



NOVA

PARKS



FY 2019 - ADOPTED BUDGET
JULY 1, 2018 - JUNE 30, 2019



NOVA
P A R K S

Northern Virginia Regional Park Authority

NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

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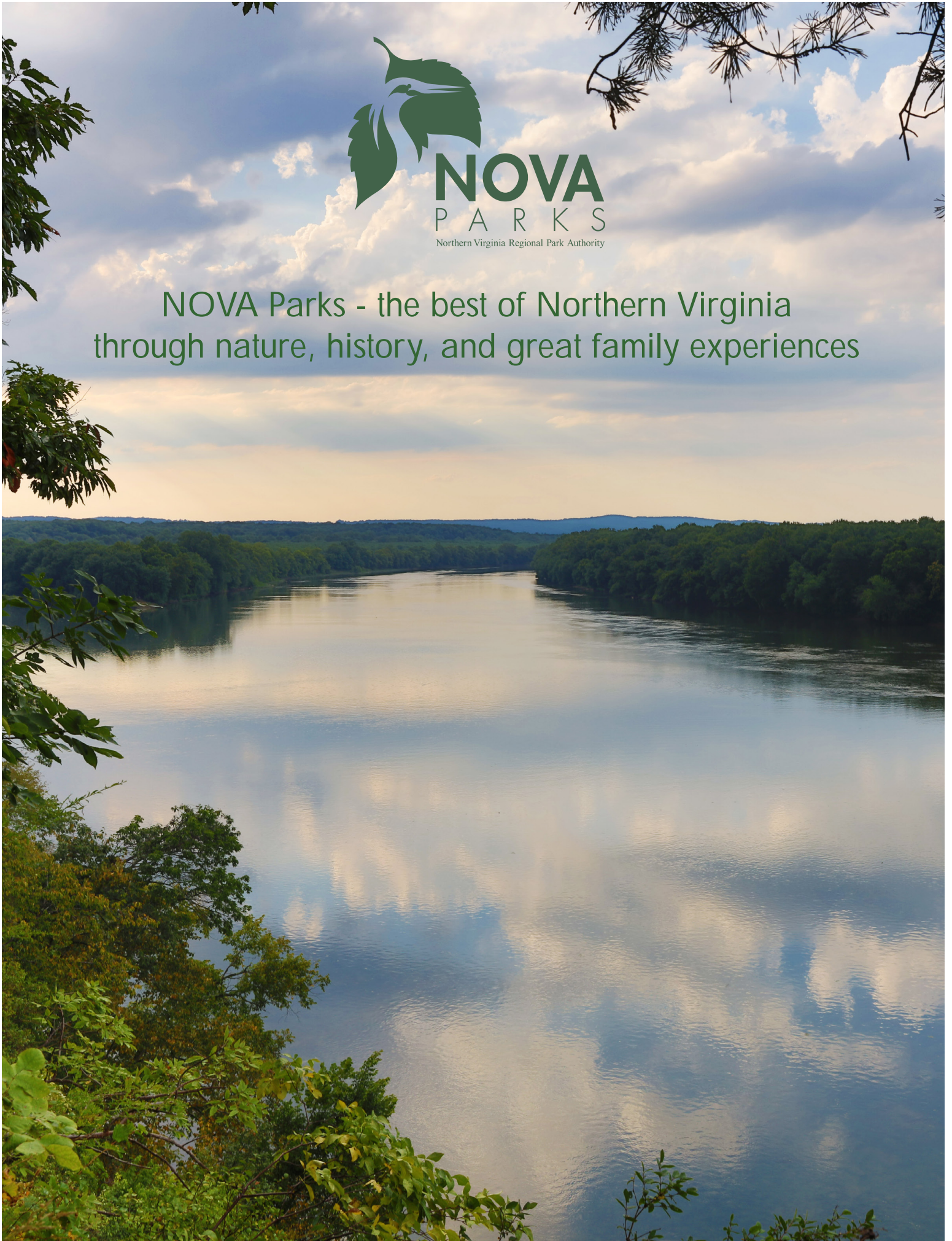
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Cate Magennis Wyatt, Loudoun County, NOVA Parks Vice Chairman
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Executive Director



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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Northern Virginia Regional Park Authority
Virginia**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

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, 2017. 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 2019 ADOPTED BUDGET

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NOVA P A R K S

Northern Virginia Regional Park Authority

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Budget Message

For Fiscal Year 2019 (July 1, 2018 – June 30, 2019)

NOVA Parks (Northern Virginia Regional Park Authority) is a highly unique agency. As the only regional park authority in the state, it has 3 Counties and 3 Cities as member jurisdictions. It also has a very distinctive business model. As a public sector government agency, only 13.1% of operating revenue comes from tax dollars; the rest is being generated from enterprise operations.

The total operating budget for FY 2019 is \$28,074,896, which is a 5.6% increase. Our six member jurisdictions: Arlington, Fairfax and Loudoun Counties, and Alexandria, Fairfax and Falls Church Cities each contribute \$1.89 per capita for operating support. This rate has been in place since 2014. With the population region-wide very stable, this resulted in a modest .5% increase in tax payer support for the year.

While significant improvements are planned for Upton Hill in Arlington, and new facilities are being planned and permitted for Beaverdam in Loudoun County, the big news for FY 2019 is the re-built Occoquan Regional Park in Fairfax County. This \$15 million renovation will open in the spring of 2018, just before FY 2019 begins. The rebuilt park will feature a number of exciting new attractions including: the Jean R. Packard Center with major event space (The River View), Brickmakers Café, an interpretive space called the “1608 Room” with information about Captain John Smith’s journey to the site, a rebuilt waterfront plaza, 5K loop trail, and a new large group shelter. This major renovation was funded with Revenue Bonds, which work much like a business loan.

In 2019, the original elements of the NOVA Parks system will be 60 years old. To maintain the quality of the regional parks for the public, a key priority in FY 2019 will be maintenance, which is seeing a 15% increase in funding this year. NOVA Parks retained a healthy maintenance program during the Great Recession, but with a focus on customer service we want to lead in high quality park facilities.

On the personnel side, increased expense includes addition of full-time and part-time staffing to support the new facilities at Occoquan. We are also adding positions at Bull Run and Pohick Bay to accommodate significantly expanded operations at both of these sites. With Catering operations and Rust Sanctuary, we converted a shared part-time position to full-time status to help accommodate expanded operations in those areas. The overall inflation adjustment for salaries based on Labor Department statistics was a modest 1.3%.

One of the most noteworthy decreases in expenses has been a reduction in the percentage of payroll that needs to go towards our retirement plan. This reduced expense is the result of forward thinking extra investments that the NOVA Parks Board started making in 2010. Those investments combined with strong market growth will reduce costs today, and in future years.

Offsetting expenses, we project enterprise revenues to increase by 6.4%. Some highlights of this include:

- \$483,658 in increased retail operations
- \$344,599 in expanded meeting and event rentals
- \$250,000 in additional camping and cabin revenue
- \$220,000 in improved light show operation

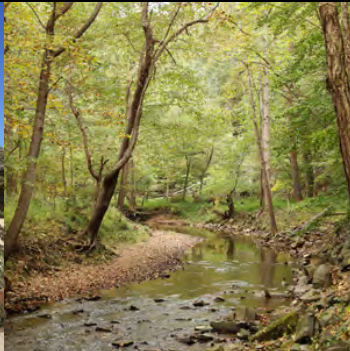
NOVA Parks plays a unique and dynamic role in Northern Virginia. For nearly 60 years, this system has sought to both preserve significant natural areas and historic assets, and offer the public engaging and noteworthy ways to enjoy parks. NOVA Parks seeks to not replicate what local parks do, but to create regional destination sites that help define the best of our region.

The NOVA Parks system has grown its parkland by 20% in the last decade, now totaling over 12,225 acres and 33 parks. New facilities have come on line, and others are being planned. This hallmark system has also distinguished itself by being largely self-funded. We anticipate 2019 will be another exceptional year of innovation and growth to serve and benefit the Northern Virginia region. In the pages that follow, you will see our ambitious Strategic Plan for the next five years, and a detailed plan for the finances of FY 2019.

Sincerely,



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:

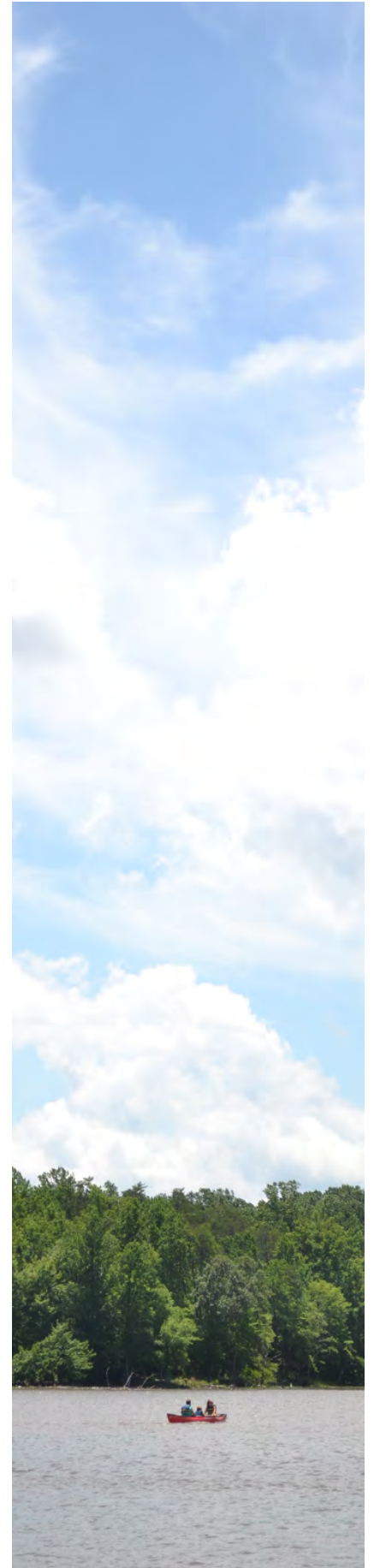
In 2022, NOVA Parks will be known. Our brand and agency will be connected to the wonderful parks and programs that the public values and enjoys so much. Our reputation as a top innovator in the field will be reinforced on many levels. Enterprise and technology innovation will continue to lead, but in 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.

Goal 1 - Develop and Implement Consistent Agency-wide Standards for Maintenance and Operations

Vision: To set the gold standard for park facilities, so the public will know if they are at one of our parks they can expect consistently outstanding facilities.

Objectives:

- Establish standards for various types of facilities and features such as trails, buildings, parking, signage and landscaping
- Meet and exceed standards for accessibility. Look for opportunities to lead in this area
- Maintain all NOVA Parks properties and facilities in a superior and sustainable manner

Goal 2 - Expand Offerings to Meet the Needs of Northern Virginia

Vision: With the increasing population and great diversity of Northern Virginia, NOVA Parks has many of the best public venues in the region, and should be a central player in celebrating this diversity with program offerings and special events.

Objectives:

- Expand program offerings
- Offer a wide variety of events and opportunities, reflecting the diversity of our region
- Identify signature events, to be internally managed, that can promote the brand of NOVA Parks
- Actively engage children with nature within the parks

Goal 3 - Use Technology to engage with the Public in New Ways

Vision: NOVA Parks is a forward-leaning, tech savvy park agency that can be a national leader in using evolving technology to better engage the public in new and exciting ways.

Objectives:

- Use new technology to connect with a larger audience
- Experiment with more mobile-based park interpretation
- Utilize technology to enhance the overall customer experience
- Innovate new ways of civic engagement to help in park planning

Goal 4 - Provide Exceptional Customer Interactions

Vision: Success is measured in the overall experience of the customer. NOVA Parks is a leader in understanding the paramount importance of positive customer interactions.

Objectives:

- Study the customer experience at major parks and programs to evaluate the total experience and areas of focus for improvement
- Make NOVA Parks Customer Service Training a national model in the field
- Plan events and programs with the full customer journey in mind
- Empower staff to engage and delight customers



Goal 5 - Drive Park Innovation

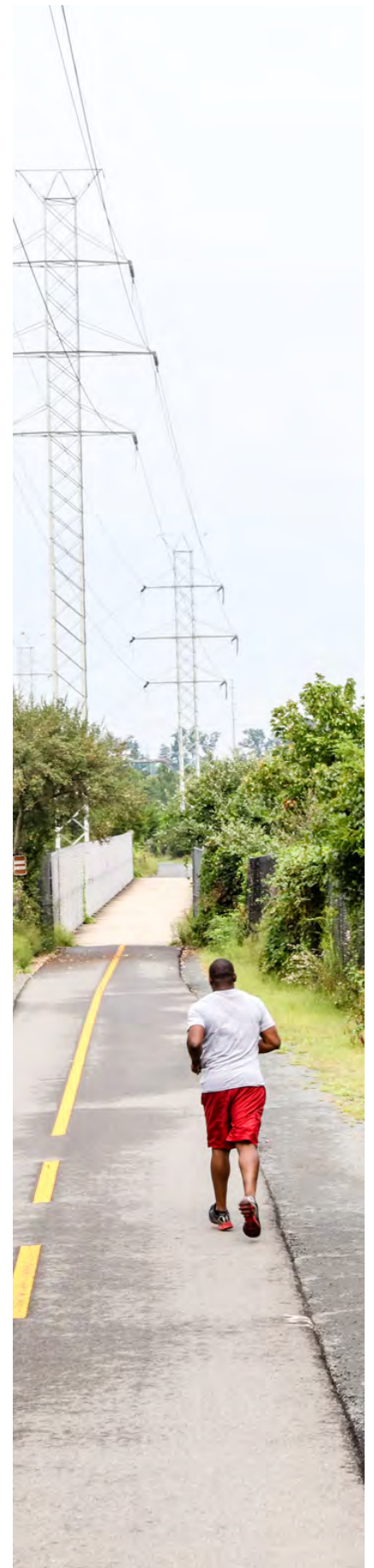
Vision: Innovation is in the organizational DNA of NOVA Parks. In a world with too much 'sameness,' NOVA Parks will offer experiences that surprise and engage our customers with their originality. This creative spark is central to future growth.

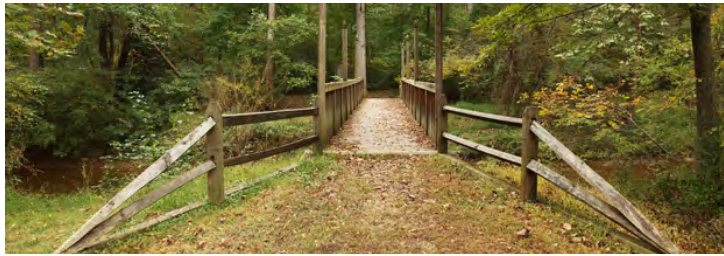
Objectives:

- Foster an organizational culture that is willing to take risks, and is open to new ideas
- Create facilities and programs that surpass public expectations
- Identify and develop the NOVA Parks differential advantage

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.

Goal 1 - Acquire More Parkland

Vision: NOVA Parks exists to protect some of the most important properties of our region as public open space. Success with this central goal will mean that many significant natural and historic resources will be conserved, providing places for the public to recreate and, in many cases, tell major stories of our region and our nation. It is imperative to grow these vital public lands.

Objectives:

- Identify and evaluate lands with regional significance
- Use green infrastructure mapping to help identify opportunities
- Identify and grow partnerships that help with land acquisitions
- Seek new and diverse funding sources to support land purchases
- Seek and encourage land donations

Goal 2 - Develop Sites that Respect and Enhance Natural Resources Conservation

Vision: As the stewards of natural resources, NOVA Parks will demonstrate good management of these resources by using low impact development methods.

Objectives:

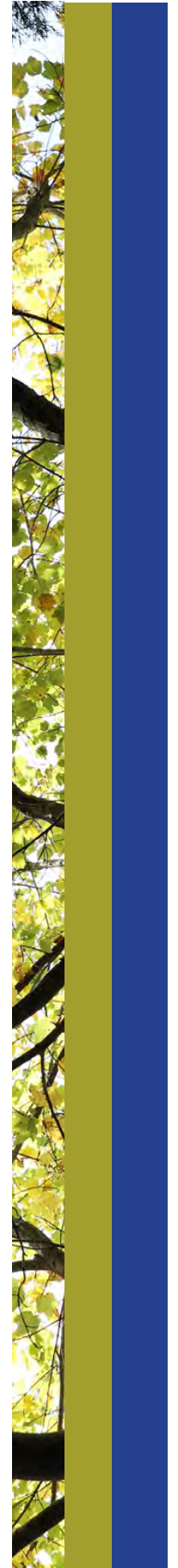
- Park management and development will focus on minimizing impact to natural or historic resources
- All new buildings with a value over \$2 million will be LEED Certified
- Demonstrate low impact development techniques

Goal 3 - Provide Responsible Stewardship for the Conservation and Preservation of Natural Resources

Vision: With some of the most ecologically important lands in our region, NOVA Parks will be a leader in enhancing our environment.

Objectives:

- Expand natural resources expertise
- Expand ecologically diverse forest areas through both land acquisition and native tree plantings
- Enhance vegetation and habitat in riparian areas
- Create/restore native ecosystems
- Identify and protect the various rare and/or endangered species within our lands
- Promote knowledge of the ecological resources in our parks collaborate with internal and external groups to assist with managing these resources



Goal 4 - Provide Enhanced Preservation of Historic Resources

Vision: The centuries of significant history in Northern Virginia collectively tell many of the major stories of America. NOVA Parks is increasingly recognized as a leader in preserving and interpreting this history for future generations.

Objectives:

- Further utilize volunteers to help with the preservation and interpretation of historic resources
- Lead with innovative ways to engage the public in these remarkable stories
- Conduct archaeological research in conjunction with significant development
- Collaborate with internal and external groups to manage resources

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.

Goal 1 - Develop and Implement a Comprehensive Branding Campaign

Vision: Discover What's Next is a multi-faceted branding campaign to build the awareness of NOVA Parks as a forward-leaning progressive park system with a significant impact on the Northern Virginia Region. With this campaign, NOVA Parks will be known for its positive impact on the region.

Objectives:

- Fully develop "Discover What's Next" strategy
- Develop consistent branding standards
- Effectively create a connection between parks through cross branding efforts
- Generate media campaign with both print and on-line news stories, reinforcing the innovative nature of NOVA Parks and its offerings
- Develop and define NOVA Parks' key stories
- Develop new and innovative methods to reach prospective customers

Goal 2 - Be a Leader in Social Media, Website, and Mobile Technology

Vision: Effectively utilizing the 100+ social media channels NOVA Parks uses to communicate with park users to build brand loyalty.

Objectives:

- Integrate social media feeds into NOVAParks.com website
- Better utilize user-generated content and photos to build and reinforce the user base
- Develop branding-consistent stories for blogs and forums
- Expand the use of targeted on-line content to build supporter bases
- Enhance content and features of NOVAparks.com



Goal 3 - Develop Engaging and Educational Park Interpretation

Vision: Engage customers with content that is as fun as it is informative and educational.

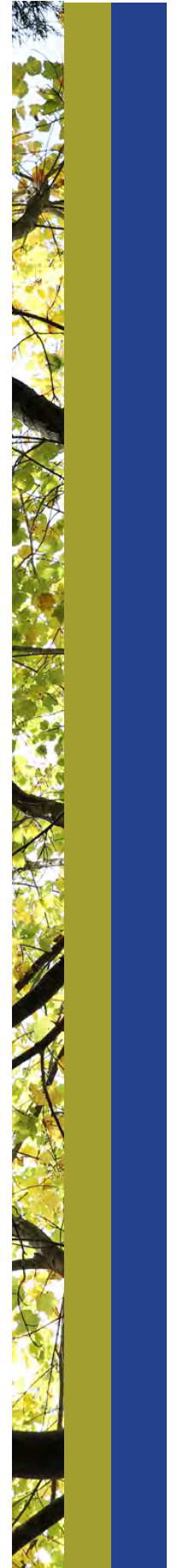
Objectives:

- Create a video series with a NOVA Parks ambassador, featuring parks and stories
- Partner with organizations to expand educational offerings
- Utilize immersion and hands-on educational activities into park interpretation
- Expand engagement of children in the outdoors

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 by 2019
- 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.

Goal 1 - Optimize Management of In-Demand Resources

Vision: Provide the capacity and quality of service that can allow the public to utilize the most popular features of NOVA Parks when and how they wish to do so.

Objectives:

- Optimize programming and facility usage of NOVA Parks' most in-demand resources
- Enhance and increase overall retail sales and opportunities
- Identify and gain operational efficiencies

Goal 2 - Seek New Sources of Capital Funding

Vision: With growing public demand for both parkland and facilities, NOVA Parks will find new and expanding sources of funding to help grow and develop the regional park system. With expanded capital, more parkland can be conserved, and NOVA Parks can grow internal revenue generation to greater organizational strength and stability.

Objectives:

- Seek both public and private funding partners to substantially increase resources
- Look to new Capital grant sources to broaden and diversify funding
- Create stronger relationships with State legislature and agencies

Goal 3 - Expand Revenue Generation from New Facilities and Programs

Vision: Known for its enterprising spirit, NOVA Parks will continue to achieve strong and consistent growth in operating revenues by offering popular and innovative facilities and programs that customers value.

Objectives:

- Develop Occoquan Regional Park into one of the area's most popular parks
- Develop Beaverdam into an iconic place
- Identify and address emerging trends in parks
- Expand on-line sales of NOVA Parks merchandise, programs and activities
- Build on the success of innovative and content-rich programs to expand the NOVA Parks footprint in this market
- Use Public/Private Partnerships to develop new enterprises and enter new markets compatible with our mission
- Invest in current enterprises to expand effectiveness of operations

Goal 4 - Develop and Expand Fundraising

Vision: By 2023, NOVA Parks will have substantially grown its fundraising efforts, resulting in enhanced services, programs and facilities to serve the public.

Objectives:

- Expand partnership with the Community Foundation for Northern Virginia
- Target family foundations and private grant sources
- Expand major sponsorships with the business community
- Grow on-line donations
- Build strong volunteer and supporter bases into sustaining donors

Measurable Results:

- Implement enhanced food service training for waterparks 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.

Goal 1 - Foster a Positive and Professional Workplace

Vision: NOVA Parks is a great place to work, and the staff members have great pride in their jobs and the impact they make on the region.

Objectives:

- Foster a team environment and a sense of community
- Promote an environment where it is okay to try new approaches and ways of doing things
- Build individual ownership of the NOVA Parks brand
- Create greater opportunities for cross-functional and cross-park work
- Create mentoring programs to help new staff connect with the organization
- Design a systematic training and development program

Goal 2 - Promote High Productivity

Vision: With clear goals and needed resources, staff can reach new heights of performance in their careers.

Objectives:

- Provide appropriate tools to share relevant information in real time to promote better decision making
- Refine goal development and evaluation process
- Leverage technology to free up time for higher priority tasks

Goal 3 - Develop and Enhance Human Resource Management Tools

Vision: Creating systems and approaches that assure a continual flow of great talent to grow and develop the Agency. Human resources is made up of the staff, Board, and volunteers that contribute their time and talents to serving the public, and achieving the goals of the agency.

Objectives:

Use technology to better facilitate the hiring process

- Develop a robust onboarding process that educates new staff about the entire system
- Develop a modern and up-to-date Employee Handbook
- Create recruitment methods to promote a workforce that is reflective of the population we serve
- Expand the academic internship program
- Enhance and expand volunteer tracking and engagement
- Define a system that serves to retain top organizational talent
- Seek a workforce representative of the population diversity of our region

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.

Goal 1 - Provide the Leadership and Resources to Achieve the Strategic Goals of the Organization

Vision: Achieving the Strategic Goals and Mission of the organization by funding the priorities of NOVA Parks.

Objectives:

- Use the Strategic Plan as a basis for adopting the annual Operating Budget and long-term Capital Plan
- Conduct and review ten-year financial forecasting
- Create adequate reserves to offset potential risks
- Annually update the five-year Capital Plan
- Review Strategic Plan progress on an annual basis

Goal 2 - Support the Fundraising Goals of NOVA Parks

Vision: With strong Board support, the fundraising activities of NOVA Parks will help address a growing number of financial goals of the organization.

Objectives:

- Board members will be active partners in identifying and seeking the needed funding sources that will help NOVA Parks achieve its goals
- The Board will direct staff to develop a fundraising plan that will help achieve the strategic goals of the organization

Goal 3 - Assure Executive Leadership and Staffing Excellence

Vision: Maintain continuity of vision and executive leadership during this five-year period to attain the goals of the organization and expand the reach of NOVA Parks in the region, assuring that the staff has the skills and tools needed to achieve excellence.

Objectives:

- Assure continuity of executive leadership
- Support the development of the senior management team
- Assure adequate training resources for the organization



Goal 4 - Assure Excellence in Board Governance

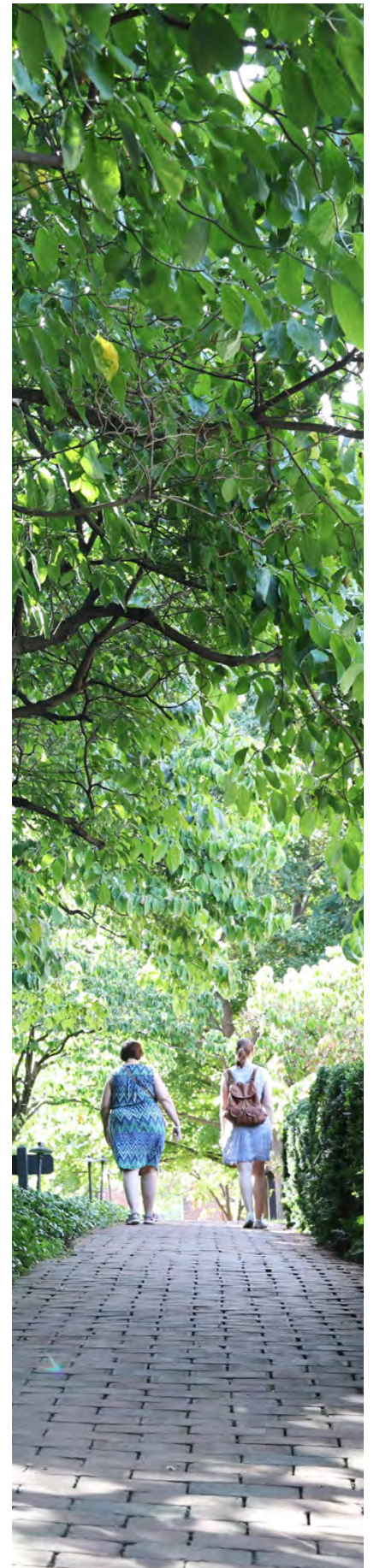
Vision: The NOVA Parks Board will adhere to the best Standards of Governance to assist the organization in achieving its mission.

Objectives:

- Board members will commit to their fiduciary, governance and best practices responsibilities, as defined in the governing Board Handbook
- Annually, the Board will hold a special retreat, in addition to the regular business meetings, to focus on issues of strategic significance
- Annually, the Board members will conduct a self-evaluation of the Board's performance

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 2019 Budget

A new and 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. 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 2019 Operating Budget is \$28,074,896, which is an increase of \$1,500,203 or 5.65% over the FY 2018 Operating Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

<u>FY 2019 ADOPTED OPERATING BUDGET SUMMARY</u>			
	Actual FY 2017	Budget FY 2018	Budget FY 2019
General Fund Revenue	\$5,271,887	\$4,984,994	\$5,108,858
Enterprise Fund Revenue	21,267,224	20,776,030	22,352,930
TOTAL REVENUE INCLUDING INTERFUND TRANSFERS	\$26,539,111	\$25,761,024	\$27,461,788
Transfers for Debt Service	383,360	813,669	613,108
TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE	\$26,922,471	\$26,574,693	\$28,074,896
General Fund Expenditures	\$5,268,509	\$4,984,994	\$5,108,858
Enterprise Fund Expenses	19,478,710	20,751,029	22,113,004
TOTAL EXPENDITURES/EXPENSES	\$24,747,219	\$25,736,023	\$27,221,862
Debt Service	\$383,360	\$813,669	\$828,034
Transfers to Other Funds/Reserves	\$1,791,891	\$25,000	\$25,000
TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE	\$26,922,470	\$26,574,693	\$28,074,896

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 \$5,108,858 in the Adopted FY 2019 Budget. This is an increase of \$123,864 or 2.48% compared to the FY 2018 Budget.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate remains at \$1.89 in FY 2019, and will provide a .5% increase in funding. This rate was reduced to this level during FY 2014, in an effort to assist the member jurisdictions during difficult financial times. In FY 2019, any changes in appropriations are due to population adjustments. The trend over the past decade has been to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 18.4% of total revenue, and in FY 2019, only 13.1% 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 \$747,866 and represents approximately 65% of Central Maintenance total expenses.

- a transfer budgeted from the Capital Fund, totaling \$636,072. 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 2019.

In the past, there has been a transfer from the Self Insurance Fund to the General Fund to cover the cost of our safety and risk management personnel costs. This fund has been phased out as we are now covered through commercial insurance for the areas this fund was established to self-insure. These personnel costs will now be fully funded from the General Fund starting in FY 2019.

EXPENDITURES

General Fund Expenditures are budgeted at \$5,108,858 in FY 2019, which is a \$123,864 or 2.5%% increase compared to FY 2018.

- Salary and benefit expenses increase by 1.6%.
 - Personnel costs are the majority of the General Fund, so the continued reduction in the Retirement Contribution rate is a main factor in keeping personnel costs low. The rate went from 26% in FY 17 to a budgeted rate of 19% in FY 18. For FY 19, the budget includes a 17% contribution rate.
 - 1.3% market rate adjustment
 - The employer share of health insurance is budgeted with an 8% increase estimated for calendar year 2019. This is based on anticipated trends and information from our health insurance providers.
 - The general fund does include additional part time funding for planning and development support as well as some changes to current part time positions.
- Operating costs are budgeted to increase by 15.2%, or \$92,050. The main items contributing to this increase are:
 - An increase of \$30,000 in the Professional Services budget to be more in line with our actual expenses with consultants and attorneys .
 - Systems Support for computers is increased by \$59,500. With new technology being primarily cloud based, more of our technology solutions are operating expenses with annual fees instead of major capital purchases.
 - A contingency of \$50,000 included in the General Fund, which is the same as FY 18.
- Insurance costs are budgeted to decrease by 22% or \$46,396 in the General Fund. This is due to savings through a new contract on insurance services.
- Utilities are budgeted to remain steady with a .2% increase.
- In keeping with the theme to improve and maintain facilities, there is an 8.8%, or \$15,000 increase in maintenance expenses for the General Fund.

ENTERPRISE FUND

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

REVENUES

Enterprise Fund Revenues are budgeted at \$22,966,038 for FY 2019, which is a \$1,376,339 increase, or 6.4% compared to FY 2018.

- User Fee revenue is budgeted to increase by 7.1% or \$996,670 compared to the FY 18 Budget. The main areas for this increase are:
 - camping and cabin rentals, which increase \$250,000, or 24.5%
 - light show revenue, increases by \$220,000 or 16.1%
 - facility, meeting & event center rental increases by \$344,599, or 19.2%. This is due to the opening of The River View at Occoquan, as well as increases budgeted for rentals at Rust Manor House.
- Retail Operations revenue is budgeted to increase by 9.9% or \$483,658. This is due mainly to anticipated increases at event facilities, along with the opening of The River View at Occoquan.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 4.1% increase or \$31,403.
- The Other Revenue category increases by 8.5% or \$65,169 and this increase is due mostly to the reservation fees and other miscellaneous revenue.
- FY 2019 will be the second full year of debt payments for the Jean R. Packard Center at Occoquan and it will be the first year any actual revenue is realized from the facility. In FY 2019, a transfer of \$599,708 is budgeted from the Restricted License Fee Fund, to cover a portion of the \$814,634 debt payment.
- In FY 2019, a transfer of \$13,400 is budgeted from the Capital Fund, to cover the debt service interest payments on the Stribling Property at Pohick Bay.

EXPENSES

Operating expenses and total uses in the Enterprise Fund are budgeted at \$22,966,038 for FY 2019, which is an increase of \$1,376,339.

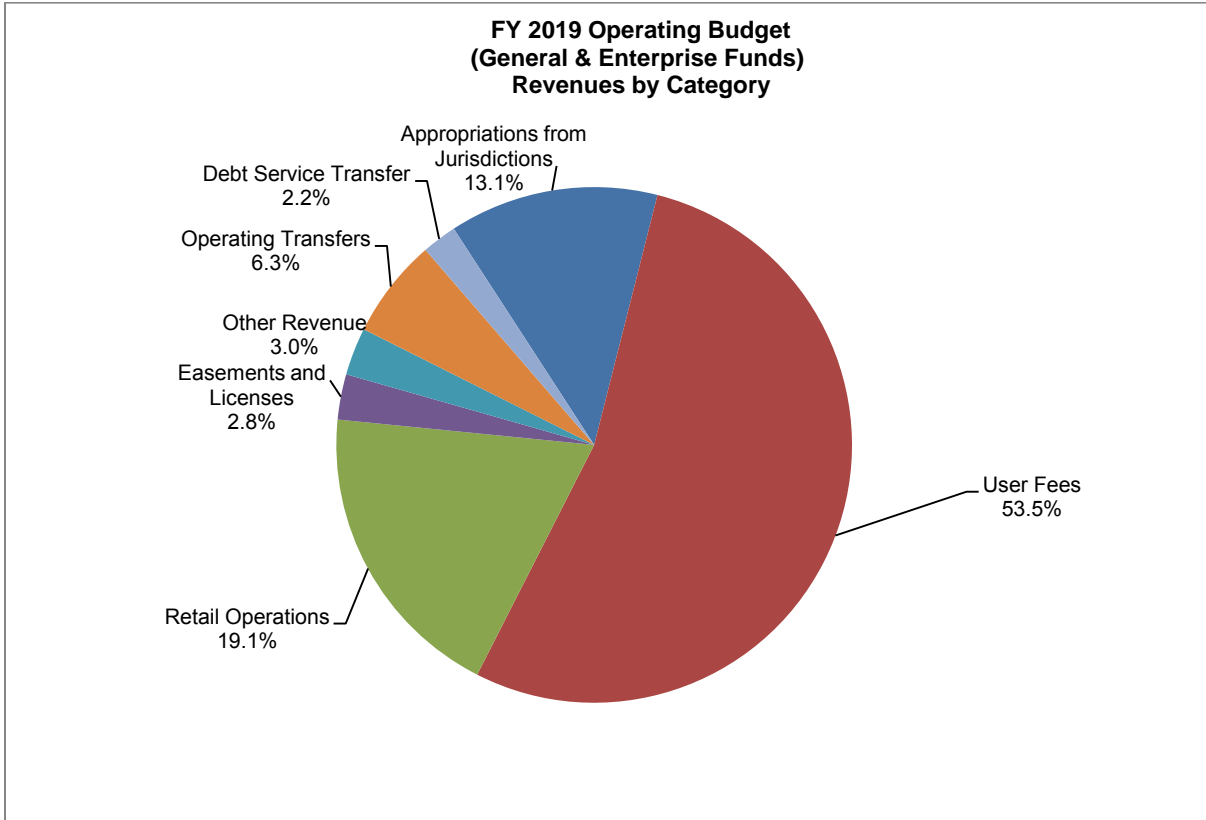
- Salary and benefit expenses increase by 3.3%. This includes:
 - 1.3% market rate adjustment
 - A retirement rate contribution reduction from 19% to 17% of full time salaries
 - The employer share of health insurance is budgeted with an 8% increase estimated for calendar year 2019. This is based on anticipated trends and the most recent estimates from out health insurers.
 - There are three additional full-time positions recommended for FY 19. These positions are supplementing revenue producing facilities that are experiencing major growth.
 - Park Specialist position at Bull Run Regional Park
 - Park Specialist position at Pohick Bay Regional Park
 - Catering Administrative Assistant split between Algonkian Woodlands, Rust Manor House and The River View/Brickmakers Catering at Occoquan. This position is replacing a part time position that was previously shared by event cost centers.
 - This is the first full year of funding for the Facility Manager and Events Coordinator at Occoquan. These positions were partially funded in FY 2018.
 - Expanded part-time hours and reclassifications are budgeted for increased revenue generating activity.
- Operating costs increase by 7.7% compared to the FY 18 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.
 - Swimming Pool Safety Program expenses were previously budgeted in the Self Insurance Fund, which was phased out as of FY 18. These expenses will be included in the Enterprise Fund starting in FY 19.
 - A \$150,000 contingency is included in the Enterprise Fund, which is the same as FY 18.

- There is \$128,000 budgeted for Strategic Plan Initiatives, which is the same as FY 18.
- Maintenance costs are budgeted to increase by 15% or \$311,899 compared to FY 18.
 - Maintaining our facilities is a focus of the FY 19 Budget. Facility and maintenance accounts throughout the parks were increased so funding will be available to do additional one time maintenance projects.
 - The Major Contract Maintenance account was also fortified for FY 19, with an increase to \$225,000, up from \$150,000 in FY 18.
- Insurance is budgeted to increase by 7.8%. This increase is due in part to increased Liquor Liability Insurance costs.
- Retail operations expense is budgeted to increase by 9.9%. This increase in expense is tied to the anticipated additional retail sales revenue.
- Utilities are budgeted to increase 7.7%, based on anticipated rates, usage and the new Occoquan facility.
- As mentioned above, FY 2019 will be the second full year of debt payments for the Jean R. Packard Center at Occoquan and it will be the first year that any actual revenue is realized from the facility. The FY 2019 debt payments totaling \$814,634 will be reflected in the budget as an expense to the Enterprise Fund.
- FY 2019 is the first year that will include debt service interest payments of \$13,400 for the acquisition of new property at Pohick Bay.
- In addition to the expenses listed above, the Enterprise Fund includes a transfer of \$25,000 to Board Authorized Reserves for FY 2019.

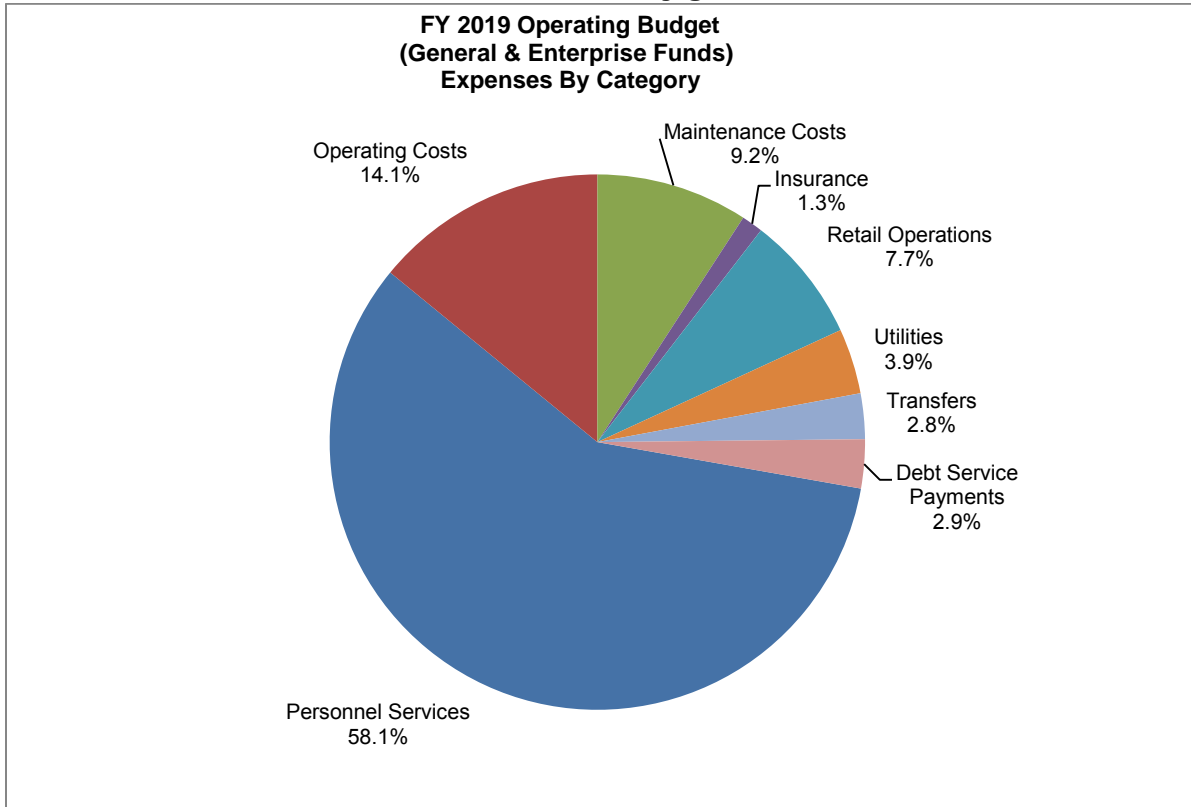
CONTRIBUTION TO RESERVE FUNDS

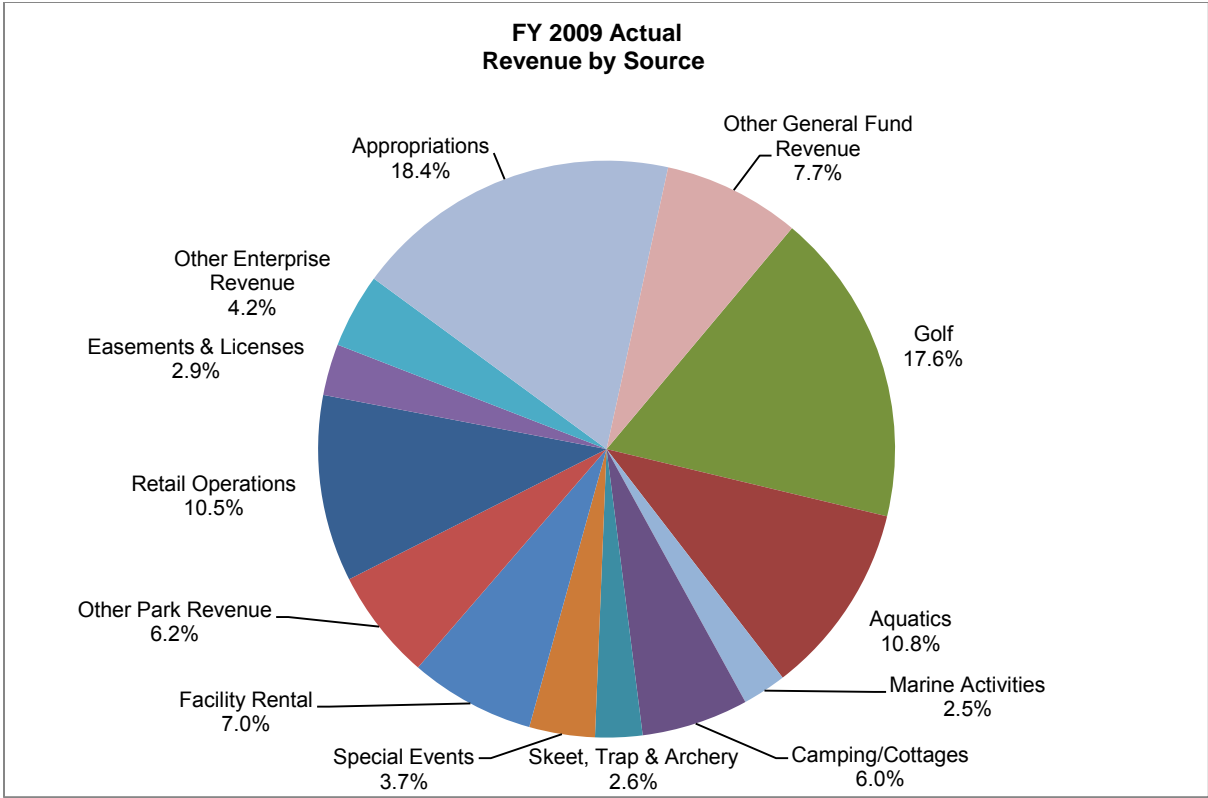
The Adopted Budget does not include transfers to reserves (Designated Set-Aside and Financial Stability Reserves). This is an area to consider for funding with end of year FY 2018 surplus funds. In the past two years 25% of the surplus funds were used to fund the Financial Stability Reserve. The combination of these reserves is currently at 13.4% of total FY 2019 proposed revenue, excluding transfers. Our financial policies state that reserves should be between 8% and 15% of revenues for the upcoming budget year. The FY 19 Adopted Budget also includes a total of \$200,000 in Contingency funding.

Where the money comes from...



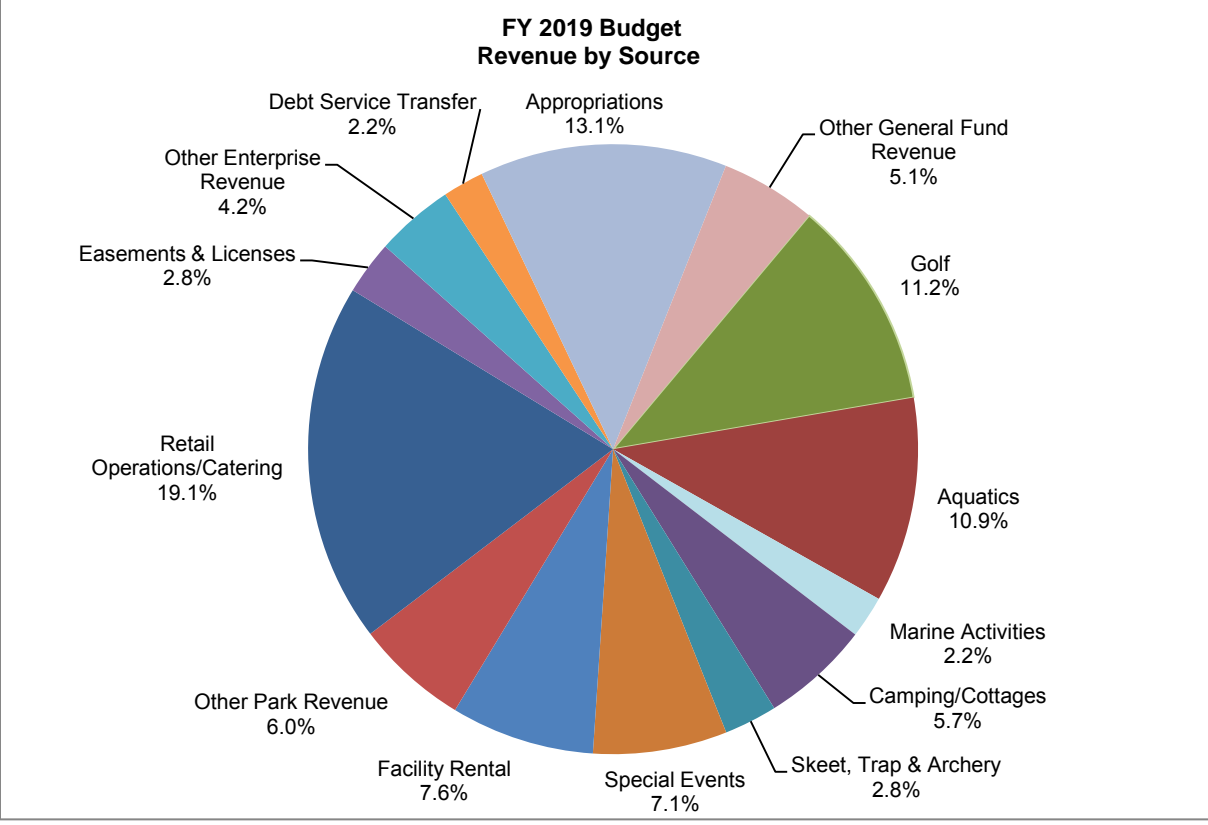
Where the money goes...



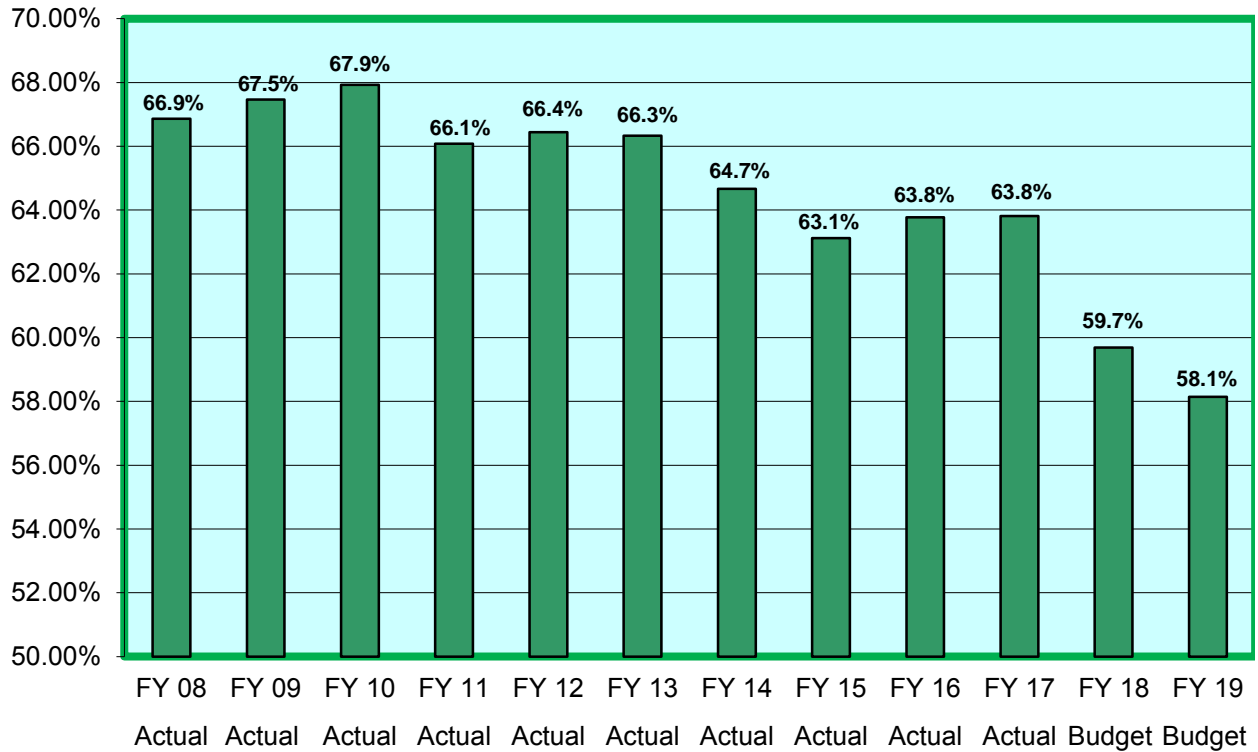


CHANGING TRENDS IN REVENUE SOURCES...

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.



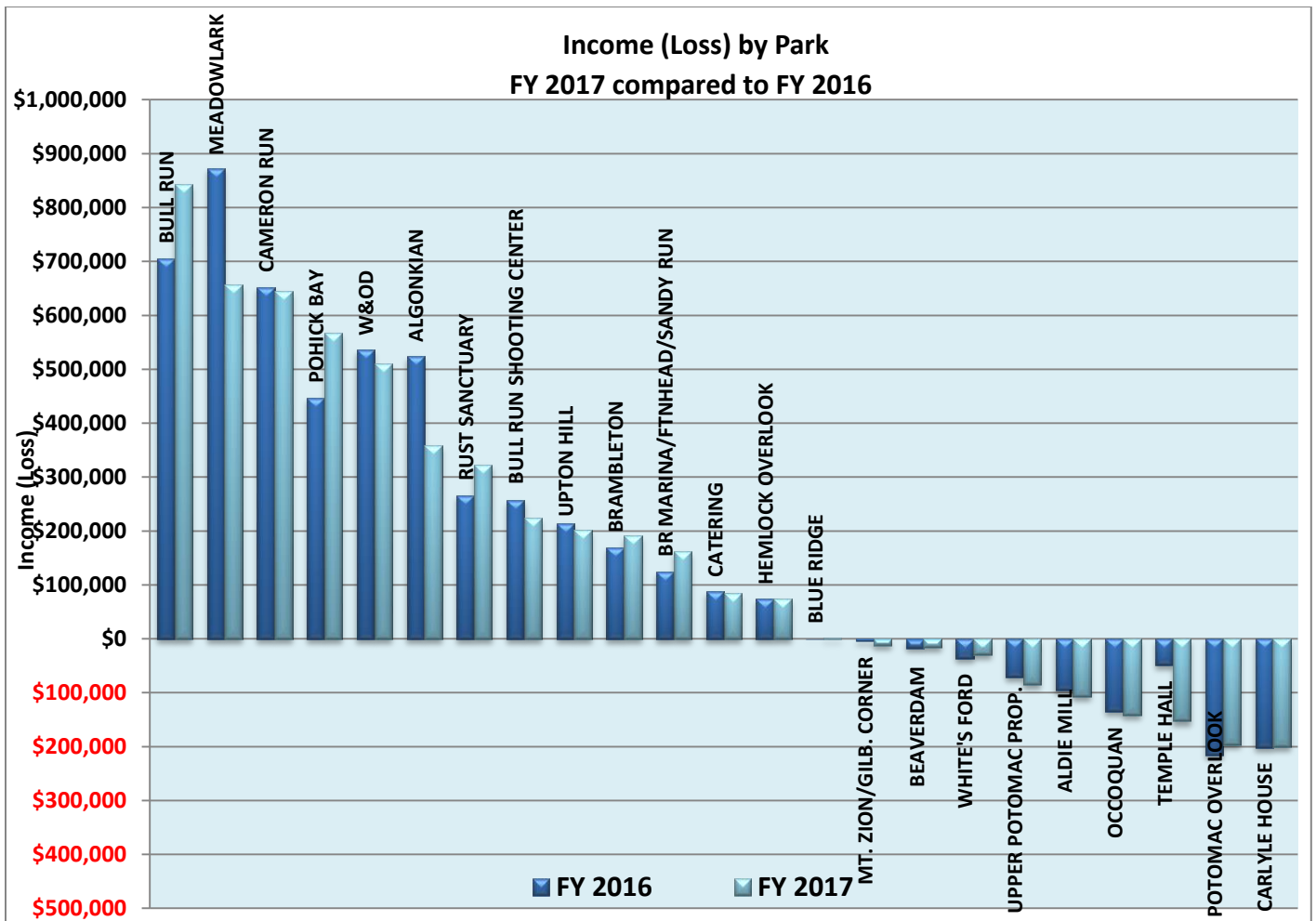
Salaries & Benefits as a Percent of Total Operating Costs



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 58.1% of operating costs in FY 2019. 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 2009, salaries comprised over 52% of operating costs. In FY 2019, it is anticipated that salaries will be only 45.2% of operating costs.

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% of overall operating costs.



This graph shows the net income/loss of each major park for FY 2016 and FY 2017. The trends remain fairly constant on the parks that have an overall net income versus those with a loss.

