



# NOVA PARKS

Northern Virginia Regional Park Authority



## FY 2024 ADOPTED BUDGET

JULY 1, 2023 - JUNE 30, 2024

**Instructions for navigating the FY24 Budget pdf document:**

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

**The Table of Contents** is hyperlinked. To jump to a specific page or subsection from the Table of Contents, hover on the link or page number and click the link. While navigating the document, use the "Back to Table of Contents" button on each page to return to the Table of Contents.

# **NOVA PARKS**

NORTHERN VIRGINIA REGIONAL  
PARK AUTHORITY

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Paul A. Gilbert  
Executive Director





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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Northern Virginia Regional Park Authority  
Virginia**

For the Fiscal Year Beginning

**July 1, 2022**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Northern Virginia Regional Park Authority, Virginia for its annual budget for the fiscal year beginning July 1, 2022. 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 2024 ADOPTED BUDGET

### TABLE OF CONTENTS

| <b>A - Executive Summary</b>                     | <b>PAGE</b> |
|--|-------------|
| Budget Message from the Executive Director       | A-1         |
| Strategic Plan                                   | A-3         |
| Strategic Plan Linkage                           | A-17        |
| Budget-In-Brief                                  | A-20        |
| Overall Financial Summaries                      | A-26        |
| Overall Revenue Summary & Analysis               | A-32        |
| Fund Structure & Budget Process                  | A-41        |
| Budget Calendar                                  | A-45        |
| Financial Guidelines & Practices                 | A-46        |
| Organization Chart                               | A-50        |
| NOVA Parks Facility Map                          | A-51        |
| <br>   |             |
| <b>B - General Fund</b>                          |             |
| Overall General Fund Summary by Category         | B-1         |
| General Fund Revenue Summary                     | B-2         |
| General Fund Expenditure Summary                 | B-3         |
| General Fund Departments                         |             |
| Headquarters                                     | B-4         |
| Central Maintenance                              | B-6         |
| <br>   |             |
| <b>C - Enterprise Fund</b>                       |             |
| Overall Enterprise Fund Summary by Category      | C-1         |
| Enterprise Fund Summaries by Facility            | C-2         |
| Enterprise Fund Summaries by Category            | C-4         |
| Enterprise Fund Departments                      |             |
| Aldie Mill/MtDefiance/Goose Creek Historic Park  | C-8         |
| Algonkian Regional Park                          | C-12        |
| Algonkian Golf Course                            | C-16        |
| Algonkian-Volcano Island Waterpark               | C-20        |
| Algonkian-The Woodlands Meeting and Event Center | C-24        |
| Algonkian Cottages                               | C-28        |
| Beaverdam Property                               | C-32        |
| Blue Ridge Regional Park                         | C-36        |
| Brambleton Golf Course                           | C-40        |
| Bull Run Regional Park                           | C-44        |
| Bull Run Atlantis Waterpark                      | C-48        |
| Bull Run Special Events Center                   | C-52        |
| Bull Run Festival of Lights                      | C-56        |
| Bull Run Shooting Center                         | C-60        |
| Bull Run Marina                                  | C-64        |
| Cameron Run Regional Park                        | C-68        |
| Ice & Lights - The Winter Village at Cameron Run | C-72        |
| Cameron Run Great Waves Waterpark                | C-76        |
| Carlyle House Historic Park                      | C-80        |

## **TABLE OF CONTENTS (Cont.)**

|  | <b>PAGE</b> |
|--|-------------|
| Fountainhead Regional Park                           | C-84        |
| Hemlock Overlook                                     | C-88        |
| Meadowlark Botanical Gardens                         | C-92        |
| Meadowlark Gardens Winter Walk of Lights             | C-96        |
| Meadowlark Atrium & Event Services                   | C-100       |
| Mt Zion Historic Park/Gilbert's Corner Regional Park | C-104       |
| Occoquan Regional Park                               | C-108       |
| The River View at Occoquan                           | C-112       |
| Brickmakers Café at Occoquan                         | C-116       |
| Brickmakers Catering & Event Services at Occoquan    | C-120       |
| Piscataway Crossing Regional Park                    | C-124       |
| Pohick Bay Regional Park                             | C-128       |
| Pohick Bay Golf Course                               | C-132       |
| Pohick Bay Marina                                    | C-136       |
| Pohick Bay-Pirate's Cove Waterpark                   | C-140       |
| Potomac Overlook Regional Park                       | C-144       |
| Winkler Botanical Preserve                           | C-148       |
| Rust Sanctuary                                       | C-152       |
| Sandy Run Regional Park                              | C-156       |
| Temple Hall Farm Regional Park                       | C-160       |
| Temple Hall Fall Festival                            | C-164       |
| Upper Potomac Properties & Springdale Regional Park  | C-168       |
| Upton Hill Regional Park                             | C-172       |
| Upton Hill-Ocean Dunes Waterpark                     | C-176       |
| W&OD Railroad Regional Park                          | C-180       |
| Central Maintenance                                  | C-184       |
| Administration-Enterprise                            | C-188       |
| <br>   |             |
| <b>D-Capital</b>                                     |             |
| Capital Equipment Budget                             | D-1         |
| Capital Fund Budget Summary                          | D-6         |
| Operating Impact of Capital Projects                 | D-7         |
| Capital Fund Budget                                  | D-8         |
| Summary of Capital Fund Projects                     | D-13        |
| <br>   |             |
| <b>E-Appendix</b>                                    |             |
| History of NOVA Parks                                | E-1         |
| Facility Features                                    | E-2         |
| Regional Demographics                                | E-3         |
| Special Funds  | E-5         |
| Consolidated Park Summary                            | E-8         |
| 10 Year Financial Forecast                           | E-14        |
| Debt Service Schedule                                | E-16        |
| Personnel Summary by Facility                        | E-20        |
| Glossary   | E-23        |



# NOVA P A R K S

Northern Virginia Regional Park Authority

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## **Fiscal Year 2024 Budget Message**

July 1, 2023 - June 30, 2024

The Operating Budget (General and Enterprise Funds) for NOVA Parks (Northern Virginia Regional Park Authority) is focused on the Strategic Plan for 2023-2027. The total Operating Budget for this fiscal year is \$36,764,418. Of this amount, only 11.9% comes from local jurisdictions (tax revenues), and the rest is self-generated by the Authority from enterprise operations.

The foundation for the work of Fiscal Year 2024 was laid in Fiscal Year 2023 when many of the Strategic Planning goals were started. These two years share similar goals, and the work of one year supports the progress of the following year.

### **Environment:**

In FY 2023, NOVA Parks added 129 acres on the Potomac River in Loudoun County and a 45 acre nature preserve in the City of Alexandria. Natural resource banking was started at both Fountainhead, and Gilbert's Corner, enhancing and preserving natural areas. And invasive species work was largely completed at Upton Hill Regional Park and expanded along the W&OD Trail.

In FY 2024, NOVA Parks will build on this progress and add another area of parkland in Loudoun County. Carbon credits will be generated by reforesting areas of four parks. Golf carts will be converted from gas to electric at Brambleton and in the same year electric vehicles will be introduced to the fleet and charging stations created at several parks. Nature education will benefit from expanding the successful Roving Naturalist Program and installing six new interpretive signs focused on educating the public about our natural resources.

### **Belonging:**

With a goal to make everyone in Northern Virginia feel at home with the parks and programs of NOVA Parks in FY 2023, the following was accomplished. Partnering with the Fairfax Branch of the NAACP, NOVA Parks co-hosted a major Juneteenth event at Bull Run Regional Park and is working to make this an annual event. Partnering with the Loudoun NAACP, the story of the first Black combatant of the Civil War was told at Ball's Bluff Battlefield. We created a new Manager of Community Engagement position to expand our partnerships with community groups.

In FY 2024, NOVA Parks will build on this progress, expand the Juneteenth event at Bull Run, and engage more people in the remarkable story of freedom and empowerment connected to that site. The successful Black and Hispanic Birding program will expand to additional parks,

and the partnership with Alexandria Schools to use the Winkler Preserve will bring more children from Title 1 schools to experience NOVA Park's nature programs. NOVA Parks various friends groups will benefit from the help of our new Manager of Community Engagement.

**Our Team:**

In FY 2023, a compensation study will help assure that our full-time staff are fairly compensated for their work. Additionally, diversity training for hiring managers will help reinforce our welcoming organizational culture.

In FY 2024, NOVA Parks will again raise the amount we pay our seasonal employees, so that our lowest rate is at least a dollar higher than the new State Minimum Wage of \$12 an hour. This is both equitable for our seasonal team members and good for the quality of service we can provide the public.

**Building the Future:**

In FY 2023, we started construction of Beaverdam Reservoir Park in partnership with Loudoun Water, and in FY 2024, this new waterfront park will be open to the public.

In FY 2024, we will design the wetland park at Gateway Park in the City of Fairfax, the campground improvements at Pohick Bay Regional Park, and the Dual Trails in Arlington. We are also partnering with the Town of Vienna to plan for Dual Trails through portions of the Town.

**Revenue and Efficiency:**

The use of data to enhance digital marketing targeting has already begun in FY 2023 and will expand further in FY 2024. This will make it easier for our community members to find the facilities and programs that they are interested in.

The goal of expanding light show revenues by at least 3% and retail revenues by at least 5% are reflected in this budget and will help offset the increasing costs.

With high inflation, one of the greatest challenges of the FY 2024 budget is keeping pace with rising costs. Overall personnel expenditures are going up 8.3%. This reflects a 6.6% cost of living adjustment to offset inflation, increases in benefits, an increase in our seasonal pay to assure equity and customer service, and several new full-time and part-time positions to deliver our services effectively.

As a mission-focused agency that is 88% self-funded, NOVA Parks has a unique business model that greatly enhances the Northern Virginia community efficiently and effectively.

Sincerely,



Paul Gilbert

Executive Director



# 2023-2027 STRATEGIC PLAN

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

## INTRODUCTION

NOVA Parks (Northern Virginia Regional Park Authority) has been a unique organization for over sixty years. The only regional park authority in Virginia, NOVA Parks has 34 parks and 12,335 acres in six jurisdictions—the Cities of Alexandria, Fairfax, Falls Church, and the Counties of Arlington, Fairfax, and Loudoun.

Conservation and entrepreneurship are two of the defining and unique characteristics that make NOVA Parks different. NOVA Parks was originally founded as a conservation organization, and today it owns more parkland adjacent to the rivers of the region than any other public lands organization. NOVA Parks was also established as an inclusive park agency in a time when that was not the norm. NOVA Parks is nationally unique in generating 88% of its operating revenues from park enterprise. NOVA Parks creates exceptional value to our member jurisdictions by generating the revenue required to support and grow this dynamic agency and serve the public from enterprise operations, such as holiday light shows, golf, event venues, waterparks, campgrounds, and more.

Innovative approaches are how NOVA Parks looks at conserving natural and historic resources, making parks more central to the community's life, and funding all of these vital community needs.

### A Unique Team and Culture

The combination of an innovative and entrepreneurial spirit blended into the roots of conservation have come together to create a unique organizational culture. NOVA Parks team members take great pride in their ability to operate significant and unique destinations and high-demand attractions. The NOVA Parks culture is one where new ideas are embraced, and growth and development are a way of life. The NOVA Parks team knows their work matters and makes for a better region. This strategic plan builds on the best strengths of our organization and the individuals who give their talents and energy to achieving these and other goals.

FINAL 2023-2027 STRATEGIC PLAN

## PLAN HIGHLIGHTS

- Plant over 50,000 trees creating new areas of forest
- Create or improve trails with a focus on sustainability and an investment of over \$6 million
- Create a W&OD Visitor Center
- Create a new wetland park for environmental education and sustainability
- Invest in electric vehicles and mowers, and take other steps to lower carbon footprint
- Add five new parkland properties, and manage existing parkland to better sequester carbon
- Expand cultural events and festivals
- Lead effort to commemorate the Declaration of Independence with interpretive efforts focused on liberty, justice, and freedom
- Expand partnerships with community groups
- Grow entrepreneurial revenues to support park improvements
- Create a team and programs that are reflective of our changing and diverse community





## **NOVA Parks Vision 2027**

The implementation of this strategic plan will serve our many communities and result in a greater regional park system, a stronger Northern Virginia community, and an improved world. Parkland will increase, and park amenities and services will be developed and improved. Our land management will help to offset carbon. Our programs will attract new and growing interest in our historic and natural resources and our unique recreational opportunities. The region's youth will be engaged in parks. The brand of NOVA Parks will be known both locally and nationally.

