	\$186,813	\$183,843	\$127,928	\$170,067	\$206,370

THE WOODLANDS AT ALGONKIAN PARK

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Manage and enhance The Woodlands as a premier event venue.



STRATEGIC FOCUS



Objectives:

- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Implement a plan that identifies (2) new opportunities to increase off-peak events.
- Implement a plan for consistent follow up and response to online and mail survey reviews.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Take part in a minimum of (3) outreach events that focus on venue sales.
- Host a minimum of (2) open house events.
- Deliver a consistent social media campaign to promote the facility.
- Implement a plan that incorporates (2) new ways to build relationships with local vendors and businesses.
- Create corporate catering menu options for groups of various sizes.
- Conduct a review of trends in catering and alcohol sales that focus on how we can improve our services.
- Review reservations and event tracking software for future implementation.

Goal Two: Provide unique and exceptional customer experiences.



Objectives:

- Implement a facility virtual tour.
- Develop and implement a staff tool-kit to empower part-time staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.
- Develop formal training procedures and guidelines for Events Assistant.

THE WOODLANDS AT ALGONKIAN PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Manage and enhance The Woodlands as a premier event venue.

Highlights

- ✓ Completed exterior renovations of the events venue to increase aesthetics and bookings.
- ✓ Worked with local businesses and vendors to host photo shoot event of the Woodlands.
- ✓ Continue to utilize the event tracking tool to identify historically underutilized dates, track revenues for current and future fiscal years and to aid in developing promotions for off peak events.
- ✓ Developed promotions to target underutilized dates identified from the tracking tool.
- ✓ Worked with Risk Management Manager to develop an Emergency Action Plan for the Woodlands.
- ✓ Reviewed industry trends with focus on social media and local competition.
- ✓ Represented The Woodlands and NOVA Parks event facilities at 3 bridal shows.
- ✓ Hosted 2 open house events corresponding with bridal shows.
- ✓ Reviewed trends in the event industry and shared trends, tips and tricks on social media.
- ✓ Increased our number of weekday corporate events due to Events Coordinators marketing efforts.
- ✓ Implemented strategies and techniques developed by the Customer Service Committee.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of social rentals (events)	39	43	50	36	60
• Number of wedding/social events catered (in-house)	30	38	45	27	55
• Number of daytime rentals (meetings)	25	25	40	12	30

ALGONKIAN COTTAGES

PROGRAM OVERVIEW

The Algonkian Cottages, located in a secluded area of Algonkian Park, offer vacation sites with views of the Potomac River. The twelve 2,3,4, and 5-bedroom riverfront cottages can accommodate up to 10 guests, and are fully furnished.

Amenities include fireplaces with gas fire logs, Cable TV, phones, internet access, linens, central air and heat, full bathrooms, grills and fully equipped kitchens. Laundry facilities are nearby.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 298,482	\$ 323,600	\$ 340,600	5.3%
TOTAL REVENUE	\$ 298,482	\$ 323,600	\$ 340,600	5.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 103,248	\$ 118,183	\$ 127,750	8.1%
Operating Costs	13,584	13,500	14,000	3.7%
Maintenance Costs	20,353	25,500	25,500	0.0%
Utilities	45,700	53,500	44,552	-16.7%
TOTAL EXPENSES	\$ 182,885	\$ 210,683	\$ 211,802	0.5%
Net Income	\$ 115,597	\$ 112,917	\$ 128,798	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full -Time	.50	.50	.50	.50	.50
Part -Time	2.98	2.98	2.98	2.98	2.98

ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-040	ALGONKIAN COTTAGES					
	REVENUES					
4150,4151	Cottage Rental	\$354,161	\$298,152	\$323,000	\$215,200	\$340,000
4470	Laundry	588	331	600	322	600
	TOTAL USER FEES	354,750	298,482	323,600	215,521	340,600
	TOTAL REVENUES	\$354,750	\$298,482	\$323,600	\$215,521	\$340,600
	EXPENSES					
5010	Full-Time Salaries	\$19,451	\$16,633	\$23,168	\$19,286	\$25,590
5020	Part-Time Salaries	63,768	69,160	77,231	56,565	78,651
5030	FICA	6,192	6,373	7,681	5,333	7,974
5040	Hospitalization	6,610	8,345	5,344	6,092	10,013
5060	Life Insurance	129	137	175	180	303
5050	Retirement	5,052	2,385	3,939	3,090	4,806
5070	Unemployment Tax	267	215	646	77	413
	TOTAL PERSONNEL SERVICES	101,470	103,248	118,183	90,622	127,750
5340	Linen Service	12,528	13,584	13,500	10,477	14,000
	TOTAL OPERATING COSTS	12,528	13,584	13,500	10,477	14,000
5180	Equipment/Vehicle Maintenance	28	288	500	166	500
5190	Facility Op. & Maintenance	20,153	20,066	25,000	14,670	25,000
	TOTAL MAINTENANCE COSTS	20,181	20,353	25,500	14,836	25,500
5580-001	Telephone	11,540	7,882	11,500	1,337	2,000
5580-002	Electricity	15,792	18,543	20,000	16,724	20,000
5580-004	Water/Sewer	3,618	4,398	4,000	4,065	4,552
5580-008	Propane	2,702	2,510	3,000	2,135	3,000
5580-016	Internet/Cable	21,778	12,367	15,000	11,905	15,000
	TOTAL UTILITIES	55,430	45,700	53,500	36,167	44,552
	TOTAL EXPENSES	\$189,609	\$182,885	\$210,683	\$152,103	\$211,802
	OPERATING INCOME (LOSS)	\$165,141	\$115,597	\$112,917	\$63,419	\$128,798

ALGONKIAN COTTAGES

STRATEGIC GOALS & OBJECTIVES FY 2020

STRATEGIC FOCUS

 CUSTOMER EXPERIENCES	 GROW FINANCIAL RESOURCES
 CONSERVE & PROTECT RESOURCES	 HUMAN RESOURCES
 COMMUNICATE OUR STORY	 EXCELLENCE IN GOVERNANCE

Goal One: *Manage and enhance a premier riverfront cottage destination.*



Objectives:

- Implement at least (2) new promotions to drive off-peak rentals.
- Implement (3) new marketing strategies to improve sales and outreach to prospective clients.
- Transfer cottage inspection forms into Hiperweb software and conduct weekly and monthly routine maintenance inspections. Develop and implement a staff tool kit to empower part-time staff.
- Improve marketing efforts and branding by working with a minimum of (2) tourism oriented associations.
- Create a mechanism that allows at least (1) new opportunity for consistent customer feedback.
- Implement a plan that provides at least (1) new method to follow up and respond to customers based on reviews.
- Continue to establish a visual cottage “theme” to include improvements through park signage and overall cottage appearance.
- Continue to update and add all assets in Hiperweb to include photos, serial numbers, make & model of equipment and any identifying information.

Goal Two: *Provide a unique and exceptional customer experience.*



Objectives:

- Develop a minimum of (1) new program offering to engage guests.
- Develop a minimum of (2) new formal training opportunities for housekeeping staff.
- Cultivate a Great customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Provide a premier riverfront cottage destination and customer experience.

Highlights

- ✓ Utilized social media to promote off-peak rentals.
- ✓ Staged a photo shoot of cottages to update social media and marketing materials.
- ✓ Implemented a new online reservation system, Checkfront, to improve check-in/check-out procedures, customer satisfaction and record keeping.
- ✓ Continue to train new staff on cottage check in procedures and customer service skills.
- ✓ Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- ✓ Continue to keep cottages up to date with new light fixtures and electric fireplaces.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Three Bedroom-Rental Nights (8 cottages)	1,150	945	1,200	575	1,200
• Four Bedroom-Rental Nights (2 cottages)	313	271	350	160	350
• Five Bedroom-Rental Nights (2 cottages)	288	245	350	162	350

BEAVERDAM PROPERTY

PROGRAM OVERVIEW

The 600 acre Beaverdam property, located in Ashburn, is a protected reservoir that serves as a drinking water resource for the community while offering park like amenities and a multitude of recreational opportunities that include boating, hiking, fishing and scholastic rowing.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ (58)	\$ 4,000	\$ 10,000	150.0%
Other Revenue	84	-	-	-
TOTAL REVENUE	\$ 26	\$ 4,000	\$ 10,000	0
EXPENSES BY CATEGORY				
Personnel Services	\$ 14,809	\$ 28,454	\$ 29,671	4.3%
Operating Costs	-	500	500	0.0%
Maintenance Costs	410	10,500	10,500	0.0%
Retail Operations	11	-	-	-
TOTAL EXPENSES	\$ 15,230	\$ 39,454	\$ 40,671	3.1%
Net Income	\$ (15,205)	\$ (35,454)	\$ (30,671)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time	1.03	1.03	1.03	1.03	1.03

BEAVERDAM PROPERTY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-042	BEAVERDAM PROPERTY					
	REVENUES					
4460	Launch & Parking Fees	5,910	(58)	4,000	0	10,000
	TOTAL USER FEES	5,910	(58)	4,000	0	10,000
4640	Retail Operations (Food)	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	0	0	0	0	0
	Miscellaneous Revenue	0	84	0	0	0
	TOTAL OTHER REVENUE	0	84	0	0	0
	TOTAL REVENUES	\$5,910	\$26	\$4,000	\$0	\$10,000
	EXPENSES					
5020	Part-Time Salaries	\$19,181	\$13,686	\$26,237	\$5,838	\$27,435
5030	FICA	1,467	1,047	2,007	447	2,099
5070	Unemployment Tax	110	76	210	21	137
	TOTAL PERSONNEL SERVICES	20,759	14,809	28,454	6,306	29,671
5230	Gas and Diesel	0	0	500	0	500
5490	Programs and Promotions	0	0	0	0	0
	TOTAL OPERATING COSTS	0	0	500	0	500
5180	Equipment/Vehicle Maintenance	575	399	500	463	500
5190	Facility Op. & Maintenance	1,588	11	10,000	221	10,000
	TOTAL MAINTENANCE COSTS	2,163	410	10,500	683	10,500
5520	Retail Operations (Food)	0	11	0	16	0
	TOTAL RETAIL OPERATIONS	0	11	0	16	0
	TOTAL EXPENSES	\$22,922	\$15,230	\$39,454	\$7,005	\$40,671
	OPERATING INCOME (LOSS)	(\$17,013)	(\$15,205)	(\$35,454)	(\$7,005)	(\$30,671)

BEAVERDAM PROPERTY

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Continue to preserve and develop the parkland and facilities to provide a unique and exceptional customer experience.



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (3) community partnerships.
- Participate in the planning process for Reservoir Park.
- Identify basic staffing needs and develop initial staffing plan for Beaverdam Park.

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the property and facilities to provide a quality visitor experience.

Highlights

- ✓ Property has been closed to public access for the last year.
- ✓ NOVA Parks continues to provide a limit staffing structure to assist in property oversight
- ✓ Trail system upkeep continues.
- ✓ Hosted (3) community clean up days.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of boat launches	N/A	N/A	N/A	N/A	2,500
• Volunteer hours received	N/A	N/A	2,000	N/A	1,000

BLUE RIDGE REGIONAL PARK

PROGRAM OVERVIEW

Blue Ridge Regional Park (formerly the Savage Property) opened in the Spring of 2007 for youth group primitive camping. Multiple group sites are available with water and portable toilets provided. This park is used by the Northern Virginia Astronomy Club as a nighttime or celestial special event viewing location.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 6,312	\$ 6,500	\$ 6,500	0.0%
TOTAL REVENUE	\$ 6,312	\$ 6,500	\$ 6,500	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	3,847	6,500	6,500	0.0%
Utilities	144	200	200	0.0%
TOTAL EXPENSES	\$ 3,991	\$ 6,700	\$ 6,700	0.0%
Net Income	\$ 2,321	\$ (200)	\$ (200)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time	0	0	0	0	0

BLUE RIDGE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-045	BLUE RIDGE REGIONAL PARK REVENUES					
4100	Camping Fees	\$6,463	\$6,312	\$6,500	\$5,568	\$6,500
	TOTAL USER FEES	6,463	6,312	6,500	5,568	6,500
	TOTAL REVENUES	\$6,463	\$6,312	\$6,500	\$5,568	\$6,500
	EXPENSES					
5190	Facility Op. & Maintenance	\$4,301	\$3,847	\$6,500	\$3,804	\$6,500
	TOTAL MAINTENANCE COSTS	4,301	3,847	6,500	3,804	6,500
5580-002	Electricity	151	144	200	143	200
	TOTAL UTILITIES	151	144	200	143	200
	TOTAL EXPENSES	\$4,452	\$3,991	\$6,700	\$3,947	\$6,700
	OPERATING INCOME (LOSS)	\$2,011	\$2,321	(\$200)	\$1,621	(\$200)

BLUE RIDGE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Continue to preserve and protect the parkland and facilities to provide a unique and exceptional customer experience.



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Conduct a minimum of (2) public outreach opportunities that focus on invasive plant removal.
- Maintain a minimum of (3) community partnerships.
- Implement a minimum of (2) new strategies to attract youth group campers.

STRATEGIC FOCUS

CUSTOMER EXPERIENCES	GROW FINANCIAL RESOURCES
CONSERVE & PROTECT RESOURCES	HUMAN RESOURCES
COMMUNICATE OUR STORY	EXCELLENCE IN GOVERNANCE

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Conducted (2) invasive plant removal projects at Blue Ridge (Spring and Fall).
- ✓ Maintained (5) partnerships with Friends of Blue Ridge Mountain, Boy Scouts, Girl Scouts, Virginia Native Plant Society, and the Northern Virginia Astronomy Club.
- ✓ Updating Hiperweb database to include facility assets at the park.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of group campers	1,188	814	1,238	544	1,200
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	3	N/A	3	N/A	3
• Volunteer hours received	0	87.5	500	0	500

BRAMBLETON GOLF COURSE

PROGRAM OVERVIEW

Brambleton Golf Course is an 18 hole, par-72 golf course in the Ashburn area of Loudoun County. Opened in 1994, Brambleton offers a variety of challenging holes with scenic woods and water. Working towards the NOVA Parks goal of conservation, Brambleton is an Audubon Cooperative Sanctuary. Brambleton is the home course for the Briar Woods High School Golf Team, providing the team with tournament and practice facilities during the golf season. The golf course is also adjacent to the National Recreation and Park Association's Headquarters. Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs. A large event pavilion is available for parties of up to 150 people.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 1,203,962	\$ 1,259,000	\$ 1,295,700	2.9%
Retail Operations	184,278	218,000	218,000	0.0%
Other Revenue	15,280	20,000	20,000	0.0%
TOTAL REVENUE	\$ 1,403,520	\$ 1,497,000	\$ 1,533,700	2.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 824,620	\$ 864,781	\$ 881,508	1.9%
Operating Costs	95,912	106,362	107,112	0.7%
Maintenance Costs	196,150	208,211	208,211	0.0%
Insurance	3,569	2,822	2,822	0.0%
Retail Operations	82,333	95,200	95,200	0.0%
Utilities	57,285	60,962	60,962	0.0%
TOTAL EXPENSES	\$ 1,259,869	\$ 1,338,338	\$ 1,355,815	1.3%
Net Income	\$ 143,651	\$ 158,662	\$ 177,885	

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full Time	8	8	8	8.5	8.5
Part Time	7.27	7.27	7.27	7.27	7.27

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-055	BRAMBLETON GOLF COURSE					
	REVENUES					
4210	Driving Range	\$95,687	\$92,420	\$95,000	\$65,786	\$95,000
4220	Cart Rental	251,588	243,977	250,000	135,632	286,200
4320	Golf Club Rental	2,700	1,875	2,000	1,638	2,000
4380	Green Fees	892,163	852,061	895,000	625,357	895,000
4400	Golf Handicap Program	6,662	7,595	6,000	5,759	6,500
4600	Programmed Events	420	0	500	140	500
4610	Pull Cart Rental	2,718	2,183	3,000	1,618	3,000
4670	Shelter Reservations	5,076	3,850	7,500	1,555	7,500
	TOTAL USER FEES	1,257,014	1,203,962	1,259,000	837,485	1,295,700
4641	Retail - Alcoholic Beverages	74,982	64,877	70,000	37,617	70,000
4640, 4642, 4643	Retail - Food	83,360	65,219	88,000	43,313	88,000
4650	Retail - Pro Shop	53,416	54,182	60,000	44,723	60,000
	TOTAL RETAIL OPERATIONS	211,758	184,278	218,000	125,653	218,000
4475	Lessons	16,716	15,280	20,000	12,188	20,000
	TOTAL OTHER REVENUE	16,716	15,280	20,000	12,188	20,000
	TOTAL REVENUES	\$1,485,488	\$1,403,520	\$1,497,000	\$975,325	\$1,533,700
	EXPENSES					
5010	Full-Time Salaries	\$488,637	\$500,138	\$487,078	\$413,760	\$479,403
5020	Part-Time Salaries	146,054	127,767	160,176	105,569	162,731
5030	FICA	46,674	45,934	49,606	36,218	49,123
5040	Hospitalization	76,449	79,051	79,696	78,473	93,408
5060	Life Insurance	2,609	2,934	3,692	3,468	5,676
5050	Retirement	120,883	68,000	82,803	61,719	90,032
5070	Unemployment Tax	1,030	795	1,729	497	1,134
	TOTAL PERSONNEL SERVICES	882,337	824,620	864,781	699,703	881,508
5160	Golf Cart Rental	53,290	53,290	53,290	48,849	53,290
5138	Beverage Cart Rental	2,772	2,772	2,772	2,541	2,772
5230	Gas and Diesel	17,958	21,790	26,000	13,389	26,000
5260	Golf Handicap Program	4,850	5,250	4,500	595	5,250
5263	Instructor Fees	13,570	11,111	18,000	9,968	18,000
5490	Programs and Promotions	0	0	0	609	0
5570	Uniforms	1,479	1,699	1,800	1,117	1,800
	TOTAL OPERATING COSTS	93,919	95,912	106,362	77,068	107,112
5180	Equipment/Vehicle Maintenance	20,052	20,860	21,000	15,303	21,000
5190	Facility Op. & Maintenance	57,642	63,052	70,211	46,611	70,211
5240	Golf Course Maintenance	99,039	112,239	117,000	66,510	117,000
	TOTAL MAINTENANCE COSTS	176,734	196,150	208,211	128,424	208,211
5265	Insurance - Liquor Liability	270	1,200	350	300	350
5290	Insurance - Vehicle	1,268	2,369	2,472	2,283	2,472
	TOTAL INSURANCE	1,538	3,569	2,822	2,583	2,822
5521	Retail - Alcoholic Beverages	21,080	18,769	21,000	10,765	21,000
5520, 5522	Retail - Food	37,340	29,833	35,200	20,570	35,200
5530	Retail - Pro Shop	35,395	33,731	39,000	29,615	39,000
	TOTAL RETAIL OPERATIONS	93,816	82,333	95,200	60,950	95,200
5580-001	Telephone	3,155	3,555	3,472	3,810	3,472
5580-002	Electricity	22,148	26,533	30,000	16,811	30,000
5580-008	Propane Gas	16,180	22,467	23,000	18,533	23,000
5580-016	Internet/Cable	4,609	4,730	4,490	3,695	4,490
	TOTAL UTILITIES	46,092	57,285	60,962	42,848	60,962
	TOTAL EXPENSES	\$1,294,435	\$1,259,869	\$1,338,338	\$1,011,576	\$1,355,815
	OPERATING INCOME (LOSS)	\$191,053	\$143,651	\$158,662	(\$36,251)	\$177,885

BRAMBLETON GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: *Continue to offer and promote an effective membership program.*



Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Develop a comprehensive survey to assess and improve the membership program.
- Conduct a review of membership pricing, offerings and benefits to identify areas that may be improved.
- Review and refine membership marketing and promotional plan with at least (2) strategies for reaching new customers.
- Develop and implement a membership marketing campaign that targets the 5 round market segment.

Goal Two: *Develop and refine strategies to convert intermittent golfers to regular players.*



Objectives:

- Continue to develop the Revenue Playbook annually including determining (3) “sales focuses” quarterly with different individual monthly objectives.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- Utilize the tournament and outing tracking tool to retain 90% of previous years tournaments and outings.
- Develop and implement a minimum of (2) sales strategies to establish contact with new tournament and outing clients
- Utilize tournament and outing sales strategies to add (1) new 60+ player tournament
- Utilize tournament and outing sales strategies to add (10) new 12+ player group outings.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Develop (3) new strategies to encourage online reservations utilizing NOVA Parks tee sheet portal.

Goal Three: *Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.*



Objectives:

- Utilize Design on Demand to develop a minimum of (2) “call-to-action” emails and (1) post containing video content per month.
- Evaluate the previous years internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (1) new event or promotion.
- Schedule a minimum of (2) on-site clinics and classes for the general public.
- Develop a minimum of (2) outreach programs with partner organizations.

Goal Four: *Continue to improve all golf facilities and provide a unique and exceptional customer experience.*



Objectives:

- Conduct a monthly review of online presence including website and social media to ensure all avenues are being utilized properly.
- Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Review and refine volunteer training protocol and onboarding process
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Create a mechanism that ensures consistent response to customer feedback.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.

Goal Five: *Enhance the overall customer experience by providing GREAT food, beverage and retail services.*



Objectives:

- Conduct an internal audit of F&B and retail merchandise quarterly to determine areas for potential growth.
- Develop standardized staff training program for food prep, par levels and food presentation
- Develop a promotion and sales plan to increase retail revenues by 5% (gross) from previous year.
- Evaluate current food and beverage operations and develop efficiencies and opportunities to increase revenues by 5%.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Increase online retail sales by 3% (gross) from previous year.

BRAMBLETON GOLF COURSE

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective membership program.

Highlights

- ✓ Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf, Member Guest Tournament, member guest specials, text club promotions and prize giveaways for new or renewing members.
- ✓ Conducted a review of membership offerings within the local market and adjusted membership pricing structure.
- ✓ Implemented a rebranding plan for the Heron Club Membership to include promotional material and card appearance.
- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Implemented a membership portal for members to easily book and cancel tee times.

Goal Two: Develop and refine strategies to attract the daily play with a focus on the latent golfer.

Highlights

- ✓ Identified off peak days and time blocks and implemented targeted email and text campaigns to increase play during those time periods.
- ✓ Retained previous years leagues and league membership. Added one new league and re filled and open league space to increase consistent play by latent golfers.
- ✓ Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- ✓ Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

Goal Three: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Worked with the golf committee to develop a comprehensive programming calendar and schedule of events.
- ✓ Developed an outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.
- ✓ Partnered with US Kids Golf and Buckeye Junior Golf Tour to host three Junior tournaments.
- ✓ Implemented new events and promotions to include virtual pro am tournaments, driving range dinner specials, and a Tee & Tea program collaborating with Aldie Mill Historic Site.

Goal Four: Continue to improve all golf facilities and provide exceptional customer service.

Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and incentives.
- ✓ Continued to use “review tracker” software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- ✓ Hosted customer service trainings for volunteers and staff as well as pre-season volunteer and staff meetings.
- ✓ Continued to utilize social media, email blasts, and NOVA website to engage with customers.
- ✓ Developed S.O.P for event and promotion postings to maintain consistency across all marketing platforms and across all three courses.

Goal Five: Enhance the overall customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- ✓ Developed and refined food and beverage add on options for outings and tournaments to increase sales.
- ✓ Developed small outing packages which include food and beverage to increase sales.
- ✓ Developed strategies to sell old inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- ✓ Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 mos (Jul-Dec 2018)	FY 2020 TARGET
• 18 hole golf rounds (paid)	30,000	29,379	30,800	17,340	30,800
• 18 hole golf rounds (members)	7,681	6,809	8,500	1,107	8,500
• Power Cart Rentals	15,906	14,871	15,900	5,035	15,900
• Number of Driving Range buckets sold	8,185	7,928	8,100	2,803	8,100
• Per customer average on pro shop merchandise	\$1.88	\$1.50	\$1.53	\$1.70	\$1.53
• Per customer average on food & beverage	\$4.23	\$3.60	\$4.02	\$3.34	\$4.02
• Revenue per round of golf played	\$39.50	\$38.78	\$38.09	\$38.05	\$39.53
• Expense per round of golf played	\$33.19	\$34.81	\$34.05	\$33.85	\$34.50
• Number of social pavilion rentals	8	7	9	3	9
• Number of annual memberships sold	87	79	80	26	80
• Number of Heron Club Cards sold	268	234	250	63	250
• Volunteer hours received	10,288	9,004	8,000	3,492	8,000

BULL RUN REGIONAL PARK

PROGRAM OVERVIEW

Bull Run Regional Park, in western Fairfax County, opened in 1969 and, at approximately 1,500 acres, is the largest of the thirty Regional Parks. It protects portions of the flood plain of Bull Run, which is a main tributary to the Occoquan Water Reservoir. Bull Run's fields accommodate groups for picnics, camping and special events. Forested trails for hiking and equestrian use are also offered. This park features one of the largest areas of bluebells in the region.

Facilities include a 150-site family campground, two group camp areas, disc golf, bridle trails, scenic hiking trails, picnic tables, 10 picnic shelters, a corporate picnic pavilion, six soccer fields for tournament play, playground, and Boat/RV storage facilities.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 868,686	\$ 931,000	\$ 997,000	7.1%
Retail Operations	41,798	40,000	45,000	12.5%
Other Revenue	34,484	30,600	30,600	0.0%
TOTAL REVENUE	\$ 944,968	\$ 1,001,600	\$ 1,072,600	7.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 665,084	\$ 761,515	\$ 810,154	6.4%
Operating Costs	34,758	34,400	36,100	4.9%
Maintenance Costs	114,280	125,000	125,000	0.0%
Insurance	2,763	3,296	2,884	-12.5%
Retail Operations	32,588	20,000	37,500	87.5%
Utilities	102,799	106,400	106,400	0.0%
TOTAL EXPENSES	\$ 952,273	\$ 1,050,611	\$ 1,118,038	6.4%
Net Income	\$ (7,305)	\$ (49,011)	\$ (45,438)	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new firewood expense line is being added to the budget to account for the purchasing of firewood from outside vendors for resale in the park. Purchasing firewood will increase savings in staffing and volunteer hours.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	7	7	7	8	8
Part-Time	6.29	7.33	6.48	6.24	6.34

BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-070	BULL RUN REGIONAL PARK REVENUES					
4095	Cabin Rentals	\$97,330	\$84,582	\$100,000	\$65,077	\$108,000
4100	Camping Fees	500,985	509,826	525,000	389,287	555,000
4470	Laundry	4,742	4,681	5,000	4,315	5,000
4670	Shelter Reservations	92,046	89,843	105,000	53,221	105,000
4600, 4690	Programmed Events	5,305	4,121	6,000	5,728	8,000
4045	Athletic Field Use Fees	7,875	6,230	7,000	3,010	7,000
4675, 4080	Boat/RV Storage	106,871	123,354	125,000	112,914	135,000
4230	Entrance Fees	49,548	43,803	54,000	38,106	70,000
4500	Disc Golf	3,241	2,247	4,000	1,839	4,000
	TOTAL USER FEES	867,942	868,686	931,000	673,497	997,000
4640, 4661	Retail Operations	42,698	41,798	40,000	38,448	45,000
	TOTAL RETAIL OPERATIONS	42,698	41,798	40,000	38,448	45,000
4255,4601	Firewood/Propane	34,959	30,699	30,000	18,743	30,000
4510	Miscellaneous Revenue	4,726	2,835	0	54	0
4636	Rental Device Commission	500	950	600	450	600
	TOTAL OTHER REVENUE	40,185	34,484	30,600	19,247	30,600
	TOTAL REVENUES	\$950,825	\$944,968	\$1,001,600	\$731,192	\$1,072,600
	EXPENSES					
5010	Full-Time Salaries	\$354,949	\$356,471	\$420,755	\$353,665	\$443,581
5020	Part-Time Salaries	147,639	164,708	145,094	123,988	150,200
5030	FICA	37,531	38,716	43,361	33,383	45,424
5040	Hospitalization	48,797	52,735	76,034	67,024	81,321
5060	Life Insurance	1,940	2,176	3,189	3,133	5,252
5050	Retirement	79,425	49,448	71,528	54,802	83,305
5070	Unemployment Tax	967	830	1,553	533	1,071
	TOTAL PERSONNEL SERVICES	671,249	665,084	761,515	636,529	810,154
5230	Gas and Diesel	14,588	20,605	20,000	14,419	20,000
5430	Park Police	2,825	7,100	7,000	3,325	7,000
5490	Programs and Promotions	3,065	5,846	6,000	7,805	7,500
5570	Uniforms	839	1,207	1,400	1,426	1,600
	TOTAL OPERATING COSTS	21,317	34,758	34,400	26,975	36,100
5180	Equipment/Vehicle Maintenance	34,022	32,811	35,000	34,971	35,000
5190	Facility Op. & Maintenance	82,612	81,469	90,000	83,557	90,000
	TOTAL MAINTENANCE COSTS	116,633	114,280	125,000	118,528	125,000
5290	Insurance - Vehicle	2,219	2,763	3,296	3,044	2,884
	TOTAL INSURANCE	2,219	2,763	3,296	3,044	2,884
5524	Firewood	0	0	0	10,114	15,000
5520	Retail Operations	22,921	32,588	20,000	17,974	22,500
	TOTAL RETAIL OPERATIONS	22,921	32,588	20,000	28,088	37,500
5580-001	Telephone	3,669	3,623	3,700	3,584	3,700
5580-002	Electricity	66,921	67,994	65,000	67,428	65,000
5580-004	Water/Sewer	9,735	14,213	20,000	3,312	20,000
5580-008	Propane	12,004	13,836	14,500	12,900	14,500
5580-016	Cable/Internet	3,178	3,133	3,200	2,667	3,200
	TOTAL UTILITIES	95,506	102,799	106,400	89,891	106,400
	TOTAL EXPENSES	\$929,845	\$952,273	\$1,050,611	\$903,056	\$1,118,038
	OPERATING INCOME (LOSS)	\$20,980	(\$7,305)	(\$49,011)	(\$171,864)	(\$45,438)

BULL RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Establish and maintain a minimum of (5) community partnerships.
- Continue to implement plan to preserve a sustainable park trails network by conducting a minimum of (2) volunteer work days.
- Maintain an effective volunteer program to facilitate park improvements and quality.
- Implement a marketing plan for the disc golf course.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Maintain a year round comprehensive programming calendar and schedule of events and activities for the campground, including at least 5 major event weekends.
- Implement at least (2) park special events aimed at increasing awareness of park features.
- Offer a minimum of (5) naturalist led programs.
- Expand the program diversity offered to campers to include educational, entertainment based and environmentally focused programs.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Update and refine the staff toolkit to empower part-time staff.
- Using camper surveys implement at least (3) strategies or improvements to enhance the customer experience.

Goal Four: Optimize management of in-demand resources by providing a superior family camping experience.



Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Partner with area dealers to host at least (1) internal RV show.
- Develop and implement a minimum of (2) new strategies to increase off-peak usage.
- Continue to utilize Facebook, Nova Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% (gross) from previous year.
- Develop a minimum of (2) new programs to engage campground customers.
- Develop and begin implementation of a 5 year plan for consistent and continued campground improvements.

Goal Five: Develop and refine strategies to attract and serve park users.



Objectives:

- Develop and implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Develop a minimum of two new marketing pieces or signage to cross-promote park features.
- Utilize Active Works Outdoors and Active Network with regular communication and marketing to reach our growing customer base and to help generate increased visitation within the park.

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Worked with local disc golf group to make course improvements and host (2) tournaments.
- ✓ Partnered with local churches and volunteer groups to host (2) volunteer work days for playground mulch, and (1) volunteer work day to remove invasive plants.
- ✓ Conducted trail cleanup day with CHS.
- ✓ Partnered with the Virginia Bluebird Society and the Clifton Horse Society.
- ✓ Partnered with Boy Scouts to complete (4) Eagle Scout Projects.
- ✓ Implemented campground inspection forms for routine maintenance.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Added weekly hayrides as a campground activity for visitors.
- ✓ Implemented a comprehensive programming schedule for the campground and expanded on existing large event weekends.
- ✓ Developed new campground programming in the areas education, entertainment, and the environment.
- ✓ Offered (5) naturalist lead programs.

Goal Three: Provide a unique and exceptional customer experience.

Highlights

- ✓ Hosted (5) customer service training sessions for staff.
- ✓ Implemented new ways to respond to customer feedback.
- ✓ Developed (3) new strategies to enhance the customer service experience based off of survey feedback.
- ✓ Updated assets in Hiperweb.

Goal Four: Optimize management of in-demand resources by providing a superior family camping experience.

Highlights

- ✓ Participated in the Dulles Camping and RV Expo.
- ✓ Utilized Aspira customer lists to market events and promotions to campground customers.
- ✓ Developed social media strategies to promote park features.

Goal Five: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Implemented (2) strategies to increase off-peak usage.
- ✓ Increased social media presence on Facebook and Instagram with camping promotions.
- ✓ Developed (2) new campground programs.
- ✓ Developed new cross promotional materials to distribute at the gate house and post at park buildings.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of non –jurisdiction vehicle entries	8381	6,634	8,000	3,022	8,000
• Number of nightly camping rentals	14,385	14,606	14,700	9,105	14,700
• Number of group campers	1,690	1,526	2,000	648	2,000
• Boat/RV storage usage (208 capacity)	208	208	198	200	198
• Number of picnic shelter rentals	554	456	630	211	500
• Number of cabin rentals	1292	1,117	1,330	575	1,330
• Number of pavilion rentals	22	18	30	11	30
• Volunteer hours received	12,663	4,501	10,000	3,488	10,000

ATLANTIS WATERPARK AT BULL RUN

PROGRAM OVERVIEW

Within NOVA Parks largest park, Atlantis Waterpark offers unique attractions for all ages. A large Atlantis themed interactive play element features a large dumping bucket, slides, and a multitude of other sprays and water play features. The main pool boasts two 200 foot body flume waterslides, and an island play feature with slides. The wading pool includes a slide and a number of water geysers in and out of the pool. A large sand play area with diggers and buried treasure completes the experience.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 364,364	\$ 406,600	\$ 417,718	2.7%
Retail Operations	129,856	148,000	148,000	0.0%
Other Revenue	1,620	-	-	-
TOTAL REVENUE	\$ 495,840	\$ 554,600	\$ 565,718	2.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 194,710	\$ 195,167	\$ 212,816	9.0%
Maintenance Costs	73,042	60,000	60,000	0.0%
Retail Operations	52,612	60,000	60,000	0.0%
Utilities	15,040	16,500	16,500	0.0%
TOTAL EXPENSES	\$ 335,403	\$ 331,667	\$ 349,316	5.3%
Net Income	\$ 160,436	\$ 222,933	\$ 216,402	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.75	9.01	9.07	8.96	9.37

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-080	BULL RUN ATLANTIS WATERPARK					
	REVENUES					
4550	Admissions	\$297,281	\$263,187	\$310,000	\$187,182	\$317,118
4570	Group Admissions	77,642	76,092	75,000	50,361	75,000
4490	Locker Rental	530	200	600	423	600
4580	Waterpark Passes	21,660	24,885	21,000	18,886	25,000
	TOTAL USER FEES	397,112	364,364	406,600	256,852	417,718
4640	Retail Operations	136,259	123,463	140,000	83,242	140,000
4660	Swim Merchandise	5,684	6,393	8,000	4,814	8,000
	TOTAL RETAIL OPERATIONS	141,943	129,856	148,000	88,057	148,000
4482	Lifeguard Training Fees	2,441	1,620	0	28	0
4510	Miscellaneous Revenue	0	0	0	450	0
	TOTAL OTHER REVENUE	2,441	1,620	0	478	0
	TOTAL REVENUES	\$541,496	\$495,840	\$554,600	\$345,387	\$565,718
	EXPENSES					
5020	Part-Time Salaries	\$191,870	\$180,005	179,960	\$128,587	196,778
5030	FICA	14,678	13,770	13,767	9,818	15,054
5070	Unemployment Tax	1,239	934	1,440	701	984
	TOTAL PERSONNEL SERVICES	207,787	194,710	195,167	139,105	212,816
5190	Facility Op. & Maintenance	62,787	73,042	60,000	40,434	60,000
	TOTAL MAINTENANCE COSTS	62,787	73,042	60,000	40,434	60,000
5520	Retail Operations	55,930	49,097	56,000	37,298	56,000
5535	Swim Merchandise	2,710	3,514	4,000	3,063	4,000
	TOTAL RETAIL OPERATIONS	58,640	52,612	60,000	40,361	60,000
5580-001	Telephone	408	402	500	342	500
5580-002	Electricity	5,669	13,322	14,500	10,607	14,500
5580-016	Cable/Internet	1,336	1,317	1,500	1,121	1,500
	TOTAL UTILITIES	7,413	15,040	16,500	12,070	16,500
	TOTAL EXPENSES	\$336,627	\$335,403	\$331,667	\$231,970	\$349,316
	OPERATING INCOME (LOSS)	\$204,869	\$160,436	\$222,933	\$113,416	\$216,402

ATLANTIS WATERPARK AT BULL RUN

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the incentives our members value the most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Refine the system for consistent membership retention and referral strategies.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.

Goal Two: Remain a leader in the field of aquatic safety.



Objectives:

- Implement the Ellis and Associates lifeguard program.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Develop our human resources by creating and implementing a “manager in training” mentor program.
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Increase overall gross food and beverage sales by 5% (gross) from previous year.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Implement an effective inventory management system to reduce waste and meet customer needs.

Goal Five: Provide unique and exceptional customer experiences.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.

ATLANTIS WATERPARK AT BULL RUN

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.

Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Held annual “Perks Party” in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Offered pass sales through Certifikid that generated new pass sales.
- ✓ Developed and implemented new strategies to retain current passholders.
- ✓ Expanded the Bring a Friend program to encourage pass sales.
- ✓ Created a comprehensive annual marketing calendar for annual pass promotions and sales.

Goal Two: Remain a leader in the field of aquatic safety.

Highlights

- ✓ Successfully transitioned to Ellis & Associates Comprehensive Aquatic Safety Program and achieved their Gold Standard award.
- ✓ Reviewed and refined orientation and in-service training techniques.
- ✓ Implemented new recruitment strategies including building new relationships with schools and organizations.
- ✓ Implemented new Open House hiring event.
- ✓ Continue to implement new Ellis and Associates vanGUARD waterpark supervisor training.

Goal Three: Optimize programming and facility usage to increase revenues.

Highlights

- ✓ Created two new marketing promotions targeting both new and returning groups.
- ✓ Visited potential group customers to market the waterpark.
- ✓ A Calendar of Events was implemented to increase after 4pm weekday visitation.
- ✓ Held Family Fun Night 10 times during the season.

Goal Four: Enhance the customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ All supervisory staff attended Servsafe food management certification program.
- ✓ Reviewed and refined all ordering guides for food and beverage items.
- ✓ Reviewed group meal plan and refined to expedite service.
- ✓ Reviewed and refined retail merchandise offerings, created and implemented inventory control system.

Goal Five: Enhance the overall quality of the customer experience.

Highlights

- ✓ Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ All staff attended Customer Service training.
- ✓ Implemented an effective staff incentive program to promote a high level of customer service.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of general admissions	34,729	30,614	37,000	23,789	37,000
• Number of youth group participants	10,910	13,330	13,000	8,410	13,000
• Number of Annual Waterpark Passes sold	236	240	236	122	236
• Number of birthday party participants	792	709	1000	497	1000
• Number of birthday parties	47	63	75	43	75
• Average amount customers spent on food, beverages & retail	\$3.80	\$2.89	\$2.96	\$2.73	\$2.96

BULL RUN SPECIAL EVENTS CENTER

PROGRAM OVERVIEW

The Bull Run Special Events Center includes a fenced-in area for programmed events that features a stage, electricity, water and a ticket booth. The Center has a 10,000 person capacity in an open air amphitheater and has grass parking areas for approximately 5,000 vehicles. Festivals, concerts, and large events are common, but the Center also hosts athletic, charity, and educational events.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 97,988	\$ 155,000	\$ 155,000	0.0%
Other Revenue	73,666	90,000	75,000	-16.7%
TOTAL REVENUE	\$ 171,654	\$ 245,000	\$ 230,000	-6.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 83,467	\$ 76,736	\$ 80,053	4.3%
Operating Costs	72,147	92,700	80,200	-13.5%
Maintenance Costs	12,906	23,000	23,000	0.0%
Utilities	1,317	1,300	1,300	0.0%
TOTAL EXPENSES	\$ 169,836	\$ 193,736	\$ 184,553	-4.7%
Net Income	\$ 1,818	\$ 51,264	\$ 45,447	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget. The increase that shows for revenue and expense in this budget is an offset of what we receive at events to pay for police services and the cost of police services.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time	.70	.75	.94	.94	.94

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-075	BULL RUN SPECIAL EVENTS CENTER					
	REVENUES					
4124	Center Rental	\$140,808	\$97,988	\$135,000	\$56,487	\$135,000
4600	Programmed Events	415	0	20,000	4,550	20,000
	TOTAL USER FEES	141,223	97,988	155,000	61,037	155,000
4510, 4532	Miscellaneous Revenue	37,088	25,148	40,000	18,721	25,000
4821	Equipment Rental	66,904	48,518	50,000	30,256	50,000
4820	NVRPA Equipment Rental	3,000	0	0	0	0
	TOTAL OTHER REVENUE	106,991	73,666	90,000	48,976	75,000
	TOTAL REVENUES	\$248,214	\$171,654	\$245,000	\$110,013	\$230,000
	EXPENSES					
5010	Full-Time Salaries	\$38,590	\$36,797	\$36,966	\$34,236	\$38,386
5020	Part-Time Salaries	20,240	24,534	21,680	14,672	21,995
5030	FICA	4,248	4,525	4,486	3,329	4,619
5040	Hospitalization	10,984	12,171	6,837	7,916	7,260
5060	Life Insurance	195	225	281	286	454
5050	Retirement	9,275	5,134	6,284	5,130	7,209
5070	Unemployment Tax	72	80	201	38	130
	TOTAL PERSONNEL SERVICES	83,603	83,467	76,736	65,607	80,053
5186	Equipment Rental	46,733	46,493	42,500	26,008	45,000
5470	Production Costs	0	0	0	171	0
5490	Programs & Promotions	0	(69)	10,000	2,261	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	45,075	25,650	40,000	18,960	25,000
5570	Uniforms	200	72	200	60	200
	TOTAL OPERATING COSTS	92,008	72,147	92,700	47,461	80,200
5190	Facility Op. & Maintenance	18,157	12,906	23,000	8,571	23,000
	TOTAL MAINTENANCE COSTS	18,157	12,906	23,000	8,571	23,000
5520	Retail Operations	0	0	0	278	0
	TOTAL RETAIL OPERATIONS	0	0	0	278	0
5580-016	Cable/Internet	1,336	1,317	1,300	1,121	1,300
	TOTAL UTILITIES	1,336	1,317	1,300	1,121	1,300
	TOTAL EXPENSES	\$195,104	\$169,836	\$193,736	\$123,037	\$184,553
	OPERATING INCOME (LOSS)	\$53,110	\$1,818	\$51,264	(\$13,024)	\$45,447

BULL RUN SPECIAL EVENTS CENTER

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Enhance and expand the Center into a premier outdoor event venue.



Objectives:

- Implement a minimum of (4) sales strategies quarterly that facilitate a minimum of (8) new sales leads.
- Host a minimum of (5) major events.
- Host a minimum of (15) small events.
- Research and create a cost/benefit analysis of in house trash, parking, and first aid services.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Attract a minimum of (2) new small events or (1) major event.
- Create, organize and implement an internally managed special event with a gross of \$20,000.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback which includes capturing visitor demographics.

STRATEGIC FOCUS



CUSTOMER EXPERIENCES



GROW FINANCIAL RESOURCES



CONSERVE & PROTECT RESOURCES



HUMAN RESOURCES



COMMUNICATE OUR STORY



EXCELLENCE IN GOVERNANCE

BULL RUN SPECIAL EVENTS CENTER

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Enhance and expand the Center into a premier outdoor events site

Highlights

- ✓ Hosted 17 smaller events in FY19 including:
 - United Punjabi Mela, Prince William County Schools Cross Country Meets (4), Clifton Horse Society Judged Pleasure Ride, NOVA Pride Festival, Glory Days Cross Country Invitational, Blood and Guts Run, DC Race to Stop Traffick, WCAC Cross Country Championship, Festival of Colors, 5k for Affordable Housing, Red Shoe 5k, Carnival Cruceno, National Brew Fest, and the Kids Obstacle Challenge
- ✓ Hosted 4 large events including Pakistan Day, Pakistan Festival USA, Vintage Virginia Wine Festival, and Persian New Year.
- ✓ Hosted 5 new events in FY19.
- ✓ Hosted our first internally managed special event, the Bluebell 5k.
- ✓ Site improvements included fence repairs and new perennial plantings in landscape beds.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Total revenue of Special Events Center	\$248,213	\$171,654	\$245,000	\$67,036	\$230,000

BULL RUN FESTIVAL OF LIGHTS

PROGRAM OVERVIEW

The Bull Run Festival of Lights show has become a popular area tradition. The 2.5 mile drive through light show features all LED displays that boast more than 80,000 lights. Show themes include: Winter Wonderland, Toyland, Candy Land, and the Wizard of Oz. As the light show ends, guests have the option to visit the Winter Wonderland Holiday Village and enjoy such attractions as a 30 foot lighted holiday tree, fire pits for marshmallow roasting, pictures with Santa, a carnival, camel rides, rock wall, and an animated light show set to music.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 1,093,944	\$ 957,000	\$ 1,120,000	17.0%
Retail Operations	11,770	12,000	15,000	25.0%
TOTAL REVENUE	\$ 1,105,713	\$ 969,000	\$ 1,135,000	17.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 160,565	\$ 188,896	\$ 196,128	3.8%
Operating Costs	167,057	186,200	197,200	5.9%
Retail Operations	8,243	7,500	9,000	20.0%
Utilities	2,719	2,500	2,500	0.0%
TOTAL EXPENSES	\$ 338,584	\$ 385,096	\$ 404,828	5.1%
Net Income	\$ 767,129	\$ 583,904	\$ 730,172	

BUDGET HIGHLIGHTS

Major variances in budget:

- The net income is budgeted to increase over \$146,000 compared to the FY 19 Budget, due to the road construction that will allow for dual traffic lanes throughout the entire light show

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	.50	.50	1.50	1.50	1.50
Part-Time	3.21	3.24	3.24	3.21	3.21

BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-078	BULL RUN LIGHT SHOW REVENUES					
4485	Light Show Vehicle Entries	\$797,423	\$996,057	\$860,000	\$909,427	\$1,010,000
4655	Santa Pictures	15,095	15,605	15,000	13,607	15,000
4685	Programmed Events-Stampede	15,696	22,222	22,000	22,474	30,000
4694	Sponsorships	0	150	0	600	0
4800	Vendor Fees	51,787	59,909	60,000	63,229	65,000
	TOTAL USER FEES	880,001	1,093,944	957,000	1,009,337	1,120,000
4640	Retail Operations	8,252	11,770	12,000	14,402	15,000
	TOTAL RETAIL OPERATIONS	8,252	11,770	12,000	14,402	15,000
	TOTAL REVENUES	\$888,253	\$1,105,713	\$969,000	\$1,023,739	\$1,135,000
	EXPENSES					
5010	Full-Time Salaries	\$33,234	\$64,068	\$72,900	\$61,063	\$76,857
5020	Part-Time Salaries	69,726	64,193	76,205	54,907	76,381
5030	FICA	7,658	9,402	11,407	8,325	11,723
5040	Hospitalization	8,577	13,120	14,801	13,017	15,382
5060	Life Insurance	195	399	552	567	910
5050	Retirement	8,632	9,031	12,393	9,593	14,434
5070	Unemployment Tax	340	352	638	253	442
	TOTAL PERSONNEL SERVICES	128,363	160,565	188,896	147,724	196,128
5520	Retail Operations	4,665	6,831	6,000	8,121	7,500
5539	Retail Santa Pictures	542	1,412	1,500	540	1,500
	TOTAL RETAIL OPERATIONS	5,207	8,243	7,500	8,661	9,000
5230	Gas & Diesel	6,764	6,016	10,000	12,522	12,000
5470	Production Costs	159,718	145,697	160,000	187,492	160,000
5490	Programs & Promotions	12,419	15,016	16,000	23,925	25,000
5570	Uniforms	0	329	200	200	200
	TOTAL OPERATING COSTS	178,901	167,057	186,200	224,140	197,200
5180	Equipment/Vehicle Maintenance	0	355	0	263	0
	TOTAL MAINTENANCE COSTS	0	355	0	263	0
5580-002	Electricity	2,614	2,719	2,500	2,086	2,500
	TOTAL UTILITIES	2,614	2,719	2,500	2,086	2,500
	TOTAL EXPENSES	\$315,085	\$338,939	\$385,096	\$382,874	\$404,828
	OPERATING INCOME (LOSS)	\$573,168	\$766,774	\$583,904	\$640,865	\$730,172

BULL RUN FESTIVAL OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Optimize in-demand resources by providing a quality visitor experience through a unique annual event.