	FY 16	FY 17
BULL RUN	705,617	843,237
MEADOWLARK	872,714	656,293
CAMERON RUN	652,576	644,064
POHICK BAY	447,383	567,546
W&OD	536,406	510,343
ALGONKIAN	523,223	358,160
RUST SANCTUARY	265,828	322,824
BULL RUN SHOOTING CENTER	257,017	224,273
UPTON HILL	214,290	201,793
BRAMBLETON	169,845	191,053
BR MARINA/FTNHEAD/SANDY RUN	125,270	162,279
CATERING	87,568	84,521
HEMLOCK OVERLOOK	74,197	73,680
BLUE RIDGE	576	2,011
MT. ZION/GILB. CORNER	-4,412	-12,290
BEAVERDAM	-17,110	-17,013
WHITE'S FORD	-37,107	-29,831
UPPER POTOMAC PROP.	-71,947	-84,667
ALDIE MILL	-95,372	-106,643
OCCOQUAN	-135,333	-141,937
TEMPLE HALL	-49,496	-153,107
POTOMAC OVERLOOK	-215,972	-196,477
CARLYLE HOUSE	-201,505	-201,030

FY 2019 COMBINED FUND SUMMARY

REVENUE AND OTHER SOURCES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Appropriations from Jurisdictions	\$3,682,920	\$0	\$3,682,920
User Fees	0	15,031,769	15,031,769
Retail Operations	0	5,355,288	5,355,288
Easements and Licenses	0	799,126	799,126
Other Revenue	2,000	835,835	837,835
Operating Transfers	1,423,938	330,912	1,754,850
Debt Service Transfer	0	613,108	613,108
TOTAL REVENUE AND OTHER SOURCES	\$5,108,858	\$22,966,038	\$28,074,896

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$3,991,548	\$12,331,697	\$16,323,245
Operating Costs	697,100	3,257,367	3,954,467
Maintenance Costs	185,500	2,389,007	2,574,507
Insurance	164,008	199,418	363,426
Retail Operations	0	2,150,892	2,150,892
Utilities	70,702	1,036,756	1,107,458
Transfer from Enterprise to General Fund for Central Maintenance	0	747,866	747,866
Debt Service Payments	0	828,034	828,034
Contribution to Board Authorized Reserves	0	25,000	25,000
TOTAL EXPENSES AND OTHER USES	\$5,108,858	\$22,966,038	\$28,074,896

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Adopted Budget FY 2019
Appropriations from Jurisdictions	\$3,575,656	\$3,621,533	\$3,663,658	\$3,682,920
User Fees	13,797,443	14,514,093	14,035,099	15,031,769
Retail Operations	4,685,156	4,758,034	4,871,630	5,355,288
Easements and Licenses	704,644	732,961	767,723	799,126
Other Revenue*	608,784	923,823	772,666	837,835
Transfers from Other Funds	1,629,773	1,988,667	1,650,248	1,754,850
TOTAL REVENUE	\$25,001,456	\$26,539,111	\$25,761,024	\$27,461,788
Transfer from Restricted Fund for Occoquan	0	383,360	813,669	599,708
Transfer from Capital Fund for Pohick-Stribling Property	0	0	0	13,400
TOTAL TRANSFERS FOR DEBT SERVICE	\$0	\$383,360	\$813,669	\$613,108
TOTAL REVENUE AND OTHER SOURCES	\$25,001,456	\$26,922,471	\$26,574,693	\$28,074,896

*Other Revenue category includes Enterprise Fund catering revenue, contract services, 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 2016	Actual FY 2017	Budget FY 2018	Adopted Budget FY 2019
Personnel Services	\$14,860,188	\$15,596,929	\$15,862,291	\$16,323,245
Operating Costs	2,795,960	3,075,745	3,629,376	3,954,467
Maintenance Costs	1,972,870	2,232,377	2,247,608	2,574,507
Insurance	331,846	371,904	395,330	363,426
Retail Operations	1,816,401	1,932,501	1,958,049	2,150,892
Utilities	1,000,778	927,241	1,032,847	1,107,458
Transfer to General Fund for Central Maintenance Services	524,816	610,523	610,523	747,866
TOTAL EXPENSES	\$23,302,859	\$24,747,219	\$25,736,023	\$27,221,862
Debt Service Payments-Occoquan	0	383,360	813,669	814,634
Debt Service Interest Payments-Stribling Property	0	0	0	13,400
TOTAL DEBT SERVICE	\$0	\$383,360	\$813,669	\$828,034
Contribution to Designated Set Aside	0	0	0	0
Transfer to Capital Fund	410,319	519,911	0	0
Transfer to General Fund	(51,238)	177,443	0	0
Transfer to Retirement Plan	492,383	297,092	0	0
Transfer to Temple Hall Operating Fund	50,000	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	25,000
Transfer to Performance Incentive Plan	328,256	297,092	0	0
Transfer to Sustainability Reserve	410,319	371,365	0	0
Donation Adjustment/Reserve Activity	58,556	128,988	0	0
TOTAL OTHER USES*	\$1,698,596	\$1,791,891	\$25,000	\$25,000
* The total other uses includes items not included in the operating income.				
TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES	\$25,001,455	\$26,922,470	\$26,574,693	\$28,074,896
TOTAL COMBINED OPERATING BUDGET	\$25,001,455	\$26,922,470	\$26,574,693	\$28,074,896
COMBINED OPERATING FUND INCOME	\$1,698,597	\$1,485,460	\$25,000	\$25,000

OVERALL REVENUE SUMMARY AND ANALYSIS

APPROPRIATIONS FROM MEMBER JURISDICTIONS

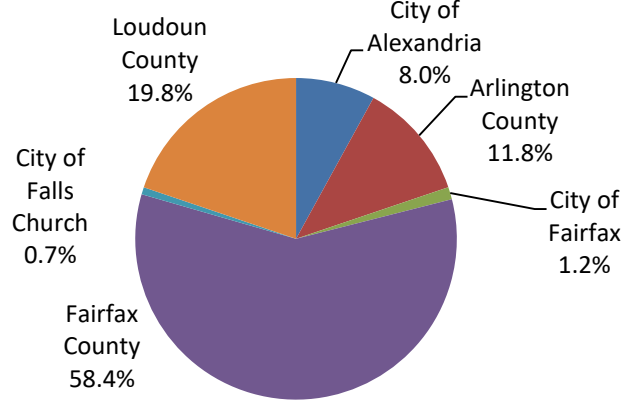
The operating appropriations from our six member jurisdictions make up 13.1% of total operating revenues in the FY 2019 Budget.

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 2019, there is no increase in the per capita rate for the operating or capital appropriations. The only change in appropriation level is based on population changes in each jurisdiction.

In order to assist our local jurisdictions during difficult financial times, NOVA Parks froze the per capita rate and the population rate for several years. In FY 14, after many years with no adjustments for population or inflation, there was an adjustment to match population changes, but the operating budget per capita rate was reduced (see graph below) to ensure that our supporting jurisdictions did not feel a major impact in one year.

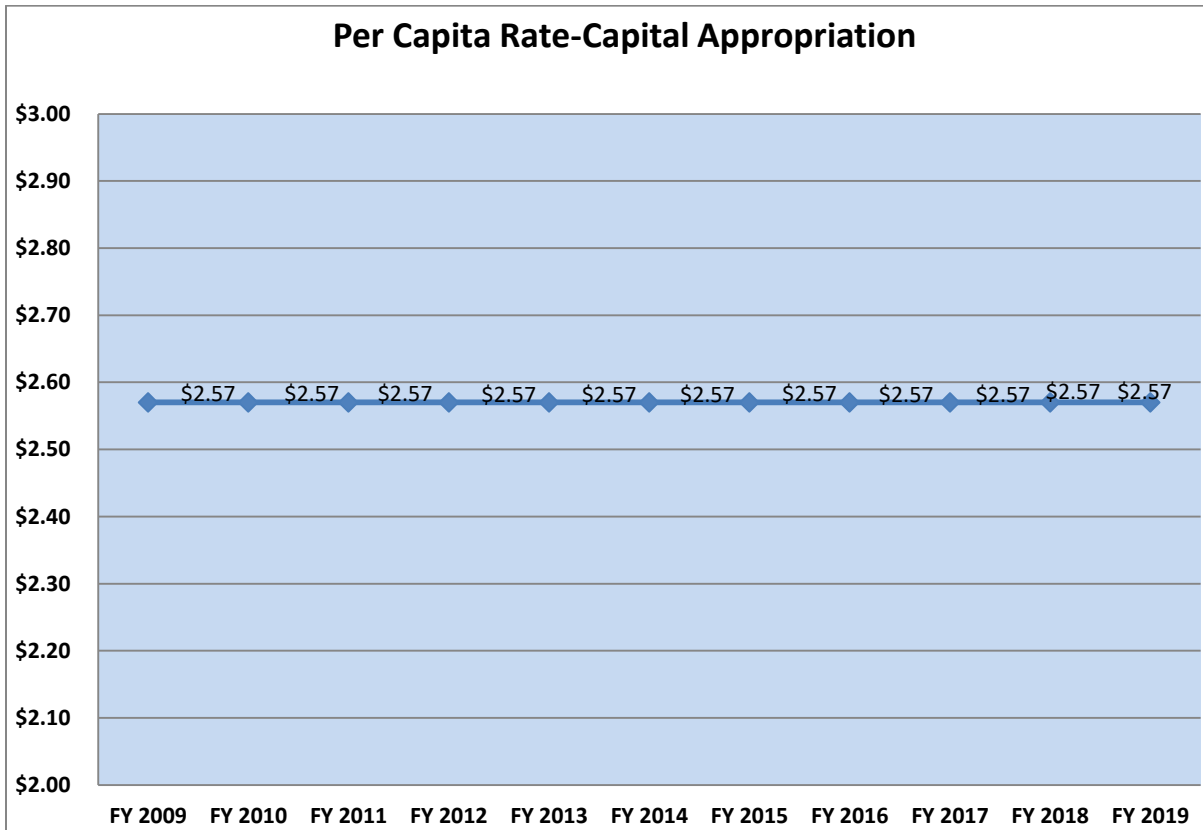
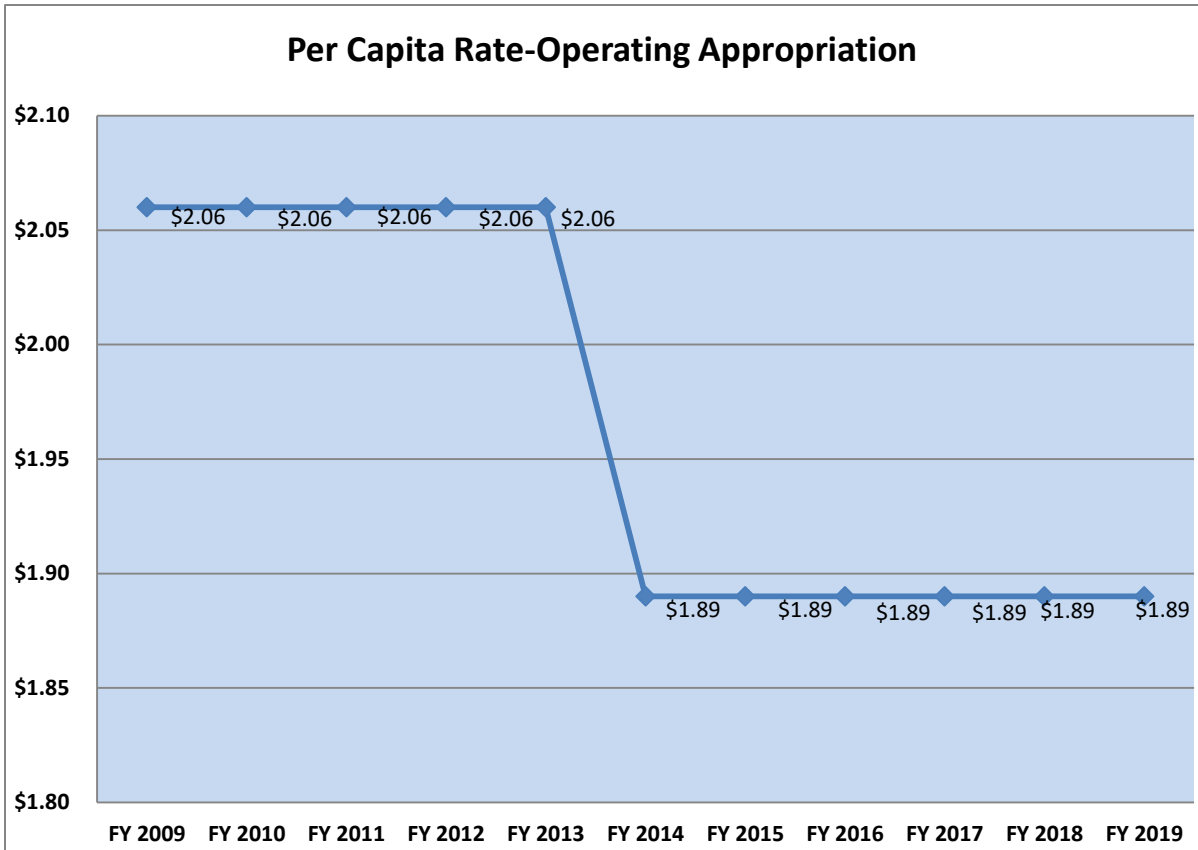
In FY 2019, there is no increase in the per capita rate for the operating or capital appropriations. The only change in appropriation level is based on population changes in each jurisdiction. The per capita rate for the operating appropriation is \$1.89 and the per capita rate for capital is \$2.57. 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	155,810	\$1.89	\$294,481
Arlington County	230,050	\$1.89	434,795
City of Fairfax	24,164	\$1.89	45,670
Fairfax County	1,138,652	\$1.89	2,152,052
City of Falls Church	14,014	\$1.89	26,486
Loudoun County	385,945	\$1.89	729,436
Total	1,948,635		\$3,682,920

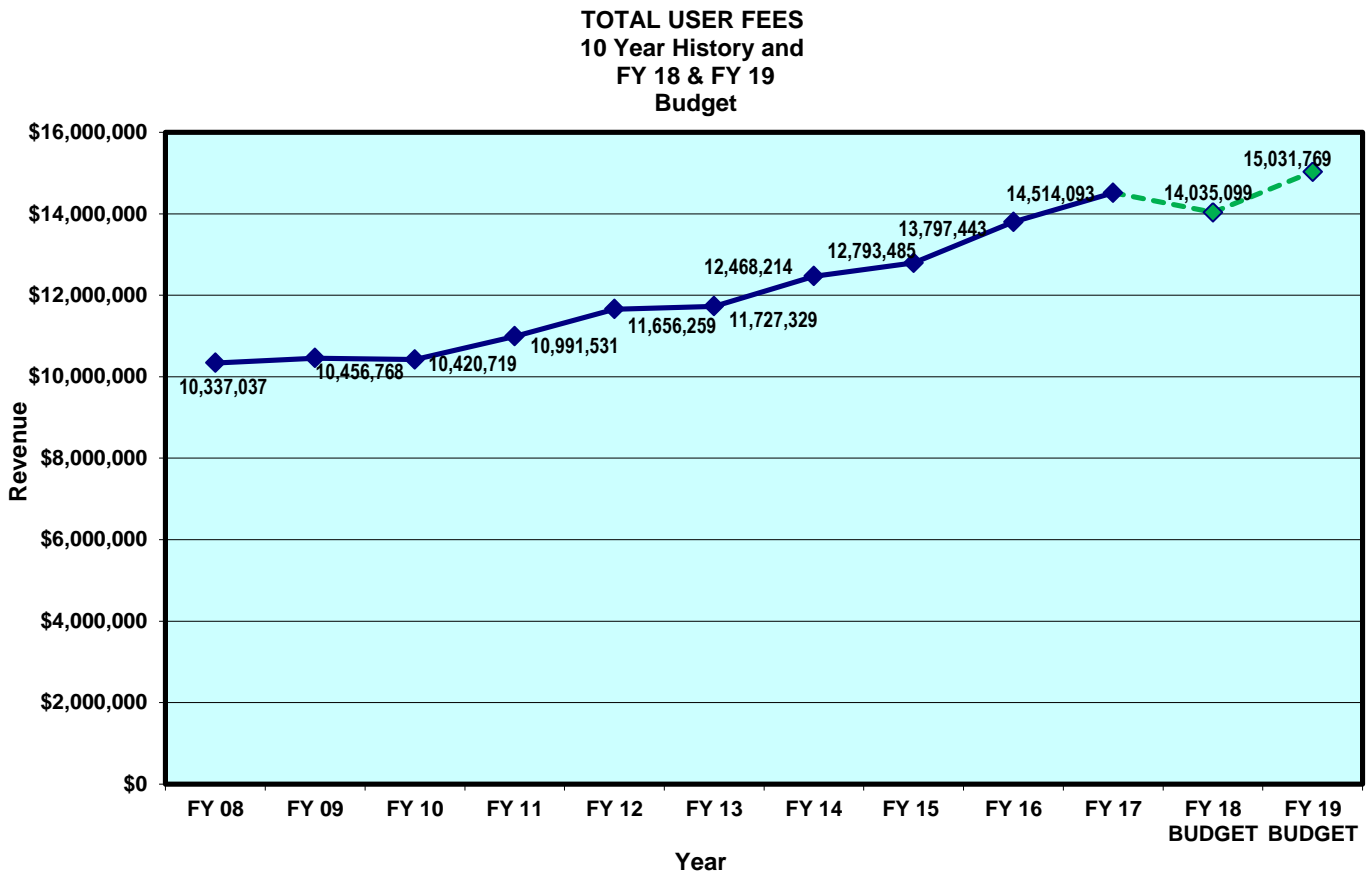
The population for the FY 2019 Budget is based on the U.S. Census "Annual Estimates of the Resident Population for Counties of Virginia" as of July 2016, with a release date of May 2017.



USER FEES

User Fees in the Enterprise Fund are the largest revenue source with 53.5% of total NOVA Parks operating revenue expected from that source in FY 2019. This revenue source is the key to financial stability for NOVA Parks. In FY 2019, this revenue source is expected to reach 15 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.

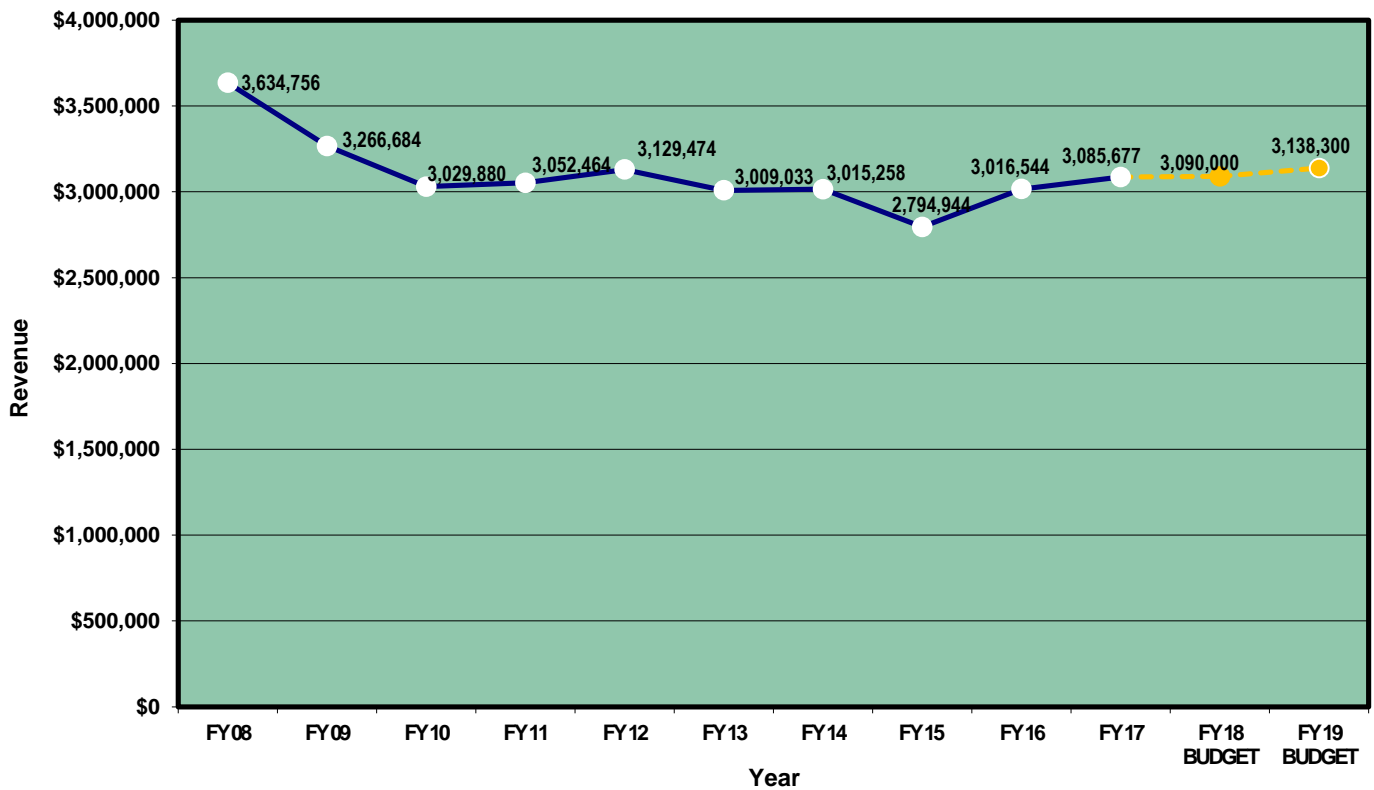
The following graph shows the total revenue for User Fees for ten years through FY 2017, plus the budget for FY 2018 and FY 2019. Over the last several years we have been diversifying our revenue sources to help protect us from downward trends in any one area. Improvements over the last few years have 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 will open and further diversify our revenue stream. While these improvements have help stabilize revenue, it is still important to realize that outside factors can still impact this revenue source. For FY 2019, total user fee revenue is budgeted at \$15,031,769.



GOLF USER FEES

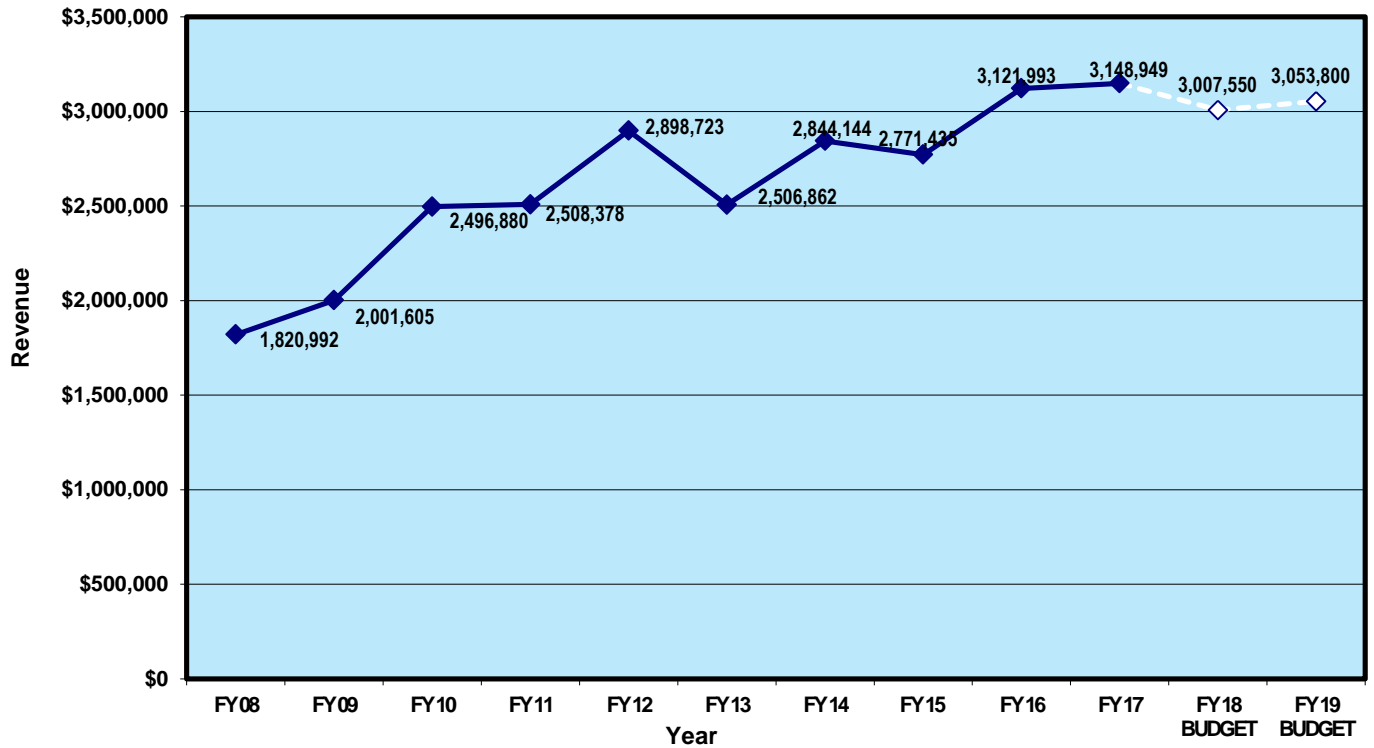
Although Golf Revenue is the largest user fee based revenue source, comprising 11.2% of total NOVA Parks revenue and 21% of all user fee revenue, its share of the percentage of all revenue has been declining in recent years. A decade ago, in FY 2009, golf user fees were 17.6% of total revenue compared to the 11.2% budgeted in FY 2019. 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. For FY 2019, total golf user revenue is budgeted at \$3,138,300 which is 1.7% higher than the FY 2017 actual revenue.

GOLF USER FEE REVENUE
10 Year History and
FY 18 & FY 19 Budget



AQUATICS USER FEES

AQUATICS USER FEE REVENUE
10 Year History and
FY 18 & FY 19 Budget



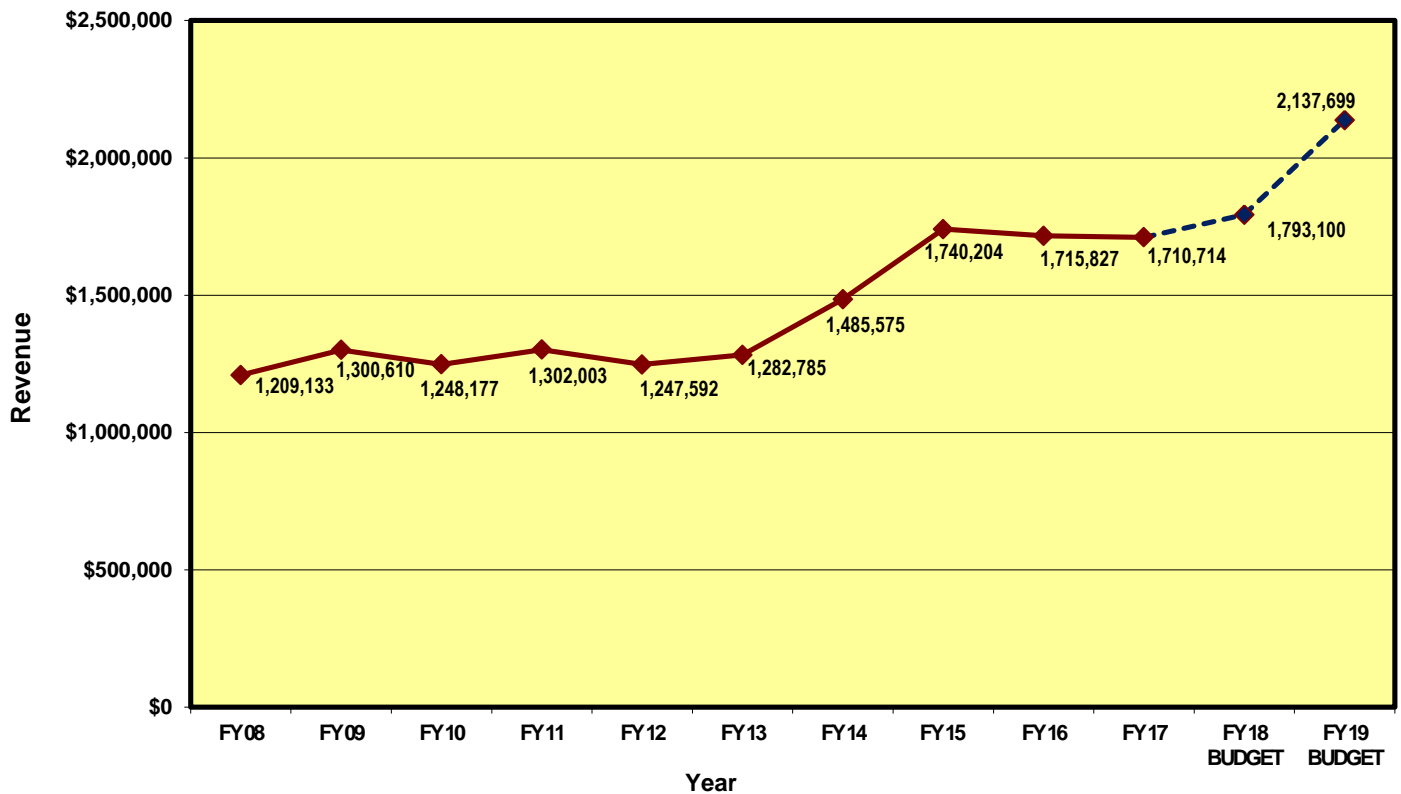
Aquatics user fees include the user revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill, and Pirate’s Cove at Pohick Bay. This revenue source is 10.9% of total NOVA Parks revenue and 20.3% of user 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. At this point in FY 2018, it has been a challenging year for the waterparks, due to a combination of weather issues and schools opening earlier than in past years. The FY 2019 Budget reflects a cautious optimism, with the budget slightly higher than the FY 2018 Budget, but not to the level of FY 2017 Actual.

FACILITY RENTAL FEES

Facility Rentals are the third largest user fee category and comprise 7.6% of total revenue. The Meadowlark Atrium accounts for 35% of this revenue source. 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.

In FY 2019, The River View at Occoquan will open and be a major contributor to this revenue category. The budget for facility and pavilion rentals at The River View is \$294,699. This represents only the rental income for the center and pavilion. Catering and other revenues are included in other revenue categories. This category is budgeted at \$2,137,699 in FY 2019, which is a 25% increase compared to actual FY 2017 revenue.

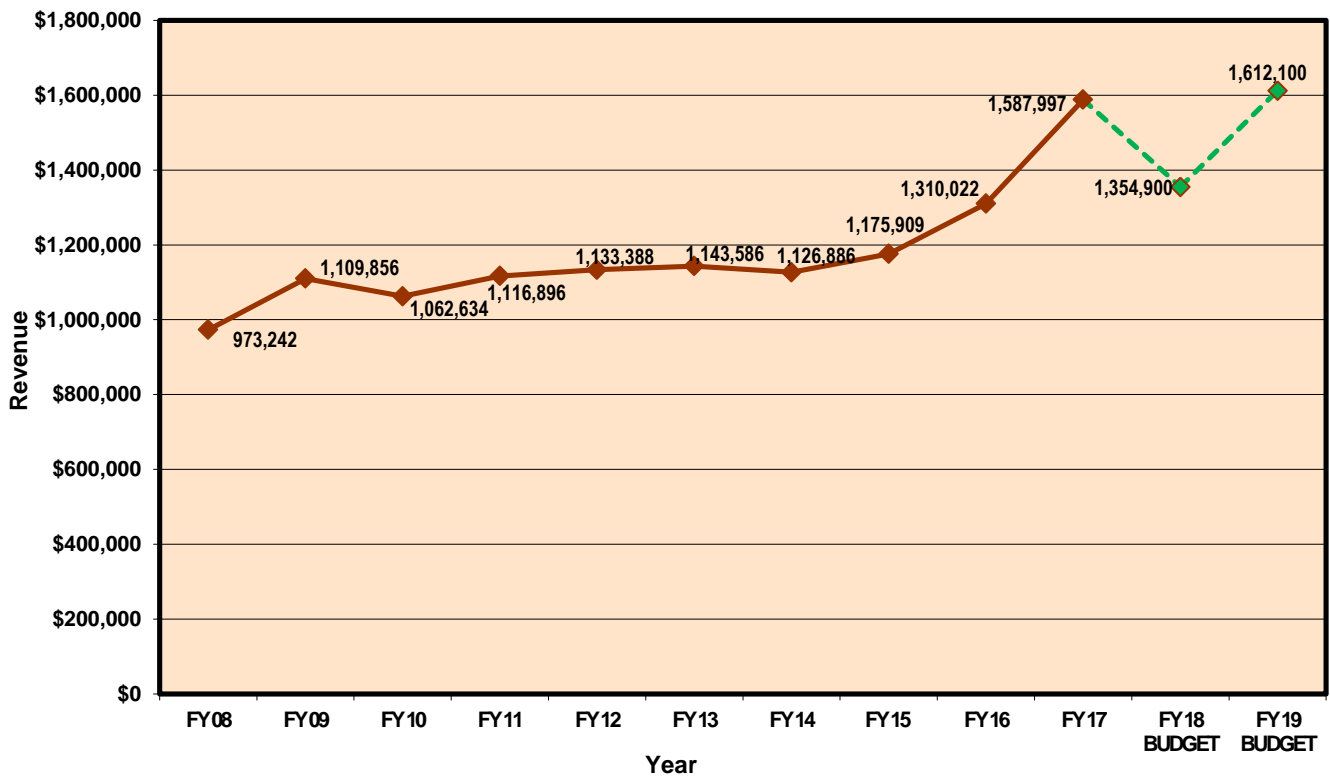
**FACILITY RENTAL USER FEE REVENUE
10 Year History and
FY 18 & FY 19 Budget**



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 over 1.6 million dollars. This revenue source has increased by over 65% since 2008. The FY 2019 Budget includes \$1,612,100 for this category.

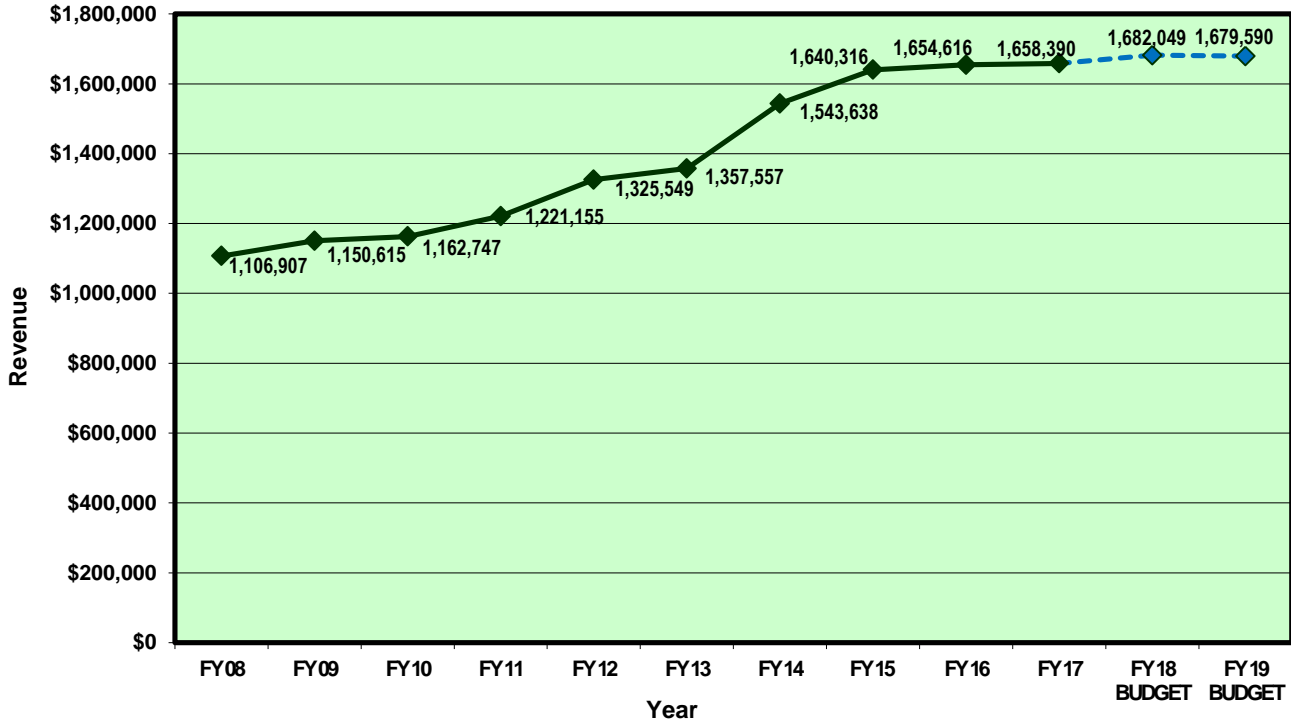
CAMPING/CABIN/COTTAGE USER FEE REVENUE
10 Year History and
FY 18 & FY 19 Budget



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 32.4% 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 51.7% since FY 2008. Since FY 2015, this revenue category has experienced little growth.

**OTHER PARK USER FEE REVENUE
10 Year History and
FY 18 & FY 19 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 \$5,355,288, which is a 9.9% increase compared to the FY 2018 Budget. This increase is primarily due to The River View and Brickmakers Café at Occoquan.

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total \$2,150,892.

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 \$799,126 in FY 2019. This is a 4% increase compared to the FY 2018 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 \$835,835. 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 (\$618,072), 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 (\$747,866).

These transfers total \$1,423,938 in the General Fund Budget for FY 2019. 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. (\$599,708)
- 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 (\$13,400) on the recently acquired property at Pohick Bay.

These transfers total \$944,020 in the Enterprise Fund Budget for FY 2019. 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 2019 BUDGET PROCESS

July, 2017	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2018 projects and any new projects to be initiated in FY 2019 through FY 2022.
August, 2017	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2018-FY 2022 Five Year Capital Budget.
September 2017	Capital budget revenues finalized, projects revised for FY 2018 and determined for FY 2019-2022. Five Year Capital Budget approved by Board for FY 2018-FY 2022. Operating and Capital appropriation requests for FY 2019 are adopted by the Board.
November, 2017	Operating and Capital appropriation requests for FY 2019 are sent to jurisdictions for consideration in their proposed FY 2019 Budgets. Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2019. FY 2019 Operating Budget Manual and forms are sent electronically to Park Managers. Park Managers are asked to review revenues and expenses and request and justify FY 2019 proposed budget amounts.
December, 2017	Park Managers are asked to update Measurable Results based on last full fiscal year. Part Time Personnel requests and justifications for FY 2019 are submitted by Park Managers to Operations Superintendents.
January 2018	Park Managers submit FY 2019 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 2019 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. – March 2018	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 2019.
March 15, 2018	Proposed FY 2019 Operating Budget finalized and presented to the Board for review.
May 2018	Proposed FY 2019 Operating Budget presented to the Board for adoption.
July 1, 2018	Fiscal Year 2019 begins.

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.

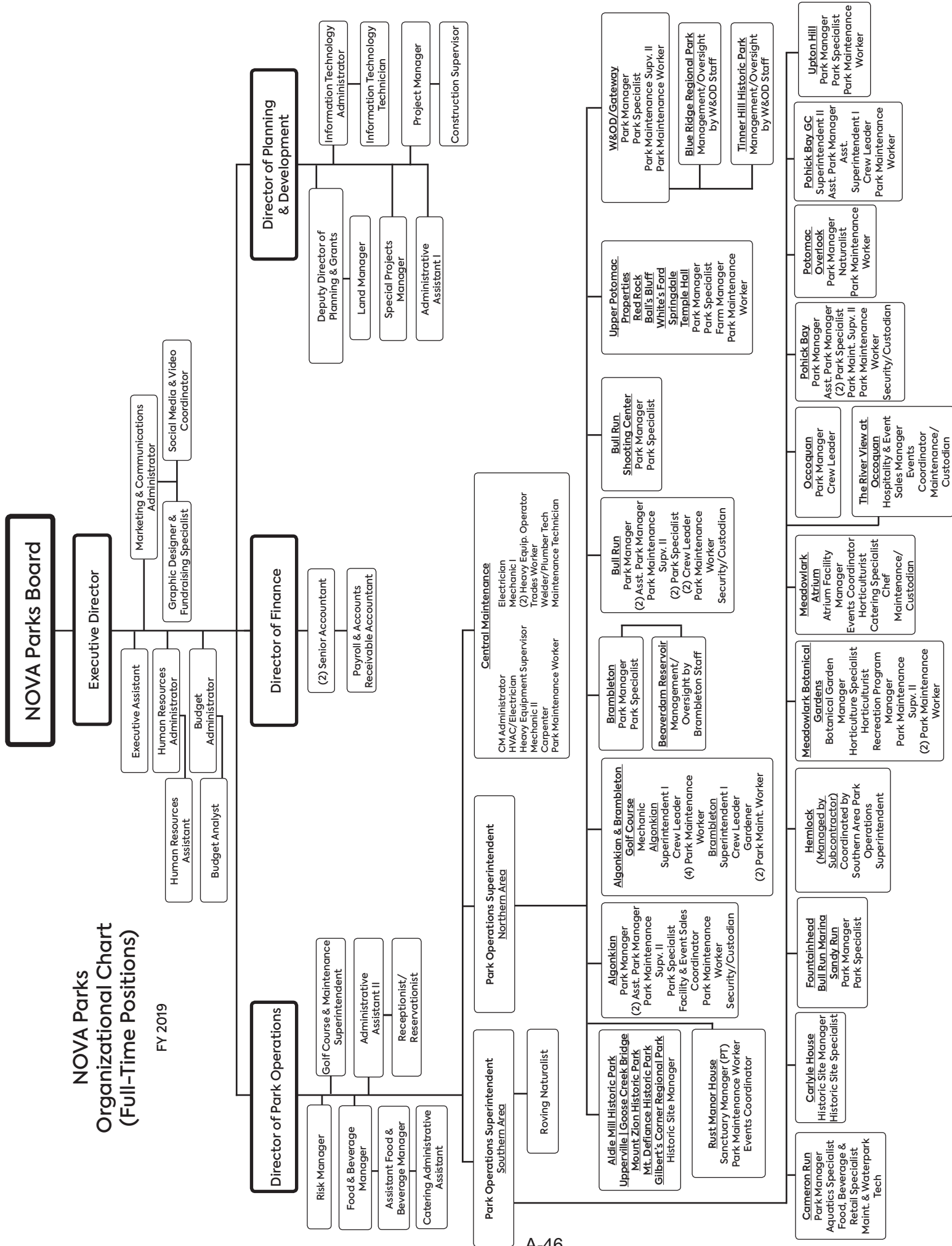
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

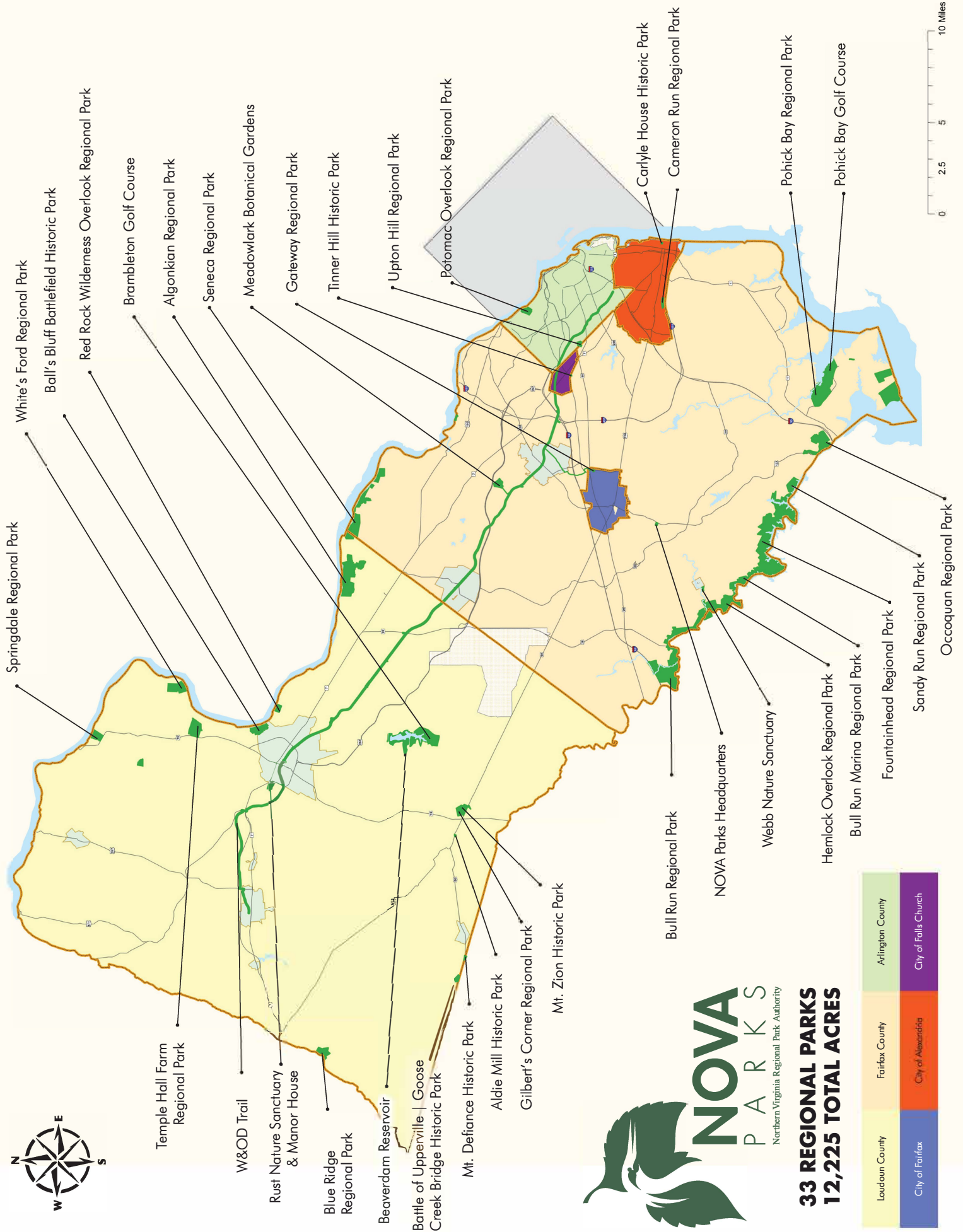
FIDUCIARY FUNDS

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*

NOVA Parks Organizational Chart (Full-Time Positions)

FY 2019





NOVA PARKS

Northern Virginia Regional Park Authority

**33 REGIONAL PARKS
12,225 TOTAL ACRES**

Loudoun County	Fairfax County	Arlington County
City of Fairfax	City of Alexandria	City of Falls Church



GENERAL FUND SUMMARY

GENERAL FUND REVENUES AND OTHER SOURCES

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Adopted Budget FY 2019
Appropriations from Jurisdictions	\$3,575,656	\$3,621,533	\$3,663,658	\$3,682,920
Other Revenue*	\$3,760	-\$4,474	\$2,000	\$2,000
Operating Transfers**	\$1,296,547	\$1,654,829	\$1,319,336	\$1,423,938
TOTAL REVENUE	\$4,875,963	\$5,271,887	\$4,984,994	\$5,108,858

TOTAL REVENUE AND OTHER SOURCES	\$4,875,963	\$5,271,887	\$4,984,994	\$5,108,858
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*Other Revenue for the General Fund consists of General Fund interest earnings.

**Operating Transfers:

- Capital Development Support : \$618,072- 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: \$747,866 to reimburse General Fund for a portion of Central Maintenance services

GENERAL FUND EXPENDITURES AND OTHER USES

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Adopted Budget FY 2019
Personnel Services	\$3,956,852	\$4,249,740	\$3,928,504	\$3,991,548
Operating Costs	549,615	609,301	605,050	697,100
Maintenance Costs	128,098	138,800	170,500	185,500
Insurance	175,332	207,392	210,404	164,008
Utilities	64,627	63,276	70,536	70,702
TOTAL EXPENDITURES	\$4,874,524	\$5,268,509	\$4,984,994	\$5,108,858

Donation Adjustment/Reserve Activity	1,439	3,378	0	0
TOTAL OTHER USES	\$1,439	\$3,378	\$0	\$0

TOTAL EXPENDITURES AND OTHER USES	\$4,875,963	\$5,271,887	\$4,984,994	\$5,108,858
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OPERATING INCOME (LOSS)	\$0	\$0	\$0	\$0
(TOTAL REVENUE - TOTAL EXPENDITURES)				

GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
				ACTUAL FY 2018	ADOPTED FY 2019
BEGINNING BALANCE	\$64,220	\$64,220	\$64,220	\$64,220	\$64,220
GENERAL FUND REVENUES					
City of Alexandria	\$281,406	\$284,587	\$290,136	\$290,136	\$294,481
Arlington County	425,072	428,856	433,120	433,120	434,795
City of Fairfax	45,309	46,273	45,385	45,385	45,670
Fairfax County	2,137,446	2,149,947	2,158,822	2,158,822	2,152,052
City of Falls Church	25,530	25,706	26,256	26,256	26,486
Loudoun County	660,893	686,164	709,939	709,939	729,436
TOTAL APPROPRIATIONS	3,575,656	3,621,533	3,663,658	3,663,658	3,682,920
Interest	2,814	(6,216)	2,000	379	2,000
Miscellaneous Revenue	947	1,741	0	11,260	0
TOTAL OTHER REVENUE	3,760	(4,474)	2,000	11,638	2,000
Transfer Capital Projects Labor	5,506	0	0	0	0
Transfer from Capital Fund					
Development Support	584,728	676,563	590,813	583,654	618,072
Interest Earned	49,460	3,264	18,000	0	18,000
Transfer from Restricted Fund - Interest	42,705	45,093	40,000	39,692	40,000
Transfer from Self Insurance Fund	140,570	141,942	60,000	63,459	0
Transfer from Enterprise Fund	(51,238)	177,443	0	0	0
Transfer - Ent. Fund for Central Maint.	524,816	610,523	610,523	0	747,866
TOTAL OPERATING TRANSFERS	1,296,547	1,654,829	1,319,336	686,805	1,423,938
TOTAL REVENUES	\$4,875,963	\$5,271,887	\$4,984,994	\$4,362,101	\$5,108,858
TOTAL AVAILABLE RESOURCES	\$4,875,963	\$5,271,887	\$4,984,994	\$4,362,101	\$5,108,858

GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
GENERAL FUND EXPENDITURES					
Full-Time Salaries	\$2,623,779	\$2,789,145	\$2,699,625	\$2,291,270	\$2,735,503
Part-Time Salaries	161,156	200,500	180,095	186,854	302,351
FICA	201,015	215,040	205,855	170,123	209,840
Hospitalization	273,260	323,705	306,192	280,977	259,744
Life Insurance	17,613	27,235	20,463	20,721	20,480
Retirement	677,507	691,865	512,929	390,793	459,307
Unemployment Tax	2,522	2,249	3,345	1,755	4,323
TOTAL PERSONNEL SERVICES	3,956,852	4,249,740	3,928,504	3,342,493	3,991,548
Audit Fee	56,200	58,750	58,950	60,450	63,500
Board Member Expenses	1,142	4,203	8,500	4,128	8,500
Community Foundation Support	0	0	15,000	4,000	15,000
Contingency	0	0	50,000	0	50,000
Credit Card Fees and Bank Charges	43,249	50,308	50,000	39,024	50,000
Gas and Diesel	21,297	17,839	42,000	18,097	40,000
HR Employee Relations	14,089	17,097	13,000	16,466	13,000
Membership Fees and Dues	10,533	14,972	12,000	11,073	14,000
Office Supplies	29,542	26,301	25,000	19,085	25,000
Personnel Recruitment	5,679	4,094	8,000	6,406	8,000
Postage	10,877	10,194	15,000	7,519	13,000
Printing and Publications	3,667	3,374	4,000	3,428	4,000
Professional Services	229,209	251,346	170,000	209,984	200,000
Programs and Promotions	290	1,740	0	165	0
Public Information	32	0	0	0	0
System Support	80,034	114,251	95,000	52,036	154,500
Training	27,587	34,782	35,000	37,570	35,000
Uniforms	16,189	49	3,600	29,194	3,600
TOTAL FACILITY OPERATING COSTS	549,615	609,301	605,050	518,625	697,100
Equipment/Vehicle Maintenance	67,269	70,408	100,200	63,728	100,200
Facility Op. & Maintenance	60,829	68,392	70,300	77,637	85,300
TOTAL MAINTENANCE COSTS	128,098	138,800	170,500	141,365	185,500
Insurance - Property, Liability & Other	139,827	174,902	172,000	101,842	125,000
Insurance - Vehicle	12,281	10,700	13,404	20,488	14,008
Insurance - Workers Compensation	23,224	21,790	25,000	24,402	25,000
TOTAL INSURANCE	175,332	207,392	210,404	146,732	164,008
Telephone	22,916	24,373	23,500	21,489	23,500
Electricity	22,205	21,822	23,000	21,362	23,000
Natural Gas	2,853	2,316	5,152	3,481	5,152
Water/Sewer	1,616	1,931	1,600	1,401	1,600
Propane Gas	10,114	7,135	10,800	13,626	10,800
Heating Oil	868	1,310	2,500	1,805	2,500
Cable/Internet	4,055	4,389	3,984	3,396	4,150
TOTAL UTILITIES	64,627	63,276	70,536	66,559	70,702
TOTAL GENERAL FUND EXPEND.	4,874,524	5,268,509	4,984,994	4,215,775	5,108,858
Transfer to Reserves for Board Initiatives	0	0	0	0	0
Contribution to Reserves (Set Aside)	0	0	0	0	0
TOT. TRANSFERS TO OTHER FUNDS	0	0	0	0	0
TOTAL EXPENDITURES/TRANSFERS	4,874,524	5,268,509	4,984,994	4,215,775	5,108,858
Donation Adjustment/Reserve Activity	1,439	3,378	0	0	0
NET INCOME (LOSS)	\$0	\$0	\$0	\$146,326	\$0
ENDING BALANCE	\$ 64,220	\$ 64,221	\$ 64,220	\$ 210,546	\$ 64,220

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
EXPENSES BY CATEGORY				
Personnel Services	\$ 3,161,448	\$ 2,870,426	\$ 3,000,234	4.5%
Operating Costs	593,117	569,450	661,500	16.2%
Maintenance Costs	81,637	87,700	92,700	5.7%
Insurance	198,834	200,923	155,356	-22.7%
Utilities	43,139	44,192	44,192	0.0%
TOTAL EXPENSES	\$ 4,078,175	\$ 3,772,691	\$ 3,953,982	4.8%

BUDGET HIGHLIGHTS

- Insurance costs are budgeted to decrease in FY 19 due to savings through a new contract on insurance services. The increase in budgeted operating costs is due to increases in Professional Services and System Support for computers.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full Time	21	21	22	21	21
Community Foundation Support	.15	.15	.15	.15	.15
Part Time	2.69	2.69	2.69	2.89	3.93

HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	ACTUAL FY 2018	ADOPTED FY 2019
1-700	HEADQUARTERS					
	EXPENDITURES					
5010	Full-Time Salaries	\$1,896,253	\$2,034,378	\$1,940,774	\$1,691,605	\$1,993,465
5020	Part-Time Salaries	161,156	\$200,500	180,095	186,854	302,351
5030	FICA	146,847	159,151	147,733	127,734	153,004
5040	Hospitalization	202,952	240,170	215,749	217,405	199,802
5060	Life Insurance	12,201	23,150	14,711	17,368	14,855
5050	Retirement	490,624	502,469	368,747	289,100	333,161
5070	Unemployment Tax	1,759	1,630	2,617	1,243	3,595
	TOTAL PERSONNEL SERVICES	2,911,792	3,161,448	2,870,426	2,531,309	3,000,234
5130	Audit Fee	56,200	58,750	58,950	60,450	63,500
5140	Board Member Expenses	1,142	4,203	8,500	4,128	8,500
5188	Community Foundation Support	0	0	15,000	4,000	15,000
	Contingency	0	0	50,000	0	50,000
5155	Credit Card Fees and Bank Charges	43,249	50,308	50,000	39,024	50,000
5230	Gas and Diesel	5,647	3,999	9,000	2,880	7,000
5500-030	HR Employee Relations	14,089	17,097	13,000	16,466	13,000
5390	Membership Fees and Dues	10,533	14,972	12,000	11,073	14,000
5420	Office Supplies	29,542	26,301	25,000	19,085	25,000
5440	Personnel Recruitment	5,679	4,094	8,000	6,406	8,000
5460	Postage	10,877	10,194	15,000	7,519	13,000
5470	Printing and Publications	3,667	3,374	4,000	3,428	4,000
5480	Professional Services	229,209	251,346	170,000	209,984	200,000
5490	Programs and Promotions	290	1,740	0	165	0
5500	Public Information	32	0	0	0	0
5560	System Support	80,034	114,251	95,000	52,036	154,500
5400	Training	27,585	34,725	35,000	37,545	35,000
5570	Uniforms	13,884	(2,238)	1,000	26,943	1,000
	TOTAL FACILITY OPERATING COSTS	531,659	593,117	569,450	501,131	661,500
5180	Equipment/Vehicle Maintenance	34,510	39,180	52,700	43,234	52,700
5190	Facility Op. & Maintenance	32,957	42,457	35,000	52,920	40,000
	TOTAL MAINTENANCE COSTS	67,466	81,637	87,700	96,153	92,700
5270	Insurance - Property, Liability & Other	139,827	174,902	172,000	101,842	125,000
5290	Insurance - Vehicle	3,779	2,142	3,923	8,250	5,356
5300	Insurance - Workers Compensation	23,224	21,790	25,000	24,402	25,000
	TOTAL INSURANCE	166,830	198,834	200,923	134,494	155,356
5580-001	Telephone	18,211	20,118	18,500	17,703	18,500
5580-002	Electricity	15,499	15,594	16,000	14,331	16,000
5580-003	Natural Gas	2,853	2,316	5,152	3,481	5,152
5580-004	Water/Sewer	1,616	1,931	1,600	1,401	1,600
5580-016	Internet/Cable	2,853	3,180	2,940	2,526	2,940
	TOTAL UTILITIES	41,032	43,139	44,192	39,441	44,192
	TOTAL HEADQUARTERS EXPENDITURES	\$3,718,779	\$4,078,175	\$3,772,691	\$3,302,528	\$3,953,982

HEADQUARTERS

STRATEGIC GOALS & OBJECTIVES FY 2019

STRATEGIC FOCUS

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



Provide Unique and Exceptional Customer Experiences

- Implement Park Inspection System as part of new preventive maintenance program
- Define differential advantages for top three business segments



Conserve and Protect Natural and Historic Resources

- Develop native-focused landscaping guidelines
- Open Battle of Middleburg/Mt. Defiance
- Develop and implement at least 10 significant interpretive exhibits or programs



Communicate our Story

- Communicate the stories of NOVA Parks as part of 60 year agency history
- Conduct at least six significant branding outreach efforts



Grow Financial Resources

- Expand the throughput of the Winter Walk of Lights
- Implement significant improvements to accounting processes



Develop our Human Resources

- Deliver education about careers in Parks & Recreation to seasonal employees, building the workforce of tomorrow
- Formalize an academic internship program

FY 2018 STRATEGIC GOAL HIGHLIGHTS

Places:

Highlights

- ✓ Re-Dedication of Occoquan Regional Park and opening of the Jean R. Packard Occoquan Center by end of FY 2018.
- ✓ Management, planning and civic engagement on the redevelopment of Upton Hill Park.
- ✓ Acquisition of the Battle of Upperville-Goose Creek Historic Park
- ✓ Acquisition of the Stribling Property at Pohick Bay Regional Park

Finance:

Highlights

- ✓ Received the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association.
- ✓ Updated the 10 Year Financial Forecast that places a strategic focus on our long term financial decisions.
- ✓ Reduced the Retirement Contribution Rate by 9% over the past two years, as a result of our consistent efforts to pay down retirement startup debt.
- ✓ Acquired the Stribling Property through a combination of Grant Funding and Bond Financing through the Virginia Resources Authority (VRA).
- ✓ Enterprise Fund total revenue, through 9 months of FY 18, is 6% higher than the FY 18 Budget.
- ✓ First full year of partnership with the Community Foundation for Northern Virginia to facilitate fund raising goals.
- ✓ Integrated an agency-wide automated Accounts Payable system.