The next five years will be critical for our environment. NOVA Parks will work with our many partners, both public and private, to set a national example of how public park agencies can reduce their impacts through energy conservation, growth in parkland, and thoughtful land management.

Visitors to NOVA Parks' many facilities will feel at home and welcome. A sense of belonging will result from being inclusive of the stories that are told through our interpretive efforts. Appreciating the cultural diversity of our region and providing exceptional customer experiences will be our top priorities. These efforts will result in an even larger portion of our population using and enjoying the offerings of NOVA Parks, and experiencing the physical and mental benefits of parks.

Environment and belonging may be the things the public sees and will experience through NOVA Parks, but those benefits can only be realized if backed by strong organizational fundamentals. Attracting and retaining a top-quality team and building innovative new facilities, processes, and programs are some of the most essential components to our future success. As a largely self-funded organization, generating revenues needed to support and grow the system is critical to building a NOVA Parks that can reach its full potential. By building on the passionate and diverse team that makes up NOVA Parks and reinforcing the qualities of our dynamic culture, this vision will become a reality.

**MISSION:** "NOVA Parks – the best of Northern Virginia through nature, history, and great family experiences"

## **GOALS AND OBJECTIVES**

### **Function of Goals and Objectives**

Goals and objectives identify areas of strategic priority and provide the broad, overarching organization for agency actions.

Together, goals and objectives:

1. *Provide focus for actions and aspirations*
2. *Shape a designated timeframe for improvements*
3. *Create direction for investments of time, skills, and resources*
4. *Clarify what the agency will and will not do*

**FINAL 2023–2027 STRATEGIC PLAN**

Generally, goals describe elements of the vision, defining what is achievable through the daily execution of the mission. Objectives – and therefore specific strategies or recommendations – fit within the scope of each goal.

**Goals:**

1. *Overarching areas of strategic priority*
2. *Broad descriptions of intent*
3. *Outcome, rather than specific activity*

**Objectives:**

1. *Framework for individual actions*
2. *Descriptions of what needs to be done*
3. *Measurable metrics (e.g., “increase,” “reduce,” “consolidate,” “improve,” “distribute,” etc.)*
4. *Timeframes for actions (by year)*

**Goals and Objectives for NOVA Parks**

The following goals and objectives are intended to help guide improvements, operations, conservation, and services in NOVA Parks over the next five years. Although the goals are numbered, they are not listed in order of priority.

**Strategic Pillar 1: Environment**

Natural resource protection, sustainability and resiliency are at the core of NOVA Parks’ mission and history. Actively acquiring and managing many of the largest intact natural areas in the region, the environment has always been at the core of who NOVA Parks is. In the coming years, our park system will grow, and the ecological value of our lands will be enhanced. These efforts will assist in addressing the cause of climate change and help our region to become more climate resilient.

Natural Resource Banking is an exciting new focus that includes Carbon Banking, Stream Banking, Nutrient Banking, and Wetland Banking. In all of these projects, habitat is restored and enhanced, usually with significant new plantings of native trees and other vegetation.

**Goal 1.1 – Manage, sustain, and protect parklands and natural resources by addressing the causes of climate change, enhancing carbon sequestration, and improving and protecting natural habitats.**

**Objective 1.1.1 - Plant more than 50,000 new trees by 2027.**

**Objective 1.1.2 - Create or redesign trail systems at Beaverdam and along the Bull Run/Occoquan trail with the goal of making them environmentally sustainable. Phased improvements will be measured in 2023, 2025, and 2027.**







**Goal 1.2 – Expand the park system with new lands.**

**Objective 1.2.1 – Update the criteria for determining lands to target for acquisition by 2023.**

**Objective 1.2.2 – Expand and acquire at least five new properties by 2027.**

**Goal 1.3 – Protect areas with rare or endangered species.**

**Objective 1.3.1 – Target land acquisitions that offer the potential for significant habitat restoration by 2025.**

**Objective 1.3.2 – Open the Cattail Ordinary property as a passive use park by 2027.**

**Objective 1.3.3 – Improve habitat by identifying and restoring at least ten areas with native plantings by 2027.**

**Goal 1.4 – Expand leadership role in natural resource banking.**

**Objective 1.4.1 – Implement resource banking at select NOVA Parks, including Piscataway Crossing, Bull Run, Algonkian, Springdale, and Gilberts Corner Regional Parks, by 2025.**

**Goal 1.5 – Measure NOVA Parks’ carbon footprint and implement measures to lower it.**

**Objective 1.5.1 – Continue to measure NOVA Parks’ annual Carbon Footprint with the goal of a sustained two percent annual reduction by 2027.**

**Objective 1.5.2 – Introduce electric vehicles into the fleet starting in 2024.**

**Objective 1.5.3 – Introduce electric mowers into use by 2024 (if commercial-grade units are available).**

**Objective 1.5.4 – Convert golf carts at Brambleton from gas to electric by 2024.**

**Objective 1.5.5 – Install new electric vehicle charging stations at a minimum one park by 2024 and at five parks by 2027.**

**Objective 1.5.6 – Implement three new IT solutions that reduce vehicular trips and/or paper use by 2025.**

**Goal 1.6 – Build and retrofit innovative, green buildings.**

**Objective 1.6.1 – Invest in low-impact, green building techniques for new structures of over \$1 million.**

**Objective 1.6.2 – Expand solar energy use to three additional parks by 2027.**

**Objective 1.6.3 – Reduce carbon footprint with more efficient HVAC systems throughout the system with \$100,000 per year in Capital funding for upgraded systems.**

**Goal 1.7 – Target invasive species in high-impact areas with partnerships and resources.**

**Objective 1.7.1 – Complete the prescribed invasive species management plan at Upton Hill and Occoquan by 2023.**

**Objective 1.7.2 – Implement accelerated invasive species work along the W&OD Trail by 2024.**

**Objective 1.7.3 – Build community partnerships to generate invasive species volunteers at four new parks by 2027.**

**Goal 1.8 – Provide outreach and educational opportunities related to natural resource conservation.**

**Objective 1.8.1 – Develop six nature-focused interpretive efforts geographically spread throughout the region that educate and engage the public in interactive ways about ecosystems by 2024.**

**Objective 1.8.2 – Expand program offerings through the Roving Naturalist to engage the next generation of conservationists by 2024.**

**Objective 1.8.3 – Develop and Implement a Trash Free Park program that will include a pilot section of the W&OD by 2025.**

## **Strategic Pillar 2: Belonging**

The end result of Diversity, Equity, and Inclusion are parks and programs that engage the various cultures and communities represented in Northern Virginia and create a sense of belonging. NOVA Parks is well known by the many community groups in Northern Virginia that use and value the parks. A sense of belonging can also be enhanced with exceptional customer experiences and dynamic programs and offerings that engage the public in the many places managed by NOVA Parks.

**Goal 2.1 – Build and support effective community partnerships with ethnic groups.**





**Objective 2.1.1** – Partner with NAACP chapters and similar organizations to further build inclusive programs by 2025.

**Objective 2.1.2** – Partner with the Korean American Cultural Committee on efforts around the Korean Bell Garden focusing on the 2026 fifteenth anniversary.

**Objective 2.1.3** – Identify groups to partner toward increased Diversity, Equity, and Inclusion by 2027.

**Goal 2.2** – Build and support effective community partnerships with history, environment, and tourism groups.

**Objective 2.2.1** – Build and maintain a minimum of (6) significant partnerships with organizations focused on telling a more inclusive history with cultural resonance by 2027.

**Objective 2.2.2** – Promote Black history displays at Bull Run Regional Park by 2023.

**Goal 2.3** – Engage official and unofficial friends groups to help NOVA Parks build public support and achieve its goals.

**Objective 2.3.1** – Develop and engage existing friends groups and community partners to better advance the park system by 2025.

**Goal 2.4** – Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse community.

**Objective 2.4.1** – Expand Black & Hispanic birding programs by hosting programs at a minimum of (3) new locations by 2026.

**Objective 2.4.2** – Expand cultural festivals/activities with at least three new groups by 2027.

**Objective 2.4.3** – Unveil Native-American displays at Piscataway Crossing Regional Park by 2023.

**Objective 2.4.4** – Provide a minimum of seven innovative and experiential history programs dedicated to the diverse stories and events connected to NOVA Parks sites by 2027.



**FINAL 2023-2027 STRATEGIC PLAN**

**Objective 2.4.5** – Identify and perform outreach to Title 1 schools and economically disadvantaged populations to improve quality of life through parks, programs, and resource conservation in areas near regional parks by 2027.

**Goal 2.5** – Promote a sense of belonging through quality customer interactions and experiences.

**Objective 2.5.1** – Enhance engagement with friends groups and other partner organizations with the hiring of a Manager of Community Engagement by 2023.

**Objective 2.5.2** – Substantially improve ADA accessibility throughout the parks with \$400,000 per year in budgeted improvements starting in 2023.

**Objective 2.5.3** – Create a scholarship program to remove economic barriers for select NOVA Parks outdoor activities and camps by 2023.

**Objective 2.5.4** – Expand and update customer service training for the front-line team to include diversity awareness by 2024.

**Goal 2.6** – Provide regional leadership for America’s 250th commemoration in Northern Virginia with programs focused on freedom and justice.

**Objective 2.6.1** – Initiate leadership planning for regional efforts to mark the 250th anniversary of the Declaration of Independence in 2023, and support through 2026.

**Objective 2.6.2** – Develop a calendar of events and displays related to the themes of liberty and justice by 2024.

**Goal 2.7** – Develop and refine a variety of inclusive strategies to effectively attract and serve our community.

**Objective 2.7.1** – Review park policies and practices to identify and remove systemic barriers to inclusion by 2024.

**Objective 2.7.2** – Provide Spanish website translation by 2025.





### **Strategic Pillar 3: Our Team**

The center of any organization is its people. The culture of NOVA Parks is innovative, and the employees pride themselves on honesty and providing exceptional customer experiences. With a changing job market, NOVA Parks' challenge will be to build on the best elements of our culture while attracting and retaining the talent we need to serve the community.

**Goal 3.1 – Build a system that enables NOVA Parks to attract and retain a diverse and capable workforce representing our community.**

**Objective 3.1.1 – Diversity hiring training for team engaged in recruitment at least every other year starting in 2023.**

**Objective 3.1.2 – Review progress based on team diversity percentages data from 2023, 2025, and 2027.**

**Objective 3.1.3 – Create proactive recruitment strategies to build the workforce for tomorrow by 2023.**

**Objective 3.1.4 – Create Customer Service Training 2.0 by 2024.**

**Objective 3.1.5 – Create Employee Committee to make recommendations on seasonal recruitment and retention by 2024.**

**Objective 3.1.6 – Further develop an incentive system for team referrals by 2023.**

**Objective 3.1.7 – Expand outreach to area universities to attract interns and recruit team members by 2025.**

**Goal 3.2 – Maintain an employee compensation plan that is competitive in Northern Virginia.**

**Objective 3.2.1 – Conduct a full-time compensation study by 2023.**

**Objective 3.2.2 – Take measures to address competitive compensation based on the study by 2023.**

**FINAL 2023-2027 STRATEGIC PLAN**

**Objective 3.2.3** – Study pension plan changes designed to attract and retain employees by 2024.

**Objective 3.2.4** – Review and implement effective seasonal and part-time compensation annually, keeping ahead of changes to minimum wage, starting in 2023.

**Goal 3.3 – Build a sustainable and engaging organizational culture.**

**Objective 3.3.1** – Improve our team morale by empowering the employee committee on uniforms to make recommendations toward having outstanding uniforms by 2023.