STRATEGIC FOCUS

CUSTOMER EXPERIENCES	GROW FINANCIAL RESOURCES
CONSERVE & PROTECT RESOURCES	HUMAN RESOURCES
COMMUNICATE OUR STORY	EXCELLENCE IN GOVERNANCE

Objectives:

- Continue to implement a dynamic pricing model built around the historically busiest days.
- Continue to refine the plan for consistent and continued annual event improvements.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback which includes capturing visitor demographics.
- Develop a minimum of two (2) strategies to promote the FOL outside the northern Virginia region.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training programs.
- Revise and edit the FOL business manual which supplements NOVA Parks cash handling policies and procedures.
- Implement effective and efficient plan for dual lanes of traffic through the show.
- Revise, edit and continue to add information to the operation, installation and take down manual.
- Develop and implement a defined plan to increase off-peak and weekday visitation.
- Develop and implement a staff toolkit to empower part-time staff.

BULL RUN FESTIVAL OF LIGHTS

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Provide a quality visitor experience through a unique annual event.*

Highlights

- ✓ Created, installed, and implemented new show re-route through back road in the campground.
- ✓ Event improvements included use of new RGB technology in several displays, new tall tree skirts at admissions booths, and incorporation of several refurbished Miracle of Lights Displays.
- ✓ All seasonal show staff attended Customer Service training which included Festival of Lights specific customer scenarios.
- ✓ Revised employee incentive program and rewards to continue to encourage part time staff.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of light show vehicle entries	43,307	44,893	40,000	34,134	46,500

BULL RUN SHOOTING CENTER

PROGRAM OVERVIEW

The Bull Run Shooting Center is a shotgun sports and archery facility located at Bull Run Regional Park, in Centreville. It offers Skeet (3 fields), Trap (3 fields), Wobble Trap, Wobble Extreme, 5-Stand, and a Sporting Clays field with 13 stations. The archery facility is an 18 lane, 25-yard range located inside the pro shop building. An outdoor archery facility is available on a limited basis in the summertime.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 781,593	\$ 791,500	\$ 803,500	1.5%
Retail Operations	264,866	345,000	335,000	-2.9%
Other Revenue	102,981	98,000	98,000	0.0%
TOTAL REVENUE	\$ 1,149,440	\$ 1,234,500	\$ 1,236,500	0.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 456,116	\$ 466,787	\$ 474,813	1.7%
Operating Costs	199,894	279,400	264,400	-5.4%
Maintenance Costs	40,635	41,000	45,000	9.8%
Insurance	790	824	824	0.0%
Retail Operations	176,847	238,100	231,500	-2.8%
Utilities	20,184	20,400	20,400	0.0%
TOTAL EXPENSES	\$ 894,466	\$ 1,046,511	\$ 1,036,937	-0.9%
Net Income	\$ 254,973	\$ 187,989	\$ 199,563	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time	9.11	9.35	9.60	9.76	9.80

BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-090	BULL RUN SHOOTING CENTER REVENUES					
4040	Archery Target Fees	\$27,225	\$24,968	\$30,000	\$18,516	\$27,000
4390	Gun Rental	55,666	49,109	55,000	35,878	55,000
4745	Shooting Tournament Fees	53,140	54,290	65,000	34,650	65,000
4730	Target Sales	688,963	652,585	640,000	510,608	655,000
4670	Shelter Reservations	1,338	642	1,500	1,250	1,500
	TOTAL USER FEES	826,332	781,593	791,500	600,902	803,500
4010	Ammunition	224,209	211,021	260,000	158,120	260,000
4640	Retail Operations	57,404	53,846	85,000	43,972	75,000
	TOTAL RETAIL OPERATIONS	281,612	264,866	345,000	202,092	335,000
4475	Lessons	98,755	102,045	98,000	78,164	98,000
4495	Memberships	46	0	0	0	0
4510	Miscellaneous Revenue	1,561	936	0	994	0
	TOTAL OTHER REVENUE	100,362	102,981	98,000	79,157	98,000
	TOTAL REVENUES	\$1,208,305	\$1,149,440	\$1,234,500	\$882,152	\$1,236,500
	EXPENSES					
5010	Full-Time Salaries	\$136,098	\$137,122	\$138,571	\$119,931	\$139,717
5020	Part-Time Salaries	254,769	239,062	246,064	187,295	\$248,918
5030	FICA	29,213	28,289	29,491	21,904	\$29,731
5040	Hospitalization	36,282	30,801	25,974	26,676	\$27,230
5060	Life Insurance	737	845	1,050	1,069	\$1,654
5050	Retirement	33,754	18,955	23,557	18,484	\$26,239
5070	Unemployment Tax	1,401	1,043	2,081	650	\$1,325
	TOTAL PERSONNEL SERVICES	492,254	456,116	466,787	376,008	474,813
5230	Gas and Diesel	1,706	1,969	3,500	1,670	3,500
5490	Programs and Promotions	0	0	500	60	500
5563	Shooting Tournament	21,811	23,212	30,000	11,051	30,000
5564	Targets	207,789	174,425	245,000	179,700	230,000
5570	Uniforms	393	288	400	322	400
	TOTAL OPERATING COSTS	231,698	199,894	279,400	192,803	264,400
5180	Equipment/Vehicle Maintenance	15,738	12,191	15,000	15,085	15,000
5190	Facility Op. & Maintenance	25,324	28,444	26,000	29,848	30,000
	TOTAL MAINTENANCE COSTS	41,062	40,635	41,000	44,932	45,000
5290	Insurance - Vehicle	634	790	824	761	824
	TOTAL INSURANCE	634	790	824	761	824
5520	Retail Operations	47,950	36,158	56,100	33,755	49,500
5520-050	Ammunition	152,482	140,689	182,000	107,478	182,000
	TOTAL RETAIL OPERATIONS	200,433	176,847	238,100	141,233	231,500
5580-001	Telephone	2,053	2,024	2,000	1,723	2,000
5580-002	Electricity	13,452	15,748	16,000	13,056	16,000
5580-016	Cable/Internet	2,447	2,412	2,400	2,053	2,400
	TOTAL UTILITIES	17,952	20,184	20,400	16,833	20,400
	TOTAL EXPENSES	\$984,033	\$894,466	\$1,046,511	\$772,570	\$1,036,937
	OPERATING INCOME (LOSS)	\$224,273	\$254,973	\$187,989	\$109,581	\$199,563

BULL RUN SHOOTING CENTER

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct (2) park wide and field clean-up days.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Host a minimum of (8) NSCA registered target events.
- Work closely with the friends group on their delivery of at least (3) quality Friends sponsored fundraising events.
- Offer a minimum of (1) new program or special event.
- Maintain current and establish at least (1) new community partnership to expand public outreach and programming opportunities.
- Conduct a minimum of 4 shot gun leagues per year and 1 archery league.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Ensure all staff maintains all safety certifications through measurable training and reviews.
- Maintain annual review for trappers of their Range Safety Officer course.
- Provide an option for additional registered targets at all official NSCA events.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a system with a minimum of (2) ways to recognize and reward new customers.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities.
- Create a mechanism that ensures consistent response to customer feedback.

Goal Four: Develop and refine strategies to attract and serve park users.



Objectives:

- Offer a minimum of (4) Learn to Shoot courses each weekend.
- Host a minimum of (70) group outings that includes a minimum of (10) clients
- Develop and implement a plan that utilizes (2) new strategies to reach perspective league clients.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Provide a minimum of two on field “emergency incident” trainings.
- Annually review pricing and vendors of highly variable inventory items.

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Partnered with Friends of BRSC to host three fundraiser tournaments and Long Bird Challenge stations at 3 tournaments.
- ✓ Installed new operational signage to improve communication and emphasize safe behavior.
- ✓ Partnered with Friends of BRSC to host three fundraiser tournaments.
- ✓ Developed equipment inspection forms in Hiperweb and installed monthly maintenance checks for machinery.
- ✓ Twice a year park clean up including tree trimming and invasive removal

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Hosted the 28 Gauge National Invitational Tournament.
- ✓ Host site for the national Collegiate Championships offered by George Mason University
- ✓ Partnered with G.R.I.T.S. (Girls Really into Shooting) to promote girls/women's involvement in shot gun tournaments.
- ✓ Hosted wobble trap league and several "fun" shoots.
- ✓ Help (9) registered target Sporting Clays Tournaments.
- ✓ Partnered with Super Sporter to promote NSCA tournaments.
- ✓ Partnered with Cabela's to promote BRSC. Cabela's customers that purchase shooting equipment receive coupons to BRSC.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ All staff attended Level I Customer Service Training.
- ✓ Implemented monthly staff meetings to improve communication and teamwork.
- ✓ Utilized customer service incentive plan to encourage best practices.
- ✓ Received updated training on Win Score scoring system to ensure accurate and timely reporting of sporting clays tournament scores.

Goal Four: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Offered (8) Learn to Shoot and (2) Learn the Game classes each week.
- ✓ Hosted 67 corporate and private groups.
- ✓ Maintained fall and winter archery leagues.
- ✓ Offered 3 shot gun leagues.

<u>MEASURABLE RESULTS</u>	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL <small>6 months (Jul- Dec 2018)</small>	FY 2020 TARGET
• Number of targets thrown (25 targets per round)	2,877,831	2,855,341	2,675,000	1,704,740	2,675,000
• Number of archery lane rentals	5,844	5,869	6,000	2,780	6,000
• Ammunition shotgun shell boxes (25 shells/box)	29,588	26,859	34,000	14,591	34,000
• Number of participants-Learn to Shoot Program	1,434	2,016	3,200	877	3,200
• Number of corporate outings	65	94	85	37	85
• Number of corporate outing participants	730	807	900	475	900
• Per round average on pro shop sales (incl. ammo)	\$2.45	\$2.32	\$3.22	\$1.94	\$3.13

BULL RUN MARINA

PROGRAM OVERVIEW

Bull Run Marina is located in the Bull Run-Occoquan watershed of Fairfax County and is part of the over 5,000 acres of watershed holdings, which help to safeguard the Occoquan Water Reservoir. It is also part of the Occoquan Water Trail. It is open to public boat launching for those who purchase a season pass and gate key. The amenities at Bull Run Marina include Kincheloe Fields, a soccer complex operated by the Southwestern Youth Association through an agreement with NVRPA. The 17.5 mile Bull Run-Occoquan Trail bisects the facility. The facility provides practice rowing facilities for high school crew clubs from Lake Braddock Secondary School and Westfield High School.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 8,795	\$ 9,630	\$ 9,645	0.2%
Other Revenue	12,234	11,000	11,000	0.0%
TOTAL REVENUE	\$ 21,030	\$ 20,630	\$ 20,645	0.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 14,196	\$ 15,907	\$ 16,152	1.5%
Operating Costs	49	-	-	0.0%
Maintenance Costs	10,952	8,500	11,000	29.4%
Utilities	1,671	2,000	2,000	0.0%
TOTAL EXPENSES	\$ 26,868	\$ 26,407	\$ 29,152	10.4%
Net Income	\$ (5,838)	\$ (5,777)	\$ (8,507)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time – 2 positions split with Fountainhead & Sandy Run Parks	.20	.20	.20	.20	.20
Part -Time	0	0	0	0	0

BULL RUN MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-060	BULL RUN MARINA REVENUES					
4080	Boat Storage	\$5,507	\$8,645	\$8,630	\$0	\$8,645
4673	Rowing Camps	6,475	150	1,000	2,403	1,000
	TOTAL USER FEES	11,981	8,795	9,630	2,403	9,645
4640, 4285	Miscellaneous Revenue	9,425	12,234	11,000	7,440	11,000
	TOTAL OTHER REVENUE	9,425	12,234	11,000	7,440	11,000
	TOTAL REVENUES	\$21,406	\$21,030	\$20,630	\$9,843	\$20,645
	EXPENSES					
5010	Full-Time Salaries	\$10,928	\$11,212	\$12,234	\$6,034	\$11,454
5030	FICA	880	854	943	543	876
5040	Hospitalization	838	437	557	988	1,528
5060	Life Insurance	64	73	93	69	136
5050	Retirement	3,043	1,612	2,080	1,267	2,151
5070	Unemployment Tax	8	8	0	3	8
	TOTAL PERSONNEL SERVICES	15,761	14,196	15,907	8,904	16,152
5230	Gas and Diesel	123	49	0	351	0
	TOTAL OPERATING COSTS	123	49	0	351	0
5180	Equipment/Vehicle Maintenance	0	0	0	94	0
5190	Facility Op. & Maintenance	6,613	4,900	4,000	4,887	5,000
5252	Gate keys	7,815	6,052	4,500	4,465	6,000
	TOTAL MAINTENANCE COSTS	14,428	10,952	8,500	9,447	11,000
5580-002	Electricity	1,990	1,671	2,000	1,417	2,000
	TOTAL UTILITIES	1,990	1,671	2,000	1,417	2,000
	TOTAL EXPENSES	\$32,303	\$26,868	\$26,407	\$20,118	\$29,152
	OPERATING INCOME (LOSS)	(\$10,896)	(\$5,838)	(\$5,777)	(\$10,275)	(\$8,507)

BULL RUN MARINA

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Continue to conserve and protect the parklands and enhance facilities to provide a unique and exceptional customer experience.



Objectives:

- Develop a plan to create and install informational and interpretive signage on the Bull Run/Occoquan Trail with at least (1) focused on the trail improvement project that will begin in 2020.
- Establish and maintain a minimum of (3) community partnerships.
- Refine the plan for consistent and continued site improvements, implementing a minimum of (2) site improvements.
- Develop natural resource management and restoration plans focused on the preservation of native plant and animal species.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Develop a minimum of (2) public recreation or environmental programs.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Develop and implement an active and passive recreation programming schedule that encourages off-peak visitation

STRATEGIC FOCUS



FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Enhanced Community Partnerships by attending meetings and participating with PATC, Lake Braddock and West Springfield crew teams.
- ✓ Participated with park/reservoir clean up days with respective partners and participated in two FOTO reservoir clean up days.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Hosted a number of events by partnering with Quantico Orienteering, Virginia Happy Trails Running Club, and Masters Rowing.
- ✓ Updating memorandums of understanding with scholastic rowing groups that use the marina.
- ✓ Updated operating procedures and created the *Sandy Run Rowing Facility and Bull Run Marina Operating Procedures and Management Plan* document

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of crew boats stored	26	26	26	26	26
• Number of keys sold for boat launching	490	626	550	151	550
• Number of rowing camp participants	130	120	40	30	40
• Peak season(March-May) usage by rowers and coaches	200	200	200	N/A	200

CAMERON RUN REGIONAL PARK

PROGRAM OVERVIEW

Cameron Run Regional Park features a deluxe 18-hole miniature golf course with water features and a nine-station batting cage, with the stations ranging from slow-pitch softball to very fast-pitch baseball. There is also a picnic shelter, which can accommodate 100 people. The park includes Lake Cook, a small fishing venue. Cameron Run Regional Park is located on Eisenhower Avenue on land leased from the City of Alexandria.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 97,873	\$ 140,000	\$ 140,000	0.0%
Retail Operations	6,054	9,500	9,500	0.0%
Other Revenue	-	-	-	-
TOTAL REVENUE	\$ 103,927	\$ 149,500	\$ 149,500	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 325,409	\$ 361,796	\$ 363,417	0.4%
Operating Costs	1,895	5,600	5,600	0.0%
Maintenance Costs	33,153	36,414	36,414	0.0%
Insurance	790	824	824	0.0%
Retail Operations	5,384	3,800	3,800	0.0%
TOTAL EXPENSES	\$ 366,630	\$ 408,434	\$ 410,055	0.4%
Net Income	\$ (262,704)	\$ (258,934)	\$ (260,555)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time	4.85	4.85	4.85	4.92	4.92

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-110	CAMERON RUN REGIONAL PARK					
	REVENUES					
4670	Shelter Reservations	\$8,458	\$7,380	\$11,000	\$7,609	\$11,000
4600	Programmed Events	3,303	1,321	3,000	3,905	3,000
4060	Batting Cage Fees	51,956	45,222	58,000	24,400	58,000
4500	Miniature Golf	54,705	43,950	68,000	22,814	68,000
	TOTAL USER FEES	118,421	97,873	140,000	58,728	140,000
4640	Retail - Food	5,297	6,054	9,500	3,371	9,500
4790	Vending Machine Operation	2,299	0	0	0	0
	TOTAL RETAIL OPERATIONS	7,596	6,054	9,500	3,371	9,500
4510	Miscellaneous Revenue	0	0	0	195	0
4636	Rental Device Commission	50	0	0	0	0
	TOTAL OTHER REVENUE	50	0	0	195	0
	TOTAL REVENUES	\$126,067	\$103,927	\$149,500	\$62,294	\$149,500
	EXPENSES					
5010	Full-Time Salaries	\$162,959	\$165,844	\$169,856	\$137,777	\$160,963
5020	Part-Time Salaries	80,146	78,548	94,192	43,945	95,463
5030	FICA	18,312	17,716	20,265	12,104	19,617
5040	Hospitalization	17,922	39,094	46,399	43,682	54,642
5060	Life Insurance	889	878	1,287	1,149	1,906
5050	Retirement	39,526	22,803	28,876	21,159	30,229
5070	Unemployment Tax	567	527	922	243	597
	TOTAL PERSONNEL SERVICES	320,322	325,409	361,796	260,059	363,417
5230	Gas and Diesel	1,434	1,516	5,000	1,157	5,000
5570	Uniforms	398	378	600	672	600
	TOTAL OPERATING COSTS	1,832	1,895	5,600	1,829	5,600
5180	Equipment/Vehicle Maintenance	2,999	1,419	3,000	3,719	3,000
5190	Facility Op. & Maintenance	30,490	31,734	33,414	23,710	33,414
	TOTAL MAINTENANCE COSTS	33,489	33,153	36,414	27,429	36,414
5290	Insurance - Vehicle	634	790	824	761	824
	TOTAL INSURANCE	634	790	824	761	824
5520	Retail - Food	3,262	5,384	3,800	5,484	3,800
	TOTAL RETAIL OPERATIONS	3,262	5,384	3,800	5,484	3,800
	TOTAL EXPENSES	\$359,539	\$366,630	\$408,434	\$295,561	\$410,055
	OPERATING INCOME (LOSS)	(\$233,472)	(\$262,704)	(\$258,934)	(\$233,266)	(\$260,555)

CAMERON RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Continue to implement the improvement plan for the miniature golf course and batting cage.
- Implement park maintenance standards, for consistent and continued park maintenance and improvements, including park inspections and updated assets in Hiperweb.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Develop and implement a comprehensive marketing plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Continue to work with City of Alexandria to implement new lease requirements.
- Host a minimum of (3) special events, to include 5k races and other activities

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Refine the system by which we evaluate and respond to customer feedback.
- Refine the staff decision-making toolkit to empower seasonal staff to best serve our customers

Goal Four: Develop and refine strategies to attract and serve park users.



Objectives:

- Revise and enhance an effective marketing strategy that cross promotes facility amenities.
- Refine the plan to increase the sales of spring/fall parties.
- Implement an effective marketing plan to increase miniature golf and batting cage sales.
- Continue to expand food and retail plans for miniature golf and batting cage by 5% (gross) from previous year.
- Implement a plan to ensure a consistent presence on social media.

CAMERON RUN REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parklands and facilities to provide a quality visitor experience.

Highlights

- ✓ Revised checklists and year round plan for parkland management.
- ✓ Redefined park boundaries with the City of Alexandria, as they pertain to the new lease agreement.
- ✓ Updated equipment and assets in HiperWeb to better track ongoing maintenance.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Park hosted the 7th annual Easter Egg Hunt, Golfing with Ghosts, and is home to the largest Northern Virginia Girl Scout Cookie Distribution.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Implemented new employee recruiting and retention strategies, including on-site hiring events and an enhanced staff incentive program.

Goal Four: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Increased number of programs and promotions to attract more park users. Events such as “Opening Day” and “Home Run Derby” competition for batting cages were held throughout the spring, summer, and fall seasons.
- ✓ Focused on consistent mini golf and batting cage promotions to drive increased revenue.
- ✓ Implemented social media as a key customer communication and feedback tool.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Batting cage rounds	42,325	36,728	47,540	11,232	47,540
• Miniature golf rounds	15,444	12,877	17,000	3,418	17,000
• Picnic shelter rentals	32	29	35	24	35
• Number of programmed events	14	7	15	4	15
• Number of park birthday party guests	80	167	150	120	150

ICE & LIGHTS – THE WINTER VILLAGE AT CAMERON RUN

PROGRAM OVERVIEW

The Winter Village at Cameron Run Regional Park will open for the first time in the fall of 2019. The Winter Village will transform Great Waves Waterpark into a beautiful destination holiday attraction that will feature a variety of stunning holiday lights and displays. Visitors will also be able to enjoy an assortment of fun and interactive seasonal activities.

REVENUE & EXPENSE SUMMARY

	FY 2018		FY 2019		FY 2020	% CHANGE
	ACTUAL		BUDGET		BUDGET	2019-2020
REVENUE BY SOURCE						
User Fees	\$	-	\$	-	\$ 168,100	0.0%
Retail Operations		-		-	32,500	0.0%
TOTAL REVENUE	\$	-	\$	-	\$ 200,600	0.0%
EXPENSES BY CATEGORY						
Personnel Services	\$	-	\$	-	\$ 68,942	0.0%
Operating Costs		-		-	54,000	0.0%
Retail Operations		-		-	16,250	0.0%
Utilities		-		-	4,000	0.0%
TOTAL EXPENSES	\$	-	\$	-	\$ 143,192	0.0%
Net Income	\$	-	\$	-	\$ 57,408	

BUDGET HIGHLIGHTS

Major variances in budget:

- This is a new cost center for activity at The Winter Village at Cameron Run.

STAFFING SUMMARY

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	APPROVED	APPROVED	APPROVED	APPROVED	BUDGET
	(FTE)	(FTE)	(FTE)	(FTE)	(FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0	2.90

ICE & LIGHTS – THE WINTER VILLAGE AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-115	CAMERON RUN WINTER VILLAGE					
	REVENUES					
	General Admission	\$0	\$0	\$0	\$0	\$77,000
	Skating	0	0	0	0	61,600
	Skate Rentals	0	0	0	0	24,000
4488	Group Admissions	0	0	0	0	3,000
4800	Vendor Fees	0	0	0	0	2,500
4694	Sponsorships	0	0	0	0	0
	TOTAL USER FEES	0	0	0	0	168,100
4642	Retail-Food	0	0	0	0	20,000
4640	Retail Operations	0	0	0	0	12,500
	TOTAL RETAIL OPERATIONS	0	0	0	0	32,500
	TOTAL REVENUES	\$0	\$0	\$0	\$0	\$200,600
	EXPENSES					
5020	Part-Time Salaries	\$0	\$0	\$0	\$0	\$63,774
5030	FICA	0	0	0	0	4,879
5070	Unemployment	0	0	0	0	289
	TOTAL PERSONNEL SERVICES	0	0	0	0	68,942
5470	Light Show Production Costs	0	0	0	0	54,000
	TOTAL OPERATING COSTS	0	0	0	0	54,000
5520-015	Retail-Food	0	0	0	0	10,000
5520-000	Retail Operations	0	0	0	0	6,250
	TOTAL RETAIL OPERATIONS	0	0	0	0	16,250
5580-002	Electricity	0	0	0	0	3,500
5580-008	Propane	0	0	0	0	500
	TOTAL UTILITIES	0	0	0	0	4,000
	TOTAL EXPENSES	\$0	\$0	\$0	\$0	\$143,192
	OPERATING INCOME (LOSS)	\$0	\$0	\$0	\$0	\$57,408

ICE & LIGHTS – THE WINTER VILLAGE AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Optimize management of in-demand resources by providing a quality visitor experience through a unique annual event.



Objectives:

- Develop and implement an operations plan for a unique annual event.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training program.
- Develop and implement a food and beverage plan that meets the needs of the customer and achieves budget goals.
- Develop and implement a comprehensive marketing plan to maximize event attendance and revenue.
- Develop an Emergency Action Plan for the event operations.
- Optimize the functionality of Eventbrite for online ticket sales.

STRATEGIC FOCUS



ICE & LIGHTS – THE WINTER VILLAGE AT CAMERON RUN

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Strategic Goal Highlights and Measurable Results will be incorporated in the FY 2021 Budget.

GREAT WAVES WATERPARK AT CAMERON RUN

PROGRAM OVERVIEW

Great Waves Waterpark at Cameron Run Regional Park features a 500,000 gallon wave pool as the focal point. This destination attraction caters to all ages with three flume waterslides, speed slides, a shallow play pool that features a rock wall with flowing waterslides, and a toddler pool. It also features a splash pad that offers tumbling buckets, bubblers, and water jets. Other amenities include a variety of food options from pizza to funnel cakes, and Cameron's own Surf Side Ice Cream Shop. The Shark Shack offers visitors the opportunity to purchase souvenirs and other merchandise. Great Waves also includes Paradise Play, a 2,400 square foot interactive play feature.

The Pipeline and Coral Reef Pavilions offer tented areas inside the pool complex that can accommodate guests by the hundreds for a day of food and fun. With onsite catering available, everything a group needs to host an event is right here.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 1,199,835	\$ 1,400,500	\$ 1,426,248	1.8%
Retail Operations	406,782	552,000	528,703	-4.2%
Other Revenue	945	-	-	0.0%
TOTAL REVENUE	\$ 1,607,562	\$ 1,952,500	\$ 1,954,951	0.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 478,686	\$ 531,176	\$ 556,296	4.7%
Operating Costs	1,161	1,700	21,700	1176.5%
Maintenance Costs	199,457	172,000	167,000	-2.9%
Retail Operations	177,152	223,500	214,182	-4.2%
Utilities	173,616	195,500	195,500	0.0%
TOTAL EXPENSES	\$ 1,030,070	\$ 1,123,876	\$ 1,154,677	2.7%
Net Income	\$ 577,492	\$ 828,624	\$ 800,273	

BUDGET HIGHLIGHTS

Major variances in budget:

- A park police line was added to operating costs to better track police expenses during the summer.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	1	1	1	1	1
Part-Time	20.40	20.60	21.05	21.40	21.88

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-120	GREAT WAVES WATERPARK at CAMERON RUN					
	REVENUES					
4550	Admissions	\$1,245,838	\$990,720	\$1,150,000	\$810,217	\$1,186,748
4093	Cabana Rental	6,590	6,922	7,500	6,830	7,500
4060	Batting Cage Fees	0	0	0	10	0
4421	Play Features	8,661	5,735	11,000	1,453	0
4490	Locker Rental	9,509	5,838	10,000	6,430	10,000
4600	Programmed Events	2,835	2,565	3,000	(75)	3,000
4570	Group Admissions	120,698	115,440	135,000	94,801	135,000
4580	Waterpark Passes	62,582	52,178	58,000	33,746	58,000
4670	Shelter Reservations	26,854	20,438	26,000	15,741	26,000
	TOTAL USER FEES	1,483,567	1,199,835	1,400,500	969,152	1,426,248
4640,4652,4654	Retail Operations	491,637	390,233	525,000	304,397	501,703
4660	Swim Merchandise	24,732	16,549	27,000	20,900	27,000
	TOTAL RETAIL OPERATIONS	516,369	406,782	552,000	325,297	528,703
4482	Lifeguard Training Fees	2,726	945	0	75	0
	TOTAL OTHER REVENUE	2,726	945	0	75	0
	TOTAL REVENUES	\$2,002,662	\$1,607,562	\$1,952,500	\$1,294,524	\$1,954,951
	EXPENSES					
5010	Full-Time Salaries	\$46,290	\$56,190	\$51,337	\$42,870	\$56,024
5020	Part-Time Salaries	442,437	377,616	421,424	245,978	442,752
5030	FICA	28,721	26,764	36,166	18,226	38,156
5040	Hospitalization	8,694	9,149	9,705	5,029	5,925
5060	Life Insurance	258	308	389	394	663
5050	Retirement	11,862	7,027	8,727	6,805	10,521
5070	Unemployment Tax	2,282	1,633	3,427	1,132	2,254
	TOTAL PERSONNEL SERVICES	540,544	478,686	531,176	320,435	556,296
5143	Catering	0	0	0	88	0
5146	Contract Employment	0	0	0	6,005	0
5490	Programs and Promotions	605	694	1,500	175	1,500
5430	Park Police	0	0	0	0	20,000
5570	Uniforms	89	467	200	37	200
	TOTAL OPERATING COSTS	694	1,161	1,700	6,304	21,700
5180	Equipment/Vehicle Maintenance	1,445	1,188	2,000	133	2,000
5190	Facility Op. & Maintenance	172,757	198,269	170,000	135,653	165,000
	TOTAL MAINTENANCE COSTS	174,202	199,457	172,000	135,786	167,000
5520	Retail Operations	211,199	168,457	210,000	90,816	200,682
5535	Swim Merchandise	20,461	8,695	13,500	17,248	13,500
	TOTAL RETAIL OPERATIONS	231,661	177,152	223,500	108,064	214,182
5580-001	Telephone	3,213	3,282	3,500	3,160	3,500
5580-002	Electricity	54,266	59,049	60,000	44,979	60,000
5580-004	Water/Sewer	110,276	99,443	120,000	58,004	120,000
5580-008	Propane	2,178	3,586	4,000	3,010	4,000
5580-016	Internet/Cable	8,094	8,256	8,000	6,981	8,000
	TOTAL UTILITIES	178,027	173,616	195,500	116,134	195,500
	TOTAL EXPENSES	\$1,125,127	\$1,030,070	\$1,123,876	\$686,723	\$1,154,677
	OPERATING INCOME (LOSS)	\$877,535	\$577,492	\$828,624	\$607,801	\$800,273

GREAT WAVES WATERPARK AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the incentives our members value the most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Refine the system for consistent membership retention and referral strategies.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.

Goal Two: Remain a leader in the field of aquatic safety.



Objectives:

- Continue to implement the Ellis and Associates lifeguard program.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Promote staff teamwork by facilitating at least three staff meetings or activities.
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Develop our human resources by implementing a “manager in training” mentor program
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase group and birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.
- Develop and implement a swim lesson program that meets budget goals and customer expectations.
- Develop and implement a plan to optimize all-facility pass sales.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Ensure usage and documentation of effective inventory management system to reduce waste and meet customer needs.

Goal Five: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

GREAT WAVES WATERPARK AT CAMERON RUN

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.

Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Held annual “Perks Party” in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Offered pass sales through Certifikid that generated new pass sales.
- ✓ Developed and implemented new strategies to retain current passholders
- ✓ Expanded the Bring a Friend program to encourage pass sales
- ✓ Created a comprehensive annual marketing calendar for annual pass promotions and sales

Goal Two: Remain a leader in the field of aquatic safety.

Highlights

- ✓ Successfully transitioned to Ellis & Associates Comprehensive Aquatic Safety Program and achieved their Gold Standard award.
- ✓ All waterpark full-time staff attended E&A International Aquatic Safety School.

Goal Three: Optimize programming and facility usage to increase revenues.

Highlights

- ✓ Implemented a discounted weekday Big Splash birthday party package to entice off peak usage.
- ✓ Refined standard operating procedures for Active Network to ensure consistency and ease of registration for groups, birthdays, and passholders.
- ✓ Implemented a new learn-to-swim program for young children.
- ✓ Utilized social media as an effective tool to promote off-peak visitation.
- ✓ Improved focus on tracking of group visitation and payment.

Goal Four: Enhance the customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ Introduced new menu items at Surfside Pizza and Soft Serve to increase sales.
- ✓ Refined menu options at Riptide Café to decrease wait time for customers.
- ✓ Conducted facility walkthrough with Food & Beverage Manager, focused on proper storage and cleanliness standards.
- ✓ Expanded grab and go food and beverage offerings at Shark Shack to decrease wait times
- ✓ Enhanced signage to increase customer awareness of food and beverage outlets

Goal Five: Enhance the overall quality of the customer experience.

Highlights

- ✓ Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ All staff attended Customer Service training.
- ✓ Implemented an effective staff incentive program to promote a high level of customer service

MEASURABLE RESULTS

* Methodology is in process of being refined for more accurate future information on waterpark pass entries.

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• General admissions	98,502	77,526	92,000	51,093	94,000
• Youth group participants	10,826	13,467	12,000	13,295	12,000
• Annual Waterpark Passes sold	824	639	850	194	850
• Annual Waterpark Pass entries*	8,240	2,181	8,500	1,016	8,500
• Group shelter rentals	43	38	40	15	40
• Birthday parties	139	108	100	64	100
• Birthday participants	2,840	2,700	1,900	992	2,000
• Avg. amt. customers spent on food, beverages and retail	\$4.70	\$4.44	\$5.26	\$5.03	\$4.95

CARLYLE HOUSE HISTORIC PARK

PROGRAM OVERVIEW

Carlyle House in Old Town Alexandria is operated as an historic house museum open to the public Tuesday through Sunday. Tours, exhibits, and other programs interpret the life and times of John Carlyle in the 18th Century. The garden and grounds are open to the general public on a daily basis and the house and grounds are available for private rentals. The museum is accredited by the American Association of Museums. The museum supports tourism in the City of Alexandria, given that a large percentage of visitors come from outside the DC Metro area. Amenities include a gift shop featuring items that relate to the educational mission of the site. NOVA Parks owns the historic bank building adjacent to the Carlyle House.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 88,368	\$ 82,600	\$ 88,800	7.5%
Retail Operations	11,963	13,000	13,000	0.0%
Other Revenue	5,442	7,476	7,476	0.0%
TOTAL REVENUE	\$ 105,773	\$ 103,076	\$ 109,276	6.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 248,744	\$ 262,649	\$ 269,196	2.5%
Operating Costs	9,679	10,300	10,500	1.9%
Maintenance Costs	35,296	27,000	30,360	12.4%
Retail Operations	7,232	7,540	6,500	-13.8%
Utilities	21,794	21,980	21,400	-2.6%
TOTAL EXPENSES	\$ 322,744	\$ 329,469	\$ 337,956	2.6%
Net Income	\$ (216,972)	\$ (226,393)	\$ (228,680)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time	2.77	2.41	2.45	2.45	2.45

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-130	CARLYLE HOUSE HISTORIC PARK REVENUES					
4101	Camps	\$469	\$0	\$0	\$0	\$0
4600	Programmed Events	16,278	15,390	16,000	14,256	17,000
4240	Carlyle House Rental	24,865	28,121	30,000	11,650	30,000
4230	Entrance Fees	47,475	43,882	36,000	31,876	40,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	325	975	600	1,750	1,800
	TOTAL USER FEES	89,411	88,368	82,600	59,532	88,800
4640, 4090	Retail Operations	15,525	11,963	13,000	8,628	13,000
	TOTAL RETAIL OPERATIONS	15,525	11,963	13,000	8,628	13,000
4050	Bank Building Rental	3,876	3,876	3,876	3,876	3,876
4270	Garden Guild/Docent Activities	280	10	600	(67)	600
	TOTAL OTHER REVENUE	4,156	3,886	4,476	3,809	4,476
4910	Transfer from Carlyle House Friends Fund	5,926	1,556	3,000	2,498	3,000
	TOTAL TRANSFER / OTHER FUNDS	5,926	1,556	3,000	2,498	3,000
	TOTAL REVENUES	\$115,017	\$105,773	\$103,076	\$74,466	\$109,276
	EXPENSES					
5010	Full-Time Salaries	\$124,752	\$127,058	\$128,682	\$111,964	\$135,174
5020	Part-Time Salaries	66,687	69,478	73,652	55,627	74,313
5030	FICA	14,177	14,642	15,491	11,885	16,026
5040	Hospitalization	18,006	18,885	21,272	18,957	16,245
5060	Life Insurance	666	770	975	996	1,600
5050	Retirement	30,127	17,588	21,876	17,170	25,386
5070	Unemployment Tax	435	324	701	210	452
	TOTAL PERSONNEL SERVICES	254,849	248,744	262,649	216,810	269,196
5220	Garden Guild/Docent Activities	348	457	400	656	600
5230	Gas & Diesel	18	26	0	0	0
5257	Grants	0	0	0	3,501	0
5490	Programs and Promotions	10,915	8,896	9,500	5,154	9,500
5570	Uniforms	75	300	400	0	400
	TOTAL OPERATING COSTS	11,355	9,679	10,300	9,312	10,500
5190	Facility Op. & Maintenance	21,522	35,296	27,000	35,124	30,360
	TOTAL MAINTENANCE COSTS	21,522	35,296	27,000	35,124	30,360
5520	Retail Operations	9,226	7,232	7,540	6,263	6,500
	TOTAL RETAIL OPERATIONS	9,226	7,232	7,540	6,263	6,500
5580-001	Telephone	3,373	3,938	3,500	2,896	3,800
5580-002	Electricity	11,408	13,183	13,000	12,555	13,000
5580-004	Water/Sewer	3,066	3,379	4,000	1,502	3,300
5580-016	Internet/Cable	1,248	1,293	1,480	1,050	1,300
	TOTAL UTILITIES	19,096	21,794	21,980	18,003	21,400
	TOTAL EXPENSES	\$316,048	\$322,744	\$329,469	\$285,512	\$337,956
	OPERATING INCOME (LOSS)	(\$201,030)	(\$216,972)	(\$226,393)	(\$211,046)	(\$228,680)

CARLYLE HOUSE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Enhance quality of life through beneficial, successful programs that meet the needs of the community and provide a unique and exceptional customer experience.



Objectives:

- Maintain at least (2) innovative programming partnerships with other area historic sites.
- Refine the year-round comprehensive programming schedule.
- Create a minimum of (2) new programming opportunities.
- Implement a minimum of (2) new strategies to meet rental revenue goals.
- Implement a minimum of (2) new programs that meet scout badge requirements.
- Conduct a minimum of (4) SOL based programs.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Develop a promotion and sales plan to increase retail revenues by 5% (gross) from previous year.
- Continue to implement an effective part time and full time labor plan to ensure adequate coverage and programming.
- Continue and increase cross-agency marketing for facility rentals.

Goal Two: Continue to conserve and protect the historic resources of the Carlyle House including structures, parkland, artifacts and facilities.



Objectives:

- Work closely with the Friends of Carlyle House on their delivery of quality public programs and fundraising.
- Implement (2) new strategies for recruiting, training, and retaining volunteers.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implement park maintenance standards consistent with site and preservation guidelines for continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.

STRATEGIC FOCUS

CUSTOMER EXPERIENCES	GROW FINANCIAL RESOURCES
CONSERVE & PROTECT RESOURCES	HUMAN RESOURCES
COMMUNICATE OUR STORY	EXCELLENCE IN GOVERNANCE

CARLYLE HOUSE HISTORIC PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Enhance quality of life through beneficial, successful programs that meet the needs of the community.

Highlights

- ✓ Trivia Nights at Historic Sites, a new program in conjunction with the Lee-Fendall House, sold out every session.
- ✓ Our popular Read, See, Do July summer reading program, offered in conjunction with the Alexandria Public Library, attracts young readers to the site. Participants read a history-themed book and work on a related craft.
- ✓ Summer “Yoga on the Terrace” continues to attract a loyal following.
- ✓ “Escape the Sanderson Sisters,” in commemoration of the 25th anniversary of the movie *Hocus Pocus*, was a great success.
- ✓ In honor of Black History Month (February), we debuted the program “Tell Me Your Name,” special tours based on our exhibit of the same name.

Goal Two: Continue to preserve the historic resources of the Carlyle House while providing a quality visitor experience.

Highlights

- ✓ Tell Me Your Name exhibit installed, garnering many positive reviews. People linger in the exhibit area to read the histories of the enslaved individuals owned by John Carlyle.
- ✓ Restoration of exterior stairs and railings completed.
- ✓ Painted ceilings of gift shop and exhibit spaces.
- ✓ Repaired brick walkways in the garden.
- ✓ Hosted the American Alliance of Museums reaccreditation visiting committee.
- ✓ Historic Site Specialist and Curator of Education attended the Virginia Association of Museums Conference.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Daily tour attendance	10,351	8,966	9,000	3,153	9,000
• School tour attendance	1,225	1,299	1,000	950	1,100
• Scout tours	5	0	50	0	30
• Special events attendance	4,761	4,426	5,000	1,189	4,000
• Facility rentals	18	29	30	10	25
• Volunteer hours	4,154	3,925	4,200	1,802	4,000
• Average amount spent on resale items	\$1.50	\$1.17	\$1.30	\$1.29	\$1.29

FOUNTAINHEAD REGIONAL PARK

PROGRAM OVERVIEW

Fountainhead Regional Park, in the Fairfax Station area of Fairfax County, provides a boating and fishing center on the Occoquan Reservoir from mid-March to mid-November. It is also part of the Occoquan Water Trail. The park includes a bait and tackle shop, snack bar, miniature golf course and picnic shelter as well as an 8-mile mountain bike trail, a 12-mile equestrian and hiking trail, a 2-mile hiking trail and the trailhead for the 17.5-mile Bull Run-Occoquan Trail. The park also offers kayak, canoe and jon boat rentals. The Webb Sanctuary was brought online in 2014. The Park offers popular walking trails for Clifton residents and a rental house.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 217,283	\$ 231,500	\$ 236,000	1.9%
Retail Operations	30,315	56,000	50,000	-10.7%
Other Revenue	14,213	20,412	12,912	-36.7%
TOTAL REVENUE	\$ 261,811	\$ 307,912	\$ 298,912	-2.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 149,672	\$ 154,652	\$ 178,432	15.4%
Operating Costs	1,610	2,900	2,900	0.0%
Maintenance Costs	26,761	21,328	24,500	14.9%
Insurance	395	412	412	0.0%
Retail Operations	16,831	36,960	27,500	-25.6%
Utilities	7,365	9,400	8,400	-10.6%
TOTAL EXPENSES	\$ 202,633	\$ 225,652	\$ 242,144	7.3%
Net Income	\$ 59,178	\$ 82,260	\$ 56,768	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new Full-time maintenance position was added. The position will be split 50/50 with Sandy Run Regional Park. Miscellaneous revenue was removed and changed to special events revenue for external events held in the park.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	.90	.90	.90	.90	1.40
Part-Time	3.63	3.56	3.72	3.72	3.37

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-140	FOUNTAINHEAD REGIONAL PARK REVENUES					
4070	Boat Rental	\$164,633	\$148,555	\$170,000	\$95,671	\$170,000
4530	Launch & Parking Fees	47,239	52,435	49,000	36,527	49,000
4690	Special Events	0	0	0	0	5,000
4600	Programmed Events	5,939	10,299	5,500	1,043	5,500
4670	Shelter Reservations	4,425	4,230	3,500	1,550	4,000
4500	Miniature Golf	2,211	1,765	3,500	987	2,500
	TOTAL USER FEES	224,447	217,283	231,500	135,778	236,000
4640	Retail Operations	36,105	30,315	56,000	18,772	50,000
	TOTAL RETAIL OPERATIONS	36,105	30,315	56,000	18,772	50,000
4420	House Rental	12,912	12,912	12,912	10,760	12,912
4510	Miscellaneous Revenue	2,309	1,301	7,500	7,145	0
	TOTAL OTHER REVENUE	15,221	14,213	20,412	17,905	12,912
	TOTAL REVENUES	\$275,772	\$261,811	\$307,912	\$172,455	\$298,912
	EXPENSES					
5010	Full-Time Salaries	\$54,554	\$54,657	\$53,712	\$35,603	\$69,319
5020	Part-Time Salaries	67,957	74,975	77,796	67,883	69,094
5030	FICA	9,550	9,897	10,088	7,897	10,589
5040	Hospitalization	4,103	2,251	2,784	8,052	15,191
5060	Life Insurance	288	320	407	314	821
5050	Retirement	13,504	7,172	9,131	5,688	13,018
5070	Unemployment Tax	462	399	734	236	401
	TOTAL PERSONNEL SERVICES	150,417	149,672	154,652	125,675	178,432
5230	Gas and Diesel	923	1,235	2,000	1,315	2,000
5490	Programs and Promotions	0	0	500	100	500
5570	Uniforms	594	374	400	307	400
	TOTAL OPERATING COSTS	1,516	1,610	2,900	1,721	2,900
5180	Equipment/Vehicle Maintenance	3,616	1,424	2,000	2,158	3,000
5190	Facility Op. & Maintenance	19,841	23,819	18,828	19,245	21,000
5510	Rental House Maintenance	701	1,518	500	474	500
	TOTAL MAINTENANCE COSTS	24,157	26,761	21,328	21,877	24,500
5290	Insurance - Vehicle	634	395	412	381	412
	TOTAL INSURANCE	634	395	412	381	412
5520	Retail Operations	27,985	16,831	36,960	8,619	27,500
	TOTAL RETAIL OPERATIONS	27,985	16,831	36,960	8,619	27,500
5580-001	Telephone	957	1,108	1,200	966	1,200
5580-002	Electricity	4,972	5,213	7,000	4,337	6,000
5580-016	Internet/cable	1,164	1,044	1,200	923	1,200
	TOTAL UTILITIES	7,093	7,365	9,400	6,227	8,400
	TOTAL EXPENSES	\$211,804	\$202,633	\$225,652	\$164,499	\$242,144
	OPERATING INCOME (LOSS)	\$63,968	\$59,178	\$82,260	\$7,956	\$56,768

FOUNTAINHEAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Establish and maintain a minimum of (3) community partnerships.
- Evaluate and determine new a signage plan for the park.
- Continue to work with MORE and PATC to evaluate and improve the hiking, biking, and equestrian trails.
- Develop and implement a plan to repurpose the mini golf area.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information through Hiperweb.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Host a minimum of (4) special events or programs with at least (1) being new.
- Offer a minimum of (3) naturalist lead programs.
- Develop and implement a programming schedule that encourages off-peak visitation.
- Create and implement a Comprehensive Programming Plan.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Implement a system for effective recruitment and retention strategies for qualified staff.
- Implement an in-house audit program to evaluate the performance of seasonal staff.
- Implement a plan to provide consistent information on social media and the website.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a staff toolkit to empower decision making by part time staff.