People:

Highlights

- ✓ Conducted Employee Satisfaction and Organizational Culture Survey, analyzed results and presented to the Board and all staff.
- ✓ Adopted Strategic Plan for 2018-2022
- ✓ Updated individual goals and linked to them to the strategic goals in the newly adopted Strategic Plan.
- ✓ Expanded system-wide customer service program.

Messages:

Highlights

- ✓ New NOVA Parks Website is fully operational.
- ✓ Engaged 100,000 children a year in outdoor/nature activities through the Nature Nuts Program.
- ✓ Continued focus on branding efforts.

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,088,291	\$ 1,058,078	\$ 991,315	-6.3%
Operating Costs	16,184	35,600	35,600	0.0%
Maintenance Costs	57,163	82,800	92,800	12.1%
Insurance	8,558	9,481	8,652	-8.7%
Utilities	20,138	26,344	26,510	0.6%
TOTAL EXPENSES	\$ 1,190,334	\$ 1,212,303	\$ 1,154,877	-4.7%

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	13	13	13	13	13
Part-Time	0	0	0	0	0

CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
1-710	CENTRAL MAINTENANCE					
	EXPENDITURES					
5010	Full Time Salaries	\$727,526	\$754,767	\$758,851	\$599,666	\$742,038
5030	FICA	54,167	55,889	58,122	42,389	56,836
5040	Hospitalization	70,309	83,536	90,443	63,572	59,941
5060	Life Insurance	5,412	4,085	5,752	3,352	5,625
5050	Retirement	186,883	189,395	144,182	101,693	126,146
5070	Unemployment Tax	763	620	728	512	728
	TOTAL PERSONNEL SERVICES	1,045,060	1,088,291	1,058,078	811,185	991,315
5230	Gas and Diesel	15,650	13,840	33,000	15,218	33,000
5400	Training	3	57	0	25	0
5570	Uniforms	2,305	2,287	2,600	2,251	2,600
	TOTAL OPERATING COSTS	17,957	16,184	35,600	17,494	35,600
5180	Equipment/Vehicle Maintenance	32,759	31,228	47,500	20,495	47,500
5190	Facility Op. & Maintenance	27,873	25,935	35,300	24,717	45,300
	TOTAL MAINTENANCE COSTS	60,631	57,163	82,800	45,212	92,800
5290	Insurance - Vehicle	8,502	8,558	9,481	12,238	8,652
	TOTAL INSURANCE	8,502	8,558	9,481	12,238	8,652
5580-001	Telephone	4,705	4,255	5,000	3,786	5,000
5580-002	Electricity	6,706	6,228	7,000	7,031	7,000
5580-009	Heating Oil	868	1,310	2,500	1,805	2,500
5580-008	Propane Gas	10,114	7,135	10,800	13,626	10,800
5580-016	Cable/Internet	1,202	1,208	1,044	870	1,210
	TOTAL UTILITIES	23,595	20,138	26,344	27,118	26,510
	TOTAL CENTRAL MAINT EXPENDITURES	\$1,155,745	\$1,190,334	\$1,212,303	\$913,246	\$1,154,877

CENTRAL MAINTENANCE

STRATEGIC GOALS & OBJECTIVES FY 2019

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



CUSTOMER EXPERIENCES



GROW FINANCIAL RESOURCES



CONSERVE & PROTECT RESOURCES



HUMAN RESOURCES



COMMUNICATE OUR STORY



EXCELLENCE IN GOVERNANCE

CENTRAL MAINTENANCE

FY 2018 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 November 2017 and February 2018.
- ✓ 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.
- ✓ 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.

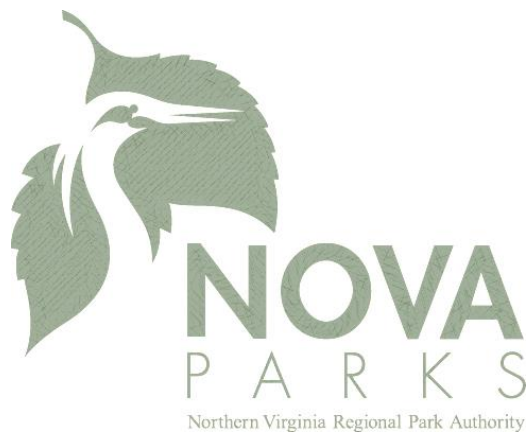
Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.

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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of HVAC work orders completed	197	147	230	67	230
• Number of electrical work orders completed	128	150	130	68	130
• Number of heavy equipment work orders completed	110	126	110	51	110
• Number of fleet maintenance work orders/state inspections completed	142	149	140	83	140
• Number of equipment maintenance work orders completed	110	67	90	39	90
• Number of welding work orders completed	47	42	50	31	50
• Number of plumbing work orders completed	36	25	30	18	30
• Number of carpentry work orders completed	128	118	47	65	120
• Number of preventive maintenance corrections completed	N/A	N/A	40	29	40
• Number of priority/critical work orders completed	N/A	N/A	12	18	12



ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Adopted Budget FY 2019
User Fees	\$13,797,443	\$14,514,093	\$14,035,099	\$15,031,769
Retail Operations	4,685,156	4,758,034	4,871,630	5,355,288
Easements and Licenses	704,644	732,961	767,723	799,126
Other Revenue*	605,024	928,297	770,666	835,835
Operating Transfers**	333,226	333,838	330,912	330,912
TOTAL REVENUE	\$20,125,493	\$21,267,224	\$20,776,030	\$22,352,930
Transfer from Restricted Fund for Occoquan	0	383,360	813,669	599,708
Transfer from Capital Fund for Pohick-Stribling Property	0	0	0	13,400
TOTAL TRANSFER FOR DEBT SERVICE	\$0	\$383,360	\$813,669	\$613,108
TOTAL REVENUE AND OTHER SOURCES	\$20,125,493	\$21,650,584	\$21,589,699	\$22,966,038

*Other Revenue in the Enterprise Fund includes contract services, 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 2016	Actual FY 2017	Budget FY 2018	Adopted Budget FY 2019
Personnel Services	\$10,903,337	\$11,347,189	\$11,933,786	\$12,331,697
Operating Costs	2,246,345	2,466,444	3,024,326	3,257,367
Maintenance Costs	1,844,772	2,093,577	2,077,108	2,389,007
Insurance	156,514	164,512	184,926	199,418
Retail Operations	1,816,401	1,932,501	1,958,049	2,150,892
Utilities	936,151	863,964	962,311	1,036,756
Transfer to General Fund for Central Maintenance Svcs	524,816	610,523	610,523	747,866
TOTAL EXPENSES	\$18,428,335	\$19,478,710	\$20,751,029	\$22,113,004
Debt Service Payments-Occoquan	0	383,360	813,669	814,634
Debt Service Interest Payments-Stribling Property	0	0	0	13,400
TOTAL DEBT SERVICE	\$0	\$383,360	\$813,669	\$828,034
Contribution to Designated Set Aside	0	0	0	0
Transfer to Capital Fund	410,319	519,911	0	0
Transfer to Balance General Fund	-51,238	177,443	0	0
Transfer to Retirement Plan	492,383	297,092	0	0
Transfer to Temple Hall Operating Fund	50,000	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	25,000
Transfer to Performance Incentive Plan	328,256	297,092	0	0
Transfer to Sustainability Reserve	410,319	371,365	0	0
Donation Adjustment/Reserve Activity	57,117	125,610	0	0
TOTAL OTHER USES	\$1,697,157	\$1,788,513	\$25,000	\$25,000
TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES	\$20,125,492	\$21,650,584	\$21,589,699	\$22,966,038

OPERATING INCOME	\$1,697,158	\$1,485,460	\$25,000	\$25,000
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ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	\$57,935	\$175,375	\$31,000	\$94,844	\$66,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	30,337	34,156	34,780	23,504	35,240
Algonkian Golf Course	1,052,841	1,096,953	1,120,000	777,529	1,144,000
Algonkian Regional Park	289,244	271,822	286,900	206,179	246,400
Volcano Island Waterpark at Algonkian	565,835	576,288	539,250	331,396	547,000
The Woodlands at Algonkian Park	673,612	461,982	675,150	405,385	426,725
Algonkian Cottages	317,412	354,750	323,900	239,807	323,600
Beaverdam Property	10,780	5,910	0	84	4,000
Blue Ridge Regional Park	5,080	6,463	6,500	4,557	6,500
Brambleton Golf Course	1,464,845	1,485,488	1,467,500	1,054,002	1,497,000
Bull Run Marina	16,722	21,406	19,500	13,719	20,630
Bull Run Regional Park	814,143	950,825	855,600	853,024	1,001,600
Atlantis Waterpark at Bull Run	531,971	541,496	534,600	361,242	554,600
Bull Run Special Events Center	210,978	248,214	225,000	120,347	245,000
Bull Run Light Show	807,872	888,253	814,000	1,105,659	969,000
Bull Run Shooting Center	1,192,477	1,208,305	1,211,500	950,366	1,234,500
Cameron Run Regional Park	145,689	126,067	157,500	79,540	149,500
Great Waves Waterpark at Cameron Run	2,045,444	2,002,662	1,956,500	1,230,877	1,952,500
Carlyle House Historic Park	120,312	115,017	101,876	84,456	103,076
Brickmakers Catering and Event Services	332,406	340,253	368,755	297,382	392,636
Fountainhead Regional Park	305,204	275,772	307,912	185,299	307,912
Hemlock Overlook Regional Park	75,768	75,000	75,768	76,535	75,768
Meadowlark Atrium and Event Services	2,044,843	2,110,102	1,989,000	1,640,603	2,005,500
Meadowlark Botanical Gardens	329,581	351,846	298,500	291,890	330,000
Meadowlark Gardens Winter Walk of Lights	875,495	779,475	731,000	986,694	828,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	3,605	2,218	3,264	2,059	3,764
Occoquan Regional Park	215,865	612,599	983,669	182,935	224,000
The River View at Occoquan	0	0	0	0	1,255,731
Brickmakers Café at Occoquan	0	0	0	0	135,000
Pohick Bay Golf Course	1,070,905	1,059,341	1,087,500	774,866	1,089,300
Pohick Bay Marina	237,568	274,160	244,500	207,063	251,000
Pohick Bay Regional Park	691,273	831,903	718,700	802,519	879,100
Pirate's Cove Waterpark at Pohick Bay	595,882	603,730	593,100	411,599	610,200
Potomac Overlook Regional Park	103,895	120,945	102,700	115,695	114,200
Rust Sanctuary	757,610	976,996	917,244	881,469	1,097,053
Sandy Run Regional Park	198,014	296,779	253,692	204,196	260,692
Temple Hall Farm	0	130,879	210,614	126,460	206,383
Temple Hall Corn Maize	0	267,300	277,500	231,583	276,500
Upper Potomac Properties/Springdale	36,936	38,661	44,040	38,790	44,040
Upton Hill Regional Park	257,187	228,075	251,400	163,423	250,550
Ocean Dunes Waterpark at Upton Hill	586,255	600,169	613,350	386,764	612,500
W&OD Railroad Regional Park	1,038,922	1,069,285	1,100,635	1,107,023	1,133,538
White's Ford	14,750	33,665	55,800	59,553	55,800
TOTAL AVAILABLE RESOURCES	\$20,125,493	\$21,650,584	\$21,589,699	\$17,110,915	\$22,966,038

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
ENTERPRISE FUND EXPENSES					
Administration - Enterprise Fund	\$4,219,132	\$4,363,463	\$3,190,956	\$2,063,525	\$3,492,375
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	125,708	140,799	144,636	116,891	161,189
Algonkian Golf Course	952,844	1,059,242	1,016,015	815,132	1,063,845
Algonkian Regional Park	606,884	509,065	615,760	468,908	604,711
Volcano Island Waterpark at Algonkian	278,706	285,817	303,424	195,295	306,513
The Woodlands at Algonkian Park	347,176	275,169	392,766	278,143	298,797
Algonkian Cottages	190,111	189,609	212,463	158,010	210,683
Beaverdam Property	27,890	22,922	33,954	12,690	39,454
Blue Ridge Regional Park	4,504	4,452	3,700	2,460	6,700
Brambleton Golf Course	1,294,999	1,294,435	1,339,528	1,034,822	1,338,338
Bull Run Marina	21,195	32,303	26,906	22,044	26,407
Bull Run Regional Park	891,889	929,845	942,409	805,535	1,050,611
Atlantis Waterpark at Bull Run	316,961	336,627	329,001	229,070	331,667
Bull Run Special Events Center	164,663	195,104	169,720	131,511	193,736
Bull Run Light Show	285,892	315,085	330,213	320,316	385,096
Bull Run Shooting Center	935,460	984,033	1,061,962	764,109	1,046,511
Cameron Run Regional Park	343,851	359,539	377,436	295,440	408,434
Great Waves Waterpark at Cameron Run	1,194,705	1,125,127	1,091,979	748,959	1,123,876
Carlyle House Historic Park	321,817	316,048	319,185	269,572	329,469
Brickmakers Catering and Event Services	244,838	255,731	299,553	233,808	327,532
Fountainhead Regional Park	204,759	211,804	235,317	149,744	225,652
Hemlock Overlook Regional Park	1,570	1,320	2,400	579	2,400
Meadowlark Atrium and Event Services	1,293,767	1,440,484	1,250,894	1,011,883	1,243,927
Meadowlark Botanical Gardens	913,647	874,774	968,041	780,821	1,011,471
Meadowlark Gardens Winter Walk of Lights	169,791	161,681	205,446	193,212	233,185
Mt. Zion Historic Park/Gilbert's Corner Regional Park	8,017	14,508	11,500	8,619	18,500
Occoquan Regional Park	351,198	754,535	1,275,963	783,984	398,592
The River View at Occoquan	0	0	0	2,200	1,368,431
Brickmakers Café at Occoquan	0	0	0	541	104,083
Pohick Bay Golf Course	1,032,793	1,031,539	1,045,689	831,839	996,060
Pohick Bay Marina	39,173	39,698	47,056	29,571	64,907
Pohick Bay Regional Park	743,945	702,040	799,588	664,202	876,243
Pirate's Cove Waterpark at Pohick Bay	332,334	340,623	332,342	233,865	335,900
Potomac Overlook Regional Park	319,868	317,421	319,569	239,967	285,705
Rust Sanctuary	491,783	654,172	689,181	623,734	804,827
Sandy Run Regional Park	168,715	187,571	171,042	123,319	170,724
Temple Hall Farm	0	417,250	416,344	306,995	422,654
Temple Hall Corn Maize	0	134,036	168,063	139,783	172,087
Upper Potomac Properties/Springdale	101,384	123,328	150,152	124,866	154,602
Upton Hill Regional Park	346,736	344,034	347,441	271,154	354,426
Ocean Dunes Waterpark at Upton Hill	282,415	282,418	299,465	210,448	303,010
W&OD Railroad Regional Park	502,515	558,942	563,524	433,290	584,030
White's Ford	51,857	63,496	89,117	71,198	88,680
TOTAL EXPENSES & OTHER USES	\$20,125,492	\$21,650,086	\$21,589,699	\$16,202,051	\$22,966,038

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL	ACTUAL	ADOPTED	JUL-APR	ADOPTED
	FY 2016	FY 2017	FY 2018	ACTUAL FY 2018	FY 2019
BEGINNING BALANCE	\$287,145	\$287,146	\$287,146	\$287,146	\$287,146
ENTERPRISE FUND REVENUES					
Driving Range	\$232,318	\$234,141	\$235,000	\$172,946	\$237,500
Electric/Gas Cart Rental	637,097	624,466	625,000	449,467	650,000
Golf Club Rental	9,024	8,132	8,500	4,061	8,000
Green Fees	2,119,283	2,199,421	2,200,000	1,599,510	2,220,000
Golf Handicap Program	13,205	13,933	14,500	11,379	16,500
Pull Cart Rental	5,617	5,585	7,000	3,137	6,300
Total Golf Course User Fees	3,016,544	3,085,677	3,090,000	2,240,501	3,138,300
Admissions	2,473,372	2,470,476	2,332,000	1,520,683	2,371,000
Cabana Rental	6,550	6,590	6,500	5,390	7,500
Group, Bounce Passes & Discount Passes	634,769	660,054	657,000	465,335	663,000
Locker Rental	7,302	11,829	12,050	6,256	12,300
Total Aquatics User Fees	3,121,993	3,148,949	3,007,550	1,997,664	3,053,800
Boat Rental	233,123	235,864	232,000	151,945	245,000
Crew Boat Storage	103,329	171,153	139,500	125,769	156,630
Launch & Parking Fees	160,261	179,671	150,300	112,575	155,300
Regatta & User Fees	44,312	56,057	58,000	28,973	58,000
Rowing Camps	11,773	15,259	20,000	12,438	11,000
Total Marine User Fees	552,798	658,003	599,800	431,700	625,930
Cabin Rentals	153,824	214,190	180,000	228,074	220,000
Camping Fees	829,554	1,007,873	841,500	985,482	1,056,500
Cottage Rentals	316,927	354,161	323,000	239,574	323,000
Laundry	9,716	11,772	10,400	8,464	12,600
Total Camping/Cottage User Fees	1,310,022	1,587,997	1,354,900	1,461,593	1,612,100
Shooting Tournament Fees	53,030	53,140	60,000	30,410	65,000
Target Sales	661,602	716,188	660,000	577,591	670,000
Gun Rental	56,322	55,666	55,000	40,228	55,000
Total Skeet, Trap & Archery User Fees	770,953	824,994	775,000	648,229	790,000
Light Shows	1,495,045	1,482,642	1,371,000	1,870,975	1,591,000
Corn Maize	N/A	159,869	165,000	141,931	165,000
Programmed Events	114,405	129,375	130,700	81,366	156,350
Snowflake Stampede	15,479	15,696	16,000	22,222	22,000
Sponsors	0	0	0	150	0
Vendor Fees	57,904	51,787	50,000	59,969	60,000
Total Special Events User Fees	1,682,833	1,839,370	1,732,700	2,176,614	1,994,350
Atrium Rental	731,487	751,034	750,000	642,761	750,000
Carlyle House Rental	31,095	24,865	30,000	18,835	30,000
Center Rental	119,644	140,808	135,000	62,152	135,000
Church Rental	600	1,000	400	1,280	600
Manor House Rental	236,087	311,199	315,000	272,669	420,000
Algonkian Woodlands Rental	221,575	168,225	235,000	115,853	150,000
Mill Rental	1,200	3,100	4,800	3,363	4,800
River View Rental				0	248,449
Shelter Reservations	331,921	295,708	307,500	173,056	379,750
Visitor Center Rental	14,075	14,775	15,400	14,039	19,100
Total Facility Rental User Fees	1,687,685	1,710,714	1,793,100	1,304,007	2,137,699

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL	ACTUAL	ADOPTED	JUL-APR	ADOPTED
	FY 2016	FY 2017	FY 2018	ACTUAL FY 2018	FY 2019
Annual Dues	81,011	84,180	75,000	61,983	80,000
Athletic Field Use Fees	29,989	22,918	12,000	7,856	12,000
Batting Cage Fees	180,852	152,573	179,000	99,312	177,000
Boat/RV Storage	527,466	538,257	581,000	515,251	545,000
Camps	115,120	111,710	94,500	134,046	111,000
Entrance Fees	267,984	296,521	262,780	209,628	276,320
Equipment Rental	205,693	210,510	219,269	130,923	222,770
Inflatable Play Features	14,432	8,661	16,000	7,620	11,000
Miniature Golf	216,750	199,401	218,000	133,229	217,500
Permit Fees	4,425	8,125	3,000	4,075	3,000
Santa Pictures	10,894	15,095	13,000	15,605	15,000
Temple Hall Farm Rides	0	10,440	8,500	7,010	9,000
Total Other Park User Fees	1,654,616	1,658,390	1,682,049	1,326,538	1,679,590
TOTAL USER FEES	13,797,443	14,514,093	14,035,099	11,586,845	15,031,769
Retail - Ammunition	242,916	224,209	260,000	174,193	260,000
Retail - Alcoholic Beverages/Hard Liquor	672,192	707,075	634,250	606,160	748,081
Retail - Food (Includes Paper Products)	1,658,209	1,653,396	1,757,600	1,131,928	1,881,320
Retail - Great Blue Heron	1,318,143	1,406,722	1,377,250	1,125,804	1,668,604
Retail - Catering Food Truck	30,414	40,143	38,000	33,837	45,000
Service Charge	295,113	296,831	264,780	249,508	306,283
Retail - Algonkian Woodlands Catering	279,000	190,251	285,000	163,941	180,000
Retail - Pro Shop	140,210	137,358	153,000	99,351	150,000
Retail - Merchandise	41,316	98,766	100,750	78,119	116,000
Vending Machine Operation	7,644	3,285	1,000	261	0
TOTAL RETAIL OPERATIONS	4,685,156	4,758,034	4,871,630	3,663,103	5,355,288
License Fees	3,028	12,901	25,000	0	25,000
Rents & Easements	701,615	720,060	742,723	774,540	774,126
TOTAL EASEMENTS AND LICENSES	704,644	732,961	767,723	774,540	799,126
NVRPA Event Staffing	12,002	9,317	14,500	11,015	16,500
Kitchen Use Fee	15,000	17,750	12,500	10,000	10,000
Firewood/Propane	52,704	67,529	50,000	49,647	57,000
Garden Guild/Docent Activities	840	280	600	10	600
House & Bank Building Rental	150,404	196,091	198,328	149,251	175,997
Insurance Proceeds	3,158	39,992	0	43,792	0
Interest	16,238	52,607	6,000	287	6,000
Interest-Temple Hall	0	1,846	96,806	0	96,806
Interest-Occoquan	0	44,368	0	65,024	0
Lessons	161,538	162,636	149,000	124,176	166,000
Lifeguard Training Fee	6,830	12,938	0	1,200	0
Miscellaneous Revenue	69,805	110,588	52,732	62,283	74,232
Crop Sales	11,969	71,742	89,000	113,402	94,000
Rental Device Commission	1,394	1,075	1,200	1,225	1,200
Adventure Links Agreement (Hemlock)	75,000	75,000	75,000	75,000	75,000
Reservation Fees	28,142	64,542	25,000	50,882	60,000
Sponsorship	0	(3)	0	0	2,500
TOTAL OTHER REVENUE	605,024	928,297	770,666	757,194	835,835
TOTAL ENTERPRISE FUND REVENUES	\$19,792,267	\$20,933,385	\$20,445,118	\$16,781,682	\$22,022,018
Transfer from Carlyle House Friends Fund	5,314	5,926	3,000	1,321	3,000
Transfer from Restricted Fund	327,912	327,912	327,912	327,912	\$327,912
Transfer from Restricted Fund - Occoquan	0	383,360	813,669	0	599,708
Transfer from Capital Fund - Stribling	0	0	0	0	13,400
TOTAL TRANSFERS FROM OTHER FUNDS	333,226	717,198	1,144,581	329,233	944,020
TOTAL AVAILABLE RESOURCES	\$20,125,493	\$21,650,584	\$21,589,699	\$17,110,915	\$22,966,038

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
ENTERPRISE FUND EXPENSES					
Full-time Salaries	\$4,839,464	\$5,180,216	\$5,305,029	\$4,448,785	\$5,596,931
Part-Time Salaries	3,535,725	3,879,786	3,969,544	2,840,232	4,048,993
FICA	616,001	663,375	710,495	506,290	739,035
Hospitalization	611,873	739,750	863,842	713,140	915,161
Life Insurance	35,792	27,974	40,215	25,379	42,423
Retirement	1,235,666	832,967	1,007,955	752,959	951,478
Unemployment Tax	28,816	23,121	36,707	13,736	37,675
TOTAL PERSONNEL SERVICES	10,903,337	11,347,189	11,933,786	9,300,521	12,331,697
Camps	0	0	5,000	3,475	9,250
Contingency	0	0	150,000	0	150,000
Credit Card Charges	356,349	390,229	388,385	313,207	415,769
POS Technology Fees	144,484	173,333	200,000	128,707	200,000
Contract Employment	145,805	104,764	72,325	156,035	110,017
Corn Maize Operations	0	40,507	35,450	45,679	41,450
Golf Cart Rental	154,118	158,205	158,205	145,022	158,205
Beverage Cart Rental	2,357	8,315	8,316	7,622	8,316
Equipment Rental	202,156	209,971	232,020	157,397	253,760
Feed	0	15,543	9,000	5,978	9,000
Fertilizer	22,098	56,893	74,500	66,493	77,000
Garden Guild/Docent Activities	129	348	600	457	400
Gas and Diesel	122,181	127,092	206,225	110,378	201,650
Handicap Program	14,550	14,550	13,800	15,750	14,500
Instructor Fees	28,092	28,882	23,000	13,682	31,500
License Fees	6,040	18,871	12,200	1,860	12,200
Linen Service	19,479	14,495	19,500	13,497	16,000
Livestock	0	3,385	4,000	3,250	4,000
Membership Events	0	857	1,000	0	1,000
Park Police	0	47,900	20,000	21,850	47,000
Production Costs	247,786	248,482	223,000	237,875	268,000
Programs and Promotions	60,488	79,591	93,150	63,014	114,400
Public Information	423,081	406,296	513,000	399,210	521,000
Regatta Fees	0	0	0	0	14,000
Seeds and Plants	128	23,085	41,000	23,849	39,000
Shooting Tournament	20,829	21,811	30,000	13,780	30,000
Strategic Plan Initiatives	12,180	0	128,000	133,178	128,000
Swimming Pool Safety Program	0	0	0	0	25,000
Targets	204,995	207,789	252,000	161,515	245,000
Training for Field Staff	44,651	47,171	85,000	58,749	85,000
Uniforms	14,372	13,572	16,650	10,741	17,950
Vet & Medicine	0	4,509	9,000	4,820	9,000
TOTAL OPERATING COSTS	2,246,345	2,466,444	3,024,326	2,317,070	3,257,367
Equipment/Vehicle Maintenance	173,902	222,557	214,935	174,204	231,958
Facility Op. & Maintenance	1,202,624	1,357,207	1,313,814	1,085,665	1,521,690
Garden Maintenance	55,195	56,239	57,000	41,113	69,000
Golf Course Maintenance	302,619	304,273	334,859	237,766	334,859
Major Contract Maintenance	102,051	145,264	150,000	201,182	225,000
Rental House Maintenance	8,380	8,037	6,500	8,500	6,500
TOTAL MAINTENANCE COSTS	1,844,772	2,093,577	2,077,108	1,748,429	2,389,007
Insurance - Liquor Liability	10,784	7,491	12,700	18,447	18,050
Insurance - Workers Comp	127,781	137,686	150,000	159,566	155,000
Insurance - Vehicle	17,949	19,335	22,226	23,864	26,368
TOTAL, INSURANCE	156,514	164,512	184,926	201,878	199,418

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
Retail - Ammunition	160,748	152,482	182,000	117,441	182,000
Retail - Alcoholic Beverages/Hard Liquor	205,900	238,973	224,800	180,056	266,899
Retail - Catering Food Truck	11,030	12,359	13,680	12,532	16,200
Retail - Algonkian Woodlands	106,944	74,116	114,000	81,450	72,000
Retail - Catering Great Blue Heron	290,719	356,456	300,000	231,305	389,442
Retail - Catering Rust Sanctuary	106,420	141,738	145,547	139,685	168,000
Retail - Food	800,142	804,926	821,225	570,297	898,130
Retail - Pro Shop	111,978	89,063	103,100	63,086	97,500
Retail Merchandise	19,687	61,878	53,097	43,011	60,722
Vending Machine Operation	2,831	510	600	0	0
TOTAL RETAIL OPERATIONS	1,816,401	1,932,501	1,958,049	1,438,863	2,150,892
Telephone	82,658	80,536	81,132	64,392	86,032
Electricity	487,586	484,716	535,630	465,245	587,450
Natural Gas	9,300	12,430	20,000	12,557	29,960
Water/Sewer	246,721	172,424	198,100	123,653	203,000
Propane Gas	44,613	43,815	64,600	57,999	61,900
Heating Oil	7,446	1,089	3,000	756	2,500
Internet/Cable	57,827	68,954	59,849	47,558	65,914
TOTAL UTILITIES	936,151	863,964	962,311	772,160	1,036,756
Note Payable VRA Principal - Occoquan	0	0	220,000	0	230,000
Interest Expense VRA Note - Occoquan	0	383,360	593,669	423,130	584,634
Interest Expense VRA Note - Stribling	0	0	0	0	13,400
TOTAL DEBT SERVICE	0	383,360	813,669	423,130	828,034
Trans. - Gen. Fund for Central Maint.	524,816	610,523	610,523	0	747,866
TOTAL OPERATING EXPENSES	\$18,428,335	\$19,862,070	\$21,564,698	\$16,202,051	\$22,941,038
OPERATING INCOME (LOSS)	\$1,697,158	\$1,788,513	\$25,000	\$908,864	\$25,000
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	410,319	519,911	0	0	0
Transfer to General Fund	(51,238)	177,443	0	0	0
Transfer to Retirement Plan	492,383	297,092	0	0	0
Transfer to Temple Hall Operating Fund	50,000	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	328,256	297,092	0	0	0
Transfer to Sustainability Reserve	410,319	371,365	0	0	0
TOTAL TRANS TO OTHER FUNDS	1,640,040	1,662,903	25,000	0	25,000
Donation/Adjustments	57,117	125,610	0	0	0
TOTAL EXPENSES AND OTHER USES	\$20,125,492	\$21,650,584	\$21,589,699	\$16,202,051	\$22,966,038
ENDING BALANCE	\$287,146	\$287,146	\$287,146	\$1,196,010	\$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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 14,206	\$ 15,680	\$ 15,920	1.5%
Retail Operations	0	500	720	-
Other Revenue	19,950	18,600	18,600	0.0%
TOTAL REVENUE	\$ 34,156	\$ 34,780	\$ 35,240	1.3%
EXPENSES BY CATEGORY				
Personnel Services	117,804	117,859	127,695	8.3%
Operating Costs	2,658	6,250	6,250	0.0%
Maintenance Costs	13,628	13,200	19,200	45.5%
Insurance	317	327	412	26.0%
Retail Operations	-	200	432	-
Utilities	6,391	6,800	7,200	5.9%
TOTAL EXPENSES	\$ 140,799	\$ 144,636	\$ 161,189	11.4%
Net Income	\$ (106,643)	\$ (109,856)	\$ (125,949)	

BUDGET HIGHLIGHTS

Major variances in budget:

- One of NOVA Park's newest parks, Goose Creek is included as part of this cost center.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.40	.46	.60	.55	.84

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-005	ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK					
	REVENUES					
4600	Programmed Events	\$8,956	\$10,406	\$10,100	\$3,700	\$10,100
4498	Mill Rental	1,200	3,100	4,800	3,363	4,800
4230	Entrance Fees/Group Admissions	381	700	780	741	1,020
	TOTAL USER FEES	10,537	14,206	15,680	7,803	15,920
4640	Retail Operations	0	0	500	0	720
	TOTAL RETAIL OPERATIONS	0	0	500	0	720
4510	Misc. Revenue	0	50	0	0	0
4420	House Rental	19,800	19,900	18,600	15,700	18,600
	TOTAL OTHER REVENUE	19,800	19,950	18,600	15,700	18,600
	TOTAL REVENUES	\$30,337	\$34,156	\$34,780	\$23,504	\$35,240
	EXPENSES					
5010	Full-Time Salaries	\$64,880	\$67,882	\$72,168	\$59,746	\$76,294
5020	Part-Time Salaries	17,314	24,691	23,841	20,780	29,470
5030	FICA	6,294	7,088	7,345	5,801	8,091
5060	Life Insurance	488	383	547	360	578
5050	Retirement	16,885	17,633	13,712	10,714	12,970
5070	Unemployment Tax	110	126	247	85	292
	TOTAL PERSONNEL SERVICES	105,971	117,804	117,859	97,486	127,695
5230	Gas and Diesel	77	88	250	80	250
5490	Programs & Promotions	760	2,570	6,000	1,637	6,000
	TOTAL OPERATING COSTS	837	2,658	6,250	1,717	6,250
5180	Equipment/Vehicle Maintenance	0	267	200	16	200
5190	Facility Op. & Maintenance	11,669	13,271	12,000	11,981	18,000
5510	Rental House Maintenance	411	90	1,000	77	1,000
	TOTAL MAINTENANCE COSTS	12,080	13,628	13,200	12,075	19,200
5290	Insurance - Vehicle	315	317	327	395	412
	TOTAL INSURANCE	315	317	327	395	412
5520	Retail Operations	0	0	200	0	432
	TOTAL RETAIL OPERATIONS	0	0	200	0	432
5580-001	Telephone	3,410	3,905	3,500	3,030	2,400
5580-002	Electricity	1,917	1,402	2,500	1,575	2,500
5580-004	Water/Sewer	1,178	1,084	800	613	1,100
5580-016	Internet/Cable	0	0	0	0	1,200
	TOTAL UTILITIES	6,505	6,391	6,800	5,218	7,200
	TOTAL EXPENSES	\$125,708	\$140,799	\$144,636	\$116,891	\$161,189
	OPERATING INCOME (LOSS)	(\$95,371)	(\$106,643)	(\$109,856)	(\$93,388)	(\$125,949)

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

STRATEGIC GOALS & OBJECTIVES FY 2019



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.
- Implement a minimum of (1) new program that meets scout badge requirements.
- 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.
- Develop and implement a 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.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.

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 2018 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 and presented (7) other SOL based programs.
- ✓ Created (1) new program that meets scout badge requirements.
- ✓ Created (1) new revenue generating program to be implemented before fiscal year end.
- ✓ Developed (2) strategies 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.
- ✓ 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.
- ✓ Created promotional, interpretive and informational pieces for the park.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Daily tour attendance	3,193	2,499	3,100	1,723	3,100
• Annual attendance at public programs	121	89	450	76	300
• Special event attendance	1,176	1,163	1,400	1,082	1,500
• Number of facility rentals	4	5	6	3	6
• School tour attendance	1,934	1,503	1,600	252	1,600
• Scout tours	N/A	N/A	N/A	N/A	100
• Volunteer hours received	531	444	800	182	800

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 271,431	\$ 286,000	\$ 245,500	-14.2%
Retail Operations	191	500	500	0.0%
Other Revenue	200	400	400	0.0%
TOTAL REVENUE	\$ 271,822	\$ 286,900	\$ 246,400	-14.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 458,134	\$ 556,844	\$ 542,701	-2.5%
Operating Costs	13,007	14,700	17,200	17.0%
Maintenance Costs	29,415	34,606	34,606	0.0%
Insurance	1,585	1,630	2,060	26.4%
Retail Operations	161	150	150	0.0%
Utilities	6,763	7,830	7,994	2.1%
TOTAL EXPENSES	\$ 509,065	\$ 615,760	\$ 604,711	-1.8%
Net Income	\$ (237,243)	\$ (328,860)	\$ (358,311)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Boat/RV Storage Revenue is anticipated to be reduced by \$36,000 due to the closure of one storage lot.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.12	3.12	3.47	3.73	3.75

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-035	ALGONKIAN REGIONAL PARK REVENUES					
4421	Inflatable Play Feature	\$50	\$0	\$0	\$0	\$0
4460	Launch & Parking Fees	13,279	13,228	14,000	8,068	14,000
4600,4602	Programmed Events	23,940	27,212	25,000	5,918	20,500
4670	Shelter Reservations	75,251	71,561	75,000	35,802	75,000
4045	Athletic Field Use Fees	5,796	5,492	5,000	1,585	5,000
4080	Boat/RV Storage	160,917	144,338	156,000	148,748	120,000
4500	Miniature Golf	9,328	9,599	11,000	5,683	11,000
4800	Vendor Fees	0	0	0	60	0
	TOTAL USER FEES	288,560	271,431	286,000	205,865	245,500
4640	Retail - Food	209	191	500	189	500
	TOTAL RETAIL OPERATIONS	209	191	500	189	500
4636	Rental Device Commission	475	200	400	125	400
	TOTAL OTHER REVENUE	475	200	400	125	400
	TOTAL REVENUES	\$289,244	\$271,822	\$286,900	\$206,179	\$246,400
	EXPENSES					
5010	Full-Time Salaries	\$318,809	\$318,798	\$330,735	\$277,420	\$334,058
5020	Part-Time Salaries	80,478	73,305	84,919	49,575	87,060
5030	FICA	29,905	29,326	31,864	23,282	32,282
5040	Hospitalization	32,537	39,727	42,964	31,984	28,947
5060	Life Insurance	2,315	1,772	2,507	1,545	2,532
5050	Retirement	82,204	(5,479)	62,840	47,569	56,790
5070	Unemployment Tax	807	685	1,015	403	1,032
	TOTAL PERSONNEL SERVICES	547,055	458,134	556,844	431,777	542,701
5230	Gas and Diesel	6,406	4,972	7,000	4,859	7,000
5490	Programs and Promotions	7,177	7,622	6,500	146	9,000
5570	Uniforms	421	413	1,200	908	1,200
	TOTAL OPERATING COSTS	14,005	13,007	14,700	5,912	17,200
5180	Equipment/Vehicle Maintenance	7,004	7,620	7,000	3,081	7,000
5190	Facility Op. & Maintenance	28,449	21,795	27,606	18,474	27,606
	TOTAL MAINTENANCE COSTS	35,453	29,415	34,606	21,556	34,606
5290	Insurance - Vehicle	1,574	1,585	1,630	1,974	2,060
	TOTAL INSURANCE	1,574	1,585	1,630	1,974	2,060
5520	Retail - Food	150	161	150	125	150
	TOTAL RETAIL OPERATIONS	150	161	150	125	150
5580-001	Telephone	516	651	700	613	700
5580-002	Electricity	5,849	4,157	5,230	5,152	5,230
5580-004	Water/Sewer	1,536	1,096	1,200	1,094	1,200
5580-016	Internet/Cable	746	859	700	704	864
	TOTAL UTILITIES	8,647	6,763	7,830	7,563	7,994
	TOTAL EXPENSES	\$606,884	\$509,065	\$615,760	\$468,908	\$604,711
	OPERATING INCOME (LOSS)	(\$317,641)	(\$237,243)	(\$328,860)	(\$262,729)	(\$358,311)

ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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:

- 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.
- Develop an implementation plan with costs to replace park signage with standardized NOVA Park signs.

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



Objectives:

- Conduct a minimum of (8) 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.
- Develop a “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.

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Hosted a total of 4 park clean up days with the Rotary Club of Sterling, CertaPro of Loudoun and Cub Scout Pack 1576.
- ✓ Worked with the Potomac Heritage Trail Association and local citizens on trail improvement projects.
- ✓ Partnerships maintained with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, Dominion High School and Potomac Fall High School Cross Country teams, and Audubon Naturalist Society. New partnership established with CertaPro of Loudoun.
- ✓ Established a new relationship with a local citizen to monitor trail conditions within the park. Maintained relationship with local volunteers for trash and debris clean up along trails.
- ✓ Developed a plan to implement directional signage within the park with standardized NOVA Parks signs.

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

Highlights

- ✓ Conducted 9 Paddle Tours to include a special Solar Eclipse Paddle tour.
- ✓ Two educational program sessions were conducted by Audubon Naturalist Society.
- ✓ Hosted The North Face Endurance Challenge and the Artic Dash Race series. Hosted community lead park clean ups and interpretive hikes led by Roving Naturalist
- ✓ 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

- ✓ Continued to implement strategies for recruiting staff including a list of positive behaviors we look for in interviews and expanding the number of places jobs are posted.
- ✓ 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.
- ✓ Developed FAQ pages for the Algonkian Park webpage and Cottage webpage.
- ✓ Developed mid-season evaluation tools for seasonal staff.

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

Highlights

- ✓ Maintained Storage Lots at 95% capacity.
- ✓ Developed program plan for the First Annual Community Campout.
- ✓ Implemented event promotions calendar on Facebook which aided in over a 90% booking rate for our paddle tours.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of boat launches	1,926	1,815	2,700	1,206	2,100
• Boat/RV storage usage	230	220	215	215	181
• Number of miniature golf rounds	2,199	2,320	3,150	1,309	2,750
• Number of picnic shelter rentals	340	361	350	219	360

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 937,402	\$ 957,000	\$ 974,000	1.8%
Retail Operations	145,138	160,000	160,000	0.0%
Other Revenue	14,413	3,000	10,000	-
TOTAL REVENUE	\$ 1,096,953	\$ 1,120,000	\$ 1,144,000	2.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 694,942	\$ 637,130	\$ 675,107	6.0%
Operating Costs	85,559	81,147	87,597	7.9%
Maintenance Costs	165,224	182,659	182,659	0.0%
Insurance	904	1,004	762	-24.1%
Retail Operations	66,503	67,000	69,000	3.0%
Utilities	46,109	47,075	48,720	3.5%
TOTAL EXPENSES	\$ 1,059,242	\$ 1,016,015	\$ 1,063,845	4.7%
Net Income	\$ 37,711	\$ 103,985	\$ 80,155	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	5.78	5.78	5.78	5.78	5.78

ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-010	ALGONKIAN GOLF COURSE REVENUES					
4210	Driving Range	\$58,753	\$65,020	\$65,000	\$48,055	\$67,500
4220	Cart Rental	180,482	188,493	180,000	134,826	195,000
4320	Golf Club Rental	4,249	2,402	3,000	1,491	3,000
4380	Green Fees	652,553	674,363	700,000	484,689	700,000
4400	Golf Handicap Program	4,083	4,514	5,500	3,816	5,500
4610	Pull Cart Rental	2,494	2,610	3,500	1,329	3,000
	TOTAL USER FEES	902,615	937,402	957,000	674,206	974,000
4475	Lessons	3,093	14,413	3,000	2,080	10,000
	TOTAL OTHER REVENUE	3,093	14,413	3,000	2,080	10,000
4641	Retail - Alcoholic Beverages	45,733	48,071	50,000	36,194	50,000
4640,4642,4643	Retail - Food	64,923	58,551	70,000	36,113	70,000
4650	Retail - Pro Shop	36,477	38,516	40,000	28,936	40,000
	TOTAL RETAIL OPERATIONS	147,133	145,138	160,000	101,243	160,000
	TOTAL REVENUES	\$1,052,841	\$1,096,953	\$1,120,000	\$777,529	\$1,144,000
	EXPENSES					
5010	Full-Time Salaries	\$302,088	\$374,174	\$344,801	\$292,576	\$366,715
5020	Part-Time Salaries	115,999	127,921	127,407	87,922	128,685
5030	FICA	34,061	36,983	36,147	26,419	37,921
5040	Hospitalization	56,149	60,821	59,293	63,791	75,299
5060	Life Insurance	2,603	1,906	2,614	1,707	2,780
5050	Retirement	90,089	92,224	65,512	51,848	62,342
5070	Unemployment Tax	1,335	913	1,355	596	1,365
	TOTAL PERSONNEL SERVICES	602,324	694,942	637,130	524,859	675,107
5160	Golf Cart Rental	50,325	51,625	51,625	47,323	51,625
5138	Beverage Cart Rental	786	2,772	2,772	2,541	2,772
5230	Gas and Diesel	11,228	12,274	18,000	9,564	18,000
5260	Golf Handicap Program	4,850	4,850	4,850	5,250	5,000
5263	Instructor Fees	2,160	12,675	2,500	1,875	9,000
5570	Uniforms	1,743	1,364	1,400	1,352	1,200
	TOTAL OPERATING COSTS	71,092	85,559	81,147	67,905	87,597
5180	Equipment/Vehicle Maintenance	19,291	19,279	20,758	15,935	20,758
5190	Facility Op. & Maintenance	40,126	51,260	53,601	45,146	53,601
5240	Golf Course Maintenance	90,384	94,686	108,300	67,117	108,300
	TOTAL MAINTENANCE COSTS	149,801	165,224	182,659	128,198	182,659
5265	Insurance - Liquor Liability	54	270	350	1,200	350
5290	Insurance - Vehicle	630	634	654	395	412
	TOTAL INSURANCE	684	904	1,004	1,595	762
5521	Retail - Alcoholic Beverages	15,278	14,720	15,000	10,990	15,000
5520	Retail - Food	23,850	26,900	28,000	17,572	28,000
5530	Retail - Pro Shop	42,202	24,883	24,000	17,073	26,000
	TOTAL RETAIL OPERATIONS	81,330	66,503	67,000	45,635	69,000
5580-001	Telephone	3,868	3,728	3,960	3,057	3,960
5580-002	Electricity	33,881	29,517	31,000	27,285	31,000
5580-004	Water/Sewer	1,561	3,618	4,000	3,609	4,000
5580-008	Propane Gas	6,172	6,227	6,000	10,719	7,000
5580-016	Internet/Cable	2,132	3,019	2,115	2,271	2,760
	TOTAL UTILITIES	47,614	46,109	47,075	46,940	48,720
	TOTAL EXPENSES	\$952,844	\$1,059,242	\$1,016,015	\$815,132	\$1,063,845
	OPERATING INCOME (LOSS)	\$99,997	\$37,711	\$103,985	(\$37,603)	\$80,155

ALGONKIAN GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2019



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:

- 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 and time blocks.
- Develop and implement a minimum of (2) strategies to promote league play and tournament offerings.
- 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.
- Maintain an annual comprehensive programming calendar and schedule of events and activities.
- 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 system with a minimum of (2) ways to recognize and reward new 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.
- 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.
- 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.
- Develop and implement purchasing and inventory guidelines for golf pro shop.
- 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 2018 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.
- ✓ Utilized mailings and e-blasts to increase retention rates for memberships.
- ✓ Utilized segmentation marketing strategies to promote deals and events.
- ✓ Developed several marketing campaigns to target the 5-7 round golfer database.

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

Highlights

- ✓ Worked with BCG to target off peak days and times and price accordingly.
- ✓ Developed marketing campaigns to promote leagues and tournaments.
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Developed and implemented a social media calendar to keep all platforms current.
- ✓ Encouraged online reservations by including a “call to action” in email blasts and providing links emails and promotional materials.
- ✓ Implemented a marketing plan for text club and successfully increased members by over 100%.

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, driving range improvements and improvements to the starter gazebo and golfer check in area.
- ✓ 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.
- ✓ Key staff have been certified in safe food handling procedures.
- ✓ Worked with BCG to develop a strategy for increasing retail merchandise sales and improving the aesthetics of the pro shop.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul- Dec 2017)	FY 2019 TARGET
• 18 hole golf rounds (paid)	21,576	20,589	22,500	11,544	22,500
• 18 hole golf rounds (members)	9,720	8,496	9,000	4,223	9,000
• Power cart rentals-18 hole equivalent	10,987	11,261	12,000	6,563	12,000
• Number of driving range buckets sold	5,415	6,957	6,000	3,005	6,500
• Number of annual golf memberships sold	47	66	55	16	55
• Number of Heron Club Cards sold	181	167	150	85	175
• Per customer average on pro shop merchandise	\$1.17	\$1.32	\$1.27	\$1.36	\$1.27
• Per customer average on food & beverage	\$3.54	\$3.66	\$3.81	\$3.82	\$3.81
• Revenue per round of golf played	\$33.64	\$37.71	\$35.56	\$39.02	\$36.32
• Expense per round of golf played	\$30.45	\$36.41	\$32.25	\$32.59	\$33.77
• Volunteer hours received	6,522	6,617	5,200	4,465	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 452,913	\$ 424,000	\$ 429,000	1.2%
Retail Operations	120,144	115,250	118,000	2.4%
Other Revenue	3,231	-	-	-
TOTAL REVENUE	\$ 576,288	\$ 539,250	\$ 547,000	1.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 165,772	\$ 175,871	\$ 176,585	0.4%
Maintenance Costs	58,919	56,828	56,828	0.0%
Retail Operations	41,005	46,625	48,000	2.9%
Utilities	20,120	24,100	25,100	4.1%
TOTAL EXPENSES	\$ 285,817	\$ 303,424	\$ 306,513	1.0%
Net Income	\$ 290,471	\$ 235,826	\$ 240,487	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.81	7.92	7.92	8.07	8.07

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-020	ALGONKIAN VOLCANO ISLAND WATERPARK REVENUES					
4550	Admissions	\$301,483	\$289,029	\$280,000	\$168,644	\$285,000
4570	Group Admissions	121,875	139,059	120,000	85,924	120,000
4490	Locker Rental	424	748	500	400	500
4560, 4580	Waterpark Passes	16,304	20,050	20,000	9,715	20,000
4670	Shelter Reservations	3,276	4,027	3,500	1,682	3,500
	TOTAL USER FEES	443,362	452,913	424,000	266,364	429,000
4640	Retail Operations	117,273	114,068	110,000	59,816	110,000
4660	Swim Merchandise	4,200	6,077	5,250	5,216	8,000
	TOTAL RETAIL OPERATIONS	121,473	120,144	115,250	65,032	118,000
4482	Lifeguard Training Fee	1,000	3,231	0	0	0
	TOTAL OTHER REVENUE	1,000	3,231	0	0	0
	TOTAL REVENUES	\$565,835	\$576,288	\$539,250	\$331,396	\$547,000
	EXPENSES					
5020	Part-Time Salaries	\$139,200	\$153,020	\$162,168	\$96,013	\$162,826
5030	FICA	10,649	11,706	12,406	7,340	12,456
5070	Unemployment Tax	1,277	1,046	1,297	559	1,303
	TOTAL PERSONNEL SERVICES	151,126	165,772	175,871	103,912	176,585
5190	Facility Op. & Maintenance	58,841	58,919	56,828	37,984	56,828
	TOTAL MAINTENANCE COSTS	58,841	58,919	56,828	37,984	56,828
5520	Retail Operations	40,394	38,430	44,000	25,222	44,000
5535	Swim Merchandise	2,463	2,576	2,625	3,894	4,000
	TOTAL RETAIL OPERATIONS	42,857	41,005	46,625	29,116	48,000
5580-001	Telephone	1,168	1,165	1,100	945	1,100
5580-002	Electricity	21,324	15,149	19,000	19,739	20,000
5580-004	Water/Sewer	2,354	2,631	3,000	2,625	3,000
5580-016	Internet/Cable	1,035	1,176	1,000	975	1,000
	TOTAL UTILITIES	25,882	20,120	24,100	24,283	25,100
	TOTAL EXPENSES	\$278,706	\$285,817	\$303,424	\$195,295	\$306,513
	OPERATING INCOME (LOSS)	\$287,129	\$290,471	\$235,826	\$136,101	\$240,487

VOLCANO ISLAND WATERPARK AT ALGONKIAN

STRATEGIC GOALS & OBJECTIVES FY 2019

STRATEGIC FOCUS



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 membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.
- 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:

- 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 continue and expand facility theming.
- Implement a 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.

VOLCANO ISLAND WATERPARK AT ALGONKIAN

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Aquatics team implemented successful Big Chill sale, partnered with Groupon.
- ✓ Implemented plan for new annual waterpark pass perk party to add value to annual waterpark package, capture passholder pictures, and increase sales.
- ✓ Implemented plan for new annual waterpark passholder referral program to increase sales.

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

Highlights

- ✓ Maintained NASCO gold standard certification through 2017 season.
- ✓ Adopted new agency-wide comprehensive aquatics risk management program through Ellis and Associates.
- ✓ Reviewed and refined orientation and in-service training techniques
- ✓ Implemented lifeguard 2 position to continue to refine leadership skills in individuals and create a management pipeline.
- ✓ Implemented new recruitment strategies including building new relationships with schools and organizations.
- ✓ Implemented new Open House hiring event.
- ✓ Updated all facility SOPs to reflect current safety standards.
- ✓ Implemented new Ellis and Associates vanGUARD waterpark supervisor training.