**Objective 3.3.2** – Develop a plan for multiple annual team building events by 2023.

**Objective 3.3.3** – Develop a program for recruiting full-time team members from the ranks of seasonal and part-time employees by 2023.

**Goal 3.4 – Create tools and mechanisms for effective internal communications.**

**Objective 3.4.1** – Create an internal newsletter to engage and inform our team of accomplishments and initiatives by 2023.

**Objective 3.4.2** – Reinstate the annual All-Team Meeting to increase team engagement and communication by 2023.

**Goal 3.5 – Provide consistent opportunities for team training and leadership development for all levels of employees.**

**Objective 3.5.1** – Develop preferred training goals for key operational positions by 2024.

**Objective 3.5.2** – Develop professional development and skills training opportunities for all team levels by 2025.





### Strategic Pillar 4: Building the Future

In 2021 the NOVA Parks Board’s Strategic Initiatives Committee worked on developing a collection of capital projects that will help NOVA Parks build a stronger park system. Along with the projects currently in the five-year Capital Budget, these projects envision a bold future with the purpose of creating innovative facilities that serve and engage the public in new ways.

**Goal 4.1 – Implement NOVA Parks Strategic Initiatives Projects.** These signature projects will be among the most noteworthy in the region and include:

- W&OD Trail Visitor Center
- Gateway Wetlands Park
- Pohick Bay expanded camping and associated amenities
- Occoquan indoor/outdoor Adventure Center
- Hemlock Facility Update

**Objective 4.1.1 – Develop financing plans for Strategic Initiative Projects**

- Financing for W&OD Visitor Center and Gateway wetlands park will be developed by 2023.
- Financing for Pohick Bay Camping will be developed by 2024.
- Financing for Occoquan Adventure Center will be developed by 2025.
- Financing for Hemlock improvements will be developed by 2026.

**Goal 4.2 – Expand Dual Trails along the W&OD Trail.**

**Objective 4.2.1 – Partner with the Northern Virginia Transportation Authority to design and expand the capacity of the W&OD Trail in congested urban areas, building on the success of the Falls Church section.**

- Arlington Section design by 2024.
- Vienna Section design by 2027.
- Reston/Herndon Section design by 2027.

**Objective 4.2.2 – Develop plans for Arlington County Dual Trails along the W&OD and initiate community engagement by 2024, and construct when permits are approved.**

**Goal 4.3 – Expand funding for the rolling five-year Capital Plan.**

**Objective 4.3.1 – Maintain Capital Maintenance funding at a level to support the upkeep of current facilities.**

**Objective 4.3.2 – Expand funding for energy improvements like HVAC, insulation, Solar, EV, and Charging stations starting in 2024.**

**Objective 4.3.3 – Invest in the preservation and restoration of historic structures.**

**Objective 4.3.4 – Install a new fire suppression system in the Carlyle House by 2023.**

**Objective 4.3.5 – Fund endowment for Capital with no-recurring revenue sources starting in 2023.**

**Objective 4.3.6 – Improve Campground WiFi by 2024.**

**Objective 4.3.7 – Study improved technology in the areas of both waterpark pumps stations and golf course irrigation by 2026.**

**Goal 4.4 - Create new cutting-edge, innovative park facilities.**

**Objective 4.4.1 – Open Reservoir Park at Beaverdam in Ashburn in partnership with Loudoun Water by 2024.**

**Objective 4.4.2 – Engage with the leaders in the City of Fairfax to plan and implement the Gateway Regional Parks Wetlands Project by 2024.**

**Goal 4.5 – Provide facilities and amenities that are inclusive and accessible to all patrons.**

**Objective 4.5.1 – Continued implementation of NOVA Parks ADA Plan for existing facilities while ensuring all new amenities meet required standards for accessibility.**

**Objective 4.5.2 – Create new and improved trails with an investment of over \$6 million by 2027.**

**Goal 4.6 – Engage with the City of Alexandria in planning the future of Cameron Run Regional Park.**

**Objective 4.6.1 – Engage public in visioning the future of Cameron Run in coordination with the City by 2025.**







### **Strategic Pillar 5: Revenue & Efficiency**

NOVA Parks is unlike other governments and park agencies, with 88% of the funds that support operations coming from the various park enterprises. The success in all categories of this plan is completely dependent on our entrepreneurial ability to generate revenue, operate efficiently, and maximize use of resources.

**Goal 5.1 – Grow net enterprise revenues at a rate greater than inflation.**

**Objective 5.1.1 – Enhance the performance of NOVA Parks’ light shows with a goal of increasing revenue by 3% annually from 2023 to 2027.**

**Objective 5.1.2 – Increase retail sales revenue by 5% annually by 2024.**

**Objective 5.1.3 – Offer facilities/programs for corporate team building/retreats by 2027.**

**Objective 5.1.4 – Create destination camping facilities by 2026.**

**Goal 5.2 – Implement new marketing methods and tools to promote operations.**

**Objective 5.2.1 – Expand digital marketing and the use of data to reach new and existing customers by 2023.**

**Objective 5.2.2 – Promote the unique brand identity of NOVA Parks by 2025.**

**Goal 5.3 – Be an industry leader in efficiency and best management practices.**

**Objective 5.3.1 – Implement three new process automation improvements by 2027.**

**Objective 5.3.2 – Team training to include agency budget development and accounting by 2027.**

**Objective 5.3.3** – Fund an endowment to support capital projects from non-recurring revenues like telecom and natural resource banking starting in 2023.

**Objective 5.3.4** – Fully support all debt service obligations through the Enterprise Fund for the River View and Climb Upton by 2023.

**Goal 5.4** – Exemplify maintenance standards that make NOVA Parks destination sites.

**Objective 5.4.1** – Expand the use of preventive maintenance software to ensure quality park facilities for the community by 2025.

**Goal 5.5** – Continue to develop, automate, and enhance accounting and other processes.

**Objective 5.5.1** – Create key information dashboards for Park Managers by 2024.

**Goal 5.6** – Build IT structure and systems to make NOVA Parks a leader in our field.

**Objective 5.6.1** – Implement an intranet for NOVA Parks by 2024.



**FINAL 2023-2027 STRATEGIC PLAN**

## Strategic Plan Linkage to the FY 2024 Budget

A Strategic Plan for 2023-2027 was adopted by the NOVA Parks Board in July of 2022. This 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 last year upon implementation of the plan. These are included in individual cost center budget pages, located behind the Enterprise Fund tab in this document and have been updated in the Adopted FY 2024 Budget. These goals are linked to the pillars of the 2023-2027 Strategic Plan listed below.



## NOVA PARKS 5 YEAR STRATEGIC PLAN OVERVIEW

The following outlines the strategic plan and goals included in the Strategic Plan for 2023-2027.



### ENVIRONMENT

Goal 1.1: Manage, sustain, and protect parklands and natural resources by addressing the causes of climate change, enhancing carbon sequestration, and improving and protecting natural habitats.

Goal 1.2: Expand the park system with new lands.

Goal 1.3: Protect areas with rare or endangered species.

Goal 1.4: Expand leadership role in natural resource banking.

Goal 1.5: Measure NOVA Parks' carbon footprint and implement measures to lower it.

Goal 1.6: Build and retrofit innovative, green buildings.

Goal 1.7: Target invasive species high-impact areas with partnerships and resources.

Goal 1.8: Provide outreach and educational opportunities related to natural resource conservation.



## Belonging

Goal 2.1: Build and support effective community partnerships with ethnic groups.

Goal 2.2: Build and support effective community partnerships with history, environment, and tourism groups.

Goal 2.3: Engage official and unofficial friends groups to help NOVA Parks build public support and achieve its goals.

Goal 2.4: Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse community.

Goal 2.5: Promote a sense of belonging through quality customer interactions and experiences.

Goal 2.6: Provide regional leadership for America's 250th commemoration in Northern Virginia with programs focused on freedom and justice.

Goal 2.7: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.



## Our Team

Goal 3.1: Build a system that enables NOVA Parks to attract and retain a diverse and capable workforce representing our community.

Goal 3.2: Maintain an employee compensation plan that is competitive in Northern Virginia.

Goal 3.3: Build a sustainable and engaging organizational culture.

Goal 3.4: Create tools and mechanisms for effective internal communications.

Goal 3.5: Provide consistent opportunities for team training and leadership development for all levels of employees.



## Building the Future

Goal 4.1: Implement NOVA Parks Strategic Initiatives Projects. These signature projects will be among the most noteworthy in the region and include:

- W&OD Trail Visitor Center
- Gateway Wetlands Park
- Pohick Bay expanded camping and associated amenities
- Occoquan indoor/outdoor Adventure Center
- Hemlock Facility Update

Goal 4.2: Expand Dual Trails along the W&OD Trail.

Goal 4.3: Expand funding for the rolling five-year Capital Plan.

Goal 4.4: Create new cutting-edge, innovative park facilities.

Goal 4.5: Provide facilities and amenities that are inclusive and accessible to all patrons.

Goal 4.6 Engage with the City of Alexandria in planning the future of Cameron Run Regional Park.



## **Revenue & Efficiency**

Goal 5.1: Grow net enterprise revenues at a rate greater than inflation.

Goal 5.2: Implement new marketing methods and tools to promote operations.

Goal 5.3: Be an industry leader in efficiency and best management practices.

Goal 5.4: Exemplify maintenance standards that make NOVA Parks destination sites.

Goal 5.5: Continue to develop, automate, and enhance accounting and other processes.

Goal 5.6: Build IT structure and systems to make NOVA Parks a leader in our field.

For an online version of the Strategic Plan please visit: <https://www.novaparks.com/>

StrategicPlan

## BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2024 Operating Budget is \$36,764,418, which is an increase of \$2,86,733 or 8.5% over the FY 2023 Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

| <b>FY 2024 ADOPTED BUDGET - SUMMARY</b>                |                           |                            |                            |
|--|---------------------------|----------------------------|----------------------------|
|  | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>REVISED</b> | <b>FY 2024<br/>ADOPTED</b> |
| General Fund Revenue                                   | \$ 3,935,858              | \$ 4,092,455               | \$ 4,400,038               |
| Enterprise Fund Revenue                                | \$ 31,914,731             | \$ 28,491,524              | \$ 30,836,709              |
| <b>TOTAL REVENUE</b>                                   | <b>\$ 35,850,589</b>      | <b>\$ 32,583,979</b>       | <b>\$ 35,236,747</b>       |
| Enterprise Fund - Transfers In                         | \$ 328,054                | \$ 451,995                 | \$ 539,083                 |
| General Fund - Transfers In                            | \$ 1,464,485              | \$ 862,711                 | \$ 988,589                 |
| <b>TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE</b>  | <b>\$ 37,643,127</b>      | <b>\$ 33,898,685</b>       | <b>\$ 36,764,418</b>       |
| General Fund Expenditures                              | \$ 5,399,106              | \$ 4,955,166               | \$ 5,388,627               |
| Enterprise Fund Expenses                               | \$ 24,924,103             | \$ 29,037,802              | \$ 31,350,791              |
| <b>TOTAL EXPENDITURES/EXPENSES</b>                     | <b>\$ 30,323,209</b>      | <b>\$ 33,992,968</b>       | <b>\$ 36,739,418</b>       |
| Transfers Out  | \$ 669,825                | \$ —                       | \$ —                       |
| Contribution to Board Authorized Reserves/Adjustments  | \$ 322,667                | \$ 25,000                  | \$ 25,000                  |
| <b>TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE</b> | <b>\$ 31,315,701</b>      | <b>\$ 34,017,968</b>       | <b>\$ 36,764,418</b>       |
| <b>OPERATING INCOME</b>                                | <b>\$ 6,327,426</b>       | <b>\$ (119,283)</b>        | <b>\$ —</b>                |

### GENERAL FUND

The General Fund has traditionally been used to capture the costs associated with the General Administration and Central Maintenance functions of NOVA Parks. This was changed in FY 23 and the Central Maintenance function is now being included in the Enterprise Fund, as it is a better representation of where almost all Central Maintenance activity takes place. The operating appropriations from the member jurisdictions are the main sources of revenue in this fund.