Goal Four: Develop and refine strategies to attract and serve park users.



Objectives:

- Continue to work with volunteer groups to facilitate harmonious multi-use trail experiences on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Develop operational SOPs and guidelines to improve marina operations and facilities.
- Develop and implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Implement at least (3) new strategies to increase boat rentals.
- Implement at least (1) new strategy to improve net retail sales profits by 5% from previous year.

FOUNTAINHEAD REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parklands and facilities to provide a quality visitor experience.

Highlights

- ✓ Maintained community partnerships and held meetings with PATC, Mid-Atlantic Off Road Enthusiasts, Clifton Horse Society and Friends of the Occoquan.
- ✓ Completed a successful re-route of sections of the BROT to increase sustainability.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Scheduled and conducted 8 paddle tours with Roving Naturalist.
- ✓ Hosted over 25 special events to include trail runs, fishing tournaments, paddle tours and orienteering competitions.
- ✓ Continued to host search and rescue training with multiple organizations.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Continued to implement customer service initiatives.
- ✓ Updated the MBT hotline process and updated social media procedures

Goal Four: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Continued to work with PATC and MORE on the trail re-routes.
- ✓ Trail enhancements addressed erosion issues.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of jon boat rentals	3,216	2,688	3,200	1,290	3,150
• Number of boat ramp launches (daily type)	860	803	1,000	452	1,000
• Number of boat shore launches	1,863	1,965	1,800	1,020	1,800
• Number of season ramp launch passes sold	205	215	225	42	225
• Number of season shore launch passes sold	434	487	400	122	400
• Number of canoe rentals	969	1,102	1,000	419	1,000
• Number of motor rentals	1,363	1,264	1,400	650	1,400
• Number of kayak rentals	5,061	4,881	5,800	2,591	5,800
• Number of miniature golf rounds	733	586	1,000	205	1,000
• Number of picnic shelter rentals	27	39	35	16	35
• Average revenue retail per boat rental and daily launch	\$3.98	\$2.65	\$4.38	\$2.67	\$3.92
• Number of volunteer hours	600	718	800	0	600

HEMLOCK OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Hemlock Overlook is a 426-acre park located in the middle of the 5,000 acres owned by NOVA Parks in the Bull Run-Occoquan Watershed, which provides protection to the Occoquan Reservoir Watershed and is a habitat for wildlife and native plants and trees. Adventure Links has been chosen through the Virginia Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) process to run operations at Hemlock Overlook. The programming focus is on environmental education, experiential learning, and teambuilding offered to school, community, and corporate groups. Adventure Links began programming on site August 2009, after George Mason University ended their agreement to run the facility.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
Other Revenue	76,535	75,768	75,768	0.0%
TOTAL REVENUE	\$ 76,535	\$ 75,768	\$ 75,768	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	1,120	2,400	2,400	0.0%
TOTAL EXPENSES	\$ 1,120	\$ 2,400	\$ 2,400	0.0%
Net Income	\$ 75,415	\$ 73,368	\$ 73,368	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	NA	NA	NA	NA	NA
Part-Time	NA	NA	NA	NA	NA

HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-150	HEMLOCK OVERLOOK REVENUES					
4510	Miscellaneous Revenue	\$0	\$1,535	\$768	\$768	\$768
4672	Revenue Share from Partnership	75,000	75,000	75,000	75,000	75,000
	TOTAL OTHER REVENUE	75,000	76,535	75,768	75,768	75,768
	TOTAL REVENUES	\$75,000	\$76,535	\$75,768	\$75,768	\$75,768
	EXPENSES					
5190	Facility Op. & Maintenance	\$1,320	\$1,120	\$2,400	\$2,283	\$2,400
	TOTAL MAINTENANCE	1,320	1,120	2,400	2,283	2,400
	TOTAL EXPENSES	\$1,320	\$1,120	\$2,400	\$2,283	\$2,400
	OPERATING INCOME (LOSS)	\$73,680	\$75,415	\$73,368	\$73,484	\$73,368

HEMLOCK OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020

Due to the contractual nature of this cost center, there are no FY 2020 Strategic Goals and Objectives..

HEMLOCK OVERLOOK REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Due to the contractual nature of this cost center, there are no FY 2019 Strategic Goal Highlights.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• School & community group participants**	12,183	N/A	17,000	N/A	17,000
• Professional, corporate, and university group participants*	2,817	N/A	5,000	N/A	5,000
• Summer Camp participants**	5,311	N/A	6,000	N/A	6,000
- For complete accuracy, some data is still being gathered.					
- * ** Provided as user days					

MEADOWLARK BOTANICAL GARDENS

PROGRAM OVERVIEW

Meadowlark Botanical Gardens is a 96-acre botanical garden in Vienna whose mission is to collect and display plants native to the Potomac River Valley and from around the world, to provide educational opportunities in gardening, horticulture, botany and conservation of plant diversity, and to provide a place of aesthetic beauty to foster the stewardship of nature for public enrichment. Facilities in the gardens include a Visitor Center, three lakes, the Lilac Pavilion, three gazebos, and paved and natural surface walking paths. The Korean Bell Garden is a new and unique addition and a Children's Garden is a planned addition for the gardens.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 324,727	\$ 295,500	\$ 315,500	6.8%
Retail Operations	47,293	33,500	50,000	49.3%
Other Revenue	21,529	1,000	1,000	0.0%
TOTAL REVENUE	\$ 393,548	\$ 330,000	\$ 366,500	11.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 767,621	\$ 809,635	\$ 855,354	5.6%
Operating Costs	11,255	12,900	12,900	0.0%
Maintenance Costs	90,283	114,000	129,000	13.2%
Insurance	1,184	1,236	1,236	0.0%
Retail Operations	23,864	19,800	30,000	51.5%
Utilities	42,936	53,900	53,900	0.0%
TOTAL EXPENSES	\$ 937,142	\$ 1,011,471	\$ 1,082,390	7.0%
Net Income	\$ (543,594)	\$ (681,471)	\$ (715,890)	

BUDGET HIGHLIGHTS

Major variances in budget:

- New Visitor Services Specialist added to Meadowlark Botanical Gardens. The position will be split with The Winter Walk of Lights. Additionally, retail revenue is up due to actuals tracking high the past couple of years.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	7.5	7.5	7.5	7.5	8.0
Part-Time	6.78	6.97	7.61	7.81	7.23

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-180	MEADOWLARK BOTANICAL GARDENS REVENUES					
4020	Misc Rev / Annual Dues	\$84,180	\$80,725	\$80,000	\$65,967	\$80,000
4101	Camps	34,340	50,530	37,000	51,040	39,500
4600	Programmed Events	10,662	12,694	10,000	4,500	12,500
4812, 4810	Visitor Center Rental/Photographer Fees	13,250	13,285	13,500	10,700	13,500
4230	Entrance Fees	163,745	167,493	155,000	155,665	170,000
	TOTAL USER FEES	306,177	324,727	295,500	287,872	315,500
4640	Retail Operations	33,261	46,870	33,000	49,537	50,000
4646	ML Bell Garden Postcards	1,474	423	500	652	0
	TOTAL RETAIL OPERATIONS	34,735	47,293	33,500	50,189	50,000
4181	Meadowlark Escrow Interest Transfer	10,934	21,529	1,000	4,634	1,000
	TOTAL OTHER REVENUE	10,934	21,529	1,000	4,634	1,000
	TOTAL REVENUES	\$351,846	\$393,548	\$330,000	\$342,695	\$366,500
	EXPENSES					
5010	Full-Time Salaries	\$406,352	\$420,363	\$424,619	\$363,480	\$459,391
5020	Part-Time Salaries	174,406	170,532	182,618	132,107	174,669
5030	FICA	42,452	43,175	46,459	34,089	48,506
5040	Hospitalization	71,712	71,470	78,655	64,866	79,882
5060	Life Insurance	2,205	2,567	3,218	3,208	5,439
5050	Retirement	(6,996)	58,496	72,185	55,531	86,274
5070	Unemployment Tax	1,258	1,019	1,881	635	1,193
	TOTAL PERSONNEL SERVICES	691,389	767,621	809,635	653,915	855,354
5230	Gas and Diesel	3,684	4,023	5,000	2,537	5,000
5380	Membership Events	857	0	1,000	0	1,000
5490	Programs and Promotions	6,853	6,530	2,000	2,800	2,000
5171	Camps	0	0	3,500	1,461	3,500
5570	Uniforms	833	702	1,400	893	1,400
	TOTAL OPERATING COSTS	12,228	11,255	12,900	7,690	12,900
5180	Equipment/Vehicle Maintenance	13,211	15,594	14,000	13,485	14,000
5190	Facility Op. & Maintenance	49,052	36,379	50,000	39,558	65,000
5215	Garden Maintenance	38,592	38,310	50,000	32,971	50,000
	TOTAL MAINTENANCE COSTS	100,855	90,283	114,000	86,014	129,000
5290	Insurance - Vehicle	951	1,184	1,236	1,142	1,236
	TOTAL INSURANCE	951	1,184	1,236	1,142	1,236
5520	Retail Operations	20,082	23,864	19,800	20,128	30,000
	TOTAL RETAIL OPERATIONS	20,082	23,864	19,800	20,128	30,000
5580-001	Telephone	3,125	3,938	3,000	2,858	3,000
5580-002	Electricity	33,665	27,921	35,000	24,150	35,000
5580-003	Natural Gas	4,668	2,016	8,000	1,733	8,000
5580-004	Water/Sewer	6,414	7,822	6,500	3,453	6,500
5580-008	Propane Gas	0	0	400	0	400
5580-016	Cable/Internet	1,397	1,238	1,000	1,342	1,000
	TOTAL UTILITIES	49,269	42,936	53,900	33,536	53,900
	TOTAL EXPENSES	\$874,774	\$937,142	\$1,011,471	\$802,425	\$1,082,390
	OPERATING INCOME (LOSS)	(\$522,928)	(\$543,594)	(\$681,471)	(\$459,730)	(\$715,890)

MEADOWLARK BOTANICAL GARDENS

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Develop and implement a Children's Garden management plan.



Objectives:

- Implement features to the garden, including the fairy house and pavilion.
- Develop a complementary programming plan for the garden.
- Develop a marketing strategy and outreach plan to promote the garden.
- Develop a maintenance and programming staffing plan with new part time hours.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Review and refine the year-round comprehensive programming schedule.
- Refine camp programming to meet the needs of the customer and maximize enrollment. .
- Develop and implement at least (2) new programs.
- Develop and implement a part time and full time labor plan to ensure adequate coverage and programming potential.
- Implement a retail operations plan to improve revenues by 10% (gross) from previous year.
- Implement a minimum of (2) new strategies to meet rental revenue goals.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the gardens.
- Launch the Orangery as a major new program and public service exhibit space.

Goal Three: Increase the horticultural, botanical and environmental quality of the gardens for public enrichment.



Objectives:

- Continue to implement the invasive management plan.
- Enter all native collection data in IrisBG for initial peer review.
- Initiate systematic catalogue of the Daylily Collection for future certification.
- Develop and implement interpretation of the Orangery.
- Develop Mediterranean plant collection in the Orangery.
- Remove invasive Bush honeysuckle shrubs with a focus on the PVC and Lake Lena Native Wetland.

Goal Four: Provide a unique and exceptional customer experience.



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to update the master plan for consistent and targeted facility improvements.
 - Continue to build, implement and evaluate a successful volunteer program.
 - Implement a staff toolkit to empower decision making by part time staff.
 - Continue to expand full time staff natural resource and invasive expertise.
 - Continue to improve customer engagement through social media.

STRATEGIC FOCUS



MEADOWLARK BOTANICAL GARDENS

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Renew the Children's Garden planning process.

Highlights:

- ✓ Installed new fences to define garden space.
- ✓ Finalized swale planting scheme to County specifications.
- ✓ Researched shelter options and finalized plans.
- ✓ Completed a request for proposal for Children's Garden whimsical features.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights:

- ✓ Continued to increase camp offerings to maximize enrollment and meet customer demand.
- ✓ Improved retail options for the garden, increasing sales throughout the year.
- ✓ New programs include: Take Home Succulent Garden, Bucket of Blossoms workshop, and All About Peonies

Goal Three: Increase the horticultural, botanical and environmental quality of the gardens for public enrichment.

Highlights:

- ✓ Replanted healthy cherry trees throughout the par to replace aging/dying trees.
- ✓ Removed invasive Morrow's Honey Suckle.
- ✓ Worked closely with donor and Planning department to design and implement Orangery.

Goal Four: Continue to improve facilities and provide exceptional customer service.

Highlights:

- ✓ Continuing to implement the master plan for consistent and targeted facility improvements.
- ✓ Volunteer program contributing an average of 3500 hours annually.
- ✓ Implemented customer service strategies outlined by the Customer Service Committee.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Memberships*	4,500	4,000	4,200	4,000	4,500
• Admissions (including members)*	80,000	44,100	35,000	19,780	70,000
• Program participants	6,300	7,500	6,300	2,800	6,400
• Camp Grow participants	120	180	130	140	180
• School programs-number of students	2,800	3,810	2,400	205	2,400
• Average amount visitors spend on resale items	\$.37	\$.85	\$.84	\$1.50	\$.63
• Volunteer hours received	3,090	2,253	3,000	867.5	3,000

*Counting method for admissions/memberships being refined

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

PROGRAM OVERVIEW

Meadowlark's Winter Walk of Lights made its debut November 2012. The show is slightly over a mile long and meanders through the garden. The all LED displays depict nature and winter holiday themes including a stream, deer, swans, flowers, butterflies, mushrooms, snails, and holiday favorites. Two highlights of the show include a spectacular animated fountain and the animated light show set to holiday music.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 874,918	\$ 731,000	\$ 822,117	12.5%
Retail Operations	111,947	97,000	102,000	5.2%
TOTAL REVENUE	\$ 986,865	\$ 828,000	\$ 924,117	11.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 55,042	\$ 79,885	\$ 106,871	33.8%
Operating Costs	91,840	108,000	115,000	6.5%
Retail Operations	44,510	41,500	43,500	4.8%
Utilities	-	3,800	3,800	0.0%
TOTAL EXPENSES	\$ 191,392	\$ 233,185	\$ 269,171	15.4%
Net Income	\$ 795,473	\$ 594,815	\$ 654,947	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new Full-time position has been added to The Winter Walk of Lights. The Visitor Services Specialist will be split 50/50 with Meadowlark Botanical Gardens.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0.5
Part-Time	2.34	2.38	2.34	3.07	2.92

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-185	MEADOWLARK LIGHT SHOW					
	REVENUES					
4486	Admissions	\$677,451	\$866,758	\$725,000	\$795,665	\$814,117
4488	Group Admissions	7,769	8,160	6,000	13,648	8,000
4740	Programmed Events	0	0	0	(164)	0
4694	Sponsorships	(3)	0	0	0	0
	TOTAL USER FEES	685,216	874,918	731,000	809,148	822,117
4642	Retail-Food	66,941	81,751	70,000	66,955	75,000
4640	Retail Operations	27,318	30,197	27,000	22,491	27,000
	TOTAL RETAIL OPERATIONS	94,259	111,947	97,000	89,446	102,000
	TOTAL REVENUES	\$779,475	\$986,865	\$828,000	\$898,594	\$924,117
	EXPENSES					
5010	Full-Time Salaries	\$0	\$0	\$0	\$0	\$22,506
5020	Part-Time Salaries	44,885	55,042	73,597	58,120	69,619
5030	FICA	(8)	0	5,699	0	7,048
5040	Hospitalization	0	0	0	0	2,837
5060	Life Insurance	0	0	0	0	266
5050	Retirement	0	0	0	0	4,227
5070	Unemployment	0	0	589	0	368
	TOTAL PERSONNEL SERVICES	44,878	55,042	79,885	58,120	106,871
5470, 5151	Light Show Production Costs	88,764	90,980	108,000	102,227	115,000
5490	Programs and Promotions	1,097	860	0	31	0
	TOTAL OPERATING COSTS	89,860	91,840	108,000	102,258	115,000
5520-015	Retail-Food	14,208	5,817	28,000	19,440	30,000
5520-000	Retail Operations	12,735	38,693	13,500	15,482	13,500
	TOTAL RETAIL OPERATIONS	26,943	44,510	41,500	34,922	43,500
5580-002	Electricity	0	0	3,500	0	3,500
5580-008	Propane	0	0	300	0	300
	TOTAL UTILITIES	0	0	3,800	0	3,800
	TOTAL EXPENSES	\$161,681	\$191,392	\$233,185	\$195,300	\$269,171
	OPERATING INCOME (LOSS)	\$617,794	\$795,473	\$594,815	\$703,295	\$654,947

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Optimize management of in demand resources by providing a quality visitor experience through a unique annual event.



Objectives:

- Continue to refine the plan for consistent and continued annual event improvements.
- Continue to enhance the food and beverage operation to meet growing demand.
- Refine the marketing plan annually.
- Continue to implement a defined plan to increase off-peak and weekday visitation.
- Update the operations, installation and take down manual and timeline annually.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training program.
- Refine and implement training guidelines for all positions.
- Refine the emergency action plan for the event operations.
- Optimize the functionality of EventBrite for online ticket sales.
- Increase throughput by 3% (gross) over last year.
- Create a plan for future second location for concessions.
- Implement changes to the show based on the installation of the Orangery.

STRATEGIC FOCUS



MEADOWLARK GARDENS WINTER WALK OF LIGHTS

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Provide a quality visitor experience through a unique annual event.

Highlights

- ✓ Changed online ticket sales vendor to improve mobile access and ease of online ticket purchasing.
- ✓ Refined food and beverage training and operations to ensure timely service and increased revenues.
- ✓ Refinements in retail plan resulted in increased gift shop sales.
- ✓ Improved staff training in areas of customer service and emergency actions.
- ✓ Continued to implement off-peak visitation plan including expanding spirit nights and promoting appreciation nights for law enforcement, nurses, teachers, and annual pass members.
- ✓ Facebook posts continue to result in more exposure for our communications during the Winter Walk, to advertise value added events and respond to customer inquiries about crowds, weather, and events.
- ✓ Developed and implemented a detailed parking plan to maximize the new parking lot.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of light show entries	75,000	80,056	68,000	64,015	70,000
• Average amount visitors spend on food & retail items	\$1.48	\$1.40	\$1.42	\$1.28	\$1.46

MEADOWLARK ATRIUM AND EVENT SERVICES

PROGRAM OVERVIEW

The Atrium at Meadowlark Botanical Gardens is a stunning venue that provides approximately 5,400 square feet of event space. The Atrium has been consistently voted as Northern Virginia and D.C. Metro areas' premier wedding venue. The Atrium offers food and beverage options with full-service event planning.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 846,007	\$ 774,000	\$ 772,500	-0.2%
Retail Operations	1,202,424	1,142,500	1,169,640	2.4%
Other Revenue	60,569	89,000	104,000	16.9%
TOTAL REVENUE	\$ 2,109,001	\$ 2,005,500	\$ 2,046,140	2.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 529,568	\$ 611,902	\$ 536,477	-12.3%
Operating Costs	165,704	97,425	188,500	93.5%
Maintenance Costs	86,669	86,500	91,500	5.8%
Insurance	6,273	5,800	5,800	0.0%
Retail Operations	428,312	394,500	361,380	-8.4%
Utilities	47,577	47,800	47,800	0.0%
TOTAL EXPENSES	\$ 1,264,102	\$ 1,243,927	\$ 1,231,457	-1.0%
Net Income	\$ 844,899	\$ 761,573	\$ 814,683	

BUDGET HIGHLIGHTS

Major variances in budget:

- Contract employment will see a major increase, which will offset part time personnel costs at the Atrium.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	4.5	4.5	4.5	4.5	4.5
Part-Time	8.42	8.82	8.25	7.77	5.51

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-170	MEADOWLARK ATRIUM AND EVENT SERVICES REVENUES					
4600	Programmed Events	\$180	\$0	\$0	\$0	\$0
4135	Atrium Rental	751,034	819,745	750,000		750,000
					519,185	
4443	Kitchen Use Fee	3,750	8,500	5,000	6,900	2,500
4487	Reservations-Lilac Pavillion Rental	4,145	7,359	7,000	1,550	8,000
4290	Reservations - Gazebo Rental	9,022	10,403	12,000	7,210	12,000
	TOTAL USER FEES	768,132	846,007	774,000	534,845	772,500
4821	Equipment Rental	76,410	53,693	80,000	46,795	80,000
4822	NVRPA Event Staffing	1,480	5,785	5,000	3,939	20,000
4693	Special Services	3,583	1,092	4,000	3,306	4,000
	TOTAL OTHER REVENUE	81,473	60,569	89,000	54,040	104,000
4115	Catering	798,298	733,888	750,000	600,962	760,000
4682	Service Charge	164,778	156,889	130,000	126,665	143,640
4640,4641,4647	Retail - Alcoholic Beverages	297,422	311,647	262,500	248,562	266,000
	TOTAL RETAIL OPERATIONS	1,260,498	1,202,424	1,142,500	976,189	1,169,640
	TOTAL REVENUES	\$2,110,102	\$2,109,001	\$2,005,500	\$1,565,074	\$2,046,140
	EXPENSES					
5010	Full-Time Salaries	\$230,840	\$227,971	\$230,046	\$191,432	\$242,376
5020	Part-Time Salaries	341,213	209,891	252,503	85,991	181,106
5030	FICA	43,164	32,953	36,915	19,851	32,396
5040	Hospitalization	29,631	25,457	49,315	15,547	31,126
5060	Life Insurance	1,258	1,380	1,743	1,734	2,870
5050	Retirement	57,716	31,122	39,108	29,624	45,518
5070	Unemployment Tax	1,468	794	2,272	384	1,086
	TOTAL PERSONNEL SERVICES	705,290	529,568	611,902	344,564	536,477
5186	Equipment Rental	67,730	47,425	76,000	45,701	76,000
5146	Contract Employment	48,051	113,874	16,925	119,838	108,000
5490	Programs and Promotions	2,533	3,742	3,500	1,263	3,500
5570	Uniforms	381	663	1,000	696	1,000
	TOTAL OPERATING COSTS	118,695	165,704	97,425	167,498	188,500
5180	Equipment/Vehicle Maintenance	1,285	1,885	2,500	0	2,500
5190	Facility Op. & Maintenance	84,010	68,146	65,000	51,714	70,000
5215	Garden Maintenance	17,646	16,637	19,000	16,272	19,000
	TOTAL MAINTENANCE COSTS	102,942	86,669	86,500	67,986	91,500
5143	Catering	356,456	303,422	300,000	224,268	273,600
5521	Retail - Alcoholic Beverages	106,369	124,890	94,500	85,996	87,780
	TOTAL RETAIL	462,825	428,312	394,500	310,263	361,380
5265	Insurance - Liquor Liability	3,341	6,273	5,800	3,552	5,800
	TOTAL INSURANCE	3,341	6,273	5,800	3,552	5,800
5580-001	Telephone	3,096	3,087	3,000	2,064	3,000
5580-002	Electricity	31,984	28,897	30,000	28,567	30,000
5580-003	Natural Gas	6,319	9,806	9,000	10,310	9,000
5580-004	Water/Sewer	4,776	4,746	4,800	3,393	4,800
5580-016	Cable/Internet	1,217	1,040	1,000	1,144	1,000
	TOTAL UTILITIES	47,392	47,577	47,800	45,478	47,800
	TOTAL EXPENSES	\$1,440,484	\$1,264,102	\$1,243,927	\$939,340	\$1,231,457
	OPERATING INCOME (LOSS)	\$669,618	\$844,899	\$761,573	\$625,734	\$814,683

MEADOWLARK ATRIUM AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: *Manage and enhance the Atrium at Meadowlark Botanical Gardens as a premier event venue.*



Objectives:

- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Host a minimum of (2) Open House events.
- Continue to use Event Temple event management software.
- Deliver a consistent social media campaign to promote the facility.
- Continue to perform detailed event tracking and analysis to monitor expense and revenue performance.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Refine plan that focuses on attracting nontraditional rental business developing a minimum of (2) new strategies.
- Continue to develop a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Implement a continuous hospitality internship program.
- Continue to implement facility improvements.



Goal Two: *Continue to enhance the facilities and provide a unique and exceptional customer experience.*



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue an in-house audit program to evaluate the performance of seasonal staff.
- Implement park maintenance standards for consistent and continued facility maintenance, and improvements, including facility inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to advertise The Atrium showcasing The Atrium's differential advantage.

MEADOWLARK ATRIUM AND EVENT SERVICES

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Manage and enhance Atrium and Event Services as a premier event venue.*

Highlights

- ✓ Hosted (2) Open House events.
- ✓ Continued providing alternative site information to encourage cross agency promotion.
- ✓ Purchased and implemented Event Temple event management program.
- ✓ Continued quarterly review with Food & Beverage Manager and Executive Chef for menu development and bi-annual review process complete. Menus and pricing updated and complete.
- ✓ E-blast created and distributed using contact info gathered at the Bridal Expo & Atrium Open House events.
- ✓ Developed and implemented a staging plan for the facility.
- ✓ E-blast created and distributed using contact info gathered from past corporate events encouraging their return with a “call to action” incentive.
- ✓ E-blast created and distributed through TheKnot advertising our short-term booking discounts and offering a “call to action” for clients that book after the designated short-term booking cut off.
- ✓ Increased sales initiative and offered discounts on dates which are historically difficult to book.

Goal Two: *Continue to improve facilities and provide exceptional customer service.*

Highlights

- ✓ Submitted suggestions for continued site improvements through 5 year capital request.
- ✓ Continued staff evaluations and trainings to ensure industry standards and service standards are maintained.
- ✓ All appropriate Atrium and Catering staff obtained their ServSafe and/or TIPS training.
- ✓ Purchased two new Tornado cleaning devices and implemented regular use through updating cleaning schedules.
- ✓ Conduct bi-annual catering staff meeting to provide training and instruction on industry standards.
- ✓ Completed Atrium renovations.
- ✓ Continue performing weekly, bi-weekly or monthly site walk through for continued improvement of facility maintenance and cleanliness.
- ✓ Trained new Atrium Maintenance/Custodians to use HiperWeb.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Total Atrium events/rentals	142	146	155	73	155
• Atrium social events	131	133	135	68	135
• Percentage of Atrium Social Events catered by Great Blue Heron	96%	94%	97%	81%	97%
• Annual attendance-social event guests	19,170	19,710	20,925	9,855	20,925
• Number of gazebo rentals	29	35	50	23	50

MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK

PROGRAM OVERVIEW

Mount Zion Historic Church sits on 7 acres and was acquired in the fall of 2009. Built in 1851, the church played host and witness to several of the areas many Civil War events including the Action at Mount Zion Church. In July of 1864 near the church, Confederate forces led by John S. Mosby were credited with a rout of Union forces led by William H. Forbes. Today, the church is available to the public for tours and special events. Adjacent to Mt. Zion Historic Park just across Route 50 rests Gilbert's Corner Regional Park. This undisturbed 155 acres of rolling countryside was assumed by NOVA Parks in the winter of 2009 from the Mount Zion Church Preservation Association. The former house site of local union sympathizer and civilian scout Alexander "Yankee" Davis, Gilbert's Corner remains today as it has for centuries, a mix of meadows and woodlands that will play host to hiking trails and other passive park activities.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 2,101	\$ 3,300	\$ 2,000	-39.4%
Retail Operations	-	-	-	0.0%
Other Revenue	464	464	464	0.0%
TOTAL REVENUE	\$ 2,565	\$ 3,764	\$ 2,464	-34.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ -	\$ -	\$ -	0.0%
Operating Costs	396	2,000	1,500	-25.0%
Maintenance Costs	11,623	15,000	15,000	0.0%
Utilities	1,460	1,500	1,500	0.0%
TOTAL EXPENSES	\$ 13,479	\$ 18,500	\$ 18,000	-2.7%
Net Income	\$ (10,914)	\$ (14,736)	\$ (15,536)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	.05	.03	0	0	0

MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-200	MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK					
	REVENUES					
4131	Church Rental	\$1,000	\$1,280	\$600	\$0	\$600
4230	Entrance Fees	150	0	300	0	200
4600	Programmed Events	589	821	2,400	1,000	1,200
	TOTAL USER FEES	1,739	2,101	3,300	1,000	2,000
4640	Retail Operations	15	0	0	0	0
	TOTAL RETAIL OPERATIONS	15	0	0	0	0
4605	Farm Rental Lease	464	464	464	464	464
	TOTAL OTHER REVENUE	464	464	464	464	464
	TOTAL REVENUES	\$2,218	\$2,565	\$3,764	\$1,464	\$2,464
	EXPENSES					
5020	Part-Time Salaries	\$508	\$0	\$0	\$0	\$0
5030	FICA	(12)	0	0	0	0
	TOTAL PERSONNEL SERVICES	496	0	0	0	0
5490	Programs and Promotions	1,469	396	2,000	228	1,500
	TOTAL OPERATING COSTS	1,469	396	2,000	228	1,500
5190	Facility Op. & Maintenance	10,963	11,623	15,000	6,933	15,000
	TOTAL MAINTENANCE COSTS	10,963	11,623	15,000	6,933	15,000
5580-002	Electricity	1,579	1,460	1,500	1,556	1,500
	TOTAL UTILITIES	1,579	1,460	1,500	1,556	1,500
	TOTAL EXPENSES	\$14,508	\$13,479	\$18,500	\$8,717	\$18,000
	OPERATING INCOME (LOSS)	(\$12,290)	(\$10,914)	(\$14,736)	(\$7,253)	(\$15,536)

MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Mt. Zion Historic Park:

Goal One: *Enhance quality of life through beneficial, successful programs that meet the needs of the community and provide a unique and exceptional customer experience.*



Objectives:

- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Conduct a minimum of (3) SOL based programs.
- Host a minimum of (5) special events or lectures.
- Maintain a minimum of (5) community partnerships.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities.*



Objectives:

- Continue to create an interpretive display area for the Old Carolina Road at Mt. Zion and connect it to the adjacent PEC property at Roundabout Meadows.
- Establish a minimum of (1) new educational partnership with local history or nature organizations.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement park maintenance standards consistent with site and preservation guidelines for consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.(all properties)
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Gilbert's Corner Regional Park:

Goal One: *Maintain a passive use regional park with a focus on protecting the land and educating visitors on its cultural and historic significance.*



Objectives:

- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance.
- Define the appropriate steps and timeline needed to connect existing trail system to adjacent sites.
- Host a minimum of (2) special events or programs.
- Maintain a minimum of (3) community partnerships.
- Document archaeological, architectural and historical resources.
- Develop and implement a complete interpretive plan for both natural and historic resources.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a unique and exceptional customer experience.*



Objectives:

- Work closely with the holders of the existing wetlands easements.

MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Mt. Zion Historic Park:

Goal One: *Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.*

Highlights

- ✓ Conducted (3) SOL based programs.
- ✓ Hosted (5) special events or lectures and (3) outreach programs.
- ✓ Maintained (7) community partnerships and strengthened the partnership with Piedmont Environmental Council (PEC).

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a quality visitor experience.*

Highlights

- ✓ Ongoing partnership with PEC to create an interpretive display area for the Old Carolina Road.
- ✓ Worked with Eagle Scout candidate to add period-appropriate fence along eastern boundary.
- ✓ Implemented strategies and training techniques developed by the Customer Service Committee.
- ✓ Park staff conducted weekly and monthly routine facility maintenance inspections.

Gilbert's Corner Regional Park:

Goal One: *Develop a passive use regional park with a focus on protecting the land and educating visitors on its cultural and historic significance.*

Highlights

- ✓ Continue to work with PEC to connect existing trail system to adjacent sites in the near future.
- ✓ Hosted (2) programs.
- ✓ Maintained (4) community partnerships.
- ✓ Continued documentation of archaeological & historical resources with assistance from PEC.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a quality visitor experience.*

Highlights

- ✓ Continued development of guidelines and SOP's for an overall facility maintenance program.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Special event & program attendance	474	423	700	228	550
• Rental event attendance	100	100	150	0	150
• School program attendance	1,017	969	800	99	850
• Scout attendance	N/A	20	60	0	75
• Volunteer hours	277	569	500	167	550

OCOQUAN REGIONAL PARK

PROGRAM OVERVIEW

Occoquan Regional Park is a 350-acre scenic park located on the Fairfax County shoreline of the Occoquan River across from the Town of Occoquan. It offers recreational amenities including soccer and baseball fields, batting cage, river access including boat launch and kayaks, hiking trails, Boat/RV storage, food concessions, and picnic shelters. It also provides practice rowing facilities for several local high schools. A number of special events are hosted at the park, including an annual car show, annual river festival, and various other events. The park is also the site of the Turning Point Suffragist Memorial. A major focus in the park is to provide leadership in conservation and recreational use of the Occoquan River.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 173,392	\$ 220,500	\$ 223,000	1.1%
Retail Operations	383	500	1,200	140.0%
Other Revenue	78,138	3,000	3,000	0.0%
Transfer from Restricted Fund	507,523	-	-	-
TOTAL REVENUE	\$ 759,436	\$ 224,000	\$ 227,200	1.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 375,403	\$ 292,494	\$ 299,433	2.4%
Operating Costs	5,278	10,400	12,400	19.2%
Maintenance Costs	59,924	57,000	81,850	43.6%
Insurance	1,579	1,648	2,060	25.0%
Retail Operations	(10)	250	480	92.0%
Utilities	56,557	36,800	39,600	7.6%
Debt Service	507,523	-	-	-
TOTAL EXPENSES	\$ 1,006,254	\$ 398,592	\$ 435,823	9.3%
Net Income	\$ (246,818)	\$ (174,592)	\$ (208,623)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Maintenance costs at Occoquan will see an increase due to the landscaping contract that will be split with The River View.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	1	1	3	2	2
Part-Time	5.71	5.04	4.86	3.44	4.89

OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-210	OCCOQUAN REGIONAL PARK REVENUES					
4460	Launch Fees	\$28,128	\$22,382	\$25,000	\$18,527	\$28,000
4690	Special Events	2,155	1,950	12,500	7,695	6,000
4670	Shelter Reservations	13,068	8,926	35,000	16,985	33,000
4600	Programmed Events	0	0	0	0	8,000
4045	Athletic Field Use Fees	9,551	41	0	25	0
4060	Batting Cage Fees	13,309	11,081	16,000	10,766	16,000
4070	Boat Rental	19,051	19,009	22,000	14,460	22,000
4080	Boat Storage	96,053	110,003	110,000	85,706	110,000
	TOTAL USER FEES	181,315	173,392	220,500	154,164	223,000
4640	Retail - Food	(102)	383	500	774	1,200
4790	Vending Machine Operation	982	0	0	0	0
	TOTAL RETAIL OPERATIONS	881	383	500	774	1,200
4440	Interest	44,368	73,779	0	0	0
4475	Lessons	2,625	2,920	3,000	0	3,000
4510	Miscellaneous Revenue	0	1,439	0	12	0
4636	Rental Device Commission	50	0	0	25	0
	TOTAL OTHER REVENUE	47,043	78,138	3,000	37	3,000
4950	Transfer from Restricted Fund	383,360	507,523	0	0	0
	TOTAL TRANSFERS FROM OTHER FUNDS	383,360	507,523	0	0	0
	TOTAL REVENUE AND OTHER SOURCES	\$612,599	\$759,436	\$224,000	\$154,975	\$227,200
	EXPENSES					
5010	Full-Time Salaries	\$95,074	\$174,849	\$140,269	\$115,515	\$121,998
5020	Part-Time Salaries	132,821	121,083	86,752	95,335	122,293
5030	FICA	16,826	21,929	17,436	15,158	18,688
5040	Hospitalization	24,698	31,560	22,266	14,276	11,407
5060	Life Insurance	519	853	1,063	888	1,444
5050	Retirement	23,747	24,553	23,846	15,980	22,911
5070	Unemployment Tax	591	576	862	343	691
	TOTAL PERSONNEL SERVICES	294,276	375,403	292,494	257,495	299,433
5230	Gas and Diesel	3,720	4,522	8,000	3,880	8,000
5490	Programs and Promotions	0	0	2,000	1,708	4,000
5570	Uniforms	203	756	400	506	400
	TOTAL OPERATING COSTS	3,923	5,278	10,400	6,094	12,400
5180	Equipment/Vehicle Maintenance	8,410	8,938	12,000	5,444	12,000
5190	Facility Op. & Maintenance	32,525	50,987	45,000	42,545	69,850
	TOTAL MAINTENANCE COSTS	40,936	59,924	57,000	47,989	81,850
5290	Insurance - Vehicle	1,268	1,579	1,648	1,522	2,060
	TOTAL INSURANCE	1,268	1,579	1,648	1,522	2,060
5520	Retail - Food	(598)	(10)	250	327	480
5586	Vending Machines	510	0	0	0	0
	TOTAL RETAIL OPERATIONS	(88)	(10)	250	327	480
5580-001	Telephone	3,255	3,903	4,100	1,169	4,100
5580-002	Electricity	16,151	12,363	20,000	17,323	22,000
5580-003	Natural Gas	0	44	0	0	0
5580-004	Water/Sewer	9,800	36,813	10,000	3,445	10,000
5580-008	Propane Gas	1,654	3,435	2,700	2,041	3,500
	TOTAL UTILITIES	30,860	56,557	36,800	23,979	39,600
2425	Note Payable VRA Principal	0	0	0	0	0
5322	Interest Expense VRA Note	383,360	507,523	0	0	0
	Total Debt Service	383,360	507,523	0	0	0
	TOTAL EXPENSES	\$754,535	\$1,006,254	\$398,592	\$337,406	\$435,823
	OPERATING INCOME (LOSS)	(\$141,937)	(\$246,818)	(\$174,592)	(\$182,431)	(\$208,623)

OCCOQUAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Establish and maintain a minimum of (5) community partnerships.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to implement an effective Invasive Plant Management Plan.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Host a minimum of (6) Brickyard 5k events.
- Host a minimum of (3) human and natural history focused paddle tours.
- Offer a minimum of (4) naturalist led programs.
- Host a minimum of (2) special events or programs.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a system that provides effective recruitment and retention strategies for qualified staff.
- Continue and increase cross-agency promotion and marketing efforts across all park facilities.
- Implement a staff toolkit to empower decision making by part time staff.

Goal Four: Develop and refine strategies to attract and serve park users.



Objectives:

- Improve and expand kayak and boat rental location and opportunities.
- Create and implement a plan to expand opportunities for special events.
- Develop and implement an improvement plan for the batting cage.
- Implement a plan to attract and book 5k events.

Goal Five: Implement a new park wide management plan.



Objectives:

- Work with The River View, Brickmakers Café, and Brickmakers Catering to facilitate a seamless park operation.
- Update the park-wide signage plan.
- Implement an operations and staffing plan for the new amenities at the park.
- Update the marketing plan for The River View, Brickmakers Café, and The Pavilion.
- Implement a plan that incorporates (2) new ways to build relationships with local vendors and businesses in order to grow the café and event venues.

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Hosted five river clean up events with George Mason University and Friends of the Occoquan.
- ✓ Established and implemented a maintenance plan that included shelter cleaning and staining, landscape work on entry road, and invasive management.
- ✓ Worked with George Mason University to complete installation of the remaining water trail markers.
- ✓ Instituted a comprehensive park landscaping plan combining park resources and contracted services.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Hosted 10 human and natural history focused paddle tours and 2 nature hikes.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Reimagined the customer service newsletter.
- ✓ Created a new customer service committee.
- ✓ Participated in the development of safe boating strategies along the Occoquan River in cooperation with the Coast Guard, Fairfax and Prince William County Police and Prince William Marina.

Goal Four: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Facilitated 2 Classic Car Shows with Prince William Cruisers.
- ✓ Hosted 4 weekend fishing tournaments in cooperation with the New Horizon Bass Anglers and the Weekend Bassers.
- ✓ Served as the host for the 2019 Georgetown University Men’s Ultimate Team spring tournament.
- ✓ Added 7 new double kayaks to expand kayak and boat rental opportunities.

Goal Five: Facilitate implementation of park master plan.

Highlights

- ✓ Implemented a comprehensive master signage plan to increase guest awareness.
- ✓ Restored all park lighting to operational status and increase lighting levels around the park office and batting cages.
- ✓ Planned and hosted a grand opening event for The River View, Brickmaker’s Café and the “re-created” park.
- ✓ Enhanced the partnership for paddle programming with LL Bean.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• Boat/RV storage usage	143	149	150	138	150
• Number of boat launches	3,101	2,055	3,000	1,396	3,000
• Number of batting cage rounds	8,212	7,387	10,600	4,880	10,600
• Number of picnic shelter rentals	21	65	235	103	235
• Number of volunteer hours	2,222	150	3,000	105	3,000
• Number of boat rentals	1,575	1,440	1,800	800	1,800
• Number of 5 K events	N/A	1	10	1	10

THE RIVER VIEW AT OCCOQUAN

PROGRAM OVERVIEW

The River View located within the 14,000 square foot Jean R. Packard Center in Occoquan Regional Park features a premier event space that can accommodate 300 seated guests and the 1608 Room that interprets the area's history and environment. The River View also features an outdoor ceremony site a private hospitality suite and historic cottage all with stunning views of the Occoquan River.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ -	\$ 294,699	\$ 531,250	80.3%
Retail Operations	150	328,474	902,625	174.8%
Other Revenue	-	32,850	62,730	91.0%
Transfer from Restricted Fund	-	599,708	326,232	-45.6%
TOTAL REVENUE	\$ 150	\$ 1,255,731	\$ 1,822,837	45.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 3,995	\$ 236,395	\$ 362,954	53.5%
Operating Costs	1,559	72,031	166,050	130.5%
Maintenance Costs	12,780	67,500	154,965	129.6%
Insurance	-	5,000	5,000	0.0%
Retail Operations	9,010	113,591	278,880	145.5%
Utilities	1,354	59,280	69,960	18.0%
Debt Service	-	814,634	816,212	0.2%
TOTAL EXPENSES	\$ 28,699	\$ 1,368,431	\$ 1,854,021	35.5%
Net Income	\$ (28,549)	\$ (112,700)	\$ (31,184)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There will be a new Full-time Chef position at The River View. Maintenance costs will see an increase due to the new landscaping contract that will be split with Occoquan Park. Overall revenues and rentals are tracking high, which will allow us to reduce the transfer amount needed from the Restricted Fund.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	3.25	4.25
Part-Time	0	0	0	1.84	2.59

THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-215	THE RIVER VIEW AT OCCOQUAN					
	REVENUES					
4135	Riverview Rental	0	0	248,449	321,702	510,000
4487	Reservations-Pavilion Rental	0	0	46,250	5,843	21,250
	TOTAL USER FEES	0	0	294,699	327,545	531,250
4821	Equipment Rental	0	0	31,350	31,843	51,000
4822	NVRPA Event Staffing	0	0	1,500	6,450	11,730
4440	Interest	0	0	0	19,659	0
	TOTAL OTHER REVENUE	0	0	32,850	57,952	62,730
4115	Catering	0	0	223,604	398,759	586,500
4682	Service Charge	0	150	37,789	87,209	110,850
4641	Retail - Alcoholic Beverages	0	0	67,081	148,060	205,275
	TOTAL RETAIL OPERATIONS	0	150	328,474	634,028	902,625
4950	Transfer from Restricted Fund	0	0	599,708	0	326,232
	TOTAL TRANSFERS FROM OTHER FUNDS	0	0	599,708	0	326,232
	TOTAL REVENUE AND OTHER SOURCES	\$0	\$150	\$1,255,731	\$1,019,524	\$1,822,837
	EXPENSES					
5010	Full-Time Salaries	\$0	\$2,092	137,768	\$110,934	194,948
5020	Part-Time Salaries	0	1,339	42,436	49,237	80,838
5030	FICA	0	262	13,852	10,262	21,098
5040	Hospitalization	0	0	17,368	19,066	26,577
5060	Life Insurance	0	0	1,044	974	2,308
5050	Retirement	0	302	23,421	15,788	36,611
5070	Unemployment Tax	0	0	507	290	574
	TOTAL PERSONNEL SERVICES	0	3,995	236,395	206,551	362,954
5186	Equipment Rental	0	0	27,000	29,638	48,450
5146	Contract Employment	0	0	39,131	109,436	112,000
5490	Programs and Promotions	0	1,250	5,000	1,330	5,000
5570	Uniforms	0	309	900	549	600
	TOTAL OPERATING COSTS	0	1,559	72,031	140,953	166,050
5180	Equipment/Vehicle Maintenance	0	0	2,500	664	2,500
5190	Facility Op. & Maintenance	0	12,780	65,000	76,821	152,465
	TOTAL MAINTENANCE COSTS	0	12,780	67,500	77,484	154,965
5143	Catering	0	9,010	89,442	181,959	211,140
5521	Retail - Alcoholic Beverages	0	0	24,149	40,584	67,740
	TOTAL RETAIL	0	9,010	113,591	222,543	278,880
5265	Insurance - Liquor Liability	0	0	5,000	0	5,000
	TOTAL INSURANCE	0	0	5,000	0	5,000
5580-001	Telephone	0	343	3,000	1,574	3,000
5580-002	Electricity	0	464	37,320	32,028	45,000
5580-003	Natural Gas	0	154	9,960	9,284	9,960
5580-004	Water/Sewer	0	0	6,000	0	6,000
5580-016	Cable/Internet	0	394	3,000	5,028	6,000
	TOTAL UTILITIES	0	1,354	59,280	47,914	69,960
2425	Note Payable VRA Principal	0	0	230,000	0	240,000
5322	Interest Expense VRA Note	0	0	584,634	416,759	576,212
	TOTAL DEBT SERVICE	0	0	814,634	416,759	816,212
	TOTAL EXPENSES	\$0	\$28,699	\$1,368,431	\$1,112,204	\$1,854,021
	OPERATING INCOME (LOSS)	\$0	(\$28,549)	(\$112,700)	(\$92,679)	(\$31,184)

THE RIVER VIEW AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: *Manage and build The River View at Occoquan into a premier event venue.*



Objectives:

- Continue to implement a comprehensive facility marketing plan and implement at least (3) marketing strategies to drive rentals and/or food & beverage sales.
- Increase new client leads with the implementation of at least (2) monthly strategies.
- Maintain a web-based content management software for scheduling, tracking leads, and ensuring consistent communication.
- Maintain a consistent presence on social media- Facebook, Instagram, and Pinterest.
- Host a minimum of (2) Open House events.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Develop a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Work with the Food & Beverage Manager to develop an effective staffing plan.

Goal Two: *Enhance the facilities and provide a unique and exceptional customer experience.*



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan for consistent and continued site improvements.
- Create annual training for part time / seasonal staff based on event performance and feedback.
- Implement park maintenance standards for consistent and continued facility maintenance, and improvements, including facility inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

STRATEGIC FOCUS



THE RIVER VIEW AT OCCOQUAN

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Manage and build The River View at Occoquan into a premier event venue.*

Highlights

- ✓ Utilized different marketing strategies to enhance The River View including the Waterfront Wedding Giveaway to increase community awareness and social media presence, reached out to local collegiate alumnae chapters and associations to host annual meetings and fundraisers, and; posted detailed reviews for vendors in the area to increase market awareness and cross-promote.
- ✓ Hosted four open houses to open our doors to the community and clients:
- ✓ Input content and maintained client management software, Event Temple, to best organize client information.
- ✓ Received and responded to feedback based on client surveys and internet reviews.
- ✓ Met regularly with catering and park teams to promote seamless operations.
- ✓ Hired a full time Catering Chef and Events Coordinator.