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

Highlights

- ✓ Implemented E-blast marketing campaign and discount program for repeat birthday party customers.
- ✓ 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

- ✓ Continued to expand and develop facility theming.
- ✓ Provided level 1 customer service training to all waterpark staff.
- ✓ Reviewed, refined, and implemented general user survey to identify areas for improvement

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
<u>MEASURABLE RESULTS</u>					
• Number of general admissions	36,015	38,558	36,000	23,142	36,000
• Number of youth group participants	24,225	24,957	22,000	13,438	22,000
• Number of Annual Waterpark Passes sold	210	195	275	38	225
• Avg. amount customers spent on food, beverages & retail	\$2.02	\$1.86	\$1.99	\$1.77	\$2.03
• Number of birthday party participants	933	799	900	597	900
• Number of birthday parties	81	71	80	55	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 171,225	\$ 239,000	\$ 152,000	-36.4%
Retail Operations	277,375	401,150	262,725	-34.5%
Other Revenue	13,383	35,000	12,000	-65.7%
TOTAL REVENUE	\$ 461,982	\$ 675,150	\$ 426,725	-36.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 96,869	\$ 125,381	\$ 122,347	-2.4%
Operating Costs	41,445	72,300	34,000	-53.0%
Maintenance Costs	26,084	29,000	29,000	0.0%
Insurance	1,336	3,985	2,350	-41.0%
Retail Operations	94,421	142,000	93,000	-34.5%
Utilities	15,015	20,100	18,100	-10.0%
TOTAL EXPENSES	\$ 275,169	\$ 392,766	\$ 298,797	-23.9%
Net Income	\$ 186,813	\$ 282,384	\$ 127,928	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenue and expenses have been adjusted downward to account for the lower number of bookings at the Woodlands.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time	2.80	2.35	2.28	2.80	2.21

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-030	ALGONKIAN-WOODLANDS MEETING & EVENT CENTER					
	REVENUES					
4130	Woodlands Rental	\$221,575	\$168,225	\$235,000	\$115,853	\$150,000
4443	Kitchen Use Fee	2,250	3,000	4,000	250	2,000
	TOTAL USER FEES	223,825	171,225	239,000	116,103	152,000
4821	Equipment Rental	19,881	13,383	35,000	13,563	12,000
4822	Contract Employment	870	0	0	2,200	0
	TOTAL OTHER REVENUE	20,751	13,383	35,000	15,763	12,000
4640,4641,4647	Retail - Alcohol	95,810	52,795	70,000	73,832	52,500
4115	Catering	279,000	190,251	285,000	163,941	180,000
4682	Service Charge	54,226	34,329	46,150	35,746	30,225
	TOTAL RETAIL OPERATIONS	429,036	277,375	401,150	273,519	262,725
	TOTAL REVENUES	\$673,612	\$461,982	\$675,150	\$405,385	\$426,725
	EXPENSES					
5010	Full-Time Salaries	\$29,114	\$28,269	\$24,858	\$20,926	\$36,345
5020	Part-Time Salaries	56,621	53,959	86,383	47,142	65,674
5030	FICA	6,514	6,242	8,510	4,787	7,804
5040	Hospitalization	2,840	1,374	0	7,356	5,517
5060	Life Insurance	165	129	188	108	276
5050	Retirement	5,752	6,645	4,723	3,337	6,179
5070	Unemployment Tax	400	252	719	172	553
	TOTAL PERSONNEL SERVICES	101,407	96,869	125,381	83,828	122,347
5186	Equipment Rental	18,754	12,569	35,000	12,412	15,200
5146	Contract Employment	55,322	24,518	30,500	36,658	12,000
5230	Gas and Diesel	0	53	600	0	600
5340	Linen Service	2,021	1,967	2,500	2,091	2,500
5570	Uniforms	167	197	200	147	200
5490	Programs and Promotions	1,289	2,141	3,500	4,837	3,500
	TOTAL OPERATING COSTS	77,553	41,445	72,300	56,144	34,000
5180	Equipment/Vehicle Maintenance	0	942	1,000	96	1,000
5190	Facility Op. & Maintenance	31,330	25,142	28,000	26,672	28,000
	TOTAL MAINTENANCE COSTS	31,330	26,084	29,000	26,769	29,000
5265	Insurance-Liquor liability	2,124	1,336	2,350	2,969	2,350
5290	Insurance-Vehicle	0	0	1,635	0	0
	TOTAL INSURANCE	2,124	1,336	3,985	2,969	2,350
5143	Catering	106,944	74,116	114,000	81,450	72,000
5521	Retail - Alcohol	10,984	20,305	28,000	13,189	21,000
	TOTAL RETAIL OPERATIONS	117,928	94,421	142,000	94,639	93,000
5580-001	Telephone	2,678	2,564	2,600	2,061	2,600
5580-002	Electricity	11,070	9,698	11,000	9,737	11,000
5580-008	Propane	1,125	399	4,000	641	2,000
5580-016	Internet/Cable	1,961	2,354	2,500	1,354	2,500
	TOTAL UTILITIES	16,834	15,015	20,100	13,793	18,100
	TOTAL EXPENSES	\$347,176	\$275,169	\$392,766	\$278,143	\$298,797
	OPERATING INCOME (LOSS)	\$326,436	\$186,813	\$282,384	\$127,242	\$127,928

THE WOODLANDS AT ALGONKIAN PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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



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 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Developed an event tracking tool to identify historically underutilized dates, track revenues for current and future fiscal years to aid in developing promotions for off peak events.
- ✓ Developed promotions to target underutilized dates identified from the tracking tool. Many of these dates have been booked.
- ✓ Worked with catering department to develop various menu options to accommodate smaller budgets and specialized cuisines. Continued to work closely with catering department to communicate client needs and requests to create a seamless event.
- ✓ Reviewed and refined guidelines as a committee to create a seamless customer experience between venue and catering services staff.
- ✓ 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.
- ✓ Worked with catering manager to establish corporate holiday party menu packages.
- ✓ Reviewed trends in catering and alcohol sales and developed SOP's to encourage use of GBH.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of social rentals (events)	58	39	60	19	50
• Number of wedding/social events catered (in-house)	46	30	55	18	45
• Number of daytime rentals (meetings)	37	25	40	11	40

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 354,750	\$ 323,900	\$ 323,600	-0.1%
TOTAL REVENUE	\$ 354,750	\$ 323,900	\$ 323,600	-0.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 101,470	\$ 114,463	\$ 118,183	3.2%
Operating Costs	12,528	17,000	13,500	-20.6%
Maintenance Costs	20,181	25,500	25,500	0.0%
Utilities	55,430	55,500	53,500	-3.6%
TOTAL EXPENSES	\$ 189,609	\$ 212,463	\$ 210,683	-0.8%
Net Income	\$ 165,141	\$ 111,437	\$ 112,917	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	ADOPTED FY 2019
					ACTUAL FY 2018	
3-040	ALGONKIAN COTTAGES					
	REVENUES					
4150,4151	Cottage Rental	\$316,927	\$354,161	\$323,000	\$239,574	\$323,000
4470	Laundry	485	588	900	234	600
	TOTAL USER FEES	317,412	354,750	323,900	239,807	323,600
	TOTAL REVENUES	\$317,412	\$354,750	\$323,900	\$239,807	\$323,600
	EXPENSES					
5010	Full-Time Salaries	\$19,474	\$19,451	\$24,858	\$13,675	\$23,168
5020	Part-Time Salaries	58,440	63,768	76,315	55,768	77,231
5030	FICA	5,732	6,192	7,740	4,819	7,681
5040	Hospitalization	6,211	6,610	0	7,589	5,344
5060	Life Insurance	173	129	188	108	175
5050	Retirement	5,069	5,052	4,723	2,396	3,939
5070	Unemployment Tax	298	267	639	104	646
	TOTAL PERSONNEL SERVICES	95,397	101,470	114,463	84,458	118,183
5340	Linen Service	17,457	12,528	17,000	11,406	13,500
	TOTAL OPERATING COSTS	17,457	12,528	17,000	11,406	13,500
5180	Equipment/Vehicle Maintenance	0	28	500	126	500
5190	Facility Op. & Maintenance	26,912	20,153	25,000	20,775	25,000
	TOTAL MAINTENANCE COSTS	26,912	20,181	25,500	20,902	25,500
5580-001	Telephone	12,208	11,540	11,500	7,616	11,500
5580-002	Electricity	16,963	15,792	20,000	16,649	20,000
5580-004	Water/Sewer	1,925	3,618	4,000	3,609	4,000
5580-008	Propane	2,765	2,702	5,000	2,475	3,000
5580-016	Internet/Cable	16,483	21,778	15,000	10,896	15,000
	TOTAL UTILITIES	50,344	55,430	55,500	41,245	53,500
	TOTAL EXPENSES	\$190,111	\$189,609	\$212,463	\$158,010	\$210,683
	OPERATING INCOME (LOSS)	\$127,302	\$165,141	\$111,437	\$81,797	\$112,917

ALGONKIAN COTTAGES

STRATEGIC GOALS & OBJECTIVES FY 2019

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.
- Develop cottage inspection forms utilizing 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.
- Implement (2) new methods to improve overall check-in and check-out procedures.
- Cultivate a Great customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.

STRATEGIC FOCUS



FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented 3 promotions to increase off peak promotions.
- ✓ Developing online surveys to distribute to cottage guests.
- ✓ Trained new staff and refreshed current staff on proper check-in procedures and the use of scripts.
- ✓ Established consistent pre-check in walk through procedures and trained staff.
- ✓ Conducted training with housekeeping staff on pre check-in walkthrough procedures and maintenance inspections.
- ✓ Improved the guest experience by adding larger TV's, reliable cable service, replacing aged light fixtures and adding park photos from local photographers.
- ✓ Improved "cottage check in" directional signage by way of standardized NOVA Parks signs.
- ✓ Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- ✓ Implemented plan to efficiently respond to customer reviews and strategies.
- ✓ Updated assets to include serial numbers and make and model of equipment.
- ✓ Updated check in folders and print material for guests with pertinent cottage information and cross marketing material for NOVA Parks.
- ✓ Targeted cottage guests for Solar Eclipse paddle tour offering in August of 2018.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Three Bedroom-Rental Nights (8 cottages)	1,151	1,150	1,200	567	1,200
• Four Bedroom-Rental Nights (2 cottages)	310	313	350	173	350
• Five Bedroom-Rental Nights (2 cottages)	273	288	350	152	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 5,910	\$ -	\$ 4,000	0.0%
Retail Operations	-	-	-	-
TOTAL REVENUE	\$ 5,910	\$ -	\$ 4,000	0
EXPENSES BY CATEGORY				
Personnel Services	\$ 20,759	\$ 28,454	\$ 28,454	0.0%
Operating Costs	-	-	500	0.0%
Maintenance Costs	2,163	5,500	10,500	90.9%
Retail Operations	-	-	-	-
Utilities	-	-	-	-
TOTAL EXPENSES	\$ 22,922	\$ 33,954	\$ 39,454	16.2%
Net Income	\$ (17,013)	\$ (33,954)	\$ (35,454)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The budget for maintenance costs was increased from \$5,500 to \$10,500 in FY 19.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time	0	1.03	1.03	1.03	1.03

BEAVERDAM PROPERTY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-042	BEAVERDAM PROPERTY					
	REVENUES					
4460	Launch & Parking Fees	\$10,780	\$5,910	\$0	\$0	\$4,000
	TOTAL USER FEES	10,780	5,910	0	0	4,000
4640	Retail Operations (Food)	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	0	0	0	0	0
4510	Miscellaneous Revenue	0	0	0	84	0
	TOTAL OTHER REVENUE	0	0	0	84	0
	TOTAL REVENUES	\$10,780	\$5,910	\$0	\$84	\$4,000
	EXPENSES					
5020	Part-Time Salaries	\$21,735	\$19,181	\$26,237	\$11,389	\$26,237
5030	FICA	1,663	1,467	2,007	832	2,007
5070	Unemployment Tax	178	110	210	59	210
	TOTAL PERSONNEL SERVICES	23,576	20,759	28,454	12,280	28,454
5230	Gas and Diesel	0	0	0	0	500
5490	Programs and Promotions	0	0	0	0	0
	TOTAL OPERATING COSTS	0	0	0	0	500
5180	Equipment/Vehicle Maintenance	0	575	500	399	500
5190	Facility Op. & Maintenance	4,314	1,588	5,000	11	10,000
	TOTAL MAINTENANCE COSTS	4,314	2,163	5,500	410	10,500
5520	Retail Operations (Food)	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	0	0	0	0	0
	TOTAL EXPENSES	\$27,890	\$22,922	\$33,954	\$12,690	\$39,454
	OPERATING INCOME (LOSS)	(\$17,110)	(\$17,013)	(\$33,954)	(\$12,607)	(\$35,454)

BEAVERDAM PROPERTY

STRATEGIC GOALS & OBJECTIVES FY 2019

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.
- Continue coordination with Loudoun Water to limit access and educate public about the water drawdown.
- 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.
- Begin to develop an outline for park operations in preparations for the opening of the park.

STRATEGIC FOCUS



FY 2018 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of crew teams	N/A	N/A	N/A	N/A	N/A
• Volunteer hours received	N/A	N/A	N/A	N/A	2,000

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 6,463	\$ 6,500	\$ 6,500	0.0%
TOTAL REVENUE	\$ 6,463	\$ 6,500	\$ 6,500	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	4,301	3,500	6,500	85.7%
Utilities	151	200	200	0.0%
TOTAL EXPENSES	\$ 4,452	\$ 3,700	\$ 6,700	81.1%
Net Income	\$ 2,011	\$ 2,800	\$ (200)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The budget for maintenance expenses was increased from \$3,500 to \$6,500 in the FY 19 Budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-045	BLUE RIDGE REGIONAL PARK REVENUES					
4100	Camping Fees	\$5,080	\$6,463	\$6,500	\$4,557	\$6,500
	TOTAL USER FEES	5,080	6,463	6,500	4,557	6,500
	TOTAL REVENUES	\$5,080	\$6,463	\$6,500	\$4,557	\$6,500
5190	Facility Op. & Maintenance	\$4,356	\$4,301	\$3,500	\$2,343	\$6,500
	TOTAL MAINTENANCE COSTS	4,356	4,301	3,500	2,343	6,500
5580-002	Electricity	148	151	200	117	200
	TOTAL UTILITIES	148	151	200	117	200
	TOTAL EXPENSES	\$4,504	\$4,452	\$3,700	\$2,460	\$6,700
	OPERATING INCOME (LOSS)	\$576	\$2,011	\$2,800	\$2,097	(\$200)

BLUE RIDGE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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.
- 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 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



FY 2018 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 BUDGET
• Number of group campers	1,075	1,188	1238	302	1238
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	2	3	3	2	3
• Volunteer hours received	120	0	500	88	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 1,257,014	\$ 1,229,500	\$ 1,259,000	2.4%
Retail Operations	211,758	218,000	218,000	0.0%
Other Revenue	16,716	20,000	20,000	0.0%
TOTAL REVENUE	\$ 1,485,488	\$ 1,467,500	\$ 1,497,000	2.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 882,337	\$ 863,809	\$ 864,781	0.1%
Operating Costs	93,919	111,362	106,362	-4.5%
Maintenance Costs	176,734	203,211	208,211	2.5%
Insurance	1,538	1,985	2,822	42.2%
Retail Operations	93,816	98,200	95,200	-3.1%
Utilities	46,092	60,962	60,962	0.0%
TOTAL EXPENSES	\$ 1,294,435	\$ 1,339,528	\$ 1,338,338	-0.1%
Net Income	\$ 191,053	\$ 127,972	\$ 158,662	

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full Time	8	8	8	8	8
Part Time	7.27	7.27	7.27	7.27	7.27

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-055	BRAMBLETON GOLF COURSE					
	REVENUES					
4210	Driving Range	\$97,991	\$95,687	\$95,000	\$73,125	\$95,000
4220	Cart Rental	259,807	251,588	230,000	181,177	250,000
4320	Golf Club Rental	2,190	2,700	2,500	1,310	2,000
4380	Green Fees	851,203	892,163	885,000	640,501	895,000
4400	Golf Handicap Program	6,092	6,662	6,000	5,878	6,000
4600	Programmed Events	1,030	420	500	0	500
4610	Pull Cart Rental	2,783	2,718	3,000	1,554	3,000
4670	Shelter Reservations	7,481	5,076	7,500	2,189	7,500
	TOTAL USER FEES	1,228,577	1,257,014	1,229,500	905,734	1,259,000
4641	Retail - Alcoholic Beverages	69,876	74,982	70,000	46,517	70,000
4640, 4642, 4643	Retail - Food	88,693	83,360	88,000	49,065	88,000
4650	Retail - Pro Shop	57,686	53,416	60,000	41,347	60,000
	TOTAL RETAIL OPERATIONS	216,255	211,758	218,000	136,929	218,000
4475	Lessons	20,013	16,716	20,000	11,340	20,000
	TOTAL OTHER REVENUE	20,013	16,716	20,000	11,340	20,000
	TOTAL REVENUES	\$1,464,845	\$1,485,488	\$1,467,500	\$1,054,002	\$1,497,000
	EXPENSES					
5010	Full-Time Salaries	\$517,642	\$488,637	\$480,504	\$420,302	\$487,078
5020	Part-Time Salaries	132,382	146,054	158,545	98,209	160,176
5030	FICA	44,797	46,674	48,978	35,942	49,606
5040	Hospitalization	64,798	76,449	79,127	71,771	79,696
5060	Life Insurance	3,490	2,609	3,643	2,340	3,692
5050	Retirement	121,783	120,883	91,296	70,536	82,803
5070	Unemployment Tax	1,204	1,030	1,716	598	1,729
	TOTAL PERSONNEL SERVICES	886,096	882,337	863,809	699,696	864,781
5160	Golf Cart Rental	51,896	53,290	53,290	48,849	53,290
5138	Beverage Cart Rental	786	2,772	2,772	2,541	2,772
5230	Gas and Diesel	21,519	17,958	31,000	14,154	26,000
5260	Golf Handicap Program	4,850	4,850	4,500	5,250	4,500
5263	Instructor Fees	15,379	13,570	18,000	7,565	18,000
5570	Uniforms	973	1,479	1,800	507	1,800
	TOTAL OPERATING COSTS	95,404	93,919	111,362	78,866	106,362
5180	Equipment/Vehicle Maintenance	18,970	20,052	21,000	14,346	21,000
5190	Facility Op. & Maintenance	46,106	57,642	65,211	50,393	70,211
5240	Golf Course Maintenance	102,784	99,039	117,000	78,658	117,000
	TOTAL MAINTENANCE COSTS	167,861	176,734	203,211	143,398	208,211
5265	Insurance - Liquor Liability	54	270	350	1,200	350
5290	Insurance - Vehicle	1,260	1,268	1,635	2,369	2,472
	TOTAL INSURANCE	1,314	1,538	1,985	3,569	2,822
5521	Retail - Alcoholic Beverages	15,456	21,080	21,000	12,249	21,000
5520, 5522	Retail - Food	41,754	37,340	35,200	19,588	35,200
5530	Retail - Pro Shop	39,437	35,395	42,000	27,742	39,000
	TOTAL RETAIL OPERATIONS	96,647	93,816	98,200	59,580	95,200
5580-001	Telephone	4,639	3,155	3,472	2,775	3,472
5580-002	Electricity	23,696	22,148	30,000	22,810	30,000
5580-008	Propane Gas	15,950	16,180	23,000	20,176	23,000
5580-016	Internet/Cable	3,395	4,609	4,490	3,953	4,490
	TOTAL UTILITIES	47,679	46,092	60,962	49,714	60,962
	TOTAL EXPENSES	\$1,294,999	\$1,294,435	\$1,339,528	\$1,034,822	\$1,338,338
	OPERATING INCOME (LOSS)	\$169,845	\$191,053	\$127,972	\$19,180	\$158,662

BRAMBLETON GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2019



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:

- 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 and time blocks.
- Develop and implement a minimum of (2) strategies to promote league play and tournament offerings.
- 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.
- Maintain an annual comprehensive programming calendar and schedule of events and activities.
- 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.
- 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.
- 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.
- Develop and implement purchasing and inventory guidelines for golf pro shop.
- 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.

FY 2018 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 and Member Guest Tournament.
- ✓ Conducted a review of membership offerings and held a strategy meeting with BCG to discuss proper placement in the local market.
- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Continued to utilize program postcards and targeted emails to encourage membership renewals and gave member expiration reminders in person.

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 campaigns to increase play during those time periods.
- ✓ Increased the number of leagues, morning and evenings to attract businesses and women.
- ✓ 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.
- ✓ Utilized a new “review push” software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- ✓ Partnered with US Kids Golf and hosted two US Kids Golf Tournaments.

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

Highlights

- ✓ Developed a course survey for patrons to give feedback on experience.
- ✓ Continuing to work on an in-house audit program for pro shop staff.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and incentives.

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.
- ✓ Key staff have been certified in safe food handling procedures.
- ✓ Conducted pre-season staff meeting to train staff on cooking and serving procedures.
- ✓ Held multiple Beer tastings with Lost Rhino.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL <small>6 months (Jul-Dec 2017)</small>	FY 2019 TARGET
• 18 hole golf rounds (paid)	29,662	30,000	30,000	19,619	30,800
• 18 hole golf rounds (members)	8,459	7,681	8,500	1,431	8,500
• Power Cart Rentals	16,414	15,906	14,650	9,958	15,900
• Number of Driving Range buckets sold	8,719	8,185	8,700	4,496	8,100
• Per customer average on pro shop merchandise	\$1.63	\$1.88	\$1.56	\$1.56	\$1.53
• Per customer average on food & beverage	\$4.34	\$4.23	\$4.10	\$3.66	\$4.02
• Revenue per round of golf played	\$39.70	\$39.50	\$38.12	\$37.92	\$38.09
• Expense per round of golf played	\$33.97	\$33.19	\$34.79	\$31.00	\$34.05
• Number of social pavilion rentals	12	8	9	3	9
• Number of annual memberships sold	86	87	80	28	80
• Number of Heron Club Cards sold	162	268	150	76	250
• Volunteer hours received	9,929	10,288	8,000	6,368	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 867,942	\$ 795,000	\$ 931,000	17.1%
Retail Operations	42,698	35,000	40,000	14.3%
Other Revenue	40,185	25,600	30,600	19.5%
TOTAL REVENUE	\$ 950,825	\$ 855,600	\$ 1,001,600	17.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 671,249	\$ 684,220	\$ 761,515	11.3%
Operating Costs	21,317	25,400	34,400	35.4%
Maintenance Costs	116,633	105,000	125,000	19.0%
Insurance	2,219	2,288	3,296	44.0%
Retail Operations	22,921	17,500	20,000	14.3%
Utilities	95,506	108,000	106,400	-1.5%
TOTAL EXPENSES	\$ 929,845	\$ 942,409	\$ 1,050,611	11.5%
Net Income	\$ 20,980	\$ (86,809)	\$ (49,011)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Camping Revenues are budgeted to increase almost 30% and cabins by 11% compared to the FY 18 Budget. This is based on the actual increased revenue experienced since FY 17. Expenses are also budgeted to increase due to additional personnel and maintenance costs budgeted in FY 19.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	7	7	7	7	8
Part-Time	6.29	6.29	7.33	6.48	6.24

BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-070	BULL RUN REGIONAL PARK REVENUES					
4095	Cabin Rentals	\$67,879	\$97,330	\$90,000	\$89,731	\$100,000
4100	Camping Fees	400,060	500,985	405,000	484,106	525,000
4421	Inflatable Play Feature	100	0	0	0	0
4470	Laundry	4,523	4,742	5,000	3,343	5,000
4670	Shelter Reservations	98,827	92,046	105,000	59,900	105,000
4600, 4690	Programmed Events	4,190	5,305	4,000	3,602	6,000
4045	Athletic Field Use Fees	9,203	7,875	7,000	6,230	7,000
4675, 4080	Boat/RV Storage	119,685	106,871	125,000	112,922	125,000
4230	Entrance Fees	46,803	49,548	50,000	31,825	54,000
4500	Disc Golf	2,387	3,241	4,000	1,910	4,000
	TOTAL USER FEES	753,657	867,942	795,000	793,569	931,000
4640, 4661	Retail Operations	29,942	42,698	35,000	30,350	40,000
	TOTAL RETAIL OPERATIONS	29,942	42,698	35,000	30,350	40,000
4255,4601	Firewood/Propane	26,699	34,959	25,000	25,345	30,000
4510	Miscellaneous Revenue	3,495	4,726	0	2,835	0
4636	Rental Device Commission	350	500	600	925	600
	TOTAL OTHER REVENUE	30,544	40,185	25,600	29,105	30,600
	TOTAL REVENUES	\$814,143	\$950,825	\$855,600	\$853,024	\$1,001,600
	EXPENSES					
5010	Full-Time Salaries	\$360,418	\$354,949	\$362,551	\$297,521	\$420,755
5020	Part-Time Salaries	139,592	147,639	151,029	133,630	145,094
5030	FICA	37,502	37,531	39,363	30,467	43,361
5040	Hospitalization	40,270	48,797	58,044	48,121	76,034
5060	Life Insurance	2,505	1,940	2,748	1,751	3,189
5050	Retirement	85,921	79,425	68,885	51,212	71,528
5070	Unemployment Tax	1,183	967	1,600	642	1,553
	TOTAL PERSONNEL SERVICES	667,391	671,249	684,220	563,343	761,515
5230	Gas and Diesel	13,947	14,588	20,000	15,369	20,000
5430	Park Police	0	2,825	0	2,000	7,000
5490	Programs and Promotions	1,131	3,065	4,000	5,792	6,000
5570	Uniforms	2,004	839	1,400	997	1,400
	TOTAL OPERATING COSTS	17,082	21,317	25,400	24,158	34,400
5180	Equipment/Vehicle Maintenance	27,401	34,022	30,000	29,017	35,000
5190	Facility Op. & Maintenance	71,684	82,612	75,000	71,339	90,000
	TOTAL MAINTENANCE COSTS	99,085	116,633	105,000	100,356	125,000
5290	Insurance - Vehicle	2,204	2,219	2,288	2,763	3,296
	TOTAL INSURANCE	2,204	2,219	2,288	2,763	3,296
5520	Retail Operations	22,295	22,921	17,500	25,652	20,000
	TOTAL RETAIL OPERATIONS	22,295	22,921	17,500	25,652	20,000
5580-001	Telephone	3,581	3,669	3,500	3,017	3,700
5580-002	Electricity	54,869	66,921	62,000	57,076	65,000
5580-004	Water/Sewer	8,724	9,735	25,000	12,726	20,000
5580-008	Propane	13,394	12,004	14,500	13,836	14,500
5580-016	Cable/Internet	3,263	3,178	3,000	2,608	3,200
	TOTAL UTILITIES	83,831	95,506	108,000	89,263	106,400
	TOTAL EXPENSES	\$891,889	\$929,845	\$942,409	\$805,535	\$1,050,611
	OPERATING INCOME (LOSS)	(\$77,746)	\$20,980	(\$86,809)	\$47,489	(\$49,011)

BULL RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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.
- 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 (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.
- Create a minimum of (2) strategies to respond to customer feedback.
- Develop and implement a 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.
- 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:

- Implement (2) new marketing strategies to attract new boat and RV storage customers.
- Develop and implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- 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 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Conducted trail cleanup day with CHS.
- ✓ Partnered with the Virginia Bluebird Society and the Clifton Horse Society.
- ✓ Partnered with Boy Scouts to complete 3 Eagle Scout Projects.
- ✓ Partnered with Isaac Walton for trail/stream cleanup.
- ✓ Developed park 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

- ✓ Implemented a comprehensive programming schedule for the campground.
- ✓ Developed new campground programming in the areas education, entertainment, and the environment.
- ✓ Offered (5) naturalist lead programs.

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

Highlights

- ✓ Hosted (5) customer service training sessions for staff.
- ✓ Refined customer surveys with Active Works Outdoors to generate camping feedback and developed plans to make improvements.
- ✓ Updated assets in Hiperweb.

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

Highlights

- ✓ Utilized Active Works Outdoors customer lists to market to campground customers.
- ✓ Maintained Boat and RV lots at 95% capacity.
- ✓ Developed social media strategies to promote park features.

Goal Five: Provide a superior family camping experience.

Highlights

- ✓ Participated in the Dulles Camping and RV Expo.
- ✓ Attended (2) Girl Scout events to promote group camping.
- ✓ Implemented (2) strategies to increase off-peak usage.
- ✓ Increased social media presence on Facebook and Instagram with camping promotions.
- ✓ Developed (2) new campground programs.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of non –jurisdiction vehicle entries	7,483	8381	8,000	3,941	8,000
• Number of nightly camping rentals	9,866	14,385	10,000	8,624	14,700
• Number of group campers	1,840	1,690	2,000	798	2,000
• Boat/RV storage usage (208 capacity)	208	208	208	208	198
• Number of picnic shelter rentals	520	554	700	252	630
• Number of cabin rentals	832	1292	1,000	761	1,330
• Number of pavilion rentals	12	22	30	16	30
• Volunteer hours received	6,742	12,663	8,000	2,372	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 397,112	\$ 388,600	\$ 406,600	4.6%
Retail Operations	141,943	146,000	148,000	1.4%
Other Revenue	2,441	-	-	-
TOTAL REVENUE	\$ 541,496	\$ 534,600	\$ 554,600	3.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 207,787	\$ 196,673	\$ 195,167	-0.8%
Maintenance Costs	62,787	56,828	60,000	5.6%
Retail Operations	58,640	59,000	60,000	1.7%
Utilities	7,413	16,500	16,500	0.0%
TOTAL EXPENSES	\$ 336,627	\$ 329,001	\$ 331,667	0.8%
Net Income	\$ 204,869	\$ 205,599	\$ 222,933	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.60	8.75	9.01	9.07	8.96

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-080	BULL RUN ATLANTIS WATERPARK					
	REVENUES					
4550	Admissions	\$310,615	\$297,281	\$300,000	\$188,596	\$310,000
4570	Group Admissions	59,748	77,642	70,000	64,087	75,000
4490	Locker Rental	624	530	600	200	600
4580	Waterpark Passes	16,996	21,660	18,000	16,182	21,000
	TOTAL USER FEES	387,983	397,112	388,600	269,064	406,600
4640	Retail Operations	137,502	136,259	140,000	87,579	140,000
4660	Swim Merchandise	4,025	5,684	6,000	4,179	8,000
	TOTAL RETAIL OPERATIONS	141,528	141,943	146,000	91,758	148,000
4482	Lifeguard Training Fees	2,460	2,441	0	420	0
	TOTAL OTHER REVENUE	2,460	2,441	0	420	0
	TOTAL REVENUES	\$531,971	\$541,496	\$534,600	\$361,242	\$554,600
	EXPENSES					
5020	Part-Time Salaries	\$169,177	\$191,870	181,349	\$124,076	179,960
5030	FICA	12,942	14,678	13,873	9,450	13,767
5070	Unemployment Tax	1,696	1,239	1,451	724	1,440
	TOTAL PERSONNEL SERVICES	183,816	207,787	196,673	134,249	195,167
5190	Facility Op. & Maintenance	70,650	62,787	56,828	41,562	60,000
	TOTAL MAINTENANCE COSTS	70,650	62,787	56,828	41,562	60,000
5520	Retail Operations	46,182	55,930	56,000	38,279	56,000
5535	Swim Merchandise	225	2,710	3,000	2,757	4,000
	TOTAL RETAIL OPERATIONS	46,407	58,640	59,000	41,036	60,000
5580-001	Telephone	890	408	500	335	500
5580-002	Electricity	13,525	5,669	14,500	10,792	14,500
5580-016	Cable/Internet	1,674	1,336	1,500	1,096	1,500
	TOTAL UTILITIES	16,089	7,413	16,500	12,223	16,500
	TOTAL EXPENSES	\$316,961	\$336,627	\$329,001	\$229,070	\$331,667
	OPERATING INCOME (LOSS)	\$215,010	\$204,869	\$205,599	\$132,172	\$222,933

ATLANTIS WATERPARK AT BULL RUN

STRATEGIC GOALS & OBJECTIVES FY 2019



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 membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.
- 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:

- 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 continue and expand facility theming.
- Implement a 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.

ATLANTIS WATERPARK AT BULL RUN

FY 2018 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, along with putting up a promotion throughgroupon that incredibly boosted sales.
- ✓ Reached out to all annual pass members current and expired through an e-blast program during the offseason to encourage renewal and promote new pass perk party.
- ✓ Implemented May Days in order to encourage pre-season pass sales, photo taking for passholders, and to encourage renewal.

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

Highlights

- ✓ Maintained NASCO gold rating.
- ✓ Host the aquatics holiday party in an effort to retain and hire and gain referrals for new employees.
- ✓ Staff members completed NASCO Safety School training.
- ✓ Increased NASCO score by 10+ points during the season.

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

- ✓ Streamlined concessions in order to increase the rate of service.
- ✓ Increased retail operations by 100%.
- ✓ Refined the group meal plan to streamline the process and added a new form to simplify the options.

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

Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Developed SOP's for Active Network procedures.
- ✓ Ensured all waterpark staff received customer service orientation as well as update trainings.
- ✓ Collected almost 200 surveys of feedback used to increase facility operations.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL <small>6 months (Jul-Dec 2017)</small>	FY 2019 TARGET
• Number of general admissions	36,247	34,729	37,000	22,551	37,000
• Number of youth group participants	12,324	10,910	13,000	10,394	13,000
• Number of Annual Waterpark Passes sold	95	236	216	149	236
• Number of birthday party participants	779	792	1,000	775	1000
• Number of birthday parties	41	47	75	49	75
• Average amount customers spent on food, beverages & retail	\$2.83	\$3.80	\$2.85	\$2.63	\$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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 141,223	\$ 155,000	\$ 155,000	0.0%
Other Revenue	106,991	70,000	90,000	28.6%
TOTAL REVENUE	\$ 248,214	\$ 225,000	\$ 245,000	8.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 83,603	\$ 75,476	\$ 76,736	1.7%
Operating Costs	92,008	75,200	92,700	23.3%
Maintenance Costs	18,157	18,000	23,000	27.8%
Utilities	1,336	1,044	1,300	24.5%
TOTAL EXPENSES	\$ 195,104	\$ 169,720	\$ 193,736	14.2%
Net Income	\$ 53,110	\$ 55,280	\$ 51,264	

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 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time	.70	.70	.75	.94	.94

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-075	BULL RUN SPECIAL EVENTS CENTER					
	REVENUES					
4124	Center Rental	\$119,644	\$140,808	\$135,000	\$62,152	\$135,000
4600	Programmed Events	0	415	20,000	0	20,000
	TOTAL USER FEES	119,644	141,223	155,000	62,152	155,000
4510, 4532	Miscellaneous Revenue	18,581	37,088	20,000	22,198	40,000
4821	Equipment Rental	62,614	66,904	50,000	35,997	50,000
4820	NVRPA Equipment Rental	10,140	3,000	0	0	0
	TOTAL OTHER REVENUE	91,334	106,991	70,000	58,195	90,000
	TOTAL REVENUES	\$210,978	\$248,214	\$225,000	\$120,347	\$245,000
	EXPENSES					
5010	Full-Time Salaries	\$34,321	\$38,590	\$35,780	\$30,775	\$36,966
5020	Part-Time Salaries	20,440	20,240	21,485	19,504	21,680
5030	FICA	3,940	4,248	4,381	3,527	4,486
5040	Hospitalization	8,741	10,984	6,560	11,019	6,837
5060	Life Insurance	254	195	271	180	281
5050	Retirement	8,766	9,275	6,798	5,327	6,284
5070	Unemployment Tax	79	72	200	53	201
	TOTAL PERSONNEL SERVICES	76,541	83,603	75,476	70,385	76,736
5186	Equipment Rental	58,238	46,733	45,000	32,794	42,500
5470	Production Costs	150	0	0	0	0
5490	Programs & Promotions	405	0	10,000	43	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	16,050	45,075	20,000	19,850	40,000
5570	Uniforms	0	200	200	72	200
	TOTAL OPERATING COSTS	74,844	92,008	75,200	52,760	92,700
5190	Facility Op. & Maintenance	12,315	18,157	18,000	7,270	23,000
	TOTAL MAINTENANCE COSTS	12,315	18,157	18,000	7,270	23,000
5580-016	Cable/Internet	963	1,336	1,044	1,096	1,300
	TOTAL UTILITIES	963	1,336	1,044	1,096	1,300
	TOTAL EXPENSES	\$164,663	\$195,104	\$169,720	\$131,511	\$193,736
	OPERATING INCOME (LOSS)	\$46,316	\$53,110	\$55,280	(\$11,164)	\$51,264

BULL RUN SPECIAL EVENTS CENTER

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Develop and implement quarterly sales strategies 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 events.
- 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 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Hosted more than 20 smaller events in FY18 including:
 - Purito Peru, The Bolivian Festival, Vaisakhi Mela, PR Relays, CHS Judged Pleasure Ride, PWCPS Cross Country (5 dates), Falling for Fall Arts and Crafts Festival, Adult Swim on the Green, MG Car Club Test Drive, NOVA Pride Festival, Glory Days Cross Country Invitational, Blood and Guts Run, WCAC Cross Country Championship
- ✓ Hosted numerous large events including Persian New Year, Pakistan Festival and NOVA Fall Brewfest.
- ✓ Hosted 5 new events in FY18.
- ✓ Site improvements included turf repair and stage repair and repainting.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Total revenue of Special Events Center	\$210,978	\$248,213	\$225,000	\$91,459	\$245,000

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 880,001	\$ 804,000	\$ 957,000	19.0%
Retail Operations	8,252	10,000	12,000	20.0%
TOTAL REVENUE	\$ 888,253	\$ 814,000	\$ 969,000	19.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 128,363	\$ 184,413	\$ 188,896	2.4%
Operating Costs	178,901	137,000	186,200	35.9%
Retail Operations	5,207	6,300	7,500	19.0%
Utilities	2,614	2,500	2,500	0.0%
TOTAL EXPENSES	\$ 315,085	\$ 330,213	\$ 385,096	16.6%
Net Income	\$ 573,168	\$ 483,787	\$ 583,904	

BUDGET HIGHLIGHTS

Major variances in budget:

- The net income is budgeted to increase over \$100,000 compared to the FY 18 Budget, due to the increased popularity and revenue of the show.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	.50	.50	.50	1.50	1.50
Part-Time	2.95	3.21	3.24	3.24	3.21

BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-078	BULL RUN LIGHT SHOW REVENUES					
4485	Light Show Vehicle Entries	\$717,065	\$797,423	\$725,000	\$996,057	\$860,000
4655	Santa Pictures	10,894	15,095	13,000	15,605	15,000
4685	Programmed Events-Stampede	15,479	15,696	16,000	22,222	22,000
4694	Sponsorships	0	0	0	150	0
4800	Vendor Fees	57,904	51,787	50,000	59,909	60,000
	TOTAL USER FEES	801,342	880,001	804,000	1,093,944	957,000
4640	Retail Operations	6,530	8,252	10,000	11,715	12,000
	TOTAL RETAIL OPERATIONS	6,530	8,252	10,000	11,715	12,000
	TOTAL REVENUES	\$807,872	\$888,253	\$814,000	\$1,105,659	\$969,000
	EXPENSES					
5010	Full-Time Salaries	\$33,684	\$33,234	\$70,043	\$52,320	\$72,900
5020	Part-Time Salaries	69,762	69,726	76,953	61,572	76,205
5030	FICA	7,752	7,658	11,245	8,072	11,407
5040	Hospitalization	5,188	8,577	11,688	11,934	14,801
5060	Life Insurance	254	195	531	310	552
5050	Retirement	8,766	8,632	13,308	9,097	12,393
5070	Unemployment Tax	500	340	644	318	638
	TOTAL PERSONNEL SERVICES	125,905	128,363	184,413	143,621	188,896
5520	Retail Operations	4,963	4,665	5,000	6,485	6,000
5539	Retail Santa Pictures	243	542	1,300	1,412	1,500
	TOTAL RETAIL OPERATIONS	5,206	5,207	6,300	7,896	7,500
5230	Gas & Diesel	7,202	6,764	10,000	6,016	10,000
5470	Production Costs	132,854	159,718	115,000	145,076	160,000
5490	Programs & Promotions	12,446	12,419	12,000	15,016	16,000
5570	Uniforms	0	0	0	329	200
	TOTAL OPERATING COSTS	152,501	178,901	137,000	166,435	186,200
5580-002	Electricity	2,280	2,614	2,500	2,362	2,500
	TOTAL UTILITIES	2,280	2,614	2,500	2,362	2,500
	TOTAL EXPENSES	\$285,892	\$315,085	\$330,213	\$320,316	\$385,096
	OPERATING INCOME (LOSS)	\$521,980	\$573,168	\$483,787	\$785,343	\$583,904

BULL RUN FESTIVAL OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Continue to implement a dynamic pricing model built around the historically busiest days.
- Refine the annual plan for consistent and continued event improvements.
- Implement a show reroute plan.
- 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.
- Draft a business manual to supplement NOVA Parks cash handling policies and procedures.
- Create an 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 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Dynamic pricing implemented to increase revenue on historically busy nights.
- ✓ Partnered with Trigger Agency for the second year to capture visitor demographics at Holiday Village.
- ✓ All seasonal show staff attended Customer Service training which included new Festival of Lights specific customer scenarios.
- ✓ Drafted business manual for front gate and nightly deposit cash handling procedures and distributed to all business managers working during the show.
- ✓ Created job description, hired employee, and created individual performance goals for new full-time maintenance position supporting the Festival of Lights.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of light show vehicle entries	38,193	43,307	36,000	43,156	40,000

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 826,332	\$ 776,500	\$ 791,500	1.9%
Retail Operations	281,612	345,000	345,000	0.0%
Other Revenue	100,362	90,000	98,000	8.9%
TOTAL REVENUE	\$ 1,208,305	\$ 1,211,500	\$ 1,234,500	1.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 492,254	\$ 476,430	\$ 466,787	-2.0%
Operating Costs	231,698	286,650	279,400	-2.5%
Maintenance Costs	41,062	40,328	41,000	1.7%
Insurance	634	654	824	26.0%
Retail Operations	200,433	238,100	238,100	0.0%
Utilities	17,952	19,800	20,400	3.0%
TOTAL EXPENSES	\$ 984,033	\$ 1,061,962	\$ 1,046,511	-1.5%
Net Income	\$ 224,273	\$ 149,538	\$ 187,989	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time	9.11	9.11	9.35	9.60	9.76

BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-090	BULL RUN SHOOTING CENTER REVENUES					
4040	Archery Target Fees	\$25,111	\$27,225	\$30,000	\$21,816	\$30,000
4390	Gun Rental	56,322	55,666	55,000	40,228	55,000
4745	Shooting Tournament Fees	53,030	53,140	60,000	30,410	65,000
4730	Target Sales	636,491	688,963	630,000	555,775	640,000
4670	Shelter Reservations	1,393	1,338	1,500	392	1,500
	TOTAL USER FEES	772,347	826,332	776,500	648,621	791,500
4010	Ammunition	242,916	224,209	260,000	174,193	260,000
4640	Retail Operations	65,615	57,404	85,000	43,944	85,000
	TOTAL RETAIL OPERATIONS	308,531	281,612	345,000	218,137	345,000
4475	Lessons	109,472	98,755	90,000	82,683	98,000
4495	Memberships	0	46	0	0	0
4510	Miscellaneous Revenue	2,127	1,561	0	925	0
	TOTAL OTHER REVENUE	111,599	100,362	90,000	83,608	98,000
	TOTAL REVENUES	\$1,192,477	\$1,208,305	\$1,211,500	\$950,366	\$1,234,500
	EXPENSES					
5010	Full-Time Salaries	\$126,815	\$136,098	\$135,851	\$114,680	\$138,571
5020	Part-Time Salaries	229,917	254,769	\$241,835	197,612	\$246,064
5030	FICA	26,912	29,213	\$28,960	22,100	\$29,491
5040	Hospitalization	17,633	36,282	\$40,898	28,719	\$25,974
5060	Life Insurance	945	737	\$1,029	675	\$1,050
5050	Retirement	32,722	33,754	\$25,812	19,617	\$23,557
5070	Unemployment Tax	1,698	1,401	\$2,047	751	\$2,081
	TOTAL PERSONNEL SERVICES	436,642	492,254	476,430	384,155	466,787
5230	Gas and Diesel	1,391	1,706	4,000	1,521	3,500
5490	Programs and Promotions	218	0	250	0	500
5563	Shooting Tournament	20,829	21,811	30,000	13,780	30,000
5564	Targets	204,995	207,789	252,000	161,515	245,000
5570	Uniforms	361	393	400	228	400
	TOTAL OPERATING COSTS	227,794	231,698	286,650	177,044	279,400
5180	Equipment/Vehicle Maintenance	14,865	15,738	15,000	14,404	15,000
5190	Facility Op. & Maintenance	25,605	25,324	25,328	22,213	26,000
	TOTAL MAINTENANCE COSTS	40,470	41,062	40,328	36,618	41,000
5290	Insurance - Vehicle	630	634	654	790	824
	TOTAL INSURANCE	630	634	654	790	824
5520	Retail Operations	50,909	47,950	56,100	30,542	56,100
5520-050	Ammunition	160,748	152,482	182,000	117,441	182,000
	TOTAL RETAIL OPERATIONS	211,657	200,433	238,100	147,983	238,100
5580-001	Telephone	1,461	2,053	1,600	1,685	2,000
5580-002	Electricity	14,639	13,452	16,000	13,827	16,000
5580-016	Cable/Internet	2,167	2,447	2,200	2,008	2,400
	TOTAL UTILITIES	18,266	17,952	19,800	17,520	20,400
	TOTAL EXPENSES	\$935,460	\$984,033	\$1,061,962	\$764,109	\$1,046,511
	OPERATING INCOME (LOSS)	\$257,017	\$224,273	\$149,538	\$186,257	\$187,989

BULL RUN SHOOTING CENTER

STRATEGIC GOALS & OBJECTIVES FY 2019



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

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.
- Create and maintain a minimum of (2) BRSC hosted shooting leagues.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Ensure all staff maintains all safety certifications through measurable training and reviews.
- 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 staff toolkit to empower part-time staff.
- 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 (60) 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.
- Annually review pricing and vendors of highly variable inventory items.

BULL RUN SHOOTING CENTER

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ 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.

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

Highlights

- ✓ 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.

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.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of targets thrown (25 targets per round)	2,511,475	2,877,831	2,500,000	1,456,545	2,675,000
• Number of archery lane rentals	4,989	5,844	7,000	2,947	6,000
• Ammunition shotgun shell boxes (25 shells/box)	33,506	29,588	34,000	15,362	34,000
• Number of participants-Learn to Shoot Program	3,552	1,434	3,200	896	3,200
• Number of corporate outings	74	65	85	30	85
• Number of corporate outing participants	886	730	900	433	900
• Per round average on pro shop sales (including ammo)	\$3.07	\$2.45	\$3.59	\$2.60	\$3.22

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 11,981	\$ 8,500	\$ 9,630	13.3%
Other Revenue	9,425	11,000	11,000	0.0%
TOTAL REVENUE	\$ 21,406	\$ 19,500	\$ 20,630	5.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 15,761	\$ 17,906	\$ 15,907	-11.2%
Operating Costs	123	-	-	0.0%
Maintenance Costs	14,428	7,500	8,500	13.3%
Utilities	1,990	1,500	2,000	33.3%
TOTAL EXPENSES	\$ 32,303	\$ 26,906	\$ 26,407	-1.9%
Net Income	\$ (10,896)	\$ (7,406)	\$ (5,777)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-060	BULL RUN MARINA REVENUES					
4080	Boat Storage	\$3,236	\$5,507	\$7,500	\$5,409	\$8,630
4673	Rowing Camps	1,646	6,475	1,000	150	1,000
	TOTAL USER FEES	4,882	11,981	8,500	5,559	9,630
4640, 4285	Miscellaneous Revenue	11,840	9,425	11,000	8,160	11,000
	TOTAL OTHER REVENUE	11,840	9,425	11,000	8,160	11,000
	TOTAL REVENUES	\$16,722	\$21,406	\$19,500	\$13,719	\$20,630
	EXPENSES					
5010	Full-Time Salaries	\$6,992	\$10,928	\$13,339	\$9,399	\$12,234
5030	FICA	949	880	1,027	677	943
5040	Hospitalization	795	838	905	437	557
5060	Life Insurance	83	64	101	58	93
5050	Retirement	3,280	3,043	2,534	1,682	2,080
5070	Unemployment Tax	8	8	0	6	0
	TOTAL PERSONNEL SERVICES	12,108	15,761	17,906	12,259	15,907
5230	Gas and Diesel	0	123	0	49	0
	TOTAL FACILITY OPERATING COSTS	0	123	0	49	0
5190	Facility Op. & Maintenance	2,773	6,613	3,000	4,084	4,000
5252	Gate keys	4,339	7,815	4,500	4,272	4,500
	TOTAL MAINTENANCE COSTS	7,112	14,428	7,500	8,356	8,500
5580-002	Electricity	1,975	1,990	1,500	1,380	2,000
	TOTAL UTILITIES	1,975	1,990	1,500	1,380	2,000
	TOTAL EXPENSES	\$21,195	\$32,303	\$26,906	\$22,044	\$26,407
	OPERATING INCOME (LOSS)	(\$4,473)	(\$10,896)	(\$7,406)	(\$8,325)	(\$5,777)

BULL RUN MARINA

STRATEGIC GOALS & OBJECTIVES FY 2019

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 interpretive point signage on the Bull Run/Occoquan Trail.
- 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.

STRATEGIC FOCUS



FY 2018 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.
- ✓ Evaluated feasibility of additional club rowing opportunities and summer camp rowing opportunities.

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.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of crew boats stored	25	26	26	26	26
• Number of keys sold for boat launching	591	490	550	151	550
• Number of rowing camp participants	80	130	80	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 118,421	\$ 148,000	\$ 140,000	-5.4%
Retail Operations	7,596	9,500	9,500	0.0%
Other Revenue	50	-	-	-
TOTAL REVENUE	\$ 126,067	\$ 157,500	\$ 149,500	-5.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 320,322	\$ 330,968	\$ 361,796	9.3%
Operating Costs	1,832	5,600	5,600	0.0%
Maintenance Costs	33,489	36,414	36,414	0.0%
Insurance	634	654	824	26.0%
Retail Operations	3,262	3,800	3,800	0.0%
TOTAL EXPENSES	\$ 359,539	\$ 377,436	\$ 408,434	8.2%
Net Income	\$ (233,472)	\$ (219,936)	\$ (258,934)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Personnel services increased due to changes in employee selection of health insurance.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time	4.95	4.85	4.85	4.85	4.92

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-110	CAMERON RUN REGIONAL PARK					
	REVENUES					
4670	Shelter Reservations	\$12,131	\$8,458	\$15,000	\$6,665	\$11,000
4600	Programmed Events	1,568	3,303	3,000	1,309	3,000
4060	Batting Cage Fees	59,915	51,956	60,000	33,410	58,000
4500	Miniature Golf	64,109	54,705	70,000	34,070	68,000
	TOTAL USER FEES	137,723	118,421	148,000	75,454	140,000
4640	Retail - Food	3,923	5,297	9,500	4,086	9,500
4790	Vending Machine Operation	4,043	2,299	0	0	0
	TOTAL RETAIL OPERATIONS	7,966	7,596	9,500	4,086	9,500
4636	Rental Device Commission	0	50	0	0	0
	TOTAL OTHER REVENUE	0	50	0	0	0
	TOTAL REVENUES	\$145,689	\$126,067	\$157,500	\$79,540	\$149,500
	EXPENSES					
5010	Full-Time Salaries	\$150,375	\$162,959	\$165,947	\$138,678	\$169,856
5020	Part-Time Salaries	79,490	80,146	91,906	52,582	94,192
5030	FICA	17,351	18,312	19,791	13,002	20,265
5040	Hospitalization	16,089	17,922	19,634	35,146	46,399
5060	Life Insurance	1,125	889	1,258	700	1,287
5050	Retirement	38,862	39,526	31,530	23,568	28,876
5070	Unemployment Tax	844	567	903	345	922
	TOTAL PERSONNEL SERVICES	304,137	320,322	330,968	264,022	361,796
5230	Gas and Diesel	2,791	1,434	5,000	1,096	5,000
5570	Uniforms	789	398	600	263	600
	TOTAL OPERATING COSTS	3,580	1,832	5,600	1,359	5,600
5180	Equipment/Vehicle Maintenance	2,575	2,999	3,000	1,419	3,000
5190	Facility Op. & Maintenance	31,076	30,490	33,414	24,701	33,414
	TOTAL MAINTENANCE COSTS	33,651	33,489	36,414	26,120	36,414
5290	Insurance - Vehicle	630	634	654	790	824
	TOTAL INSURANCE	630	634	654	790	824
5520	Retail - Food	767	3,262	3,800	2,996	3,800
5586	Vending Machines	1,086	0	0	0	0
	TOTAL RETAIL OPERATIONS	1,853	3,262	3,800	2,996	3,800
	TOTAL EXPENSES	\$343,851	\$359,539	\$377,436	\$295,287	\$408,434
	OPERATING INCOME (LOSS)	(\$198,162)	(\$233,472)	(\$219,936)	(\$215,747)	(\$258,934)

CAMERON RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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:

- Continue to implement the improvement plan for the miniature golf course and batting cage.
- Refine the landscape improvement and maintenance 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. (including waterpark)

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



Objectives:

- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage.
- Implement at least (3) park special events or programs two of which that take place outside of the waterpark season to extend year round use.
- Continue to seek participation in Save Cameron Run campaign.

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.
- Implement a system to evaluate and respond to customer feedback.
- 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:

- Develop 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.
- Develop and implement a plan to ensure a consistent presence on social media.

CAMERON RUN REGIONAL PARK

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Coordinated with the City of Alexandria for the Lake Cook improvement and expansion plan.
- ✓ Revised checklists and year round plan for parkland management.
- ✓ Continued to remove invasive plants around miniature golf course and in pond to provide more space for natives to grow.

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

Highlights

- ✓ Continued to grow our Friends of Cameron Run database.
- ✓ Park hosted the 6th annual Easter Egg Hunt, Golfing with Ghosts, Kid's Fishing Day at Lake Cook, 3rd Annual Cameron Run Rocks, 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

- ✓ Updated equipment and assets in HiperWeb to better track ongoing maintenance.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.