### REVENUES

General Fund Revenues are budgeted at \$5,388,627, including transfers in the FY 2024 Budget. This is an increase of \$433,361 or 8.8% compared to the FY 2023 Budget.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2024 is \$2.19, and will provide a 7.4% increase based on this rate and population change. NOVA Parks has made a concerted effort through the years to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 15% of total revenue, and in FY 2024, only 11.9% 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 budgeted from the Capital Fund, totaling \$948,589. This transfer includes the cost of capital development support from the General Fund.
- a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2024.

## **EXPENDITURES**

General Fund Expenditures are budgeted at \$5,388,627 which is an 8.7% increase compared to the FY 2023 Budget. There are a number of budget initiatives in the General Fund that increase budgeted expenditures.

- Compensation Investments
  - 6.6% market rate adjustment for full-time employees to address inflation
  - Part-time rate adjustments to bring all part-time to at least \$13 an hour which is \$1 an hour higher than the \$12 Virginia minimum wage that took effect this January.
  - A retirement rate contribution of 21% is included in the budget. This is based on an estimated actuarial contribution rate of 20.62%. The current budgeted rate is 20%.
  - Annual step-increases are included for eligible full-time employees
  - The employer share of health insurance is budgeted for a 9% increase in calendar year 2024. Health insurance is based on anticipated trends and the most recent estimates from our health insurance companies.
- There are no new full-time positions in the General Fund, but there are two positions that were funded for a partial year in FY 2023 that will have full-year funding for the first time in FY 2024. Both of these positions were partially offset by a reduction in part-time hours.
  - Information Technology Technician
  - Project Manager – Planning
- General Fund operating costs other than personnel remained fairly constant overall with the FY 2024 Budget. Some areas of interest or that vary include:
  - Audit fee increases by 13% or \$8,250
  - Insurance rate increase of 7% or \$10,502.
  - A contingency of \$150,000 included in the General Fund,. This year the total contingency amount is included in the General Fund and is budgeted at the same level as the FY 23 Budget. The contingency serves as the first line of defense in unanticipated situations. This provides an additional buffer and will be used before considering the use of reserve funds.
  - Strategic Plan Initiatives funding is included in the General Fund for \$20,000. There is an additional \$45,000 included in the Enterprise 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, holiday light shows and other revenue generating facilities.

## REVENUES

Enterprise Fund Revenues are budgeted at \$31,375,791 for FY 2024. This is an increase of \$2,432,272 or 8.4% increase compared to the FY 23 Budget. The FY 2024 revenue estimates are based on trends that have emerged since the pandemic, but with some caution on whether these trends will continue to the same level in the future. The budgeted revenues factor in rate increases that were adopted for calendar year 2023.

- User Fee revenue is budgeted to increase by 6.4% or \$1,282,304 compared to the FY 2023 Budget.
  - **Golf Course User Fees** - Golf Course activity continues to remain strong at this point and revenue is budgeted to increase by 16.7% or \$633,750 compared to the FY 2023 Budget. While this is a substantial increase compared to the budget, it is close to the current trend of golf activity. There is uncertainty of whether this current trend will continue at the same pace. Additionally, golf is very reliant on weather, so a key month with bad weather can translate to much lower revenue.
  - **Aquatics User Fees** - These are budgeted to be 9.7% higher than the FY 2023 Budget. This brings Aquatics revenue up to its highest level ever. This is due to an expectation that groups and season passes will increase for the first time since the pandemic as well as admissions rate adjustments in calendar year 2023.
  - **Facility Rental User Fees** - These are mostly comprised of the rental of our event facilities, not including the catering portion of the events. These are budgeted to increase by 7.6% as events are expected to continue at a post-pandemic high level for the coming year. It will be important to monitor if this trend continues after this year.
  - **Marine User Fees** - This includes boat rental, launch & parking fees, regattas, rowing camps and boat storage. These are budgeted to be consistent with FY 2023 Budget, with a slight decrease expected in boat rentals and an increase in launch and parking fee revenue.
  - **Camping/Cottage User Fees** - Overall, this revenue is budgeted to increase by \$170,350, or 8.3%. Camping is budgeted to increase by 8.4%, cabins by 6.1% and cottages by 10.8% due to usage trends and rate adjustments.
  - **Skeet, Trap & Archery User Fees** - This revenue is budgeted to decrease by 9.4% to be consistent with recent trends and usage.
  - **Light Shows/Special Event User Fees** - This category is mainly comprised of the three holiday light shows, but it also includes revenue from the Temple Hall Fall Festival and other programmed events throughout NOVA Parks. This category is budgeted to increase by \$51,600 or 1.2% compared to the FY 2023 Budget. This revenue source has more than doubled since FY 2019 and is leveling off after the high visitation during the pandemic.
  - **Other Park User Fees** - A variety of activities are included in this category including Climb Upton that opened in FY 2022 at Upton Hill Regional Park. Additional activities include boat/RV storage, park entrance fees, batting cages, miniature golf and equipment rental. This category is budgeted to increase by \$263,078 or 11.3%. Most of these activities are



budgeted to have increased revenue in FY 2023. Climb UPton is budgeted with a decrease in revenue by \$73,162, as the initial revenue has not met original projections.

- Retail Operations revenue is budgeted to increase by 10.8% or \$714,859. This is due to increases in event facility catering as well as general retail increases at other parks, waterparks and golf courses. This budgeted revenue for FY 2024 brings retail operations more than \$1 million higher than pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 4.2% increase or \$38,793.
- The Other Revenue category shows a large increase, but it is due to the inclusion of pass through revenue collected for police and other services at the Bull Run Special Events Center and then paid out to the vendors as an expense.

## **EXPENSES**

Operating expenses in the Enterprise Fund are budgeted at \$31,350,791 with an 8% increase compared to the FY 2023 Budget.

- Compensation Investments
  - 6.6% market rate adjustment for full-time employees to address inflation
  - Part-time rate adjustments to bring all part-time to at least \$13 an hour which is \$1 an hour higher than the \$12 Virginia minimum wage that took effect this January.
  - A retirement rate contribution of 21% is included in the budget. This is based on an estimated actuarial contribution rate of 20.8%. The current year budgeted rate is 20%.
  - Annual step-increases are included for eligible full-time employees
  - The employer share of health insurance is budgeted for a 9% increase in calendar year 2024. Health insurance is based on anticipated trends and the most recent estimates from our health insurance companies.
- New Positions
  - Algonkian Woodlands - Events Coordinator, Grade 10
    - Part-time hours will be reduced with the addition of this new position. This is the only event facility that does not have a full time Events Coordinator position and this is needed with the increase in events at this facility.
  - Cameron Run Park - Crew Leader, Grade 8
    - This position will provide more consistent maintenance of the park and facilities given that Cameron is now operating as close to a year-round facility with the addition of the light show and skating operations. Hours for part-time will be significantly reduced with the inclusion of this new full-time position.
  - Roving Naturalist - Part-time with 1,200 hours.
    - The Strategic Plan addresses the expansion of program offerings to provide outreach and educational opportunities related to natural resource conservation. This position will be key in engaging the next generation of conservationists.
- Change in Current Position
  - Temple Hall Farm - the unfilled Farm Manager position, Grade 15 will be replaced with a Crew Leader position, Grade 8.
- Full-year Funding for positions at Winkler Botanical Preserve

- This will be the first full-year of funding for full-time and part-time positions at this newly acquired park.
- Operating costs are budgeted to increase by 13.6% or \$525,452 compared to the FY 2023 Budget. The majority of this increase is the pass-through expense for police and other services that is also included in revenue.
  - Most of the other changes are due to costs associated with variations in park usage and programming such as credit card charges, point-of-sale technology fees, contract employment and production costs.
  - For the second year, a Compensation Funding Initiatives account is included in the budget in order to help fund needs identified in the compensation study. The funding for FY 2024 is \$210,000
  - There is not a Contingency in the Enterprise Fund for FY 2024, as it is fully included at \$150,000 in the General Fund.
  - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$45,000. There is an additional \$20,000 included in the General Fund.
- Maintenance costs are budgeted to increase by 8.1% or \$254,690. With a combination of inflationary increases and additional maintenance needs, each cost center was evaluated and percentage increases were allocated based on each facility type.
- Insurance is budgeted to increase slightly by \$1,255. This is due to a combination of an increase in Liquor Liability Insurance and a decrease in Workers Compensation coverage.
- Retail operations expense is budgeted to increase by 8.7%, which is related to the increased level of retail revenue.
- Utilities are budgeted to increase 2.2%, based on anticipated rates and usage.
- Debt Payments (principal and interest) are included in the Enterprise Fund budget for the following:
  - \$810,272 for the Jean R. Packard Center at Occoquan
  - \$228,853 for Upton Hill and Climb Upton
  - \$121,083 for Pohick Bay Property
- In addition to the expenses listed above, the Enterprise Fund includes a budgeted transfer of \$25,000 to Board Authorized Reserves for FY 2024.

## RESERVES

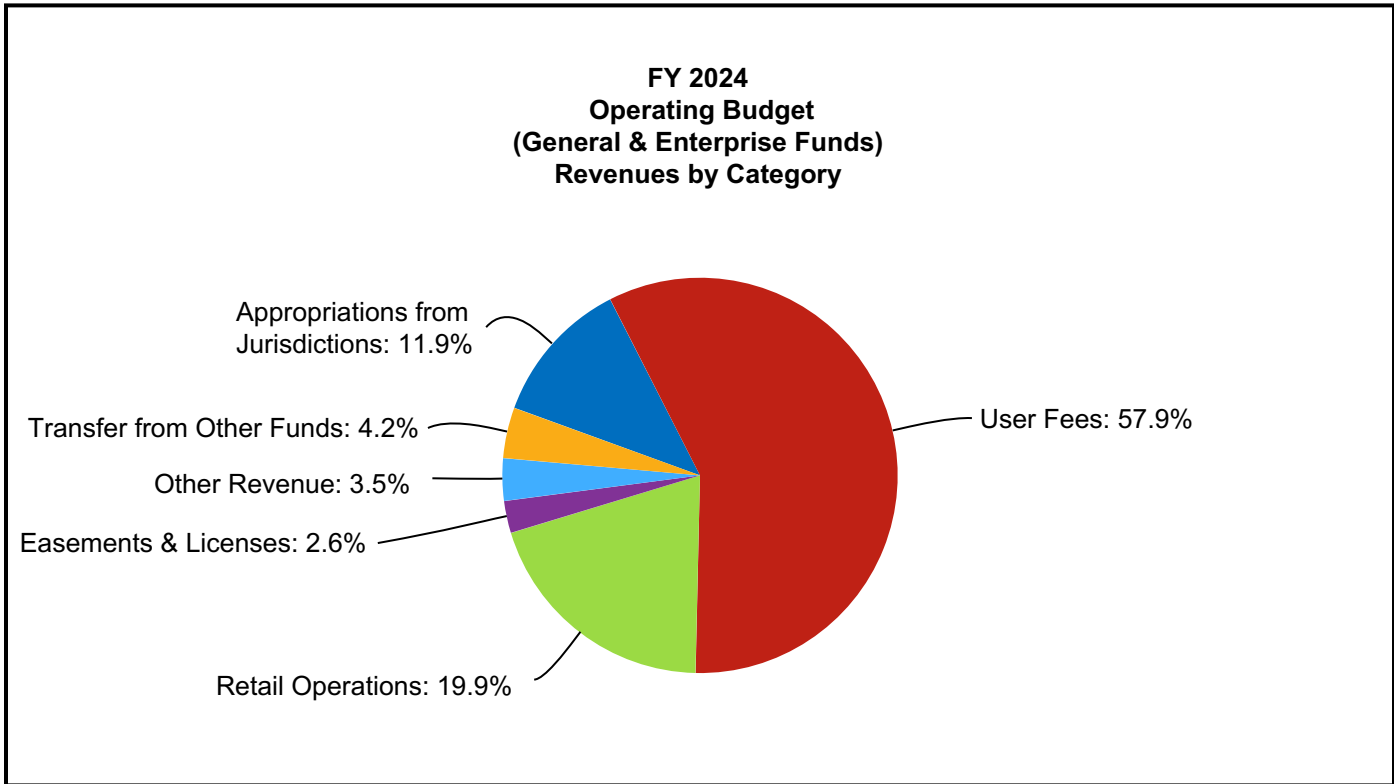
The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be at \$3.5 million at the start of FY 2024. Our financial policies state that these reserves should be between 8% and 15% of revenue for the upcoming budget year, and at the start of FY 2024 these reserves are anticipated to be at 10%.