Goal Two: *Enhance the facilities and provide a unique and exceptional customer experience.*

Highlights

- ✓ Worked closely with Customer Service Committee chair to ensure proper service is provided to guests.
- ✓ Developed capital equipment and project plans alongside Park staff to ensure the new facility is maintained at a high level.
- ✓ Implemented safety and operational SOPs as a new facility
- ✓ Began inputting information for new mechanical equipment and systems into Hiperweb.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• River View events/rentals	N/A	N/A	30	69	70
• Number of brunch wedding rentals	N/A	N/A	3	8	5
• Number of weddings over 200 guests	N/A	N/A	3	22	25
• Annual attendance-social event guests	N/A	N/A	4,650	10,680	11,000
• Number of pavilion rentals	N/A	0	20	5	20

BRICKMAKERS CAFÉ AT OCCOQUAN

PROGRAM OVERVIEW

Brickmakers Café is located within the 14,000 square foot Jean R. Packard Center in Occoquan Regional Park. The Café offers a casual dining experience with stunning views of the Occoquan River along with seasonal food offerings and events.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ -	\$ 6,000	\$ -	-100.0%
Retail Operations	2,858	129,000	234,000	81.4%
TOTAL REVENUE	\$ 2,858	\$ 135,000	\$ 234,000	73.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 587	\$ 41,873	\$ 101,226	141.7%
Operating Costs	-	2,000	2,000	0.0%
Maintenance Costs	1,950	7,760	15,000	93.3%
Insurance	-	350	350	0.0%
Retail Operations	826	52,100	84,240	61.7%
TOTAL EXPENSES	\$ 3,362	\$ 104,083	\$ 202,816	94.9%
Net Income	\$ (504)	\$ 30,917	\$ 31,184	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues and expenses are set to increase due to operations ramping up. Budget numbers based off six month actuals.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0	1.04	3.17

BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-220	BRICKMAKERS CAFÉ AT OCCOQUAN REVENUES					
4600	Programmed Events	\$0	\$0	\$6,000	\$10,068	\$0
	TOTAL USER FEES	0	0	6,000	10,068	0
4640	Retail - Food	0	1,858	92,000	160,948	170,000
4115	Catering	0	1,000	0	19,548	30,000
4641	Retail -Alcoholic Beverages	0	0	32,000	21,418	34,000
	Retail-Other	0	0	5,000		0
	TOTAL RETAIL OPERATIONS	0	2,858	129,000	201,914	234,000
	TOTAL REVENUES	\$0	\$2,858	\$135,000	\$211,982	\$234,000
	EXPENSES					
5010	Full-Time Salaries	\$0	\$0	\$0	\$0	\$0
5020	Part-Time Salaries	0	545	33,465	80,687	93,598
5030	FICA	0	42	2,628	5,514	7,160
5040	Hospitalization	0	0	5,344	269	0
5060	Life Insurance	0	0	0	0	0
5050	Retirement	0	0	0	0	0
5070	Unemployment Tax	0	0	436	265	468
	TOTAL PERSONNEL SERVICES	0	587	41,873	86,735	101,226
5490	Programs and Promotions	0	0	2,000	697	2,000
5570	Uniforms	0	0	0	0	0
	TOTAL OPERATING COSTS	0	0	2,000	697	2,000
5190	Facility Op. & Maintenance	0	1,950	7,760	13,119	15,000
	TOTAL MAINTENANCE COSTS	0	1,950	7,760	13,119	15,000
5265	Insurance - Liquor Liability	0	0	350	0	350
	TOTAL INSURANCE	0	0	350	0	350
5520	Retail -Food	0	826	36,800	73,659	72,000
5521	Retail - Alcoholic Beverages	0	0	12,800	11,198	12,240
	Retail-Other	0	0	2,500	0	0
	TOTAL RETAIL OPERATIONS	0	826	52,100	84,857	84,240
	TOTAL EXPENSES	\$0	\$3,362	\$104,083	\$185,408	\$202,816
	OPERATING INCOME (LOSS)	\$0	(\$504)	\$30,917	\$26,574	\$31,184

BRICKMAKERS CAFÉ AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Maintain purchasing and inventory guidelines.
- Continue development and implementation of a daily operations sales plan to meet revenue goals and high service levels.
- Ensure staff maintains Food and Beverage compliance through measurable training and certification system.
- Provide a special events plan by month with strategies aimed at increasing sales.
- Continue implementation of at least (3) strategies to increase awareness of Brickmakers Café.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Update SOPs for all café functions.
- Continue to update and revise menu offerings and evaluate pricing to ensure profitability.
- Maintain a consistent presence on social media
- Implement plans for consistent and continued site improvements.
- Develop an in-house audit program to evaluate the performance of seasonal staff.
- Monitor daily facility check lists to ensure facility standards for maintenance and cleanliness.
- Work with the Food & Beverage Manager, Assistant Food & Beverage Manager, and the Restaurant Supervisor to develop and implement an effective and efficient staffing plan.

STRATEGIC FOCUS



BRICKMAKERS CAFÉ AT OCCOQUAN

FY 2019 STRATEGIC GOAL HIGHLIGHTS

- ✓ Developed and implemented purchasing and inventory guidelines.
- ✓ Maintained a 4.5 star overall rating on Google and Yelp reviews
- ✓ Provided TIPS alcohol and ServSafe training
- ✓ Held 6 special event offerings including Holiday Cookie Decorating, Valentine’s Day Dinner, St. Patrick’s Day Specials, Cinco de Mayo Specials, Mother’s Day Brunch and Patio Summer Kickoff
- ✓ Created Customer Service Great Board for Brickmakers Cafe
- ✓ Developed SOPs for all café functions, including opening and closing shifts.
- ✓ Updated and revised menu offerings and evaluated pricing to ensure profitability.
- ✓ Established a dedicated person to handle social media postings.
- ✓ Evaluated equipment needs for increased for increased speed of service and profitability.
- ✓ Established weekly staff meetings.
- ✓ Established cleaning schedules to meet facility standards for maintenance and cleanliness.
- ✓ Work with Food and Beverage Manager, Assistant Food and Beverage Manager, Restaurant Supervisor and Human Resources for hiring through Jobvite

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of restaurant guests served	N/A	N/A	25,000	13,534	35,000
• Number of special events	N/A	N/A	3	2	6
• Per customer average on food and beverage	N/A	N/A	\$5.16	\$7.23	\$6.69
• Sunday brunch	N/A	N/A	10	24	35
• Number of special holiday menu offerings for seasonal holidays	N/A	N/A	4	2	4

BRICKMAKERS CATERING AND EVENT SERVICES

PROGRAM OVERVIEW

Brickmakers Catering and Event Services provides food and beverage options for corporate and social events throughout NOVA Parks, including Great Waves at Cameron Run, Algonkian, Bull Run and Occoquan Regional Parks. Brickmakers also oversees the Brickmakers Café located at Occoquan and provides catering services and support for special events held by parks throughout the year.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
Retail Operations	\$ 352,143	\$ 373,636	\$ 401,832	7.5%
Other Revenue	14,024	19,000	20,000	5.3%
TOTAL REVENUE	\$ 366,167	\$ 392,636	\$ 421,832	7.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 149,003	\$ 172,288	\$ 177,746	3.2%
Operating Costs	14,420	14,800	28,390	91.8%
Maintenance Costs	17,800	18,500	20,500	10.8%
Insurance	2,669	2,386	2,386	0.0%
Retail Operations	106,437	117,758	135,720	15.3%
Utilities	726	1,800	1,800	0.0%
TOTAL EXPENSES	\$ 291,055	\$ 327,532	\$ 366,542	11.9%
Net Income	\$ 75,112	\$ 65,104	\$ 55,290	

BUDGET HIGHLIGHTS

Major variances in budget:

- Operating costs will see an increase in FY 20 due to contract employment.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full Time	1	1	1	1.09	1.09
Part Time	2.28	2.28	2.28	2.64	2.62

BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-125	BRICKMAKERS CATERING & EVENT SERVICES					
	REVENUES					
4820	NVRPA Equipment Rental	\$3,750	\$1,920	\$3,500	\$0	\$2,000
4821	Equipment Rental	8,540	6,819	6,500	8,945	9,000
4822	NVRPA Event Staffing	7,177	5,285	9,000	6,978	9,000
	TOTAL OTHER REVENUE	19,467	14,024	19,000	15,923	20,000
4200	Catering Food Truck	40,143	44,256	45,000	34,597	45,000
4115	Catering-Great Blue Heron	234,934	257,001	275,000	201,043	295,000
4682	Service Charge	18,143	20,986	20,636	19,992	26,432
4640,4641,4647	Retail - Alcoholic Beverages	27,565	29,899	33,000	21,230	35,400
	TOTAL RETAIL OPERATIONS	320,786	352,143	373,636	276,863	401,832
	TOTAL REVENUES	\$340,253	\$366,167	\$392,636	\$292,785	\$421,832
	EXPENSES					
5010	Full-Time Salaries	\$61,689	\$64,759	\$68,554	\$59,471	\$71,622
5020	Part-Time Salaries	50,437	58,022	74,168	45,247	73,344
5030	FICA	8,501	9,221	10,918	7,629	11,090
5040	Hospitalization	4,717	7,386	5,825	6,269	6,981
5060	Life Insurance	330	393	520	789	848
5050	Retirement	15,276	8,956	11,654	9,176	13,451
5070	Unemployment Tax	381	266	649	158	410
	TOTAL PERSONNEL SERVICES	141,331	149,003	172,288	128,738	177,746
5146	Contract Employment	0	3,445	900	12,410	11,640
5230	Gas and Diesel	4,557	4,385	8,000	4,382	8,000
5186	Equipment Rental	7,591	6,399	5,700	7,124	8,550
5570	Uniforms	185	192	200	141	200
	TOTAL OPERATING COSTS	12,332	14,420	14,800	24,057	28,390
5180	Equipment/Vehicle Maintenance	617	957	2,500	1,909	2,500
5190	Facility Op. & Maintenance	12,370	16,843	16,000	13,556	18,000
	TOTAL MAINTENANCE COSTS	12,986	17,800	18,500	15,465	20,500
5265	Insurance - Liquor Liability	668	1,485	1,150	2,000	1,150
5290	Insurance - Vehicle	951	1,184	1,236	1,142	1,236
	TOTAL INSURANCE	1,619	2,669	2,386	3,142	2,386
5520	Retail -Food	73,823	84,902	90,008	58,736	97,350
5521	Retail - Alcoholic Beverages	351	6,003	11,550	1,491	22,170
5200	Catering Food Truck	12,359	15,532	16,200	10,013	16,200
	TOTAL RETAIL OPERATIONS	86,533	106,437	117,758	70,240	135,720
5580-008	Propane	931	726	1,800	293	1,800
	TOTAL UTILITIES	931	726	1,800	293	1,800
	TOTAL EXPENSES	\$255,731	\$291,055	\$327,532	\$241,934	\$366,542
	OPERATING INCOME (LOSS)	\$84,521	\$75,112	\$65,104	\$50,851	\$55,290

BRICKMAKERS CATERING AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Enhance and expand Brickmakers Catering and Event Services into a premier catering and event business.



Objectives:

- Continue to develop and implement a minimum of (3) marketing strategies focused on retention of existing corporate and special event catering sales.
- Increase leads of the Catering and Event Services through a minimum of (2) new and innovative promotional programs aimed at specifically at new clients.
- Develop a minimum of (3) strategies aimed directly at increasing rentals of the Occoquan Pavilion.
- Conduct bi-annual review of all distributors/suppliers to determine best pricing and service.
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Continue to track expenses and part-time and contract labor as part of an internal cost analysis system.
- Refine standard ordering guidelines to ensure expense controls and maximization of revenue.
- Maintain guidelines and SOP's for training catering and food truck staff. Conduct training orientation. program to ensure all staff members are trained in the various areas of catering.
- Continue to oversee in-house food service & safety certification programs.
- Continue to oversee in-house alcohol training programs.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Initiate a focused effort to consistently promote the Brickmakers Catering brand at all park facilities and events.
- Continue to refine plan to increase the service potential of the Food Truck, including a minimum of (4) large scale special events and a minimum of (50) operating days within the NOVA Parks system.
- Conduct an internal concessions audit program to include random inspections of waterpark concessions operations and tracking of write-offs throughout the season.
- Continue to prepare annual concessions analyses for each waterpark location.

STRATEGIC FOCUS



BRICKMAKERS CATERING AND EVENT SERVICES

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Enhance and expand Catering and Event Services into a premier catering and event business.

Highlights

- ✓ Fully implemented Brickmakers Catering brand with new menu design and updated website page.
- ✓ Implemented operational plan for Occoquan Park; including restaurant hours, menus and monthly event schedule for Brickmakers Café.
- ✓ Refined and implemented marketing plan for the Catering and Event Services Department, which included a combination of mailers, email correspondence, website, letters and promotional material.
- ✓ Updated promotional programs have included discounted catering rates for Algonkian Shelter 1 and Occoquan Shelter 4.
- ✓ Implemented marketing plan for new pavilion at Occoquan Park.
- ✓ Analyzed pricing of current food service vendor to bids from other food service distributors, as well as Costco and Restaurant Depot.
- ✓ Updated and revised all catering offerings to ensure pricing margins are in line with the established budget.
- ✓ Developed order guides for standardized event ordering
- ✓ Established revenue and expense analysis tracking system for wedding events and waterpark concessions program.
- ✓ Implemented various SOP guidelines for the training of catering staff and food truck staff. Implemented an orientation program to ensure all members were trained in these guidelines.
- ✓ Continued to hold in house training programs for ServSafe and TIPs alcohol training.
- ✓ Maintained mandatory concessions training program for full time waterpark staff.
- ✓ Continue to increase client database.
- ✓ Refined special events food truck menus for the NOVA Parks system, including new food truck add-on services for corporate catering and wedding events. Distributed the food truck request form for the parks to use for special event requests.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of catered events	130	N/A	153	71	165
• Number of people provided catering and retail services	21,675	N/A	29,500	18,425	32,000
• Number of Food Truck events	11	N/A	18	15	20
• Amount of catering shelter revenue	\$40,835	N/A	\$48,400	\$31,400	\$55,000
• Amount of catering admission revenue	\$48,109	N/A	\$52,000	\$36,000	\$52,000

- For complete accuracy, some data is still being gathered.

POHICK BAY REGIONAL PARK

PROGRAM OVERVIEW

Pohick Bay Regional Park opened in 1971 and occupies a bayside setting on the Mason Neck peninsula in Fairfax County. The park offers a variety of recreational activities including 12 miles of hiking and equestrian trails, an 18-hole miniature golf course, disc golf course, RV storage facilities, a 143-site campground with playground and six rustic cabins. The park also includes 4 rental shelters, including the Eagle's Nest shelter at the marina. Camp Wilson, the former regional camp for the area Boy Scouts of America Council, is available for group camping.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 795,485	\$ 780,500	\$ 850,500	9.0%
Retail Operations	44,465	45,000	45,000	0.0%
Other Revenue	46,672	40,200	75,600	88.1%
Transfer from Capital Fund	-	13,400	12,168	-9.2%
TOTAL REVENUE	\$ 886,622	\$ 879,100	\$ 983,268	11.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 614,171	\$ 695,123	\$ 779,019	12.1%
Operating Costs	18,344	22,200	22,400	0.9%
Maintenance Costs	65,594	65,500	76,500	16.8%
Insurance	1,974	2,060	2,060	0.0%
Retail Operations	28,082	22,500	37,500	66.7%
Utilities	59,862	55,460	65,500	18.1%
Debt Service	3,488	13,400	12,168	-9.2%
TOTAL EXPENSES	\$ 791,515	\$ 876,243	\$ 995,147	13.6%
Net Income	\$ 95,107	\$ 2,857	\$ (11,879)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The budget for other revenue will increase because of the two new rental homes at Pohick Bay. A new firewood expense line is being added to the budget to account for the purchasing of firewood from outside vendors for resale in the park. Purchasing firewood will increase savings in staffing and volunteer hours.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	6	6	6	7	7
Part-Time	6.04	6.04	6.68	6.44	6.44

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION			JUL-APR		
		ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	ACTUAL FY 2019	ADOPTED FY 2020
3-260	POHICK BAY REGIONAL PARK REVENUES					
4095	Cabin Rentals	\$116,859	\$127,283	\$120,000	\$82,859	\$130,000
4100	Camping Fees	500,426	545,554	525,000	371,565	555,000
4470	Laundry	6,442	6,499	7,000	3,916	7,000
4600	Programmed Events	4,478	5,650	4,500	3,787	4,500
4670	Shelter Reservations	20,518	19,061	20,000	10,787	20,000
4750	RV Storage	42,218	52,568	65,000	86,993	80,000
4230	Entrance Fees	34,804	29,540	30,000	33,320	45,000
4500	Miniature Golf & Disc Golf	11,416	9,329	9,000	6,561	9,000
	TOTAL USER FEES	737,161	795,485	780,500	599,788	850,500
4640, 4661	Retail Operations	45,004	44,204	45,000	38,054	45,000
4790	Vending Machine Operation	4	261	0	0	0
	TOTAL RETAIL OPERATIONS	45,008	44,465	45,000	38,054	45,000
4636	Rental Device Commission	150	150	0	75	0
4420	House Rental	15,550	14,800	13,200	34,150	45,600
4440	Interest	0	686	0	2,432	0
4255, 4601	Firewood/Propane	32,570	29,077	27,000	17,537	30,000
4510	Miscellaneous Revenue	1,464	1,959	0	68	0
	TOTAL OTHER REVENUE	49,734	46,672	40,200	54,262	75,600
4900	Transfer from Capital Fund -Pohick	0	0	13,400	0	12,168
	TOTAL TRANSFER FROM OTHER FUNDS	0	0	13,400	0	12,168
	TOTAL REVENUE AND OTHER SOURCES	\$831,903	\$886,622	\$879,100	\$692,105	\$983,268
	EXPENSES					
5010	Full-Time Salaries	\$330,523	\$325,827	\$373,718	\$341,529	\$400,688
5020	Part-Time Salaries	130,111	149,392	145,655	110,946	149,803
5030	FICA	34,031	34,838	39,800	30,916	42,113
5040	Hospitalization	52,867	55,987	68,084	76,680	105,393
5060	Life Insurance	1,796	2,023	2,833	2,894	4,744
5050	Retirement	(5,670)	45,310	63,532	49,691	75,249
5070	Unemployment Tax	906	795	1,501	539	1,029
	TOTAL PERSONNEL SERVICES	544,563	614,171	695,123	613,195	779,019
5230	Gas and Diesel	10,081	12,644	16,000	9,691	16,000
5490	Programs and Promotions	1,708	4,322	5,000	4,359	5,000
5570	Uniforms	913	1,378	1,200	1,231	1,400
	TOTAL OPERATING COSTS	12,702	18,344	22,200	15,281	22,400
5180	Equipment/Vehicle Maintenance	16,357	13,271	15,000	16,702	15,000
5190	Facility Op. & Maintenance	51,074	51,823	50,000	52,285	60,000
5510	Rental House Maintenance	453	500	500	1,499	1,500
	TOTAL MAINTENANCE COSTS	67,885	65,594	65,500	70,486	76,500
5290	Insurance - Vehicle	1,585	1,974	2,060	1,903	2,060
	TOTAL INSURANCE	1,585	1,974	2,060	1,903	2,060
	Firewood	0	0	0	1,314	15,000
5520	Retail Operations	28,626	28,082	22,500	18,084	22,500
	TOTAL RETAIL OPERATIONS	28,626	28,082	22,500	19,398	37,500
5580-001	Telephone	2,962	2,996	3,500	2,954	3,500
5580-002	Electricity	38,301	51,770	43,000	42,265	52,000
5580-004	Water/Sewer	974	945	3,500	288	3,500
5580-009	Heating Oil	1,089	756	2,000	3,821	2,000
5580-016	Internet/Cable	3,353	3,396	3,460	3,420	4,500
	TOTAL UTILITIES	46,680	59,862	55,460	52,748	65,500
	Interest Expense VRA Note	0	3,488	13,400	11,317	12,168
	TOTAL DEBT SERVICE	0	3,488	13,400	11,317	12,168
	TOTAL EXPENSES	\$702,040	\$791,515	\$876,243	\$784,328	\$995,147
	OPERATING INCOME (LOSS)	\$129,863	\$95,107	\$2,857	(\$92,223)	(\$11,879)

POHICK BAY REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Establish and maintain a minimum of (3) community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Maintain an effective volunteer program to facilitate park improvements and quality.
- Implement an improvement plan for the mini golf and disc golf course.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Maintain a year round comprehensive programming calendar and schedule of events and activities for the campground.
- Implement at least (3) park special events aimed at increasing awareness of park features.
- Offer a minimum of (3) naturalist led programs.
- Continue to expand the program diversity offered to campers to include educational, entertainment based and environmentally focused programs.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement effective recruitment and retention strategies to obtain qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the park.
- Refine the system to evaluate and respond to customer feedback.
- Implement at least (3) strategies or improvements to enhance the camper experience.

Goal Four: Optimize management of in-demand resources by providing a superior family camping experience.



Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop a defined plan to increase off-peak usage.
- Continue to refine retail sales and increase retail revenue by 5% (gross) from previous year.
- Refine the 5 year plan for consistent and continued campground improvements.

Goal Five: Develop and refine strategies to attract and serve park users.



Objectives:

- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.
- Implement a plan to increase small shelter rentals and classic birthday parties.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Utilize Active Works Outdoors Aspira Connect and Active Network with regular communication and marketing to reach our growing customer base and to help generate increased visitation within the park.
- Implement a plan to ensure a consistent presence on social media.

POHICK BAY REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parklands and facilities to provide a quality visitor experience.

Highlights

- ✓ Implemented park inspection forms for all facilities and infrastructure to ensure proper maintenance standards.
- ✓ Trail reroutes, markings and maintenance have occurred on the park trails to improve sustainability and ensure best ease of use for guests.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Continued to implement a comprehensive calendar of value-added programming in the campground every weekend from April until October.
- ✓ Naturalist led various land and water based programs this season.
- ✓ Continue to maintain a great partnership with Mason Neck State Park in order to utilize their programming experience and facilitate events in the campground, Pohick bay attends and supports their annual Eagle Festival.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Made improvements to the campground reservation system to improve customer use and generate more reservations.
- ✓ Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- ✓ Introduced a customer service campaign called “finding the grey” which has shifted the power of decision making to the employees and better allows for problems to be fixed immediately.

Goal Four: Provide a superior family camping experience.

Highlights

- ✓ Created and implemented calendar of social media posts, promo-codes, and e-blasts designed to increase off-peak campground visitation.
- ✓ Identified and improved multiple sites within the campground which were categorized as low visitation and implemented site improvements to increase use.
- ✓ Full service sites continue to see quality improvements with the ongoing electric improvements.
- ✓ Retail expansion has continued and is being refined on a continual basis.

Goal Five: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Gatehouse continues to operate with expanded hours to capture more revenue and assist park patrons with questions.
- ✓ Implemented several new marketing strategies to fill the new storage area to 95% capacity.
- ✓ Worked with Aspira Connect to develop an E-blast campaign to reach our growing customer base and increase park visitation.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of non-jurisdiction vehicle entries	4,557	4,091	4,285	2,892	6,000
• Number of nightly camping rentals	10,367	15,496	12,180	8,387	15,000
• Number of group campers	9,279	7,825	9,100	4,388	9,000
• RV /Boat storage usage (115 spaces available)	46	85	109	115	110
• Winter storage months rented for RV's/boats	107	158	115	98	115
• Number of miniature & disc golf rounds	2,484	2,733	3,000	1,647	3,000
• Picnic shelter rentals	143	127	150	65	150
• Number of nightly cabin rentals	1,135	1,230	1,200	665	1,200
• Volunteer hours received	1,092	5,406	5,000	3,497	5,000

POHICK BAY GOLF COURSE

PROGRAM OVERVIEW

Pohick Bay Golf Course is a par 72, 18-hole golf course in southern Fairfax County. Built in 1982, it is considered one of the more challenging courses in the area. Pohick Bay Golf Course has maintained certification as an Audubon Cooperative Sanctuary. Pohick Bay serves as the home course for the high school golf teams at South County Secondary School and Hayfield Secondary School. Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 859,537	\$ 913,300	\$ 918,300	0.5%
Retail Operations	145,407	171,000	171,000	0.0%
Other Revenue	4,610	5,000	5,000	0.0%
TOTAL REVENUE	\$ 1,009,554	\$ 1,089,300	\$ 1,094,300	0.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 619,478	\$ 605,703	\$ 638,140	5.4%
Operating Costs	87,255	91,562	91,562	0.0%
Maintenance Costs	182,496	189,109	189,109	0.0%
Insurance	2,385	1,586	1,586	0.0%
Retail Operations	58,886	75,400	67,900	-9.9%
Utilities	30,592	32,700	32,700	0.0%
TOTAL EXPENSES	\$ 981,091	\$ 996,060	\$ 1,020,997	2.5%
Net Income	\$ 28,463	\$ 93,240	\$ 73,303	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	6	5	5	5	5
Part-Time	7.62	7.75	7.49	7.46	7.46

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-240	POHICK BAY GOLF COURSE					
	REVENUES					
4210	Driving Range	\$73,433	\$64,410	\$75,000	\$42,423	\$75,000
4220	Cart Rental	184,386	171,757	205,000	74,376	210,000
4320	Golf Club Rental	3,030	1,850	3,000	1,463	3,000
4380	Green Fees	632,895	618,865	625,000	473,976	625,000
4400	Golf Handicap Program	2,757	2,355	5,000	1,738	5,000
4610	Pull Cart Rental	256	300	300	168	300
	TOTAL USER FEES	896,757	859,537	913,300	594,143	918,300
4641	Retail - Alcoholic Beverages	53,461	51,279	55,000	31,826	55,000
4640, 4642, 4643	Retail - Food	59,886	54,628	66,000	33,289	66,000
4650	Retail - Pro Shop	45,426	39,500	50,000	29,099	50,000
	TOTAL RETAIL OPERATIONS	158,773	145,407	171,000	94,214	171,000
4475	Lessons	3,280	4,610	5,000	350	5,000
4510	Miscellaneous Revenue	532	0	0	0	0
	TOTAL OTHER REVENUE	3,812	4,610	5,000	350	5,000
	TOTAL REVENUES	\$1,059,341	\$1,009,554	\$1,089,300	\$688,707	\$1,094,300
	EXPENSES					
5010	Full-Time Salaries	\$300,510	\$306,648	\$266,568	\$226,579	\$280,643
5020	Part-Time Salaries	185,686	184,105	195,207	138,351	200,154
5030	FICA	36,052	36,443	35,392	25,489	36,781
5040	Hospitalization	54,863	50,534	59,412	42,813	63,334
5060	Life Insurance	1,644	1,573	2,021	2,032	3,323
5050	Retirement	75,263	39,341	45,317	35,051	52,705
5070	Unemployment Tax	989	834	1,786	429	1,201
	TOTAL PERSONNEL SERVICES	655,007	619,478	605,703	470,744	638,140
5160	Golf Cart Rental	53,290	53,290	53,290	48,849	53,290
5138	Beverage Cart Rental	2,772	2,772	2,772	2,541	2,772
5230	Gas and Diesel	17,593	20,873	25,000	14,768	25,000
5260	Golf Handicap Program	4,850	5,250	5,000	540	5,000
5263	Instructor Fees	2,637	4,242	4,500	315	4,500
5570	Uniforms	1,102	828	1,000	647	1,000
	TOTAL OPERATING COSTS	82,244	87,255	91,562	67,660	91,562
5180	Equipment/Vehicle Maintenance	25,533	21,790	26,000	22,934	26,000
5190	Facility Op. & Maintenance	50,894	46,064	53,550	40,420	53,550
5240	Golf Course Maintenance	110,548	114,642	109,559	97,119	109,559
	TOTAL MAINTENANCE COSTS	186,975	182,496	189,109	160,473	189,109
5265	Insurance - Liquor Liability	270	1,200	350	300	350
5290	Insurance - Vehicle	634	1,184	1,236	1,142	1,236
	TOTAL INSURANCE	904	2,385	1,586	1,442	1,586
5521	Retail - Alcoholic Beverages	16,473	14,862	16,500	8,971	16,500
5520	Retail - Food	29,689	25,692	26,400	22,253	26,400
5530	Retail - Pro Shop	28,785	18,332	32,500	14,479	25,000
	TOTAL RETAIL OPERATIONS	74,947	58,886	75,400	45,702	67,900
5580-001	Telephone	2,518	2,883	3,000	2,466	3,000
5580-002	Electricity	23,014	22,743	25,000	19,488	25,000
5580-004	Water/Sewer	1,542	1,454	1,800	1,446	1,800
5580-009	Heating Oil	0	1,205	0	0	0
5580-016	Internet/Cable	4,388	2,308	2,900	2,591	2,900
	TOTAL UTILITIES	31,461	30,592	32,700	25,991	32,700
	TOTAL EXPENSES	\$1,031,539	\$981,091	\$996,060	\$772,011	\$1,020,997
	OPERATING INCOME (LOSS)	\$27,802	\$28,463	\$93,240	(\$83,305)	\$73,303

POHICK BAY GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Continue to offer and promote an effective membership program.



Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Develop a comprehensive survey to assess and improve the membership program.
- Conduct a review of membership pricing, offerings and benefits to identify areas that may be improved.
- Review and refine membership marketing and promotional plan with at least (2) strategies for reaching new customers.
- Develop and implement a membership marketing campaign that targets the 5 round market segment.

Goal Two: Develop and refine strategies to convert intermittent golfers to regular players.



Objectives:

- Continue to develop the Revenue Playbook annually including determining (3) “sales focuses” quarterly with different individual monthly objectives.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- Utilize tournament and outing tracking tool to retain 90% of previous years tournaments and outings.
- Develop and implement a minimum of (2) strategies to establish contact with new tournament and outing clients. Utilize tournament and outing sales strategies to add (1) new 60+ player tournament and (10) new 12+ player group outings.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Develop (3) new strategies to encourage online reservations utilizing NOVA Parks tee sheet portal.

Goal Three: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Utilize Design on Demand to develop a minimum of (2) “call-to-action” emails and (1) post containing video content per month.
- Review and maintain an annual comprehensive programming calendar and schedule of events and activities.
- Develop and implement a minimum of (1) new event or promotion.
- Schedule a minimum of (2) on-site clinics and classes for the general public.
- Develop a minimum of (2) outreach programs with partner organizations.

Goal Four: Continue to improve all golf facilities and provide a unique and exceptional customer experience.



Objectives:

- Conduct a monthly review of online presence including website and social media to ensure all avenues are being utilized properly.
- Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Refine and update the master plan for consistent golf course and pro shop improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Evaluate Review Tracker the mechanism that ensures consistent response to customer feedback.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Goal Five: Enhance the overall customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Conduct an internal audit of F&B and retail merchandise quarterly to determine areas for potential growth.
- Review the implementation of purchasing and inventory guidelines for golf pro shop.
- Review the promotion and sales plan to increase retail revenues by 7% (gross) from previous year.
- Evaluate current food and beverage operations and develop efficiencies and opportunities to increase revenues by 5%.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Increase online retail sales by 3% (gross) from previous year.

STRATEGIC FOCUS



POHICK BAY GOLF COURSE

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective membership program.

Highlights

- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf, Member Guest Tournament, member guest specials, text club promotions and prize giveaways for new or renewing members.
- ✓ Conducted a review of membership offerings within the local market and adjusted annual membership pricing structure.
- ✓ Implemented a rebranding plan for the Heron Club Membership to include promotional material and membership card appearance.
- ✓ Implemented a membership portal for members to easily book and cancel tee times.

Goal Two: Develop and refine strategies to attract the daily play with a focus on the latent golfer.

Highlights

- ✓ Identified off peak days and time blocks and implemented targeted email and text campaigns to increase play during those time periods.
- ✓ Retained previous years leagues and league membership. Added one new league and re filled and open league space to increase consistent play by latent golfers.
- ✓ Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- ✓ Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

Goal Three: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- ✓ Implemented an outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.

Goal Four: Continue to improve all golf facilities and provide exceptional customer service.

Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and incentives.
- ✓ Continued to use “review tracker” software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- ✓ Hosted customer service trainings for volunteers and staff as well as pre-season volunteer and staff meetings.
- ✓ Continued to utilize social media, email blasts, and NOVA website to engage with customers.
- ✓ Developed S.O.P for event and promotion postings to maintain consistency across all marketing platforms and across all three courses.

Goal Five: Enhance the overall customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- ✓ Developed and refined food and beverage add on options for outings and tournaments to increase sales.
- ✓ Developed small outing packages which include food and beverage to increase sales.
- ✓ Developed strategies to sell old inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- ✓ Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• 18 hole golf rounds (paid)	19,092	16,281	19,950	6,132	19,950
• 18 hole golf rounds (members)	7,580	6,551	10,000	2,998	10,000
• Power cart rentals	19,327	15,691	18,900	2,015	18,900
• Number of driving range buckets sold	5,018	4,524	5,000	1,519	5,000
• Number of Annual Golf Memberships sold	55	58	85	28	85
• Number of Heron Club Memberships	146	169	125	15	125
• Per customer average on pro shop merchandise	\$1.59	\$1.73	\$1.67	\$2.09	\$1.67
• Per customer average of food & beverage	\$3.93	\$4.64	\$4.04	\$5.03	\$4.04
• Revenue per round of golf played	\$34.88	\$44.21	\$36.37	\$50.85	\$36.54
• Cost per round of golf played	\$33.97	\$42.97	\$33.25	\$55.17	\$34.09

POHICK BAY MARINA

PROGRAM OVERVIEW

Pohick Bay Marina features a boat launch facility for motorized boats, canoes, kayaks, and sailboats, providing access to the Potomac River. There are two concrete plank launch ramps with docks that can accommodate up to 8 boats at a time. The gravel shore launch area is for small watercraft such as personal watercraft, canoes, and kayaks. Patrons can rent paddleboats, paddleboards, canoes, kayaks, rowboats and sailboats from April through October. Paddle tour programs are available by reservation during the summer months. The marina also has two facilities for year-round boat storage. The marina area also has areas for fishing, numerous picnic tables, small rentable shelters and a playground for children.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 231,371	\$ 233,000	\$ 240,000	3.0%
Retail Operations	6,030	18,000	11,000	-38.9%
TOTAL REVENUE	\$ 237,401	\$ 251,000	\$ 251,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 22,202	\$ 38,707	\$ 37,255	-3.7%
Maintenance Costs	7,006	9,000	9,000	0.0%
Retail Operations	2,307	7,200	4,400	-38.9%
Utilities	7,040	10,000	9,000	-10.0%
TOTAL EXPENSES	\$ 38,554	\$ 64,907	\$ 59,655	-8.1%
Net Income	\$ 198,847	\$ 186,093	\$ 191,345	

BUDGET HIGHLIGHTS

Major variances in budget:

- Shelter rentals at Eagle's Nest will be brought back into the budget from last year.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	1.25	1.25	1.43	1.96	1.86

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-250	POHICK BAY MARINA					
	REVENUES					
4070, 4540, 4680	Boat Rental	\$52,180	\$40,168	\$53,000	\$29,323	\$51,000
4460	Launch & Parking Fees	46,689	44,466	46,000	29,726	48,000
4600	Programmed Events	4,971	1,065	5,500	449	4,000
4080	Boat Storage	148,778	133,489	125,000	129,791	130,000
4670	Shelter Reservations	13,285	12,184	3,500	5,003	7,000
	TOTAL USER FEES	265,904	231,371	233,000	194,291	240,000
4640	Retail Operations	8,257	6,030	18,000	6,808	11,000
	TOTAL RETAIL OPERATIONS	8,257	6,030	18,000	6,808	11,000
	TOTAL REVENUES	\$274,160	\$237,401	\$251,000	\$201,099	\$251,000
	EXPENSES					
5020	Part-Time Salaries	\$23,153	\$20,524	\$35,691	\$17,095	\$34,448
5030	FICA	1,771	1,570	2,730	1,169	2,635
5070	Unemployment Tax	152	108	286	73	172
	TOTAL PERSONNEL SERVICES	25,076	22,202	38,707	18,336	37,255
5190	Facility Op. & Maintenance	6,610	7,006	9,000	8,360	9,000
	TOTAL MAINTENANCE COSTS	6,610	7,006	9,000	8,360	9,000
5520	Retail-Food	2,399	2,307	7,200	4,337	4,400
	TOTAL RETAIL OPERATIONS	2,399	2,307	7,200	4,337	4,400
5580-001	Telephone	440	480	1,500	400	500
5580-002	Electricity	5,174	6,560	8,500	4,936	8,500
	TOTAL UTILITIES	5,614	7,040	10,000	5,336	9,000
	TOTAL EXPENSES	\$39,698	\$38,554	\$64,907	\$36,370	\$59,655
	OPERATING INCOME (LOSS)	\$234,462	\$198,847	\$186,093	\$164,729	\$191,345

POHICK BAY MARINA

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Continue to preserve the parkland and facilities to provide a unique and exceptional customer experience.



Objectives:

- Maintain a minimum of (3) community partnerships.
- Continue to grow the marina service area to include improvements, expanding facility rentals & retail sales.
- Implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- Continue to maintain an effective Invasive Plant Management Plan.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Develop and host a minimum of (4) health, wellness or family programs.
- Host at least (1) special event aimed at environmental protection.
- Develop and implement (3) strategies to grow marina revenues by 5%.

Goal Three: Develop and refine strategies to attract and serve park users.



Objectives:

- Maintain boat storage lots at 95% capacity.
- Implement at least (2) new marketing strategies to attract new boat storage customers.
- Implement at least (2) new strategies to increase rental shelters by 3% (gross) from previous year.
- Implement a marketing plan to launch pass sales by 5% (gross) from previous year.
- Implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/replacement of rental vessels

STRATEGIC FOCUS



FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Renovated boat house/storage areas which included rack repairs, fresh coats of paint, etc.
- ✓ Worked with multiple volunteer groups in order to conduct shoreline/park/waterway cleanups
- ✓ Improved marina signage at Eagle’s Nest, launch area picnic area and boat rental area to enhance customer experience
- ✓ Implemented flutter flags at Eagle’s Nest to increase visibility
- ✓ Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.
- ✓ Implemented daily marina staff responsibilities which included shoreline cleanup of trash and debris, beach maintenance, etc.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Hosted a number of annual community events including the Dragon Boat Festival, Pirate’s Day, the Lao New Year, Veteran’s Fishing Tournament, Kayak Bass Fishing Tournament which were aimed at increasing park visitation and visibility.
- ✓ Offered numerous paddle tours including paddling for beginners, SUP yoga, nature adventures (birds of prey, pollinator, full moon), etc. which were aimed at increasing park visitation and visibility.
- ✓ Implemented cooperation offers to the marina for Pohick campground patrons – all campground reservations during peak season received a marina perk.
- ✓ Worked with REI to cross promote the paddling areas in the park.

Goal Three: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Implemented a master spreadsheet of storage customers which includes storage space dimensions, contact info for all storage customers in each lot, temporary storage customer info, waitlist information, available spaces, lot maps, etc. to better serve customers and enhance overall management of storage accounts
- ✓ Implemented park wide marketing campaign which increased marina banners/signage, increased marina social media posts and increased promotional offerings
- ✓ Major improvements were made to the marina area which includes better signage of offerings, purchase of new deluxe pedal boats, re-organization of tables in the picnic area, improvements to picnic parking lot and other operational enhancements.

<u>MEASURABLE RESULTS</u>	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL <small>6 months (Jul-Dec 2018)</small>	FY 2020 TARGET
• Boat storage (153 storage sites available)	145	78	145	146	145
• Boat launches	4,406	4,156	4,340	2,068	4,340
• Total boat rentals	5,274	3,809	5,300	2,115	5,000
• Guided water tour participants	288	82	225	211	225
• Number of Eagle's Nest rentals	25	31	0	7	10
• Number of family shelter rentals	62	62	60	19	60

PIRATE'S COVE WATERPARK AT POHICK BAY

PROGRAM OVERVIEW

Pirate's Cove Waterpark features a 500,000 gallon swimming pool, a 300 gallon dump bucket with slides and water play features. It also features a slide tower that features two body slides, a baby pool with bubblers and a shipwreck slide, Buccaneer's Beach sand play area, the Crow's Nest birthday rental space and the Captain's Galley concession stand. Other amenities include shower and restroom facilities with locker rental and retail items for sale at the admissions area.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 397,554	\$ 423,200	\$ 429,183	1.4%
Retail Operations	164,927	187,000	187,500	0.3%
Other Revenue	780	-	-	0.0%
TOTAL REVENUE	\$ 563,261	\$ 610,200	\$ 616,683	1.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 177,225	\$ 179,900	\$ 190,700	6.0%
Operating Costs	1,617	1,500	1,500	0.0%
Maintenance Costs	70,185	58,000	65,000	12.1%
Retail Operations	68,324	76,000	76,250	0.3%
Utilities	23,681	20,500	20,500	0.0%
TOTAL EXPENSES	\$ 341,031	\$ 335,900	\$ 353,950	5.4%
Net Income	\$ 222,230	\$ 274,300	\$ 262,733	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.73	8.20	8.44	8.33	8.46

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-270	PIRATE'S COVE WATERPARK at POHICK BAY					
	REVENUES					
4550	Admissions	\$336,982	\$308,675	\$330,000	\$220,500	\$335,983
4570	Group Admissions	46,350	51,592	56,000	34,252	56,000
4490	Locker Rental	679	618	700	692	700
4600	Programmed Events	3,023	2,529	2,500	2,518	2,500
4580	Waterpark Passes	26,798	26,771	28,000	18,091	28,000
4670	Shelter Reservations	6,020	7,369	6,000	2,963	6,000
	TOTAL USER FEES	419,851	397,554	423,200	279,015	429,183
4640	Retail Operations	171,277	153,554	175,000	103,445	175,000
4660	Swim Merchandise	10,093	11,373	12,000	9,820	12,500
	TOTAL RETAIL OPERATIONS	181,370	164,927	187,000	113,265	187,500
4482	Lifeguard Training Fee	2,509	780	0	375	0
4510	Miscellaneous Revenue	0	0	0	6	0
	TOTAL OTHER REVENUE	2,509	780	0	381	0
	TOTAL REVENUES	\$603,730	\$563,261	\$610,200	\$392,661	\$616,683
	EXPENSES					
5020	Part-Time Salaries	\$179,782	\$163,816	\$165,883	\$109,725	\$176,329
5030	FICA	13,753	12,532	12,690	8,394	13,489
5070	Unemployment Tax	1,177	877	1,327	611	882
	TOTAL PERSONNEL SERVICES	194,713	177,225	179,900	118,731	190,700
5490	Programs and Promotions	4,808	1,617	1,500	1,184	1,500
	TOTAL OPERATING COSTS	4,808	1,617	1,500	1,184	1,500
5190	Facility Op. & Maintenance	58,618	70,185	58,000	46,190	65,000
	TOTAL MAINTENANCE COSTS	58,618	70,185	58,000	46,190	65,000
5520	Retail Operations	59,746	59,772	70,000	48,853	70,000
5535	Swim Merchandise	3,454	8,551	6,000	2,850	6,250
	TOTAL RETAIL OPERATIONS	63,200	68,324	76,000	51,704	76,250
5580-001	Telephone	1,563	1,560	1,500	1,459	1,500
5580-002	Electricity	16,728	21,117	18,000	15,960	18,000
5580-016	Internet/Cable	992	1,005	1,000	1,012	1,000
	TOTAL UTILITIES	19,284	23,681	20,500	18,431	20,500
	TOTAL EXPENSES	\$340,623	\$341,031	\$335,900	\$236,239	\$353,950
	OPERATING INCOME (LOSS)	\$263,107	\$222,230	\$274,300	\$156,422	\$262,733

PIRATE'S COVE WATERPARK AT POHICK BAY

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the incentives our members value most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Refine the system for consistent membership retention and referral strategies.
- Ensure consistent use of pass holder tracking methods within Active Network.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.

Goal Two: Remain a leader in the field of aquatic safety.



Objectives:

- Continue to implement the Ellis and Associates lifeguard program.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Promote staff teamwork by facilitating at least three staff meetings or activities.
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Develop our human resources by implementing a “manager in training” mentor program
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase group and birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Ensure usage and documentation of effective inventory management system to reduce waste and meet customer needs.

Goal Five: Provide unique and exceptional customer experiences.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

PIRATE'S COVE WATERPARK AT POHICK BAY

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.

Highlights

- ✓ Implemented a Pass Holder Day which will allow our members to use the facility when it would otherwise be closed.
- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Held annual "Perks Party" in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Offered pass sales through Certifikid that generated new pass sales.
- ✓ Developed and implemented new strategies to retain current passholders
- ✓ Expanded the Bring a Friend program to encourage pass sales
- ✓ Created a comprehensive annual marketing calendar for annual pass promotions and sales

Goal Two: Remain a leader in the field of aquatic safety.

Highlights

- ✓ Successfully transitioned to Ellis & Associates Comprehensive Aquatic Safety Program and achieved their Gold Standard award.
- ✓ All waterpark full-time staff attended E&A International Aquatic Safety School.
- ✓ Increased job fairs and recruitment efforts to obtain high quality staff
- ✓ Created a group safety check in procedure to help reinforce the most important rules. Created a document to inform group leaders of repeat safety violations.

Goal Three: Optimize programming and facility usage to increase revenues.

Highlights

- ✓ Implemented a discounted weekday Big Splash birthday party package to entice off peak usage.
- ✓ Refined standard operating procedures for Active Network to ensure consistency and ease of registration for groups, birthdays, and passholders.
- ✓ Utilized social media as an effective tool to promote off-peak visitation.
- ✓ Improved focus on tracking of group visitation and payment

Goal Four: Enhance the customer experience by providing superior food, beverage and retail services.

Highlights

- ✓ Conducted facility walkthrough with Food & Beverage Manager, focused on proper storage and cleanliness standards.
- ✓ Increased staff responsiveness on deck to ensure cleanliness and added service to guests
- ✓ Created and implemented a training programs for better quality service and in-house mentorship
- ✓ We had more than 5 staff members receive their Servsafe certification.
- ✓ Increased Swim Merchandise sales by 85% over last season through product diversity and overall stock.
- ✓ Implemented a weekly schedule for ordering.

Goal Five: Enhance the overall quality of the customer experience.