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

Highlights

- ✓ Created an off season all facility pass option for spring and fall.
- ✓ Replaced sand pit area with grass in Paradise Play to improve overall aesthetic and increase longevity of equipment.
- ✓ 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.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Batting cage rounds	49,142	42,325	53,000	22,503	47,540
• Miniature golf rounds	12,950	15,444	15,000	10,317	17,000
• Picnic shelter rentals	41	32	40	25	35
• Number of programmed events	10	14	18	6	15
• Number of park birthday party guests	220	80	220	60	150

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 1,483,567	\$ 1,394,500	\$ 1,400,500	0.4%
Retail Operations	516,369	562,000	552,000	-1.8%
Other Revenue	2,726	-	-	0.0%
TOTAL REVENUE	\$ 2,002,662	\$ 1,956,500	\$ 1,952,500	-0.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 540,544	\$ 521,679	\$ 531,176	1.8%
Operating Costs	694	1,700	1,700	0.0%
Maintenance Costs	174,202	157,000	172,000	9.6%
Retail Operations	231,661	206,100	223,500	8.4%
Utilities	178,027	205,500	195,500	-4.9%
TOTAL EXPENSES	\$ 1,125,127	\$ 1,091,979	\$ 1,123,876	2.9%
Net Income	\$ 877,535	\$ 864,521	\$ 828,624	

BUDGET HIGHLIGHTS

Major variances in budget:

- The budget for maintenance costs was increased by over 9% in FY 19 compared to the FY 18 budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	1	1	1	1	1
Part-Time	18.54	20.40	20.60	21.05	21.40

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-120	GREAT WAVES WATERPARK at CAMERON RUN					
	REVENUES					
4550	Admissions	\$1,243,908	\$1,245,838	\$1,140,000	\$752,847	\$1,150,000
4093	Cabana Rental	6,550	6,590	6,500	5,390	7,500
4421	Play Features	14,182	8,661	16,000	4,980	11,000
4490	Locker Rental	4,917	9,509	10,000	4,478	10,000
4600	Programmed Events	3,112	2,835	4,000	2,497	3,000
4570	Group Admissions	137,750	120,698	135,000	96,804	135,000
4580	Waterpark Passes	56,367	62,582	55,000	37,214	58,000
4670	Shelter Reservations	29,158	26,854	28,000	13,077	26,000
	TOTAL USER FEES	1,495,943	1,483,567	1,394,500	917,287	1,400,500
4640,4652,4654	Retail Operations	524,412	491,637	535,000	300,688	525,000
4660	Swim Merchandise	24,044	24,732	27,000	12,783	27,000
	TOTAL RETAIL OPERATIONS	548,456	516,369	562,000	313,471	552,000
4482	Lifeguard Training Fees	1,045	2,726	0	120	0
	TOTAL OTHER REVENUE	1,045	2,726	0	120	0
	TOTAL REVENUES	\$2,045,444	\$2,002,662	\$1,956,500	\$1,230,877	\$1,952,500
	EXPENSES					
5010	Full-Time Salaries	\$56,389	\$46,290	\$49,598	\$42,668	\$51,337
5020	Part-Time Salaries	419,549	442,437	414,064	277,400	421,424
5030	FICA	26,465	28,721	35,470	18,049	36,166
5040	Hospitalization	7,482	8,694	9,379	8,371	9,705
5060	Life Insurance	407	258	376	246	389
5050	Retirement	12,549	11,862	9,424	7,272	8,727
5070	Unemployment Tax	2,801	2,282	3,369	1,238	3,427
	TOTAL PERSONNEL SERVICES	525,643	540,544	521,679	355,243	531,176
5490	Programs and Promotions	0	605	1,500	134	1,500
5570	Uniforms	538	89	200	170	200
	TOTAL OPERATING COSTS	538	694	1,700	304	1,700
5180	Equipment/Vehicle Maintenance	256	1,445	2,000	1,188	2,000
5190	Facility Op. & Maintenance	155,658	172,757	155,000	136,758	170,000
	TOTAL MAINTENANCE COSTS	155,914	174,202	157,000	137,945	172,000
5520	Retail Operations	234,217	211,199	192,600	119,477	210,000
5535	Swim Merchandise	11,836	20,461	13,500	4,038	13,500
	TOTAL RETAIL OPERATIONS	246,053	231,661	206,100	123,514	223,500
5580-001	Telephone	3,362	3,213	3,500	2,651	3,500
5580-002	Electricity	58,216	54,266	60,000	51,184	60,000
5580-004	Water/Sewer	196,538	110,276	130,000	67,893	120,000
5580-008	Propane	643	2,178	4,000	3,323	4,000
5580-016	Internet/Cable	7,798	8,094	8,000	6,901	8,000
	TOTAL UTILITIES	266,558	178,027	205,500	131,952	195,500
	TOTAL EXPENSES	\$1,194,705	\$1,125,127	\$1,091,979	\$748,959	\$1,123,876
	OPERATING INCOME (LOSS)	\$850,739	\$877,535	\$864,521	\$481,919	\$828,624

GREAT WAVES WATERPARK AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2019



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 membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.
- 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:

- 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 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 continue and expand facility theming.
- Implement a 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.

GREAT WAVES WATERPARK AT CAMERON RUN

FY 2018 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 “May Days” in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Offered pass sales through Groupon that generated new pass sales.

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

Highlights

- ✓ Evaluated different aquatic safety programs and chose to transition to Ellis and Associates in January 2018
- ✓ Maintained NASCO Gold Standard certification.

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

Highlights

- ✓ Implemented promotional days to increase visitation during off peak days and times.
- ✓ Developed and implemented strategies to maximize group participation, including increasing the group database, tracking group sales monthly, and sending an eblast to the database.
- ✓ 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.

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.
- ✓ Expanded variety of merchandise and redesigned displays in our retail store.
- ✓ Refined the group meal plan to streamline the process.
- ✓ Attended a concessions training led by the Food & Beverage Manager.

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

Highlights

- ✓ Worked with the Aquatics Team to develop strategies to improve survey results on bathroom cleanliness and concessions speed of service.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ All staff attended Customer Service training.

MEASURABLE RESULTS

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• General admissions	90,578	98,502	88,000	61,349	92,000
• Youth group participants	12,989	10,826	12,200	11,345	12,000
• Annual Waterpark Passes sold	772	824	675	203	850
• Annual Waterpark Pass entries*	N/A	8,240	6,750	2,030	8,500
• Group shelter rentals	41	43	40	26	40
• Birthday parties	141	139	130	76	100
• Birthday participants	2,490	2,840	2,500	1,589	1,900
• Avg. amt. customers spent on food, beverages and retail	\$5.15	\$4.70	\$5.52	\$4.45	\$5.15

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 89,411	\$ 81,400	\$ 82,600	1.5%
Retail Operations	15,525	13,000	13,000	0.0%
Other Revenue	10,082	7,476	7,476	0.0%
TOTAL REVENUE	\$ 115,017	\$ 101,876	\$ 103,076	1.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 254,849	\$ 254,262	\$ 262,649	3.3%
Operating Costs	11,355	10,575	10,300	-2.6%
Maintenance Costs	21,522	25,828	27,000	4.5%
Retail Operations	9,226	7,540	7,540	0.0%
Utilities	19,096	20,980	21,980	4.8%
TOTAL EXPENSES	\$ 316,048	\$ 319,185	\$ 329,469	3.2%
Net Income	\$ (201,030)	\$ (217,309)	\$ (226,393)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time	2.81	2.77	2.41	2.45	2.45

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-130	CARLYLE HOUSE HISTORIC PARK REVENUES					
4101	Camps	\$8,085	\$469	\$0	\$0	\$0
4600	Programmed Events	18,198	\$16,278	16,000	14,760	16,000
4240	Carlyle House Rental	31,095	24,865	30,000	18,835	30,000
4230	Entrance Fees	38,127	47,475	35,000	34,985	36,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	500	325	400	875	600
	TOTAL USER FEES	96,005	89,411	81,400	69,455	82,600
4640, 4090	Retail Operations	14,277	15,525	13,000	9,795	13,000
	TOTAL RETAIL OPERATIONS	14,277	15,525	13,000	9,795	13,000
4050	Bank Building Rental	3,876	3,876	3,876	3,876	3,876
4270	Garden Guild/Docent Activities	840	280	600	10	600
	TOTAL OTHER REVENUE	4,716	4,156	4,476	3,886	4,476
4910	Transfer from Carlyle House Friends Fund	5,314	5,926	3,000	1,321	3,000
	TOTAL TRANSFER / OTHER FUNDS	5,314	5,926	3,000	1,321	3,000
	TOTAL REVENUES	\$120,312	\$115,017	\$101,876	\$84,456	\$103,076
	EXPENSES					
5010	Full-Time Salaries	\$123,856	\$124,752	\$122,673	\$106,224	\$128,682
5020	Part-Time Salaries	75,128	66,687	72,100	57,103	73,652
5030	FICA	15,013	14,177	14,912	11,520	15,491
5040	Hospitalization	9,935	18,006	19,650	17,180	21,272
5060	Life Insurance	841	666	930	613	975
5050	Retirement	31,880	30,127	23,308	18,200	21,876
5070	Unemployment Tax	561	435	689	256	701
	TOTAL PERSONNEL SERVICES	257,216	254,849	254,262	211,097	262,649
5220	Garden Guild/Docent Activities	129	348	600	457	400
5230	Gas & Diesel	45	18	75	26	0
5490	Programs and Promotions	10,226	10,915	9,500	5,803	9,500
5570	Uniforms	200	75	400	300	400
	TOTAL OPERATING COSTS	10,600	11,355	10,575	6,585	10,300
5190	Facility Op. & Maintenance	25,896	21,522	25,828	28,838	27,000
	TOTAL MAINTENANCE COSTS	25,896	21,522	25,828	28,838	27,000
5520	Retail Operations	8,842	9,226	7,540	5,439	7,540
	TOTAL RETAIL OPERATIONS	8,842	9,226	7,540	5,439	7,540
5580-001	Telephone	3,787	3,373	3,500	2,847	3,500
5580-002	Electricity	11,445	11,408	13,000	11,122	13,000
5580-004	Water/Sewer	2,912	3,066	3,000	2,676	4,000
5580-016	Internet/Cable	1,117	1,248	1,480	968	1,480
	TOTAL UTILITIES	19,262	19,096	20,980	17,613	21,980
	TOTAL EXPENSES	\$321,817	\$316,048	\$319,185	\$269,572	\$329,469
	OPERATING INCOME (LOSS)	(\$201,505)	(\$201,030)	(\$217,309)	(\$185,116)	(\$226,393)

CARLYLE HOUSE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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.
- Review and 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.
- 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.
- Implement a staff toolkit to empower decision making by part time staff.

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.
- Complete the museum self-assessment in preparation for AAM re-accreditation.
- 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 consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
- Continue to update and add all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

STRATEGIC FOCUS



CARLYLE HOUSE HISTORIC PARK

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ New October program, Zombie Escape and Ghostly Tales, was wildly popular, attracting a young and engaged audience.
- ✓ The Wine and Chocolate program held in May brought a new and diverse audience to Carlyle House.
- ✓ Staff developed the comprehensive programming schedule.

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

Highlights

- ✓ Historic Site Specialist attended the Virginia Association of Museums Conference.
- ✓ Have increased participation and involvement by Junior League of Washington.
- ✓ We have continued to streamline the docent training process, allowing for new docents to come on board more quickly than they have in the past.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan
- ✓ Replaced Civil War interpretive panels in the cellar exhibit space with interpretive panels displaying a timeline of the history of the site from John Carlyle to NOVA Parks.
- ✓ Engaged Slavery Inventory Database founder, Maddy McCoy, to assist us with research and interpretation of the enslaved population of Carlyle House. The installation of the exhibit based on the results of this research is in progress.
- ✓ Worked with the Director of Encyclopedia Virginia to add an online entry for John Carlyle and a virtual tour of Carlyle House.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Daily tour attendance	10,065	10,351	9,000	4,825	9,000
• School tour attendance	1,059	1,225	850	859	1,000
• Scout tours	40	5	50	0	50
• Special events attendance	5,899	4,761	4,200	1,949	5,000
• Facility rentals	28	18	30	20	30
• Volunteer hours	4,446	4,154	4,500	1,980	4,200
• Average amount spent on resale items	\$1.42	\$1.50	\$1.44	\$1.07	\$1.30

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 224,447	\$ 231,500	\$ 231,500	0.0%
Retail Operations	36,105	56,000	56,000	0.0%
Other Revenue	15,221	20,412	20,412	0.0%
TOTAL REVENUE	\$ 275,772	\$ 307,912	\$ 307,912	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 150,417	\$ 164,202	\$ 154,652	-5.8%
Operating Costs	1,516	2,900	2,900	0.0%
Maintenance Costs	24,157	21,328	21,328	0.0%
Insurance	634	327	412	26.0%
Retail Operations	27,985	36,960	36,960	0.0%
Utilities	7,093	9,600	9,400	-2.1%
TOTAL EXPENSES	\$ 211,804	\$ 235,317	\$ 225,652	-4.1%
Net Income	\$ 63,968	\$ 72,595	\$ 82,260	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time – 2 positions split with Bull Run Marina & Sandy Run Parks	.90	.90	.90	.90	.90
Part-Time	3.51	3.63	3.56	3.72	3.72

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-140	FOUNTAINHEAD REGIONAL PARK REVENUES					
4070	Boat Rental	\$169,036	\$164,633	\$170,000	\$105,168	\$170,000
4530	Launch & Parking Fees	48,668	47,239	49,000	37,135	49,000
4600	Programmed Events	6,850	5,939	5,500	6,340	5,500
4670	Shelter Reservations	3,513	4,425	3,500	1,995	3,500
4500	Miniature Golf	3,160	2,211	3,500	1,357	3,500
	TOTAL USER FEES	231,226	224,447	231,500	151,995	231,500
4640	Retail Operations	51,436	36,105	56,000	22,015	56,000
	TOTAL RETAIL OPERATIONS	51,436	36,105	56,000	22,015	56,000
4420	House Rental	12,912	12,912	12,912	10,760	12,912
4510	Miscellaneous Revenue	9,630	2,309	7,500	528	7,500
	TOTAL OTHER REVENUE	22,542	15,221	20,412	11,288	20,412
	TOTAL REVENUES	\$305,204	\$275,772	\$307,912	\$185,299	\$307,912
	EXPENSES					
5010	Full-Time Salaries	\$35,295	\$54,554	\$59,659	\$45,869	\$53,712
5020	Part-Time Salaries	74,691	67,957	77,020	50,767	77,796
5030	FICA	9,978	9,550	10,484	6,865	10,088
5040	Hospitalization	6,695	4,103	4,524	2,251	2,784
5060	Life Insurance	456	288	452	253	407
5050	Retirement	14,673	13,504	11,335	7,353	9,131
5070	Unemployment Tax	615	462	728	219	734
	TOTAL PERSONNEL SERVICES	142,402	150,417	164,202	113,577	154,652
5230	Gas and Diesel	933	923	2,000	891	2,000
5490	Programs and Promotions	0	0	500	0	500
5570	Uniforms	278	594	400	157	400
	TOTAL OPERATING COSTS	1,211	1,516	2,900	1,048	2,900
5180	Equipment/Vehicle Maintenance	1,079	3,616	2,000	478	2,000
5190	Facility Op. & Maintenance	18,085	19,841	18,828	15,404	18,828
5510	Rental House Maintenance	482	701	500	395	500
	TOTAL MAINTENANCE COSTS	19,647	24,157	21,328	16,277	21,328
5290	Insurance - Vehicle	630	634	327	395	412
	TOTAL INSURANCE	630	634	327	395	412
5520	Retail Operations	33,492	27,985	36,960	12,285	36,960
	TOTAL RETAIL OPERATIONS	33,492	27,985	36,960	12,285	36,960
5580-001	Telephone	1,161	957	1,400	913	1,200
5580-002	Electricity	5,085	4,972	7,000	4,379	7,000
5580-016	Internet/cable	1,131	1,164	1,200	870	1,200
	TOTAL UTILITIES	7,377	7,093	9,600	6,162	9,400
	TOTAL EXPENSES	\$204,759	\$211,804	\$235,317	\$149,744	\$225,652
	OPERATING INCOME (LOSS)	\$100,445	\$63,968	\$72,595	\$35,555	\$82,260

FOUNTAINHEAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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, 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:

- 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.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Implement a system for effective recruitment and retention strategies for qualified staff.
- Continue to implement an in-house audit program to evaluate the performance of seasonal staff.
- Develop and 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 bike use 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 retail sales by 5% (gross) from previous year.

FOUNTAINHEAD REGIONAL PARK

FY 2018 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.
- ✓ Installed new signage on portions of the mountain bike trail and the Bull Run Occoquan Trail.

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

Highlights

- ✓ Scheduled and conducted several 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.
- ✓ Collaborated with Fairfax County Fire and Rescue on safety operations to complete new signage campaign and trail clearing for mountain bike trail rescue efforts.
- ✓ Collaborated with the Northern Virginia Archers on plans for the site.

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

Highlights

- ✓ Conducted end of season interviews with staff.
- ✓ Continued to implement customer service initiatives.

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

Highlights

- ✓ Trail enhancements/re-routes was completed on the first 2.5 miles of the Bull Run Occoquan Trail(BROT). Funding was provided by MORE in the form of a grant.
- ✓ Trail enhancements addressed erosion issues.
- ✓ Complete assessment of the BROT was completed by Applied Trails Research with recommendations for overall trail improvement.
- ✓ Bridge Replacement on a portion of the mountain bike trail green loop completed.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of jon boat rentals	3,213	3,216	3,200	1,677	3,200
• Number of boat ramp launches (daily type)	930	860	1,000	298	1,000
• Number of boat shore launches	1,669	1,863	1,800	1,301	1,800
• Number of season ramp launch passes sold	224	205	225	36	225
• Number of season shore launch passes sold	409	434	400	159	400
• Number of canoe rentals	1,014	969	1,000	821	1,000
• Number of motor rentals	1,341	1,363	1,400	766	1,400
• Number of kayak rentals	5,527	5,061	5,800	3,155	5,800
• Number of miniature golf rounds	1,043	733	1,000	408	1,000
• Number of picnic shelter rentals	31	4	35	18	35
• Average revenue retail per boat rental and daily launch	\$4.16	\$3.98	\$3.94	\$5.72	\$4.38
• Number of volunteer hours	816	600	400	630	800

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
Other Revenue	75,000	75,768	75,768	0.0%
TOTAL REVENUE	\$ 75,000	\$ 75,768	\$ 75,768	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	1,320	2,400	2,400	0.0%
TOTAL EXPENSES	\$ 1,320	\$ 2,400	\$ 2,400	0.0%
Net Income	\$ 73,680	\$ 73,368	\$ 73,368	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-150	HEMLOCK OVERLOOK REVENUES					
4510	Miscellaneous Revenue	\$768	\$0	\$768	\$1,535	\$768
4672	Revenue Share from Partnership	75,000	75,000	75,000	75,000	75,000
	TOTAL OTHER REVENUE	75,768	75,000	75,768	76,535	75,768
	TOTAL REVENUES	\$75,768	\$75,000	\$75,768	\$76,535	\$75,768
	EXPENSES					
5190	Facility Op. & Maintenance	\$1,570	\$1,320	\$2,400	\$528	\$2,400
	TOTAL MAINTENANCE	1,570	1,320	2,400	528	2,400
	TOTAL EXPENSES	\$1,570	\$1,320	\$2,400	\$528	\$2,400
	OPERATING INCOME (LOSS)	\$74,197	\$73,680	\$73,368	\$76,007	\$73,368

HEMLOCK OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

Due to the contractual nature of this cost center, there are no FY 2019 Strategic Goals and Objectives..

HEMLOCK OVERLOOK REGIONAL PARK

FY 2018 STRATEGIC GOAL HIGHLIGHTS

Due to the contractual nature of this cost center, there are no FY 2018 Strategic Goal Highlights.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• School & community group participants**	12,565	12,183	14,942	7,458	17,000
• Professional, corporate, and university group participants*	3,877	2,817	4,652	896	5,000
• Summer Camp participants**	4,973	5,311	6,000	4,578	6,000

* ** 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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 306,177	\$ 267,000	\$ 295,500	10.7%
Retail Operations	34,735	30,500	33,500	9.8%
Other Revenue	10,934	1,000	1,000	0.0%
TOTAL REVENUE	\$ 351,846	\$ 298,500	\$ 330,000	10.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 691,389	\$ 785,260	\$ 809,635	3.1%
Operating Costs	12,228	12,400	12,900	4.0%
Maintenance Costs	100,855	99,000	114,000	15.2%
Insurance	951	981	1,236	26.0%
Retail Operations	20,082	18,000	19,800	10.0%
Utilities	49,269	52,400	53,900	2.9%
TOTAL EXPENSES	\$ 874,774	\$ 968,041	\$ 1,011,471	4.5%
Net Income	\$ (522,928)	\$ (669,541)	\$ (681,471)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted to increase over 10% compared to the FY 18 budget, due to actual revenue trends. On the expense side, facility and garden maintenance is increased

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	7.5	7.5	7.5	7.5	7.5
Part-Time	6.68	6.78	6.97	7.61	7.81

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-180	MEADOWLARK BOTANICAL GARDENS REVENUES					
4020	Misc Rev / Annual Dues	\$81,011	\$84,180	\$75,000	\$61,983	\$80,000
4101	Camps	36,165	34,340	26,000	44,795	37,000
4600	Programmed Events	11,023	10,662	6,000	8,702	10,000
4812, 4810	Visitor Center Rental/Photographer Fees	13,575	13,250	10,000	9,715	13,500
4230	Entrance Fees	153,760	163,745	150,000	123,494	155,000
	TOTAL USER FEES	295,534	306,177	267,000	248,689	295,500
4640	Retail Operations	31,084	33,261	30,000	37,243	33,000
4646	ML Bell Garden Postcards	706	1,474	500	332	500
	TOTAL RETAIL OPERATIONS	31,790	34,735	30,500	37,575	33,500
4181	Meadowlark Escrow Interest Transfer	2,257	10,934	1,000	5,626	1,000
	TOTAL OTHER REVENUE	2,257	10,934	1,000	5,626	1,000
	TOTAL REVENUES	\$329,581	\$351,846	\$298,500	\$291,890	\$330,000
	EXPENSES					
5010	Full-Time Salaries	\$376,221	\$406,352	\$407,773	\$351,584	\$424,619
5020	Part-Time Salaries	168,653	174,406	174,702	132,312	182,618
5030	FICA	39,952	42,452	44,565	33,407	46,459
5040	Hospitalization	61,828	71,712	75,834	65,167	78,655
5060	Life Insurance	2,809	2,205	3,091	2,047	3,218
5050	Retirement	97,143	(6,996)	77,477	60,653	72,185
5070	Unemployment Tax	1,689	1,258	1,818	755	1,881
	TOTAL PERSONNEL SERVICES	748,296	691,389	785,260	645,925	809,635
5230	Gas and Diesel	3,716	3,684	5,000	2,403	5,000
5380	Membership Events	0	857	1,000	0	1,000
5490	Programs and Promotions	4,781	6,853	5,000	5,050	2,000
5171	Camps	0	0	0	0	3,500
5570	Uniforms	1,582	833	1,400	602	1,400
	TOTAL OPERATING COSTS	10,079	12,228	12,400	8,055	12,900
5180	Equipment/Vehicle Maintenance	10,310	13,211	14,000	11,757	14,000
5190	Facility Op. & Maintenance	42,781	49,052	45,000	28,751	50,000
5215	Garden Maintenance	38,301	38,592	40,000	28,934	50,000
	TOTAL MAINTENANCE COSTS	91,391	100,855	99,000	69,442	114,000
5290	Insurance - Vehicle	945	951	981	1,184	1,236
	TOTAL INSURANCE	945	951	981	1,184	1,236
5520	Retail Operations	18,439	20,082	18,000	18,747	19,800
	TOTAL RETAIL OPERATIONS	18,439	20,082	18,000	18,747	19,800
5580-001	Telephone	5,597	3,125	3,000	3,294	3,000
5580-002	Electricity	28,315	33,665	35,000	24,564	35,000
5580-003	Natural Gas	3,692	4,668	8,000	1,799	8,000
5580-004	Water/Sewer	4,835	6,414	5,000	6,770	6,500
5580-008	Propane Gas	0	0	400	0	400
5580-016	Cable/Internet	2,058	1,397	1,000	1,040	1,000
	TOTAL UTILITIES	44,497	49,269	52,400	37,468	53,900
	TOTAL EXPENSES	\$913,647	\$874,774	\$968,041	\$780,821	\$1,011,471
	OPERATING INCOME (LOSS)	(\$584,066)	(\$522,928)	(\$669,541)	(\$488,930)	(\$681,471)

MEADOWLARK BOTANICAL GARDENS

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Implement features to the garden, including the Long House and gardens.
- 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.

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 revenues.
- 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.
- Develop and implement a retail operations plan to improve revenues by 5% (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.

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



Objectives:

- Continue focused collection development in the Korean Bell Garden.
- 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 Bonsai exhibit.
- Remove cherry trees from dam areas and continue replacement in nearby non-dam sites.
- Remove invasive Russian Olive trees.

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.
- Implement 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 expertise.
- Improve customer engagement through social media.

STRATEGIC FOCUS



MEADOWLARK BOTANICAL GARDENS

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- ✓ Development of long house and other features continues.
- ✓ Developing complementary programming plan for the garden.
- ✓ Staff have basic programs for vegetable gardening, Native Americans, bee keeping, microscopes, fairy gardens, making a dish garden, leaf pressing and bird life all adapted from existing programs.

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

Highlights:

- ✓ Developed camp orientation and training standards with a primary focus on safety, experiential learning methods, group work and STEM subject matter.
- ✓ Comprehensive programming schedule has increased each year for the past four years. Horticulture programs and conservation collection programs have seen increased attendance due to systematic advertising on Facebook and the website.
- ✓ Camp programs now take place each week of the summer.
- ✓ Several new product lines have been introduced to the gift shop and have increased earnings. New food, seasonally focused gifts (Easter and Mother's Day) and expanded garden focused art have done well.

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

Highlights:

- ✓ Ten new species of Korean origin and additional cherry trees have been added.
- ✓ Over 400 hours of community service hours have been spent removing English ivy from native woodlands. Forest edge below the Atrium cleaned and weeded in an extensive all staff effort.
- ✓ All native collection data has been entered in IrisBG for initial peer review.
- ✓ Completed Bonsai exhibit landscaping and screening from maintenance area.

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

Highlights:

- ✓ Hiperweb in full use by all staff. We are creating our own SOP and inspection forms.
- ✓ Implement the master plan for consistent and targeted facility improvements.
- ✓ Continuing master plan process with additions of the Bonsai Pavilion, Children's Garden and future Conservatory.
- ✓ Volunteer program contributing an average of 3500 hours annually.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Memberships*	4000	4,500	4,600	4,500	4,200
• Admissions (including members)*	60,000	80,000	77,000	28,721	35,000
• Program participants	6000	6,300	6,500	6,300	6,300
• Camp Grow participants	140	120	120	120	130
• School programs-number of students	2100	2,800	2,300	2,400	2,400
• Average amount visitors spend on resale items	\$.53	\$.37	\$.36	\$1.28	\$.84
• Volunteer hours received	3,200	3,090	1,600	1,339	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 685,216	\$ 646,000	\$ 731,000	13.2%
Retail Operations	94,259	85,000	97,000	14.1%
TOTAL REVENUE	\$ 779,475	\$ 731,000	\$ 828,000	13.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 44,878	\$ 57,146	\$ 79,885	39.8%
Operating Costs	89,860	108,000	108,000	0.0%
Retail Operations	26,943	36,500	41,500	13.7%
Utilities	-	3,800	3,800	0.0%
TOTAL EXPENSES	\$ 161,681	\$ 205,446	\$ 233,185	13.5%
Net Income	\$ 617,794	\$ 525,554	\$ 594,815	

BUDGET HIGHLIGHTS

Major variances in budget:

- The budgeted net income increases by \$69,261, from the FY 2018 budget, based on actual revenues over the past few years for the Winter Walk of Lights.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	2.24	2.34	2.38	2.34	3.07

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-185	MEADOWLARK LIGHT SHOW					
	REVENUES					
4486	Admissions	\$771,234	\$677,451	\$640,000	\$866,758	\$725,000
4488	Group Admissions	6,746	7,769	6,000	8,160	6,000
4694	Sponsorships	0	(3)	0	0	0
	TOTAL USER FEES	777,980	685,216	646,000	874,918	731,000
4642	Retail-Food	65,885	66,941	60,000	81,751	70,000
4640	Retail Operations	31,631	27,318	25,000	30,025	27,000
	TOTAL RETAIL OPERATIONS	97,516	94,259	85,000	111,776	97,000
	TOTAL REVENUES	\$875,495	\$779,475	\$731,000	\$986,694	\$828,000
	EXPENSES					
5020	Part-Time Salaries	\$37,287	\$44,885	\$52,630	\$55,042	\$73,597
5030	FICA	3	(8)	4,095	0	5,699
5070	Unemployment	0	0	421	0	589
	TOTAL PERSONNEL SERVICES	37,290	44,878	57,146	55,042	79,885
5470, 5151	Light Show Production Costs	98,732	88,764	108,000	92,800	108,000
5490	Programs and Promotions	780	1,097	0	860	0
	TOTAL OPERATING COSTS	99,512	89,860	108,000	93,660	108,000
5520-015	Retail-Food	20,217	14,208	24,000	5,817	28,000
5520-000	Retail Operations	12,401	12,735	12,500	38,693	13,500
	TOTAL RETAIL OPERATIONS	32,619	26,943	36,500	44,510	41,500
5580-002	Electricity	371	0	3,500	0	3,500
5580-008	Propane	0	0	300	0	300
	TOTAL UTILITIES	371	0	3,800	0	3,800
	TOTAL EXPENSES	\$169,791	\$161,681	\$205,446	\$193,212	\$233,185
	OPERATING INCOME (LOSS)	\$705,704	\$617,794	\$525,554	\$793,482	\$594,815

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Refine the plan for consistent and continued annual event improvements.
- Continue to improve 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.
- 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 detailed parking plan to maximize the new parking lot.
- 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.

STRATEGIC FOCUS



MEADOWLARK GARDENS WINTER WALK OF LIGHTS

FY 2018 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.
- ✓ 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.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of light show entries	74,000	75,000	69,000	77,802	68,000
• Average amount visitors spend on food & retail items	1.30	\$1.48	\$1.23	\$1.41	\$1.42

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 768,132	\$ 770,000	\$ 774,000	0.5%
Retail Operations	1,260,498	1,130,000	1,142,500	1.1%
Other Revenue	81,473	89,000	89,000	0.0%
TOTAL REVENUE	\$ 2,110,102	\$ 1,989,000	\$ 2,005,500	0.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 705,290	\$ 624,069	\$ 611,902	-1.9%
Operating Costs	118,695	99,025	97,425	-1.6%
Maintenance Costs	102,942	84,500	86,500	2.4%
Insurance	3,341	5,800	5,800	0.0%
Retail Operations	462,825	390,000	394,500	1.2%
Utilities	47,392	47,500	47,800	0.6%
TOTAL EXPENSES	\$ 1,440,484	\$ 1,250,894	\$ 1,243,927	-0.6%
Net Income	\$ 669,618	\$ 738,106	\$ 761,573	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	4.5	4.5	4.5	4.5	4.5
Part-Time	7.07	8.42	8.82	8.25	7.77

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	ACTUAL FY 2018	ADOPTED FY 2019
3-170	MEADOWLARK ATRIUM AND EVENT SERVICES					
	REVENUES					
4600	Programmed Events	\$0	\$180	\$0	\$0	\$0
4135	Atrium Rental	731,487	751,034	750,000	642,761	750,000
4443	Kitchen Use Fee	9,750	3,750	5,000	7,500	5,000
4487	Reservations-Lilac Pavillion Rental	5,670	4,145	5,000	4,926	7,000
4290	Reservations - Gazebo Rental	11,974	9,022	10,000	9,372	12,000
	TOTAL USER FEES	758,881	768,132	770,000	664,559	774,000
4821	Equipment Rental	74,776	76,410	80,000	40,963	80,000
4822	NVRPA Event Staffing	3,100	1,480	5,000	4,735	5,000
4693	Special Services	3,397	3,583	4,000	1,082	4,000
	TOTAL OTHER REVENUE	81,273	81,473	89,000	46,780	89,000
4115	Catering	769,564	798,298	750,000	554,606	750,000
4682	Service Charge	157,099	164,778	130,000	121,078	130,000
4640,4641,4647	Retail - Alcoholic Beverages	278,027	297,422	250,000	253,579	262,500
	TOTAL RETAIL OPERATIONS	1,204,689	1,260,498	1,130,000	929,263	1,142,500
	TOTAL REVENUES	\$2,044,843	\$2,110,102	\$1,989,000	\$1,640,603	\$2,005,500
	EXPENSES					
5010	Full-Time Salaries	\$217,597	\$230,840	\$235,242	\$191,114	\$230,046
5020	Part-Time Salaries	282,118	341,213	268,644	185,582	252,503
5030	FICA	37,698	43,164	38,547	27,120	36,915
5040	Hospitalization	19,732	29,631	32,754	23,264	49,315
5060	Life Insurance	1,635	1,258	1,784	1,098	1,743
5050	Retirement	56,132	57,716	44,696	32,186	39,108
5070	Unemployment Tax	1,540	1,468	2,401	609	2,272
	TOTAL PERSONNEL SERVICES	616,452	705,290	624,069	460,972	611,902
5186	Equipment Rental	65,971	67,730	77,600	37,645	76,000
5146	Contract Employment	56,351	48,051	16,925	76,739	16,925
5490	Programs and Promotions	2,567	2,533	3,500	3,742	3,500
5570	Uniforms	979	381	1,000	267	1,000
	TOTAL OPERATING COSTS	125,869	118,695	99,025	118,393	97,425
5180	Equipment/Vehicle Maintenance	204	1,285	2,500	1,885	2,500
5190	Facility Op. & Maintenance	63,903	84,010	65,000	50,262	65,000
5215	Garden Maintenance	16,894	17,646	17,000	12,179	19,000
	TOTAL MAINTENANCE COSTS	81,001	102,942	84,500	64,326	86,500
5143	Catering	290,719	356,456	300,000	231,305	300,000
5521	Retail - Alcoholic Beverages	135,607	106,369	90,000	91,206	94,500
	TOTAL RETAIL	426,326	462,825	390,000	322,511	394,500
5265	Insurance - Liquor Liability	5,311	3,341	5,800	6,273	5,800
	TOTAL INSURANCE	5,311	3,341	5,800	6,273	5,800
5580-001	Telephone	360	3,096	3,000	2,523	3,000
5580-002	Electricity	29,112	31,984	30,000	23,355	30,000
5580-003	Natural Gas	4,851	6,319	9,000	8,869	9,000
5580-004	Water/Sewer	4,224	4,776	4,500	3,818	4,800
5580-016	Cable/Internet	261	1,217	1,000	842	1,000
	TOTAL UTILITIES	38,808	47,392	47,500	39,408	47,800
	TOTAL EXPENSES	\$1,293,767	\$1,440,484	\$1,250,894	\$1,011,883	\$1,243,927
	OPERATING INCOME (LOSS)	\$751,076	\$669,618	\$738,106	\$628,720	\$761,573

MEADOWLARK ATRIUM AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2019

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 strategies.
- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Host a minimum of (2) Open House events.
- Deliver a consistent social media campaign to promote the facility.
- Perform detailed weekly 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.
- Develop and implement a plan for consistent follow up and response to online and mail survey reviews.
- 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.
- Research and implement a facility virtual tour.
- Continue to implement facility improvements.
- Develop and implement a staging plan for the facility.

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.

STRATEGIC FOCUS



MEADOWLARK ATRIUM AND EVENT SERVICES

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Hosted (2) Open House events.
- ✓ Attended WeddingWire World (2) day conference in Washington D.C.
- ✓ Continued providing alternative site information to encourage cross agency promotion.
- ✓ Implemented the use of electronic events calendar & scheduling tool.
- ✓ 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.
- ✓ Implemented use of video on for advertising purposes on our social media and NOVA Parks website.
- ✓ E-blast created and distributed using contact info gathered at the Bridal Expo & Atrium Open House events.
- ✓ Increased sales initiative and offered 25% off remain Sundays through FY18 and extending through July and August 2018.

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

Highlights

- ✓ Submitted suggestions for continued site improvements through 5 year capital request.
- ✓ Executive Chef completed year (2) of Supervisor Management School.
- ✓ Conduct bi-annual catering staff meeting to provide training and instruction on industry standards.
- ✓ Atrium Events Coordinator completed year (1) of NRPA/IFEA Event Management School.
- ✓ Perform 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Total Atrium events/rentals	133	142	155	89	155
• Atrium social events	119	131	135	75	135
• Percentage of Atrium Social Events catered by Great Blue Heron	N/A	96%	95%	97%	97%
• Annual attendance-social event guests	17,955	19,170	20,925	12,015	20,925
• Number of gazebo rentals	49	29	45	33	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 1,739	\$ 2,800	\$ 3,300	17.9%
Retail Operations	15	-	-	0.0%
Other Revenue	464	464	464	0.0%
TOTAL REVENUE	\$ 2,218	\$ 3,264	\$ 3,764	15.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 496	\$ -	\$ -	0.0%
Operating Costs	1,469	2,000	2,000	0.0%
Maintenance Costs	10,963	8,000	15,000	87.5%
Utilities	1,579	1,500	1,500	0.0%
TOTAL EXPENSES	\$ 14,508	\$ 11,500	\$ 18,500	60.9%
Net Income	\$ (12,290)	\$ (8,236)	\$ (14,736)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The budget for maintenance was increased from \$8,000 to \$15,000.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	.05	.05	.03	0	0

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-200	MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK					
	REVENUES					
4131	Church Rental	\$600	\$1,000	\$400	\$1,280	\$600
4230	Entrance Fees	71	150	0	0	300
4600	Programmed Events	2,470	589	2,400	315	2,400
	TOTAL USER FEES	3,141	1,739	2,800	1,595	3,300
4640	Retail Operations	0	15	0	0	0
	TOTAL RETAIL OPERATIONS	0	15	0	0	0
4605	Farm Rental Lease	464	464	464	464	464
	TOTAL OTHER REVENUE	464	464	464	464	464
	TOTAL REVENUES	\$3,605	\$2,218	\$3,264	\$2,059	\$3,764
	EXPENSES					
5020	Part-Time Salaries	\$576	\$508	\$0	\$0	\$0
5030	FICA	12	(12)	0	0	0
5070	Unemployment Tax	0	0	0	0	0
	TOTAL PERSONNEL SERVICES	587	496	0	0	0
5490	Programs and Promotions	216	1,469	2,000	96	2,000
	TOTAL OPERATING COSTS	216	1,469	2,000	96	2,000
5190	Facility Op. & Maintenance	4,961	10,963	8,000	7,321	15,000
	TOTAL MAINTENANCE COSTS	4,961	10,963	8,000	7,321	15,000
5580-002	Electricity	2,252	1,579	1,500	1,202	1,500
	TOTAL UTILITIES	2,252	1,579	1,500	1,202	1,500
	TOTAL EXPENSES	\$8,017	\$14,508	\$11,500	\$8,619	\$18,500
	OPERATING INCOME (LOSS)	(\$4,412)	(\$12,290)	(\$8,236)	(\$6,560)	(\$14,736)

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

STRATEGIC GOALS & OBJECTIVES FY 2019



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:

- Create an interpretive display area for the Old Carolina Road at Mt. Zion.
- 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 2018 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

- ✓ Created a program based on the historic Civil War graffiti inside Mt. Zion Church.
- ✓ Conducted (3) SOL based programs.
- ✓ Hosted (5) special events or lectures.
- ✓ Maintained (5) community partnerships.

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.
- ✓ Added new fence for continued site improvements and maintenance.
- ✓ Implemented strategies and training techniques developed by the Customer Service Committee.
- ✓ Park staff conducting 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

- ✓ Recruited volunteers to lead programs and assist with minor trail maintenance.
- ✓ Define the appropriate steps and timeline needed to connect existing trail system to adjacent sites.
- ✓ Hosted (2) programs.
- ✓ Maintained (3) community partnerships.
- ✓ Started 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

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

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Special event & program attendance	370	474	850	281	700
• Rental event attendance	80	100	100	50	150
• School program attendance	1,551	1,017	800	144	800
• Scout attendance	N/A	N/A	N/A	N/A	60
• Volunteer hours	451	277	600	389	500

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 181,315	\$ 165,500	\$ 220,500	33.2%
Retail Operations	881	1,500	500	-66.7%
Other Revenue	47,043	3,000	3,000	0.0%
Transfer from Restricted Fund	383,360	813,669		-
TOTAL REVENUE	\$ 612,599	\$ 983,669	\$ 224,000	-77.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 294,276	\$ 375,136	\$ 292,494	-22.0%
Operating Costs	3,923	8,700	10,400	19.5%
Maintenance Costs	40,936	47,000	57,000	21.3%
Insurance	1,268	1,308	1,648	26.0%
Retail Operations	(88)	850	250	-70.6%
Utilities	30,860	29,300	36,800	25.6%
Debt Service	383,360	813,669		-
TOTAL EXPENSES	\$ 754,535	\$ 1,275,963	\$ 398,592	-68.8%
Net Income	\$ (141,937)	\$ (292,294)	\$ (174,592)	

BUDGET HIGHLIGHTS

Major variances in budget:

- This budget includes the transfer of many start-up items from the park cost center to the new River View and Brickmakers Café cost centers.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	1	1	1	3	2
Part-Time	5.92	5.71	5.04	4.86	3.44

OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	PROPOSED FY 2019
3-210	OCCOQUAN REGIONAL PARK REVENUES					
4460	Launch Fees	\$24,344	\$28,128	\$25,000	\$16,352	\$25,000
4690	Programmed Events	6,913	2,155	2,500	1,560	12,500
4670	Shelter Reservations	32,584	13,068	0	198	35,000
4045	Athletic Field Use Fees	14,990	9,551	0	41	0
4060	Batting Cage Fees	16,472	13,309	16,000	6,671	16,000
4070	Boat Rental	13,784	19,051	12,000	15,465	22,000
4080	Boat Storage	100,250	96,053	110,000	74,407	110,000
	TOTAL USER FEES	209,338	181,315	165,500	114,693	220,500
4640	Retail - Food	(176)	(102)	500	298	500
4790	Vending Machine Operation	1,919	982	1,000	0	0
	TOTAL RETAIL OPERATIONS	1,743	881	1,500	298	500
4421	Play Features	50	0	0	0	0
4440	Interest	0	44,368	0	65,024	0
4475	Lessons	2,865	2,625	3,000	2,920	3,000
4510	Miscellaneous Revenue	1,545	0	0	0	0
4636	Rental Device Commission	325	50	0	0	0
	TOTAL OTHER REVENUE	4,785	47,043	3,000	67,944	3,000
4950	Transfer from Restricted Fund	0	383,360	813,669	0	0
	TOTAL TRANSFERS FROM OTHER FUNDS	0	383,360	813,669	0	0
	TOTAL REVENUE AND OTHER SOURCES	\$215,865	\$612,599	\$983,669	\$182,935	\$224,000
	EXPENSES					
5010	Full-Time Salaries	\$91,041	\$95,074	\$146,521	\$134,827	\$140,269
5020	Part-Time Salaries	124,122	132,821	129,327	90,646	86,752
5030	FICA	15,930	16,826	21,171	15,535	17,436
5040	Hospitalization	21,109	24,698	47,963	28,491	22,266
5060	Life Insurance	680	519	1,111	604	1,063
5050	Retirement	23,483	23,747	27,839	22,892	23,846
5070	Unemployment Tax	820	591	1,203	398	862
	TOTAL PERSONNEL SERVICES	277,185	294,276	375,136	293,393	292,494
5230	Gas and Diesel	4,359	3,720	8,000	2,971	8,000
5490	Programs and Promotions	400	0	500	0	2,000
5570	Uniforms	77	203	200	373	400
	TOTAL OPERATING COSTS	4,835	3,923	8,700	3,344	10,400
5180	Equipment/Vehicle Maintenance	11,571	8,410	12,000	8,198	12,000
5190	Facility Op. & Maintenance	23,212	32,525	35,000	35,928	45,000
	TOTAL MAINTENANCE COSTS	34,783	40,936	47,000	44,126	57,000
5290	Insurance - Vehicle	1,260	1,268	1,308	1,579	1,648
	TOTAL INSURANCE	1,260	1,268	1,308	1,579	1,648
5520	Retail - Food	126	(598)	250	302	250
5586	Vending Machines	1,745	510	600	0	0
	TOTAL RETAIL OPERATIONS	1,871	(88)	850	302	250
5580-001	Telephone	4,836	3,255	4,100	3,053	4,100
5580-002	Electricity	17,545	16,151	20,000	10,960	20,000
5580-003	Natural Gas	0	0	0	44	0
5580-004	Water/Sewer	7,223	9,800	2,500	620	10,000
5580-008	Propane Gas	1,661	1,654	2,700	3,435	2,700
	TOTAL UTILITIES	31,265	30,860	29,300	18,111	36,800
2425	Note Payable VRA Principal	0	0	220,000	0	0
5322	Interest Expense VRA Note	0	383,360	593,669	423,130	0
	Total Debt Service	0	383,360	813,669	423,130	0
	TOTAL EXPENSES	\$351,198	\$754,535	\$1,275,963	\$783,984	\$398,592
	OPERATING INCOME (LOSS)	\$(135,333)	\$(141,937)	\$(292,294)	\$(601,049)	\$(174,592)

OCCOQUAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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.
- 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.
- Complete installation of 40 mile markers along the Occoquan Water Trail.
- 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 (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.
- Develop and 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.
- Develop and implement a park-wide signage plan.
- Develop and implement an operations and staffing plan for the new amenities at the park.
- Assist with the development and implementation of a 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.

STRATEGIC FOCUS



FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Hosted two river clean up events with George Mason University and Friends of the Occoquan.
- ✓ Park Manager served as Vice Chairman of the Occoquan River Communities.
- ✓ Established and implemented a maintenance plan that included shelter cleaning and staining, landscape work on entry road, and invasive management.
- ✓ Working with George Mason University to complete installation of the remaining water trail markers.

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

Highlights

- ✓ Hosted 5 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

- ✓ Developed a Train the Trainer program and a new module that focuses on the “grey area”.

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

Highlights

- ✓ Added 12 new kayaks to expand kayak and boat rental opportunities.
- ✓ Developed and implemented an improvement plan for the batting cage and concessions area.

Goal Five: Facilitate implementation of park master plan.

Highlights

- ✓ Developed plans and strategies for The River View, Brickmakers Café, and other new park features.
- ✓ Renovated back concessions building into the new park offices.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul- Dec 2017)	FY 2019 TARGET
• Boat/RV storage usage	150	143	145	135	150
• Number of boat launches	3,043	3,101	2,800	1,050	3,000
• Number of batting cage rounds	10,980	8,212	10,600	2,760	10,600
• Number of picnic shelter rentals	223	21	32	0	235
• Number of volunteer hours	3,600	2,222	2,500	1,200	3,000
• Number of boat rentals	1,060	1,575	1,200	1,222	1,800
• Number of 5 K events	N/A	N/A	N/A	N/A	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 2017 ACTUAL		FY 2018 BUDGET		FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE							
User Fees	\$	-	\$	-	\$	294,699	0.0%
Retail Operations		-		-		328,474	0.0%
Other Revenue		-		-		32,850	0.0%
Transfer from Restricted Fund		-		-		599,708	0.0%
TOTAL REVENUE	\$	-	\$	-	\$	1,255,731	0.0%
EXPENSES BY CATEGORY							
Personnel Services	\$	-	\$	-	\$	236,395	0.0%
Operating Costs		-		-		72,031	0.0%
Maintenance Costs		-		-		67,500	0.0%
Insurance		-		-		5,000	0.0%
Retail Operations		-		-		113,591	0.0%
Utilities		-		-		59,280	0.0%
Debt Service		-		-		814,634	0.0%
TOTAL EXPENSES	\$	-	\$	-	\$	1,368,431	0.0%
Net Income	\$	-	\$	-	\$	(112,700)	

BUDGET HIGHLIGHTS

Major variances in budget:

- This is a new cost center for activity at The River View event center.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	3.25
Part-Time	0	0	0	0	1.84

THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-215	THE RIVER VIEW AT OCCOQUAN					
	REVENUES					
	Programmed Events	\$0	\$0	\$0	\$0	\$0
4135	River View Rental	0	0	0	0	248,449
4487	Reservations-Pavilion Rental	0	0	0	0	46,250
	TOTAL USER FEES	0	0	0	0	294,699
4821	Equipment Rental	0	0	0	0	31,350
4822	NVRPA Event Staffing	0	0	0	0	1,500
	TOTAL OTHER REVENUE	0	0	0	0	32,850
4115	Catering	0	0	0	0	223,604
4682	Service Charge	0	0	0	0	37,789
4641	Retail - Alcoholic Beverages	0	0	0	0	67,081
	TOTAL RETAIL OPERATIONS	0	0	0	0	328,474
4950	Transfer from Restricted Fund	0	0	0	0	599,708
	TOTAL TRANSFERS FROM OTHER FUNDS	0	0	0	0	599,708
	TOTAL REVENUES AND OTHER SOURCES	\$0	\$0	\$0	\$0	\$1,255,731
	EXPENSES					
5010	Full-Time Salaries	\$0	\$0	\$0	\$0	\$137,768
5020	Part-Time Salaries	0	0	0	0	42,436
5030	FICA	0	0	0	0	13,852
5040	Hospitalization	0	0	0	0	17,368
5060	Life Insurance	0	0	0	0	1,044
5050	Retirement	0	0	0	0	23,421
5070	Unemployment Tax	0	0	0	0	507
	TOTAL PERSONNEL SERVICES	0	0	0	0	236,395
5186	Equipment Rental	0	0	0	0	27,000
5146	Contract Employment	0	0	0	0	39,131
5490	Programs and Promotions	0	0	0	550	5,000
5570	Uniforms	0	0	0	0	900
	TOTAL OPERATING COSTS	0	0	0	550	72,031
5180	Equipment/Vehicle Maintenance	0	0	0	0	2,500
5190	Facility Op. & Maintenance	0	0	0	1,436	65,000
	TOTAL MAINTENANCE COSTS	0	0	0	1,436	67,500
5143	Catering	0	0	0	0	89,442
5521	Retail - Alcoholic Beverages	0	0	0	0	24,149
	TOTAL RETAIL	0	0	0	0	113,591
5265	Insurance - Liquor Liability	0	0	0	0	5,000
	TOTAL INSURANCE	0	0	0	0	5,000
5580-001	Telephone	0	0	0	0	3,000
5580-002	Electricity	0	0	0	214	37,320
5580-003	Natural Gas	0	0	0	0	9,960
5580-004	Water/Sewer	0	0	0	0	6,000
5580-016	Cable/Internet	0	0	0	0	3,000
	TOTAL UTILITIES	0	0	0	214	59,280
2425	Note Payable VRA Principal	0	0	0	0	230,000
5322	Interest Expense VRA Note	0	0	0	0	584,634
	TOTAL DEBT SERVICE	0	0	0	0	814,634
	TOTAL EXPENSES	\$0	\$0	\$0	\$2,200	\$1,368,431
	OPERATING INCOME (LOSS)	\$0	\$0	\$0	(\$2,200)	(\$112,700)

THE RIVER VIEW AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Develop 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.
- Implement a web-based content management software for scheduling, tracking leads, and ensuring consistent communication.
- Establish a consistent presence on social media- Facebook, Instagram, and Pinterest.
- Host a minimum of (2) Open House events.
- 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.
- Develop and implement a plan for consistent and continued site improvements.
- Develop 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.
- With the assistance of the Central Maintenance Administrator and park management staff 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 2018 STRATEGIC GOAL HIGHLIGHTS

Strategic Goal Highlights will be incorporated in the FY 20 Budget, as this is a new facility in FY 19.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• River View events/rentals	N/A	N/A	N/A	N/A	30
• Number of brunch wedding rentals	N/A	N/A	N/A	N/A	3
• Number of weddings over 200 guests	N/A	N/A	N/A	N/A	3
• Annual attendance-social event guests	N/A	N/A	N/A	N/A	4,650
• Number of pavilion rentals	N/A	N/A	N/A	N/A	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 2017 ACTUAL		FY 2018 BUDGET		FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE							
User Fees	\$	-	\$	-	\$	6,000	0.0%
Retail Operations		-		-		129,000	0.0%
TOTAL REVENUE	\$	-	\$	-	\$	135,000	0.0%
EXPENSES BY CATEGORY							
Personnel Services	\$	-	\$	-	\$	41,873	0.0%
Operating Costs		-		-		2,000	0.0%
Maintenance Costs		-		-		7,760	0.0%
Insurance		-		-		350	0.0%
Retail Operations		-		-		52,100	0.0%
TOTAL EXPENSES	\$	-	\$	-	\$	104,083	0.0%
Net Income	\$	-	\$	-	\$	30,917	

BUDGET HIGHLIGHTS

Major variances in budget:

- This is a new cost center for activity at the Occoquan Brickmakers Cafe.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0	1.04

BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-220	BRICKMAKERS CAFÉ AT OCCOQUAN REVENUES					
4600	Programmed Events	\$0	\$0	\$0	\$0	\$6,000
	TOTAL USER FEES	0	0	0	0	6,000
4640	Retail - Food	0	0	0	0	92,000
4641	Retail -Alcoholic Beverages	0	0	0	0	32,000
	Retail-Other	0	0	0	0	5,000
	TOTAL RETAIL OPERATIONS	0	0	0	0	129,000
	TOTAL REVENUES	\$0	\$0	\$0	\$0	\$135,000
	EXPENSES					
5010	Full-Time Salaries	\$0	\$0	\$0	\$0	\$0
5020	Part-Time Salaries	0	0	0	0	33,465
5030	FICA	0	0	0	0	2,628
5040	Hospitalization	0	0	0	0	5,344
5060	Life Insurance	0	0	0	0	0
5050	Retirement	0	0	0	0	0
5070	Unemployment Tax	0	0	0	0	436
	TOTAL PERSONNEL SERVICES	0	0	0	0	41,873
5490	Programs and Promotions	0	0	0	0	2,000
5570	Uniforms	0	0	0	0	0
	TOTAL OPERATING COSTS	0	0	0	0	2,000
5190	Facility Op. & Maintenance	0	0	0	541	7,760
	TOTAL MAINTENANCE COSTS	0	0	0	541	7,760
5265	Insurance - Liquor Liability	0	0	0	0	350
	TOTAL INSURANCE	0	0	0	0	350
5520	Retail -Food	0	0	0	0	36,800
5521	Retail - Alcoholic Beverages	0	0	0	0	12,800
	Retail-Other	0	0	0	0	2,500
	TOTAL RETAIL OPERATIONS	0	0	0	0	52,100
	TOTAL EXPENSES	\$0	\$0	\$0	\$541	\$104,083
	OPERATING INCOME (LOSS)	\$0	\$0	\$0	(\$541)	\$30,917

BRICKMAKERS CAFÉ AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Develop and implement purchasing and inventory guidelines.
- Develop a daily operations sales plan to meet revenue goals.
- Ensure staff maintains Food and Beverage compliance through measurable training and certification system.
- Develop and implement a special events plan with monthly strategies aimed at increasing sales.
- Develop and implement 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.
- Develop and refine SOPs for all café functions.
- Update and revise menu offerings and evaluate pricing to ensure profitability.
- Establish a consistent presence on social media- Facebook, Instagram, and Pinterest.
- Develop and implement a plan for consistent and continued site improvements.
- Develop an in-house audit program to evaluate the performance of seasonal staff.
- Establish and implement facility standards for maintenance and cleanliness.
- Work with the Food & Beverage Manager to develop an effective staffing plan.