The Strategic Opportunity Reserve was established in 2021 to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks mission and stimulate economic growth. Additional funding for the Strategic Opportunity Reserve may be authorized by the Board once the Designated Set-Aside reaches the 15% target. The current level of the Strategic Opportunity Reserve is \$2.3 million. The combination of the Designated-Set Aside and Strategic Opportunity Reserve is expected to total 16.7% of FY 2024 Budgeted Revenues, excluding transfers at the start of the fiscal year.

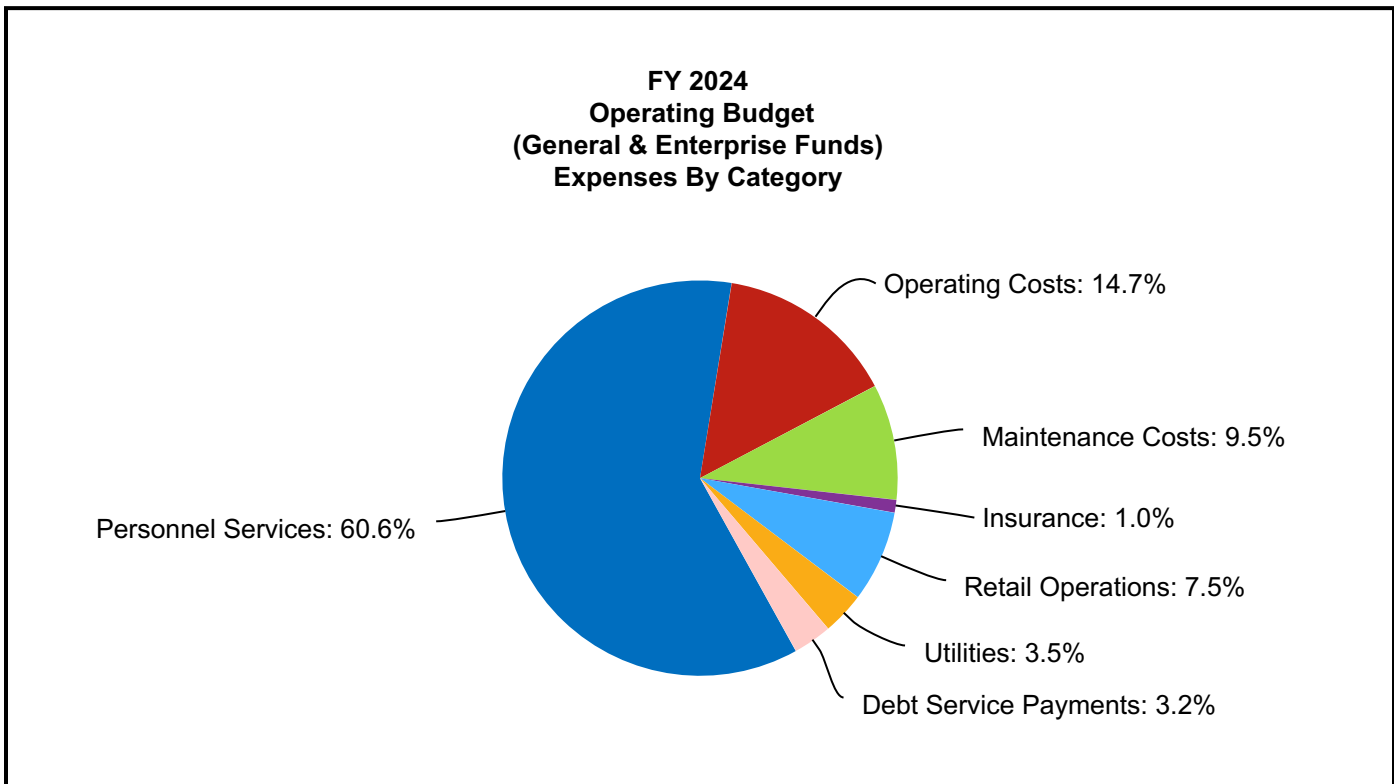
Fund Balance is included in the General and Enterprise Funds. This is the operating balance of the funds after any transfers or contributions to the Designated Set-Aside. The General Fund is budgeted with a fund balance of \$64,220 and the Enterprise includes \$287,146.

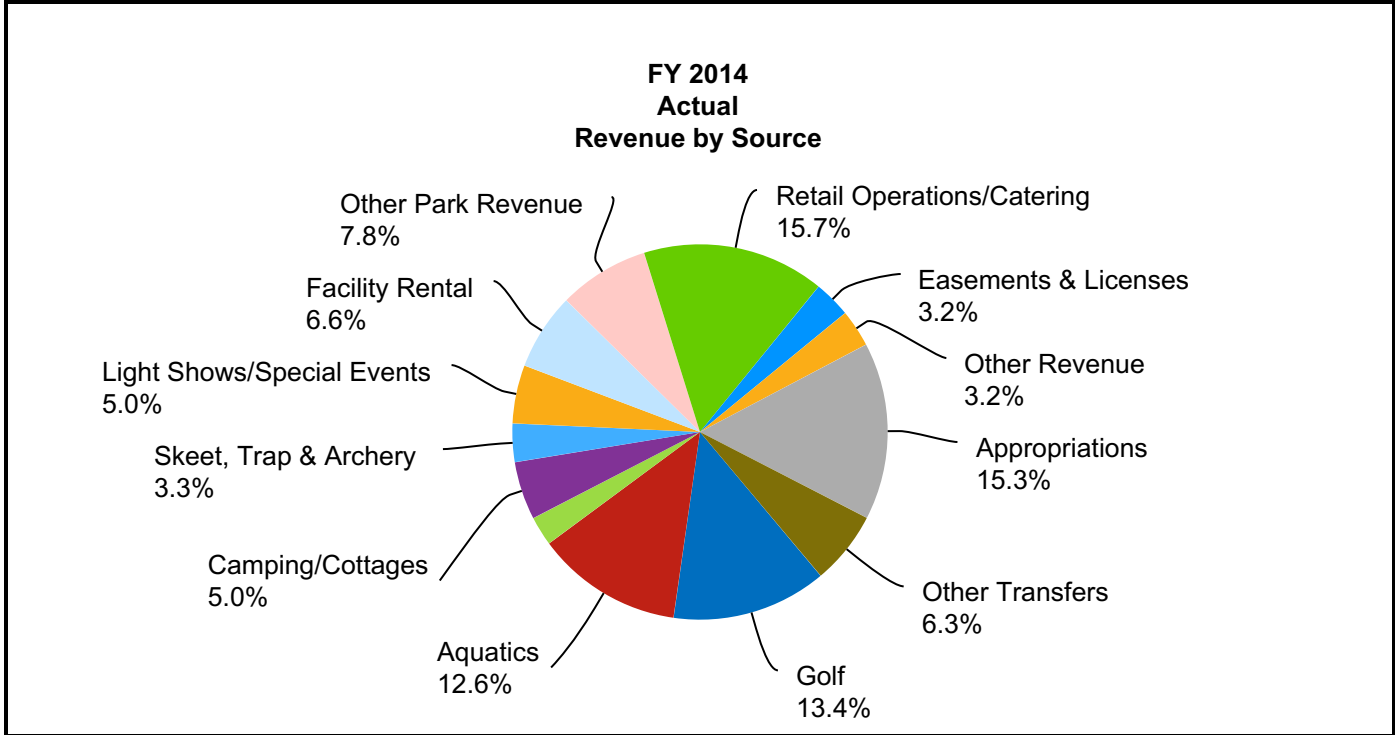
In addition to the above reserves, the FY 2024 Budget includes a total of \$150,000 in contingency funding which is budgeted in the General Fund. This serves as an additional buffer in challenging times due to weather or other unforeseen events.