Highlights

- ✓ Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ All staff attended Customer Service training.
- ✓ Implemented an effective staff incentive program to promote a high level of customer service
- ✓ Reviewed and responded to all online reviews in a timely manner

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• Number of general admissions	46,344	41,207	45,000	29,723	45,000
• Number of youth group participants	8,502	9,407	10,000	7,438	10,000
• Number of Annual Waterpark Passes sold	375	106	400	91	400
• Average amount customers spent on food & beverages	\$3.33	\$3.26	\$3.38	\$3.02	\$3.38
• Attendance at special programs	3,671	1,646	1,650	1,740	3,500

POTOMAC OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for natural history interpretation. The staff provides programs for school and public groups throughout the year. The James I. Mayer Center for Environmental Education contains the "Energerium", a suite of exhibits on the role of energy in living systems (including human systems). Other facilities include a small picnic area, a shelter, bathroom building, interpretive gardens and 2 miles of natural surface trails. Park staff has developed working solar energy and energy efficient facilities that reduce the park's energy use and educate the public on energy issues.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 113,857	\$ 100,500	\$ 112,000	11.4%
Retail Operations	282	500	500	0.0%
Other Revenue	9,900	13,200	13,200	0.0%
TOTAL REVENUE	\$ 124,039	\$ 114,200	\$ 125,700	10.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 232,329	\$ 233,789	\$ 254,386	8.8%
Operating Costs	14,748	13,850	13,850	0.0%
Maintenance Costs	19,375	22,500	24,000	6.7%
Insurance	1,184	1,236	1,236	0.0%
Retail Operations	(27)	250	250	0.0%
Utilities	13,781	14,080	13,400	-4.8%
TOTAL EXPENSES	\$ 281,390	\$ 285,705	\$ 307,122	7.5%
Net Income	\$ (157,351)	\$ (171,505)	\$ (181,422)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time	1.85	2.36	1.71	1.75	1.76

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-300	POTOMAC OVERLOOK REGIONAL PARK REVENUES					
4600	Programmed Events	\$27,421	\$18,926	\$24,000	\$25,823	\$24,000
4101	Camps	76,901	91,201	74,000	98,749	85,000
4670	Shelter Reservations	3,054	3,730	2,500	2,075	3,000
	TOTAL USER FEES	107,376	113,857	100,500	126,647	112,000
4640	Retail Operations	369	282	500	509	500
	TOTAL RETAIL OPERATIONS	369	282	500	509	500
4420	House Rental	13,200	9,900	13,200	11,000	13,200
4260	Misc Rev - Friends of Pot O/L	0	0	0	0	0
4000, 4510	Miscellaneous Revenue	0	0	0	12,348	0
	TOTAL OTHER REVENUE	13,200	9,900	13,200	23,348	13,200
	TOTAL REVENUES	\$120,945	\$124,039	\$114,200	\$150,504	\$125,700
	EXPENSES					
5010	Full-Time Salaries	\$147,753	\$150,564	\$142,820	\$123,380	\$151,985
5020	Part-Time Salaries	46,997	34,306	42,918	31,062	42,955
5030	FICA	14,384	13,942	14,213	11,136	14,913
5040	Hospitalization	21,216	12,424	7,964	12,031	13,855
5060	Life Insurance	804	886	1,083	1,104	1,800
5050	Retirement	36,529	19,853	24,279	18,909	28,543
5070	Unemployment Tax	422	354	511	233	335
	TOTAL PERSONNEL SERVICES	268,105	232,329	233,789	197,855	254,386
5230	Gas and Diesel	1,297	2,371	3,500	2,292	3,500
5490	Programs and Promotions	9,222	6,870	4,000	3,466	4,000
5570	Uniforms	803	1,302	600	445	600
5171	Camps	0	4,205	5,750	2,138	5,750
	TOTAL OPERATING COSTS	11,322	14,748	13,850	8,340	13,850
5180	Equipment/Vehicle Maintenance	2,511	2,721	3,000	2,937	3,000
5190	Facility Op. & Maintenance	19,680	15,702	19,000	16,603	20,500
5510	Rental House Maintenance	458	951	500	513	500
	TOTAL MAINTENANCE COSTS	22,650	19,375	22,500	20,054	24,000
5290	Insurance - Vehicle	1,268	1,184	1,236	1,142	1,236
	TOTAL INSURANCE	1,268	1,184	1,236	1,142	1,236
5520	Retail Operations	(104)	(27)	250	186	250
	TOTAL RETAIL OPERATIONS	(\$104)	(27)	\$250	186	\$250
5580-001	Telephone	2,974	2,509	2,900	2,124	2,900
5580-002	Electricity	6,403	7,282	6,500	5,996	7,000
5580-004	Water/Sewer	2,777	1,580	1,600	272	600
5580-008	Propane Gas	620	1,211	2,000	1,592	1,700
5580-016	Cable/Internet	1,407	1,200	1,080	930	1,200
	TOTAL UTILITIES	14,181	13,781	14,080	10,914	13,400
	TOTAL EXPENSES	\$317,421	\$281,390	\$285,705	\$238,491	\$307,122
	OPERATING INCOME (LOSS)	(\$196,477)	(\$157,351)	(\$171,505)	(\$87,987)	(\$181,422)

POTOMAC OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to implement a plan for enhanced animal interpretation.
- Maintain a minimum of (3) community partnerships.
- Continue to implement native focused landscape guidelines.
- Implement a plan to refurbish the playground and picnic shelter area.
- Continue to implement enhancements in and around the stage area.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information through Hiperweb..

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Continue to conduct and enhance camp programming.
- Review and refine the year-round comprehensive programming schedule.
- Implement (3) new strategies to increase the number of shelter rentals from previous year by at least (4)
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on the use of technology.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Improve retail operations by 10% (gross) from previous year.
- Develop and implement a plan to enhance interpretation of at least (2) areas within the park.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Implement a staff toolkit to empower decision making by part time staff.
- Continue to improve customer engagement through social media.
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Continue to build, implement and evaluate a successful volunteer program.
- Revise the system to receive, evaluate, and respond to customer feedback.

POTOMAC OVERLOOK REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Hosted 3 large community clean-ups focused on enhancing the playground area and invasive plant removal, reducing invasive plant population by 5% within the park.
- ✓ Created new signage for all animal exhibits, including signage for the 2 new birds of prey.
- ✓ Installed new 200 gallon snapping turtle tank to provide a better habitat and public viewing.
- ✓ Purchased and installed new playground equipment, chalkboard, and grill.
- ✓ Created Hiperweb inspection forms for all animal enclosures.
- ✓ Installed solar eco-post at stage that provides increased interpretation.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Increased camp sessions to include a new camp, Animal Caretaker.
- ✓ Created 4 new programs- Agents of Discovery, Potomac Rangers, Prehistoric Park Rangers, and Homeschool at the Park.
- ✓ Implemented Agents of Discovery interpretive app.
- ✓ May Day was a success with community partners with over 200 visitors.
- ✓ Created “March Madness” promotion to focus on retail sales.
- ✓ Created self-guided hike and self-guided nature center tour.
- ✓ Created plans for new signage for the bee exhibit and installed a new recycling exhibit.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Continued to implement agency-wide customer service initiatives, monthly strategies and incentive plan.
- ✓ Held a staff raptor training to increase naturalist skill base.
- ✓ Regularly post to Facebook, Instagram, Next door. The Facebook post about Crunchy the box turtle was NOVA Parks’ most liked post!
- ✓ Increased LIT volunteers for summer camp.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Public program/Special Event participants	1,555	976	1,250	442	1,250
• School & Scout program participants	2,517	2,620	3,000	1,824	3,000
• Concert participants	458	254	500	186	450
• Number of birthday parties	76	49	55	36	55
• Birthday party participants	1,862	1,134	1,300	1,029	1,400
• Camp Overlook participants	295	257	275	280	300
• Offsite programming participants	1,778	2,113	1,500	25	1,500
• Number of shelter rentals	40	40	40	19	42
• Volunteer hours received	2,702	1,960	2,800	1,056	2,500

RUST SANCTUARY

PROGRAM OVERVIEW

Rust Sanctuary became a NOVA Parks managed property in 2013 through adoption of a 40 year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the park while the Audubon Naturalist Society continues to provide environmental education for youth.

NOVA Parks also began hosting wedding receptions and parties at Rust Sanctuary in 2013 and the venue quickly became a favorite in the area, particularly for couples seeking a picturesque outdoor setting for their wedding ceremony. Smaller events take place in the Manor House while groups of up to 200 use the spacious tent nearby. Great Blue Heron Catering provides food and beverage for more than half of the events at Rust Sanctuary.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 395,575	\$ 421,000	\$ 409,200	-2.8%
Retail Operations	791,225	633,633	684,000	7.9%
Other Revenue	54,298	42,420	54,200	27.8%
TOTAL REVENUE	\$ 1,241,099	\$ 1,097,053	\$ 1,147,400	4.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 324,826	\$ 345,414	\$ 400,418	15.9%
Operating Costs	180,250	132,221	162,972	23.3%
Maintenance Costs	76,563	91,250	91,250	0.0%
Insurance	4,515	2,762	2,762	0.0%
Retail Operations	253,539	218,400	211,800	-3.0%
Utilities	13,239	14,780	14,300	-3.2%
TOTAL EXPENSES	\$ 852,932	\$ 804,827	\$ 883,502	9.8%
Net Income	\$ 388,167	\$ 292,226	\$ 263,898	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new Full-time Chef position will be added to the budget for Rust Sanctuary. This position will be split 50/50 with the Woodlands at Algonkian.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	1	1	2	2.33	2.83
Part-Time	3.42	4.78	5.64	5.97	5.56

RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-320	RUST SANCTUARY REVENUES					
4240	Facility Rental-Manor House	\$311,199	\$393,945	\$420,000	\$251,229	\$400,000
4822	NVRPA Event Staffing	660	1,630	1,000	3,433	9,200
	TOTAL USER FEES	311,859	395,575	421,000	254,662	409,200
4420	Apartment Rental	9,600	3,000	0	1,850	0
4821	Equipment Rental	35,074	45,398	38,220	25,808	50,000
4693	Special Services	60	0	0	0	0
4081	Storage Rental (PEC)	3,450	1,650	1,200	1,500	1,200
4443	Outside Catering Fees	11,000	4,250	3,000	1,000	3,000
	TOTAL OTHER REVENUE	59,184	54,298	42,420	30,158	54,200
4115	Catering	373,490	500,671	420,000	301,307	460,000
4682	Service Charge	79,581	103,834	87,633	61,469	84,000
4640	Retail Operations	103	(78)	0	(7)	0
4641,4647	Retail - Alcoholic Beverages	152,778	186,799	126,000	104,906	140,000
	TOTAL RETAIL OPERATIONS	605,953	791,225	633,633	467,675	684,000
	TOTAL REVENUES	\$976,996	\$1,241,099	\$1,097,053	\$752,495	\$1,147,400
	EXPENSES					
5010	Full-Time Salaries	\$33,661	\$60,990	\$84,434	\$73,631	\$117,596
5020	Part-Time Salaries	207,275	227,432	213,934	120,189	207,004
5030	FICA	18,276	21,732	22,825	13,730	24,832
5040	Hospitalization	7,061	13,589	7,404	21,374	26,360
5060	Life Insurance	184	362	640	567	1,392
5050	Retirement	(282)	80	14,354	(222)	22,085
5070	Unemployment Tax	643	642	1,823	284	1,148
	TOTAL PERSONNEL SERVICES	266,818	324,826	345,414	229,552	400,418
5186	Equipment Rental	75,348	99,875	87,360	67,566	102,852
5146	Contract Employment	32,195	76,967	41,061	104,648	56,320
5230	Gas & Diesel	416	956	1,300	729	1,300
5490	Programs and Promotions	1,957	2,452	2,000	1,052	2,000
5570	Uniforms	200	0	500	193	500
	TOTAL OPERATING COSTS	110,116	180,250	132,221	174,187	162,972
5180	Equipment/Vehicle Maintenance	1,074	1,727	1,500	926	1,500
5190	Facility Op. & Maintenance	60,665	74,837	89,750	63,669	89,750
	TOTAL MAINTENANCE COSTS	61,739	76,563	91,250	64,595	91,250
5143	Catering	141,738	200,349	168,000	103,003	165,600
5521	Retail - Alcohol Beverages	59,674	53,189	50,400	21,919	46,200
	TOTAL RETAIL	201,412	253,539	218,400	124,922	211,800
5265	Insurance - Liquor Liability	1,336	4,120	2,350	2,500	2,350
5290	Vehicle Insurance	317	395	412	381	412
	TOTAL INSURANCE	1,653	4,515	2,762	2,881	2,762
5580-001	Telephone	3,352	\$3,124	3,600	\$2,662	3,600
5580-002	Electricity	8,164	8,424	9,000	7,524	9,000
5580-008	Propane	919	1,691	1,200	1,041	1,200
5580-009	Heating Oil	0	0	500	0	500
5580-004	Water/Sewer	0	0	0	0	0
5580-016	Internet/Cable	0	0	480	0	0
	TOTAL UTILITIES	12,434	13,239	14,780	11,227	14,300
	TOTAL EXPENSES	\$654,172	\$852,932	\$804,827	\$607,364	\$883,502
	OPERATING INCOME (LOSS)	\$322,824	\$388,167	\$292,226	\$145,131	\$263,898

RUST SANCTUARY

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: *Manage and enhance the Rust Sanctuary as a premier event venue.*



Objectives:

- Enhance marketing outreach by utilizing a minimum of two (2) tourism oriented associations to raise brand awareness.
- Host a minimum of (2) open house events.
- Increase new client leads with the implementation of at least (2) monthly strategies.
- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Conduct a Strength-Weakness-Opportunity-Threat analysis for Rust Manor House.
- Research and implement a facility virtual tour.

Goal Two: *Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.*



Objectives:

- Implement park maintenance standards for consistent and continued facility maintenance, and improvements, including facility inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to develop a strategy to promote the NOVA Parks / Audubon Naturalist Society partnership and activities at Rust Sanctuary.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.

Goal Three: *Provide a unique and exceptional customer experience.*



Objectives:

- Develop and implement a staff tool-kit to empower part-time staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Establish Rust as a premier event venue.

Highlights

- ✓ Rust was a member of and attended/participated in four events sponsored by Visit Loudoun and Hunt Country Celebrations.
- ✓ We hosted four open houses during FY 2019
- ✓ Used new strategies on social media to highlight our advantages not offered by competitors, we reached out to new vendors to bring them to Rust and form relationships.
- ✓ We attended 3 webinars on industry trends and standards. Venue coordinator attended the annual Wedding wire conference.
- ✓ We hosted four wedding styled shoots with a variety of vendors. Photos will be posted on websites, blogs and in magazines.
- ✓ We added air conditioning to the event tent during the warmer months to create a more comfortable experience for our guests and increase events rentals during a time which is usually slow at Rust.

Goal Two: Continue to preserve the historic resources including structures, parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Maintenance staff trained on Hiperweb and is using it to coordinate with Central Maintenance.
- ✓ Daily inspections of the core event/resource areas are now being made.
- ✓ A new plan is in place to control the cattails impacting access at the pond through natural means.
- ✓ Ten new trees have been planted in the house yard to replace trees which have been removed or to enhance the space.
- ✓ The outbuildings at Rust have been given a face-lift including roof painting or new shingles and exterior painting.

Goal Three: Provide a unique and exceptional customer experience.

Highlights

- ✓ We now have written operational plans for the Catering Captain and staff at events to enhance customer experience.
- ✓ We continue to provide training to staff on customer service techniques to provide a better experience for our event customer.
- ✓ Submitted suggestions for continued site improvements through 5 year capital request.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL <small>6 months (Jul-Dec 2018)</small>	FY 2020 TARGET
• Prime rental months (May, June, July, August September, October)	38	51	52	35	67
• Non-Prime rental months (March, April, first 3 weekends of November)	30	34	33	6	12
• Winter rental months (November, December, January, February)	7	5	8	3	12
• House and grounds rentals	15	11	10	4	14
• Tent, house and grounds Rentals	59	79	83	40	77
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	20	120	100	20	100
• Number of Naturalist Programs	2	2	2	2	2

SANDY RUN REGIONAL PARK

PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax, is designed for the education, training, practice and racing for competitive and recreational rowing and sculling. The facility is open February through November weather permitting. It primarily serves ten local high schools and one college rowing program for men and women; several rowing clubs are housed here as well. The facility hosts regattas as well as occasional special events. Out of state high school and college teams often visit during spring break for training and practice, and local teams and clubs hold sweep and sculling camps. The facility also provides storage for scholastic, collegiate, private, and club crew shells in three boathouses and on outside boat storage racks.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 256,337	\$ 232,500	\$ 238,000	2.4%
Other Revenue	26,764	28,192	28,192	0.0%
TOTAL REVENUE	\$ 283,101	\$ 260,692	\$ 266,192	2.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 79,073	\$ 107,550	\$ 128,827	19.8%
Operating Costs	2,275	18,000	4,000	-77.8%
Maintenance Costs	56,405	31,500	36,000	14.3%
Insurance	790	824	824	0.0%
Retail Operations	-	-	-	
Utilities	11,508	12,850	12,850	0.0%
TOTAL EXPENSES	\$ 150,050	\$ 170,724	\$ 182,501	6.9%
Net Income	\$ 133,051	\$ 89,968	\$ 83,691	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new Full-time Maintenance position will be added to the Budget for Sandy Run Regional Park. This position will be split 50/50 with Fountainhead Regional Park.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	.90	.90	.90	.90	1.40
Part-Time	1.23	1.23	.96	1.42	1.01

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-350	SANDY RUN REGIONAL PARK REVENUES					
4080	Crew Boat Storage	\$165,646	\$149,321	\$148,000	\$115,442	\$148,000
4160	Daily User Fees	3,585	6,000	3,000	810	3,000
4530	Launch & Parking Fees	38,002	30,653	16,500	20,557	22,000
4630	Regatta Fees	52,472	57,535	55,000	15,410	55,000
4673	Rowing Camps	8,784	12,828	10,000	8,225	10,000
	TOTAL USER FEES	268,489	256,337	232,500	160,445	238,000
4420	House Rental	27,192	26,094	27,192	21,994	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	1,098	670	1,000	380	1,000
	TOTAL OTHER REVENUE	28,290	26,764	28,192	22,374	28,192
	TOTAL REVENUES	\$296,779	\$283,101	\$260,692	\$182,819	\$266,192
	EXPENSES					
5010	Full-Time Salaries	\$67,171	\$53,788	\$56,388	\$49,539	\$70,206
5020	Part-Time Salaries	18,612	10,596	31,879	34,536	27,063
5030	FICA	6,163	4,915	6,787	5,308	7,441
5040	Hospitalization	6,455	1,767	2,227	4,932	9,910
5060	Life Insurance	291	336	428	308	831
5050	Retirement	13,162	7,572	9,586	5,711	13,185
5070	Unemployment Tax	181	98	255	122	191
	TOTAL PERSONNEL SERVICES	112,036	79,073	107,550	100,455	128,827
5230	Gas and Diesel	1,844	2,275	4,000	1,894	4,000
	Regatta Fees	0	0	14,000	0	0
	TOTAL OPERATING COSTS	1,844	2,275	18,000	1,894	4,000
5180	Equipment/Vehicle Maintenance	4,210	1,960	3,000	2,143	3,000
5190	Facility Op. & Maintenance	54,396	53,190	27,500	33,600	32,000
5510	Rental House Maintenance	2,327	1,255	1,000	1,423	1,000
	TOTAL MAINTENANCE COSTS	60,933	56,405	31,500	37,166	36,000
5520	Retail Items	213	0	0	0	0
	TOTAL RETAIL OPERATIONS	213	0	0	0	0
5290	Insurance - Vehicle	317	790	824	761	824
	TOTAL INSURANCE	317	790	824	761	824
5580-001	Telephone	7,784	5,714	6,500	5,090	6,500
5580-002	Electricity	4,444	5,793	5,500	5,246	5,500
5580-016	Internet/Cable	0	0	850	0	850
	TOTAL UTILITIES	12,229	11,508	12,850	10,335	12,850
	TOTAL EXPENSES	\$187,571	\$150,050	\$170,724	\$150,611	\$182,501
	OPERATING INCOME (LOSS)	\$109,207	\$133,051	\$89,968	\$32,209	\$83,691

SANDY RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.



Objectives:

- Maintain a minimum of (4) community partnerships.
- Maintain methods and guidelines to preserve a sustainable park trail network.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, updating assets, adding photos, serial numbers, make & model of equipment, and date of purchase, through Hiperweb.

Goal Two: Develop and refine strategies to attract and serve park users.



Objectives:

- Promote daily, non-peak time use from outside and nontraditional user groups.
- Work with teams, clubs and vendors to implement camps and programs that complement the use of the park.
- Create process to receive and approve changes to park facilities made by teams, clubs, and other user groups of Sandy Run Rowing Facility.
- Create a permit system in Active for tracking, billing, and payment automation.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Work closely with VASRA, clubs, schools and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with neighbors and user groups.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.

SANDY RUN REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parklands and facilities to provide a quality visitor experience.

Highlights

- ✓ Completed road work on the grandstand road.
- ✓ Continued to expand the use of Active to track boat storage for billing and payment automation.
- ✓ Completed shoreline stabilization at Judge's stand.

Goal Two: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Hosted two Junior Nationals ID Rowing Camps at Sandy Run in the Spring.
- ✓ Clubs added several "learn to row" days at the park for youth and adult.
- ✓ Attended VASRA monthly meetings.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights

- ✓ Hosted users meeting in the fall.
- ✓ Hosted a successful pre-season coaches safety meeting with 100% attendance from participating schools.
- ✓ Updated the Sandy Run Rowing Facility and Bull Run Marina Operating Procedures and Operations Manual

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL <small>6 months (Jul-Dec 2018)</small>	FY 2020 TARGET
• Peak season daily practice (March-May) usage by rowers and coaches	1,100	900	1,100	N/A	1,100
• Number of adult rowers annually	4,500	4,500	4,500	0	4,500
• Number of boats stored	228	250	250	250	250
Daily Fees:					
• Number of spring break programs	8	6	6	N/A	6
• Average attendance at each spring break program	50	40	50	N/A	50
• Number of Summer and Fall camps	50	40	35	26	35
• Number of Summer and Fall camp participants	3,360	3,400	2,345	2100	2,345
Regattas:					
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	11,100	11,000	10,800	0	10,800
• Number of VASRA scholastic regattas	8	8	8	0	8
• Number of club regatta competitors	4,000	4,000	4,000	2200	4,000
• Number of club regattas	3	4	4	3	4
• Number of collegiate regatta competitors	1,500	1,750	1,100	750	1,100
• Number of collegiate regattas	3	2	2	1	2
• Total number of regatta spectators	16,000	14,500	14,000	7000	14,000

TEMPLE HALL FARM REGIONAL PARK

PROGRAM OVERVIEW

Temple Hall Farm Regional Park is a 286-acre working farm in Loudoun County. The park provides programs and farm tours to the general public as well as groups with a focus on the region's rich farming heritage. The park also features a LEED certified Visitors Center complete with animal and interpretive exhibits.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 24,560	\$ 19,000	\$ 28,800	51.6%
Retail Operations	(18)	-	-	0.0%
Other Revenue	113,917	187,383	197,383	5.3%
TOTAL REVENUE	\$ 138,459	\$ 206,383	\$ 226,183	9.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 223,548	\$ 269,278	\$ 281,687	4.6%
Operating Costs	55,201	73,900	86,900	17.6%
Maintenance Costs	56,606	61,828	61,828	0.0%
Insurance	1,579	1,648	1,648	0.0%
Retail Operations	507	-	-	0.0%
Utilities	15,393	16,000	16,000	0.0%
TOTAL EXPENSES	\$ 352,834	\$ 422,654	\$ 448,063	6.0%
Net Income	\$ (214,375)	\$ (216,271)	\$ (221,880)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Added a camps line to the Budget which will increase user fees revenue.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	2.25	2.25	2.25	2.25	2.25
Part-Time	1.19	1.19	1.19	1.19	1.19

TEMPLE HALL FARM REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL	ADOPTED FY 2019
3-380	TEMPLE HALL FARM REGIONAL PARK					
	REVENUES					
4230	Entrance Fees	\$100	\$0	\$0		
4412-001	Hay Rides - Tractor	9,291	9,153	7,500	-\$200	\$0
4101	Camps	0	0	0	6,375	9,300
4670	Shelter Reservations	3,169	2,688	3,500	(181)	8,000
4812	Visitor Center Rental	1,200	3,749	5,000	2,140	3,500
4600	Programmed Events	2,468	8,970	3,000	300	5,000
	TOTAL USER FEES	16,228	24,560	19,000	10,245	3,000
4015	Animals	11,341	13,578	5,500	7,983	5,500
4140	Crop Sales	44,212	57,172	42,000	42,703	52,000
4420	House Rental	55,199	43,077	43,077	35,898	43,077
4440	Interest	1,774	0	96,806	0	96,806
4440	Interest Transf. fr. Farm Development	72	0	0	0	0
4440	Change in Market Value	0	0	0	0	0
4410, 4510	Miscellaneous Revenue	2,016	90	0	22,586	0
4636	Rental Device Commission	25	0	0	0	0
	TOTAL OTHER REVENUE	114,640	113,917	187,383	109,170	197,383
4640	Retail Operations	11	(18)	0	(20)	0
	TOTAL REVENUES	\$130,879	\$138,459	\$206,383	\$127,829	\$226,183
	EXPENSES					
5010	Full Time Salaries	\$178,142	\$160,161	\$157,294	\$134,937	\$163,308
5020	Part Time Salaries	39,023	25,844	30,544	14,817	30,544
5030	FICA	13,390	12,828	14,370	9,949	14,830
5040	Hospitalization	1,784	1,591	38,768	1,297	40,159
5060	Life Insurance	894	964	1,192	1,218	1,934
5050	Retirement	37,886	21,962	26,740	21,144	30,669
5070	Unemployment Tax	260	197	370	139	243
	TOTAL PERSONNEL SERVICES	271,378	223,548	269,278	183,502	281,687
5200	Feed	15,543	7,347	9,000	10,511	9,000
5210	Fertilizer	25,401	27,642	24,500	21,504	34,500
5230	Gas and Oil	3,808	7,495	11,000	6,639	11,000
5350	Livestock Purchases	3,385	(2,650)	4,000	1,467	4,000
5490	Programs & Promotions	1,708	1,520	1,000	3,074	2,500
5540	Seeds & Plants	12,124	6,371	15,000	13,039	16,500
5570	Uniforms	243	226	400	426	400
5590	Vet & Medicine	4,509	7,250	9,000	3,336	9,000
	TOTAL FACILITY OPERATING COSTS	66,721	55,201	73,900	59,997	86,900
5180	Equipment/Vehicle Maintenance	25,961	19,955	25,000	11,463	25,000
5190	Facility Op. & Maintenance	32,268	27,803	29,828	24,206	29,828
5195	Facility Op. & Maintenance-Cabin	0	2,405	5,000	344	5,000
5510	Rental House Maintenance	3,001	6,443	2,000	2,794	2,000
	TOTAL MAINTENANCE COSTS	61,230	56,606	61,828	38,807	61,828
5290	Insurance - Vehicle	1,268	1,579	1,648	1,522	1,648
	TOTAL INSURANCE	1,268	1,579	1,648	1,522	1,648
5535	Retail Merchandise	2,141	507	0	0	0
	Total Retail Operations	2,141	507	0	0	0
5580-002	Electricity	12,761	12,643	13,000	10,153	13,000
5580-001	Telephone	875	1,375	1,500	2,125	1,500
5580-016	Internet/Cable	875	1,375	1,500	375	1,500
	TOTAL UTILITIES	14,511	15,393	16,000	12,653	16,000
	TOTAL OPERATING EXPENSES	\$417,250	\$352,834	\$422,654	\$296,480	\$448,063
	OPERATING INCOME (LOSS)	(\$286,371)	(\$214,375)	(\$216,271)	(\$168,651)	(\$221,880)

TEMPLE HALL FARM REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Enhance quality of life through beneficial, successful programs and events by providing a unique and exceptional customer experience.



Objectives:

- Identify (2) new ways to improve the customer experience through the use of technology or innovation.
- Work with existing partners and staff to deliver a minimum of (4) new public programs.
- Implement minimum of (2) new strategies to increase visitor's center rental business.
- Develop and implement a year round comprehensive programming calendar and schedule of events to be posted on the NOVA Parks web site and social media.
- Develop and implement a marketing plan utilizes a minimum of (2) new strategies to promote all programming and event opportunities.

Goal Two: Continue to protect and conserve the historic structures, parkland, and facilities.



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information. (All properties)
- Work with existing partners to deliver a minimum of 200 volunteer hours.
- Develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Continue to implement a sustainable long term animal exhibit plan.
- Establish and maintain a minimum of (8) community partnerships.
- Establish a plan to organize all excess materials, used fluids, and equipment and recycle or dispose of them in the proper manner to ensure a clean and safe environment throughout the facilities.

Goal Three: Develop and refine strategies to attract and serve park users.



Objectives:

- Review self-guided farm tour and develop a minimum of (2) improvements to improve interpretation.
- Develop a system that implements a minimum of (2) effective recruitment and retention strategies for qualified staff.
- Create a minimum of (2) strategies to respond to customer feedback.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a defined plan that focuses on the pavilion and event space rental business.
- Develop and implement a staff toolkit to empower part-time staff.

TEMPLE HALL FARM REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.*

Highlights

- ✓ In partnership with Legacy Farms staff we have revamped garden program offerings to be able to accommodate more participants.
- ✓ Delivered interpretive programming to almost 2400 students and tour takers.
- ✓ Special events such as the Easter Egg Hunt and Family Fun Night have attracted over 1,200 visitors.
- ✓ Marketing materials, signage, brochures, and web content has all been revised and a new interactive animal scavenger hunt has been created to encourage visitors to seek and learn about all the farm animals.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a quality visitor experience.*

Highlights

- ✓ Staff is utilizing HiperWeb software program to better maintain equipment, buildings, and grounds.
- ✓ Maintained (10) community partnerships.
- ✓ The staff has been done extensive work around the farm to maintain rental houses and historical structures.
- ✓ New walk ways have been added along with new fenced in pastures to make animals more visible and accessible to visitors.

Goal Three: *Develop and refine strategies to attract and serve park users.*

Highlights

- ✓ Marketing materials, signage, brochures, and web content have all been revised to make sure our visitors get correct and up to date information.
- ✓ Continue to participate in agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ The staff provided custom farm tour experience to varying age groups on many different topic focuses.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL <small>6 months (Jul-Dec 2018)</small>	FY 2020 TARGET
• School tour attendance	1,932	1,653	2,200	693	2,200
• Special events attendance	1,880	1,813	2,200	107	2,200

TEMPLE HALL CORN MAIZE

PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival and Corn Maize has become a popular fall tradition. The Fall Festival includes the Corn Maize, the Billy Goat Bounce jumping pillows, the corn cannon, pumpkin blasters, paintball gallery, cow train ride, pig races, corn box, hay bale climb, duck races, pumpkin patch, pumpkin sales, concession food service, playground, giant spider web, and hayrides. A self-guided interpretive walk covering our heritage breed farm animals is also included. The Corn Maize is 24 acres in size and is the largest one in Virginia.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 142,986	\$ 166,500	\$ 166,500	0.0%
Retail Operations	88,591	110,000	110,000	0.0%
TOTAL REVENUE	\$ 231,577	\$ 276,500	\$ 276,500	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 36,823	\$ 55,415	\$ 51,156	-7.7%
Operating Costs	56,858	68,950	57,950	-16.0%
Retail Operations	40,190	47,722	50,000	4.8%
TOTAL EXPENSES	\$ 133,870	\$ 172,087	\$ 159,106	-7.5%
Net Income	\$ 97,706	\$ 104,413	\$ 117,394	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	2.92	2.92	2.92	2.92	2.69

TEMPLE HALL CORN MAIZE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-385	TEMPLE HALL CORN MAIZE REVENUES					
4412-001,002	Amusement Farm Rides	\$1,149	\$1,055	\$1,500	\$914	\$1,500
4491	Corn Maze Admissions	159,869	141,931	165,000	110,574	165,000
	TOTAL USER FEES	161,018	142,986	166,500	111,488	166,500
4640	Blast Zone	9,920	6,861	10,000	6,261	10,000
4642	Retail Operations - Food	50,399	37,129	50,000	26,191	50,000
4660	Retail Operations - Merchandise	24,073	25,191	30,000	21,372	30,000
4606	Retail Operations - Pumpkin Sales	21,890	19,410	20,000	13,241	20,000
	TOTAL RETAIL OPERATIONS	106,282	88,591	110,000	67,065	110,000
	TOTAL REVENUES	\$267,300	\$231,577	\$276,500	\$178,553	\$276,500
	EXPENSES					
5020	Part Time Salaries	\$22,452	\$34,032	\$51,097	\$26,233	\$47,301
5030	FICA	1,718	2,603	3,909	2,007	3,619
5070	Unemployment Tax	134	187	409	134	237
	TOTAL PERSONNEL SERVICES	24,304	36,823	55,415	28,373	51,156
5151	Corn Maze Commission	6,300	5,737	6,450	4,804	6,450
5152	Corn Maze Operation	34,207	33,896	35,000	42,068	35,000
5210	Fertilizer	11,159	13,324	18,000	17,054	10,000
5230	Gas and Oil	1,871	0	3,000	0	0
5540	Seeds & Plants	4,595	3,900	6,500	2,366	6,500
	TOTAL FACILITY OPERATING COSTS	58,132	56,858	68,950	66,291	57,950
5190	Facility Op. & Maintenance	0	0	0	241	0
	TOTAL MAINTENANCE COSTS	0	0	0	241	0
5525	Retail - Food	23,925	13,487	20,000	11,196	20,000
5535	Retail - Merchandise	13,560	12,832	10,500	8,652	15,000
5520	Retail - Pumpkins	14,115	13,871	17,222	9,073	15,000
	TOTAL RETAIL OPERATIONS	51,600	40,190	47,722	28,921	50,000
	TOTAL OPERATING EXPENSES	\$134,036	\$133,870	\$172,087	\$123,826	\$159,106
	OPERATING INCOME (LOSS)	\$133,264	\$97,706	\$104,413	\$54,727	\$117,394

TEMPLE HALL CORN MAIZE

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: Optimize in-demand resources by providing a quality visitor experience through a unique annual event.



Objectives:

- Implement a plan for incorporating new slide feature into the corn maize and fall festival attractions.
- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement an annual plan for consistent and continued capital and event operations improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training programs.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Create a defined plan that utilizes a minimum of (3) new strategies to increase awareness and attendance.
- Form a yearly review system of industry trends and standards with a focus on local competition.
- Create and implement a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Develop a plan that assesses the feasibility of operating the maize for school groups during the day late in the week and formulate a formal recommendation prior to the 2019 maize season.
- Create a comprehensive calendar and schedule of events.
- Develop and implement a staff toolkit to empower part-time staff.



FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Provide a quality visitor experience through a unique annual event.

Highlights

- ✓ All staff completed level one customer service training and all Full-time staff has received level 2 customer service training.
- ✓ Staff has utilizing strategies and techniques developed by the Customer Service Committee to provide excellent customer service to visitors to the Fall Festival.
- ✓ Constructed new slide feature to provide an additional feature and attract more guests into the maze.
- ✓ Additional improvements this year included separating day and night maze with a strip of grass that we used to give cow train rides, addition of pony rides, carnival games with prizes, and expanded paintball area.
- ✓ Promoted a host of special events geared towards attracting group attendance including scouting picnics, sports team events, fund raising opportunities, corporate programs and private parties.
- ✓ Utilized social media and GREAT Cards to receive customer feedback.
- ✓ Created a schedule of events, entertainment and programs.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Corn Maize attendance	14,058	12,652	17,500	9,371	17,500
• Retail/Food per customer	\$7.40	\$7.05	\$6.29	\$6.90	\$6.29

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

PROGRAM OVERVIEW

UPPER POTOMAC PROPERTIES:

The Upper Potomac Properties provide land and water protection while ensuring an aesthetically pleasing setting. These properties include the following resources:

Ball's Bluff Battlefield Regional Park-a 223-acre park in Loudoun County with a parking lot and trails with interpretive signage. The park surrounds Ball's Bluff National Cemetery, which is owned by the U.S Department of Veterans Affairs. Ball's Bluff is the site of an 1861 Civil War battle.

Red Rock Wilderness Regional Park-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19th Century farmhouse and outbuildings.

Upper Potomac Parklands-761 acres along the Potomac River in Fairfax and Loudoun Counties, located between Riverbend Park and Lowes Island development. The parklands have natural surface trails and portions of the DC Water and Sewer Authority sewer line, vents and access road.

Symington Cabin-a 50 acre tract in Loudoun County with a log cabin, pond and gravel roadway. The tract also includes a number of trails.

Ball's Bluff, Red Rock and Upper Potomac parklands are sites for the Potomac Heritage National Scenic Trail.

SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 150 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
Retail Operations	\$ -	\$ 100	\$ -	-100.00%
Other Revenue	59,965	43,940	43,940	0.0%
TOTAL REVENUE	\$ 59,965	\$ 44,040	\$ 43,940	-0.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 120,309	\$ 127,050	\$ 134,436	5.8%
Operating Costs	1,050	900	900	0.0%
Maintenance Costs	13,661	26,000	26,000	0.0%
Insurance	395	412	412	0.0%
Retail Operations	-	40	-	-100.0%
Utilities	136	200	200	0.0%
TOTAL EXPENSES	\$ 135,551	\$ 154,602	\$ 161,948	4.8%
Net Income	\$ (75,586)	\$ (110,562)	\$ (118,008)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	.35	.35	.47	.47	.47

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-340	UPPER POTOMAC PROPERTIES REVENUES					
4090	Retail Operations	\$0	\$0	\$100	\$0	\$0
	TOTAL RETAIL OPERATIONS	0	0	100	0	0
4420	House Rental	23,211	27,211	28,800	22,697	28,800
4600	Programmed Events	0	0	0	0	0
	TOTAL OTHER REVENUE	23,211	27,211	28,800	22,697	28,800
	TOTAL REVENUES	\$23,211	\$27,211	\$28,900	\$22,697	\$28,800
	EXPENSES					
5010	Full-Time Salaries	\$52,157	\$78,963	\$80,017	\$70,670	\$83,896
5020	Part-Time Salaries	6,760	7,823	10,468	2,749	10,678
5030	FICA	6,334	6,604	6,959	5,092	7,235
5040	Hospitalization	14,733	15,013	15,242	13,633	15,775
5060	Life Insurance	421	628	606	619	993
5050	Retirement	19,776	11,162	13,603	10,617	15,756
5070	Unemployment Tax	124	116	154	56	103
	TOTAL PERSONNEL SERVICES	100,305	120,309	127,050	103,436	134,436
5230	Gas and Diesel	1,231	423	500	34	500
5490	Programs and Promotions	355	0	0	0	0
5570	Uniforms	606	627	400	209	400
	TOTAL OPERATING COSTS	2,193	1,050	900	244	900
5180	Equipment/Vehicle Maintenance	4,468	0	0	0	0
5190	Facility Op. & Maintenance	14,904	12,008	15,000	8,194	15,000
5510	Rental House Maintenance	1,007	1,569	1,000	1,250	1,000
	TOTAL MAINTENANCE COSTS	20,379	13,577	16,000	9,444	16,000
5290	Insurance - Vehicle	317	395	412	381	412
	TOTAL INSURANCE	317	395	412	381	412
5520	Retail Operations	0	0	40	0	0
	TOTAL RETAIL OPERATIONS	0	0	40	0	0
5580-002	Electricity	135	136	200	116	200
5580-009	Heating Oil	0	0	0	0	0
	TOTAL UTILITIES	135	136	200	116	200
	TOTAL EXPENSES	\$123,328	\$135,467	\$144,602	\$113,620	\$151,948
	OPERATING INCOME (LOSS)	(\$100,117)	(\$108,256)	(\$115,702)	(\$90,923)	(\$123,148)

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
3-360	SPRINGDALE REVENUES					
4420	House Rental	\$15,450	\$16,377	\$15,140	\$17,360	\$15,140
	TOTAL OTHER REVENUE	15,450	16,377	15,140	17,360	15,140
	TOTAL REVENUES	\$15,450	\$16,377	\$15,140	\$17,360	\$15,140
	EXPENSES					
5190	Facility Op. & Maintenance	0	84	10,000	2,569	10,000
5510	Rental House Maintenance	0	0	0	0	0
	TOTAL MAINTENANCE COSTS	0	84	10,000	2,569	10,000
	TOTAL EXPENSES	\$0	\$84	\$10,000	\$2,569	\$10,000
	OPERATING INCOME (LOSS)	\$15,450	\$16,293	\$5,140	\$14,791	\$5,140

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Ball's Bluff Battlefield Regional Park:

Goal One: Enhance quality of life through beneficial, successful programs that meet the needs of the community and provide a unique and exceptional customer experience.



Objectives:

- Identify a minimum of (2) new ways to improve interpretation through the use of technology or innovation.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Continue to cultivate, implement and evaluate a successful volunteer program.
- Maintain an effective and progressive relationship with the Friends of Ball's Bluff.
- Host a minimum of (4) special events or public programs.
- Continue to create and implement a comprehensive programming calendar and schedule of events and activities.

Goal Two: Continue to protect and conserve the historic structures, parkland, and facilities.



Objectives:

- Conduct at least (2) public outreach opportunity to facilitate maintenance and beautification projects within the park.
- Implement park maintenance standards consistent with site and preservation guidelines for consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.*

Highlights

- ✓ Illumination event held on the anniversary of the Battle of Ball's Bluff along with cannon firing.
- ✓ 2 Living history event were held with reenactor encampments.
- ✓ Veterans Day ceremony was held.
- ✓ Cannon and Gun firing demonstrations held on the 4th of July with reenactor skirmish.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a quality visitor experience.*

Highlights

- ✓ 12 volunteer workdays were held at Ball's Bluff in partnership with the FOBB.
- ✓ Signs were added to Ball's Bluff to enhance the battlefield clearing and better interpret the battle.
- ✓ New signs were added to existing trails.
- ✓ Trails were cleared and trimmed to maintain and enhance trails in Red Rock, Ball's Bluff Battlefield, and Springdale.
- ✓ Invasive vegetation has been removed from inside all historical ruins at Red Rock.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of visitors on tours at Ball's Bluff	1,350	1,305	1,500	643	1,500
• Number of visitors for special events	655	735	700	363	700
• Number of Ball's Bluff Battlefield volunteer hours	900+	980	1,000	600	1,000

UPTON HILL REGIONAL PARK

PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington County/Fairfax County line, just east of Seven Corners. This 27-acre park offers a welcome piece of woods in the otherwise densely developed area of North Arlington. In addition to hiking trails, picnic areas, open fields, a natural amphitheater and a playground, Upton Hill offers recreational amenities such as a deluxe miniature golf course, batting cages, a horseshoe pit and a bocce ball court. Almost all of the park's revenue comes from the miniature golf course and batting cages. The park also offers free concerts, special events, birthday party packages, volunteer opportunities and charity events.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 218,996	\$ 237,550	\$ 228,350	-3.9%
Retail Operations	14,951	13,000	13,000	0.0%
TOTAL REVENUE	\$ 233,947	\$ 250,550	\$ 241,350	-3.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 273,775	\$ 298,838	\$ 302,188	1.1%
Operating Costs	3,614	4,500	4,500	0.0%
Maintenance Costs	27,647	33,414	33,414	0.0%
Insurance	790	824	824	0.0%
Retail Operations	3,918	5,200	5,200	0.0%
Utilities	13,892	11,650	13,650	17.2%
TOTAL EXPENSES	\$ 323,636	\$ 354,426	\$ 359,776	1.5%
Net Income	\$ (89,689)	\$ (103,876)	\$ (118,426)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full Time	3	3	3	3	3
Part Time	3.23	3.37	3.46	3.46	3.46

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-400	UPTON HILL REGIONAL PARK REVENUES					
4600	Programmed Events	\$1,315	\$1,542	\$1,350	\$1,375	\$1,350
4636	Rental Device Commission	100	25	200	0	0
4670	Shelter Reservations	9,642	9,892	11,000	8,859	2,000
4060	Batting Cage Fees	87,309	87,415	103,000	57,006	103,000
4500	Miniature Golf	118,228	117,481	122,000	76,720	122,000
4421	Inflatable Park Play Features	0	2,640	0	0	0
	TOTAL USER FEES	216,594	218,996	237,550	143,959	228,350
4640	Retail Operations	11,481	14,951	13,000	6,789	13,000
	TOTAL RETAIL OPERATIONS	11,481	14,951	13,000	6,789	13,000
4510	Miscellaneous Revenue	0	0	0	5	0
	TOTAL OTHER REVENUE	0	0	0	5	0
	TOTAL REVENUES	\$228,075	\$233,947	\$250,550	\$150,752	\$241,350
	EXPENSES					
5010	Full-Time Salaries	\$159,925	\$145,790	\$145,787	\$119,610	\$158,582
5020	Part-Time Salaries	61,519	64,381	65,664	49,014	66,439
5030	FICA	16,394	15,379	16,242	11,724	17,214
5040	Hospitalization	28,240	27,874	44,563	22,141	27,841
5060	Life Insurance	876	819	1,105	1,124	1,878
5050	Retirement	37,370	19,099	24,784	19,135	29,782
5070	Unemployment Tax	510	433	693	265	452
	TOTAL PERSONNEL SERVICES	304,835	273,775	298,838	223,012	302,188
5230	Gas and Diesel	1,712	1,872	3,000	1,078	3,000
5490	Programs and Promotions	692	1,071	900	868	900
5570	Uniforms	1,144	671	600	374	600
	TOTAL OPERATING COSTS	3,548	3,614	4,500	2,320	4,500
5180	Equipment/Vehicle Maintenance	1,442	4,382	2,000	2,164	2,000
5190	Facility Op. & Maintenance	20,458	23,265	31,414	16,129	31,414
	TOTAL MAINTENANCE COSTS	21,900	27,647	33,414	18,293	33,414
5290	Insurance - Vehicle	634	790	824	761	824
	TOTAL INSURANCE	634	790	824	761	824
5520	Retail Operations	2,517	3,918	5,200	3,418	5,200
	TOTAL RETAIL OPERATIONS	2,517	3,918	5,200	3,418	5,200
5580-001	Telephone	563	579	700	448	700
5580-002	Electricity	5,838	7,945	6,000	6,231	8,000
5580-004	Water/Sewer	3,650	4,808	4,300	3,773	4,300
5580-016	Internet/Cable	549	560	650	434	650
	TOTAL UTILITIES	10,599	13,892	11,650	10,885	13,650
	TOTAL EXPENSES	\$344,034	\$323,636	\$354,426	\$258,690	\$359,776
	OPERATING INCOME (LOSS)	(\$115,958)	(\$89,689)	(\$103,876)	(\$107,938)	(\$118,426)

UPTON HILL REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to conserve and protect the parklands and enhance facilities.

Objectives:

- Develop and implement an improvement plan for the miniature golf course landscaping.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to revise and implement guidelines and SOPs for an overall park and facility maintenance program.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Continue to implement an effective Invasive Plant Management Plan.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.



Objectives:

- Develop and implement a comprehensive marketing plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage by 5%.
- Implement at least (2) park special events or programs.
- Revise and enhance marketing strategy that cross promotes facility amenities.
- Revise and implement a plan to ensure a consistent presence on social media.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% (gross) from previous year.

Goal Three: Develop and enhance best practices to provide a quality customer experience.



Objectives:

- Continue to implement a system that employs effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Assess and revise system to respond to customer feedback in a timely manner.
- Revise and train staff with toolkit to empower decision making by part time staff.

Goal Four: Implement Park Master Plan

Objectives:

- Continue to expand Native Forest.
- Implement ropes course, parking lot renovations, and lower park enhancements.
- Revise park signage plan to include new park facilities.
- Develop marketing, operations and maintenance plans for new park facilities and operations.

STRATEGIC FOCUS



FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights:

- ✓ Created a hickory and oak ecosystem with the addition of native trees and shrubs in the park.
- ✓ Implemented the Invasive Plant Management Plan to address and minimize invasive plant impact on park land.
- ✓ Created and implemented general park maintenance schedules for both “pool season” and spring and fall seasons to ensure timely completion of routine park maintenance needs.
- ✓ A maintenance log was added to the batting cages to facilitate better communication between park staff and maintenance staff.

Goal Two: Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights:

- ✓ Participation continues to grow for the Halloween Mini Golf event. The Annual Egg Hunt event
- ✓ Volunteers dedicated over 70 hours of invasive plant removal throughout the park
- ✓ The Naturalist visited the park twice providing exceptional knowledge to our park goers.