STRATEGIC FOCUS



BRICKMAKERS CAFÉ AT OCCOQUAN

FY 2018 STRATEGIC GOAL HIGHLIGHTS

Strategic Goal Highlights will be incorporated in the FY 20 Budget, as this is a new facility in FY 19.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of restaurant guests served	N/A	N/A	N/A	N/A	25,000
• Number of special events	N/A	N/A	N/A	N/A	3
• Per customer average on food and beverage	N/A	N/A	N/A	N/A	\$5.16
• Sunday brunch	N/A	N/A	N/A	N/A	10
• Number of special holiday menu offerings for seasonal holidays	N/A	N/A	N/A	N/A	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
Retail Operations	\$ 320,786	\$ 350,755	\$ 373,636	6.5%
Other Revenue	19,467	18,000	19,000	5.6%
TOTAL REVENUE	\$ 340,253	\$ 368,755	\$ 392,636	6.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 141,331	\$ 155,357	\$ 172,288	10.9%
Operating Costs	12,332	11,700	14,800	26.5%
Maintenance Costs	12,986	17,650	18,500	4.8%
Insurance	1,619	2,131	2,386	
Retail Operations	86,533	110,915	117,758	6.2%
Utilities	931	1,800	1,800	0.0%
TOTAL EXPENSES	\$ 255,731	\$ 299,553	\$ 327,532	9.3%
Net Income	\$ 84,521	\$ 69,202	\$ 65,104	

BUDGET HIGHLIGHTS

Major variances in budget:

- The catering and events cost center has been re-named and is now reflected as part of the Occoquan cost centers.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full Time	1	1	1	1	1.09
Part Time	2.07	2.28	2.28	2.28	2.64

BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-125	BRICKMAKERS CATERING & EVENT SERVICES					
	REVENUES					
4820	NVRPA Equipment Rental	\$1,350	\$3,750	\$6,500	\$1,920	\$3,500
4821	Equipment Rental	5,560	8,540	3,000	6,819	6,500
4822	NVRPA Event Staffing	7,802	7,177	8,500	2,950	9,000
	TOTAL OTHER REVENUE	14,712	19,467	18,000	11,689	19,000
4200	Catering Food Truck	30,414	40,143	38,000	33,837	45,000
4115	Catering-Great Blue Heron	235,784	234,934	265,000	209,883	275,000
4682	Service Charge	21,882	18,143	17,755	17,753	20,636
4640,4641,4647	Retail - Alcoholic Beverages	29,612	27,565	30,000	24,220	33,000
	TOTAL RETAIL OPERATIONS	317,693	320,786	350,755	285,693	373,636
	TOTAL REVENUES	\$332,406	\$340,253	\$368,755	\$297,382	\$392,636
	EXPENSES					
5010	Full-Time Salaries	\$52,899	\$61,689	\$62,467	\$54,177	\$68,554
5020	Part-Time Salaries	50,234	50,437	65,085	44,347	74,168
5030	FICA	7,832	8,501	9,758	6,957	10,918
5040	Hospitalization	4,304	4,717	5,128	6,680	5,825
5060	Life Insurance	438	330	474	313	520
5050	Retirement	13,623	15,276	11,869	9,274	11,654
5070	Unemployment Tax	540	381	577	193	649
	TOTAL PERSONNEL SERVICES	129,869	141,331	155,357	121,942	172,288
5146	Contract Employment	0	0	900	2,470	900
5230	Gas and Diesel	4,301	4,557	8,000	3,305	8,000
5186	Equipment Rental	5,161	7,591	2,600	4,460	5,700
5570	Uniforms	199	185	200	116	200
	TOTAL OPERATING COSTS	9,662	12,332	11,700	10,351	14,800
5180	Equipment/Vehicle Maintenance	1,597	617	2,500	941	2,500
5190	Facility Op. & Maintenance	13,560	12,370	15,150	13,831	16,000
	TOTAL MAINTENANCE COSTS	15,157	12,986	17,650	14,771	18,500
5265	Insurance - Liquor Liability	1,062	668	1,150	1,485	1,150
5290	Insurance - Vehicle	945	951	981	1,184	1,236
	TOTAL INSURANCE	2,007	1,619	2,131	2,669	2,386
5520	Retail -Food	75,591	73,823	86,735	66,220	90,008
5521	Retail - Alcoholic Beverages	0	351	10,500	4,677	11,550
5200	Catering Food Truck	11,030	12,359	13,680	12,532	16,200
	TOTAL RETAIL OPERATIONS	86,622	86,533	110,915	83,429	117,758
5580-008	Propane	1,522	931	1,800	644	1,800
	TOTAL UTILITIES	1,522	931	1,800	644	1,800
	TOTAL EXPENSES	\$244,838	\$255,731	\$299,553	\$233,808	\$327,532
	OPERATING INCOME (LOSS)	\$87,568	\$84,521	\$69,202	\$63,575	\$65,104

BRICKMAKERS CATERING AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- 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.
- 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 labor as part of an internal cost analysis system.
- Refine standard ordering guidelines to ensure expense controls and maximization of revenue.
- Implement 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 2018 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.
- ✓ Continued development of 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.
- ✓ Developed 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.
- ✓ 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.
- ✓ Established 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of catered events	126	130	140	67	153
• Number of people provided catering and retail services	20,901	21,675	26,000	14,750	29,500
• Number of Food Truck events	7	11	15	11	18
• Amount of catering shelter revenue	\$39,875	\$40,835	\$38,000	\$22,100	\$48,400
• Amount of catering admission revenue	\$46,822	\$48,109	\$52,000	\$34,480	\$52,000

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 737,161	\$ 645,500	\$ 780,500	20.9%
Retail Operations	45,008	35,000	45,000	28.6%
Other Revenue	49,734	38,200	40,200	5.2%
Transfer from Capital Fund - Stribling	-	-	13,400	-
TOTAL REVENUE	\$ 831,903	\$ 718,700	\$ 879,100	22.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 544,563	\$ 648,593	\$ 695,123	7.2%
Operating Costs	12,702	21,200	22,200	4.7%
Maintenance Costs	67,885	60,500	65,500	8.3%
Insurance	1,585	1,635	2,060	26.0%
Retail Operations	28,626	17,500	22,500	28.6%
Utilities	46,680	50,160	55,460	10.6%
Debt Service	-	-	13,400	-
TOTAL EXPENSES	\$ 702,040	\$ 799,588	\$ 876,243	9.6%
Net Income	\$ 129,863	\$ (80,888)	\$ 2,857	

BUDGET HIGHLIGHTS

Major variances in budget:

- This budget includes increased revenue due to increased camping and cabin rentals. Additionally, it includes the debt service expense for the acquisition of new property at Pohick Bay, as well as a transfer from capital to cover the expense.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	5	6	6	6	7
Part-Time	6.33	6.04	6.04	6.68	6.44

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION			JUL-APR		
		ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	ACTUAL FY 2018	ADOPTED FY 2019
3-260	POHICK BAY REGIONAL PARK REVENUES					
4095	Cabin Rentals	\$85,945	\$116,859	\$90,000	\$138,343	\$120,000
4100	Camping Fees	424,414	500,426	430,000	496,819	525,000
4421	Inflatable Play Features	50	0	0	0	0
4470	Laundry	4,708	6,442	4,500	4,887	7,000
4600	Programmed Events	4,524	4,478	1,500	4,164	4,500
4670	Shelter Reservations	19,408	20,518	20,000	13,580	20,000
4750	RV Storage	25,856	42,218	65,000	48,298	65,000
4230	Entrance Fees	28,842	34,804	27,000	18,584	30,000
4500	Miniature Golf & Disc Golf	8,652	11,416	7,500	6,890	9,000
	TOTAL USER FEES	602,400	737,161	645,500	731,565	780,500
4640, 4661	Retail Operations	32,992	45,004	35,000	32,995	45,000
4790	Vending Machine Operation	1,683	4	0	261	0
	TOTAL RETAIL OPERATIONS	34,675	45,008	35,000	33,256	45,000
4636	Rental Device Commission	144	150	0	150	0
4420	House Rental	28,050	15,550	13,200	11,000	13,200
4440	Interest	0	0	0	287	0
4255, 4601	Firewood/Propane	26,005	32,570	25,000	24,302	27,000
4510	Miscellaneous Revenue	0	1,464	0	1,959	0
	TOTAL OTHER REVENUE	54,199	49,734	38,200	37,698	40,200
4900	Transfer from Capital Fund -Stribling	0	0	0	0	13,400
	TOTAL TRANSFER FROM OTHER FUNDS	0	0	0	0	13,400
	TOTAL REVENUE AND OTHER SOURCES	\$691,273	\$831,903	\$718,700	\$802,519	\$879,100
	EXPENSES					
5010	Full-Time Salaries	\$308,639	\$330,523	\$332,934	\$271,976	\$373,718
5020	Part-Time Salaries	131,722	130,111	150,944	117,589	145,655
5030	FICA	32,981	34,031	37,085	27,077	39,800
5040	Hospitalization	40,309	52,867	60,305	50,457	68,084
5060	Life Insurance	2,314	1,796	2,524	1,616	2,833
5050	Retirement	79,657	(5,670)	63,257	46,844	63,532
5070	Unemployment Tax	1,139	906	1,544	586	1,501
	TOTAL PERSONNEL SERVICES	596,762	544,563	648,593	516,144	695,123
5230	Gas and Diesel	8,994	10,081	16,000	8,889	16,000
5490	Programs and Promotions	1,186	1,708	4,000	3,797	5,000
5570	Uniforms	1,192	913	1,200	1,095	1,200
	TOTAL OPERATING COSTS	11,372	12,702	21,200	13,781	22,200
5180	Equipment/Vehicle Maintenance	14,363	16,357	13,000	12,360	15,000
5190	Facility Op. & Maintenance	47,837	51,074	47,000	47,411	50,000
5510	Rental House Maintenance	509	453	500	0	500
	TOTAL MAINTENANCE COSTS	62,710	67,885	60,500	59,772	65,500
5290	Insurance - Vehicle	1,574	1,585	1,635	1,974	2,060
	TOTAL INSURANCE	1,574	1,585	1,635	1,974	2,060
5520	Retail Operations	24,755	28,626	17,500	20,910	22,500
	TOTAL RETAIL OPERATIONS	24,755	28,626	17,500	20,910	22,500
5580-001	Telephone	3,397	2,962	3,500	2,486	3,500
5580-002	Electricity	39,005	38,301	40,000	44,998	43,000
5580-004	Water/Sewer	396	974	1,200	565	3,500
5580-009	Heating Oil	604	1,089	2,000	756	2,000
5580-016	Internet/Cable	3,370	3,353	3,460	2,816	3,460
	TOTAL UTILITIES	46,772	46,680	50,160	51,621	55,460
	Interest Expense VRA Note	0	0	0	0	13,400
	TOTAL DEBT SERVICE	0	0	0	0	13,400
	TOTAL EXPENSES	\$743,945	\$702,040	\$799,588	\$664,202	\$876,243
	OPERATING INCOME (LOSS)	(\$52,672)	\$129,863	(\$80,888)	\$138,317	\$2,857

POHICK BAY REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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, 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 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.
- 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.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the park.
- Implement a system to evaluate and respond to customer feedback.
- 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.
- Develop a defined plan 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.
- Market and evaluate the effectiveness of "The Pohick Pass".
- 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:

- Implement (3) new marketing strategies to attract new boat and RV storage customers.
- Develop and implement a plan to increase small shelter rentals and classic birthday parties.
- Develop and implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- 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.

POHICK BAY REGIONAL PARK

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Worked with Fairfax County to install various “bait station” to test for insects that are not beneficial to our ecosystem as well as a program to help save the Ash trees from the Emerald Ash Borer Beetle.
- ✓ Park staff completed a trail assessment project and made needed improvements including new trail head signs and blazes.
- ✓ Designed and implemented a system to conduct weekly park inspections and correct any deficiencies.

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 May until September.
- ✓ NovaParks naturalist led more than twenty paddle tours and campground events this season.
- ✓ Continued partnership with Mason Neck State Park in order to utilize their programming experience and facilitate events in the campground.

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

Highlights

- ✓ Made improvements to the campground reservation system to include photos of all campsites being available for customers to view online prior to booking a site.
- ✓ Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- ✓ Introduced out 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.
- ✓ 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 Active Outdoors Network to develop an E-blast campaign to reach our growing customer base and increase park visitation.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of non-jurisdiction vehicle entries	4,330	4,557	4,200	2,307	4,285
• Number of nightly camping rentals	9,431	10,367	10,500	8,454	12,180
• Number of group campers	8,546	9,279	9,000	4,067	9,100
• RV /Boat storage usage (115 spaces available)	45	46	112	70	109
• Winter storage months rented for RV's/boats	80	107	110	112	115
• Number of miniature & disc golf rounds	2,592	2,484	3,000	1,578	3,000
• Picnic shelter rentals	162	143	195	81	150
• Number of nightly cabin rentals	860	1,135	1,200	710	1,200
• Volunteer hours received	3,137	1,092	1,200	2,910	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 896,757	\$ 911,500	\$ 913,300	0.2%
Retail Operations	158,773	173,000	171,000	-1.2%
Other Revenue	3,812	3,000	5,000	66.7%
TOTAL REVENUE	\$ 1,059,341	\$ 1,087,500	\$ 1,089,300	0.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 655,007	\$ 656,760	\$ 605,703	-7.8%
Operating Costs	82,244	89,012	91,562	2.9%
Maintenance Costs	186,975	186,586	189,109	1.4%
Insurance	904	1,331	1,586	19.2%
Retail Operations	74,947	79,700	75,400	-5.4%
Utilities	31,461	32,300	32,700	1.2%
TOTAL EXPENSES	\$ 1,031,539	\$ 1,045,689	\$ 996,060	-4.7%
Net Income	\$ 27,802	\$ 41,811	\$ 93,240	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	6	6	5	5	5
Part-Time	8.36	7.62	7.75	7.49	7.46

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-240	POHICK BAY GOLF COURSE					
	REVENUES					
4210	Driving Range	\$75,573	\$73,433	\$75,000	\$51,766	\$75,000
4220	Cart Rental	196,808	184,386	215,000	133,464	205,000
4320	Golf Club Rental	2,585	3,030	3,000	1,260	3,000
4380	Green Fees	615,527	632,895	615,000	474,321	625,000
4400	Golf Handicap Program	3,030	2,757	3,000	1,685	5,000
4610	Pull Cart Rental	340	256	500	254	300
	TOTAL USER FEES	893,863	896,757	911,500	662,750	913,300
4641	Retail - Alcoholic Beverages	53,227	53,461	54,000	37,232	55,000
4640, 4642, 4643	Retail - Food	66,426	59,886	66,000	41,206	66,000
4650	Retail - Pro Shop	46,047	45,426	53,000	29,068	50,000
	TOTAL RETAIL OPERATIONS	165,700	158,773	173,000	107,506	171,000
4475	Lessons	11,342	3,280	3,000	4,610	5,000
4510	Miscellaneous Revenue	0	532	0	0	0
	TOTAL OTHER REVENUE	11,342	3,812	3,000	4,610	5,000
	TOTAL REVENUES	\$1,070,905	\$1,059,341	\$1,087,500	\$774,866	\$1,089,300
	EXPENSES					
5010	Full-Time Salaries	\$315,524	\$300,510	\$302,665	\$240,365	\$266,568
5020	Part-Time Salaries	181,012	185,686	193,566	169,538	195,207
5030	FICA	36,776	36,052	38,028	29,025	35,392
5040	Hospitalization	52,611	54,863	60,928	47,058	59,412
5060	Life Insurance	2,404	1,644	2,294	1,411	2,021
5050	Retirement	81,522	75,263	57,506	41,842	45,317
5070	Unemployment Tax	1,223	989	1,773	595	1,786
	TOTAL PERSONNEL SERVICES	671,072	655,007	656,760	529,834	605,703
5160	Golf Cart Rental	51,896	53,290	53,290	48,849	53,290
5138	Beverage Cart Rental	786	2,772	2,772	2,541	2,772
5230	Gas and Diesel	17,726	17,593	25,000	14,634	25,000
5260	Golf Handicap Program	4,850	4,850	4,450	5,250	5,000
5263	Instructor Fees	10,208	2,637	2,500	4,242	4,500
5570	Uniforms	747	1,102	1,000	537	1,000
	TOTAL OPERATING COSTS	86,213	82,244	89,012	76,052	91,562
5180	Equipment/Vehicle Maintenance	23,694	25,533	23,477	21,179	26,000
5190	Facility Op. & Maintenance	39,284	50,894	53,550	37,307	53,550
5240	Golf Course Maintenance	109,451	110,548	109,559	91,991	109,559
	TOTAL MAINTENANCE COSTS	172,429	186,975	186,586	150,477	189,109
5265	Insurance - Liquor Liability	54	270	350	1,200	350
5290	Insurance - Vehicle	630	634	981	1,184	1,236
	TOTAL INSURANCE	684	904	1,331	2,385	1,586
5521	Retail - Alcoholic Beverages	13,681	16,473	16,200	10,336	16,500
5520	Retail - Food	27,443	29,689	26,400	19,177	26,400
5530	Retail - Pro Shop	30,340	28,785	37,100	18,271	32,500
	TOTAL RETAIL OPERATIONS	71,464	74,947	79,700	47,784	75,400
5580-001	Telephone	2,880	2,518	3,000	2,378	3,000
5580-002	Electricity	24,068	23,014	25,000	19,945	25,000
5580-004	Water/Sewer	1,087	1,542	1,800	1,146	1,800
5580-016	Internet/Cable	2,896	4,388	2,500	1,840	2,900
	TOTAL UTILITIES	30,931	31,461	32,300	25,308	32,700
	TOTAL EXPENSES	\$1,032,793	\$1,031,539	\$1,045,689	\$831,839	\$996,060
	OPERATING INCOME (LOSS)	\$38,112	\$27,802	\$41,811	(\$56,973)	\$93,240

POHICK BAY GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2019

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:

- 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 and time blocks.
- Develop and implement a minimum of (2) strategies to promote league play and tournament offerings.
- 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.
- Maintain an annual comprehensive programming calendar and schedule of events and activities.
- 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.
- 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.
- 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.
- Develop and implement purchasing and inventory guidelines for golf pro shop.
- 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.

STRATEGIC FOCUS



POHICK BAY GOLF COURSE

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Held two Heron Club card sales contests with other course. Pohick Bay sold the most cards in each contest.
- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Continued to utilize program postcards and targeted emails to encourage membership renewals and gave member expiration reminders in person.

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 campaigns to increase play during those time periods.
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Have continued to grow the text club membership. Close to 630 member presently.
- ✓ Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- ✓ Refined the Revenue Playbook in order to better plan for and manage promotions. Developed a color coding system to better manage the Playbook.
- ✓ Reviewed and compared green fee pricing with local competition. Adjusted fees to remain competitive and increase revenues.

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

Highlights

- ✓ The First Tee Program held two sessions with the focus on expanding youth participation.
- ✓ Hosted a VSGA Junior Tournament.
- ✓ Partnered up with two local breweries and hosted beer tasting and beverage cart takeover events.

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

Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Offered multiple customer service trainings for staff.
- ✓ Golf course improvements include new drainage installed, driving range drainage repaired, bunkers rebuilt, new flower beds created, convert forward tees to Bermuda grass, continuing the process of ash tree removal, and renovations to the 13th green.

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

Highlights

- ✓ Pro shop merchandise seasonal sale program has been implemented. A more comprehensive marketing sales program for pro shop has been created.
- ✓ Met with BCG Consulting to identify trends and revamp the pro shop for the season in order to increase merchandise sales.
- ✓ New items were added to the menu including meal combos.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL <small>6 months (Jul- Dec 2017)</small>	FY 2019 TARGET
• 18 hole golf rounds (paid)	20,196	19,092	19,000	9380	19,950
• 18 hole golf rounds (members)	9,008	7,580	15,000	3506	10,000
• Power cart rentals	20,528	19,327	18,000	8770	18,900
• Number of driving range buckets sold	4,754	5,018	5,000	2624	5,000
• Number of Annual Golf Memberships sold	59	55	75	30	85
• Number of Heron Club Memberships	57	146	75	14	125
• Per customer average on pro shop merchandise	\$1.41	\$1.59	\$1.56	\$1.71	\$1.67
• Per customer average of food & beverage	\$3.69	\$3.93	\$3.53	\$4.78	\$4.04
• Revenue per round of golf played	\$33.02	\$34.88	\$31.99	\$44.37	\$36.37
• Cost per round of golf played	\$31.85	\$33.97	\$30.76	\$42.99	\$33.25

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 265,904	\$ 237,000	\$ 233,000	-1.7%
Retail Operations	8,257	7,500	18,000	140.0%
TOTAL REVENUE	\$ 274,160	\$ 244,500	\$ 251,000	2.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 25,076	\$ 28,556	\$ 38,707	35.5%
Maintenance Costs	6,610	7,500	9,000	20.0%
Retail Operations	2,399	3,000	7,200	140.0%
Utilities	5,614	8,000	10,000	25.0%
TOTAL EXPENSES	\$ 39,698	\$ 47,056	\$ 64,907	37.9%
Net Income	\$ 234,462	\$ 197,444	\$ 186,093	

BUDGET HIGHLIGHTS

Major variances in budget:

- Shelter rentals at Eagle's Nest will be discontinued and an expanded retail operation will be developed.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	1.21	1.25	1.25	1.43	1.96

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-250	POHICK BAY MARINA					
	REVENUES					
4070, 4540, 4680	Boat Rental	\$50,303	\$52,180	\$50,000	\$31,312	\$53,000
4460	Launch & Parking Fees	45,548	46,689	45,000	31,100	46,000
4600	Programmed Events	2,898	4,971	5,500	555	5,500
4080	Boat Storage	120,758	148,778	125,000	130,876	125,000
4670	Shelter Reservations	11,276	13,285	11,500	8,426	3,500
	TOTAL USER FEES	230,783	265,904	237,000	202,269	233,000
4640	Retail Operations	6,785	8,257	7,500	4,794	18,000
	TOTAL RETAIL OPERATIONS	6,785	8,257	7,500	4,794	18,000
	TOTAL REVENUES	\$237,568	\$274,160	\$244,500	\$207,063	\$251,000
	EXPENSES					
5020	Part-Time Salaries	\$19,842	\$23,153	\$26,331	\$14,092	\$35,691
5030	FICA	1,518	1,771	2,014	967	2,730
5070	Unemployment Tax	176	152	211	67	286
	TOTAL PERSONNEL SERVICES	21,536	25,076	28,556	15,126	38,707
5190	Facility Op. & Maintenance	7,756	6,610	7,500	6,286	9,000
	TOTAL MAINTENANCE COSTS	7,756	6,610	7,500	6,286	9,000
5520	Retail-Food	1,710	2,399	3,000	1,663	7,200
	TOTAL RETAIL OPERATIONS	1,710	2,399	3,000	1,663	7,200
5580-001	Telephone	1,763	440	1,500	400	1,500
5580-002	Electricity	6,408	5,174	6,500	6,096	8,500
	TOTAL UTILITIES	8,171	5,614	8,000	6,496	10,000
	TOTAL EXPENSES	\$39,173	\$39,698	\$47,056	\$29,571	\$64,907
	OPERATING INCOME (LOSS)	\$198,395	\$234,462	\$197,444	\$177,492	\$186,093

POHICK BAY MARINA

STRATEGIC GOALS & OBJECTIVES FY 2019

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.
- Implement plan for marina improvements, including expanding facility rentals & retail sales.
- Implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- 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:

- Develop and host a minimum of (4) health, wellness or family programs.

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.
- Create new procedures for tracking and managing boat rental fleet.

STRATEGIC FOCUS



FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Renovated Eagle’s Nest building including a new concrete floor and a fresh “facelift” to the exterior with new paint and trim.
- ✓ Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.
- ✓ Upgraded our boat rental fleet with new kayaks and stand up paddleboards to increase interest and revenue at the marina.

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

Highlights

- ✓ Hosted the annual Dragon Boat Festival and Pirate Day event to increase park visitation.
- ✓ Offered numerous stand-up paddle tours including events for beginners as well as yoga paddles on the water.
- ✓ Worked with the Boy Scouts to host a canoe and kayak training day.
- ✓ 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

- ✓ Maintained and streamlined storage accounts to better serve customers and overall management of storage accounts.
- ✓ Opened new storage lot to better serve our customers and meet the needs of the community.
- ✓ Implemented Active Outdoors Store Manager Point of Sale to streamline boat rentals and marina retail purchases for customers.
- ✓ Implemented a social media marketing campaign to increase shelter rentals and annual launch pass sales.
- ✓ Implemented new marketing strategies to maximize boat storage revenue including paid advertising and craigslist.

<u>MEASURABLE RESULTS</u>	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Boat storage (153 storage sites available)	142	145	145	136	145
• Boat launches	4,538	4,406	5,000	2,503	4,340
• Total boat rentals	5,153	5,274	5,000	2,723	5,300
• Guided water tour participants	N/A	288	225	66	225
• Number of Eagle's Nest rentals	23	25	22	18	0
• Number of family shelter rentals	57	62	50	31	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 419,851	\$ 411,600	\$ 423,200	2.8%
Retail Operations	181,370	181,500	187,000	3.0%
Other Revenue	2,509	-	-	0.0%
TOTAL REVENUE	\$ 603,730	\$ 593,100	\$ 610,200	2.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 194,713	\$ 181,592	\$ 179,900	-0.9%
Operating Costs	4,808	1,500	1,500	0.0%
Maintenance Costs	58,618	56,000	58,000	3.6%
Retail Operations	63,200	73,250	76,000	3.8%
Utilities	19,284	20,000	20,500	2.5%
TOTAL EXPENSES	\$ 340,623	\$ 332,342	\$ 335,900	1.1%
Net Income	\$ 263,107	\$ 260,758	\$ 274,300	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.56	7.73	8.20	8.44	8.33

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-270	PIRATE'S COVE WATERPARK at POHICK BAY					
	REVENUES					
4550	Admissions	\$321,973	\$336,982	\$320,000	\$223,874	\$330,000
4570	Group Admissions	61,336	46,350	56,000	42,733	56,000
4490	Locker Rental	794	679	600	618	700
4600	Programmed Events	0	3,023	2,500	2,150	2,500
4580	Waterpark Passes	22,274	26,798	28,000	17,607	28,000
4670	Shelter Reservations	6,518	6,020	4,500	3,876	6,000
	TOTAL USER FEES	412,895	419,851	411,600	290,858	423,200
4640	Retail Operations	176,471	171,277	175,000	112,688	175,000
4660	Swim Merchandise	5,411	10,093	6,500	7,573	12,000
	TOTAL RETAIL OPERATIONS	181,882	181,370	181,500	120,261	187,000
4482	Lifeguard Training Fee	1,105	2,509	0	480	0
	TOTAL OTHER REVENUE	1,105	2,509	0	480	0
	TOTAL REVENUES	\$595,882	\$603,730	\$593,100	\$411,599	\$610,200
	EXPENSES					
5020	Part-Time Salaries	\$177,752	\$179,782	\$167,443	\$112,993	\$165,883
5030	FICA	13,598	13,753	12,809	8,642	12,690
5070	Unemployment Tax	1,842	1,177	1,340	680	1,327
	TOTAL PERSONNEL SERVICES	193,191	194,713	181,592	122,314	179,900
5490	Programs and Promotions	1,938	4,808	1,500	1,413	1,500
	TOTAL OPERATING COSTS	1,938	4,808	1,500	1,413	1,500
5190	Facility Op. & Maintenance	55,434	58,618	56,000	40,580	58,000
	TOTAL MAINTENANCE COSTS	55,434	58,618	56,000	40,580	58,000
5520	Retail Operations	59,195	59,746	70,000	46,408	70,000
5535	Swim Merchandise	3,004	3,454	3,250	2,864	6,000
	TOTAL RETAIL OPERATIONS	62,199	63,200	73,250	49,272	76,000
5580-001	Telephone	806	1,563	1,000	1,302	1,500
5580-002	Electricity	17,974	16,728	18,000	18,150	18,000
5580-016	Internet/Cable	793	992	1,000	833	1,000
	TOTAL UTILITIES	19,573	19,284	20,000	20,285	20,500
	TOTAL EXPENSES	\$332,334	\$340,623	\$332,342	\$233,865	\$335,900
	OPERATING INCOME (LOSS)	\$263,548	\$263,107	\$260,758	\$177,734	\$274,300

PIRATE'S COVE WATERPARK AT POHICK BAY

STRATEGIC GOALS & OBJECTIVES FY 2019



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 membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.
- 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:

- 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 continue and expand facility theming.
- Implement a 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.

PIRATE'S COVE WATERPARK AT POHICK BAY

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Utilized Groupon during the Big Chill pass sale to increase marketing and overall sales during the offseason.
- ✓ Implemented a Pass Holder Day which will allow our members to use the facility when it would otherwise be closed.
- ✓ Refined the Active SOPs to allow all supervisor roles the ability to renew and sell pass memberships.

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

Highlights

- ✓ Maintained a NASCO Gold Standard certification.
- ✓ 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.
- ✓ Refined and improved orientation procedures to include in-house training from NOVA Parks Food and Beverage department.

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

Highlights

- ✓ Utilized the Admissions Supervisor position to increase our customer service for Birthday Parties and to follow up with any issues prior to the party date.
- ✓ Implemented Facebook posts from Marketing to target slow times at the Waterpark.
- ✓ Used Facebook marketing to target important dates each week such as Family Fun Night.

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

Highlights

- ✓ 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

- ✓ Utilized an online survey system to capture the ideas and concerns from our annual pass members.
- ✓ Utilized Hiperweb for routine maintenance checks, quick repairs, and to increase the overall customer experience by disguising our dumpster area.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of general admissions	43,109	46,344	45,000	30,954	45,000
• Number of youth group participants	12,270	8,502	11,000	7,784	10,000
• Number of Annual Waterpark Passes sold	353	375	400	82	400
• Average amount customers spent on food & beverages	\$3.88	3.33	\$3.22	\$3.64	\$3.38
• Attendance at special programs	3,682	3,671	3,500	1,435	1,650

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 107,376	\$ 89,000	\$ 100,500	12.9%
Retail Operations	369	500	500	0.0%
Other Revenue	13,200	13,200	13,200	0.0%
TOTAL REVENUE	\$ 120,945	\$ 102,700	\$ 114,200	11.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 268,105	\$ 269,859	\$ 233,789	-13.4%
Operating Costs	11,322	14,100	13,850	-1.8%
Maintenance Costs	22,650	20,500	22,500	9.8%
Insurance	1,268	981	1,236	26.0%
Retail Operations	(104)	250	250	0.0%
Utilities	14,181	13,880	14,080	1.4%
TOTAL EXPENSES	\$ 317,421	\$ 319,569	\$ 285,705	-10.6%
Net Income	\$ (196,477)	\$ (216,869)	\$ (171,505)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time	1.81	1.85	2.36	1.71	1.75

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-300	POTOMAC OVERLOOK REGIONAL PARK REVENUES					
4600	Programmed Events	\$17,120	\$27,421	\$18,000	\$15,962	\$24,000
4101	Camps	70,870	76,901	68,500	89,251	74,000
4670	Shelter Reservations	2,506	3,054	2,500	2,500	2,500
	TOTAL USER FEES	90,496	107,376	89,000	107,713	100,500
4640	Retail Operations	(10)	369	500	282	500
	TOTAL RETAIL OPERATIONS	(10)	369	500	282	500
4420	House Rental	13,200	13,200	13,200	7,700	13,200
4260	Misc Rev - Friends of Pot O/L	150	0	0	0	0
4000	Misc Rev - Recycling	59	0	0	0	0
	TOTAL OTHER REVENUE	13,409	13,200	13,200	7,700	13,200
	TOTAL REVENUES	\$103,895	\$120,945	\$102,700	\$115,695	\$114,200
	EXPENSES					
5010	Full-Time Salaries	\$166,373	\$147,753	\$153,171	\$127,605	\$142,820
5020	Part-Time Salaries	39,666	46,997	41,944	30,281	42,918
5030	FICA	15,386	14,384	14,930	11,428	14,213
5040	Hospitalization	15,247	21,216	29,046	11,785	7,964
5060	Life Insurance	1,257	804	1,161	712	1,083
5050	Retirement	39,344	36,529	29,102	20,678	24,279
5070	Unemployment Tax	517	422	504	299	511
	TOTAL PERSONNEL SERVICES	277,788	268,105	269,859	202,788	233,789
5230	Gas and Diesel	1,785	1,297	3,500	1,973	3,500
5490	Programs and Promotions	7,080	9,222	5,000	2,101	4,000
5570	Uniforms	230	803	600	1,171	600
5171	Camps	0	0	5,000	3,475	5,750
	TOTAL OPERATING COSTS	9,095	11,322	14,100	8,720	13,850
5180	Equipment/Vehicle Maintenance	2,448	2,511	3,000	1,829	3,000
5190	Facility Op. & Maintenance	17,445	19,680	17,000	12,702	19,000
5510	Rental House Maintenance	284	458	500	447	500
	TOTAL MAINTENANCE COSTS	20,176	22,650	20,500	14,977	22,500
5290	Insurance - Vehicle	1,260	1,268	981	1,184	1,236
	TOTAL INSURANCE	1,260	1,268	981	1,184	1,236
5520	Retail Operations	0	(104)	250	(38)	250
	TOTAL RETAIL OPERATIONS	0	(\$104)	\$250	(38)	\$250
5580-001	Telephone	2,681	2,974	2,900	2,094	2,900
5580-002	Electricity	5,752	6,403	6,000	6,721	6,500
5580-004	Water/Sewer	1,345	2,777	1,600	1,521	1,600
5580-008	Propane Gas	665	620	2,300	1,099	2,000
5580-016	Cable/Internet	1,105	1,407	1,080	900	1,080
	TOTAL UTILITIES	11,548	14,181	13,880	12,335	14,080
	TOTAL EXPENSES	\$319,868	\$317,421	\$319,569	\$239,967	\$285,705
	OPERATING INCOME (LOSS)	(\$215,972)	(\$196,477)	(\$216,869)	(\$124,272)	(\$171,505)

POTOMAC OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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.
- Implement a plan for enhanced animal interpretation.
- Establish and maintain a minimum of (3) community partnerships.
- Implement native focused landscape guidelines.
- Develop a plan to refurbish the playground and picnic shelter area.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to implement enhancements in and around the stage area.
- 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:

- Continue to conduct and enhance camp programming.
- Review and refine the year-round comprehensive programming schedule.
- Implement (3) new strategies to increase rentals of shelter by 5% (gross) from previous year.
- 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 5% (gross) from previous year.
- Develop and implement a plan to enhance interpretation of at least (2) aspects of 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.
- Improve customer engagement through social media.
- Expand full time staffs' natural resource expertise.
- Continue to build, implement and evaluate a successful volunteer program.
- Implement a system to receive, evaluate, and respond to customer feedback.

POTOMAC OVERLOOK REGIONAL PARK

FY 2018 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 and installed consistently themed signage throughout the park.
- ✓ The stage was renovated featuring a new mural, interactive signage, and better interpretation of solar electricity.
- ✓ Successfully completed 10 Eagle Scout and Gold Award projects throughout the park.

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

Highlights

- ✓ Implemented new teacher workday camps along with expanded summer camps for ranging in age from rising kindergarteners to rising high school juniors.
- ✓ Implement an augmented reality watershed table and exhibit.
- ✓ Hosted a holiday fundraising event.
- ✓ Increased rentals by approximately 62%.
- ✓ Created and introduced Second Saturday Events with great success bringing the concert series back to life.
- ✓ Hosted over 2,000 students in various school programs throughout the year.

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.
- ✓ Developed and implemented a customer “Great Board” for feedback from daily visitors.
- ✓ Conducted exit interviews with all seasonal staff and studied gathered information to assist in increasing retention levels.
- ✓ Used Hiperweb system for all maintenance needs, updated regularly, and photos are attached for all assets.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Public program/Special Event participants	1,152	1,555	1,250	534	1,250
• “Meet Me on a Sunday” weekly event participants	2,410	N/A	N/A	N/A	N/A
• School & Scout program participants	3,111	2,517	3,000	1,348	3,000
• Concert participants	909	458	500	320	500
• Number of birthday parties	94	76	45	36	55
• Birthday party participants	1,560	1,862	1,000	700	1,300
• Camp Overlook participants	203	295	260	198	275
• Offsite programming participants	1,600	1,778	1,500	885	1,500
• Number of shelter rentals	59	40	40	22	40
• Volunteer hours received	1,985	2,702	3,200	1,629	2,800

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 311,859	\$ 316,000	\$ 421,000	33.2%
Retail Operations	605,953	543,375	633,633	16.6%
Other Revenue	59,184	57,869	42,420	-26.7%
TOTAL REVENUE	\$ 976,996	\$ 917,244	\$ 1,097,053	19.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 266,818	\$ 318,957	\$ 345,414	8.3%
Operating Costs	110,116	99,420	132,221	33.0%
Maintenance Costs	61,739	66,500	91,250	37.2%
Insurance	1,653	2,677	2,762	3.2%
Retail Operations	201,412	189,647	218,400	15.2%
Utilities	12,434	11,980	14,780	23.4%
TOTAL EXPENSES	\$ 654,172	\$ 689,181	\$ 804,827	16.8%
Net Income	\$ 322,824	\$ 228,063	\$ 292,226	

BUDGET HIGHLIGHTS

Major variances in budget:

- The Net Income is budgeted to increase \$64,163 compared to the FY 18 budget

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	1	1	2	2
Part-Time	3.30	3.42	4.78	5.64	5.97

RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-320	RUST SANCTUARY REVENUES					
4240	Facility Rental-Manor House	\$236,087	\$311,199	\$315,000	\$272,669	\$420,000
4822	NVRPA Event Staffing	230	660	1,000	1,130	1,000
	TOTAL USER FEES	236,317	311,859	316,000	273,799	421,000
4420	Apartment Rental	9,600	9,600	9,600	3,000	0
4821	Equipment Rental	31,373	35,074	41,769	30,311	38,220
4693	Special Services	0	60	0	0	0
4081	Storage Rental (PEC)	2,700	3,450	3,000	1,350	1,200
4443	Outside Catering Fees	3,000	11,000	3,500	2,250	3,000
	TOTAL OTHER REVENUE	46,673	59,184	57,869	36,911	42,420
4115	Catering	312,796	373,490	362,250	361,315	420,000
4682	Service Charge	61,905	79,581	70,875	74,930	87,633
4640	Retail Operations	14	103	0	(73)	0
4641,4647	Retail - Alcoholic Beverages	99,905	152,778	110,250	134,587	126,000
	TOTAL RETAIL OPERATIONS	474,620	605,953	543,375	570,759	633,633
	TOTAL REVENUES	\$757,610	\$976,996	\$917,244	\$881,469	\$1,097,053
	EXPENSES					
5010	Full-Time Salaries	\$30,445	\$33,661	\$71,979	\$49,351	\$84,434
5020	Part-Time Salaries	156,910	207,275	195,807	178,284	213,934
5030	FICA	13,805	18,276	20,486	16,027	22,825
5040	Hospitalization	4,596	7,061	14,785	11,311	7,404
5060	Life Insurance	213	184	546	294	640
5050	Retirement	400	(282)	13,676	(118)	14,354
5070	Unemployment Tax	583	643	1,678	390	1,823
	TOTAL PERSONNEL SERVICES	206,952	266,818	318,957	255,538	345,414
5186	Equipment Rental	54,031	75,348	71,820	70,085	87,360
5146	Contract Employment	34,132	32,195	24,000	40,169	41,061
5230	Gas & Diesel	494	416	1,300	806	1,300
5490	Programs and Promotions	795	1,957	2,000	2,452	2,000
5570	Uniforms	300	200	300	0	500
	TOTAL OPERATING COSTS	89,751	110,116	99,420	113,511	132,221
5180	Equipment/Vehicle Maintenance	1,444	1,074	1,500	1,493	1,500
5190	Facility Op. & Maintenance	54,787	60,665	65,000	60,095	89,750
	TOTAL MAINTENANCE COSTS	56,231	61,739	66,500	61,588	91,250
5143	Catering	106,420	141,738	145,547	139,685	168,000
5521	Retail - Alcohol Beverages	14,894	59,674	44,100	37,409	50,400
	TOTAL RETAIL	121,315	201,412	189,647	177,094	218,400
5265	Insurance - Liquor Liability	2,124	1,336	2,350	4,120	2,350
5290	Vehicle Insurance	315	317	327	395	412
	TOTAL INSURANCE	2,439	1,653	2,677	4,515	2,762
5580-001	Telephone	\$3,146	3,352	3,600	\$2,594	3,600
5580-002	Electricity	4,691	8,164	6,300	7,243	9,000
5580-008	Propane	717	919	600	1,652	1,200
5580-009	Heating Oil	6,282	0	1,000	0	500
5580-004	Water/Sewer	258	0	0	0	0
5580-016	Internet/Cable	0	0	480	0	480
	TOTAL UTILITIES	15,095	12,434	11,980	11,488	14,780
	TOTAL EXPENSES	\$491,783	\$654,172	\$689,181	\$623,734	\$804,827
	OPERATING INCOME (LOSS)	\$265,828	\$322,824	\$228,063	\$257,735	\$292,226

RUST SANCTUARY

STRATEGIC GOALS & OBJECTIVES FY 2019



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.
- 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.
- Create and provide a minimum of (1) weekly public interpretive program hosted by NOVA Parks during the months of May - August.

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 2018 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Establish Rust as a premier event venue.*

Highlights

- ✓ Worked with the catering department to write new uniform and personal appearance standards.
- ✓ Attended six wedding industry meetings with Visit Loudoun and Hunt Country Celebrations.
- ✓ Continued renovation of the venue with an expansion of the Margaret Rust room and construction of the Magnolia Garden deck.
- ✓ Hosted several styled shoots with the photos posted at various wedding websites.
- ✓ Two open houses were held to bring prospective clients to Rust, this resulted in several new rentals.

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

Highlights

- ✓ Hosted (2) Eagle Scout projects to add a new park information center and replace the pond-side deck.
- ✓ Information about the buildings and equipment has been added to the Hiperweb database for increased efficiency in providing maintenance.
- ✓ Worked with a team from the Virginia Extension Service to produce a pond assessment to guide our efforts in keeping it healthy.
- ✓ Coordinated the use of the tent with Audubon so they could use it for groups during the week.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Prime rental months (May, June, July, August September, October)	38	38	50	28	52
• Non-Prime rental months (March, April, first 3 weekends of November)	18	30	25	23	33
• Winter rental months (November, December, January, February)	3	7	10	5	8
• House and grounds rentals	11	15	20	8	10
• Tent, house and grounds Rentals	48	59	65	48	83
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	30	20	40	100	100
• Number of Naturalist Programs	3	2	6	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 268,489	\$ 225,500	\$ 232,500	3.1%
Other Revenue	28,290	28,192	28,192	0.0%
TOTAL REVENUE	\$ 296,779	\$ 253,692	\$ 260,692	2.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 112,036	\$ 121,638	\$ 107,550	-11.6%
Operating Costs	1,844	4,000	18,000	350.0%
Maintenance Costs	60,933	31,500	31,500	0.0%
Insurance	317	654	824	26.0%
Retail Operations	213	-	-	
Utilities	12,229	13,250	12,850	-3.0%
TOTAL EXPENSES	\$ 187,571	\$ 171,042	\$ 170,724	-0.2%
Net Income	\$ 109,208	\$ 82,650	\$ 89,968	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time – 2 positions split with Bull Run Marina & Fountainhead Parks	.90	.90	.90	.90	.90
Part-Time, Year Round	1.39	1.23	1.23	.96	1.42

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-350	SANDY RUN REGIONAL PARK REVENUES					
4080	Crew Boat Storage	\$100,092	\$165,646	\$132,000	\$120,360	\$148,000
4160	Daily User Fees	5,870	3,585	3,000	3,805	3,000
4530	Launch & Parking Fees	16,860	38,002	16,500	19,677	16,500
4630	Regatta Fees	38,442	52,472	55,000	25,068	55,000
4673	Rowing Camps	10,128	8,784	19,000	12,288	10,000
	TOTAL USER FEES	171,393	268,489	225,500	181,198	232,500
4420	House Rental	26,226	27,192	27,192	22,528	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	395	1,098	1,000	370	1,000
	TOTAL OTHER REVENUE	26,621	28,290	28,192	22,898	28,192
	TOTAL REVENUES	\$198,014	\$296,779	\$253,692	\$204,096	\$260,692
	EXPENSES					
5010	Full-Time Salaries	\$85,726	\$67,171	\$60,392	\$44,608	\$56,388
5020	Part-Time Salaries	1,264	18,612	33,113	6,697	31,879
5030	FICA	4,439	6,163	7,188	3,740	6,787
5040	Hospitalization	3,640	6,455	8,747	1,767	2,227
5060	Life Insurance	380	291	458	267	428
5050	Retirement	15,008	13,162	11,475	7,786	9,586
5070	Unemployment Tax	61	181	265	61	255
	TOTAL PERSONNEL SERVICES	110,518	112,036	121,638	64,926	107,550
5230	Gas and Diesel	2,438	1,844	4,000	1,742	4,000
	Regatta Fees	0	0	0	0	14,000
	TOTAL OPERATING COSTS	2,438	1,844	4,000	1,742	18,000
5180	Equipment/Vehicle Maintenance	1,567	4,210	3,000	1,450	3,000
5190	Facility Op. & Maintenance	36,792	54,396	27,500	44,116	27,500
5510	Rental House Maintenance	4,517	2,327	1,000	752	1,000
	TOTAL MAINTENANCE COSTS	42,876	60,933	31,500	46,318	31,500
5520	Retail Items	0	213	0	0	0
	TOTAL RETAIL OPERATIONS	0	213	0	0	0
5290	Insurance - Vehicle	315	317	654	790	824
	TOTAL INSURANCE	315	317	654	790	824
5580-001	Telephone	6,974	7,784	6,200	4,732	6,500
5580-002	Electricity	4,766	4,444	6,200	4,811	5,500
5580-016	Internet/Cable	828	0	850	0	850
	TOTAL UTILITIES	12,568	12,229	13,250	9,543	12,850
	TOTAL EXPENSES	\$168,715	\$187,571	\$171,042	\$123,319	\$170,724
	OPERATING INCOME (LOSS)	\$29,298	\$109,207	\$82,650	\$80,777	\$89,968

SANDY RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- Maintain a minimum of (4) community partnerships.
- Develop methods and guidelines to preserve a sustainable park trail network.
- 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.
- 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: 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.

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.

STRATEGIC FOCUS



SANDY RUN REGIONAL PARK

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Boathouse #2 received a new roof.
- ✓ Installed new siding on all three boathouses.
- ✓ Replaced outdoor wooden racks with new metal racks. Completed rack allocation project for outside and inside rack space.
- ✓ Completed necessary work to add all programs and individual boats into ACTIVE for billing and payment automation.
- ✓ Received new Sandy Run park entrance sign.

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.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Peak season daily practice (March-May) usage by rowers and coaches	875	1,100	875	N/A	1,100
• Number of adult rowers annually	3,800	4,500	3,800	0	4,500
• Number of boats stored	197	228	197	250	250
Daily Fees:					
• Number of spring break programs	6	8	6	N/A	6
• Average attendance at each spring break program	35	50	35	N/A	50
• Number of Summer and Fall camps	20	50	20	26	35
• Number of Summer and Fall camp participants	825	3,360	825	2100	2,345
Regattas:					
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	7,500	11,100	7,500	0	10,800
• Number of VASRA scholastic regattas	8	8	9	0	8
• Number of club regatta competitors	4,000	4,000	4,000	2200	4,000
• Number of club regattas	4	3	4	3	4
• Number of collegiate regatta competitors	1,750	1,500	1,750	750	1,100
• Number of collegiate regattas	2	3	2	1	2
• Total number of regatta spectators	14,000	16,000	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 16,228	\$ 17,000	\$ 19,000	11.8%
Retail Operations	11	-	-	0.0%
Other Revenue	114,640	193,614	187,383	-3.2%
TOTAL REVENUE	\$ 130,879	\$ 210,614	\$ 206,383	-2.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 271,378	\$ 271,809	\$ 269,278	-0.9%
Operating Costs	66,721	71,400	73,900	3.5%
Maintenance Costs	61,230	56,828	61,828	8.8%
Insurance	1,268	1,308	1,648	26.0%
Retail Operations	2,141	-	-	0.0%
Utilities	14,511	15,000	16,000	6.7%
TOTAL EXPENSES	\$ 417,250	\$ 416,344	\$ 422,654	1.5%
Net Income	\$ (286,371)	\$ (205,730)	\$ (216,271)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016*	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-380	TEMPLE HALL FARM REGIONAL PARK REVENUES					
4230	Entrance Fees	\$0	\$100	\$0	\$0	\$0
4412-001	Hay Rides - Tractor	7,702	9,291	6,000	5,955	7,500
4670	Shelter Reservations	3,839	3,169	3,000	2,448	3,500
4812	Visitor Center Rental	5,608	1,200	5,000	3,449	5,000
4600	Programmed Events	2,755	2,468	3,000	8,289	3,000
	TOTAL USER FEES	19,904	16,228	17,000	20,141	19,000
4015	Animals	6,414	11,341	4,000	13,257	5,500
4140	Crop Sales	27,946	44,212	37,000	57,092	42,000
4420	House Rental	55,088	55,199	55,808	35,898	43,077
4440	Interest	62,475	1,774	96,806	0	96,806
4440	Interest Transf. fr. Farm Development	476	72	0	0	0
4440	Change in Market Value	36,705	0	0	0	0
4410, 4510	Miscellaneous Revenue	2,035	2,016	0	90	0
4636	Rental Device Commission	0	25	0	0	0
	TOTAL OTHER REVENUE	191,139	114,640	193,614	106,336	187,383
4920	Transfer from the Enterprise Fund	50,000	0	0	0	0
4640	Retail Operations	32	11	0	(18)	0
	TOTAL REVENUES	\$261,074	\$130,879	\$210,614	\$126,460	\$206,383
	EXPENSES					
5010	Full Time Salaries	\$186,383	\$178,142	\$153,357	\$134,458	\$157,294
5020	Part Time Salaries	31,727	39,023	30,544	21,971	30,544
5030	FICA	13,075	13,390	14,068	10,236	14,370
5040	Hospitalization	16,429	1,784	43,169	1,479	38,768
5060	Life Insurance	1,254	894	1,163	770	1,192
5050	Retirement	37,492	37,886	29,138	22,801	26,740
5070	Unemployment Tax	313	260	370	176	370
	TOTAL PERSONNEL SERVICES	286,674	271,378	271,809	191,891	269,278
5130	Audit Fee	900	0	0	0	0
5200	Feed	8,050	15,543	9,000	5,978	9,000
5210	Fertilizer	23,028	25,401	22,000	23,172	24,500
5230	Gas and Oil	5,931	3,808	11,000	4,681	11,000
5350	Livestock Purchases	4,000	3,385	4,000	3,250	4,000
5490	Programs & Promotions	1,178	1,708	1,000	1,400	1,000
5540	Seeds & Plants	1,712	12,124	15,000	5,920	15,000
5570	Uniforms	381	243	400	153	400
5590	Vet & Medicine	10,218	4,509	9,000	4,820	9,000
	TOTAL FACILITY OPERATING COSTS	55,398	66,721	71,400	49,374	73,900
5180	Equipment/Vehicle Maintenance	27,599	25,961	20,000	16,868	25,000
5190	Facility Op. & Maintenance	24,805	32,268	29,828	24,953	29,828
5195	Facility Op. & Maintenance-Cabin	0	0	5,000	2,405	5,000
5510	Rental House Maintenance	2,628	3,001	2,000	5,944	2,000
	TOTAL MAINTENANCE COSTS	55,032	61,230	56,828	50,170	61,828
5270	Insurance - Liability & Property	1,900	0	0	0	0
5290	Insurance - Vehicle	1,260	1,268	1,308	1,579	1,648
	TOTAL INSURANCE	3,160	1,268	1,308	1,579	1,648
5535	Retail Merchandise	816	2,141	0	507	0
	Total Retail Operations	816	2,141	0	507	0
5580-002	Electricity	13,144	12,761	12,000	10,974	13,000
5580-001	Telephone	0	875	1,500	1,250	1,500
5580-016	Internet/Cable	0	875	1,500	1,250	1,500
	TOTAL UTILITIES	13,144	14,511	15,000	13,474	16,000
	TOTAL OPERATING EXPENSES	\$414,223	\$417,250	\$416,344	\$306,995	\$422,654
	OPERATING INCOME (LOSS)	(\$153,148)	(\$286,371)	(\$205,730)	(\$180,535)	(\$216,271)

* Prior to the Proposed FY 17 Budget the Temple Hall Farm and Maize Budgets were included in the Temple Hall Endowment Fund.

TEMPLE HALL FARM REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



Goal One: Enhance quality of life through beneficial, successful programs and events by providing a unique and exceptional customer experience.



Objectives:

- Work with existing partners to deliver a minimum of (2) 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.

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



Objectives:

- 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 rental business.
- Develop and implement a staff toolkit to empower part-time staff.

TEMPLE HALL FARM REGIONAL PARK

FY 2018 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 2200 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• School tour attendance	1,751	1,932	2,200	632	2,200
• Special events attendance	1,478	1,880	2,200	301	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 161,018	\$ 167,500	\$ 166,500	-0.6%
Retail Operations	106,282	110,000	110,000	0.0%
TOTAL REVENUE	\$ 267,300	\$ 277,500	\$ 276,500	-0.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 24,304	\$ 55,391	\$ 55,415	0.0%
Operating Costs	58,132	64,950	68,950	6.2%
Retail Operations	51,600	47,722	47,722	0.0%
TOTAL EXPENSES	\$ 134,036	\$ 168,063	\$ 172,087	2.4%
Net Income	\$ 133,264	\$ 109,437	\$ 104,413	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	2.05	2.92	2.92	2.92	2.92

TEMPLE HALL CORN MAIZE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-385	TEMPLE HALL CORN MAIZE REVENUES					
4412-001,002	Amusement Farm Rides	\$1,217	\$1,149	\$2,500	\$1,055	\$1,500
4491	Corn Maze Admissions	156,815	159,869	165,000	141,931	165,000
	TOTAL USER FEES	158,032	161,018	167,500	142,986	166,500
4640	Blast Zone	10,432	9,920	10,000	6,861	10,000
4642	Retail Operations - Food	41,287	50,399	50,000	37,129	50,000
4660	Retail Operations - Merchandise	32,239	24,073	30,000	25,210	30,000
4606	Retail Operations - Pumpkin Sales	16,024	21,890	20,000	19,398	20,000
	TOTAL RETAIL OPERATIONS	99,983	106,282	110,000	88,597	110,000
	TOTAL REVENUES	\$258,015	\$267,300	\$277,500	\$231,583	\$276,500
	EXPENSES					
5020	Part Time Salaries	\$37,295	\$22,452	\$51,075	\$33,909	\$51,097
5030	FICA	2,853	1,718	3,907	2,594	3,909
5070	Unemployment Tax	399	134	409	187	409
	TOTAL PERSONNEL SERVICES	40,547	24,304	55,391	36,689	55,415
5151	Corn Maze Commission	6,173	6,300	6,450	5,737	6,450
5152	Corn Maze Operation	38,793	34,207	29,000	39,942	35,000
5210	Fertilizer	9,461	11,159	18,000	13,324	18,000
5230	Gas and Oil	672	1,871	3,000	0	3,000
5540	Seeds & Plants	4,156	4,595	8,500	3,900	6,500
	TOTAL FACILITY OPERATING COSTS	59,254	58,132	64,950	62,903	68,950
5525	Retail - Food	26,457	23,925	20,000	13,487	20,000
5535	Retail - Merchandise	12,980	13,560	10,500	12,832	10,500
5520	Retail - Pumpkins	15,125	14,115	17,222	13,871	17,222
	TOTAL RETAIL OPERATIONS	54,562	51,600	47,722	40,190	47,722
	TOTAL OPERATING EXPENSES	\$154,364	\$134,036	\$168,063	\$139,783	\$172,087
	OPERATING INCOME (LOSS)	\$103,651	\$133,264	\$109,437	\$91,801	\$104,413

TEMPLE HALL CORN MAIZE

STRATEGIC GOALS & OBJECTIVES FY 2019

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



Objectives:

- 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.
- Create a comprehensive calendar and schedule of events.
- Develop and implement a staff toolkit to empower part-time staff.