**Where the money comes from...**



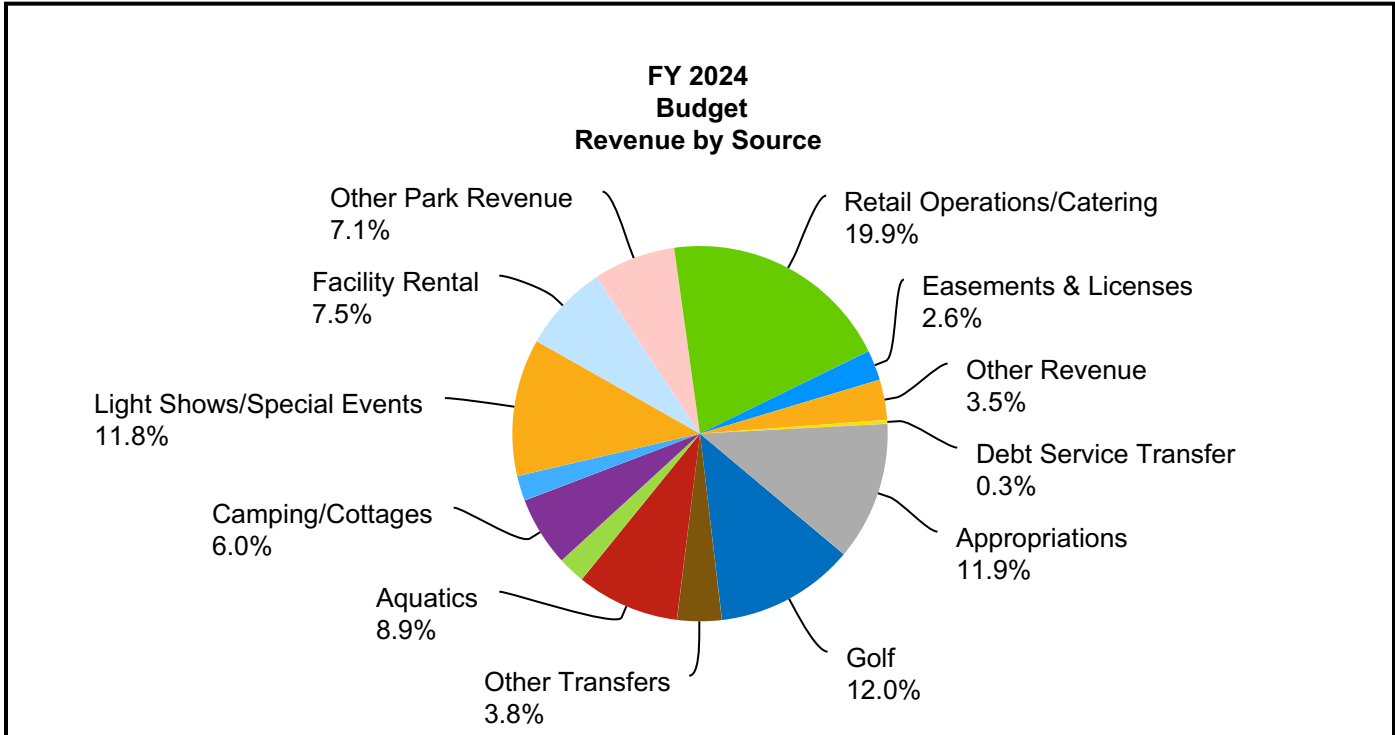
**Where the money goes...**



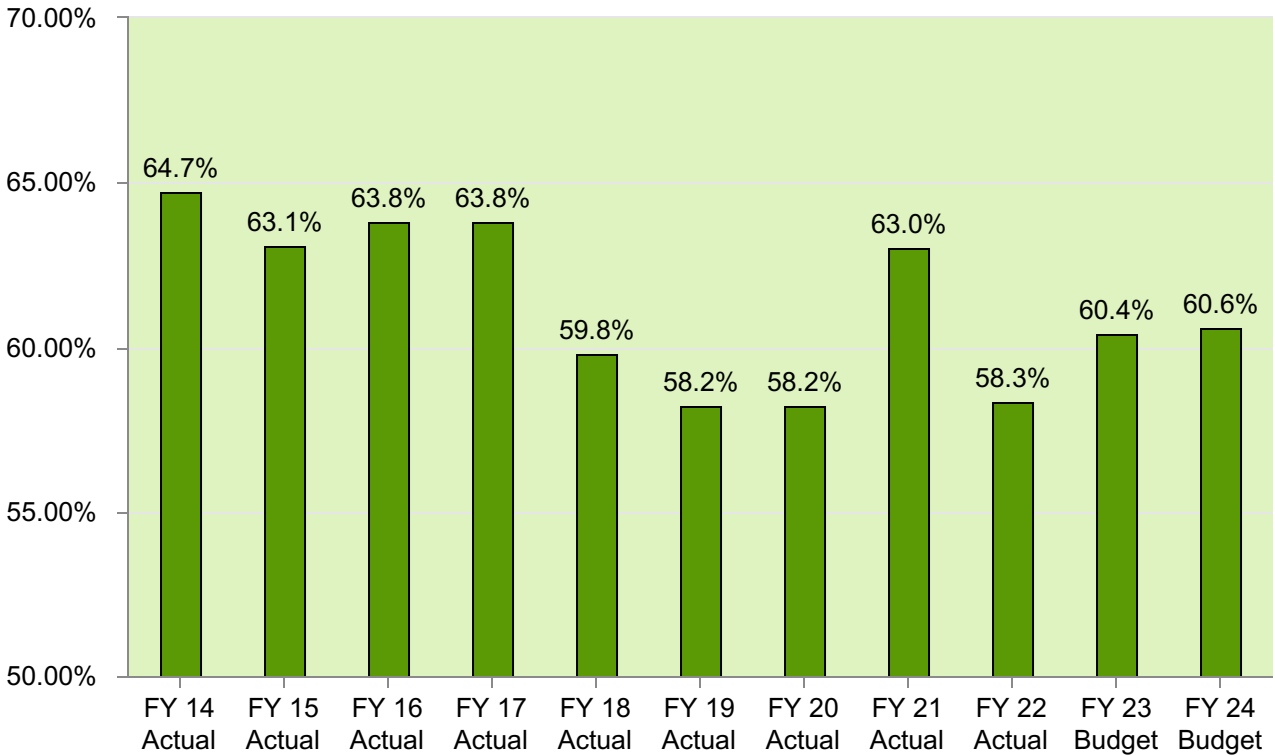


**CHANGING TRENDS IN REVENUE SOURCES...**

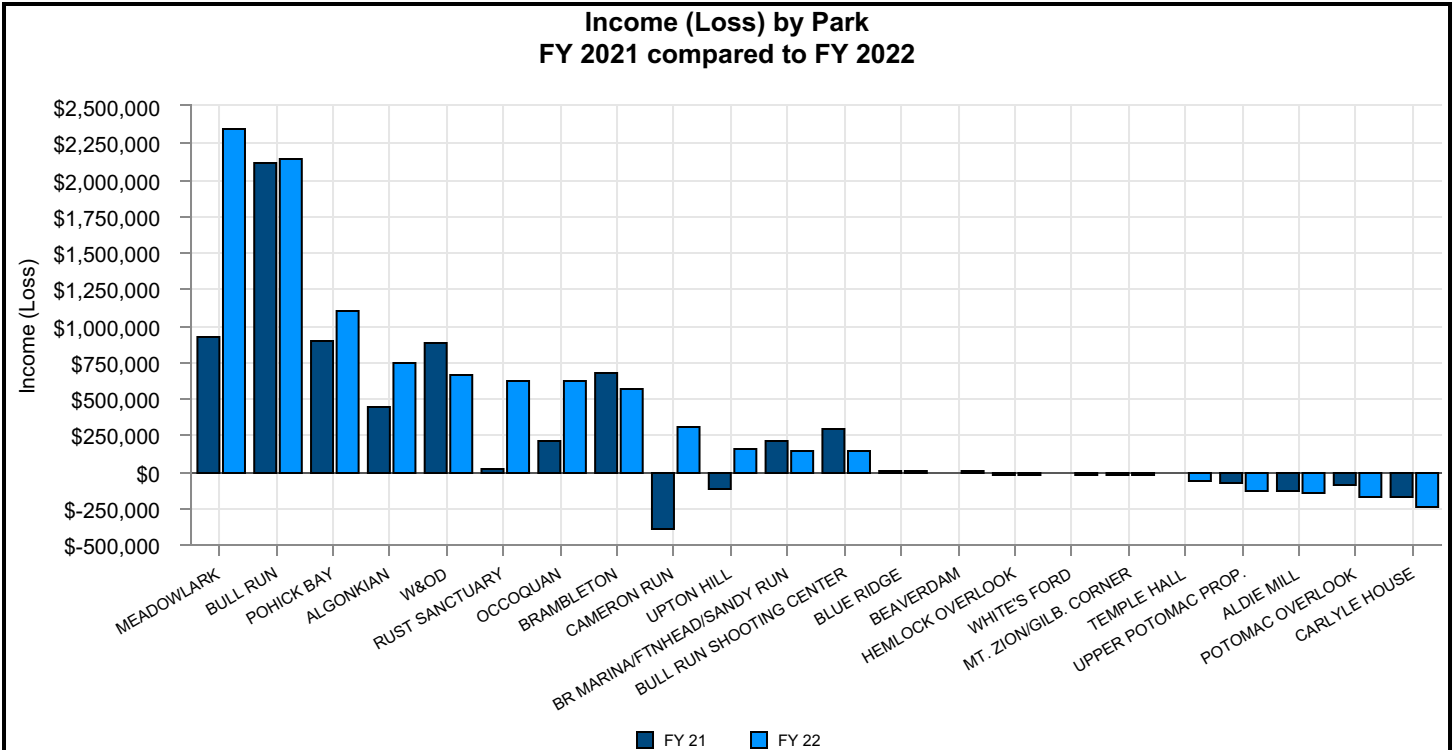
These two graphs show the changing face of NOVA PARKS revenue sources in recent years. The reliance on revenue from Appropriations from Jurisdictions has been decreasing over time. Light shows and event facilities/retail operations/catering are contributing a larger share of revenue than they have in the past. In FY 2014 these facility types were 27% of revenue and now they comprise 40% of revenue. Golf and aquatics revenue have slightly decreased as a percent of all revenue.



**Salaries & Benefits as a Percent  
of Total Operating Costs**



This chart shows the variations in personnel costs as a percentage of overall expenses. Prior to FY 18, the retirement rate was higher and this impacted overall personnel costs. The lower retirement rate and low inflation kept personnel costs down in FY 18 and FY 19. The pandemic impacted operations and hiring during the pandemic years of FY 20 and FY 21. The lower rate in FY 22 is partially due to difficulty in filling positions. The increases in the FY 23 and FY 24 reflect higher inflation adjustments and a focus on compensation initiatives.



This graph shows the net income/loss of each major park for FY 2021 and FY 2022. The impact of COVID-19 at different stages is evident in both years. The parks with golf courses, light shows, camping and boating were the most successful in FY 2021. The return of events and waterparks are reflected in the FY 22 results.

|                             | FY 2021   | FY 2022   |
|-----------------------------|-----------|-----------|
| MEADOWLARK                  | 919,052   | 2,353,200 |
| BULL RUN                    | 2,114,260 | 2,142,561 |
| POHICK BAY                  | 900,727   | 1,097,643 |
| ALGONKIAN                   | 442,983   | 753,139   |
| W&OD                        | 880,443   | 670,762   |
| RUST SANCTUARY              | 19,969    | 627,295   |
| OCCOQUAN                    | 209,289   | 625,717   |
| BRAMBLETON                  | 672,575   | 569,602   |
| CAMERON RUN                 | (388,459) | 305,434   |
| UPTON HILL                  | (117,301) | 162,894   |
| BR MARINA/FTNHEAD/SANDY RUN | 212,192   | 150,443   |
| BULL RUN SHOOTING CENTER    | 301,205   | 141,565   |
| BLUE RIDGE                  | 7,012     | 2,919     |
| BEAVERDAM                   | (7,314)   | 2,516     |
| HEMLOCK OVERLOOK            | (25,616)  | (16,377)  |
| PISCATAWAY CROSSING         | (12,355)  | (19,702)  |
| MT. ZION/GILB. CORNER       | (16,921)  | (20,342)  |
| TEMPLE HALL                 | (1,842)   | (58,085)  |
| UPPER POTOMAC PROP.         | (76,112)  | (125,030) |
| ALDIE MILL                  | (127,914) | (144,048) |
| POTOMAC OVERLOOK            | (86,067)  | (166,515) |
| CARLYLE HOUSE               | (177,166) | (233,227) |

## FY 2024 COMBINED FUND SUMMARY

| <b>REVENUE AND OTHER SOURCES</b>       |                         |                            |                      |
|--|-------------------------|----------------------------|----------------------|
|  | <b>GENERAL<br/>FUND</b> | <b>ENTERPRISE<br/>FUND</b> | <b>TOTAL</b>         |
| Appropriations from Jurisdictions      | \$ 4,391,038            | \$ 0                       | \$ 4,391,038         |
| User Fees                              | 0                       | 21,273,362                 | 21,273,362           |
| Retail Operations                      | 0                       | 7,334,035                  | 7,334,035            |
| Easements and Licenses                 | 0                       | 961,289                    | 961,289              |
| Other Revenue                          | 9,000                   | 1,268,023                  | 1,277,023            |
| Transfers                              | 988,589                 | 539,083                    | 1,527,672            |
| <b>TOTAL REVENUE AND OTHER SOURCES</b> | <b>\$ 5,388,627</b>     | <b>\$ 31,375,791</b>       | <b>\$ 36,764,418</b> |

| <b>EXPENSES AND OTHER USES</b>            |                         |                            |                      |
|---|-------------------------|----------------------------|----------------------|
|   | <b>GENERAL<br/>FUND</b> | <b>ENTERPRISE<br/>FUND</b> | <b>TOTAL</b>         |
| Personnel Services                        | \$ 4,059,237            | \$ 18,214,027              | \$ 22,273,264        |
| Operating Costs                           | 1,008,775               | 4,401,142                  | 5,409,917            |
| Maintenance Costs                         | 99,400                  | 3,382,178                  | 3,481,578            |
| Insurance                                 | 157,393                 | 224,354                    | 381,747              |
| Retail Operations                         | 0                       | 2,747,148                  | 2,747,148            |
| Utilities                                 | 63,822                  | 1,221,734                  | 1,285,556            |
| Debt Service Payments                     | 0                       | 1,160,208                  | 1,160,208            |
| Contribution to Board Authorized Reserves | 0                       | 25,000                     | 25,000               |
| <b>TOTAL EXPENSES AND OTHER USES</b>      | <b>\$ 5,388,627</b>     | <b>\$ 31,375,791</b>       | <b>\$ 36,764,418</b> |



**COMBINED OPERATING FUND REVENUES AND OTHER SOURCES**

|   | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022    | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|---------------------|----------------------|----------------------|------------------------------|---------------------|
| Appropriations from Jurisdictions         | \$ 3,890,332        | \$ 3,893,471         | \$ 4,090,455         | \$ 4,090,455                 | \$ 4,391,038        |
| User Fees                                 | 15,957,373          | 21,381,233           | 19,991,057           | 17,404,907                   | 21,273,362          |
| Retail Operations                         | 2,841,595           | 7,307,473            | 6,619,176            | 6,324,385                    | 7,334,035           |
| Easements and Licenses                    | 1,076,682           | 938,404              | 922,496              | 922,496                      | 961,289             |
| Other Revenue*                            | 946,356             | 2,330,008            | 960,795              | 951,358                      | 1,277,023           |
| <b>TOTAL REVENUE</b>                      | <b>\$24,712,338</b> | <b>\$ 35,850,588</b> | <b>\$ 32,583,979</b> | <b>\$29,693,600</b>          | <b>\$35,236,746</b> |
| Transfers In                              | 1,112,858           | 1,464,627            | 865,711              | 1,028,535                    | 991,589             |
| Transfer from Restricted Fund             | 0                   | 327,912              | 327,912              | 327,912                      | 415,000             |
| Transfer from Capital Fund - Debt Service | 822,918             | 0                    | 121,083              | 0                            | 121,083             |
| <b>TOTAL TRANSFERS IN</b>                 | <b>\$ 1,935,776</b> | <b>\$ 1,792,539</b>  | <b>\$ 1,314,706</b>  | <b>\$ 1,356,447</b>          | <b>\$ 1,527,672</b> |
| <b>TOTAL RESOURCES</b>                    | <b>\$26,648,115</b> | <b>\$ 37,643,127</b> | <b>\$ 33,898,685</b> | <b>\$31,050,047</b>          | <b>\$36,764,418</b> |