Goal Three: Develop and enhance best practices to provide a quality customer experience.

Highlights:

- ✓ Management staff trained in Level Two customer service and certified as Customer Service Trainers.
- ✓ Revised and updated seasonal staff handbook provided to all seasonal staff.

Goal Four: Develop and refine strategies to attract and serve park users.

Highlights:

- ✓ Created a common problems troubleshooting guide for attendants in the batting cage system to ensure high level operation.
- ✓ Utilized scheduling features on our social media platforms to engage our customers on a daily basis relating to special events, weekday initiatives and general park information.
- ✓ Utilized banner frame in the lower park to market and advertise upcoming events throughout the year.
- ✓ Revised retail options at the Miniature-Golf course and Batting Cages to include more bottled beverages and options.

<u>MEASURABLE RESULTS</u>	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL <small>6 months (Jul-Dec 2018)</small>	FY 2020 TARGET
• Number of miniature golf rounds	18,584	21,402	27,000	13,203	27,000
• Number of batting cage rounds	87,000	32,309	110,000	29,477	90,000
• Number of special event participants	277	156	280	163	280
• Number of birthday parties	60	58	60	24	55
• Number of birthday party participants	673	796	600	286	550
• Volunteer hours received	140	0	300	26	160

OCEAN DUNES WATERPARK AT UPTON HILL

PROGRAM OVERVIEW

Ocean Dunes Waterpark at Upton Hill is a popular destination in densely-populated North Arlington. This beach-themed waterpark provides a peaceful vacation feel in the hectic Northern Virginia region, with large pelican figures, coastal landscaping and décor, and a 14-foot lighthouse decoration. The aquatic facility is comprised of a large play pool, 25-meter lap pool, splash pad with a large dumping bucket and slides, a baby pool, dual 26-foot tall water slides, and a snack bar. The facility also offers group and private swim lessons, birthday party packages and special events.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 400,042	\$ 446,500	\$ 455,231	2.0%
Retail Operations	118,328	136,000	136,500	0.4%
Other Revenue	23,623	30,000	30,000	0.0%
TOTAL REVENUE	\$ 541,993	\$ 612,500	\$ 621,731	1.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 156,572	\$ 164,110	\$ 172,598	5.2%
Maintenance Costs	56,531	53,000	56,000	5.7%
Retail Operations	52,489	55,000	55,250	0.5%
Utilities	42,046	30,900	32,400	4.9%
TOTAL EXPENSES	\$ 307,639	\$ 303,010	\$ 316,248	4.4%
Net Income	\$ 234,355	\$ 309,490	\$ 305,483	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.24	7.24	7.24	7.24	7.37

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-420	UPTON HILL-OCEAN DUNES WATERPARK					
	REVENUES					
4550	Admissions	\$301,346	\$266,191	\$296,000	\$207,518	\$304,631
4570	Group Admissions	52,499	39,389	50,000	29,816	50,000
4490	Locker Rental	363	568	500	33	600
4580	Waterpark Passes	92,718	93,894	100,000	72,870	100,000
	TOTAL USER FEES	446,925	400,042	446,500	310,237	455,231
4640	Retail Operations	118,149	112,201	130,000	80,523	130,000
4660	Swim Merchandise	6,217	6,128	6,000	2,775	6,500
	TOTAL RETAIL OPERATIONS	124,366	118,328	136,000	83,298	136,500
4475	Lessons	26,848	22,543	30,000	15,130	30,000
4482	Lifeguard Training Fee	2,031	1,080	0	300	0
	TOTAL OTHER REVENUE	28,879	23,623	30,000	15,430	30,000
	TOTAL REVENUES	\$600,169	\$541,993	\$612,500	\$408,965	\$621,731
	EXPENSES					
5020	Part-Time Salaries	\$132,702	144,723	\$151,323	114,420	\$159,591
5030	FICA	10,152	11,071	11,576	8,740	12,209
5070	Unemployment Tax	866	778	1,211	609	798
	TOTAL PERSONNEL SERVICES	143,720	156,572	164,110	123,768	172,598
5190	Facility Op. & Maintenance	56,965	56,531	53,000	40,930	56,000
	TOTAL MAINTENANCE COSTS	56,965	56,531	53,000	40,930	56,000
5520	Retail Operations	50,533	50,680	52,000	32,968	52,000
5535	Swim Merchandise	2,648	1,809	3,000	1,073	3,250
	TOTAL RETAIL OPERATIONS	53,181	52,489	55,000	34,041	55,250
5580-001	Telephone	2,264	2,317	2,300	1,794	2,300
5580-002	Electricity	17,514	23,541	20,000	15,838	20,000
5580-004	Water/Sewer	6,595	13,948	6,500	9,300	8,000
5580-016	Internet/Cable	2,181	2,240	2,100	2,271	2,100
	TOTAL UTILITIES	28,553	42,046	30,900	29,203	32,400
	TOTAL EXPENSES	\$282,418	\$307,639	\$303,010	\$227,942	\$316,248
	OPERATING INCOME (LOSS)	\$317,751	\$234,355	\$309,490	\$181,022	\$305,483

OCEAN DUNES WATERPARK AT UPTON HILL

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the incentives our members value most.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Refine the system that implements consistent membership retention and referral strategies.
- Ensure consistent use of passholder tracking within Active Network.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.

Goal Two: Remain a leader in the field of aquatic safety.



Objectives:

- Continue to implement the Ellis and Associates lifeguard program.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Promote staff connections and teamwork by facilitating at least three “all staff” meetings or programs
- Implement effective recruitment, hiring and retention strategies for qualified staff.
- Develop our human resources by implementing a “manager in training” mentor program.
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase group and birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Develop and implement a swim lesson program that meets budget goals and customer needs.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.
- Develop and implement a plan to optimize all-facility pass sales.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Ensure usage and documentation of effective inventory management system to reduce waste.
- Implement effective recruitment, hiring and retention

Goal Five: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Refine the system to receive, evaluate, and respond to customer feedback.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

OCEAN DUNES WATERPARK AT UPTON HILL

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to offer and promote an effective Annual Waterpark Pass membership program.

Highlights:

- ✓ Continued to expand the use of our social media platforms.
- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Reached out to all annual pass members current and expired through an e-blast program during the offseason to encourage renewal.
- ✓ Held annual Perks Party in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Expanded Bring a Friend program to encourage pass sales.
- ✓ Created a comprehensive marketing calendar for annual pass promotions and sales.

Goal Two: Remain a leader in the field of aquatic safety.

Highlights:

- ✓ Continue to utilize scheduling software which made scheduling lifeguards more effective and efficient while remaining relevant to the seasonal staff.
- ✓ Achieved “Gold” status rating and recognition from Ellis & Associates Lifeguard Training Program for safety and lifeguard responsiveness.
- ✓ All waterpark full time staff attended E&A International Aquatic Safety School.

Goal Three: Optimize programming and facility usage to increase revenues.

Highlights:

- ✓ Restructured the private and semi-private swim lesson program to meet the needs of the customer.
- ✓ Calendar of events was reviewed for improvements to increase after 4pm weekday visitation.
- ✓ Improved focus on tracking of group visitation and payment.

Goal Four: Enhance the customer experience by providing superior food, beverage and retail services.

Highlights:

- ✓ Revised cleaning manuals for kitchen cooking materials and equipment.
- ✓ Reconfigured food and paper product storage to create efficiencies in the concession operation.
- ✓ Continued improved concessions training in order to improve speed of service.
- ✓ Staff has been trained in merchandising, selling and upselling swim merchandise.
- ✓ Conducted facility walk through with Food & Beverage Manager, focused on proper storage and cleanliness standards.

Goal Five: Enhance the overall quality of the customer experience.

Highlights:

- ✓ Sewer line hook up to the backwash line of the pump room system ensures environmental safety and promotes healthier surrounding park land.
- ✓ Worked with Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- ✓ Continued to implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.

MEASURABLE RESULTS

- *counting method for private swim lessons being refined

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of general admissions	36,175	32,205	35,600	26,538	36,000
• Number of youth group participants	8,005	7,581	8,800	5,726	8,000
• Number of Waterpark Passes sold	994	1443	1,200	262	1,200
• Number of swim lesson sessions	32	25	35	5	35
• Number of private swim lessons*	61	71	200	N/A	80
• Average amount customers spent on f/b & merchandise	\$2.75	\$2.80	\$2.85	\$2.42	\$2.90
• Number of Daily All Facility Discount Passes sold	1814	2,043	2,000	1,468	1,900
• Number of birthday parties	106	117	130	73	120
• Number of waterpark birthday party participants	1,197	1,275	1,300	785	2,400

W&OD RAILROAD REGIONAL PARK

PROGRAM OVERVIEW

W&OD Railroad Regional Park is a linear park that is 100 feet wide and 45 miles long, built on the old railbed of the former W&OD Railroad and extending from the Alexandria City line to Purcellville in western Loudoun County. Facilities include the park's maintenance facilities located in Ashburn, the 45 mile-long paved, multi-use trail, the 32 mile-long gravel horse trail, and the Two Creeks Mountain Bike Trail.

The Tinner Hill Historic Site opened in January of 2015 and is managed by the W&OD Trail staff. This half acre site, spanning the line between the City of Falls Church and Fairfax County, is the site where civil rights pioneers E.B. Henderson and Joseph Tinner first met to form a group that would become the first rural branch of the NAACP in the nation.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
Easements & Licenses	\$ 811,060	\$ 799,126	\$ 835,829	4.6%
Retail Operations	507	1,000	1,000	0.0%
Other Revenue	4,750	5,500	7,500	36.4%
Transfer from Restricted Fund	327,912	327,912	327,912	0.0%
TOTAL REVENUE	\$ 1,144,228	\$ 1,133,538	\$ 1,172,241	3.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 436,703	\$ 476,258	\$ 509,310	6.9%
Operating Costs	12,561	27,800	25,800	-7.2%
Maintenance Costs	41,878	63,000	63,000	0.0%
Insurance	2,369	2,472	2,472	0.0%
Retail Operations	176	500	500	0.0%
Utilities	12,894	14,000	14,200	1.4%
TOTAL EXPENSES	\$ 506,582	\$ 584,030	\$ 615,282	5.4%
Net Income	\$ 637,646	\$ 549,508	\$ 556,959	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	4	4	4	4	4
Part-Time	2.94	2.94	2.94	2.94	2.94

W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-450	W&OD RAILROAD REGIONAL PARK REVENUES					
4480	License Fees	\$12,901	0	\$25,000	15,000	\$25,000
	Rents, Easements & Licenses:					
4770	Non-Recurring	18,204	68,093	10,000	107,100	10,000
4780	Recurring	701,856	742,966	764,126	733,414	800,829
	TOTAL EASEMENTS & LICENSES	732,961	811,060	799,126	855,514	835,829
4090, 4640	Retail Operations	287	507	1,000	341	1,000
	TOTAL RETAIL OPERATIONS	287	507	1,000	341	1,000
	Sponsorships	0	0	2,500	0	2,500
4535	Permit Fees	8,125	4,750	3,000	7,200	5,000
	TOTAL OTHER REVENUE	8,125	4,750	5,500	7,200	7,500
4250	Transfer from Restricted Fund	327,912	327,912	327,912	327,912	327,912
	TOTAL TRANSFERS FR OTHER FUNDS	327,912	327,912	327,912	327,912	327,912
	TOTAL RESOURCES	\$1,069,285	\$1,144,228	\$1,133,538	\$1,190,967	\$1,172,241
	EXPENSES					
5010	Full-Time Salaries	\$268,100	280,299	\$278,776	240,673	\$288,010
5020	Part-Time Salaries	77,742	55,817	83,831	38,338	85,508
5025	Donation Internship	329	892	0	21	0
5040	FICA	26,073	25,299	27,807	19,402	28,574
5060	Hospitalization	30,778	33,248	35,442	35,524	49,132
5050	Life Insurance	1,499	1,716	2,114	2,148	3,410
5060	Retirement	67,043	39,102	47,392	37,344	54,088
5070	Unemployment Tax	483	331	895	221	588
	TOTAL PERSONNEL SERVICES	472,047	436,703	476,258	373,671	509,310
5230	Gas and Diesel	11,006	12,566	17,000	9,569	15,000
5330	License Fees	17,036	0	10,000	0	10,000
5570	Uniforms	657	(5)	800	168	800
	TOTAL OPERATING COSTS	28,698	12,561	27,800	9,736	25,800
5180	Equipment/Vehicle Maintenance	10,866	10,142	15,000	6,199	15,000
5190	Facility Op. & Maintenance	33,936	31,736	48,000	45,475	48,000
	TOTAL MAINTENANCE COSTS	44,802	41,878	63,000	51,673	63,000
5290	Insurance - Vehicle	1,902	2,369	2,472	2,283	2,472
	TOTAL INSURANCE	1,902	2,369	2,472	2,283	2,472
5520	Retail Operations	834	176	500	152	500
	TOTAL RETAIL OPERATIONS	834	176	500	152	500
5580-001	Telephone	4,889	4,818	4,800	3,518	4,800
5580-220	Electricity	3,553	5,254	5,500	4,500	5,500
5580-003	Natural Gas	1,443	1,989	3,000	2,011	3,000
5580-004	Water/Sewer	774	833	700	638	900
	TOTAL UTILITIES	10,659	12,894	14,000	10,667	14,200
	TOTAL EXPENSES	\$558,942	\$506,582	\$584,030	\$448,182	\$615,282
	OPERATING INCOME (LOSS)	\$510,343	\$637,646	\$549,508	\$742,785	\$556,959

W&OD RAILROAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020



Goal One: Continue to protect and conserve the historic resources including structures, parkland, artifacts and facilities.



Objectives:

- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) public outreach opportunity that focuses on invasive plant removal.
- Implement a plan for consistent and continued trail improvements through utilization of user feedback and outside engineering study recommendations.
- Establish and maintain a minimum of (4) community partnerships.

Goal Two: Enhance quality of life through beneficial, successful programs that meet the needs of the community and provide a unique and exceptional customer experience.



Objectives:

- Host a minimum of (3) public interpretive programs.
- Participate in a minimum of (2) public outreach programs.
- Revise the system to receive, evaluate, and respond to customer feedback.
- Develop a minimum of (2) new interpretive and/or education stops.

Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.



Objectives:

- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) community partnerships.

Goal Four: Remain a leader in safety of multi-use trails.



Objectives:

- Continue to utilize a minimum of (3) strategies to promote trail safety through social media.
- Develop a plan for consistent review, implementation, education and promotion of safety related improvements and implement a minimum of (3) trail safety improvements annually that focus on enhancing the culture.
- Host a minimum of (3) public outreach events focusing on trail safety.

Goal Five: Develop and refine strategies to attract and serve park users.



Objectives:

- Maintain a year round comprehensive programming calendar and schedule of events and activities to post on the web site and social media.
- Assist in the development and implementation of the W&OD web based app.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks facilities.

W&OD RAILROAD REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to preserve the parkland and facilities to provide a quality visitor experience.

Highlights

- ✓ Maintained (4) community partnerships with Reston Association, Dominion Energy, Boy Scouts, and Arlington County.
- ✓ Initiated plans for trail repaving based in part on trail user feedback.
- ✓ Worked with Town of Vienna to make improvements at street crossings.
- ✓ Continue to utilize Hiperweb to increase efficiency of routine maintenance tasks to equipment and facilities.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- ✓ Partnered with the Potomac Conservancy to host a tree planting along the trail in Arlington.
- ✓ Hosted (4) public interpretive programs (Spring and Fall Meetup hikes, 2 bicycle tours with Roving Naturalist).
- ✓ Utilizing Instagram account for visitor feedback. Increased postings on Twitter and Facebook to include natural features and historical information of interest.
- ✓ Bike rodeo conducted at local elementary school in Leesburg. Participated in Herndon Festival and Vienna bike rodeo.

Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.

Highlights

- ✓ Participated in FOWOD sponsored 5K and 10K races.
- ✓ Partnerships include Boy Scouts, Whole Foods and various bicycle shops.
- ✓ Working with FOWOD to conduct fundraising event in September 2018.
- ✓ Several FOWOD-sponsored projects for the trail conducted.

Goal Four: Remain a leader in safety of multi-use trails.

Highlights

- ✓ Ongoing updating of assets in Hiperweb software to streamline to increase efficiency.
- ✓ Installed safety messaging to encourage proper trail etiquette. Photos on social media as reinforcement.
- ✓ Continued to post positive messages on social media platforms (Twitter, Facebook, Instagram).
- ✓ Obtained over 400 signatures for the "Sign the Pledge" campaign.

Goal Five: Develop and refine strategies to attract and serve park users.

Highlights

- ✓ Promoted brand awareness at various events such as Herndon Festival, bike tours, bicycle rodeos.
- ✓ Park Customer Service Champion conducted several training sessions with staff to reinforce customer service skills.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul- Dec 2018)	FY 2020 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	1,000,000+	2,000,000+
• Number of FOWOD members	420	392	500	450	500
• Operating cost per linear ft of trail (400,000 ft. of trail)	\$1.40	\$1.27	\$1.46	\$1.37	\$1.54
• Number of outreach and public programs	N/A	N/A	6	N/A	6
• Volunteer hours received	5,531	4,797	6,000	2,614	6,000
	C-175				

WHITE'S FORD REGIONAL PARK

PROGRAM OVERVIEW

One of NOVA Parks' newest parks, this 294 acre property located along the banks of the Potomac River north of Leesburg will offer both historical and natural conservation and passive recreational opportunities. Long term plans include access to the Potomac River via a public launch ramp, a public campground, picnic areas, hiking trails, and interpretation of the rich history of the property once owned by Col. Elijah V. White, a noted local Civil War figure.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
User Fees	\$ 334	\$ 800	\$ 800	0.0%
Other Revenue	69,750	55,000	15,570	-71.7%
TOTAL REVENUE	\$ 70,084	\$ 55,800	\$ 16,370	-70.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 29,280	\$ 31,180	\$ 33,444	7.3%
Operating Costs	45,623	53,500	1,500	-97.2%
Maintenance Costs	979	4,000	4,000	0.0%
Utilities	-	-	-	0.0%
TOTAL EXPENSES	\$ 75,882	\$ 88,680	\$ 38,944	-56.1%
Net Income	\$ (5,798)	\$ (32,880)	\$ (22,574)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Crop sales were removed from the budget, and the new property lease was increased.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time	0	0	0	0	0

WHITE'S FORD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-470	WHITE'S FORD REGIONAL PARK					
	REVENUES					
4460	Boat Launch	\$475	\$334	\$800	\$98	\$800
	TOTAL USER FEES	475	334	800	98	800
4140	Crop Sales	27,530	66,750	52,000	0	0
4605	Property Lease	5,660	3,000	3,000	7,063	15,570
	TOTAL OTHER REVENUE	33,190	69,750	55,000	7,063	15,570
	TOTAL REVENUES	\$33,665	\$70,084	\$55,800	\$7,161	\$16,370
	EXPENSES					
5010	Full-Time Salaries	\$21,888	\$22,643	\$23,753	\$19,779	\$25,068
5030	FICA	1,635	1,700	1,817	1,411	1,918
5040	Hospitalization	1,784	1,514	1,392	1,240	1,433
5060	Life Insurance	70	145	180	184	297
5050	Retirement	5,685	3,255	4,038	3,175	4,708
5070	Unemployment	18	24	0	13	20
	TOTAL PERSONNEL SERVICES	31,079	29,280	31,180	25,802	33,444
5210	Fertilizer	20,333	29,997	34,500	0	0
5540	Seeds and Plants	6,366	14,028	17,500	0	0
5230	Gas and Diesel	1,533	1,597	1,500	216	1,500
	TOTAL OPERATING COSTS	28,232	45,623	53,500	216	1,500
5190	Facility Op. & Maintenance	4,185	979	4,000	0	4,000
5510	Rental House Maintenance	0	0	0	0	0
	TOTAL MAINTENANCE COSTS	4,185	979	4,000	0	4,000
	TOTAL EXPENSES	\$63,496	\$75,882	\$88,680	\$26,017	\$38,944
	OPERATING INCOME (LOSS)	(\$29,831)	(\$5,798)	(\$32,880)	(\$18,857)	(\$22,574)

WHITE'S FORD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2020

Goal One: *Continue to protect and conserve the historic resources including structures, parkland, artifacts and facilities.*



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to implement a complete interpretive plan for both natural and historic resources.
- Establish and maintain a minimum of (4) community partnerships.
- Evaluate and improve communication with park visitors through park signage reviews and updating informational kiosks quarterly.
- Conduct at least (1) public outreach opportunity to facilitate maintenance and beautification projects within the park.

Goal Two: *Maintain a passive use regional park.*



Objectives:

- Work closely with agricultural Lessee to ensure grounds are being kept to lease standards.
- Work closely with the holders of the existing wetlands easements.
- Implement a minimum of (2) strategies to promote the available boat launch access.
- Work with the state forester to maintain the existing planting plan.

STRATEGIC FOCUS



WHITE'S FORD REGIONAL PARK

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Develop a new regional park with a focus on protecting the land and educating visitors on its cultural and historic significance while providing recreational opportunities.*

Highlights

- ✓ Maintained partnership with Potomac Heritage Trail Association.
- ✓ Implemented plan with Potomac Conservancy to plant 200 new trees.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a quality visitor experience.*

Highlights

- ✓ 225 acres of land has been leased out to a farming operation to reduce maintenance expenses and provide revenue.
- ✓ Trees along the perimeter were trimmed and tillage done to agriculture fields to get grounds in best shape for this season.
- ✓ Conducted vegetation clean up to control overgrowth of invasive species throughout the park.
- ✓ New culverts were installed in several locations to improve drainage.

MEASURABLE RESULTS

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 TARGET	FY 2019 ACTUAL 6 months (Jul-Dec 2018)	FY 2020 TARGET
• Number of launches	135	42	150	25	150

ADMINISTRATION – ENTERPRISE FUND

PROGRAM OVERVIEW

This cost-center was established to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. Prior to the establishment of this cost center, these items were often budgeted in the General Fund, even when they impacted only the enterprise operations. This cost-center is also the mechanism used to enact transfers between the Enterprise Fund and other funds and reserves.

REVENUE & EXPENSE SUMMARY

	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET	% CHANGE 2019-2020
REVENUE BY SOURCE				
Other Revenue	305,983	66,000	66,000	0.0%
TOTAL REVENUE	\$ 305,983	\$ 66,000	\$ 66,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 759,088	\$ 787,778	\$ 819,938	4.1%
Operating Costs	1,248,102	1,551,319	1,642,757	5.9%
Maintenance Costs	234,034	225,000	280,000	24.4%
Insurance	158,955	155,412	180,412	16.1%
Central Maintenance Transfer	610,523	747,866	828,890	10.8%
TOTAL EXPENSES	\$ 3,010,701	\$ 3,467,375	\$ 3,751,997	8.2%
Net Income	\$ (2,704,718)	\$ (3,401,375)	\$ (3,685,997)	
TRANSFERS TO OTHER FUNDS	\$ 1,271,960	\$ 25,000	\$ 25,000	

BUDGET HIGHLIGHTS

Major variances in budget:

- Major contract maintenance is budgeted to increase from \$225,000 to \$280,000. Contingency is budgeted to increase from \$150,000 to \$205,000. Due to an additional wedding venue at The River View, Public Information is budgeted to increase from \$521,000 to \$545,000.

STAFFING SUMMARY

	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Full-Time	6.85	6.85	6.85	6.85	6.85
Part-Time	.23	.23	.23	.23	.23

ADMINISTRATION – ENTERPRISE FUND

ACCOUNT	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR ACTUAL FY 2019	ADOPTED FY 2020
3-720	ADMINISTRATION - ENTERPRISE FUND					
	REVENUES					
4516	Reservation Fees-POS Active	\$64,542	\$65,868	\$60,000	\$50,492	\$60,000
4430	Insurance Proceeds	39,992	73,284	0	\$5,391	\$0
4510, 4515	Miscellaneous Revenue	18,234	6,994	0	8,150	0
4440	Interest	52,607	159,837	6,000	0	6,000
	TOTAL OTHER REVENUE	110,833	240,115	6,000	13,541	6,000
	TOTAL REVENUES	\$175,375	\$305,983	\$66,000	\$64,032	\$66,000
	EXPENSES					
5010	Full-Time Salaries	\$566,866	\$577,938	\$577,449	\$485,257	\$594,841
5020	Part-Time Salaries	0	1,854	5,933	187	5,933
5030	FICA	41,679	42,462	44,698	34,076	45,959
5040	Hospitalization	50,027	53,382	56,724	47,515	54,147
5060	Life Insurance	3,021	3,444	4,377	4,208	7,043
5050	Retirement	(9,645)	79,683	98,166	74,572	111,711
5070	Unemployment Tax	358	324	431	252	304
	TOTAL PERSONNEL SERVICES	652,306	759,088	787,778	646,067	819,938
5155	Credit Card Charges	390,229	396,829	415,769	339,562	426,757
5230	Gas and Diesel	1,840	1,932	2,000	2,352	2,000
5380	POS Transaction Fees	173,333	163,447	200,000	136,212	200,000
5149	Contingency	0	0	150,000	0	205,000
5330	License Fees	1,835	1,860	2,200	0	2,200
5500	Public Information	406,296	472,879	521,000	440,846	545,000
5546	Strategic Plan Initiatives	0	129,452	128,000	5,140	128,000
5400	Training for Field Staff	47,171	68,575	85,000	50,251	85,000
5490	Programs & Promotions - Naturalist	560	178	2,000	591	3,450
5493	Promotional Items-Uniforms	7,290	12,151	19,000	3,394	19,000
5555	Swimming Pool Safety Program			25,000	18,000	25,000
5570	Uniforms	262	200	350	(4,245)	350
	TOTAL OPERATING COSTS	1,028,816	1,247,502	1,550,319	992,103	1,641,757
5180	Equipment/Vehicle Maintenance	27	2,417	0	0	0
5190	Facility Op. & Maintenance	327	5,291	0	713	0
5370	Major Contract Maintenance	145,264	226,325	225,000	75,056	280,000
	TOTAL MAINTENANCE COSTS	145,618	234,034	225,000	75,769	280,000
5290	Insurance - Vehicle	0	(611)	412	(7,502)	412
	TOTAL INSURANCE	0	(611)	412	(7,502)	412
5300	Workers Comp	137,686	159,566	155,000	179,749	180,000
	TOTAL INSURANCE	137,686	159,566	155,000	179,749	180,000
5580-001	Telephone	498	600	1,000	501	1,000
	TOTAL TELEPHONE	498	600	1,000	501	1,000
5905	Trans. - Gen. Fund for Central Maint.	610,523	610,523	747,866	0	828,890
	TOTAL EXPENSES	\$2,575,447	\$3,010,701	\$3,467,375	\$1,886,687	\$3,751,997
	OPERATING INCOME (LOSS)	(\$2,400,073)	(\$2,704,718)	(\$3,401,375)	(\$1,822,655)	(\$3,685,997)
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	519,911	1,100,269	0	0	0
5900	Transfer to General Fund	177,443	(103,377)	0	0	0
5905	Transfer to General Fund-C Maintenance	0	0	0	0	0
5955	Transfer to Retirement Fund	297,092	0	0	0	0
5960	Transfer to Temple Hall Operating Fund	0	0	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	297,092	275,067	0	0	0
3005	Transfer to Sustainability Reserve	371,365	0	0	0	0
	TOTAL TRANSFER TO OTHER FUNDS	\$1,662,903	\$1,271,960	\$25,000	\$0	\$25,000
	Donation Adjustment	125,610	(34,906)	0	0	0
	TOTAL EXPENSES & OTHER USES	\$4,363,961	\$4,247,755	\$3,492,375	\$1,886,687	\$3,776,998
	Operating Income Loss	(\$4,188,586)	(\$3,941,772)	(\$3,426,375)	(1,822,655)	(3,710,998)

ADMINISTRATION – ENTERPRISE FUND

STRATEGIC GOALS & OBJECTIVES FY 2020

Enterprise Administration does not include specific Strategic Goals and Objectives for the Enterprise Fund these are included in each individual operational cost center.

ADMINISTRATION – ENTERPRISE FUND

FY 2019 STRATEGIC GOAL HIGHLIGHTS

Enterprise Administration does not include specific Strategic Goal Highlights. For the Enterprise Fund these are included in each individual operational cost center.



CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2020 Approved
ALGONKIAN GOLF COURSE		
	Round Slatted Water Cooler Enclosure	\$925
	Spike Cleaning Brush Stands	775
	Tables and Chairs for Pro Shop	2,000
	Square Club Washer	850
	Pro Shop Displays	2,000
	Outdoor Garbage Cans	2,505
		<hr/> \$9,055 <hr/>
ALGONKIAN GOLF COURSE MAINTENANCE		
	Rough Mower	\$64,500
		<hr/> \$64,500 <hr/>
VOLCANO ISLAND AT ALGONKIAN		
	Concessions Seating	\$4,500
	Deck Chairs	5,000
		<hr/> \$9,500 <hr/>
ALGONKIAN COTTAGES		
	Hot Tub Covers	\$900
		<hr/> \$900 <hr/>
ALGONKIAN PARK		
	48" Pallet Fork Attachment	\$600
	Picnic Tables	9,000
	Shelter Trash Cans	5,550
		<hr/> \$15,150 <hr/>
WOODLANDS AT ALGONKIAN		
	Patio Seating/Furniture	\$2,100
	New Dance Floor	5,000
	Outdoor Garbage Can	2,505
	Indoor Garbage Can	1,200
		<hr/> \$10,805 <hr/>
BRAMBLETON GOLF COURSE		
	Ice Machine Head	\$3,800
	Faux Leather Chair	2,000
	Metal Driving Range Tee Dividers	3,200
	Patio Round Bar	2,200
	Patio Bar Chairs	2,320
		<hr/> \$13,520 <hr/>

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2020 Approved
BRAMBLETON GOLF COURSE MAINTENANCE		
Triplex Mower		\$35,000
		<u>\$35,000</u>
BULL RUN MARINA		
7x7 Shed		\$900
		<u>\$900</u>
BULL RUN PARK		
Four Seat Utility Vehicle		\$15,000
Auger Attachment for the Bobcat		3,100
Pallet Forks for Tractor		1,100
4000 PSI Portable Power Washer		1,500
Washer and Dryers for Bathhouse		5,000
York Rake		1,000
Charcoal Grills		2,000
		<u>\$28,700</u>
BULL RUN SPECIAL EVENTS		
Highway Sign – Variable Message sign		\$10,000
		<u>\$10,000</u>
BULL RUN FESTIVAL OF LIGHTS		
Tent Top Oasis		\$3,500
Abrasive Blaster		1,000
		<u>\$4,500</u>
ATLANTIS AT BULL RUN		
3 inch Self-priming Trash Pump		\$3,000
Pizza Ovens		880
Deck Chairs		4,000
		<u>\$7,880</u>
BULL RUN SHOOTING CENTER		
Forklift		\$39,950
New Traps for Sporting Clays		15,000
Sea Crate		5,000
Winch		4,000
		<u>\$63,950</u>

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2020 Approved
CAMERON RUN PARK		
Buffalo Blower		\$6,000
Batting Cage Elevator Belt		1,200
Backpack Blower		650
Pallet Fork Tractor Attachment		1,000
		\$8,850
GREAT WAVES AT CAMERON RUN		
Wave Pool Pneumatic Equipment		\$2,500
Chemical Controller		5,000
Trash Pumps		700
Pool Vacuum		2,800
Deep Fryers		8,000
Life Jackets		1,250
		\$20,250
FOUNTAINHEAD PARK		
Trolling Motors		\$1,690
Batteries		1,200
Bait Tank Chiller Unit		2,400
Pressure Washer		700
Chainsaw		800
		\$6,790
MEADOWLARK ATRIUM		
Catering Smallwares		\$5,000
Tables, Chairs, etc.		10,000
Portable Bar Coolers		3,000
		\$18,000
MEADOWLARK GARDENS		
Bobcat Skid–Steer Loader		\$43,461
Truck Mounted Salt Spreader		2,500
		\$45,961
OCCOQUAN PARK		
Utility Vehicle		\$17,500
Pallet Forks		900
Event Radios		1,000
		\$19,400
THE RIVER VIEW AT OCCOQUAN		
Buffet Utensils/Platters		\$2,500
Catering Smallwares		6,500
Misc. Smallwares, Tables, and Event Equipment		5,000
		\$14,000

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

Equipment

FY 2020
Approved

BRICKMAKERS CAFÉ AT OCCOQUAN

Patio Tables and Chairs	\$2,800
Refrigerated Worktop Sandwich Rail	1,000
Trash Cans	2,050
Meat Slicer	1,500
Smallwares	3,500
	<hr/>
	\$10,850

BRICKMAKERS CATERING AT OCCOQUAN

Smallwares	\$3,000
	<hr/>
	\$3,000

POHICK BAY GOLF COURSE

Multiplex Picker	\$5,500
EZGO	10,000
Tripleflex Tee Mower	30,000
Core Harvester	12,000
Back Pack Blowers and Pole Saw	2,000
	<hr/>
	\$59,500

POHICK BAY MARINA

Eagles Nest Canopy	\$9,400
Stand Up Paddle Boards	3,250
Kayaks	1,900
Double Kayaks	3,000
	<hr/>
	\$17,550

POHICK BAY PARK

Bobcat	\$50,000
Bobcat Attachments	5,000
Scag Giant Vacuum	6,500
Grill Combos	4,000
RTV and Mower Lift	2,400
Trash Cans	5,000
	<hr/>
	\$72,900

PIRATE'S COVE AT POHICK BAY

Deck Chairs	\$5,000
Funbrella Canopy	6,000
Funbrella Frame	2,500
	<hr/>
	\$13,500

POTOMAC OVERLOOK

Enclosure Netting	\$5,200
	<hr/>
	\$5,200

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2020 Approved
RUST NATURE SANCTUARY		
Benches		\$5,020
Tent Sides		10,000
36x96 Banquet Tables		1,600
30x96 Banquet Tables		700
		\$17,320
 SANDY RUN PARK		
Mower		\$9,000
8x12 Shed		2,500
		\$11,500
 UPPER POTOMAC/SPRINGDALE		
Zero Turn Mower		\$12,800
		\$12,800
 TEMPLE HALL FARM		
Livestock Trailer		\$8,000
		\$8,000
 TEMPLE HALL CORN MAIZE		
Freezer		\$800
		\$800
 UPTON HILL PARK		
Zero Turn Mower		\$7,919
		\$7,919
 OCEAN DUNES AT UPTON HILL		
Canopy		\$3,700
Ice Machine		3,000
Adirondack Chairs		3,000
		\$9,700
 W&OD TRAIL		
Boom Mower		\$20,000
		\$20,000
 TOTAL FACILITIES EQUIPMENT - PARKS		\$678,150

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6010-000

Equipment

FY 2020
Approved

CENTRAL MAINTENANCE EQUIPMENT

Air Compressor	\$3,000
Utility Trailer 7x14	2,500
Tailgate Spreader and Mount	1,500
Heavy Equipment Shop Exhaust Fan	1,500
Pool 3" Trash pump	600
	<hr/>
	\$9,100

TOTAL PARKS & CENTRAL MAINTENANCE FACILITIES EQUIPMENT

\$687,250

Account Number:
2-000-6000-000

Equipment

HEADQUARTERS AND PARKS OFFICE EQUIPMENT

Printers	\$2,500
Misc Equipment	5,000
Misc Software	5,000
Finance Network Printer	2,000
Computers and Monitors (HQ)	1,500
Computers and Monitors (Parks)	14,250
Accounting/Finance/HR Server	20,000
Paper Folding Machine	3,500
PBX Replacements	5,000
AVG Anti-virus Renewal	4,000
	<hr/>

Total Headquarters and Parks Office Equipment

\$62,750

TOTAL PARKS & CM EQUIPMENT

\$687,250

TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT

\$62,750

TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)

\$750,000

TOTAL VEHICLE REQUESTS

\$150,000

Account Number:
2-000-6030-000

TOTAL VEHICLES & EQUIPMENT

\$900,000

CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2018	FY 2018 PRIOR YEAR OBLIGATIONS	FY 2019 REVISED BUDGET	FY 2020 BUDGET	FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET
BEGINNING BALANCE	\$12,460,805		\$3,467,001	(\$5,975)	(\$282,739)	(\$111,168)	\$0
Revenue							
Total Appropriations	5,046,256	0	5,081,658	5,162,576	5,281,128	5,417,676	5,558,278
Total Other Revenue	2,731,703	0	5,699,313	3,393,209	0	0	0
Total Transfers from Other Funds	997,676	0	594,443	345,000	320,000	320,000	320,000
Total Revenue	8,775,635	0	11,375,414	8,900,785	5,601,128	5,737,676	5,878,278
Total Beginning Balance + Revenues	21,236,441	0	14,842,415	8,894,810	5,318,389	5,626,508	5,878,278
Expenditures							
Equipment	790,999	26,304	900,000	900,000	900,000	900,000	900,000
Development	14,042,695	1,598,386	13,465,390	7,877,549	3,729,557	3,926,508	4,178,278
Land Acquisition	1,135,860	5,500	465,000	400,000	800,000	800,000	800,000
Interest Transfer to General Fund	157,014	0	18,000	0	0	0	0
Total Capital Expenditures	16,126,568	1,630,190	14,848,390	9,177,549	5,429,557	5,626,508	5,878,278
Subtotal	\$5,109,873	\$1,630,190	(\$5,975)	(\$282,739)	(\$111,168)	\$0	\$0
Adjustments for Reserve Accounts	(12,682)	0	0	0	0	0	0
Ending Balance	\$5,097,191	\$1,630,190	(\$5,975)	(\$282,739)	(\$111,168)	\$0	\$0
FY 2018 Obligations Outstanding	1,630,190						
FY 2019 Beginning Balance	\$3,467,001						

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the U.S. Bureau of the Census. For FY 2020, population figures are based on July, 2017 population updates. For FY 2020 the per capita rate for our six member jurisdictions will be \$2.60.

Jurisdiction	FY 2019 BUDGET	FY 2020 BUDGET
City of Alexandria	\$400,432	\$416,091
Arlington County	\$591,230	\$610,909
City of Fairfax	\$62,101	\$62,652
Fairfax County	\$3,000,000	\$3,000,000
City of Falls Church	\$36,016	\$37,916
Loudoun County	\$991,879	\$1,035,008
Total	\$5,081,658	\$5,162,576

OPERATING IMPACT OF CAPITAL PROJECTS

A major factor in the development of capital priorities is knowledge of the potential impact a capital project may have on the operating budget. A capital project may have additional costs associated with it in the form of personnel, maintenance or specific operating costs. A project may also enhance revenue potential or provide cost savings. It is important to take these factors into account when developing the budget. As NOVA Parks is mostly enterprise funded, increased revenue potential is a key to sustainable park operations.

The following is a list of capital projects in the five year plan that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands Road Renovation	\$30,000	New landscaped entrance approach and drop off area at the Woodlands and realign entrance road and other beautification enhancements
Algonkian-Volcano Island Waterpark	30,000	Replace waterpark equipment, slides, bucket, etc.
Bull Run Light Show	10,000	Additional light displays and features to increase attendance and generate more revenue
Bull Run Park	30,000	Widen sections of park roads to better accommodate light show and RV traffic
Bull Run Campground	20,000	Campground electric and waterline upgrades and additions
Cameron Run-Ice & Lights Winter Village	25,000	Development of Winter Village including year round park improvements and parking lot renovations
Fountainhead Marina Building Renovations	5,000	Building renovation and access routes to fishing piers and boat launch area
Meadowlark Atrium	20,000	Enhancements to aging design elements in the facility and entrance renovations
Meadowlark Garden Development	5,000	General garden improvements and interpretive displays
Meadowlark Children's Garden	25,000	Development of additional elements and features to the Children's Garden at Meadowlark
Meadowlark Greenhouse	20,000	Construction of a greenhouse overlooking the ponds at Meadowlark
Meadowlark Light Show	15,000	Additional light displays and refurbishments to generate more revenue
Meadowlark Parking Expansion	30,000	Parking renovations and expansion that will generate more revenue for light show and other major events at the gardens
Occoquan Park Improvements	297,883	Development of the Jean R. Packard Center, new shelter area, waterfront enhancements and miscellaneous park improvements
Pohick Bay Campground	30,000	Campground electric and waterline upgrades and additions
Temple Hall Maize/Festival Improvements	13,000	Improvements will increase attendance and revenue
Temple Hall Building Renovation	5,000	Renovate old maintenance building for public use during maize/festival
Upton Hill Adventure Climbing Course	50,000	Add new park features/attractions
Park Energy Projects	5,000	Provides savings to energy costs
TOTAL EST. ANNUAL OPERATING IMPACT	\$665,883	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2018	FY 18 PRIOR YEAR OBLIGATIONS	REVISED FY 2019 BUDGET	FY 2020 BUDGET	FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET
BEGINNING BALANCE	2-000-3090-000	\$12,460,805	\$0	\$3,467,001	-\$5,975	-\$282,739	-\$111,168	\$0
CAPITAL FUND REVENUES								
Appropriations:								
City of Alexandria	2-000-4030-020	\$394,523		\$400,432	\$416,091	\$429,502	\$443,345	457,635
Arlington County	- 010	588,951		591,231	610,909	629,982	649,650	669,932
City of Fairfax	- 030	61,713		62,101	62,652	63,658	64,680	65,719
Fairfax County	- 050	3,000,000		3,000,000	3,000,000	3,039,902	3,094,854	3,150,799
City of Falls Church	- 040	35,702		36,016	37,916	39,253	40,637	42,070
Loudoun County	- 060	965,367		991,879	1,035,008	1,078,831	1,124,510	1,172,123
Total Appropriations		\$5,046,256	\$0	\$5,081,658	\$5,162,576	\$5,281,128	\$5,417,676	\$5,558,278
Surplus from Operating Budget for Capital		519,911		1,100,269				
Grants-Federal	2-000-4340-000	804,990						
Grants-State	2-000-4350-000	400,000						
Interest	2-000-4440-000	157,014		18,000				
Accrued Interest	2-000-4440-004	9,434						
Change in Market Value	2-000-4440-030	(38,592)						
Fairfax County Contribution-Jean R. Packard Occoquan Ctr.	2-000-4030-005	300,000						
Reserve for Financial Sustainability for Cameron Run Imp.	2-000-4920-000			781,684				
Bond Financing-Upton Hill Adventure/Climbing Course	2-000-4713-000			3,000,000				
Grant Funds for W&OD Trails-N. Va. Trans. Auth.	2-000-4350-000			400,000	2,844,959			
Grant Funds for W&OD Trails-VDOT	2-000-4350-000				548,250			
Donations-General	2-000-4170-000	5,000						
Donations-Today and Tomorrow	2-000-4170-010	1,263						
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	20,360						
Donations-Meadowlark Escrow	2-000-4180-010	12,135						
Donations-Meadowlark-Special	2-000-4180-030	26,296						
Donations-Meadowlark Greenhouse Conservatory	2-000-4180-045	500,000		350,000				
Hemlock Contribution	2-000-4415-000	5,924						
Interest-Turnage Endowment Fund	2-000-4440-020	1,666						
Interest-Daman Account	2-000-4440-021	6,135						
Fairfax County Development Proffer for W&OD/Shreve Road Crossing Improvements	2-000-4170-010			49,360				
Miscellaneous Revenue	2-000-4510-000	167						
Total Other Revenue		\$2,731,703	\$0	\$5,699,313	\$3,393,209	\$0	\$0	\$0
Transfer from Damman Reserve for Children's Garden	2-000-4953-000	119,511		249,443				
Transfer from Developer Contributions Reserve	2-000-4955-000	230,165						
Transfer from Hemlock Escrow for Restroom Renovation					25,000			
Transfer Meadowlark Donations for Garden Development	2-000-4925-000	20,000		45,000	20,000	20,000	20,000	20,000
Transfer from Enterprise Fund	2-000-4920-000	128,000						
Transfer from Restricted Fund	2-000-4950-000	500,000		300,000	300,000	300,000	300,000	300,000
Total Transfers	2-000-4953-000	997,676	0	594,443	345,000	320,000	320,000	320,000
Total Revenue		\$8,775,635	\$0	\$11,375,414	\$8,900,785	\$5,601,128	\$5,737,676	\$5,878,278
TOTAL BEGINNING BALANCE & CAPITAL FUND REVENUES		\$21,236,441	\$0	\$14,842,415	\$8,894,810	\$5,318,389	\$5,626,508	\$5,878,278

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2018 ACTUAL	FY 18 PRIOR YEAR OBLIGATION	FY 2019 REVISED	FY 2020	FY 2021	FY 2022	FY 2023
CAPITAL FUND EXPENDITURES								
EQUIPMENT :								
Facilities Equipment	2-000-6020-000	\$670,494	\$26,304	\$692,100	\$900,000	\$900,000	\$900,000	\$900,000
Office Equipment	2-000-6000-000	38,520		57,900				
Vehicles	2-000-6030-000	81,985		150,000				
Subtotal Equipment		\$790,999	\$26,304	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
DEVELOPMENT:								
Aldie Mill Historic Park								
Renovations - New gates/Tail race	2-005-6599-000	11,300		160,000			20,000	
Infrastructure	2-005-6542-000	65,017						
Goose Creek Stone Bridge in Upperville	2-005-6544-000	1,031						
Algonkian Cottages								
Miscellaneous cottage improvements	2-040-6780-000				30,000	30,000	30,000	30,000
Volcano Island Waterpark at Algonkian Park								
Replace Waterpark equipment, slides, bucket etc.	2-020-6900-000							500,000
The Woodlands at Algonkian Park								
Renovations - Conference Center Entrance and Road	2-030-6980-000	82,733	30,894	525,000				
Roof and chimney renovations	2-030-6792-000			50,000				
Beaverdam Reservoir								
New park infrastructure and facility development	2-042-6542-000	25		250,000	250,000	200,000	200,000	200,000
Brambleton Golf Course								
Replace roof on proshop	2-055-6841-000			40,000				
Bull Run Regional Park								
Camping-Upgrade Electric	2-070-6355-000	19,714	16,142	300,000				
Camping-Water Service	2-070-7320-000	17,872	20,063			100,000		
Renovations-Camp Store Roof	2-070-6791-000	749						
Bull Run Maintenance Renovations	2-070-6850-000	42,040	89,700	25,000				
Bull Run Road Modification	2-070-7020-000	18,719		180,000	450,000			
Bull Run Light Show								
Light Show Improvements	2-078-6226-000	30,223		50,000	50,000	50,000	50,000	50,000
Bull Run Special Events Center								
Replace box office building	2-075-6221-000					75,000		
Cameron Run Regional Park								
Play Feature	2-110-6710-000	1,080						
Winter Village	2-110-6226-000			781,684				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2018 ACTUAL	FY 18 PRIOR YEAR OBLIGATION	FY 2019 REVISED	FY 2020	FY 2021	FY 2022	FY 2023
Carlyle House Historic Park								
Renovations - Building	2-130-6780-000	23,213	14,424	150,000		60,000		
Fountainhead								
Marina Building Renovations	2-140-6780-000	14,563	56,846			100,000		
Gateway Regional Park								
Trail Underpass Connection/Modifications	2-450-7213-000	59,158	38,123	43,300				
Headquarters								
Automated Systems	2-700-6120-000	35,699		150,000	75,000	75,000	75,000	75,000
Building Renovations	2-700-6780-000	9,933			5,000	5,000	5,000	5,000
Hemlock Overlook Regional Park								
Escrow Contribution	2-150-6536-000	20,924		15,000	15,000	15,000	15,000	15,000
Restroom Renovations	2-150-6780-000				50,000		50,000	
Renovations - Miscellaneous	2-150-6851-000	1,959						
Meadowlark Atrium and Event Services								
Conservatory Atrium Renovations - Building Interior and entrance improvements	2-170-6265-000	380						
	2-170-6780-000			191,038			75,000	
Meadowlark Botanical Gardens								
Garden Development - Misc. Projects	2-180-6480-000	5,144		45,000	20,000	20,000	20,000	20,000
Garden Development-Repair and Enhance Garden Trails	2-180-7212-000	21,100		50,000				
Children's Garden	2-180-6235-000	119,551		249,443				
Donation-Meadowlark Greenhouse Conservatory	2-180-6270-000	5,097		844,903				
Renovations - Visitor Center	2-180-6930-000	209,825						
Parking Expansion in Gardens	2-180-7020-000	152,974	506,166	60,000				
Trail Signs and Exhibits	2-180-7240-000	2,286						
Meadowlark Gardens Winter Walk of Lights								
Light Show Improvements	2-185-6226-000	22,629		50,000	80,000	150,000	50,000	350,000
Mount Defiance								
Infrastructure	2-005-6908-000	96,158				20,000	20,000	
Occoquan Regional Park								
Occoquan Jean R, Packard Center	2-210-6220-000	9,441,527	177,301	600,000				
Replace Park Signs	2-210-6543-000	10,486						
Add guard rails along entrance drive	2-210-7020-000	13,625						
Renovate building exterior	2-210-6912-000	83,456		45,000				
Shoreline Improvements	2-210-6542-000	86,923	5,250	25,000				
Play Features	2-210-6710-000			225,000				
Brick Kiln	2-210-6658-000	108,671	2,105					
Renovations-Restroom Building	2-210-6760-000	2,975						