STRATEGIC FOCUS



FY 2018 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.
- ✓ 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Corn Maize attendance	13,499	14,058	17,500	12,652	17,500
• Retail/Food per customer	\$7.40	\$7.40	\$6.17	\$7.00	\$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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
Retail Operations	\$ -	\$ 100	\$ 100	-
Other Revenue	54,111	43,940	43,940	0.0%
TOTAL REVENUE	\$ 54,111	\$ 44,040	\$ 44,040	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 100,305	\$ 126,685	\$ 127,050	0.3%
Operating Costs	1,837	900	900	0.0%
Maintenance Costs	20,379	22,000	26,000	18.2%
Insurance	317	327	412	26.0%
Retail Operations	-	40	40	0.0%
Utilities	200	200	200	0.0%
TOTAL EXPENSES	\$ 123,038	\$ 150,152	\$ 154,602	3.0%
Net Income	\$ (68,927)	\$ (106,112)	\$ (110,562)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	.35	.35	.35	.47	.47

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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 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 2018 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.
- ✓ Vegetation has been removed from inside all historical ruins at Red Rock.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of visitors on tours at Ball's Bluff	1,500	1,350	1,500	490	1,500
• Number of visitors for special events	600	655	650	340	700
• Number of Ball's Bluff Battlefield volunteer hours	1,000	900+	1,000	370	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 216,594	\$ 238,400	\$ 237,550	-0.4%
Retail Operations	11,481	13,000	13,000	0.0%
TOTAL REVENUE	\$ 228,075	\$ 251,400	\$ 250,550	-0.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 304,835	\$ 292,023	\$ 298,838	2.3%
Operating Costs	3,548	4,500	4,500	0.0%
Maintenance Costs	21,900	33,414	33,414	0.0%
Insurance	634	654	824	26.0%
Retail Operations	2,517	5,200	5,200	0.0%
Utilities	10,599	11,650	11,650	0.0%
TOTAL EXPENSES	\$ 344,034	\$ 347,441	\$ 354,426	2.0%
Net Income	\$ (115,958)	\$ (96,041)	\$ (103,876)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full Time	3	3	3	3	3
Part Time	3.78	3.23	3.37	3.46	3.46

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-400	UPTON HILL REGIONAL PARK REVENUES					
4600	Programmed Events	\$1,612	\$1,315	\$1,200	\$1,542	\$1,350
4636	Rental Device Commission	100	100	200	25	200
4670	Shelter Reservations	10,957	9,642	12,000	6,028	11,000
4060	Batting Cage Fees	104,465	87,309	103,000	59,231	103,000
4500	Miniature Golf	129,115	118,228	122,000	83,319	122,000
4421	Inflatable Park Play Features	0	0	0	2,640	0
	TOTAL USER FEES	246,249	216,594	238,400	152,786	237,550
4640	Retail Operations	10,938	11,481	13,000	10,637	13,000
	TOTAL RETAIL OPERATIONS	10,938	11,481	13,000	10,637	13,000
	TOTAL REVENUES	\$257,187	\$228,075	\$251,400	\$163,423	\$250,550
	EXPENSES					
5010	Full-Time Salaries	\$157,973	\$159,925	\$153,173	\$122,666	\$145,787
5020	Part-Time Salaries	60,541	61,519	65,182	49,898	65,664
5030	FICA	16,215	16,394	16,771	12,057	16,242
5040	Hospitalization	25,090	28,240	25,945	25,491	44,563
5060	Life Insurance	1,085	876	1,161	667	1,105
5050	Retirement	40,800	37,370	29,103	19,905	24,784
5070	Unemployment Tax	656	510	689	314	693
	TOTAL PERSONNEL SERVICES	302,361	304,835	292,023	230,997	298,838
5230	Gas and Diesel	2,026	1,712	3,000	1,525	3,000
5490	Programs and Promotions	508	692	900	1,071	900
5570	Uniforms	480	1,144	600	349	600
	TOTAL OPERATING COSTS	3,014	3,548	4,500	2,945	4,500
5180	Equipment/Vehicle Maintenance	3,191	1,442	2,000	3,389	2,000
5190	Facility Op. & Maintenance	26,463	20,458	31,414	18,204	31,414
	TOTAL MAINTENANCE COSTS	29,653	21,900	33,414	21,593	33,414
5290	Insurance - Vehicle	630	634	654	790	824
	TOTAL INSURANCE	630	634	654	790	824
5520	Retail Operations	(177)	2,517	5,200	2,607	5,200
	TOTAL RETAIL OPERATIONS	(177)	2,517	5,200	2,607	5,200
5580-001	Telephone	700	563	700	483	700
5580-002	Electricity	6,114	5,838	6,000	7,131	6,000
5580-004	Water/Sewer	3,551	3,650	4,300	4,140	4,300
5580-016	Internet/Cable	889	549	650	467	650
	TOTAL UTILITIES	11,255	10,599	11,650	12,222	11,650
	TOTAL EXPENSES	\$346,736	\$344,034	\$347,441	\$271,154	\$354,426
	OPERATING INCOME (LOSS)	(\$89,549)	(\$115,958)	(\$96,041)	(\$107,731)	(\$103,876)

UPTON HILL REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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



Objectives:

- Continue to implement an improvement plan for the miniature golf course and batting cage.
- 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, including park inspections, through Hiperweb for consistent and continued park maintenance and improvements.
- 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 park master plan.

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



Objectives:

- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage.
- Implement at least (2) park special events or programs.

Goal Three: Develop and enhance best practices to provide a quality 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 service experience that delivers at least (2) in-house training programs.
- Implement a system to evaluate and respond to customer feedback.
- 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:

- Develop an effective marketing strategy that cross promotes facility amenities.
- Implement a marketing plan to continue to increase the sales of spring/fall parties.
- Develop 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.

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- ✓ Created and implemented an Invasive Plant Management Guide to address and minimize invasive plant impact on park land.
- ✓ Created and implemented a general park maintenance schedule to ensure timely completion of routine park maintenance needs.
- ✓ The batting cages underwent various improvements including repairs to all cages to minimize customer impact and improve the visitor experience.
- ✓ Added and spread wood-chip mulch on 75% of our parks trails to enhance the parks trail system.

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

Highlights:

- ✓ Held the Halloween Golf event, participation continues to grow. The Annual Egg Hunt event had its highest attendance to date at just over 150 registered participants.
- ✓ Earth Day volunteer event successfully removed many bags full of trash pulled from parklands and addressed English Ivy on trees in the lower 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 has been trained in Level Two customer service and will also be conducting in-house customer service trainings throughout the year.
- ✓ All Full-Time and part-time maintenance staff attended the annual Batting Cage training.
- ✓ Created and implemented a seasonal staff handbook provided to all seasonal staff.

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

Highlights:

- ✓ Restored the waterfall feature at the mini-golf course to better provide the visual appeal to our customers.
- ✓ Created efficiencies in the batting cage system to ensure high level operation.
- ✓ Utilized scheduling features on our social media platforms including over +150 posts engaging our customers on a daily basis relating to events, weekday initiatives and general park information.
- ✓ Installed a banner frame in the lower park providing view to the public allowing the park to market and advertise upcoming and relevant information through the year.
- ✓ Expanded retail options at the Miniature-Golf course and Batting Cages.

<u>MEASURABLE RESULTS</u>	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL <small>6 months (Jul-Dec 2017)</small>	FY 2019 TARGET
• Number of miniature golf rounds	34,501	18,584	27,000	11,460	27,000
• Number of batting cage rounds	103,800	87,000	110,000	22,570	110,000
• Number of picnic shelter rentals	55	53	80	31	60
• Number of special event participants	160	277	280	6	280
• Number of birthday parties	44	60	30	31	60
• Number of birthday party participants	460	673	350	465	600
• Volunteer hours received	90	140	300	93	300

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 446,925	\$ 447,350	\$ 446,500	-0.2%
Retail Operations	124,366	136,000	136,000	0.0%
Other Revenue	28,879	30,000	30,000	0.0%
TOTAL REVENUE	\$ 600,169	\$ 613,350	\$ 612,500	-0.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 146,915	\$ 163,365	\$ 164,110	0.5%
Maintenance Costs	51,795	53,000	53,000	0.0%
Retail Operations	54,342	55,000	55,000	0.0%
Utilities	29,363	28,100	30,900	10.0%
TOTAL EXPENSES	\$ 282,415	\$ 299,465	\$ 303,010	1.2%
Net Income	\$ 317,754	\$ 313,885	\$ 309,490	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.13	7.24	7.24	7.24	7.24

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-420	UPTON HILL-OCEAN DUNES WATERPARK					
	REVENUES					
4550	Admissions	\$295,392	\$301,346	\$292,000	\$186,722	\$296,000
4570	Group Admissions	51,724	52,499	45,000	35,364	50,000
4490	Locker Rental	543	363	350	561	500
4580	Waterpark Passes	90,397	92,718	110,000	59,705	100,000
	TOTAL USER FEES	438,055	446,925	447,350	282,353	446,500
4640	Retail Operations	128,580	118,149	130,000	79,928	130,000
4660	Swim Merchandise	3,646	6,217	6,000	3,761	6,000
	TOTAL RETAIL OPERATIONS	132,226	124,366	136,000	83,689	136,000
4475	Lessons	14,754	26,848	30,000	20,543	30,000
4482	Lifeguard Training Fee	1,220	2,031	0	180	0
	TOTAL OTHER REVENUE	15,974	28,879	30,000	20,723	30,000
	TOTAL REVENUES	\$586,255	\$600,169	\$613,350	\$386,764	\$612,500
	EXPENSES					
5020	Part-Time Salaries	\$135,099	\$132,702	\$150,636	101,841	\$151,323
5030	FICA	10,335	10,152	11,524	7,765	11,576
5070	Unemployment Tax	1,481	866	1,205	613	1,211
	TOTAL PERSONNEL SERVICES	146,915	143,720	163,365	110,219	164,110
5190	Facility Op. & Maintenance	51,450	56,965	53,000	34,545	53,000
5263	Instructor Fees	345	0	0	0	0
	TOTAL MAINTENANCE COSTS	51,795	56,965	53,000	34,545	53,000
5520	Retail Operations	52,183	50,533	52,000	31,060	52,000
5535	Swim Merchandise	2,160	2,648	3,000	2,249	3,000
	TOTAL RETAIL OPERATIONS	54,342	53,181	55,000	33,310	55,000
5580-001	Telephone	1,934	2,264	2,000	1,933	2,300
5580-002	Electricity	19,085	17,514	18,500	19,013	20,000
5580-004	Water/Sewer	6,582	6,595	5,500	9,558	6,500
5580-016	Internet/Cable	1,761	2,181	2,100	1,869	2,100
	TOTAL UTILITIES	29,363	28,553	28,100	32,374	30,900
	TOTAL EXPENSES	\$282,415	\$282,418	\$299,465	\$210,448	\$303,010
	OPERATING INCOME (LOSS)	\$303,840	\$317,751	\$313,885	\$176,316	\$309,490

OCEAN DUNES WATERPARK AT UPTON HILL

STRATEGIC GOALS & OBJECTIVES FY 2019



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 membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.
- 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:

- 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 continue and expand facility theming.
- Implement a 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 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- ✓ Expanded the use of our social media platforms.
- ✓ Offered passes through Groupon that generated new sales.
- ✓ Continued to expand passholder incentives through the teamwork of our Aquatics Committee.
- ✓ 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.
- ✓ Implemented passholder Perks Party to provide a special event for our members.

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.
- ✓ Transitioned to the highly recognized Ellis & Associates Lifeguard Training Program in the offseason expanding our skills and knowledge base relating to the world of aquatics.

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 implemented to increase after 4pm weekday visitation.

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

Highlights:

- ✓ Attended a concession training led by the Food and Beverage Manager.
- ✓ Reconfigured food and paper product storage to create efficiencies in the concession operation.
- ✓ Implemented improved concessions training in order to improve speed of service.
- ✓ Staff has been trained in merchandising, selling and upselling swim merchandise.
- ✓ Replaced signage and completed multiple improvements to the concessions including a new service counter.

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

Highlights:

- ✓ Continued to work with the Aquatics Team to develop strategies to improve survey results on bathroom cleanliness and concessions speed of service.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Implemented many off season repairs & enhancements including paint work, restroom renovation, added beach chairs and bucket structure enhancements.

MEASURABLE RESULTS

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL <small>6 months (Jul-Dec 2017)</small>	FY 2019 TARGET
• Number of general admissions	30,842	36,175	36,500	22,866	35,600
• Number of youth group participants	9,286	8,005	8,500	5,923	8,800
• Number of Waterpark Passes sold	966	994	1,200	441	1,200
• Number of swim lesson sessions	43	32	35	13	35
• Number of private swim lessons	80	61	200	32	200
• Average amount customers spent on f/b & merchandise	\$3.60	\$2.75	\$2.80	\$2.77	\$2.85
• Number of Daily All Facility Discount Passes sold	1,581	1814	2,400	1,458	2,000
• Number of birthday parties	123	106	130	83	130
• Number of waterpark birthday party participants	1,252	1,197	1,500	911	1,300

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
Easements & Licenses	\$ 732,961	\$ 767,723	\$ 799,126	4.1%
Retail Operations	287	2,000	1,000	-50.0%
Other Revenue	8,125	3,000	5,500	83.3%
Transfer from Restricted Fund	327,912	327,912	327,912	0.0%
TOTAL REVENUE	\$ 1,069,285	\$ 1,100,635	\$ 1,133,538	3.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 472,047	\$ 471,263	\$ 476,258	1.1%
Operating Costs	28,698	27,800	27,800	0.0%
Maintenance Costs	44,802	48,000	63,000	31.3%
Insurance	1,902	1,962	2,472	26.0%
Retail Operations	834	1,000	500	-50.0%
Utilities	10,659	13,500	14,000	3.7%
TOTAL EXPENSES	\$ 558,942	\$ 563,524	\$ 584,030	3.6%
Net Income	\$ 510,343	\$ 537,111	\$ 549,508	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
3-450	W&OD RAILROAD REGIONAL PARK REVENUES					
4480	License Fees	3,028	\$12,901	\$25,000	\$0	\$25,000
	Rents, Easements & Licenses:					
4770	Non-Recurring	24,281	18,204	10,000	67,943	10,000
4780	Recurring	677,334	701,856	732,723	706,596	764,126
	TOTAL EASEMENTS & LICENSES	704,644	732,961	767,723	774,540	799,126
4090, 4640	Retail Operations	1,941	287	2,000	497	1,000
	TOTAL RETAIL OPERATIONS	1,941	287	2,000	497	1,000
	Sponsorships	0	0	0	0	2,500
4535	Permit Fees	4,425	8,125	3,000	4,075	3,000
	TOTAL OTHER REVENUE	4,425	8,125	3,000	4,075	5,500
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	\$1,038,922	\$1,069,285	\$1,100,635	\$1,107,023	\$1,133,538
	EXPENSES					
5010	Full-Time Salaries	\$262,124	\$268,100	\$272,429	234,547	\$278,776
5020	Part-Time Salaries	55,205	77,742	82,744	47,829	83,831
5025	Donation Internship	264	329	0	787	0
5040	FICA	23,944	26,073	27,238	20,345	27,807
5060	Hospitalization	23,571	30,778	34,140	30,508	35,442
5050	Life Insurance	1,959	1,499	2,065	1,371	2,114
5060	Retirement	67,247	67,043	51,761	40,596	47,392
5070	Unemployment Tax	450	483	886	277	895
	TOTAL PERSONNEL SERVICES	434,764	472,047	471,263	376,261	476,258
5230	Gas and Diesel	9,897	11,006	17,000	10,272	17,000
5330	License Fees	4,180	17,036	10,000	0	10,000
5570	Uniforms	288	657	800	(5)	800
	TOTAL OPERATING COSTS	14,365	28,698	27,800	10,267	27,800
5180	Equipment/Vehicle Maintenance	10,276	10,866	15,000	9,334	15,000
5190	Facility Op. & Maintenance	30,228	33,936	33,000	23,982	48,000
	TOTAL MAINTENANCE COSTS	40,504	44,802	48,000	33,317	63,000
5290	Insurance - Vehicle	1,889	1,902	1,962	2,369	2,472
	TOTAL INSURANCE	1,889	1,902	1,962	2,369	2,472
5520	Retail Operations	200	834	1,000	170	500
	TOTAL RETAIL OPERATIONS	200	834	1,000	170	500
5580-001	Telephone	4,853	4,889	4,300	3,825	4,800
5580-220	Electricity	4,693	3,553	5,500	4,567	5,500
5580-003	Natural Gas	757	1,443	3,000	1,845	3,000
5580-004	Water/Sewer	491	774	700	671	700
	TOTAL UTILITIES	10,794	10,659	13,500	10,907	14,000
	TOTAL EXPENSES	\$502,515	\$558,942	\$563,524	\$433,290	\$584,030
	OPERATING INCOME (LOSS)	\$536,406	\$510,343	\$537,111	\$673,733	\$549,508

W&OD RAILROAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019



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.
- Conduct a minimum of (2) public outreach opportunity that focuses on invasive plant removal.
- Develop 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.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Develop a minimum of (3) 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 that implements a minimum of (2) new membership retention strategies utilizing Active Network online sales.
- 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:

- Develop a minimum of (3) new strategies to utilize social media to promote trail safety.
- 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 (4) 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.
- Develop a minimum of (2) strategies to create consistent brand awareness.
- Assist in the development and implementation of the W&OD web based app.
- Develop and implement a staff toolkit to empower part-time staff.
- 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 2018 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 to problematic intersection (Park Street).
- ✓ Using 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

- ✓ Hosted (4) public interpretive programs (Spring and Fall Meetup hikes, 2 bicycle tours with Roving Naturalist).
- ✓ Created 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 500 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL <small>6 months (Jul-Dec 2017)</small>	FY 2019 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	1,000,000+	2,000,000+
• Number of FOWOD members	472	420	500	378	500
• Operating cost per linear ft of trail (400,000 ft. of trail)	\$1.26	\$1.40	\$1.40	\$1.42	\$1.46
• Number of outreach and public programs	N/A	N/A	N/A	N/A	6
• Volunteer hours received	5,248	5,531	6,000	3,197	6,000

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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2018-2019
REVENUE BY SOURCE				
User Fees	\$ 475	\$ 800	\$ 800	0.0%
Other Revenue	33,190	55,000	55,000	0.0%
TOTAL REVENUE	\$ 33,665	\$ 55,800	\$ 55,800	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 31,079	\$ 31,617	\$ 31,180	-1.4%
Operating Costs	28,232	53,500	53,500	0.0%
Maintenance Costs	4,185	4,000	4,000	0.0%
Utilities	-	-	-	0.0%
TOTAL EXPENSES	\$ 63,496	\$ 89,117	\$ 88,680	-0.5%
Net Income	\$ (29,831)	\$ (33,317)	\$ (32,880)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-470	WHITE'S FORD REGIONAL PARK					
	REVENUES					
4460	Boat Launch	\$781	\$475	\$800	\$243	\$800
	TOTAL USER FEES	781	475	800	243	800
4140	Crop Sales	11,969	27,530	52,000	56,310	52,000
4605	Property Lease	2,000	5,660	3,000	3,000	3,000
	TOTAL OTHER REVENUE	13,969	33,190	55,000	59,310	55,000
	TOTAL REVENUES	\$14,750	\$33,665	\$55,800	\$59,553	\$55,800
	EXPENSES					
5010	Full-Time Salaries	\$20,701	\$21,888	\$23,305	\$18,615	\$23,753
5020	Part-Time Salaries	0	0	0	0	0
5030	FICA	1,565	1,635	1,783	1,324	1,817
5040	Hospitalization	1,199	1,784	1,924	1,402	1,392
5060	Life Insurance	0	70	177	116	180
5050	Retirement	5,258	5,685	4,428	3,336	4,038
5070	Unemployment	25	18	0	24	0
	TOTAL PERSONNEL SERVICES	28,747	31,079	31,617	24,816	31,180
5210	Fertilizer	22,098	20,333	34,500	29,997	34,500
5540	Seeds and Plants	128	6,366	17,500	14,028	17,500
5230	Gas and Diesel	834	1,533	1,500	1,597	1,500
	TOTAL OPERATING COSTS	23,060	28,232	53,500	45,623	53,500
5190	Facility Op. & Maintenance	50	4,185	4,000	759	4,000
5510	Rental House Maintenance	0	0	0	0	0
	TOTAL MAINTENANCE COSTS	50	4,185	4,000	759	4,000
5580-002	Electricity	0	0	0	0	0
	TOTAL UTILITIES	0	0	0	0	0
	TOTAL EXPENSES	\$51,857	\$63,496	\$89,117	\$71,198	\$88,680
	OPERATING INCOME (LOSS)	(\$37,107)	(\$29,831)	(\$33,317)	(\$11,646)	(\$32,880)

WHITE'S FORD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

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 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 implement the prescribed planting plan.
- Implement a plan to reduce maintenance expenditures by contracting out the growing of agriculture crops.

STRATEGIC FOCUS



WHITE'S FORD REGIONAL PARK

FY 2018 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 300 new trees.

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

Highlights

- ✓ Trees along the perimeter were trimmed and tillage done to agriculture fields to get grounds in best shape for this season.
- ✓ 120 acres of land has been leased out to a farming operation to reduce maintenance expenses and provide revenue.
- ✓ 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET	FY 2018 ACTUAL 6 months (Jul-Dec 2017)	FY 2019 TARGET
• Number of launches	150	135	150	19(paid) and 100+ unpaid	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 2017 ACTUAL	FY 2018 BUDGET	FY 2019 BUDGET	% CHANGE 2017-2018
REVENUE BY SOURCE				
Other Revenue	175,375	31,000	66,000	112.9%
TOTAL REVENUE	\$ 175,375	\$ 31,000	\$ 66,000	112.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 652,306	\$ 772,671	\$ 787,778	2.0%
Operating Costs	1,028,816	1,482,435	1,551,319	4.6%
Maintenance Costs	145,618	150,000	225,000	50.0%
Insurance	137,686	150,327	155,412	3.4%
Central Maintenance Transfer	610,523	610,523	747,866	22.5%
TOTAL EXPENSES	\$ 2,574,949	\$ 3,165,956	\$ 3,467,375	9.5%
Net Income	\$ (2,399,574)	\$ (3,134,956)	\$ (3,401,375)	
TRANSFERS TO OTHER FUNDS	\$ 1,662,903	\$ 25,000	\$ 25,000	

BUDGET HIGHLIGHTS

Major variances in budget:

- Major contract maintenance is budgeted to increase from \$150,000 to \$225,000.

STAFFING SUMMARY

	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
3-720	ADMINISTRATION - ENTERPRISE FUND					
	REVENUES					
4516	Reservation Fees-POS Active	\$28,142	\$64,542	\$25,000	\$50,882	\$60,000
4430	Insurance Proceeds	3,158	39,992	0	43,792	0
4510, 4515	Miscellaneous Revenue	10,397	18,234	0	170	0
4440	Interest	16,238	52,607	6,000	0	6,000
	TOTAL OTHER REVENUE	29,793	110,833	6,000	43,962	6,000
	TOTAL REVENUES	\$57,935	\$175,375	\$31,000	\$94,844	\$66,000
	EXPENSES					
5010	Full-Time Salaries	\$535,909	\$566,866	\$558,178	\$484,132	\$577,449
5020	Part-Time Salaries	8,275	0	5,933	0	5,933
5030	FICA	40,054	41,679	43,224	33,849	44,698
5040	Hospitalization	50,993	50,027	54,621	48,817	56,724
5060	Life Insurance	3,981	3,021	4,231	2,751	4,377
5050	Retirement	138,055	(9,645)	106,054	82,950	98,166
5070	Unemployment Tax	359	358	431	282	431
	TOTAL PERSONNEL SERVICES	777,626	652,306	772,671	652,782	787,778
5155	Credit Card Charges	356,349	390,229	388,385	313,207	415,769
5230	Gas and Diesel		1,840	1,500	1,533	2,000
5380	POS Transaction Fees	144,484	173,333	200,000	128,707	200,000
5149	Contingency	0	0	150,000	0	150,000
5330	License Fees	1,860	1,835	2,200	1,860	2,200
5500	Public Information	423,081	406,296	513,000	399,210	521,000
5546	Strategic Plan Initiatives	12,180	0	128,000	133,178	128,000
5400	Training for Field Staff	44,651	47,171	85,000	58,749	85,000
5490	Programs & Promotions - Naturalist	0	560	0	178	2,000
5493	Promotional Items-Uniforms	6,583	7,290	14,000	6,898	19,000
5555	Swimming Pool Safety Program	0	0	0	0	25,000
5570	Uniforms	514	262	350	0	350
	TOTAL OPERATING COSTS	989,701	1,028,816	1,482,435	1,043,519	1,550,319
5180	Equipment/Vehicle Maintenance	0	27	0	2,326	0
5190	Facility Op. & Maintenance	0	327	0	4,261	0
5370	Major Contract Maintenance	102,051	145,264	150,000	201,182	225,000
	TOTAL MAINTENANCE COSTS	102,051	145,618	150,000	207,769	225,000
5290	Insurance - Vehicle	0	0	327	(611)	412
	TOTAL INSURANCE	0	0	327	(611)	412
5300	Workers Comp	127,781	137,686	150,000	159,566	155,000
	TOTAL INSURANCE	127,781	137,686	150,000	159,566	155,000
5580-001	Telephone	0	498	3,500	500	1,000
	TOTAL TELEPHONE	0	498	3,500	500	1,000
5905	Trans. - Gen. Fund for Central Maint.	524,816	610,523	610,523	0	747,866
	TOTAL EXPENSES	\$2,521,975	\$2,574,950	\$3,165,956	\$2,063,525	\$3,467,375
	OPERATING INCOME (LOSS)	(\$2,464,040)	(\$2,399,575)	(\$3,134,956)	(\$1,968,680)	(\$3,401,375)
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	410,319	519,911	0	0	0
5900	Transfer to General Fund	(51,238)	177,443	0	0	0
5905	Transfer to General Fund-C Maintenance	0	0	0	0	0
5955	Transfer to Retirement Fund	492,383	297,092	0	0	0
5960	Transfer to Temple Hall Operating Fund	50,000	0	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	328,256	297,092	0	0	0
3005	Transfer to Sustainability Reserve	410,319	371,365	0	0	0
	TOTAL TRANSFER TO OTHER FUNDS	1,640,040	1,662,903	25,000	0	25,000
	Donation Adjustment	57,117	125,610	0	0	0
	TOTAL EXPENSES & OTHER USES	\$4,219,132	\$4,363,463	\$3,190,956	\$2,063,525	\$3,492,375
	Operating Income Loss	\$(4,161,197)	\$(4,188,088)	\$(3,159,956)	\$(1,968,680)	\$(3,426,375)

ADMINISTRATION – ENTERPRISE FUND

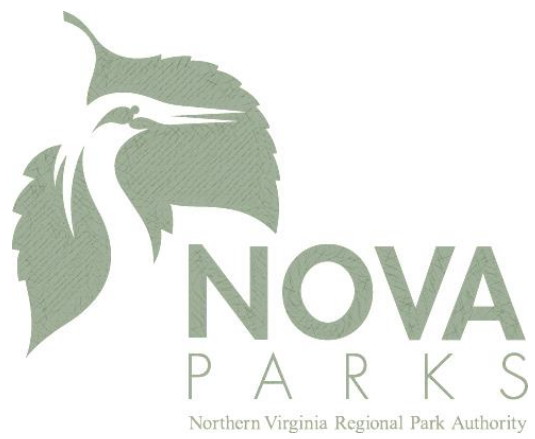
STRATEGIC GOALS & OBJECTIVES FY 2019

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 2018 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 2019 Approved
ALGONKIAN GOLF COURSE		
	Range Picker Parts	\$2,500
	Microwave	1,000
	Food Warmer	600
	Driving Range Mats	2,040
		<u>\$6,140</u>
ALGONKIAN VOLCANO ISLAND WATERPARK		
	Security System	\$8,000
	Worktop Refrigerator	4,000
	Lifejackets	5,000
	Lifejacket Rack	1,600
	Backboards (2)	1,000
	Warming Cabinet	4,000
		<u>\$23,600</u>
ALGONKIAN COTTAGES		
	Adirondack Chairs (24)	\$3,600
		<u>\$3,600</u>
ALGONKIAN PARK		
	Two Way Radios (6)	\$1,800
	Snow Pusher	2,500
	Leaf Blower	7,000
	Utility Vehicle Enclosure	3,400
		<u>\$14,700</u>
WOODLANDS AT ALGONKIAN		
	Outdoor Chairs (200)	\$6,500
	Cocktail Tables (4)	600
	Reach in Freezer	3,500
		<u>\$10,600</u>
BRAMBLETON GOLF COURSE MAINTENANCE		
	Rough Mower	\$65,000
	Outdoor Chairs (100)	2,998
		<u>\$67,998</u>

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

Equipment

FY 2019
Approved

BULL RUN PARK

Compact Tractor	\$22,300
Loader Bucket	5,500
Misc Hand Tools	2,000
	<hr/>
	\$29,800

BULL RUN ATLANTIS WATERPARK

Deck Chairs (40)	\$4,000
Splash Pad Filter (2)	3,600
Funbrellas (2)	4,400
	<hr/>
	\$12,000

BULL RUN LIGHT SHOW

Tent Flooring (2)	\$9,000
Storage Trailers (4)	12,000
Heating Units (2)	4,000
Air Compressor	2,000
Welding Bench	500
Roller Bender	1,800
Band Saw	800
Tool Box	800
Tent Sides	1,500
	<hr/>
	\$32,400

BULL RUN SHOOTING CENTER

Tractor	\$30,000
Sporting Clay Traps (7)	22,000
	<hr/>
	\$52,000

BULL RUN SPECIAL EVENTS

Picnic Tables (10)	\$4,500
Kiosk	900
Furniture (Box Office, Backstage)	1,500
Traffic Cones	1,500
Land Leveler	1,230
HVAC (Box Office)	1,000
	<hr/>
	\$10,630

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

Equipment	FY 2019 Approved
GREAT WAVES AT CAMERON RUN	
Worktop Refridgerator	\$2,800
Food Warmer	1,850
Deck Chairs (40)	4,600
	\$9,250
 Brickmakers Catering & Event Services	
Insulated Food Containers	\$1,800
Small Tents	600
Catering Smallwares	3,000
	\$5,400
 FOUNTAINHEAD PARK	
Trolling Motors (5)	\$1,690
Batteries (10)	1,200
Backpack Blowers (2)	900
Table and Chair sets (4)	800
Picnic Tables (6)	3,600
Stand up Paddle Boards (12)	6,300
Freezer	2,000
Jon Boats (6)	4,734
Kayaks	11,250
	\$32,474
 MEADOWLARK ATRIUM & GREAT BLUE HERON CATERING	
Catering Smallwares	\$3,500
Warming Cabinet	4,500
Maintenance Tools and Box	2,500
Ice Machine	6,500
Tables, chairs, chair seats, table carts, etc.	15,000
	\$32,000
 MEADOWLARK GARDENS	
Utility Vehicle	\$8,200
Towable Leaf Vacuum	6,300
	\$14,500
 OCCOQUAN PARK	
Tractor	\$45,000
Tractor Bucket Attachment	6,000
Grass and Brush Cutter	12,500
Pressure Washer	8,000
Small Plow	2,800
Towable Leaf Blower	6,000
	\$80,300

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

Equipment

FY 2019
Approved

POHICK BAY GOLF COURSE

Ice Machine	\$3,000
Double Door Refrigerator	4,000
Food Warmer	3,000
Trap Rack	16,300
Top Dresser	13,000
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	\$39,300
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POHICK BAY REGIONAL PARK

Chain Saw	\$900
Plow Attachment (Utility Vehicle)	3,000
Trash Cans	6,100
Log Splitter	8,000
Washers and Dryers	4,000
Utility Vehicle	10,000
Weedeaters (2)	700
	<hr/>
	\$32,700
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POHICK BAY WATERPARK

Deck Chairs (30)	\$4,000
Funbrellas (Frame and Cover)	10,000
Chemical Feeder	3,000
Picnic Tables	5,100
Fyer	7,500
Freezer	3,000
	<hr/>
	\$32,600
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POHICK BAY MARINA

Water Cycles	\$9,000
	<hr/>
	\$9,000
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POTOMAC OVERLOOK

Chain Saw	\$700
Office Furniture	1,500
Playground Equipment	2,800
Picnic Tables	4,600
Benches	3,600
Display Tank	2,000
Utility Vehicle	10,300
Auger	1,150
	<hr/>
	\$26,650
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CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2019 Approved
RUST NATURE SANCTUARY		
Chairs		\$1,000
Tables		6,150
		\$7,150
 SANDY RUN		
Mower Deck		\$5,200
Zero Turn Mower		9,000
Blower		1,400
Tables and Chairs		2,000
		\$17,600
 UPPER POTOMAC		
Chain Saw		\$600
Pole Saw		700
Weedeater		600
		\$1,900
 UPTON HILL PARK		
Trash Cans		\$2,200
Zero Turn Mower		10,500
Walk Behind Mower		1,500
		\$14,200
 W&OD Trail		
Boom Mower		\$15,000
		\$15,000
 ROVING NATURALIST PROGRAM		
Telescope		\$2,558
Thermal Vision Monocular		1,950
		\$4,508
		\$638,000

Account Number:
2-000-6010-000

CENTRAL MAINTENANCE EQUIPMENT		
Auto Scan Tool		\$1,900
Heavy Equipment Tools		1,200
Fleet Mechanic Tools		1,000
		\$4,100
		\$642,100

TOTAL PARKS & CENTRAL MAINTENANCE FACILITIES EQUIPMENT

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6000-000

Equipment

FY 2019
Approved

HEADQUARTERS AND PARKS OFFICE EQUIPMENT

Printers	\$2,500
Misc Equipment	5,000
Misc Software	5,000
Finance Network Computer	2,000
Computers and Monitors (HQ)	7,500
Computers and Monitors (Parks)	14,600
Computer and Monitor – Marketing	1,100
Computer and Monitor – GIS	1,100
PBX Replacements	10,000
Laptops (HQ)	2,600
Laptops (Parks)	6,500
Total Headquarters and Parks Office Equipment	\$57,900

TOTAL PARKS & CM EQUIPMENT

\$642,100

TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT

\$57,900

TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)

\$700,000

TOTAL VEHICLE REQUESTS

\$125,000

Account Number:
2-000-6030-000

TOTAL VEHICLES & EQUIPMENT

\$825,000

CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2017 ACTUAL	FY 2017 PRIOR YEAR OBLIGATIONS	FY 2018 REVISED	FY 2019	FY 2020	FY 2021	FY 2022
BEGINNING BALANCE	\$4,429,529		\$3,939,491	(\$388,725)	(\$328,507)	\$81,618	\$135,000
Revenue							
Total Appropriations	5,001,046	0	5,046,260	5,081,658	5,115,888	5,150,718	5,201,166
Total Other Revenue	15,281,314	0	3,860,911	10,400,000	0	0	0
Total Transfers from Other Funds	618,323	0	1,119,159	520,000	520,000	520,000	520,000
Total Revenue	20,900,683	0	10,026,330	16,001,658	5,635,888	5,670,718	5,721,166
Total Beginning Balance + Revenues	25,330,212	0	13,965,821	15,612,934	5,307,381	5,752,336	5,856,166
Expenditures							
Equipment and Vehicles	704,308	2,567	825,000	825,000	825,000	825,000	825,000
Development	11,731,974	8,518,747	11,151,546	14,716,441	4,000,763	3,992,336	4,231,166
Land Acquisition	337,243	0	2,360,000	400,000	400,000	800,000	800,000
Interest Transfer to General Fund	79,065	0	18,000	0	0	0	0
Total Capital Expenditures	12,852,590	8,521,314	14,354,546	15,941,441	5,225,763	5,617,336	5,856,166
Subtotal	\$12,477,622	\$8,521,314	(\$388,725)	(\$328,507)	\$81,618	\$135,000	\$0
Adjustments for Reserve Accounts	(16,817)	0	0	0	0	0	0
Ending Balance	\$12,460,805	\$8,521,314	(\$388,725)	(\$328,507)	\$81,618	\$135,000	\$0
FY 2017 Obligations Outstanding	8,521,314						
FY 2018 Beginning Balance	\$3,939,491						

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 FY19, population figures are based on July, 2016 population updates. The per capita cost of \$2.57 will remain the same as in the past several years.

Jurisdiction	FY 2018 BUDGET	FY 2019 BUDGET
City of Alexandria	\$394,523	\$400,432
Arlington County	\$588,951	\$591,230
City of Fairfax	\$61,713	\$62,101
Fairfax County	\$3,000,000	\$3,000,000
City of Falls Church	\$35,702	\$36,016
Loudoun County	\$965,367	\$991,879
Total	\$5,046,256	\$5,081,658

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
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	30,000	Campground electric and waterline upgrades and additions
Bull Run Special Events Center	5,000	Replace box office building
Fountainhead Marina Building Renovations	5,000	Building renovation and access routes to fishing piers and boat launch area
Headquarters Automated Systems	20,000	Miscellaneous automated system projects and improved technology
Meadowlark Atrium	30,000	Interior renovations, roof repairs entry circle garden and miscellaneous improvements
Meadowlark Garden Development	5,000	General garden improvements
Meadowlark Children's Garden	25,000	Development of the Children's Garden 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 Boat & RV Storage	45,000	Conversion of existing field and old house rental site provides additional storage revenue
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	\$710,883	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2017 ACTUAL	FY 17 PRIOR YEAR OBLIGATION	REVISED FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
BEGINNING BALANCE	2-000-3090-000	\$4,429,529	\$0	\$3,939,491	-\$388,725	-\$328,507	\$81,618	\$135,000
CAPITAL FUND REVENUES								
Appropriations:								
City of Alexandria	2-000-4030-020	\$386,978		\$394,523	\$400,432	\$407,439	\$414,569	\$421,824
Arlington County	- 010	583,154		588,951	591,231	597,144	603,115	609,143
City of Fairfax	- 030	62,921		61,713	62,101	63,033	63,979	64,941
Fairfax County	- 050	3,000,000		3,000,000	3,000,000	3,000,000	3,000,000	3,015,007
City of Falls Church	- 040	34,955		35,702	36,016	36,556	37,105	37,661
Loudoun County	- 060	933,038		965,368	991,879	1,011,716	1,031,951	1,052,590
Total Appropriations		\$5,001,046	\$0	\$5,046,260	\$5,081,658	\$5,115,888	\$5,150,718	\$5,201,166
Surplus from FY 17 Operating Budget for Cap. Mnt.				519,911				
Grants-Federal	2-000-4340-000	425,396						
Grants-Other	2-000-4345-000							
Grants-State	2-000-4350-000	2,010						
Interest	2-000-4440-000	78,979		18,000				
Accrued Interest	2-000-4440-004	468						
Change in Market Value	2-000-4440-030	(39,462)						
Fairfax County Contribution-Jean R. Packard Occoquan Ctr.	2-000-4030-005			300,000				
Bond Financing-Cameron Run Blue & Green Plan - Phase 1					3,500,000			
Bond Financing-Upton Hill								
Adventure/Climbing Course	2-000-4713-000				3,000,000			
Grant Funds for W&OD Trails-N. Va. Trans. Auth.					3,900,000			
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	20,000						
Donations-Meadowlark Escrow	2-000-4180-010	7,576						
Donations-Meadowlark-Special	2-000-4180-030	13,649						
Donations-Meadowlark Greenhouse Conservatory	2-000-4180-045			500,000				
Interest-Turnage Endowment Fund	2-000-4440-020	841						
Interest-Daman Account	2-000-4440-021	3,095						
Revenue Bond-Occoquan Development	2-000-4712-000	14,525,000						
Revenue Offset for Bond Cost of Issuance		230,339						
Occoquan Trail Grant-Recreation Trails Program	2-000-4340-000			250,000				
Grant-Stribling Purchase from Land & Wtr. Conservation Fund				500,000				
Strategic Initiatives Funding -Pohick and Bull Run Camping				128,000				
Financing-Stribling Purchase-Virginia Clean Water Revolving Loan Fund/VRA				1,535,000				
Gateway Regional Park-Trail Underpass Grant	2-000-4340-000			60,000				
Fairfax County Development Proffer for W&OD/Shreve Road Crossing Improvements				50,000				
Miscellaneous Revenue	2-000-4510-000	13,423						
Total Other Revenue		\$15,281,314	\$0	\$3,860,911	\$10,400,000	\$0	\$0	\$0
Transfer from Damman Reserve for Children's Garden	2-000-4953-000	8,323		368,994				
Transfer from Developer Contributions Reserve	2-000-4955-000			230,165				
Transfer Meadowlark Donations for Garden Development	2-000-4925-000	85,000		20,000	20,000	20,000	20,000	20,000
Transfer from Restricted Fund	2-000-4950-000	525,000		500,000	500,000	500,000	500,000	500,000
Total Transfers	2-000-4953-000	618,323	0	1,119,159	520,000	520,000	520,000	520,000
Total Revenue		\$20,900,683	\$0	\$10,026,330	\$16,001,658	\$5,635,888	\$5,670,718	\$5,721,166
TOTAL BEGINNING BALANCE & CAPITAL FUND REVENUES		\$25,330,212	\$0	\$13,965,821	\$15,612,934	\$5,307,381	\$5,752,336	\$5,856,166

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2017 ACTUAL	FY 17 PRIOR YEAR OBLIGATION	FY 2018 REVISED	FY 2019	FY 2020	FY 2021	FY 2022
CAPITAL FUND EXPENDITURES								
EQUIPMENT :								
Facilities Equipment	2-000-6020-000	\$565,106	\$2,567	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000
Maintenance Equipment	2-000-6010-000	17,449						
Office Equipment	2-000-6000-000	7,939						
Vehicles	2-000-6030-000	113,813						
Subtotal Equipment		\$704,308	\$2,567	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000
DEVELOPMENT:								
Aldie Mill Historic Park								
Renovations - Country Mill	2-005-6599-000			95,000				
Goose Creek Stone Bridge in Upperville	2-005-6544-000			12,000				
Algonkian Cottages								
Replace old windows with bad seals	2-040-6780-000	11,669						
Miscellaneous cottage improvements	2-040-6780-000				20,000	30,000	30,000	30,000
Algonkian Regional Park								
Water System Renovation	2-035-7320-000	(8,537)						
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	12,680	108,157		525,000			
Beaverdam Reservoir								
New park infrastructure and facility development	2-042-6542-000	25,665	1,000	300,000	200,000		506,000	506,000
Brambleton Golf Course								
Replace roofs on proshop and golf cart buildings	2-055-6841-000					60,000		
Bull Run Regional Park								
Camping-Upgrade Electric	2-070-6355-000			50,000	300,000			
Camping-Water Service	2-070-7320-000			25,000	100,000			
Sewer System	2-070-7054-000	22,570						
Renovations-Camp Store Roof	2-070-6791-000			30,000				
Renovation Comfort Station #2	2-070-6820-000					30,000		
Bull Run Maintenance Renovations	2-070-6850-000	3,245	5,000	141,755				
Renovations-Building (Pool)	2-070-6780-000	197						
Bull Run Road Modification	2-070-7020-000				50,000	250,000		

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2017 ACTUAL	FY 17 PRIOR YEAR OBLIGATION	FY 2018 REVISED	FY 2019	FY 2020	FY 2021	FY 2022
Bull Run Light Show								
Light Show Improvements	2-078-6226-000	110,505		30,000	30,000	50,000	50,000	50,000
Bull Run Special Events Center								
Replace box office building	2-075-6221-000					75,000		
Bull Run Marina								
Replace launch dock	2-060-6823-000	25,094						
Great Waves Waterpark at Cameron Run								
Renovations-Snack Bar	2-120-6912-000	760						
Phase I of Blue and Green Plan	will be multiple accounts when approved				3,500,000			
Carlyle House Historic Park								
Renovations - Building	2-130-6780-000	8,715		125,000				
Humidification	2-130-6780-000			15,000				
Fountainhead								
Marina Building Renovations	2-140-6780-000	28,479	1,811	120,000		50,000		
Gateway Regional Park								
Trail Underpass Connection	2-450-7213-000	383,623	79,580	31,000				
Headquarters								
Automated Systems	2-700-6120-000	60,449		75,000	150,000	75,000	75,000	75,000
Building Renovations	2-700-6780-000	10,989		20,000	5,000	5,000	5,000	5,000
Hemlock Overlook Regional Park								
Escrow Contribution	2-150-6536-000	35,741		15,000	15,000	15,000	15,000	15,000
Restroom Renovations	2-150-6780-000					30,000		
Meadowlark Atrium and Event Services								
Renovations - Building Interior	2-170-6780-000	2,000		171,038		75,000		
Meadowlark Botanical Gardens								
Garden Development - Misc. Projects	2-180-6480-000	11,203		20,000	20,000	20,000	20,000	20,000
Garden Development-Repair and Enhance Garden Trails	2-180-7212-000			50,000				
Children's Garden	2-180-6235-000	7,578	745	368,994				
Donation-Meadowlark Greenhouse Conservatory	2-180-6270-000			500,000				
Renovations - Greenhouse	2-180-6531-000			15,000				
Renovations-Building-Repair in historic log cabin	2-180-6790-000	13,300						
Renovations - Visitor Center	2-180-6930-000		211,235					
Parking Expansion in Gardens	2-180-7020-000	18,774	1,440	625,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2017 ACTUAL	FY 17 PRIOR YEAR OBLIGATION	FY 2018 REVISED	FY 2019	FY 2020	FY 2021	FY 2022
Meadowlark Gardens Winter Walk of Lights								
Light Show Improvements	2-185-6226-000	33,440		50,000	30,000	80,000	150,000	50,000
Mount Defiance								
Mount Defiance-Infrastructure	2-200-6542-000	4,406		100,000				
Mount Defiance-Infrastructure-Barn Restoration	2-005-6908-000	13,587	43,493	78,458				
Occoquan Regional Park								
Occoquan Jean R, Packard Center	2-210-6220-000	6,592,192	7,746,566	1,806,788				
Replace Park Signs	2-210-6543-000			20,000				
Add guard rails along entrance drive	2-210-7020-000	3,834						
Renovate back concession area	2-210-6912-000			175,000				
Seawall Reconstruction	2-210-6542-000	1,522,975	89,583					
Occoquan Shoreline Improvements	2-210-6542-000			20,000	100,000			
Play Features	2-210-6710-000			225,000				
Brick Kiln	2-210-6658-000			100,000				
Pohick Bay Regional Park								
Campground-Renovations	2-260-6790-000	1,863						
Boat/RV Storage	2-260-6193-000	123,144	60,000	15,000				
Campground-Upgrade electric service	2-260-6355-000			150,000	150,000	150,000		
Campground-Replace wtr line from well to								
Comfort Stn. #1	2-260-7054-000	6,981	10,000					
Connect to Public Water at Campground	2-260-7054-000			400,000				
Potomac Overlook Regional Park								
Building Renovations	2-300-6860-000			40,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2017 ACTUAL	FY 17 PRIOR YEAR OBLIGATION	FY 2018 REVISED	FY 2019	FY 2020	FY 2021	FY 2022
Rust Sanctuary								
Renovations-Manor House	2-320-6850-000	5,280						
Purchase Backup Replacement Tent	2-320-6390-000	18,325						
Construct New Well	2-320-6390-000			35,000				
Sandy Run Regional Park								
Judges Stand	2-350-6524-000	1,205		50,000				
Boathouse-replace boat racks	2-350-6754-000			40,000				
Boathouse-Replace Roof and Other Repairs	2-350-6754-000	40,300	3,500	50,000				
Boathouse-Expand and improve docks for launch boats	2-350-6823-000			35,000				
Springdale Park								
Design and Construction Engineering Plan	2-360-6542-000	300						
Temple Hall Farm								
Maize Improvements	2-380-6594-000	9,375		15,000	15,000	45,000	15,000	15,000
Cabin	2-380-6781-000	300						
Maize Improvements-New Attraction	2-380-6594-000				40,000			
Equipment Storage Building	2-380-7140-000	68,796						
Renovations-Building	2-380-6780-000						40,000	
Renovations-Park Entrance	2-380-6542-000					25,000		
Rust Sanctuary								
Renovations-Manor House	2-320-6850-000	5,280						
Purchase Backup Replacement Tent	2-320-6390-000	18,325						
Construct New Well	2-320-6390-000			35,000				
Sandy Run Regional Park								
Judges Stand	2-350-6524-000	1,205		50,000				
Boathouse-replace boat racks	2-350-6754-000			40,000				
Boathouse-Replace Roof and Other Repairs	2-350-6754-000	40,300	3,500	50,000				
Boathouse-Expand and improve docks for launch boats	2-350-6823-000			35,000				
Springdale Park								
Design and Construction Engineering Plan	2-360-6542-000	300						
Temple Hall Farm								
Maize Improvements	2-380-6594-000	9,375		15,000	15,000	45,000	15,000	15,000

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2017 ACTUAL	FY 17 PRIOR YEAR OBLIGATION	FY 2018 REVISED	FY 2019	FY 2020	FY 2021	FY 2022
Upton Hill Park Regional Park								
Renovations - Building	2-400-6780-000	150,387						
Adventure Climbing Course	2-400-6096-000	8,186		175,000	3,000,000			
Ocean Dunes Waterpark at Upton Hill								
Shade Covering	2-420-6900-000					25,000		
Adventure Climbing Course	2-420-6096-000	1,383						
W&OD Railroad Regional Park								
Trail Improvements	2-450-7212-000	460,945	90,766	490,909	500,000	500,000	500,000	500,000
W&OD Dual Trails	2-450-7212-000			1,000,000	3,900,000			
Embankment Restoration	2-450-6346-000	301,144	2,982					
Sterling Blvd. Bridge Planning	2-450-6700-000					100,000		
Shreve Road Crossing	2-450-7212-000			50,000				
General Parks								
ADA Improvements	2-000-6095-000	121,020	33,760	400,000	400,000	400,000	400,000	400,000
Capital Maintenance	2-000-6052-000	199,968	1,420	724,327	75,000	75,000	75,000	75,000
Interpretation	2-000-6543-000	5,547		25,000	25,000	25,000	25,000	25,000
Development Support	2-000-6340-010	471,110		463,277	486,441	510,763	536,301	563,116
Golf Course Improvements	2-000-6841-000	155,159		175,000	175,000	175,000	175,000	175,000
Park Branding/Informational Kiosks	2-000-6652-000	94,141		110,000	55,000			
Park Trail Improvements	2-000-7212-000					170,000	170,000	
Park Energy Projects	2-000-6358-000	7,240	15,712	50,000	50,000	50,000	50,000	50,000
Park Entrance Signs	2-000-6647-000	1,091		75,000				
Planning - General	2-000-6660-000	180,894	7,996	272,466	225,000	230,000	235,000	240,000
Planning - General	2-000-6660-010			127,534				
Rental House Maintenance	2-000-6848-000	31,703		50,000	50,000	50,000	50,000	50,000
Riparian and Buffer Plantings	2-000-6976-000	5,829		25,000	25,000	25,000	50,000	50,000
Roads & Parking	2-000-7020-000	84,924		300,000	300,000	300,000	300,000	300,000
Waterpark Capital Maintenance/Repairs	2-000-7340-000	195,956		398,000	200,000	300,000	300,000	200,000
Future Park Facility Enhancements and Renovations	2-000-6585-000						220,035	337,050
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	(565)						
Donations-Meadowlark Camp Grow	2-000-5185-005	930						
Donations-Meadowlark Plant Expense	2-000-5185-020	565						
Donations-Meadowlark Special Expense	2-000-5185-030	18,043	4,000					
Donations-Meadowlark Turnage Endowment	2-000-5185-033	600						
Donations-Nature Nuts	2-000-5185-055	4,771						
Subtotal Development		\$11,731,974	\$8,518,747	\$11,151,546	\$14,716,441	\$4,000,763	\$3,992,336	\$4,231,166
LAND ACQUISITION								
Land Acquisition	2-000-6051-000	337,243		2,360,000	400,000	400,000	800,000	800,000
Subtotal Land Acquisition		\$337,243	\$0	\$2,360,000	\$400,000	\$400,000	\$800,000	\$800,000
Interest transfer to General Fund	2-000-5900-000	79,065		18,000				
TOTAL CAPITAL EXPENDITURES		\$12,852,590	\$8,521,314	\$14,354,546	\$15,941,441	\$5,225,763	\$5,617,336	\$5,856,166

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Aldie Mill					
<u>Renovation-Country Mill</u> Complete dam and head race repairs.	95,000				
<u>Goose Creek Stone Bridge in Upperville</u> Commission permit and park signage.	12,000				
Algonkian Woodlands Event Center					
<u>Renovation - Algonkian Woodlands Entrance</u> Construct new landscaped entrance approach and drop off area at the Woodlands and realign park entrance road.		525,000			
Volcano Island Waterpark at Algonkian					
Replace waterpark equipment, slides, bucket, etc.					500,000
Algonkian Cottages					
Miscellaneous cottage improvements		20,000	30,000	30,000	30,000
Beaverdam Reservoir					
<u>New Park Infrastructure and Facility Development</u>	300,000	200,000		506,000	506,000
Brambleton Golf Course					
Replace roofs on proshop and golf cart buildings.			60,000		
Bull Run Regional Park					
<u>Campground</u> Replace campstore roof.	30,000				
Renovations to campground comfort station #2.			30,000		
Campground electric and waterline upgrades and additions.	75,000	400,000			
<u>Maintenance Renovations</u>					
Construction of new fully enclosed storage building and work area to support park and light show.	141,755				
<u>Road Modifications</u>					
Widen sections of park road to better accommodate light show and RV traffic.		50,000	250,000		

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Bull Run Special Events					
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.	30,000	30,000	50,000	50,000	50,000
Carlyle House Historic Park					
<u>Renovations-Building</u>					
Miscellaneous repairs and renovation projects.	125,000				
House humidification improvements	15,000				
Cameron Run					
Complete Phase I of the Blue and Green Plan to include lazy river, dog park, neighborhood park, parking renovations and nature trail.		3,500,000			
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. FY 20 funds for miscellaneous marina building renovations.	120,000		50,000		
Gateway Regional Park					
<u>Trail Underpass Connection</u>					
Complete trail underpass to connect Gateway with Accotink Trail and Thaiss Park.	31,000				
Headquarters					
<u>Automated Systems</u>					
Miscellaneous automated system projects and improved technology.	75,000	150,000	75,000	75,000	75,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects.	20,000	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 per agreement with facility operator.	15,000	15,000	15,000	15,000	15,000
<u>Restroom Renovations</u>				30,000	

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Meadowlark Atrium and Event Services					
<u>Renovations-Building</u>					
Renovations and enhancements to aging and dated design elements in the facility.	171,038		75,000		
Meadowlark Botanical Gardens					
<u>Garden Development</u>					
Miscellaneous garden development projects.	20,000	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 various elements of the children's garden.	368,994				
<u>Donation-Greenhouse Conservatory</u>					
Donation for the construction of a Greenhouse Conservatory.	500,000				
Greenhouse Renovations	15,000				
<u>Meadowlark Parking Expansion</u>					
Design, permit and construct parking renovations and expansion.	625,000				
Meadowlark Gardens Winter Walk of Lights					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements.	50,000	30,000	80,000	150,000	50,000
Mount Defiance					
<u>Park and Facility Development</u>					
Barn roof replacement and miscellaneous building repairs.	78,458				
Construct park entrance drive and parking area.	100,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Occoquan Regional Park					
<u>Occoquan Jean R. Packard Center</u>					
Construct waterfront multi-use building, large group shelter, trail network and miscellaneous park improvements.	1,806,788				
 <u>Brick Kiln</u>					
Historic brick kiln repair and renovation.	100,000				
 <u>Directional Signs</u>					
Replace park directional and informational signs.	20,000				
 <u>Building Renovations</u>					
Renovations to concession building at back of park.	175,000				
Renovate maintenance building and add sceening for building and RV lot.	0				
 <u>Shoreline Improvements</u>					
Park shoreline improvements. FY 18 monies for planning and design with construction in FY 19.	20,000	100,000			
 <u>Play Features</u>					
Installation of new play features throughout the park.	225,000				
 Pohick Bay Regional Park					
<u>Campground Renovations</u>					
Upgrade and expand campground electrical system.	150,000	150,000	150,000		
 <u>Public Water Campground</u>					
Improvements to park water system.	400,000				
 <u>Boat/RV Storage</u>					
Complete new RV storage lot.	15,000				
 Potomac Overlook Nature Center					
<u>Renovations/Improvements</u>					
Construct new ADA entrance ramp and miscellaneous renovations.	40,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Rust Sanctuary					
<u>Construct New Well</u>	35,000				
Sandy Run Regional Park					
<u>Judges' Stand</u>					
Shoreline improvements and stabilization.	50,000				
<u>Boathouse</u>					
Install replacement boat racks.	40,000				
Replace deteriorated siding on boathouses.	50,000				
Expand and improve docks	35,000				
Temple Hall Regional Park					
<u>Maize Improvements</u>					
Additional maize features and improvements.	15,000	15,000	45,000	15,000	15,000
Install new festival attraction.		40,000			
<u>Equipment Storage Building</u>					
Renovate old building for public use during festival.				40,000	
<u>Entrance Improvement</u>					
Modify landscaping, relocate entrance gate and build small parking area			25,000		
Upton Pool					
Add shade structure			25,000		
Upton Regional Park					
Design, permit and construct adventure/climbing course & park improvements	175,000	3,000,000			

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
<u>W&OD Trail</u>					
<u>Trail Improvements</u>					
Repairs at Carlin Springs Road and miscellaneous trail improvements.	490,909	500,000	500,000	500,000	500,000
<u>W&OD Sterling Boulevard Bridge Planning</u>					
Funds to assist Loudoun County with planning of estimated \$6.5 million cost of a bridge crossing.			100,000		
Planning and construction of dual trails on W&OD	1,000,000	3,900,000			
Construct safety improvements at Shreve Road crossing.	50,000				
<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.	463,277	486,441	510,763	536,301	563,116
<u>Golf Course Improvements</u>					
Miscellaneous capital improvements such as repairing drainage problems, renovating tees, and improving course image through landscaping, signage and other entrance area improvements.	175,000	175,000	175,000	175,000	175,000
<u>Capital Maintenance</u>					
Fund used primarily for renovations and upgrades to aging park facilities.	724,327	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.	110,000	55,000			
<u>Park Energy Projects</u>					
Various improvements throughout park system to reduce energy costs.	50,000	50,000	50,000	50,000	50,000
<u>Park Signs</u>					
Various park entrance signs and retrofit of existing signs to include NOVA Parks name.	75,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2018</u> Revised	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
<u>Park General Planning</u>					
This account funds salary and benefits of NVRPA's strategic initiatives project planner, and miscellaneous planning projects.	400,000	225,000	230,000	235,000	240,000
<u>Park Rental House Improvements</u>					
Miscellaneous improvements to park rental houses.	50,000	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	25,000	50,000	50,000
<u>Park Road and Parking Renovations</u>					
Miscellaneous improvements to road and parking areas throughout the park system.	300,000	300,000	300,000	300,000	300,000
<u>Waterpark Capital Maintenance</u>					
Miscellaneous waterpark repairs and renovations.	398,000	200,000	300,000	300,000	200,000
<u>Future Park Facility Enhancements and Renovations</u>					
Funds to be allocated for park improvements at existing parks.				220,035	337,050
<u>Park Trails</u>					
Major improvements to natural surface trail networks at various parks including Bull Run, Occoquan and Fountainhead.			170,000	170,000	
<u>Vehicles and Equipment</u>					
Includes new and replacement equipment at all parks, Central Maintenance and Headquarters.	825,000	825,000	825,000	825,000	825,000
<u>Park Land and Easement Acquisition</u>					
Provide funds for various land and easement acquisition projects.	2,360,000	400,000	400,000	800,000	800,000
TOTAL CAPITAL PROJECTS	14,336,546	15,941,441	5,225,763	5,617,336	5,856,166
Interest transfer to the General Fund	18,000	0	0	0	0
TOTAL CAPITAL EXPENDITURES	\$14,354,546	\$15,941,441	\$5,225,763	\$5,617,336	\$5,856,166



HISTORY OF NOVA PARKS

Almost six decades ago, the decline in open space alerted area residents to the importance of regional planning and cooperation. Throughout the 1950s, several citizen groups organized to address this regional concern. In the late 1950s, the Northern Virginia Regional Planning and Economic Development Commission worked with local governments to form a multi-jurisdictional agency to carry out long-range open space planning for Northern Virginia. The result was the Northern Virginia Regional Park Authority (NOVA Parks), established in 1959 by the counties of Arlington and Fairfax and the City of Falls Church under the Virginia Park Authorities Act. The new Authority's mandate was to plan, acquire, develop, construct, operate and maintain a system of Regional Parks in Northern Virginia.