\*Other Revenue category includes Enterprise Fund catering revenue, contract services, lessons, Hemlock contractual agreement and other miscellaneous revenue. The General Fund Other Revenue consists of interest and miscellaneous revenue

**COMBINED OPERATING FUND EXPENSES AND OTHER USES**

|  | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022    | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|---------------------|----------------------|----------------------|------------------------------|---------------------|
| Personnel Services   | \$14,435,098        | \$ 17,668,626        | \$ 20,558,390        | \$16,746,645                 | \$22,273,264        |
| Operating Costs  | 2,817,722           | 4,869,342            | 4,898,066            | 4,189,607                    | 5,409,917           |
| Maintenance Costs  | 2,472,530           | 3,218,704            | 3,231,457            | 2,837,298                    | 3,481,578           |
| Insurance  | 312,904             | 308,571              | 372,500              | 325,481                      | 381,747             |
| Retail Operations  | 1,386,375           | 2,651,036            | 2,528,089            | 2,170,805                    | 2,747,148           |
| Utilities  | 919,073             | 1,080,730            | 1,244,847            | 997,070                      | 1,285,556           |
| Debt Service   | 557,322             | 526,199              | 1,159,619            | 445,714                      | 1,160,208           |
| <b>TOTAL EXPENSES</b>                                      | <b>\$22,901,024</b> | <b>\$ 30,323,208</b> | <b>\$ 33,992,968</b> | <b>\$27,712,620</b>          | <b>\$36,739,418</b> |
| Transfer to General Fund - Central Maintenance             | 235,850             | 720,000              | 0                    | 0                            | 0                   |
| Transfer to Balance General Fund                           | (234,301)           | (50,175)             | 0                    | 0                            | 0                   |
| <b>TOTAL TRANSFERS OUT</b>                                 | <b>\$ 1,549</b>     | <b>\$ 669,825</b>    | <b>\$ 0</b>          | <b>\$ 0</b>                  | <b>\$ 0</b>         |
| <b>TOTAL EXPENSE AND OTHER USES</b>                        | <b>\$22,902,573</b> | <b>\$ 30,993,033</b> | <b>\$ 33,992,968</b> | <b>\$27,712,620</b>          | <b>\$36,739,418</b> |
| Donation Adjustment/Reserve Activity                       | 5,479               | 322,667              | 0                    | 0                            | 0                   |
| <b>COMBINED OPERATING FUND INCOME</b>                      | <b>\$ 3,740,065</b> | <b>\$ 6,327,426</b>  | <b>\$ (94,283)</b>   | <b>\$ 3,337,427</b>          | <b>\$ 25,000</b>    |
| Transfer to Capital Fund                                   | 2,244,039           | 4,429,199            | 0                    | 0                            | 0                   |
| Transfer to Retirement Plan                                | 0                   | 632,742              | 0                    | 0                            | 0                   |
| Transfer to Board Authorized Reserves                      | 0                   | 0                    | 25,000               | 0                            | 25,000              |
| Transfer to Performance Incentive Plan                     | 748,013             | 1,265,485            | 0                    | 0                            | 0                   |
| Transfer to Designated Set Aside                           |                     | 0                    | 0                    | 0                            | 0                   |
| Transfer to Sustainability Reserve                         | 748,013             | 0                    | 0                    | 0                            | 0                   |
| <b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>       | <b>\$ 3,740,065</b> | <b>\$ 6,327,426</b>  | <b>\$ 25,000</b>     | <b>\$ 0</b>                  | <b>\$ 25,000</b>    |
| <b>COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS</b> | <b>\$ 0</b>         | <b>\$ 0</b>          | <b>\$ (119,283)</b>  | <b>\$ 3,337,427</b>          | <b>\$ 0</b>         |

# OVERALL REVENUE SUMMARY AND ANALYSIS

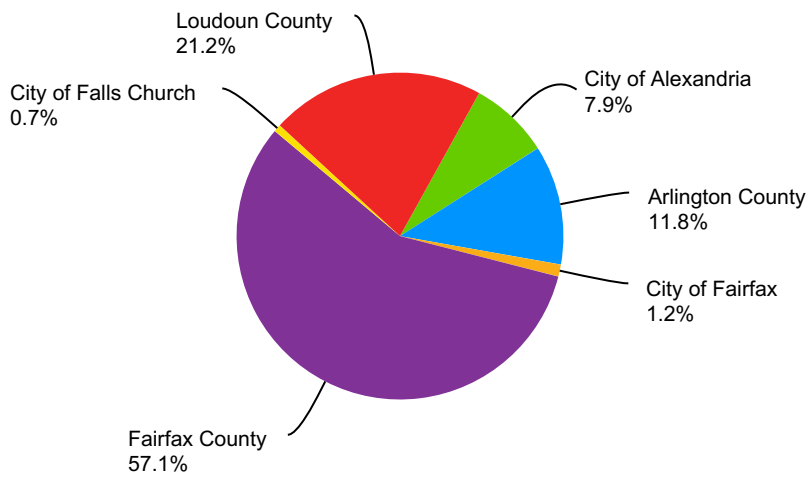
## APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 11.9% of total operating revenues in the FY 2024 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 2024, the operating per capita rate is \$2.19 and the capital per capita rate is \$2.98. The appropriation level requested is a combination of the per capita rate times the population.

Details on the Capital Appropriation level can be found on page D-1.

**Appropriations Revenue by Jurisdiction**



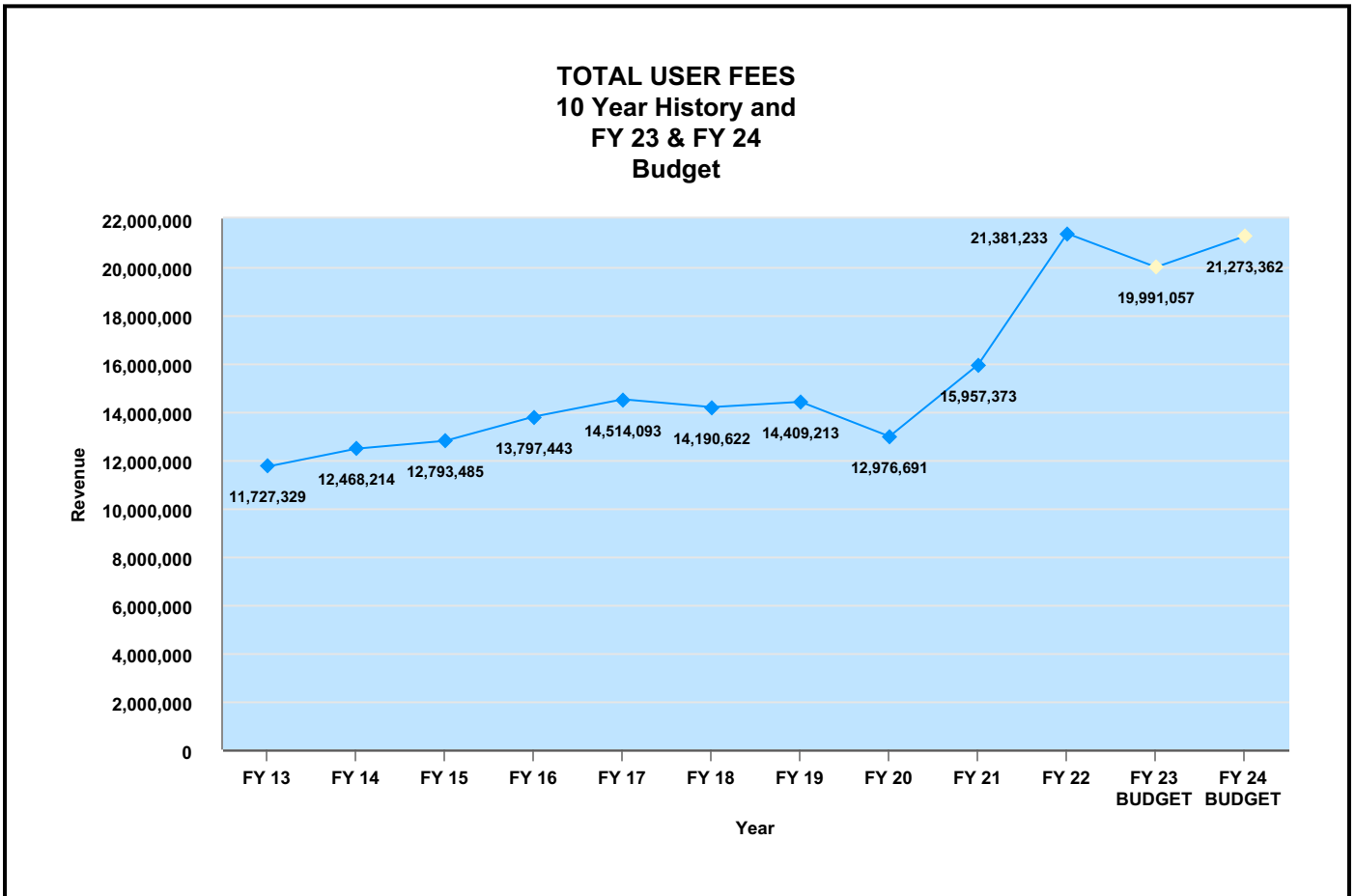
|                             | <b>OPERATING APPROPRIATION</b> |                 |                  |
|-----------------------------|--------------------------------|-----------------|------------------|
|                             | Population*                    | Cost per Capita | Appropriation    |
| <b>City of Alexandria</b>   | 158,675                        | \$2.19          | \$ 347,498       |
| <b>Arlington County</b>     | 237,107                        | \$2.19          | 519,264          |
| <b>City of Fairfax</b>      | 24,107                         | \$2.19          | 52,794           |
| <b>Fairfax County</b>       | 1,145,333                      | \$2.19          | 2,508,279        |
| <b>City of Falls Church</b> | 14,614                         | \$2.19          | 32,005           |
| <b>Loudoun County</b>       | 425,204                        | \$2.19          | 931,197          |
| <b>Total</b>                | <b>2,005,040</b>               |                 | <b>4,391,038</b> |

*The population for the FY 2024 Budget is based on: University of Virginia Weldon Cooper Center, Demographics Research Group. (2020) Virginia Population Estimates. Retrieved from <https://demographics.coopercenter.org/virginia-population-estimates>.*

**USER FEES**

User Fees in the Enterprise Fund are the largest revenue source with 57.9% of total NOVA Parks operating revenue expected from that source in FY 2024. This revenue source is the key to financial stability for NOVA Parks. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including the current pandemic, weather, the economy and recreational trends.