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2018 ACTUAL	FY 18 PRIOR YEAR OBLIGATION	FY 2019 REVISED	FY 2020	FY 2021	FY 2022	FY 2023
Pohick Bay Golf Course								
Renovations-Golf Course	2-240-6841-000	166						
Pohick Bay Regional Park								
Boat/RV Storage	2-260-6193-000	71,951						
Campground-Upgrade electric service	2-260-6355-000	133,702	114,698	260,000				
Campground-Replace wtr line from well to Comfort Stn. #1	2-260-7054-000	22,136	185,684					
Connect to Public Water at Campground	2-260-7054-000			80,000				
Potomac Overlook Regional Park								
Building Renovations	2-300-6860-000	52,717	696					
Rust Sanctuary								
Improvements-New well	2-320-6390-000	21,845	31,652					
Expand concrete at tent pad	2-320-6390-000			25,000				
Sandy Run Regional Park								
Judges Stand	2-350-6524-000	15,050		25,000				
Boathouse-replace boat racks	2-350-6754-000	95,482						
Boathouse-Replace Roof and Other Repairs	2-350-6754-000					100,000		
Boathouse-Expand and improve docks for launch boats	2-350-6823-000	34,902						
Temple Hall Farm								
Maize Improvements	2-380-6594-000			15,000	20,000	55,000	15,000	15,000
Renovations-Building	2-380-6780-000					40,000		
Upton Hill Park Regional Park								
Adventure Climbing Facility	2-400-6096-000	83,359	41,293	3,052,642				
Parking Expansion and Site Reforestation	2-400-6650-000			900,000				
Ocean Dunes Waterpark at Upton Hill								
Shade Covering	2-420-6900-000					25,000		
Adventure Climbing Facility	2-420-6096-000	58						
W&OD Railroad Regional Park								
Trail Improvements	2-450-7212-000	506,234	6,954	425,471	300,000	300,000	300,000	300,000
W&OD Dual Trails	2-450-7212-000			400,000	4,348,209			
Embankment Restoration	2-450-6346-000	(10)						
Sterling Blvd. Bridge Planning	2-450-6700-000						100,000	
Shreve Road Crossing	2-450-7212-000			49,360				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2018 ACTUAL	FY 18 PRIOR YEAR OBLIGATION	FY 2019 REVISED	FY 2020	FY 2021	FY 2022	FY 2023
General Parks								
ADA Improvements	2-000-6095-000	257,968	48,254	400,000	400,000	400,000	400,000	400,000
Capital Maintenance	2-000-6052-000	332,465	124,051	600,000	75,000	75,000	75,000	75,000
Equipment		790,999	26,304	900,000	900,000	900,000	900,000	900,000
Automated Systems	2-000-6120-000	668						
Infrastructure- City of Fairfax Park	2-000-6542-000	5,100						
Interpretation	2-000-6543-000	6,372		25,000	25,000	25,000	25,000	25,000
Development Support	2-000-6340-010 2-260-6790-000	497,770		524,192	504,340	529,557	556,035	583,887
Campground Improvements	2-070-6790-000			50,000	50,000	50,000	100,000	100,000
Golf Course Improvements	2-000-6841-000	171,128		175,000	175,000	175,000	175,000	175,000
Park Branding/Informational Kiosks	2-000-6652-000	1,391		60,000				
Park Trail Improvements	2-000-7212-000		1,955	100,000		70,000	170,000	
Park Energy Projects	2-000-6358-000	62,740	14,173	80,000	50,000	50,000	50,000	50,000
Park Entrance Signs	2-000-6647-000	35,335	7,003	10,000				
Planning - General	2-000-6660-000	52,621		225,000	230,000	235,000	240,000	245,000
Planning - General	2-000-6660-010	74,396						
Rental House Maintenance	2-000-6848-000			36,086	2,300	90,000	50,000	50,000
Riparian and Buffer Plantings	2-000-6976-000	1,586		25,000	25,000	50,000	50,000	50,000
Roads & Parking	2-000-7020-000	343,702	13,300	400,000	300,000	300,000	300,000	300,000
Waterpark Capital Maintenance/Repairs	2-000-7340-000	234,643		363,357	300,000	300,000	200,000	200,000
Future Park Facility Enhancements and Renovations	2-000-6585-000						510,473	364,391
Donations-General Expense	2-000-5175-000	5,000	49,360					
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	12,820						
Donations-Meadowlark Plant Expense	2-000-5185-020	15						
Donations-Meadowlark Special Expense	2-000-5185-030	17,168						
Donations-Children Garden	2-000-5185-034	2,757						
Donations-Meadowlark Exxon	2-000-5185-035	813						
Donations-Nature Nuts	2-000-5185-055	13,801						
Subtotal Development		\$14,833,694	\$1,624,690	\$14,365,390	\$8,777,549	\$4,629,557	\$4,826,508	\$5,078,278
LAND ACQUISITION								
Land Acquisition	2-000-6051-000	1,135,860	5,500	465,000	400,000	800,000	800,000	800,000
Subtotal Land Acquisition		\$1,135,860	\$5,500	\$465,000	\$400,000	\$800,000	\$800,000	\$800,000
Interest transfer to General Fund	2-000-5900-000	157,014		18,000				
TOTAL CAPITAL EXPENDITURES		\$16,126,568	\$1,630,190	\$14,848,390	\$9,177,549	\$5,429,557	\$5,626,508	\$5,878,278

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2019</u> Revised	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Aldie Mill					
<u>Renovations</u> Dam repair and new gates at the dam and mill	160,000			20,000	
Algonkian Woodlands Event Center					
<u>Renovations</u> Construct new landscaped entrance approach and drop off area at the Woodlands and realign park entrance road	525,000				
<u>Renovations</u> Roof repairs and new siding on chimney	50,000				
Volcano Island Waterpark at Algonkian					
<u>Renovations</u> Replace waterpark equipment, slides, and bucket					500,000
Algonkian Cottages					
<u>Improvements</u> Miscellaneous cottage improvements		30,000	30,000	30,000	30,000
Beaverdam Reservoir					
<u>Development</u> New park infrastructure and facility development	250,000	250,000	200,000	200,000	200,000
Brambleton Golf Course					
<u>Renovations</u> Replace roofs on proshop	40,000				
Bull Run Regional Park					
<u>Campground Renovations</u> Campground electric and waterline upgrades and additions	300,000		100,000		
<u>Maintenance Renovations</u> Construction of new fully enclosed storage building and work area to support park and light show	25,000				
<u>Road Modifications</u> Widen sections of park road to better accommodate light show and RV traffic.	180,000	450,000			

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2019</u> Revised	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Bull Run Special Events					
<u>Development - Box Office</u>					
Replace box office building			75,000		
Bull Run Light Show					
<u>Light Show Improvements</u>					
Additions and refurbishments to enhance light show and continuously provide new features	50,000	50,000	50,000	50,000	50,000
Carlyle House Historic Park					
<u>Renovations-Building and grounds</u>					
Stair and rail repairs, repairs to terrace concrete, testing of stucco, and brick walkway renovations	150,000		60,000		
Cameron Run					
<u>Development - Winter Village</u>					
Year round park facilities and parking renovations	781,684				
Fountainhead Regional Park					
<u>Marina Building Renovations</u>					
Replace the deteriorated marina stairs and access routes from marina building to fishing piers and boat launch area			100,000		
Gateway Regional Park					
<u>Trail Underpass Connection</u>					
Complete trail underpass and modifications to reduce flooding	43,300				
Headquarters					
<u>Automated Systems</u>					
Miscellaneous automated system projects and improved technology	150,000	75,000	75,000	75,000	75,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects		5,000	5,000	5,000	5,000
Hemlock Overlook Regional Park					
<u>Escrow Contribution</u>					
Annual contribution to Hemlock facilities renovation and major maintenance account	15,000	15,000	15,000	15,000	15,000
<u>Renovations</u>					
Restroom facility renovations		50,000		50,000	
Meadowlark Atrium and Event Services					
<u>Renovations-Building</u>					
Enhancements to aging design elements in the facility and entrance renovations	191,038			75,000	

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2019</u> Revised	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Meadowlark Botanical Gardens					
<u>Development</u>					
Miscellaneous garden development projects	45,000	20,000	20,000	20,000	20,000
<u>Trail System</u>					
Repairs and enhancements to garden trails	50,000				
<u>Children's Garden</u>					
Construction of additional elements of the children's garden	249,443				
<u>Development-Greenhouse Conservatory</u>					
Construction of new greenhouse	844,903				
<u>Improvements-Parking</u>					
Expand and renovate visitor center parking lot	60,000				
Meadowlark Gardens Winter Walk of Lights					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements	50,000	80,000	150,000	50,000	350,000
Mount Defiance					
<u>Renovations</u>					
Miscellaneous repairs and renovations to structures			20,000	20,000	
Occoquan Regional Park					
<u>Occoquan Jean R. Packard Center</u>					
Completion of the Packard Center and other park facilities	600,000				
<u>Improvements-building exterior</u>					
Improve building exterior and replace deteriorated planters	45,000				
<u>Shoreline Improvements</u>					
Park shoreline improvements	25,000				
<u>Development-Play Features</u>					
Installation of new play features throughout the park and ADA walkways	225,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2019</u> Revised	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Pohick Bay Regional Park					
<u>Renovations-Campground electric</u> Upgrade and expand campground electrical system.	260,000				
<u>Renovations-Campground water</u> Improvements to park water system.	80,000				
Rust Sanctuary					
<u>Improvements</u> Expand concrete area at tent pad	25,000				
Sandy Run Regional Park					
<u>Renovations-Judges' Stand</u> Shoreline improvements and stabilization	25,000				
<u>Renovations-Boathouse</u> Replace roofs on boathouses #1 and #3			100,000		
Temple Hall Regional Park					
<u>Maize Improvements</u> Additional maize features, improvements, and new attractions	15,000	20,000	55,000	15,000	15,000
<u>Renovations-Maintenance building</u> Renovate old building for public use during festival			40,000		
Upton Pool					
<u>Improvements</u> Add shade structure			25,000		
Upton Regional Park					
<u>Development-Climbing Course</u> Design, permit and construct adventure/climbing course	3,052,642				
<u>Improvements</u> Parking lot expansion and park reforestation project	900,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2019</u> <u>Revised</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
<u>W&OD Trail</u>					
<u>Trail Improvements</u>					
Miscellaneous trail improvements and paving renovations	425,471	300,000	300,000	300,000	300,000
<u>Development -Sterling Boulevard Bridge</u>					
Funds to assist Loudoun County with planning of grade separated crossing				100,000	
<u>Development - Dual Trails</u>					
Dual trail construction in Falls Church	400,000	4,348,209			
<u>Improvements - Shreve Road</u>					
Construct safety improvements at Shreve Road crossing	49,360				
<u>ADA Improvements</u>					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	400,000	400,000	400,000	400,000	400,000
<u>Park Development Support</u>					
This account funds portions of salaries and benefits of staff that directly manage capital projects	524,192	504,340	529,557	556,035	583,887
<u>Campground Improvements</u>					
Miscellaneous improvements to NOVA Parks camping facilities	50,000	50,000	50,000	100,000	100,000
<u>Golf Course Improvements</u>					
Miscellaneous capital improvements to all three golf courses	175,000	175,000	175,000	175,000	175,000
<u>Capital Maintenance</u>					
Funds for renovations and upgrades to aging park facilities	600,000	75,000	75,000	75,000	75,000
<u>Interpretation</u>					
Miscellaneous interpretive projects throughout the park system	25,000	25,000	25,000	25,000	25,000
<u>Park Branding/Informational Kiosks</u>					
Funds for the design and installation of uniform informational kiosks near the entrances of our major parks	60,000				
<u>Park Energy Projects</u>					
Various improvements throughout park system to reduce energy costs	80,000	50,000	50,000	50,000	50,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2019</u> Revised	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
<u>Park Signs</u>					
Various new park entrance signs	10,000				
<u>Park General Planning</u>					
This account funds salary and benefits of NVRPA's strategic initiatives project planner, and miscellaneous planning projects	225,000	230,000	235,000	240,000	245,000
<u>Park Rental House Improvements</u>					
Miscellaneous improvements to park rental houses	90,000	50,000	50,000	50,000	50,000
<u>Park Riparian and Buffer Plantings</u>					
Plant trees and vegetation to enhance and improve habitats at various parks	25,000	25,000	50,000	50,000	50,000
<u>Park Road and Parking Renovations</u>					
Miscellaneous improvements to road and parking areas throughout the park system	400,000	300,000	300,000	300,000	300,000
<u>Waterpark Capital Maintenance</u>					
Miscellaneous waterpark repairs and renovations	363,357	300,000	300,000	200,000	200,000
<u>Future Park Facility Enhancements and Renovations</u>					
Funds to be allocated for future park projects				510,473	364,391
<u>Park Trails</u>					
Major improvements to natural surface trail networks at various parks including Bull Run, Occoquan and Fountainhead	100,000		70,000	170,000	
<u>Equipment</u>					
Includes new and replacement equipment at all parks, Central Maintenance and Headquarters	900,000	900,000	900,000	900,000	900,000
<u>Park Land and Easement Acquisition</u>					
Provide funds for various land and easement acquisition projects	465,000	400,000	800,000	800,000	800,000
TOTAL CAPITAL PROJECTS	14,830,390	9,177,549	5,429,557	5,626,508	5,878,278
Interest transfer to the General Fund	18,000	0	0	0	0
TOTAL CAPITAL EXPENDITURES	\$14,848,390	\$9,177,549	\$5,429,557	\$5,626,508	\$5,878,278





NOVA Parks (Northern Virginia Regional Park Authority) has been serving the citizens of Northern Virginia for 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2020, over 87% of the operating funding will come from internal park enterprises. These enterprises represent a highly diverse portfolio including: golf, water parks, event venues & catering, camping, special events and other activities.

Today the brand of NOVA Parks is known for a number of things. Partnerships have been key to the expansion of the park system over the last few decades. Creating truly unique destinations helps drive tourism and build a vibrant community. Entertainment offerings like the annual holiday light shows, fall festival and special events draw hundreds of thousands into the parks. Supporting cultural diversity through festivals, historic interpretation and programs helps build an inclusive region. Engaging people in nature through over 100 miles of trails, summer camps, roving naturalists and other programs, fosters a connection between people and the natural world.

The Northern Virginia region has an identity of being forward thinking, technologically savvy, cosmopolitan and leaders in many ways. NOVA Parks as one of the earliest regional groups helped build the identity of Northern Virginia over the decades. As the stewards of many of the most iconic places of our region, NOVA Parks is proud to be a positive force within the region and within the field of parks and recreation.

HISTORY OF NOVA PARKS BUDGET



In this 60th Anniversary Year at NOVA Parks (Northern Virginia Regional Park Authority), the focus has been on honoring our past and looking at the amazing transformation of the Agency during this time. While the changes in our parks, land and offerings tell a fascinating story, the changes in our budget and budget process tell a similar story.

In the early years of NOVA Parks, through the 1970's, budgets were created on a typewriter and held together by small binder clips. The document consisted mostly of numbers and some basic narrative justifications. In 1970, the growing organization had an operating budget of less than \$350,000 and that grew to almost 2 million dollars by the end of the decade. The budget evolved during this decade from basic numbers to a document that represented an agency that had some financially tough years, but also had a vision for the future. By then end of the 1970's, the budget included a brief budget message, discussion of funding and an overall agency goal. Some of the parts of the current budget process were developed during this timeframe, including salary schedules, narrative descriptions and a user fee schedule.

The budgets developed in the 1980's continued to be numbers based and started to use basic computers for their development. The growth of the agency and number of parks led to the presentation of the budget by "cost center" as well as by category. This is a building block that is still used in the development and analysis of NOVA Parks budgets today. By the end of the decade, the budget totaled 6 million dollars.

During the 1990's the budget evolved into a document that included binding, tabs and a consistent format. Other than some basic narrative and a few graphs, the document was still largely numbers based. During this decade, many local jurisdictions were developing budgets that included policy information, performance measurement and served as a communications document. This trend in local government was due in large part to the GFOA (Government Finance Officers Association) Distinguished Budget Award Program that started in the mid-1980's and helped shape the future of local government budgeting. Many of our member jurisdictions were among the first to adopt these features in their budgets, and as they did the pure numbers format of the NOVA Parks budget did not provide the same level of analysis and transparency of our local government jurisdictions. By the end of the 1990's, the NOVA Parks budget was 10 million dollars.

HISTORY OF NOVA PARKS BUDGET

The decade of the 2000's was one of strategic transformation for the budget at all levels of the agency. Through 2007, the budget continued to rely mostly on numbers, but the need for communication, transparency and a strategic direction was evident. In FY 2008, the budget was expanded to include objectives, performance measures and improved narrative information. This change was embraced at all levels of the organization from the parks up to the Board and also in our member jurisdictions. In 2009, the budget was awarded the GFOA Distinguished Budget Presentation Award for the first time, and has received it every year since. By the end of the decade, the NOVA Parks budget was over 17 million dollars.

In the years since 2010, the budget has continued to evolve and there has been an emphasis on linking the Strategic Plan to the budget, as well as the related goals, objectives and highlights. Additionally, financial forecasting has been integrated in the process to help plan for the future. The budget gives clarity to the vision of NOVA Parks and is a tool that is used regularly at all agency levels and serves as a policy document, operations guide, financial plan and a communications device. As we end this decade, the budget has grown to 30 million dollars.

Just as we have plans to continue the growth and improvement in our parks, the same is true for the budget. In the past year we have integrated a new cloud based process for the development of our budget and for improved analytical capability. Similar improvements are currently in the works for the production of the document. In the future, we will use technology to further improve our analysis techniques and develop dashboards for use throughout the agency.

FACILITY FEATURES GUIDE

FEATURES GUIDE

FACILITIES	PARKS																										
	Aldie Mill / Mt. Defiance / Goose Creek	Aigonian	Ball's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowlark Gardens	Mt. Zion / Gilbert's Corner Properties	Occoquan	Pohick Bay	Potomac Overlook	Red Rock - an Upper Potomac Property	Rust Manor House & Sanctuary	Sandy Run	Temple Hall Farm	Tinner Hill	Upton Hill	White's Ford	W&OD
18-Hole Golf Course/Driving Range		X			X													X									
Family Vacation Cabins							X											X									
Family Vacation Cottages		X																									
Mini-Golf Course		X							X	X							X								X		
Disc Golf Course							X										X										
Outdoor Swimming Pool		X					X	X									X								X		
Wave Pool								X																			
Water Slide		X					X	X									X								X		
Water Play Ground		X					X	X								X	X								X		
Rental Picnic Shelters / Picnic Areas		X					X	X	X	X	X					X	X	X				X	X	X			
Camping-Family & Group				X			X										X										
Meeting & Reception Room(s)	X	X							X					X	X	X	X	X	X	X	X	X	X				
Gazebos for Weddings		X			X				X					X	X		X			X							
Crew Practice & Racing		X	X		X																	X					
Boat/RV Storage		X					X										X	X									
Boat Launch		X	X		X					X						X	X									X	
Jon Boat Rentals										X																	
Electric Motor Rentals										X																	
Fishing Pier								X	X								X	X									
Canoe/Kayak Rentals										X							X	X									
Sporting Clays, Skeet & Trap								X																			
Archery Range								X																			
Archery & Gun Pro Shop								X																			
Food/Drink Concessions		X			X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X
Historic Battlefield	X	X														X											
Historic Church																X											
Historic Museum	X								X																		
Holiday Light Show							X	X						X													
Skating Rink								X																			
Interpretive Farm																							X				
Special Events Center							X																				
Nature Center														X			X	X									
Outdoor Learning Center													X														
Walking/Hiking Trails	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Horse Trails		X	X			X	X			X	X						X	X									X
Multi-Use Paved Trails		X															X	X							X	X	
Mountain Bike Trails											X																X
Soccer Fields		X					X																				
Play Grounds		X					X	X									X	X	X				X	X		X	X
Softball / Baseball Fields																	X										
Batting Cage								X									X								X		
Visitor's Center															X								X				
Volleyball Court		X																									
Botanical / Display Gardens									X					X				X									

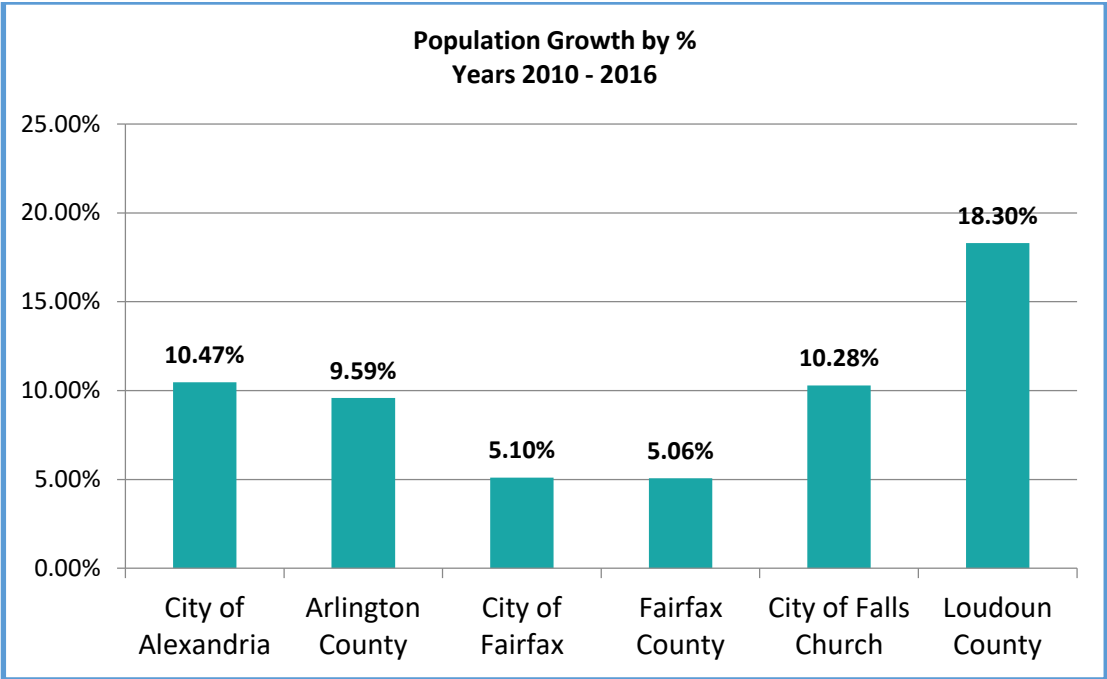
* Hemlock Overlook is operated in cooperation with Adventure Links

REGIONAL DEMOGRAPHICS

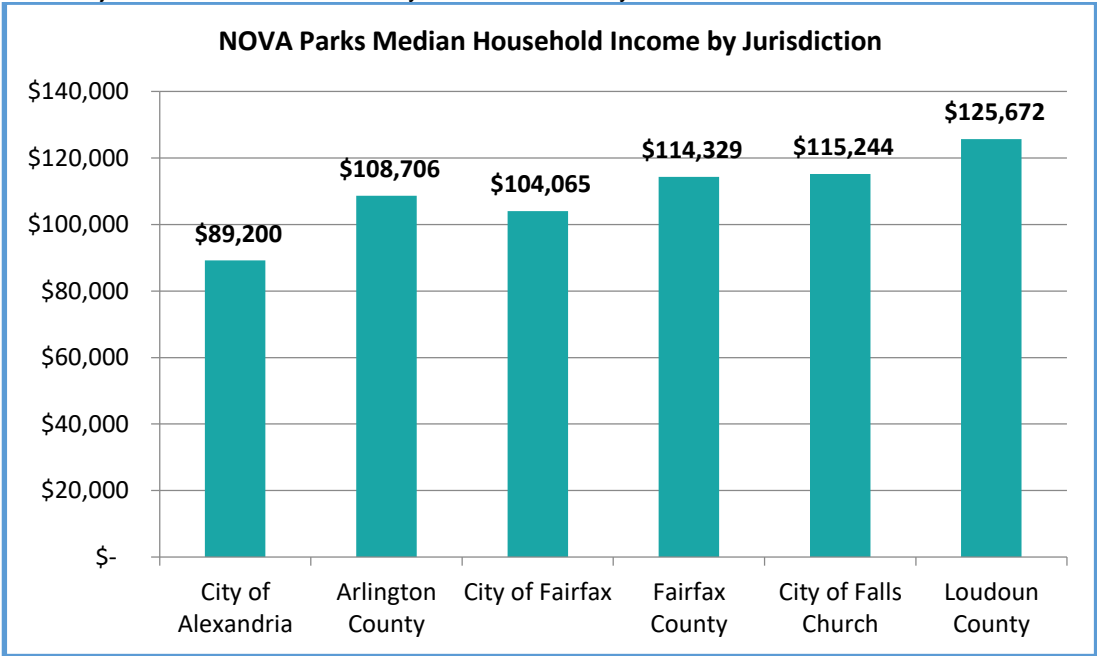
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria –	157,288
Arlington County –	231,610
City of Fairfax –	23,827
Fairfax County –	1,144,636
City of Falls Church –	13,868
Loudoun County-	386,279
Total Population –	1,957,508

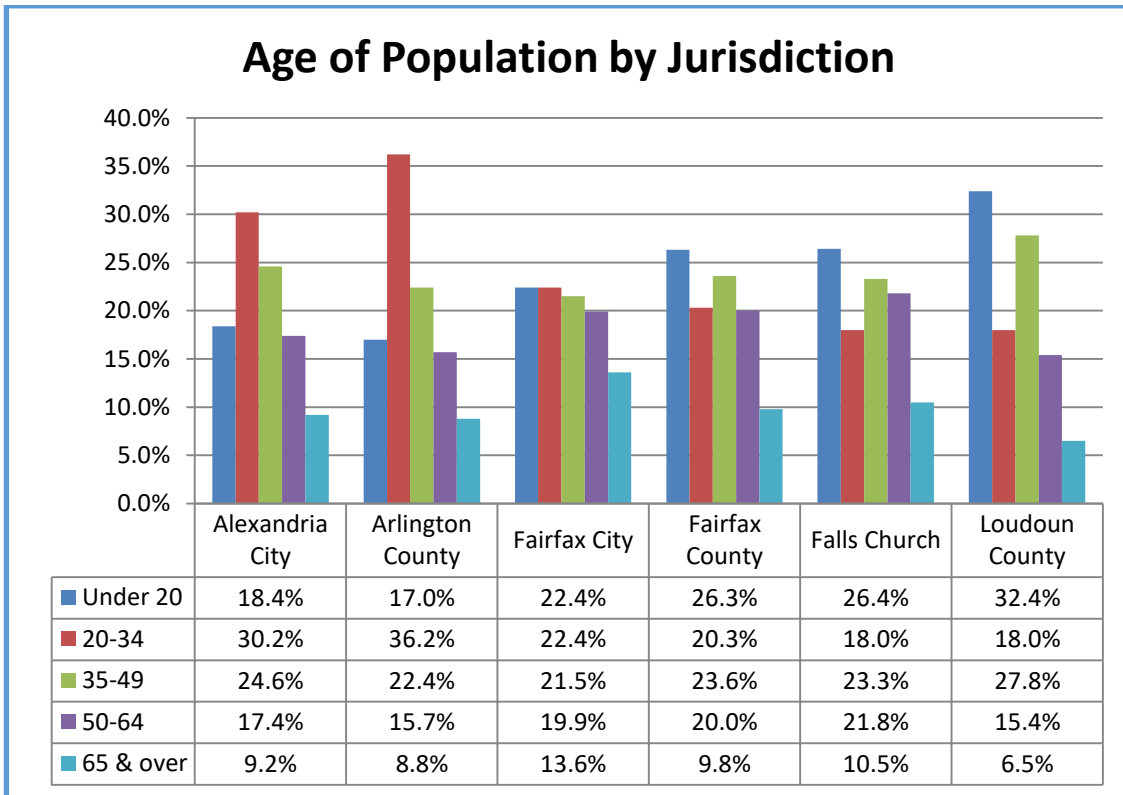
This population information may differ from the population used to determine member jurisdiction appropriations in this budget.



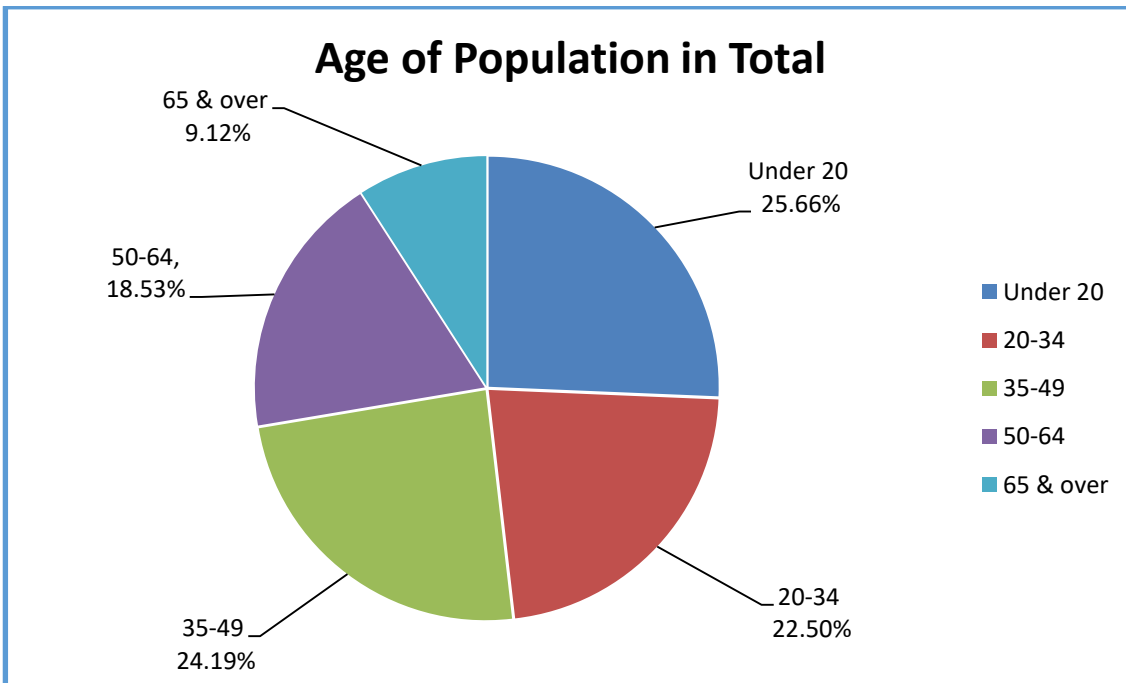
The jurisdictions' that make up NOVA Parks, population grew by 8.68% from 2010 through 2016. The most notable jurisdiction is Loudoun County which increased by 18.3%



REGIONAL DEMOGRAPHICS



It is important for NOVA Parks to be aware of the unique characteristics that define each of our jurisdictions. In respect to population age, Loudoun County has the highest concentration of children, with 32.4% of the population under 20. The age range of 20-34 is most prevalent in Arlington County (36.2%) and the City of Alexandria (30.2%).



The age of the population in total is fairly evenly split between the under 20, 20-34, and the 35-49 age groups with just over 70% of the population in these age groups. The 50-64 age groups with almost 19% of the population and the 65-Over at approximately 9%.

FY 2020 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has a number of special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

Temple Hall Farm Endowment Fund- The Temple Hall Farm Endowment Budget includes activity related to the Temple Hall Endowment. Recently, this activity has been mostly interest earnings and transfers. FY 20 marks the third year that part of the endowment will be transferred to the Community Foundation. In FY 20, it is anticipated that \$1,000,000 will be transferred, with additional transfers of the endowment taking place over the next few years, until the entire endowment is reflected within the Community Foundation. Current resources for Temple Hall in the Community Foundation Endowment are \$1,800,890.

Restricted License Fee Fund- This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends, the Occoquan Water Trail League and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services. In FY 20 this budget includes a transfer to the Enterprise Fund of \$326,232 for debt payments for the Jean R. Packard Center at Occoquan.

Friends of the Carlyle House Budget- In accordance with the Constitution of the Friends of the Carlyle House, the NOVA Parks Board must give final approval to this Budget.

TEMPLE HALL ENDOWMENT

TEMPLE HALL FARM ENDOWMENT BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
	BEGINNING BALANCE	\$4,840,286	\$4,840,286	\$3,590,286	\$3,572,287	\$2,572,287
5-380						
	<u>REVENUES</u>					
4170	Donations	\$0	\$0	\$0	\$0	\$0
4440-000, 4440-004	Interest	61,449	47,251	96,806	49,536	96,806
4440-003	Change in Market Value	(98,675)	(65,250)	0	27,971	0
	TOTAL REVENUES	(\$37,226)	(\$17,999)	\$96,806	\$77,506	\$96,806
	<u>EXPENSES</u>					
	Interest Transf. to Enterprise Fund- Temple Hall Farm	\$61,449	0	\$96,806	0	\$96,806
	Change in Market Value Transfer	(98,675)	0	0	0	0
5135	Transfer to Community Foundation	0	1,250,000	1,000,000	500,000	1,000,000
	TOTAL EXPENSES	(\$37,226)	\$1,250,000	\$1,096,806	\$500,000	\$1,096,806
	ENDING BALANCE	\$4,840,286	\$3,572,287	\$2,590,286	\$3,149,793	\$1,572,287

RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	ACTUAL FY 2019	ADOPTED FY 2020
	BEGINNING BALANCE*	\$3,111,149	\$2,819,452	\$2,122,972	\$2,488,293	\$2,096,467
	REVENUES					
6-000-4250-000	AT&T Fiberoptics License Fee	\$579,011	\$608,424	\$608,424	\$608,424	\$608,424
6-090-4495-000	BRSC Friends - Memberships	1,477	2,878	2,000	492	2,000
6-090-4171-000	BRSC-Donations	5,502	1,433	0	5,370	0
6-340-4170-000	Balls Bluff Battlefield Friends	7,803	10,357	5,000	7,422	5,000
6-340-4495-XXX						
6-340-4640-XXX						
6-140-4495-000	OWL Income	5,055	5460	2,000	0	2,000
6-000-4440-000	Interest	42,149	34,676	40,000	48,094	40,000
6-000-4440-005	Interest-Accrued	702	12,193	0	(8,600)	0
6-000-4440-030	Change in Market Value	(59,193)	(55,618)	0	27,822	0
6-000-4250-020	Williams Fiberoptics License Fee	420,428	427,526	434,623	434,624	434,623
6-450-4170-000	FOWOD Donations	3,443	6,858	0	1,793	0
6-450-4440-000	Interest FOWOD	344	715	150	1,150	150
6-450-4495-000	W&OD Friends	21,980	19,805	28,000	20,695	28,000
	Wetlands Mitigation Fund					
6-455-4818-000	Revenue	10,360	2,240	2,000	-	2,000
	Wetlands Mitigation Fund					
6-455-4440-020	Interest	429	903	50	1,244	50
	TOTAL REVENUES	\$1,039,490	\$1,077,850	\$1,122,247	\$1,148,529	\$1,122,247
	EXPENSES					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$ 16,453	\$ 714	\$ 4,000	\$ 4,322	\$ 4,000
6-340-5175-000	Balls Bluff Battlefield Friends	8,118	9,170	3,000	5,434	3,000
6-140-5175-000	OWL Friends - Misc. Expenses	0	0	10,000	3,793	10,000
6-000-5142-000	W&OD Bridge Inspections	0	0	0	0	0
6-450-XXXX-XXX	W&OD Friends	25,251	21,083	48,500	11,078	48,500
6-000-5370-000	W&OD Major Maintenance	0	2,500	75,000	6,185	75,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	TOTAL EXPENSES	\$49,822	\$ 33,467	\$165,500	\$30,812	\$165,500
6-000-5910-000	Transfer to Capital Fund	\$ 525,000	\$ 500,000	\$ 500,000	\$ -	\$ 600,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	327,912	327,912	327,912	327,912
	Transfer to Enterprise Fund for					
	Occoquan	383,360	507,523	599,708	0	326,232
6-000-5900-000	Interest Transfer to General Fund	45,093	40,108	40,000	48,345	40,000
	TOTAL TRANSFERS TO OTHER FUNDS	\$1,270,617	\$1,281,365	\$1,681,581	\$367,604	\$1,467,620
	TOTAL EXPENDITURES/TRANSFERS	\$1,341,462	\$1,331,187	\$1,889,081	\$397,910	\$1,633,120
	ENDING BALANCE	\$3,111,996	\$2,820,299	\$2,315,772	\$3,481,398	\$1,612,099

Note *Beginning balance for FY 19 includes \$35,239 of Friends of the W&OD, \$945 Friends of Bull Run, \$8,587 Friends of BRSC, \$32,228 OWL funds, \$12,616 Friends of Balls Bluff & \$61,500 of Wetland Mitigation funds.

FRIENDS OF CARLYLE HOUSE

I. OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
	BEGINNING BALANCE	\$43,725	\$49,615	\$40,000	\$66,617	\$40,000
	REVENUES					
8-000-4020-000	Annual Dues	\$11,155	\$11,155	\$12,000	\$2,470	\$10,000
8-000-4190-001	Donations-Operations/Museum Annual Appeal Education	13,069	13,069	6,500	0	6,500
8-000-4600-000	Programmed Events	4,578	4,578	10,000	1,710	5,000
	TOTAL REVENUES	\$28,802	\$28,802	\$28,500	\$4,180	\$21,500
	EXPENSES					
8-000-5143-000	Clerical Support	\$3,600	\$3,600	\$3,000	\$2,498	\$3,000
8-000-5158-000	Educational Activities	2,577	2,577	5,000	8,125	5,000
8-000-5380-000	Membership Events	2,415	2,415	5,000	3,025	5,000
8-000-5460-000	Office Supplies/Postage	97	97	500	68	500
8-000-5470-000	Printing/Publications	594	594	2,000	1,935	2,000
8-000-5490-000	Programs and Promotions	2,517	2,517	7,000	439	7,000
	TOTAL EXPENSES	\$11,800	\$11,800	\$22,500	\$16,090	\$22,500
	ENDING BALANCE	\$60,727	\$66,617	\$46,000	\$54,708	\$39,000

II. COLLECTIONS PURCHASES BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
	BEGINNING BALANCE	\$142,364	\$144,706	\$145,000	\$145,950	\$145,000
	REVENUES					
8-000-4190-000, 002, 010, 888	Donations - Museum Collection	\$975	\$975	\$6,500	\$1,800	\$6,500
8-000-4440-000	Interest	2,497	2,497	500	6,695	500
	TOTAL REVENUES	\$3,472	\$3,472	\$7,000	\$8,495	\$7,000
	EXPENSES					
8-000-6040-000	Museum Collection Purchases	\$1,506	\$1,506	\$25,000	0	\$25,000
8-000-6040-010	Museum Collection Maintenance	722	722	5,000	170	5,000
8-000-9040-000	Museum Collection Transfer to Enterprise Fund	0	0	0	0	0
	TOTAL EXPENSES	\$2,228	\$2,228	\$30,000	\$170	\$30,000
	ENDING BALANCE	\$143,608	\$145,950	\$122,000	\$154,275	\$122,000

III. DOUG THURMAN FUND BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2017	ACTUAL FY 2018	ADOPTED FY 2019	JUL-APR	
					ACTUAL FY 2019	ADOPTED FY 2020
	BEGINNING BALANCE	\$136,657	\$132,766	\$126,000	\$129,640	\$126,000
	EXPENSES					
8-000-5144-000	Education	\$3,126	\$3,126	\$6,000	500	\$8,000
	TOTAL EXPENSES	\$3,126	\$3,126	\$6,000	\$500	\$8,000
	ENDING BALANCE	\$133,531	\$129,640	\$120,000	\$129,140	\$118,000
	ENDING BALANCE-TOTAL ALL	\$337,866	\$342,207	\$288,000	\$338,123	\$279,000

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY2018	ADOPTED FY 2019	JUL-APR FY 2019	ADOPTED FY 2020
ENTERPRISE FUND BY PARK					
Aldie Mill Historic Park/Mt. Defiance Historic Park					
Aldie Mill Revenues	\$34,156	\$27,688	\$35,240	\$34,143	\$34,550
Total Revenues	\$34,156	\$27,688	\$35,240	\$34,143	\$34,550
Aldie Mill Expenses	\$140,799	\$144,091	\$161,189	\$127,365	\$170,033
Total Expenses	\$140,799	\$144,091	\$161,189	\$127,365	\$170,033
Operating Income (Loss)	(\$106,643)	(\$116,403)	(\$125,949)	(\$93,222)	(\$135,483)
Algonkian Regional Park					
Revenue					
Algonkian Park	\$271,822	\$259,551	\$246,400	\$187,813	\$247,900
Algonkian Golf	1,096,953	983,597	1,144,000	518,245	1,163,000
Volcano Island Waterpark at Algonkian	576,288	454,056	547,000	336,298	553,856
The Woodlands at Algonkian Park	461,982	527,950	426,725	500,592	581,770
Algonkian Cottages	354,750	298,482	323,600	215,521	340,600
Total Revenues	\$2,761,795	\$2,523,637	\$2,687,725	\$1,758,469	\$2,887,126
Expenses					
Algonkian Park	\$509,065	\$569,598	\$604,711	\$491,523	\$620,136
Algonkian Golf	1,059,242	981,477	1,063,845	755,530	1,064,861
Volcano Island Waterpark at Algonkian	285,817	282,933	306,513	175,634	317,169
The Woodlands at Algonkian Park	275,169	344,107	298,797	330,525	375,400
Algonkian Cottages	189,609	182,885	210,683	152,103	211,802
Total Expenses	\$2,318,902	\$2,361,000	\$2,484,549	\$1,905,315	\$2,589,369
Operating Income (Loss)	\$442,893	\$162,637	\$203,176	(\$146,846)	\$297,756
Blue Ridge Regional Park					
Blue Ridge Park Revenues	\$6,463	\$6,312	\$6,500	\$5,568	\$6,500
Total Revenues	\$6,463	\$6,312	\$6,500	\$5,568	\$6,500
Blue Ridge Park Expenses	\$4,452	\$3,991	\$6,700	\$3,947	\$6,700
Total Expenses	4,452	3,991	6,700	3,947	6,700
Operating Income (Loss)	\$2,011	\$2,321	(\$200)	\$1,621	(\$200)
Beaverdam Property					
Beaverdam Revenues	\$5,910	\$26	\$4,000	0	10,000
Total Revenues	\$5,910	\$26	\$4,000	0	10,000
Beaverdam Expenses	\$22,922	\$15,230	\$39,454	7,005	40,671
Total Expenses	\$22,922	\$15,230	\$39,454	7,005	40,671
Operating Income (Loss)	(\$17,013)	(\$15,205)	(\$35,454)	(\$7,005)	(\$30,671)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY2018	ADOPTED FY 2019	JUL-APR FY 2019	ADOPTED FY 2020
ENTERPRISE FUND BY PARK					
Brambleton Golf Course					
Brambleton Revenues	\$1,485,488	\$1,403,520	\$1,497,000	\$975,325	\$1,533,700
Total Revenues	\$1,485,488	\$1,403,520	\$1,497,000	\$975,325	\$1,533,700
Brambleton Expenses	\$1,294,435	\$1,259,869	\$1,338,338	\$1,011,576	\$1,355,815
Total Expenses	\$1,294,435	\$1,259,869	\$1,338,338	\$1,011,576	\$1,355,815
Operating Income (Loss)	\$191,053	\$143,651	\$158,662	(\$36,251)	\$177,885
Bull Run Regional Park					
Revenue					
Bull Run Regional Park	\$950,825	\$944,968	\$1,001,600	\$731,192	\$1,072,600
Atlantis Waterpark at Bull Run	541,496	495,840	554,600	345,387	565,718
Bull Run Special Events Center	248,214	171,654	245,000	110,013	230,000
Bull Run Light Show	888,253	1,105,713	969,000	1,023,739	1,135,000
Total Revenues	\$2,628,787	\$2,718,175	\$2,770,200	\$2,210,331	\$3,003,318
Expenses					
Bull Run Regional Park	\$929,845	\$952,273	\$1,050,611	\$903,056	\$1,118,038
Atlantis Waterpark at Bull Run	336,627	335,403	331,667	231,970	349,316
Bull Run Special Events Center	195,104	169,836	193,736	123,037	184,553
Bull Run Light Show	315,085	338,939	385,096	382,874	404,828
Total Expenses	\$1,776,660	\$1,796,451	\$1,961,110	\$1,640,938	\$2,056,735
Operating Income (Loss)	\$852,128	\$921,724	\$809,090	\$569,393	\$946,583
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	\$1,208,305	\$1,149,440	\$1,234,500	\$882,152	\$1,236,500
Total Revenues	\$1,208,305	\$1,149,440	\$1,234,500	\$882,152	\$1,236,500
Bull Run Shooting Center Expenses	\$984,033	\$894,466	\$1,046,511	772,570	1,036,937
Total Expenses	\$984,033	\$894,466	\$1,046,511	\$772,570	\$1,036,937
Operating Income (Loss)	\$224,273	\$254,973	\$187,989	\$109,581	\$199,563
Cameron Run Regional Park					
Revenue					
Cameron Run Park	\$126,067	\$103,927	\$149,500	\$62,294	\$149,500
Ice & Lights - The Winter Village at Cameron Run	0	0	0	\$0	\$200,600
Great Waves Waterpark at Cameron Run	2,002,662	1,607,562	1,952,500	1,294,524	1,954,951
Total Revenues	\$2,128,729	\$1,711,489	\$2,102,000	\$1,356,819	\$2,305,051
Expenses					
Cameron Run Park	\$359,539	\$366,630	\$408,434	\$295,561	\$410,055
Ice & Lights - The Winter Village at Cameron Run	0	0	0	\$0	\$143,192
Great Waves Waterpark at Cameron Run	1,125,127	1,030,070	1,123,876	686,723	1,154,677
Total Expenses	\$1,484,665	\$1,396,701	\$1,532,309	\$982,284	\$1,707,924
Operating Income (Loss)	\$644,064	\$314,788	\$569,691	\$374,535	\$597,127