The City of Fairfax joined the Regional Park Authority in 1963, the City of Alexandria in 1969 and Loudoun County in 1973. The governing body of each of the six member jurisdictions appoints two representatives to the NOVA Parks policy-making Board. Today, twelve Board members meet bi-monthly to guide the organization.

Land acquisition was the young agency's first goal as the Board worked to gradually acquire, parcel by parcel, the 5,000-acre Bull Run-Occoquan stream valley, including virtually the entire Fairfax County shore of the Occoquan Reservoir. Today, NOVA Parks holds more than 12,225 acres of open space and operates a system of 33 Regional Parks. The Authority's parks include such diverse properties as the nation's premier rails-to-trails project, the Washington & Old Dominion Railroad Regional Park; the Carlyle House, a colonial mansion and museum in Old Town Alexandria; *Great Waves* at Cameron Run Regional Park, the unique water playground in Alexandria; a Civil War battlefield in Loudoun County; Aldie Mill, a working 19th century gristmill; 95 acres of landscaped and natural gardens near Vienna; campgrounds; three par-72, 18-hole, championship golf courses; and historically significant properties on Lorton's Mason Neck peninsula, on the upper Potomac River and along the Occoquan River. In the last decade around 1,500 new acres of parkland have been added.

Today NOVA Parks is one of the most self-sufficient park agencies in the nation generating over 86% of its operating revenues through a variety of enterprises. The focus on customers and providing unique destination sites has won NOVA Parks numerous awards, and support from the citizens of the region.

FACILITY FEATURES GUIDE

FEATURES GUIDE

FACILITIES	PARKS																											
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	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			
Rental Picnic Shelters / Picnic Areas		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					
Gazebos for Weddings		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																		
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			
Historic Battlefield	X		X													X												
Historic Church																X												
Historic Museum	X									X																		
Holiday Light Show							X								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	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
Softball / Baseball Fields																	X											
Batting Cage									X								X									X		
Visitor's Center															X								X					
Volleyball Court		X																										
Botanical / Display Gardens									X					X					X									

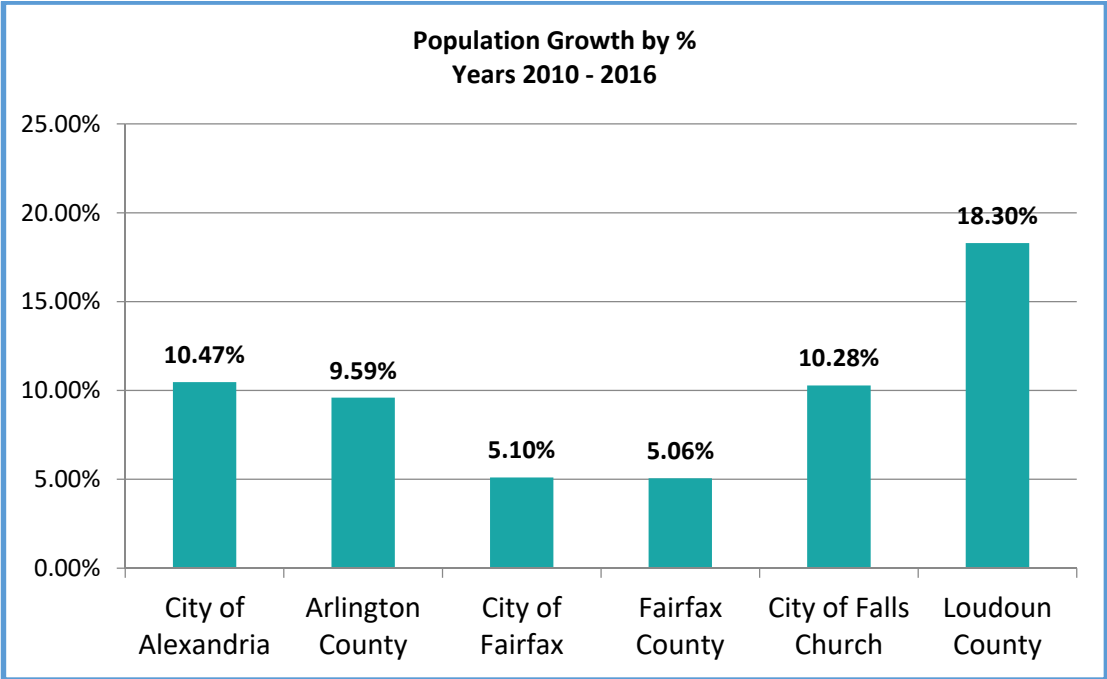
* Hemlock Overlook is operated in cooperation with Adventure Links

REGIONAL DEMOGRAPHICS

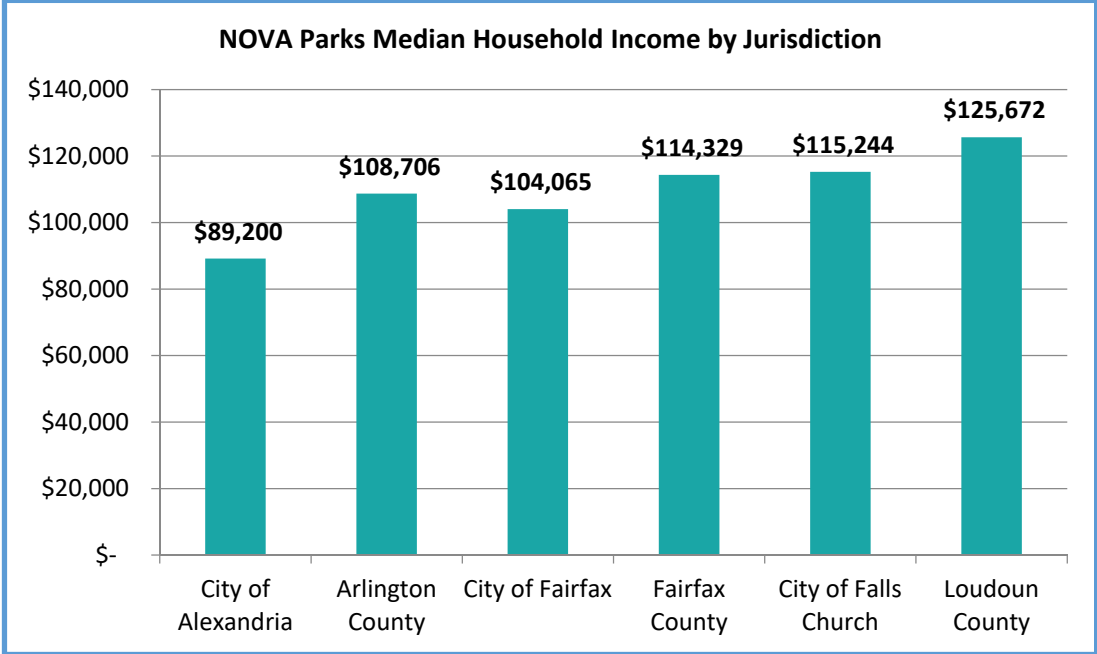
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

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

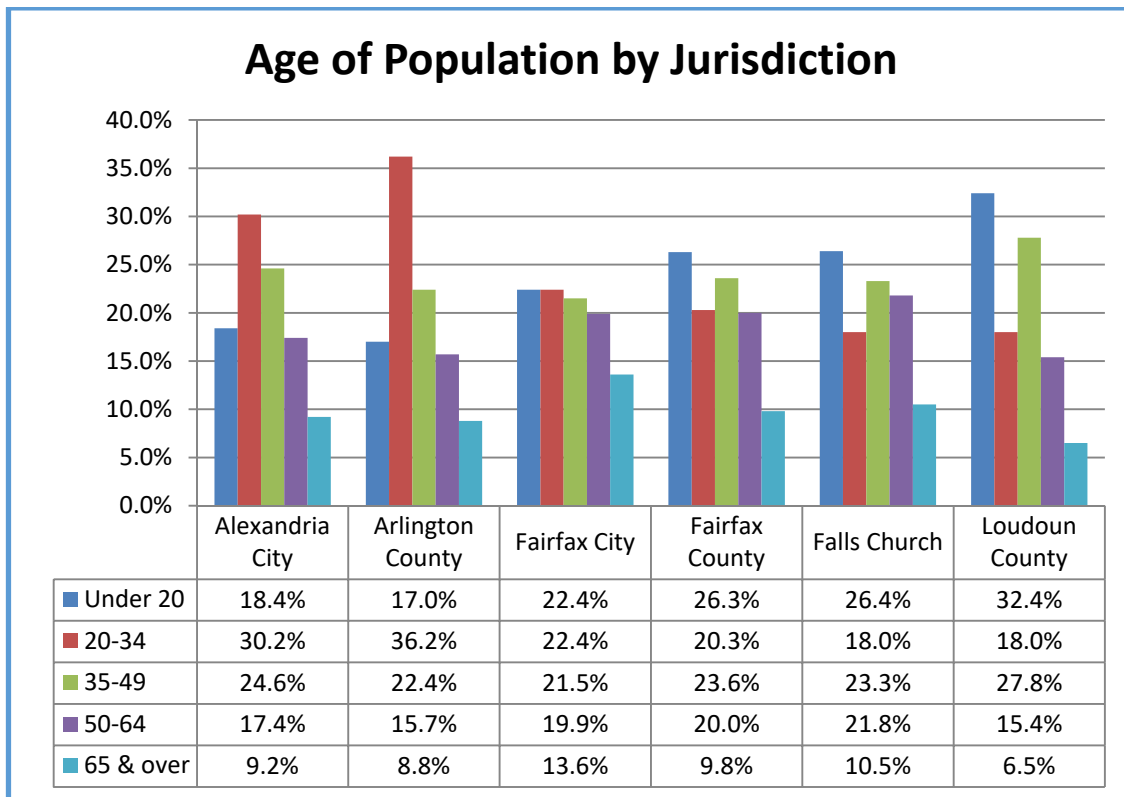
This population information may differ from the population used to determine member jurisdiction appropriations in this budget.



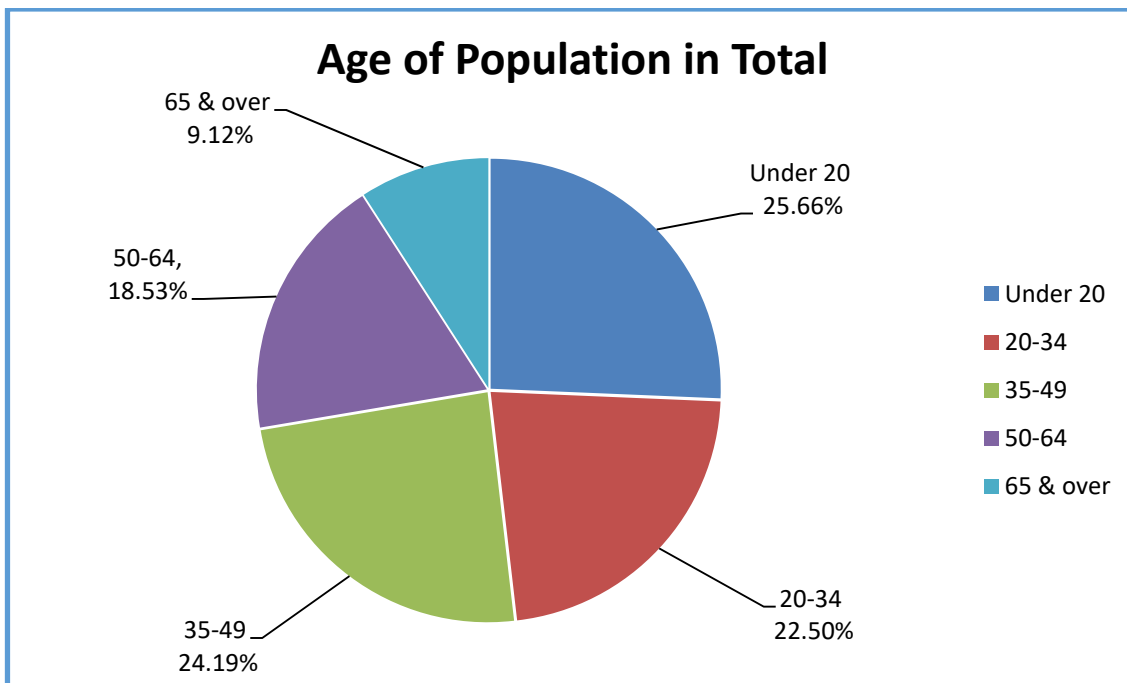
The jurisdictions' that make up NOVA Parks, population grew by 8.68% from 2010 through 2016. The most notable jurisdiction is Loudoun County which increased by 18.3%



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%.

SPECIAL FUND BUDGETS

FY 2019 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 Budget- 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 19 marks the second year that part of the endowment will be transferred to the Community Foundation. In FY 19, it is anticipated that \$1,000,000 will be transferred, with additional transfers of the endowment taking place over the next three years, until the entire endowment is reflected within the Community Foundation.

Restricted 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 19 this budget includes a transfer to the Enterprise Fund of \$599,708 for debt payments for the Jean R. Packard Center at Occoquan.

- ***Friends of the W&OD Trail Budget-***In accordance with the Constitution of the Friends of the W&OD, the NOVA Parks Board must give final approval to this Budget. This budget information is included separately in this section, but the information is also included as part of the Restricted Fund.

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 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
	BEGINNING BALANCE	\$4,840,286	\$4,840,286	\$4,840,286	\$4,840,286	\$3,590,286
5-380						
	<u>REVENUES</u>					
4170	Donations	\$0	\$0	\$0	\$0	\$0
4440-000, 4440-004	Interest	62,474	61,449	96,806	53,677	96,806
4440-003	Change in Market Value	36,705	(98,675)	0	(70,810)	0
	TOTAL REVENUES	\$99,179	(\$37,226)	\$96,806	(\$17,133)	\$96,806
	<u>EXPENSES</u>					
	Interest Transf. to Enterprise Fund- Temple Hall Farm	\$62,474	\$61,449	\$96,806	0	\$96,806
	Change in Market Value Transfer	36,705	(98,675)	0	0	0
5135	Transfer to Community Foundation	0	0	1,250,000	1,000,000	1,000,000
	TOTAL EXPENSES	\$99,179	(\$37,226)	\$1,346,806	\$1,000,000	\$1,096,806
	ENDING BALANCE	\$4,840,286	\$4,840,286	\$3,590,286	\$3,823,153	\$2,590,286

RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
	BEGINNING BALANCE*	\$3,382,000	\$3,111,996	\$3,100,000	\$2,820,299	\$2,122,972
	REVENUES					
6-000-4250-000	AT&T Fiberoptics License Fee	\$588,016	\$579,011	\$608,424	\$608,424	\$608,424
6-090-4495-000	BRSC Friends - Memberships	310	1,477	2,000	2,583	2,000
6-090-4171-000	BRSC-Donations	2,940	5,502	0	1,433	0
6-340-4170-000	Balls Bluff Battlefield Friends	5,092	7,803	1,800	9,287	5,000
6-340-4495-XXX						
6-340-4640-XXX						
6-140-4495-000	OWL Income	5,096	5,055	2,000	0	2,000
6-000-4440-000	Interest	40,995	42,149	40,000	39,692	40,000
6-000-4440-005	Interest-Accrued	(373)	702	0	5,336	0
6-000-4440-030	Change in Market Value	22,023	(59,193)	0	(61,721)	0
6-000-4250-020	Williams Fiberoptics License Fee	420,428	420,428	420,429	427,526	434,623
6-450-4170-000	FOWOD Donations	1,549	3,443	0	6,858	0
6-450-4440-000	Interest FOWOD	145	344	150	549	150
6-450-4495-000	W&OD Friends	23,416	21,980	28,000	16,100	28,000
	Wetlands Mitigation Fund					
6-455-4818-000	Revenue	-	10,360	2,000	2,240	2,000
	Wetlands Mitigation Fund					
6-455-4440-020	Interest	185	429	50	700	50
	TOTAL REVENUES	\$1,109,823	\$1,039,490	\$1,104,853	\$1,059,008	\$1,122,247
	EXPENSES					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$370	\$16,453	\$4,000	\$2,390	\$4,000
6-340-5175-000	Balls Bluff Battlefield Friends	3,139	8,118	0	7,352	3,000
6-140-5175-000	OWL Friends - Misc. Expenses	600	0	10,000	0	10,000
6-000-5142-000	W&OD Bridge Inspections	41,957	0	45,000	0	0
6-450-XXXX-XXX	W&OD Friends	24,778	25,251	48,500	18,064	48,500
6-000-5370-000	W&OD Major Maintenance	0	0	75,000	2,500	75,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	TOTAL EXPENSES	\$70,845	\$49,822	\$207,500	\$30,306	\$165,500
6-000-5910-000	Transfer to Capital Fund	900,000	525,000	500,000	0	500,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	327,912	327,912	327,912	327,912
	Transfer to Enterprise Fund for					
	Ococoquan	0	383,360	813,669	0	599,708
6-000-5900-000	Interest Transfer to General Fund	42,705	45,093	40,000	39,692	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 18 includes \$28,943 of Friends of the W&OD, \$945 Friends of Bull Run, \$4,490 Friends of BRSC, \$26,768 OWL funds, \$11,427 Friends of Balls Bluff & \$58,357 of Wetland Mitigation funds.

FRIENDS OF W&OD

This budget is also included as a component of the Restricted Fund,
located on the preceding page.

ACCOUNT NUMBERS	ACCOUNT DESCRIPTIONS	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR	
					ACTUAL FY 2018	ADOPTED FY 2019
	Beginning Balance	\$35,843	\$36,175	\$35,000	\$36,689	\$35,000
	Revenue					
6-450- 4495	Annual Membership Dues	\$23,416	\$21,980	\$28,000	\$16,100	\$28,000
6-450- 4440	Interest	145	343	150	549	150
6-450- 4170	Donations	1,549	3,443	0	6,858	0
	Total Revenues	\$25,110	\$25,766	\$28,150	\$23,508	\$28,150
	Expenses					
6-450- 5190	Facility Op and Maint	\$15,186	\$17,077	\$22,000	\$14,164	\$22,000
6-450- 5380	Membership Events	3,296	6,616	4,000	207	4,000
6-450- 5418	Museum Collection	0	0	500	0	500
6-450- 5460	Postage	849	357	500	894	500
6-450- 5490	Programs & Promotions	1,046	0	5,000	0	5,000
6-450- 5500	Public Info	484	0	3,000	0	3,000
6-450- 5545	Specific Gifts	450	0	10,000	250	10,000
6-450- 5565	Trail Patrol	3,468	1,202	3,500	2,549	3,500
	Total Expenses	\$24,778	\$25,252	\$48,500	\$18,064	\$48,500
	Ending Fund Balance	\$36,175	\$36,689	\$14,650	\$42,132	\$14,650

FRIENDS OF CARLYLE HOUSE

I. OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2018
	BEGINNING BALANCE	\$43,725	\$49,615	\$40,000	\$66,617	\$40,000
	REVENUES					
8-000-4020-000	Annual Dues	\$10,380	\$11,155	\$12,000	\$5,030	\$12,000
8-000-4190-001	Donations-Operations/Museum Annual Appeal Education	15,600	13,069	6,500	7,836	6,500
8-000-4600-000	Programmed Events	4,614	4,578	10,000	3,573	10,000
	TOTAL REVENUES	\$30,594	\$28,802	\$28,500	\$16,439	\$28,500
	EXPENSES					
8-000-5143-000	Clerical Support	\$2,223	\$3,600	\$3,000	\$1,321	\$3,000
8-000-5158-000	Educational Activities	13,824	2,577	5,000	23,530	5,000
8-000-5380-000	Membership Events	3,346	2,415	5,000	2,606	5,000
8-000-5460-000	Office Supplies/Postage	155	97	500	170	500
8-000-5470-000	Printing/Publications	925	594	2,000	247	2,000
8-000-5490-000	Programs and Promotions	4,230	2,517	7,000	1,494	7,000
	TOTAL EXPENSES	\$24,703	\$11,800	\$22,500	\$29,367	\$22,500
	ENDING BALANCE	\$49,615	\$66,617	\$46,000	\$53,688	\$46,000

II. COLLECTIONS PURCHASES BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
	BEGINNING BALANCE	\$142,364	\$144,706	\$125,000	\$145,950	\$145,000
	REVENUES					
8-000-4190-000, 002, 010, 888	Donations - Museum Collection	\$2,529	\$975	\$6,500	\$300	\$6,500
8-000-4440-000	Interest	1,040	2,497	500	3,809	500
	TOTAL REVENUES	\$3,569	\$3,472	\$7,000	\$4,109	\$7,000
	EXPENSES					
8-000-6040-000	Museum Collection Purchases	(\$40)	\$1,506	\$25,000	2,347	\$25,000
8-000-6040-010	Museum Collection Maintenance	1,227	722	5,000	165	5,000
8-000-9040-000	Museum Collection Transfer to Enterprise Fund	40	0	0	0	0
	TOTAL EXPENSES	\$1,227	\$2,228	\$30,000	\$2,512	\$30,000
	ENDING BALANCE	\$144,706	\$145,950	\$102,000	\$147,546	\$122,000

III. DOUG THURMAN FUND BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2016	ACTUAL FY 2017	ADOPTED FY 2018	JUL-APR ACTUAL FY 2018	ADOPTED FY 2019
	BEGINNING BALANCE	\$136,657	\$132,766	\$127,000	\$129,640	\$126,000
	EXPENSES					
8-000-5144-000	Education	\$3,891	\$3,126	\$6,000	0	\$6,000
	TOTAL EXPENSES	\$3,891	\$3,126	\$6,000	\$0	\$6,000
	ENDING BALANCE	\$132,766	\$129,640	\$121,000	\$129,640	\$120,000
	ENDING BALANCE-TOTAL ALL	\$327,087	\$342,207	\$269,000	\$330,875	\$288,000

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2016	ACTUAL FY2017	ADOPTED FY 2018	JUL-APR FY 2018	ADOPTED FY 2019
ENTERPRISE FUND BY PARK					
Aldie Mill Historic Park/Mt. Defiance Historic Park					
Aldie Mill Revenues	\$30,337	\$34,156	\$34,780	\$23,504	\$35,240
Total Revenues	\$30,337	\$34,156	\$34,780	\$23,504	\$35,240
Aldie Mill Expenses	\$125,708	\$140,799	\$144,636	\$116,891	\$161,189
Total Expenses	\$125,708	\$140,799	\$144,636	\$116,891	\$161,189
Operating Income (Loss)	(\$95,371)	(\$106,643)	(\$109,856)	(\$93,388)	(\$125,949)
Algonkian Regional Park					
Revenue					
Algonkian Park	\$289,244	\$271,822	\$286,900	\$206,179	\$246,400
Algonkian Golf	1,052,841	1,096,953	1,120,000	777,529	1,144,000
Volcano Island Waterpark at Algonkian	565,835	576,288	539,250	331,396	547,000
The Woodlands at Algonkian Park	673,612	461,982	675,150	405,385	426,725
Algonkian Cottages	317,412	354,750	323,900	239,807	323,600
Total Revenues	\$2,898,944	\$2,761,795	\$2,945,200	\$1,960,295	\$2,687,725
Expenses					
Algonkian Park	\$606,884	\$509,065	\$615,760	\$468,908	\$604,711
Algonkian Golf	952,844	1,059,242	1,016,015	815,132	1,063,845
Volcano Island Waterpark at Algonkian	278,706	285,817	303,424	195,295	306,513
The Woodlands at Algonkian Park	347,176	275,169	392,766	278,143	298,797
Algonkian Cottages	190,111	189,609	212,463	158,010	210,683
Total Expenses	\$2,375,720	\$2,318,902	\$2,540,428	\$1,915,488	\$2,484,549
Operating Income (Loss)	\$523,223	\$442,893	\$404,772	\$44,807	\$203,176
Blue Ridge Regional Park					
Blue Ridge Park Revenues	\$5,080	\$6,463	\$6,500	\$4,557	\$6,500
Total Revenues	\$5,080	\$6,463	\$6,500	\$4,557	\$6,500
Blue Ridge Park Expenses	\$4,504	\$4,452	\$3,700	\$2,460	\$6,700
Total Expenses	\$4,504	\$4,452	\$3,700	\$2,460	\$6,700
Operating Income (Loss)	\$576	\$2,011	\$2,800	\$2,097	(\$200)
Beaverdam Property					
Beaverdam Revenues	\$10,780	\$5,910	\$0	\$84	\$4,000
Total Revenues	\$10,780	\$5,910	\$0	\$84	\$4,000
Beaverdam Expenses	\$27,890	\$22,922	\$33,954	\$12,690	\$39,454
Total Expenses	\$27,890	\$22,922	\$33,954	\$12,690	\$39,454
Operating Income (Loss)	(\$17,110)	(\$17,013)	(\$33,954)	(\$12,607)	(\$35,454)
Brambleton Golf Course					
Brambleton Revenues	\$1,464,845	\$1,485,488	\$1,467,500	\$1,054,002	\$1,497,000
Total Revenues	\$1,464,845	\$1,485,488	\$1,467,500	\$1,054,002	\$1,497,000
Brambleton Expenses	\$1,294,999	\$1,294,435	\$1,339,528	\$1,034,822	\$1,338,338
Total Expenses	\$1,294,999	\$1,294,435	\$1,339,528	\$1,034,822	\$1,338,338
Operating Income (Loss)	\$169,845	\$191,053	\$127,972	\$19,180	\$158,662
Bull Run Regional Park					
Revenue					
Bull Run Regional Park	\$814,143	\$950,825	\$855,600	\$853,024	\$1,001,600
Atlantis Waterpark at Bull Run	531,971	541,496	534,600	361,242	554,600
Bull Run Special Events Center	210,978	248,214	225,000	120,347	245,000
Bull Run Light Show	807,872	888,253	814,000	1,105,659	969,000
Total Revenues	\$2,364,965	\$2,628,787	\$2,429,200	\$2,440,271	\$2,770,200
Expenses					
Bull Run Regional Park	\$891,889	\$929,845	\$942,409	\$805,535	\$1,050,611
Atlantis Waterpark at Bull Run	316,961	336,627	329,001	229,070	331,667
Bull Run Special Events Center	164,663	195,104	169,720	131,511	193,736
Bull Run Light Show	285,892	315,085	330,213	320,316	385,096
Total Expenses	\$1,659,405	\$1,776,660	\$1,771,342	\$1,486,431	\$1,961,110
Operating Income (Loss)	\$705,560	\$852,128	\$657,858	\$953,840	\$809,090

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2016	ACTUAL FY2017	ADOPTED FY 2018	JUL-APR FY 2018	ADOPTED FY 2019
ENTERPRISE FUND BY PARK					
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	\$1,192,477	\$1,208,305	\$1,211,500	\$950,366	\$1,234,500
Total Revenues	\$1,192,477	\$1,208,305	\$1,211,500	\$950,366	\$1,234,500
Bull Run Shooting Center Expenses	\$935,460	\$984,033	\$1,061,962	\$764,109	\$1,046,511
Total Expenses	\$935,460	\$984,033	\$1,061,962	\$764,109	\$1,046,511
Operating Income (Loss)	\$257,017	\$224,273	\$149,538	\$186,257	\$187,989
Cameron Run Regional Park					
Revenue					
Cameron Run Park	\$145,689	\$126,067	\$157,500	\$79,540	\$149,500
Great Waves Waterpark at Cameron Run	2,045,444	2,002,662	1,956,500	1,230,877	1,952,500
Total Revenues	\$2,191,133	\$2,128,729	\$2,114,000	\$1,310,418	\$2,102,000
Expenses					
Cameron Run Park	\$343,851	\$359,539	\$377,436	\$295,440	\$408,434
Great Waves Waterpark at Cameron Run	1,194,705	1,125,127	1,091,979	748,959	1,123,876
Total Expenses	\$1,538,556	\$1,484,665	\$1,469,415	\$1,044,398	\$1,532,309
Operating Income (Loss)	\$652,576	\$644,064	\$644,585	\$266,019	\$569,691
Catering and Event Services (In FY 19 See Brickmakers Catering)					
Catering Revenues	\$332,406	\$340,253	\$368,755	\$297,382	\$0
Total Revenues	\$332,406	\$340,253	\$368,755	\$297,382	\$0
Catering Expenses	\$244,838	\$255,731	\$299,553	\$233,808	\$0
Total Expenses	\$244,838	\$255,731	\$299,553	\$233,808	\$0
Operating Income (Loss)	\$87,568	\$84,521	\$69,202	\$63,575	\$0
Carlyle House Historic Park					
Carlyle House Revenues	\$120,312	\$115,017	\$101,876	\$84,456	\$103,076
Total Revenues	\$120,312	\$115,017	\$101,876	\$84,456	\$103,076
Carlyle House Expenses	\$321,817	\$316,048	\$319,185	\$269,572	\$329,469
Total Expenses	\$321,817	\$316,048	\$319,185	\$269,572	\$329,469
Operating Income (Loss)	(\$201,505)	(\$201,030)	(\$217,309)	(\$185,116)	(\$226,393)
Occoquan Reservoir Regional Parks					
Revenue					
Bull Run Marina	\$16,722	\$21,406	\$19,500	\$13,719	\$20,630
Fountainhead	305,204	275,772	307,912	185,299	307,912
Sandy Run Regional Park	198,014	296,779	253,692	204,196	260,692
Total Revenues	\$519,940	\$593,957	\$581,104	\$403,214	\$589,234
Expenses					
Bull Run Marina	\$21,195	\$32,303	\$26,906	\$22,044	\$26,407
Fountainhead	204,759	211,804	235,317	149,744	225,652
Sandy Run Regional Park	168,715	187,571	171,042	123,319	170,724
Total Expenses	\$394,669	\$431,678	\$433,265	\$295,107	\$422,782
Operating Income (Loss)	\$125,270	\$162,279	\$147,839	\$108,107	\$166,452
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	\$75,768	\$75,000	\$75,768	\$76,535	\$75,768
Total Revenues	\$75,768	\$75,000	\$75,768	\$76,535	\$75,768
Hemlock Overlook Expenses	\$1,570	\$1,320	\$2,400	\$579	\$2,400
Total Expenses	\$1,570	\$1,320	\$2,400	\$579	\$2,400
Operating Income (Loss)	\$74,197	\$73,680	\$73,368	\$75,956	\$73,368

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2016	ACTUAL FY2017	ADOPTED FY 2018	JUL-APR FY 2018	ADOPTED FY 2019
ENTERPRISE FUND BY PARK					
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	\$329,581	\$351,846	\$298,500	\$291,890	\$330,000
Meadowlark Gardens Winter Walk of Lights	875,495	779,475	731,000	986,694	828,000
Meadowlark Atrium and Event Services	2,044,843	2,110,102	1,989,000	1,640,603	2,005,500
Total Revenues	\$3,249,919	\$3,241,423	\$3,018,500	\$2,919,187	\$3,163,500
Expenses					
Meadowlark Gardens	\$913,647	\$874,774	\$968,041	\$780,821	\$1,011,471
Meadowlark Gardens Winter Walk of Lights	169,791	161,681	205,446	193,212	233,185
Meadowlark Atrium and Event Services	1,293,767	1,440,484	1,250,894	1,011,883	1,243,927
Total Expenses	\$2,377,205	\$2,476,939	\$2,424,381	\$1,985,916	\$2,488,583
Operating Income (Loss)	\$872,714	\$764,484	\$594,119	\$933,271	\$674,917
Mt. Zion Historic Park/Gilbert's Corner Regional Park					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$3,605	\$2,218	\$3,264	\$2,059	\$3,764
Total Revenues	\$3,605	\$2,218	\$3,264	\$2,059	\$3,764
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$8,017	\$14,508	\$11,500	\$8,619	\$18,500
Total Expenses	\$8,017	\$14,508	\$11,500	\$8,619	\$18,500
Operating Income (Loss)	(\$4,412)	(\$12,290)	(\$8,236)	(\$6,560)	(\$14,736)
Occoquan Regional Park					
Occoquan Park	\$215,865	\$612,599	\$983,669	\$182,935	\$224,000
The River View at Occoquan	0	0	0	0	1,255,731
Brickmakers Café at Occoquan	0	0	0	0	135,000
Brickmakers Catering and Event Services	0	0	0	0	392,636
Total Revenues	\$215,865	\$612,599	\$983,669	\$182,935	\$2,007,367
Occoquan Park	\$351,198	\$754,535	\$1,275,963	\$783,984	\$398,592
The River View at Occoquan	0	0	0	2,200	1,368,431
Brickmakers Café at Occoquan	0	0	0	541	104,083
Brickmakers Catering and Event Services	0	0	0	0	327,532
Total Expenses	\$351,198	\$754,535	\$1,275,963	\$786,725	\$2,198,638
Operating Income (Loss)	(\$135,333)	(\$141,937)	(\$292,294)	(\$603,790)	(\$191,271)
Pohick Bay Regional Park					
Revenue					
Pohick Bay Regional Park	\$691,273	\$831,903	\$718,700	\$802,519	\$879,100
Pohick Bay Golf Course	1,070,905	1,059,341	1,087,500	774,866	1,089,300
Pohick Bay Marina	237,568	274,160	244,500	207,063	251,000
Pirate's Cover Waterpark at Pohick Bay	595,882	603,730	593,100	411,599	610,200
Total Revenues	\$2,595,628	\$2,769,135	\$2,643,800	\$2,196,048	\$2,829,600
Expenses					
Pohick Bay Regional Park	\$743,945	\$702,040	\$799,588	\$664,202	\$876,243
Pohick Bay Golf Course	1,032,793	1,031,539	1,045,689	831,839	996,060
Pohick Bay Marina	39,173	39,698	47,056	29,571	64,907
Pirate's Cover Waterpark at Pohick Bay	332,334	340,623	332,342	233,865	335,900
Total Expenses	\$2,148,245	\$2,113,901	\$2,224,674	\$1,759,477	\$2,273,110
Operating Income (Loss)	\$447,383	\$655,235	\$419,126	\$436,570	\$556,490
Potomac Overlook Regional Park					
Potomac Overlook Revenues	\$103,895	\$120,945	\$102,700	\$115,695	\$114,200
Total Revenues	\$103,895	\$120,945	\$102,700	\$115,695	\$114,200
Potomac Overlook Expenses	\$319,868	\$317,421	\$319,569	\$239,967	\$285,705
Total Expenses	\$319,868	\$317,421	\$319,569	\$239,967	\$285,705
Operating Income (Loss)	(\$215,972)	(\$196,477)	(\$216,869)	(\$124,272)	(\$171,505)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2016	ACTUAL FY2017	ADOPTED FY 2018	JUL-APR FY 2018	ADOPTED FY 2019
ENTERPRISE FUND BY PARK					
Rust Sanctuary					
Rust Sanctuary Revenues	\$757,610	\$976,996	\$917,244	\$881,469	\$1,097,053
Total Revenues	\$757,610	\$976,996	\$917,244	\$881,469	\$1,097,053
Rust Sanctuary Expenses	\$491,783	\$654,172	\$689,181	\$623,734	\$804,827
Total Expenses	\$491,783	\$654,172	\$689,181	\$623,734	\$804,827
Operating Income (Loss)	\$265,828	\$322,824	\$228,063	\$257,735	\$292,226
Upper Potomac Properties					
Upper Potomac Properties Revenues	\$29,436	\$23,211	\$28,900	\$22,413	\$28,900
Springdale Revenues	7,500	15,450	15,140	16,377	15,140
Total Revenues	\$36,936	\$38,661	\$44,040	\$38,790	\$44,040
Upper Potomac Properties Expenses	\$101,384	\$123,328	\$140,152	\$124,782	\$144,602
Springdale Expenses	0	0	10,000	84	10,000
Total Expenses	\$101,384	\$123,328	\$150,152	\$124,866	\$154,602
Operating Income (Loss)	(\$64,447)	(\$84,667)	(\$106,112)	(\$86,076)	(\$110,562)
Upton Hill Regional Park					
Revenues					
Upton Hill Park	\$257,187	\$228,075	\$251,400	\$163,423	\$250,550
Ocean Dunes Waterpark at Upton Hill	586,255	600,169	613,350	386,764	612,500
Total Revenues	\$843,442	\$828,245	\$864,750	\$550,187	\$863,050
Expenses					
Upton Hill Park	\$346,736	\$344,034	\$347,441	\$271,154	\$354,426
Ocean Dunes Waterpark at Upton Hill	282,415	282,418	299,465	210,448	303,010
Total Expenses	\$629,151	\$626,452	\$646,906	\$481,601	\$657,436
Operating Income (Loss)	\$214,291	\$201,793	\$217,844	\$68,585	\$205,614
W&OD Railroad Regional Park					
W&OD Railroad Park Revenues	\$1,038,922	\$1,069,285	\$1,100,635	\$1,107,023	\$1,133,538
Total Revenues	\$1,038,922	\$1,069,285	\$1,100,635	\$1,107,023	\$1,133,538
W&OD Railroad Park Expenses	\$502,515	\$558,942	\$563,524	\$433,290	\$584,030
Total Expenses	\$502,515	\$558,942	\$563,524	\$433,290	\$584,030
Operating Income (Loss)	\$536,406	\$510,343	\$537,111	\$673,733	\$549,508
White's Ford					
White's Ford Revenues	\$14,750	\$33,665	\$55,800	\$59,553	\$55,800
Total Revenues	\$14,750	\$33,665	\$55,800	\$59,553	\$55,800
White's Ford Expenses	\$51,857	\$63,496	\$89,117	\$71,198	\$88,680
Total Expenses	\$51,857	\$63,496	\$89,117	\$71,198	\$88,680
Operating Income (Loss)	(\$37,107)	(\$29,831)	(\$33,317)	(\$11,646)	(\$32,880)
Temple Hall Farm					
Temple Hall Farm Revenues	*	\$130,879	\$210,614	\$126,460	\$206,383
Temple Hall Corn Maize Revenues	*	267,300	277,500	231,583	276,500
Total Revenues	*	\$398,178	\$488,114	\$358,043	\$482,883
Temple Hall Farm Expenses	*	\$417,250	\$416,344	\$306,995	\$422,654
Temple Hall Corn Maize Expenses	*	134,036	168,063	139,783	172,087
Total Expenses	*	\$551,285	\$584,407	\$446,778	\$594,741
Operating Income (Loss)	*	(\$153,107)	(\$96,293)	(\$88,735)	(\$111,858)
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	\$57,935	\$175,375	\$31,000	\$94,844	\$66,000
Total Revenues	\$57,935	\$175,375	\$31,000	\$94,844	\$66,000
Admin - Enterprise Fund Expenses	\$2,521,975	\$2,878,003	\$3,165,956	\$2,063,525	\$3,467,375
Total Expenses	\$2,521,975	\$2,878,003	\$3,165,956	\$2,063,525	\$3,467,375
Operating Income (Loss)	(\$2,464,040)	(\$2,702,629)	(\$3,134,956)	(\$1,968,680)	(\$3,401,375)
TOTAL REVENUES	\$20,125,493	\$21,650,584	\$21,589,699	\$17,110,915	\$22,966,038
TOTAL EXPENSES	18,428,335	20,164,626	21,564,698	16,202,051	22,941,038
Operating Income (Loss)	\$1,697,158	\$1,485,958	\$25,000	\$908,863	\$25,000

* The Temple Hall Farm and Maize were in a separate fund (Temple Hall Fund) prior to FY 2017

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.

While only the base 10 year forecast is included in the budget document, the full forecast includes the following features:

- A Base 10 Year Forecast
- Scenarios that are individually applied to the base forecast.
- A combination of scenarios and additional forecast levels. These are looked at in the model in an interactive mode.

- The Base Model Ten Year Forecast was developed using the following assumptions:
 - The forecast for most revenue and expense account types was based on the 5 Year Average (FY 2013-FY 2017)

 - The main account types that vary from this assumption are as follows:
 - Appropriations Revenue increases by population only in the base model. There is no adjustment to the current per capita rate of \$1.89.
 - Retirement Expense was not based on the past 5 years, but was based on the most recent actuarial estimate provided in September 2016.
 - Special Event User Fee Revenue, Retail Operations Revenue/Expense all had a very high 5 Year Average, that may not be sustainable in the long term. The five year average was used for the first three years of the forecast and then modified to a more moderate increase for the remaining forecast years.
 - New initiatives that have less than five years of history are individually assessed.

 - The forecast base year is the FY 2018 Budget.

TEN YEAR FINANCIAL FORECAST BASE MODEL FY 2018-FY 2028

OPERATING BUDGET - GENERAL & ENTERPRISE FUNDS

	2018B	2019F	2020F	2021F	2022F	2023F	2024F	2025F	2026F	2027F	2028F
01-REVENUES & OTHER SOURCES	26,574,693	28,152,801	29,683,884	31,184,872	32,812,454	34,534,638	35,982,692	37,508,427	39,116,399	40,811,455	42,598,745
01-APPROPRIATION-ARLINGTON COUNTY	433,120	440,483	447,971	455,587	463,332	471,208	479,219	487,366	495,651	504,077	512,646
02-APPROPRIATION-CITY OF ALEXANDRIA	290,136	294,198	298,317	302,493	306,728	311,022	315,377	319,792	324,269	328,809	333,412
03-APPROPRIATION-CITY OF FAIRFAX	45,385	46,383	47,404	48,447	49,513	50,602	51,715	52,853	54,016	55,204	56,418
04-APPROPRIATION-CITY OF FALLS CHURCH	26,256	26,834	27,424	28,027	28,644	29,274	29,918	30,576	31,249	31,936	32,639
05-APPROPRIATION-FAIRFAX COUNTY	2,158,822	2,182,569	2,206,577	2,230,850	2,255,389	2,280,198	2,305,280	2,330,639	2,356,276	2,382,195	2,408,399
06-APPROPRIATION-LOUDOUN COUNTY	709,939	736,207	763,446	791,694	820,987	851,363	882,864	915,529	949,404	984,532	1,020,960
07-SKEET TRAP & ARCHERY USER FEES	775,000	839,325	908,989	984,435	1,066,143	1,154,633	1,250,468	1,354,256	1,466,660	1,588,392	1,720,229
08-SPECIAL EVENTS USER FEES	1,576,700	2,000,000	2,368,000	2,604,800	2,865,280	3,008,544	3,158,971	3,316,920	3,482,766	3,656,904	3,839,749
09-GOLF USER FEES	3,090,000	3,093,090	3,096,183	3,099,279	3,102,379	3,105,481	3,108,586	3,111,695	3,114,807	3,117,921	3,121,039
10-AQUATICS USER FEES	3,001,050	3,154,104	3,314,963	3,484,026	3,661,711	3,848,459	4,044,730	4,251,011	4,467,813	4,695,671	4,935,150
11-FACILITY RENTAL USER FEES	1,791,100	2,100,000	2,310,000	2,443,980	2,585,731	2,735,703	2,894,374	3,062,248	3,239,858	3,427,770	3,626,580
12-CAMPING/COTTAGE USER FEES	1,361,400	1,430,831	1,503,804	1,580,498	1,661,103	1,745,819	1,834,856	1,928,434	2,026,784	2,130,150	2,238,788
13-MARINE ACTIVITIES USER FEES	1,180,800	1,216,224	1,252,711	1,290,292	1,329,001	1,368,871	1,409,937	1,452,235	1,495,802	1,540,676	1,586,896
14-OTHER PARK USER FEES	1,365,829	1,477,827	1,599,009	1,730,128	1,871,998	2,025,502	2,191,593	2,371,304	2,565,750	2,776,142	3,003,786
15-RETAIL OPERATIONS	4,548,850	5,021,930	5,544,211	6,120,809	6,757,373	7,460,140	7,833,147	8,224,804	8,636,045	9,067,847	9,521,239
16-OTHER-REVENUE	988,666	1,027,224	1,067,286	1,108,910	1,152,157	1,197,091	1,243,778	1,292,285	1,342,685	1,395,049	1,449,456
17-EASEMENTS AND LICENSES	767,723	791,522	816,060	841,357	867,440	894,330	922,054	950,638	980,108	1,010,491	1,041,816
18-TRANSFERS-IN-CAPITAL FUND	608,813	620,989	633,409	646,077	658,999	672,179	685,622	699,335	713,321	727,588	742,140
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
23-TRANSFERS-IN-SELF INS FUND	60,000	-	-	-	-	-	-	-	-	-	-
25-TRANSFERS-IN-ENTERPRISE FUND	610,523	725,000	750,000	765,000	780,300	795,906	811,824	828,061	844,622	861,514	878,745
27-TRANSFERS-IN-RESTRICTED FUND	1,181,581	925,000	725,000	625,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000
02-EXPENDITURES & OTHER USES	26,549,693	27,704,042	28,895,941	30,137,324	31,442,133	32,814,282	34,257,981	35,642,483	37,087,095	38,594,555	40,167,729
01-SALARIES AND WAGES	12,154,293	12,616,156	13,095,570	13,593,202	14,109,743	14,645,914	15,202,458	15,780,152	16,379,798	17,002,230	17,648,315
02-FICA	916,350	951,171	987,316	1,024,834	1,063,777	1,104,201	1,146,161	1,189,715	1,234,924	1,281,851	1,330,561
03-HOSPITALIZATION	1,170,034	1,214,495	1,260,646	1,308,551	1,358,276	1,409,890	1,463,466	1,519,078	1,576,803	1,636,721	1,698,916
04-RETIREMENT	1,520,885	1,450,000	1,505,100	1,562,294	1,621,661	1,683,284	1,747,249	1,813,644	1,882,563	1,954,100	2,028,356
05-LIFE INSURANCE	60,678	63,530	66,516	69,642	72,915	76,342	79,930	83,687	87,620	91,738	96,050
06-UNEMPLOYMENT TAX	40,052	40,853	41,670	42,504	43,354	44,221	45,105	46,007	46,927	47,866	48,823
07-OTHER-EXPENSES	1,651,594	1,671,650	1,688,366	1,705,250	1,722,303	1,739,526	1,756,921	1,774,490	1,792,235	1,810,157	1,828,259
08-FACILITY OPERATING COSTS	3,250,293	3,464,812	3,638,053	3,819,956	4,010,953	4,211,501	4,422,076	4,643,180	4,875,339	5,119,106	5,375,061
09-MAINTENANCE COSTS	2,359,788	2,501,375	2,651,458	2,810,545	2,979,178	3,157,929	3,347,404	3,548,249	3,761,144	3,986,812	4,226,021
10-INSURANCE	395,334	406,008	416,970	428,228	439,791	451,665	463,860	476,384	489,246	502,456	516,022
12-UTILITIES	1,036,347	1,071,583	1,108,017	1,145,689	1,184,643	1,224,920	1,266,568	1,309,631	1,354,159	1,400,200	1,447,807
14-RETAIL OPERATIONS	1,383,522	1,527,408	1,686,259	1,861,630	2,055,239	2,268,984	2,504,958	2,630,206	2,761,717	2,899,802	3,044,793
15-TRANSFERS-OUT-GENERAL FUND	610,523	725,000	750,000	765,000	780,300	795,906	811,824	828,061	844,622	861,514	878,745
NET INCOME FORECAST	25,000	448,758	787,944	1,047,549	1,370,321	1,720,356	1,724,712	1,865,943	2,029,303	2,216,900	2,431,016

LONG TERM DEBT

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 2019	\$28,074,896
Policy Annual Debt Limit-10% of Budgeted Revenues	2,807,489
Springdale Property	\$225,000
Occoquan-Jean R. Packard Center	814,634
Property acquisition at Pohick Bay	120,806
FY 2019 Principal & Interest	\$1,160,440

For FY 2019, the debt service expense is 4.13% 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
	\$1,135,000.00	\$75,828.22	\$1,210,828.22

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
	1,700,000.00	-	\$1,700,000.00

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Headquarters					
Full -Time	21.15	21.15	22.15	21.15	21.15
Part -Time	2.69	2.69	2.69	2.89	3.93
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	.40	.46	.60	.55	.84
Algonkian Regional Park					
Full -Time	6	6	6	6	6
Part -Time	3.12	3.12	3.47	3.73	3.75
Algonkian Golf Course					
Full -Time	7	7	7	7	7
Part -Time	5.78	5.78	5.78	5.78	5.78
Volcano Island Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.81	7.92	7.92	8.07	8.07
The Woodlands Meeting & Event Center					
Full -Time	.50	.50	.50	.50	.50
Part -Time	2.80	2.35	2.28	2.80	2.21
Algonkian Cottages					
Full -Time	.50	.50	.50	.50	.50
Part -Time	2.98	2.98	2.98	2.98	2.98
Beaverdam Property					
Part -Time	0	1.03	1.03	1.03	1.03
Brambleton Golf Course					
Full -Time	8	8	8	8	8
Part -Time	7.27	7.27	7.27	7.27	7.27
Bull Run Regional Park					
Full -Time	7	7	7	7	8
Part -Time	6.29	6.29	7.33	6.48	6.24
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	8.60	8.75	9.01	9.07	8.96
Bull Run Special Events Center					
Full -Time	.50	.50	.50	.50	.50
Part -Time	.70	.70	.75	.94	.94

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Bull Run Light Show					
Full -Time	.50	.50	.50	1.50	1.5
Part -Time	2.95	3.21	3.24	3.24	3.21
Bull Run Shooting Center					
Full -Time	2	2	2	2	2
Part -Time	9.11	9.11	9.35	9.60	9.76
Cameron Run Regional Park					
Full -Time	3	3	3	3	3
Part -Time	4.95	4.85	4.85	4.85	4.92
Great Waves Waterpark					
Full -Time	1	1	1	1	1
Part -Time	18.54	20.40	20.60	21.05	21.40
Carlyle House Historic Park					
Full -Time	2	2	2	2	2
Part -Time	2.81	2.77	2.41	2.45	2.45
Fountainhead Regional Park					
Full -Time	.90	.90	.90	.90	.90
Part -Time	3.51	3.63	3.56	3.72	3.72
Meadowlark Botanical Gardens					
Full -Time	7.5	7.5	7.5	7.5	7.5
Part -Time	6.68	6.78	6.97	7.61	7.81
Meadowlark Light Show					
Full -Time	0	0	0	0	.0
Part -Time	2.24	2.34	2.38	2.34	3.07
Meadowlark Atrium					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	7.07	8.42	8.82	8.25	7.77
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0	0	0	0	0
Part -Time	.05	.05	.03	0	0
Occoquan Regional Park					
Full -Time	1	1	1	3	2
Part -Time	5.92	5.71	5.04	4.86	3.44
The River View at Occoquan					
Full -Time	0	0	0	0	3.25
Part -Time	0	0	0	0	1.84
Brickmakers Café at Occoquan					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	0	1.04
Brickmaker's Catering at Occoquan					
Full -Time	1	1	1	1	1.09
Part -Time	2.07	2.28	2.28	2.28	2.64
Pohick Bay Regional Park					
Full -Time	5	6	6	6	7
Part -Time	6.33	6.04	6.04	6.68	6.44

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 APPROVED (FTE)	FY 2019 BUDGET (FTE)
Pohick Bay Golf Course					
Full -Time	6	6	5	5	5
Part -Time	8.36	7.62	7.75	7.49	7.46
Pohick Bay Marina					
Full -Time	0	0	0	0	0
Part -Time	1.21	1.25	1.25	1.43	1.96
Pirate's Cove Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.56	7.73	8.20	8.44	8.33
Potomac Overlook Regional Park					
Full -Time	3	3	3	3	3
Part -Time	1.81	1.85	2.36	1.71	1.75
Rust Sanctuary					
Full -Time	0	1	1	2	2
Part -Time	3.30	3.42	4.78	5.64	5.97
Sandy Run Regional Park					
Full -Time	.90	.90	.90	.90	.90
Part -Time	1.39	1.23	1.23	.96	1.42
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	2.05	2.92	2.92	2.92	2.92
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	.35	.35	.35	.47	.47
Upton Hill Regional Park					
Full -Time	3	3	3	3	3
Part -Time	3.78	3.23	3.37	3.46	3.46
Ocean Dunes Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.13	7.24	7.24	7.24	7.24
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	121.00	123.00	123.00	126.00	130.00
Total, Part-Time Staffing	162.07	165.49	170.49	172.64	176.87

• Temple Hall -As of FY 17 Temple Hall Farm and Temple Hall Maize are captured in the Enterprise Fund

GLOSSARY

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.

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

GLOSSARY

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.

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.

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.