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY2018	ADOPTED FY 2019	JUL-APR FY 2019	ADOPTED FY 2020
ENTERPRISE FUND BY PARK					
Carlyle House Historic Park					
Carlyle House Revenues	\$115,017	\$105,773	\$103,076	\$74,466	\$109,276
Total Revenues	\$115,017	\$105,773	\$103,076	\$74,466	\$109,276
Carlyle House Expenses	\$316,048	\$322,744	\$329,469	\$285,512	\$337,956
Total Expenses	\$316,048	\$322,744	\$329,469	\$285,512	\$337,956
Operating Income (Loss)	(\$201,030)	(\$216,972)	(\$226,393)	(\$211,046)	(\$228,680)
Occoquan Reservoir Regional Parks					
Revenue					
Bull Run Marina	\$21,406	\$21,030	\$20,630	\$9,843	\$20,645
Fountainhead	275,772	261,811	307,912	172,455	298,912
Sandy Run Regional Park	296,779	283,101	260,692	182,819	266,192
Total Revenues	\$593,957	\$565,942	\$589,234	\$365,117	\$585,749
Expenses					
Bull Run Marina	\$32,303	\$26,868	\$26,407	\$20,118	\$29,152
Fountainhead	211,804	202,633	225,652	164,499	242,144
Sandy Run Regional Park	187,571	150,050	170,724	150,611	182,501
Total Expenses	\$431,678	\$379,551	\$422,782	\$335,228	\$453,797
Operating Income (Loss)	\$162,279	\$186,391	\$166,452	\$29,889	\$131,952
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	\$75,000	\$76,535	\$75,768	\$75,768	\$75,768
Total Revenues	\$75,000	\$76,535	\$75,768	\$75,768	\$75,768
Hemlock Overlook Expenses	\$1,320	\$1,120	\$2,400	\$2,283	\$2,400
Total Expenses	\$1,320	\$1,120	\$2,400	\$2,283	\$2,400
Operating Income (Loss)	\$73,680	\$75,415	\$73,368	\$73,484	\$73,368
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	\$351,846	\$393,548	\$330,000	\$342,695	\$366,500
Meadowlark Gardens Winter Walk of Lights	779,475	986,865	828,000	898,594	924,117
Meadowlark Atrium and Event Services	2,110,102	2,109,001	2,005,500	1,565,074	2,046,140
Total Revenues	\$3,241,423	\$3,489,414	\$3,163,500	\$2,806,363	\$3,336,757
Expenses					
Meadowlark Gardens	\$874,774	\$937,142	\$1,011,471	\$802,425	\$1,082,390
Meadowlark Gardens Winter Walk of Lights	161,681	191,392	233,185	195,300	269,171
Meadowlark Atrium and Event Services	1,440,484	1,264,102	1,243,927	939,340	1,231,457
Total Expenses	\$2,476,939	\$2,392,636	\$2,488,583	\$1,937,065	\$2,583,017
Operating Income (Loss)	\$764,484	\$1,096,778	\$674,917	\$869,298	\$753,740

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY2018	ADOPTED FY 2019	JUL-APR FY 2019	ADOPTED FY 2020
ENTERPRISE FUND BY PARK					
Mt. Zion Historic Park/Gilbert's Corner Regional Park					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$2,218	\$2,565	\$3,764	\$1,464	\$2,464
Total Revenues	\$2,218	\$2,565	\$3,764	\$1,464	\$2,464
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$14,508	\$13,479	\$18,500	\$8,717	\$18,000
Total Expenses	\$14,508	\$13,479	\$18,500	\$8,717	\$18,000
Operating Income (Loss)	(\$12,290)	(\$10,914)	(\$14,736)	(\$7,253)	(\$15,536)
Occoquan Regional Park					
Revenue					
Occoquan Park	\$612,599	\$759,436	\$224,000	\$154,975	\$227,200
The Riverview at Occoquan	0	150	1,255,731	\$1,019,524	\$1,822,837
Brickmakers Café at Occoquan	0	2,858	135,000	211,982	234,000
Brickmakers Catering and Event Services	340,253	366,167	392,636	292,785	421,832
Total Revenues	\$952,852	\$1,128,611	\$2,007,367	\$1,679,267	\$2,705,869
Expenses					
Occoquan Park	\$754,535	\$1,006,254	\$398,592	\$337,406	\$435,823
The Riverview at Occoquan	0	28,699	1,368,431	\$1,112,204	\$1,854,021
Brickmakers Café at Occoquan	0	3,362	104,083	185,408	202,816
Brickmakers Catering and Event Services	255,731	291,055	327,532	241,934	366,542
Total Expenses	\$1,010,267	\$1,329,370	\$2,198,638	\$1,876,952	\$2,859,203
Operating Income (Loss)	(\$57,415)	(\$200,759)	(\$191,271)	(\$197,685)	(\$153,334)
Pohick Bay Regional Park					
Revenue					
Pohick Bay Regional Park	\$831,903	\$886,622	\$879,100	\$692,105	\$983,268
Pohick Bay Golf Course	1,059,341	1,009,554	1,089,300	688,707	1,094,300
Pohick Bay Marina	274,160	237,401	251,000	201,099	251,000
Pirate's Cover Waterpark at Pohick Bay	603,730	563,261	610,200	392,661	616,683
Total Revenues	\$2,769,135	\$2,696,838	\$2,829,600	\$1,974,571	\$2,945,251
Expenses					
Pohick Bay Regional Park	\$702,040	\$791,515	\$876,243	\$784,328	\$995,147
Pohick Bay Golf Course	1,031,539	981,091	996,060	772,011	1,020,997
Pohick Bay Marina	39,698	38,554	64,907	36,370	59,655
Pirate's Cover Waterpark at Pohick Bay	340,623	341,031	335,900	236,239	353,950
Total Expenses	\$2,113,901	\$2,152,191	\$2,273,110	\$1,828,948	\$2,429,749
Operating Income (Loss)	\$655,235	\$544,647	\$556,490	\$145,623	\$515,502

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY2018	ADOPTED FY 2019	JUL-APR FY 2019	ADOPTED FY 2020
ENTERPRISE FUND BY PARK					
Potomac Overlook Regional Park					
Potomac Overlook Revenues	\$120,945	\$124,039	\$114,200	\$150,504	\$125,700
Total Revenues	\$120,945	\$124,039	\$114,200	\$150,504	\$125,700
Potomac Overlook Expenses	\$317,421	\$281,390	\$285,705	\$238,491	\$307,122
Total Expenses	\$317,421	\$281,390	\$285,705	\$238,491	\$307,122
Operating Income (Loss)	(\$196,477)	(\$157,351)	(\$171,505)	(\$87,987)	(\$181,422)
Rust Sanctuary					
Rust Sanctuary Revenues	\$976,996	\$1,241,099	\$1,097,053	\$752,495	\$1,147,400
Total Revenues	\$976,996	\$1,241,099	\$1,097,053	\$752,495	\$1,147,400
Rust Sanctuary Expenses	\$654,172	\$852,932	\$804,827	\$607,364	\$883,502
Total Expenses	\$654,172	\$852,932	\$804,827	\$607,364	\$883,502
Operating Income (Loss)	\$322,824	\$388,167	\$292,226	\$145,131	\$263,898
Upper Potomac Properties					
Revenues					
Upper Potomac Properties Revenues	\$23,211	\$27,211	\$28,900	\$22,697	\$28,800
Springdale Revenues	15,450	16,377	15,140	\$17,360	\$15,140
Total Revenues	\$38,661	\$43,588	\$44,040	\$40,056	\$43,940
Expenses					
Upper Potomac Properties Expenses	\$123,328	\$135,467	\$144,602	\$113,620	\$151,948
Springdale Expenses	0	84	10,000	\$2,569	\$10,000
Total Expenses	\$123,328	\$135,551	\$154,602	\$116,189	\$161,948
Operating Income (Loss)	(\$84,667)	(\$91,963)	(\$110,562)	(\$76,133)	(\$118,008)
Upton Hill Regional Park					
Revenues					
Upton Hill Park	\$228,075	\$233,947	\$250,550	\$150,752	\$241,350
Ocean Dunes Waterpark at Upton Hill	600,169	541,993	612,500	408,965	621,731
Total Revenues	\$828,245	\$775,940	\$863,050	\$559,717	\$863,081
Expenses					
Upton Hill Park	\$344,034	\$323,636	\$354,426	\$258,690	\$359,776
Ocean Dunes Waterpark at Upton Hill	282,418	307,639	303,010	227,942	316,248
Total Expenses	\$626,452	\$631,275	\$657,436	\$486,632	\$676,024
Operating Income (Loss)	\$201,793	\$144,666	\$205,614	\$73,085	\$187,057

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2017	ACTUAL FY2018	ADOPTED FY 2019	JUL-APR FY 2019	ADOPTED FY 2020
ENTERPRISE FUND BY PARK					
W&OD Railroad Regional Park					
W&OD Railroad Park Revenues	\$1,069,285	\$1,144,228	\$1,133,538	\$1,190,967	\$1,172,241
Total Revenues	\$1,069,285	\$1,144,228	\$1,133,538	\$1,190,967	\$1,172,241
W&OD Railroad Park Expenses	\$558,942	\$506,582	\$584,030	\$448,182	\$615,282
Total Expenses	\$558,942	\$506,582	\$584,030	\$448,182	\$615,282
Operating Income (Loss)	\$510,343	\$637,646	\$549,508	\$742,785	\$556,959
White's Ford					
White's Ford Revenues	\$33,665	\$70,084	\$55,800	\$7,161	\$16,370
Total Revenues	\$33,665	\$70,084	\$55,800	\$7,161	\$16,370
White's Ford Expenses	\$63,496	\$75,882	\$88,680	\$26,017	\$38,944
Total Expenses	\$63,496	\$75,882	\$88,680	\$26,017	\$38,944
Operating Income (Loss)	(\$29,831)	(\$5,798)	(\$32,880)	(\$18,857)	(\$22,574)
Temple Hall Farm					
Revenues					
Temple Hall Farm Revenues	\$130,879	\$138,459	\$206,383	\$127,829	\$226,183
Temple Hall Corn Maize Revenues	267,300	231,577	276,500	\$178,553	\$276,500
Total Revenues	\$398,178	\$370,036	\$482,883	\$306,382	\$502,683
Expenses					
Temple Hall Farm Expenses	\$417,250	\$352,834	\$422,654	\$296,480	\$448,063
Temple Hall Corn Maize Expenses	134,036	133,870	172,087	\$123,826	\$159,106
Total Expenses	\$551,285	\$486,705	\$594,741	\$420,306	\$607,168
Operating Income (Loss)	(\$153,107)	(\$116,669)	(\$111,858)	(\$113,924)	(\$104,485)
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	\$175,375	\$305,983	\$66,000	\$64,032	\$66,000
Total Revenues	\$175,375	\$305,983	\$66,000	\$64,032	\$66,000
Admin - Enterprise Fund Expenses	\$2,878,501	\$2,872,419	\$3,467,375	\$1,886,687	\$3,751,997
Total Expenses	\$2,878,501	\$2,872,419	\$3,467,375	\$1,886,687	\$3,751,997
Operating Income (Loss)	(\$2,703,126)	(\$2,566,435)	(\$3,401,375)	(\$1,822,655)	(\$3,685,997)
TOTAL REVENUES	\$21,650,584	\$21,680,960	\$22,966,038	\$17,271,136	\$24,715,294
TOTAL EXPENSES	\$20,165,124	\$20,305,540	\$22,941,038	16,955,574	24,690,294
Operating Income (Loss)	\$1,485,460	\$1,375,336	\$25,000	\$315,562	\$25,000

NOVA PARKS 10 YEAR FINANCIAL FORECAST

NOVA Parks has long recognized the need for projecting finances into the future and this has led to the development of a more dynamic and multi-layered process for financial planning and forecasting for the operating budget.

The Ten Year Financial Forecast is a starting point in placing a strategic focus on our long term financial decisions.

The forecast information in this packet includes the following forecast scenarios:

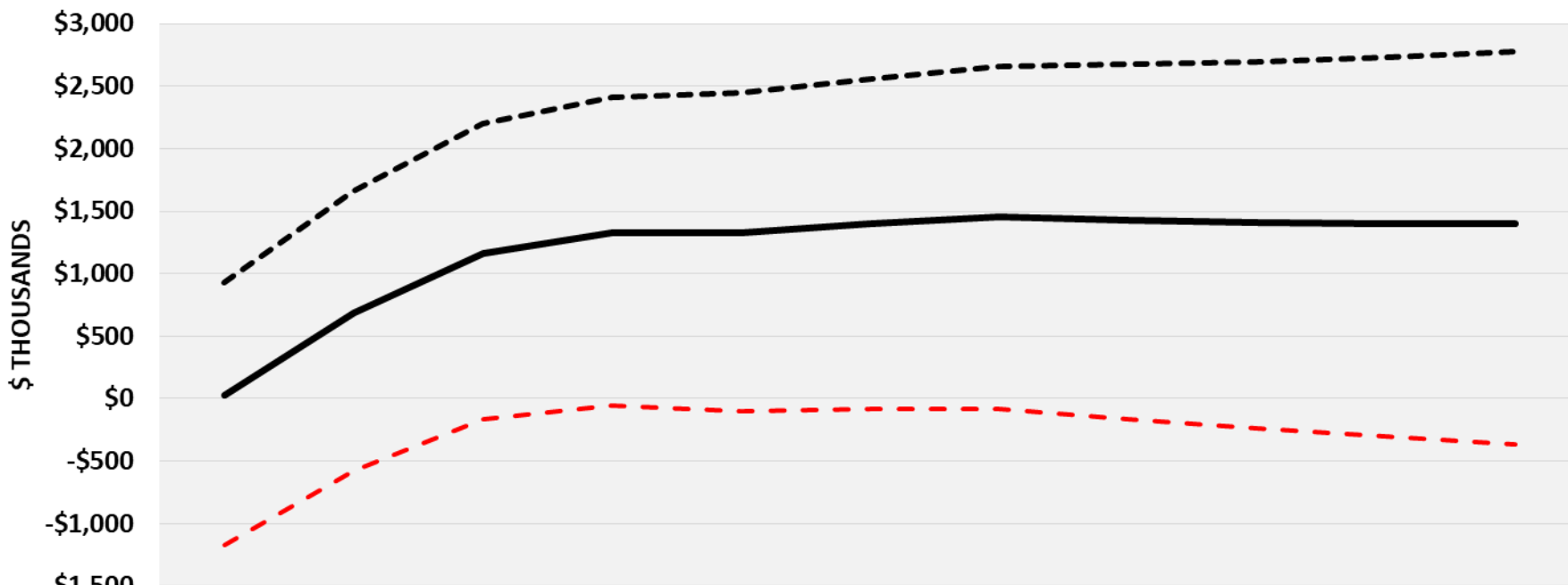
- A Base 10 Year Forecast
- A forecast graph that depicts two additional scenarios
 - High Scenario-revenue is higher at 105% of the base and expenses are also higher at 102% of the base
 - Low Scenario-revenue is lower at only 98% of the base, but expenses are also higher at 102% of the base
- A severe weather/event scenario that would occur every three years

The development of the forecast included analysis of each operating account type to determine the best method of forecasting.

- The Base Model Ten Year Forecast was developed for operating revenue and expense accounts and was developed using the following methods, depending on the account:
 - 5 Year Annual Average (FY 2014-FY 2018)
 - 2 Year Annual Average (FY 2017-FY 2018)
 - Population
 - Population & Inflation
 - Flat
 - Custom
- The forecast base year is the FY 2020 Budget.

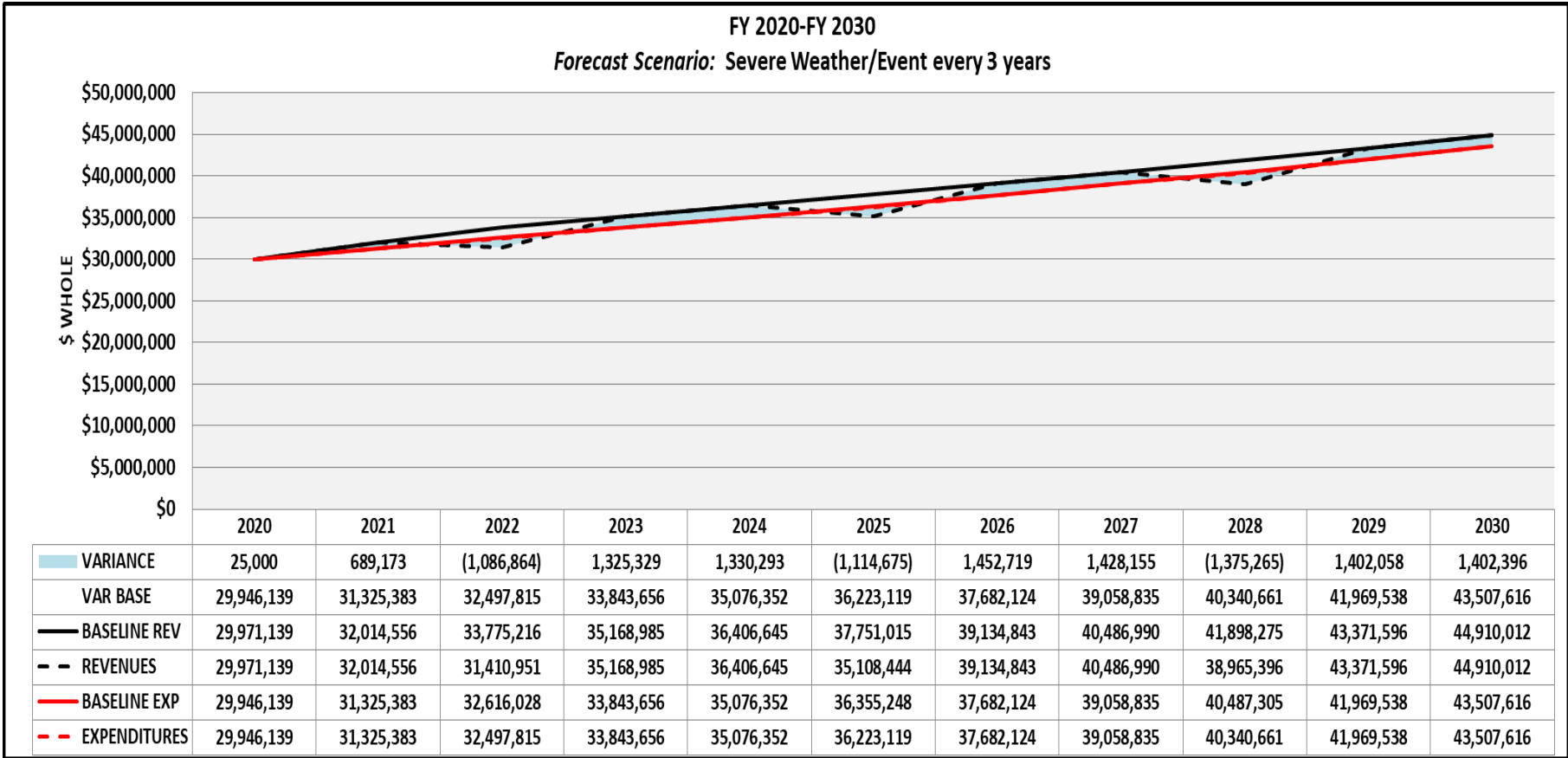
OPERATING BUDGET-GENERAL & ENTERPRISE FUNDS											
10 YEAR FINANCIAL FORECAST BASE MODEL FY 2020-FY 2030											
Row Labels	2020B	2021F	2022F	2023F	2024F	2025F	2026F	2027F	2028F	2029F	2030F
01-REVENUES	29,971,139	32,014,556	33,775,216	35,168,985	36,406,645	37,751,015	39,134,843	40,486,990	41,898,275	43,371,596	44,910,012
01-APPROPRIATION-ARLINGTON COUNTY	448,783	464,435	480,670	497,511	514,982	533,108	551,916	571,434	591,690	612,714	634,537
02-APPROPRIATION-CITY OF ALEXANDRIA	305,667	316,328	327,386	338,856	350,755	363,101	375,911	389,205	403,001	417,321	432,185
03-APPROPRIATION-CITY OF FAIRFAX	46,025	47,630	49,295	51,022	52,814	54,673	56,602	58,603	60,681	62,837	65,075
04-APPROPRIATION-CITY OF FALLS CHURCH	27,854	28,825	29,833	30,878	31,963	33,088	34,255	35,466	36,724	38,028	39,383
05-APPROPRIATION-FAIRFAX COUNTY	2,193,507	2,270,011	2,349,362	2,431,674	2,517,066	2,605,662	2,697,590	2,792,985	2,891,989	2,994,748	3,101,414
06-APPROPRIATION-LOUDOUN COUNTY	760,333	786,852	814,357	842,889	872,488	903,198	935,063	968,130	1,002,447	1,038,066	1,075,040
07-SKEET TRAP & ARCHERY USER FEES	802,000	808,701	815,458	822,271	829,141	836,069	843,054	850,098	857,201	864,363	871,585
08-SPECIAL EVENTS USER FEES	2,266,000	2,522,058	2,807,051	2,975,474	3,109,370	3,249,292	3,395,510	3,548,308	3,707,981	3,874,841	4,049,208
09-GOLF USER FEES	3,199,000	3,185,539	3,172,136	3,158,788	3,145,497	3,132,261	3,119,082	3,105,957	3,092,888	3,079,874	3,066,915
10-AQUATICS USER FEES	3,079,400	3,137,299	3,196,287	3,256,384	3,317,611	3,379,989	3,443,540	3,508,286	3,574,249	3,641,453	3,709,920
11-FACILITY RENTAL USER FEES	2,371,900	2,727,685	3,136,838	3,450,522	3,650,652	3,862,390	4,086,408	4,249,864	4,419,859	4,596,653	4,780,520
12-CAMPING/COTTAGE USER FEES	1,704,600	1,791,535	1,882,903	1,978,931	2,079,856	2,185,929	2,273,366	2,341,567	2,411,814	2,484,169	2,558,694
13-MARINE ACTIVITIES USER FEES	1,215,445	1,244,823	1,274,910	1,305,725	1,337,284	1,369,607	1,402,710	1,436,614	1,471,337	1,506,900	1,543,322
14-OTHER PARK USER FEES	1,687,122	1,816,463	1,955,719	2,105,651	2,267,078	2,440,880	2,628,007	2,829,479	3,046,397	3,279,944	3,531,396
15-RETAIL OPERATIONS	5,774,125	6,640,244	7,304,268	7,742,524	8,052,225	8,374,314	8,709,287	9,057,658	9,419,965	9,796,763	10,188,634
16-OTHER-REVENUE	1,041,405	1,082,020	1,124,219	1,168,063	1,213,618	1,260,949	1,310,126	1,361,221	1,414,308	1,469,466	1,526,775
17-EASEMENTS AND LICENSES	835,829	864,981	895,217	926,582	959,120	992,879	1,027,908	1,064,258	1,101,983	1,141,139	1,181,784
18-TRANSFERS-IN-CAPITAL FUND	693,361	717,629	742,746	768,742	795,648	823,495	852,318	882,149	913,024	944,980	978,054
19-TRANSFERS-IN-CARLYLE HS FUND	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585	3,657
25-TRANSFERS-IN-ENTERPRISE FUND	829,487	858,417	888,425	919,551	951,843	985,346	1,020,109	1,056,183	1,093,622	1,132,481	1,172,817
27-TRANSFERS-IN-RESTRICTED FUND	686,296	700,022	725,016	751,762	780,386	811,074	843,937	879,077	916,599	956,621	999,356
02-EXPENDITURES	29,946,139	31,325,383	32,616,028	33,843,656	35,076,352	36,355,248	37,682,124	39,058,835	40,487,305	41,969,538	43,507,616
01-SALARIES AND WAGES	13,237,341	13,728,283	14,237,432	14,765,465	15,313,081	15,881,007	16,469,996	17,080,829	17,714,316	18,371,298	19,052,646
02-FICA	1,003,168	1,040,646	1,079,523	1,119,853	1,161,689	1,205,088	1,250,109	1,296,812	1,345,259	1,395,516	1,447,651
03-HOSPITALIZATION	1,293,380	1,358,982	1,427,911	1,500,336	1,576,435	1,656,394	1,740,409	1,828,685	1,921,438	2,018,896	2,121,297
04-RETIREMENT	1,562,784	1,617,290	1,673,824	1,732,468	1,793,306	1,856,427	1,921,922	1,989,887	2,060,423	2,133,635	2,209,630
05-LIFE INSURANCE	106,662	110,581	114,645	118,857	123,225	127,752	132,447	137,313	142,359	147,589	153,013
06-UNEMPLOYMENT TAX	28,042	28,602	29,174	29,758	30,353	30,960	31,579	32,211	32,855	33,512	34,182
07-OTHER-EXPENSES	2,046,695	2,118,079	2,192,119	2,268,922	2,348,598	2,431,264	2,517,039	2,606,050	2,698,428	2,794,309	2,893,836
08-FACILITY OPERATING COSTS	3,817,905	4,066,069	4,249,042	4,397,758	4,551,680	4,710,989	4,875,873	5,046,529	5,223,157	5,405,968	5,595,177
09-MAINTENANCE COSTS	2,899,988	3,001,132	3,106,041	3,214,864	3,327,759	3,444,889	3,566,425	3,692,545	3,823,436	3,959,291	4,100,313
10-INSURANCE	367,190	381,124	395,588	410,600	426,181	442,354	459,141	476,565	494,650	513,421	532,905
11-NON-OPERATING EXPENSES	-	-	-	-	-	-	-	-	-	-	-
12-UTILITIES	1,133,172	1,165,145	1,198,020	1,231,823	1,266,580	1,302,317	1,339,063	1,376,845	1,415,693	1,455,638	1,496,710
14-RETAIL OPERATIONS	1,620,325	1,863,374	2,049,711	2,172,694	2,259,602	2,349,986	2,443,985	2,541,744	2,643,414	2,749,151	2,859,117
15-TRANSFERS-OUT-GENERAL FUND	829,487	846,077	862,998	880,258	897,863	915,821	934,137	952,820	971,876	991,314	1,011,140
NET INCOME FORECAST	25,000	689,173	1,159,188	1,325,329	1,330,293	1,395,767	1,452,719	1,428,155	1,410,970	1,402,058	1,402,396

NET INCOME SCENARIOS



	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
--- HIGH	925	1,663	2,196	2,407	2,449	2,556	2,656	2,671	2,696	2,731	2,778
— BASE	25	689	1,159	1,325	1,330	1,396	1,453	1,428	1,411	1,402	1,402
- - - LOW	(1,173)	(578)	(169)	(55)	(99)	(86)	(84)	(163)	(237)	(305)	(366)

HIGH: 105% REV BASE, 102% EXP BASE LOW: 98% REV BASE, 102% EXP BASE



Long Term Debt Policy

NOVA Parks has only recently begun using Long Term Debt as a method of financing. In March 2018, the following Debt Policy was adopted:

NOVA Parks is an independent government agency organized under the Park Authorities Act of Virginia. In the acquisition and construction of parks and park features debt may be incurred. Such debt will only be for long term capital assets, and will be done in consideration of the following guidelines:

- *Long-term borrowing will not be used to finance current operations or normal maintenance*
- *Debt will not be incurred for periods longer than the expected useful life of the asset*
- *An adequate revenue stream will be identified to pay off the debt*
- *Cost of issuance, debt service, capitalized interest, and project management may be included in capital project costs, and thus eligible for financing*
- *Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General and Enterprise Fund revenues, measured annually.*

NOVA Parks Debt Restrictions and Guidelines

NOVA Parks is not subject to any specific debt limits from outside sources. A Debt Policy adopted by NOVA Parks in March of 2018 (see above), includes the following guidance:

Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General & Enterprise Fund revenues, measured annually.

Calculation of Debt Policy Margin:

General & Enterprise Budgeted Revenues FY 2020	\$30,052,782
Policy Annual Debt Limit-10% of Budgeted Revenues	3,005,278
Springdale Property	\$225,000
Occoquan-Jean R. Packard Center	816,212
Property acquisition at Pohick Bay	120,806
FY 2019 Principal & Interest	\$1,162,018

For FY 2019, the debt service expense is 3.86% of combined General & Enterprise Fund Revenues, which is within the policy guidelines of 10%.

The following schedules present the state of NOVA Parks indebtedness at the current time, including projected debt service payments on current outstanding bonds and notes.

DEBT SERVICE

Virginia Resources Authority-VPFP 2016C, November 2, 2016

Purpose: Occoquan Regional Park, Development of the Jean R. Packard Occoquan Center

Date	Principal	Interest	Total Debt Service
4/1/2017	-	273,705.21	273,705.21
10/1/2017	220,000.00	298,587.50	518,587.50
4/1/2018	-	296,250.00	296,250.00
10/1/2018	230,000.00	296,250.00	526,250.00
4/1/2019	-	291,006.25	291,006.25
10/1/2019	240,000.00	291,006.25	531,006.25
4/1/2020	-	285,206.25	285,206.25
10/1/2020	250,000.00	285,206.25	535,206.25
4/1/2021	-	279,675.00	279,675.00
10/1/2021	265,000.00	279,675.00	544,675.00
4/1/2022	-	272,884.38	272,884.38
10/1/2022	280,000.00	272,884.38	552,884.38
4/1/2023	-	265,709.38	265,709.38
10/1/2023	290,000.00	265,709.38	555,709.38
4/1/2024	-	258,278.13	258,278.13
10/1/2024	310,000.00	258,278.13	568,278.13
4/1/2025	-	250,334.38	250,334.38
10/1/2025	325,000.00	250,334.38	575,334.38
4/1/2026	-	242,006.25	242,006.25
10/1/2026	340,000.00	242,006.25	582,006.25
4/1/2027	-	233,293.75	233,293.75
10/1/2027	360,000.00	233,293.75	593,293.75
4/1/2028	-	224,068.75	224,068.75
10/1/2028	380,000.00	224,068.75	604,068.75
4/1/2029	-	214,331.25	214,331.25
10/1/2029	400,000.00	214,331.25	614,331.25
4/1/2030	-	204,081.25	204,081.25
10/1/2030	420,000.00	204,081.25	624,081.25
4/1/2031	-	193,318.75	193,318.75
10/1/2031	440,000.00	193,318.75	633,318.75
4/1/2032	-	182,043.75	182,043.75
10/1/2032	460,000.00	182,043.75	642,043.75
4/1/2033	-	172,556.25	172,556.25
10/1/2033	480,000.00	172,556.25	652,556.25
4/1/2034	-	162,656.25	162,656.25
10/1/2034	500,000.00	162,656.25	662,656.25
4/1/2035	-	152,343.75	152,343.75
10/1/2035	520,000.00	152,343.75	672,343.75
4/1/2036	-	141,618.75	141,618.75
10/1/2036	545,000.00	141,618.75	686,618.75
4/1/2037	-	130,378.13	130,378.13
10/1/2037	565,000.00	130,378.13	695,378.13
4/1/2038	-	119,343.75	119,343.75
10/1/2038	590,000.00	119,343.75	709,343.75
4/1/2039	-	109,387.50	109,387.50
10/1/2039	610,000.00	109,387.50	719,387.50
4/1/2040	-	97,500.00	97,500.00
10/1/2040	635,000.00	97,500.00	732,500.00
4/1/2041	-	85,134.38	85,134.38
10/1/2041	660,000.00	85,134.38	745,134.38
4/1/2042	-	72,271.88	72,271.88
10/1/2042	685,000.00	72,271.88	757,271.88
4/1/2043	-	58,912.50	58,912.50
10/1/2043	710,000.00	58,912.50	768,912.50
4/1/2044	-	45,056.25	45,056.25
10/1/2044	740,000.00	45,056.25	785,056.25
4/1/2045	-	30,618.75	30,618.75
10/1/2045	770,000.00	30,618.75	800,618.75
4/1/2046	-	15,600.00	15,600.00
10/1/2046	800,000.00	15,600.00	815,600.00
	14,020,000.00	10,744,024.03	24,764,024.03

DEBT SERVICE
 Virginia Resources Authority- 2018 C-515642-01-Virginia Water Facilities Revolving Fund
 Purpose: Property Acquisition at Pohick Bay
 (Addl. project funding: grants and other sources)

Date	Principal	Interest	Total Debt Service
10/1/2018	\$53,565.89	\$6,975.52	\$60,541.41
4/1/2019	53,782.45	6,758.96	\$60,541.41
10/1/2019	54,118.59	6,422.82	\$60,541.41
4/1/2020	54,456.83	6,084.58	\$60,541.41
10/1/2020	54,797.18	5,744.23	\$60,541.41
4/1/2021	55,139.67	5,401.74	\$60,541.41
10/1/2021	55,484.29	5,057.12	\$60,541.41
4/1/2022	55,831.07	4,710.34	\$60,541.41
10/1/2022	56,180.01	4,361.40	\$60,541.41
4/1/2023	56,531.13	4,010.28	\$60,541.41
10/1/2023	56,884.45	3,656.96	\$60,541.41
4/1/2024	57,239.98	3,301.43	\$60,541.41
10/1/2024	57,597.73	2,943.68	\$60,541.41
4/1/2025	57,957.72	2,583.69	\$60,541.41
10/1/2025	58,319.95	2,221.46	\$60,541.41
4/1/2026	58,684.45	1,856.96	\$60,541.41
10/1/2026	59,051.23	1,490.18	\$60,541.41
4/1/2027	59,420.30	1,121.11	\$60,541.41
10/1/2027	59,791.68	749.73	\$60,541.41
4/1/2028	60,165.38	376.03	\$60,541.41
	<u>\$1,135,000.00</u>	<u>\$75,828.22</u>	<u>\$1,210,828.22</u>

DEBT SERVICE
 Note Payable- Purpose: Property Acquisition-Springdale
 December 2015-December 2024, interest free

Date	Principal	Interest	Total Debt Service
12/17/2018	\$225,000.00	\$	\$225,000.00
12/17/2019	\$225,000.00	\$	\$225,000.00
12/17/2020	\$250,000.00	\$	\$250,000.00
12/17/2021	\$250,000.00	\$	\$250,000.00
12/17/2022	\$250,000.00	\$	\$250,000.00
12/17/2023	\$250,000.00	\$	\$250,000.00
12/17/2024	\$250,000.00	\$	\$250,000.00
	<u>1,700,000.00</u>	<u>\$</u>	<u>\$1,700,000.00</u>

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Headquarters					
Full -Time	21.15	22.15	21.15	21.15	21.15
Part -Time	2.69	2.69	2.89	3.93	4.71
Central Maintenance					
Full -Time	13	13	13	13	13
Part -Time	0	0	0	0	0
Aldie Mill Historic Park					
Full -Time	1	1	1	1	1
Part -Time	.46	.60	.55	.75	.86
Algonkian Regional Park					
Full -Time	6	6	6	6	6
Part -Time	3.12	3.47	3.73	3.75	3.88
Algonkian Golf Course					
Full -Time	7	7	7	7.5	7.5
Part -Time	5.78	5.78	5.78	5.78	5.78
Volcano Island Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.92	7.92	8.07	8.07	8.16
The Woodlands Meeting & Event Center					
Full -Time	.50	.50	.50	.83	1.33
Part -Time	2.35	2.28	2.80	2.21	2.72
Algonkian Cottages					
Full -Time	.50	.50	.50	.50	.50
Part -Time	2.98	2.98	2.98	2.98	2.98
Beaverdam Property					
Full -Time	0	0	0	0	0
Part -Time	1.03	1.03	1.03	1.03	1.03
Brambleton Golf Course					
Full -Time	8	8	8	8.5	8.5
Part -Time	7.27	7.27	7.27	7.27	7.27
Bull Run Regional Park					
Full -Time	7	7	7	8	8
Part -Time	6.29	7.33	6.48	6.24	6.34
Bull Run Marina					
Full -Time	.20	.20	.20	.20	.20
Part -Time	0	0	0	0	0
Atlantis Waterpark					
Full -Time	0	0	0	0	0
Part -Time	8.75	9.01	9.07	8.96	9.37
Bull Run Special Events Center					
Full -Time	.50	.50	.50	.50	.50
Part -Time	.70	.75	.94	.94	.94
Bull Run Light Show					
Full -Time	.50	.50	1.50	1.50	1.50
Part -Time	3.21	3.24	3.24	3.21	3.21

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Bull Run Shooting Center					
Full -Time	2	2	2	2	2
Part -Time	9.11	9.35	9.60	9.76	9.80
Cameron Run Regional Park					
Full -Time	3	3	3	3	3
Part -Time	4.85	4.85	4.85	4.92	4.92
Ice & Lights – The Winter Village at Cameron Run					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	0	2.90
Great Waves Waterpark					
Full -Time	1	1	1	1	1
Part -Time	20.40	20.60	21.05	21.40	21.88
Carlyle House Historic Park					
Full -Time	2	2	2	2	2
Part -Time	2.77	2.41	2.45	2.45	2.45
Fountainhead Regional Park					
Full -Time	.90	.90	.90	.90	1.40
Part -Time	3.63	3.56	3.72	3.72	3.37
Meadowlark Botanical Gardens					
Full -Time	7.5	7.5	7.5	7.5	8.0
Part -Time	6.78	6.97	7.61	7.81	7.23
Meadowlark Light Show					
Full -Time	0	0	0	.0	0.5
Part -Time	2.34	2.38	2.34	3.07	2.92
Meadowlark Atrium					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	8.42	8.82	8.25	7.77	5.51
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0	0	0	0	0
Part -Time	.05	.03	0	0	0
Occoquan Regional Park					
Full -Time	1	1	3	2	2
Part -Time	5.71	5.04	4.86	3.44	4.89
The River View at Occoquan					
Full -Time	0	0	0	3.25	4.25
Part -Time	0	0	0	1.84	2.59
Brickmakers Café at Occoquan					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	1.04	3.17
Brickmaker's Catering at Occoquan					
Full -Time	1	1	1	1.09	1.09
Part -Time	2.28	2.28	2.28	2.64	2.62
Pohick Bay Regional Park					
Full -Time	6	6	6	7	7
Part -Time	6.04	6.04	6.68	6.44	6.44

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 BUDGET (FTE)
Pohick Bay Golf Course					
Full -Time	6	5	5	5	5
Part -Time	7.62	7.75	7.49	7.46	7.46
Pohick Bay Marina					
Full -Time	0	0	0	0	0
Part -Time	1.25	1.25	1.43	1.96	1.86
Pirate's Cove Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.73	8.20	8.44	8.33	8.46
Potomac Overlook Regional Park					
Full -Time	3	3	3	3	3
Part -Time	1.85	2.36	1.71	1.75	1.76
Rust Sanctuary					
Full -Time	1	1	2	2.33	2.83
Part -Time	3.42	4.78	5.64	5.97	5.56
Sandy Run Regional Park					
Full -Time	.90	.90	.90	.90	1.40
Part -Time	1.23	1.23	.96	1.42	1.01
Temple Hall Farm *					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
Temple Hall Corn Maize*					
Full -Time	0	0	0	0	0
Part -Time	2.92	2.92	2.92	2.92	2.69
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	.35	.35	.47	.47	.47
Upton Hill Regional Park					
Full -Time	3	3	3	3	3
Part -Time	3.23	3.37	3.46	3.46	3.46
Ocean Dunes Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.24	7.24	7.24	7.24	7.37
W&OD Railroad Regional Park					
Full -Time	4	4	4	4	4
Part -Time	2.94	2.94	2.94	2.94	2.94
White's Ford Regional Park					
Full -Time	.50	.50	.50	.50	.50
Part -Time	0	0	0	0	0
Enterprise Fund Administration					
Full -Time	6.85	6.85	6.85	6.85	6.85
Part -Time	.23	.23	.23	.23	.23
Total Full -Time Staffing	123.00	123.00	126.00	132.00	136.00
Total, Part-Time Staffing	165.49	170.49	172.64	176.77	181.91

• Temple Hall -As of FY 17 Temple Hall Farm and Temple Hall Maize are captured in the Enterprise Fund

Account – A separate financial reporting unit for budgeting, management or accounting purposes to classify and group similar transactions.

Active Network- Web-based recreation management software handling point of sale and reservation transactions.

Active Works Outdoors – Provides Web-based recreation management software to efficiently manage campground reservations.

Actual – Monies that have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

Adopted Budget – The Operating Budget that is passed by the Park Authority Board at the May meeting prior to the start of the July 1 fiscal year.

ADA – Americans with Disabilities Act

Appropriation – An authorization made by a member jurisdiction which permits a specific amount of money be made available for expenditures, for a period of one year.

Balanced Budget – A budget where total anticipated revenues and other sources equals total estimated expenditures/expenses and other uses. Interfund transfers may be used to balance individual fund budgets.

Basis of Accounting – The timing of recognition when the effects of transactions or events should be recognized for financial reporting purposes. Examples are an accrual basis (when the transactions or events take place) or cash basis (when cash is received or paid).

Beginning Balance – Unexpended funds from the previous fiscal year that may be used to make expenditures during the next fiscal year.

Bond – An agreement under which a sum is borrowed from an investor or bank at a stipulated rate of interest and repaid after an agreed period of time.

Budget – A financial plan for a specific fiscal year that contains both the estimated revenues to be received during the year and the proposed expenditures to be incurred to achieve stated objectives.

Budget Amendment – The mechanism used to revise the working budget to reflect changes that occur throughout the fiscal year. Once the working budget is complete it can only be changed by a budget amendment.

Budget Calendar – The schedule of key dates which the Park Authority follows in the preparation and adoption of the budget.

Budget Message – A written summary of the proposed budget from the Executive Director. The message provides a summary of the most important aspects of the budget, and changes from previous years.

Capital Budget – Funds made available for the acquisition or construction of capital assets. The expenditure may be for new construction, addition, replacement, or renovations to land, infrastructure, buildings and park equipment.

Capital Improvement Program (CIP) – A five year plan, usually adopted in September, created to help guide future park planning and development. The CIP outlines how the Park Authority intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets. The current CIP is for FY 2018 Revised-FY 2022.

Community Foundation for Northern Virginia –The Community Foundation for Northern Virginia has served as a premier, trusted charitable partner of Northern Virginians since 1978. NOVA Parks has established funds with the Community Foundation to procure, develop, maintain and improve regional parks and to support conservation, preservation and education.

GLOSSARY

Comprehensive Annual Financial Report (CAFR) – This official annual report summarizes financial data for the previous fiscal year in a standardized format.

Contingencies – An amount included in any fund to cover unforeseen events that may occur during the fiscal year.

Cost-Center – A Northern Virginia Regional Park facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Park.

Designated Set-Aside – A reserve made up from the available balance materializing at the end of the fiscal year which are not required for expenditures and are set aside for future funding requirements.

Debt Service – Cash that is required to cover the repayment of interest and principal on a debt for a particular period.

Easements and Licenses – An easement is interest in land that lasts for a specific purpose with property ownership. A license is permission to use land that can be revoked at any time.

Ellis and Associates – Ellis and Associates provides training and courses in aquatic safety, procedures, and techniques.

Endowment Fund – A fund used to account for a specific activity or property, in the case of Temple Hall Farm it is used to account for the operation of the property. The use of the fund is restricted to maintenance, operation, management and improvement of the farm. Investment income may be expended from the fund assets. Principal shall not be depleted, except to finance items of an emergency nature.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a business activity. The fee schedules for these services are established to ensure that overall revenues are adequate to meet overall expenditures.

Expenditure – Actual outlay of monies for goods and services within the General Fund and Capital Fund which are considered governmental activity funds.

Expenses – Charges incurred in the Enterprise Fund for salaries and benefits, operations, maintenance, or other charges necessary for an activity to function. Results in a decrease to net income.

Fiscal Year – The Park Authority Fiscal Year is the 12 month period starting July 1 and ending the following June 30.

Full Time Equivalent (FTE) is defined as follows: It is the measure of authorized personnel where part-time positions are converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time person working 20 hours per week for 52 weeks would be equivalent to an FTE of 0.5.

Full-Time Position – A position regularly scheduled to work 40 hours per week, or 2,080 hours per year.

Fund – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance – The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.

General Fund – the Park Authority fund that receives the operating appropriations from the supporting jurisdictions and funds the Headquarters and Central Maintenance staff and functions. It is also the fund where revenues and expenditures that are not related to a specific Park Authority facility reside.

GFOA – Government Finance Officers Association is a professional association of state, provincial and local finance officers in the United States and Canada.

Grant – A sum of money given by an organization for a particular purpose

Great Blue Heron Catering – NOVA Parks Catering Service

Jurisdiction – The local government entity that is a part of the Northern Virginia Regional Park Authority. The six supporting member jurisdictions include the City of Alexandria, Arlington County, the City of Fairfax, Fairfax County, the City of Falls Church and Loudoun County.

LEED Certification – Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It was developed by the U.S. Green Building Council (USGBC) in 2000 and is intended to provide building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

Market Rate Adjustment – The percentage rate applied to staff salaries to compensate for increases in the cost of living. The rate is developed using consumer price index information for the region.

Measurable Results – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

Mission Statement – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

NRPA – National Recreation and Park Association whose mission is “To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.” The NRPA also provides continuing education programs, accreditation / certification and advocacy.

LGIP – Local Government Investment Pool is an investment by local governments in which their money is pooled as a method for managing local funds.

Line Item – A unit of information in a document shown on a separate line of its own. Line items often refer to a budget element that is separately identified.

Objective – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget – A budget for general revenues and expenses necessary for an entity to function.

Operating Transfers – The movement of monies from one fund to another to cover costs related to certain program operations.

Organization Chart – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

Park Authority – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

Part-Time Position – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months,

Per Capita – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

Per Capita Rates – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

Performance Measurement – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

Position – A budgeted authorization for employment, which can be either full-time or part-time, but may not exceed 1 FTE.

PPEA – The Virginia Public-Private Education Facilities and Infrastructure Act of 2002.

GLOSSARY

Restricted License Fee Fund – Revenue and expenses related to fiber optic license fees along the W&OD Trail, interest earned on the investments and income derived from various Friends groups. Expenses also include W&OD major maintenance and related professional services

Reserves – An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for spending.

Revenue – Funds that are received as income.

Seasonal Employee – A part-time employee whose work hours are scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

Self-Insurance Fund – Includes revenue from interest earned on fund investments and insurance premium transfer from the General Fund. Expenses include insurance claim investigations, claims, professional services and safety programs

Strategic Plan – The document that outlines long-term goals, critical issues, and action plans for the purpose of increasing the Park Authority's effectiveness in attaining its mission, priorities, goals and objectives. A strategic plan aids in ensuring appropriate allocation of limited resources.

Transfers – See Operating Transfers

User Fees – Charges for specific services provided to the public paid by the party who benefits from the service. Examples include waterpark admissions, golf course rounds, and picnic shelter rental.

VDOT – Virginia Department of Transportation

Virginia Standards of Learning (SOL) – The Standards of Learning for Virginia Public Schools describe the commonwealth's expectations for student learning and achievement in grades K-12 in English, mathematics, science, history/social science, technology, the fine arts, foreign language, health and physical education, and driver education.

Waterpark Pass - Annual pass good at any NOVA Parks Waterpark, valid for one year from date of purchase.

Waterpark – A NOVA Parks water facility with interactive features combining zero depth areas and deep water areas, that is designed for all ages and carries a theme.