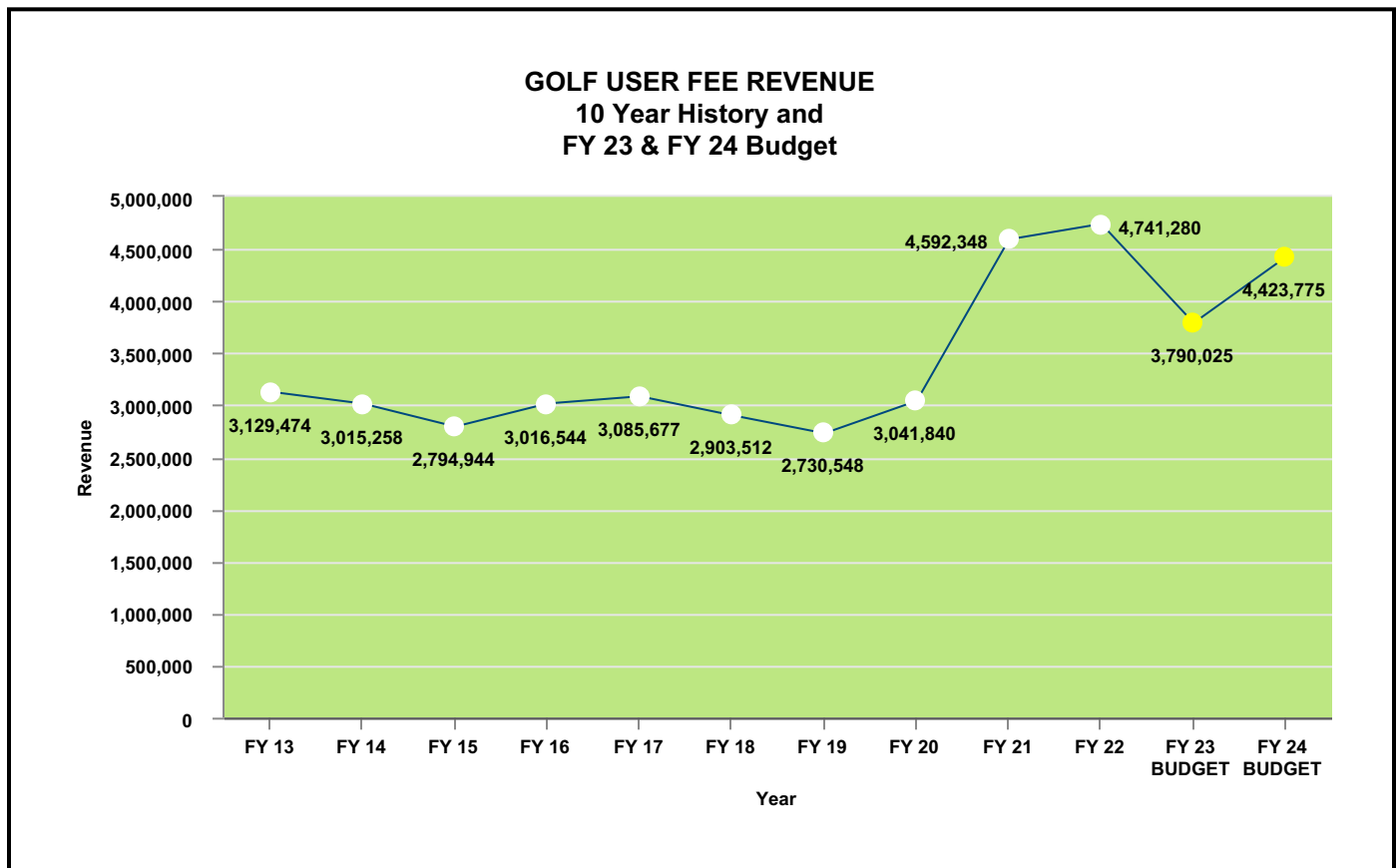
The following graph shows the total revenue for User Fees for ten years through FY 2022. It also includes budget data for FY 2023 and FY 2024. In FY 2024, User Fees are budgeted to total over \$21 million. The budget for FY 2023 includes \$20 million in User Fees. Through seven months of the year, the FY 2023 year end actual user fee revenue is anticipated to exceed the budgeted amount, potentially reaching close to the \$21 million of revenue in FY 2022, depending on activity and weather for the remainder of the fiscal year.



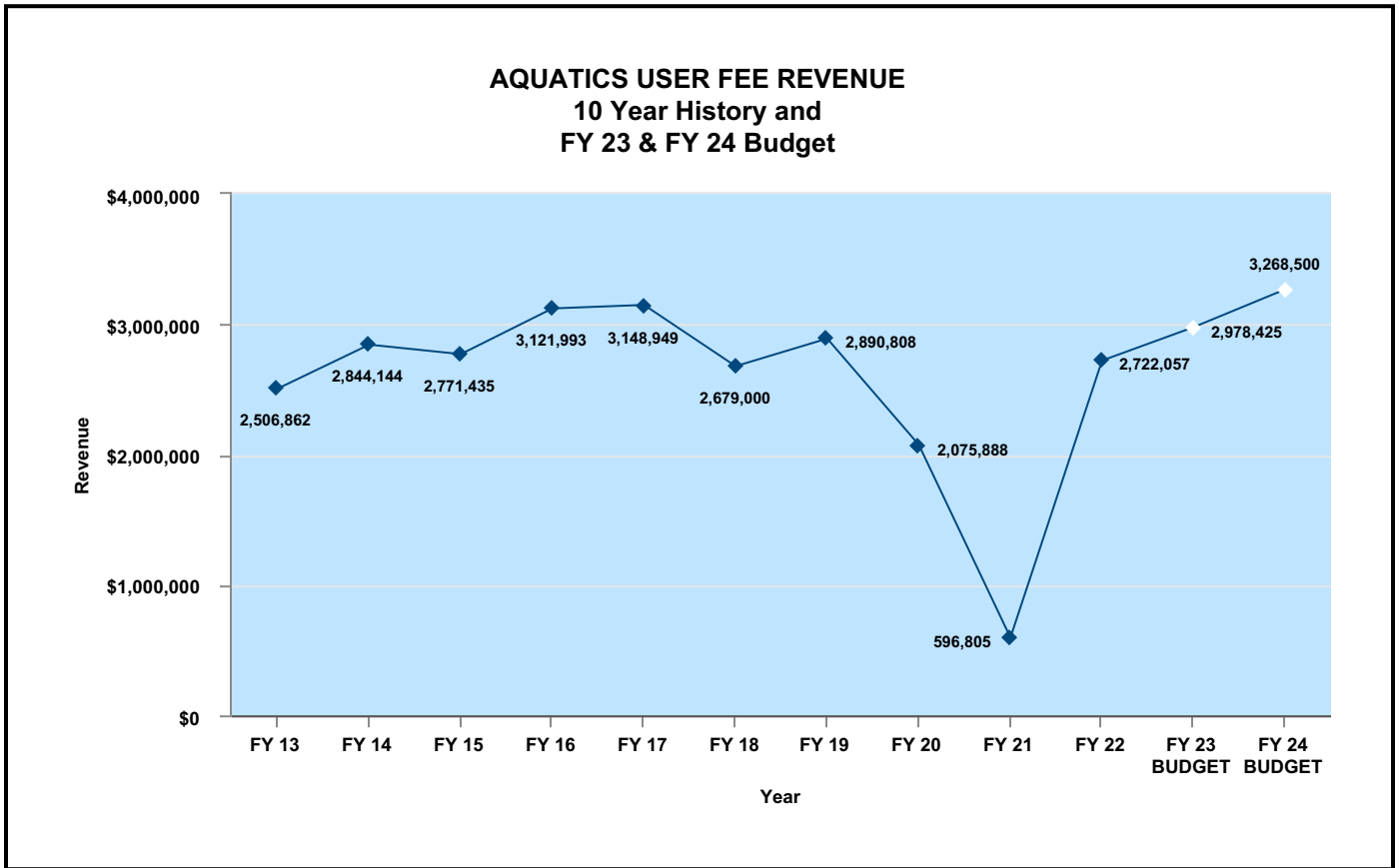
## GOLF USER FEES

Golf Revenue is the largest user fee based revenue source budgeted for FY 2024, at 20.8% of all user fee revenue. The golf industry throughout the nation experienced a pattern of reduced play in recent years, but during the COVID-19 pandemic, golf saw a resurgence. While this pattern may continue in the short term, it is too early to know the level of a long term increase in golf.

For FY 2024, the budget includes a 16.7% increase, and reflects close to the same level of play since the pandemic golf surge. The FY 2024 Budget of \$4,423,775 in golf user fees is \$633,750 more than the FY 2023 Budget. Prior to the pandemic, golf user fees hovered around \$3 million. It is anticipated that during the current fiscal year of FY 2023, golf user fee revenue will exceed the budget and will likely exceed \$4 million with favorable conditions.



## AQUATICS USER FEES

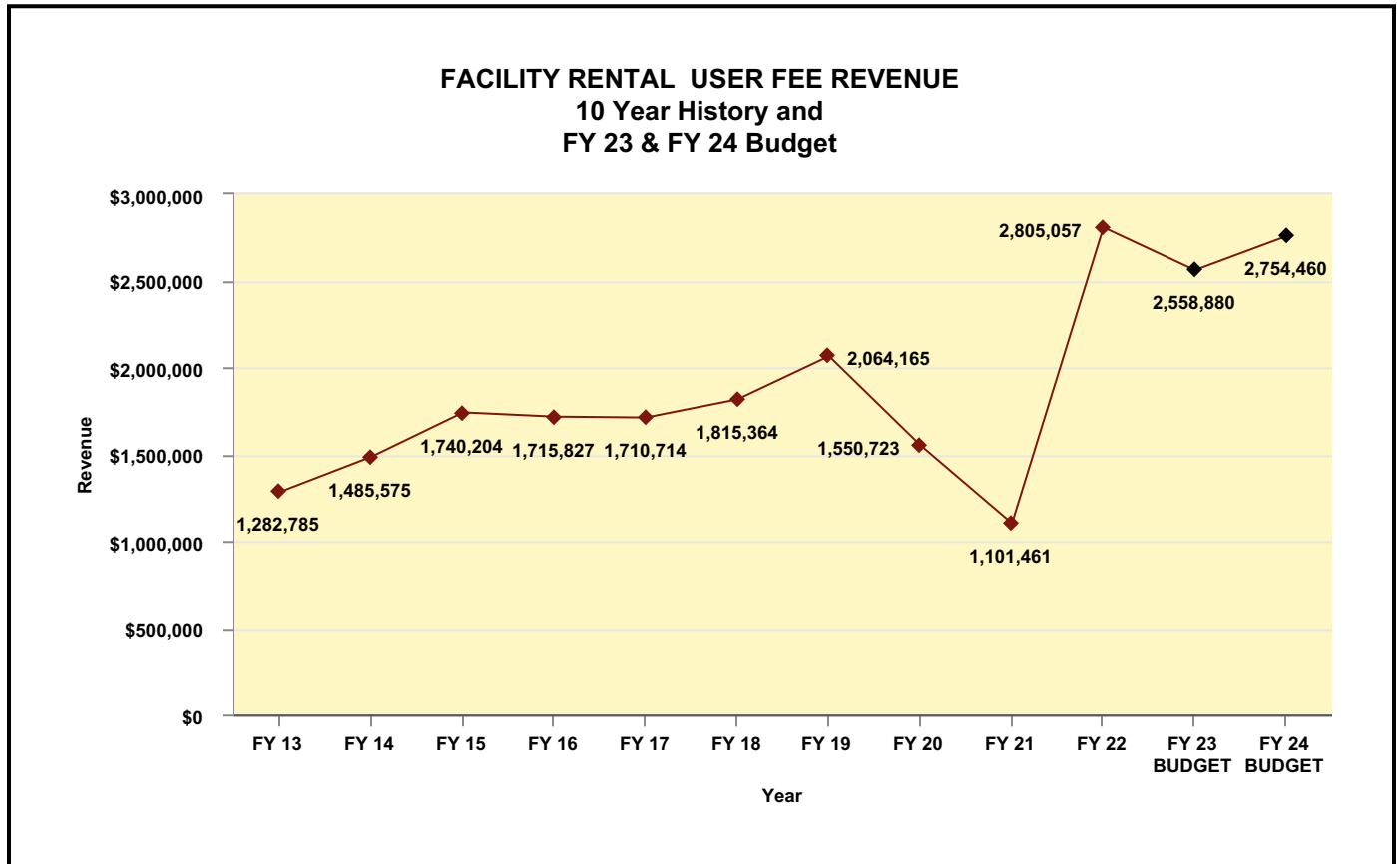


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.6% of total NOVA Parks enterprise revenue and 15.4% of user fee revenue in FY 2024.

After major disruptions during the pandemic, the waterparks are budgeted to continue on a path of a more normal pattern during FY 2024. The expected return of groups and season pass purchases combine with fee revisions to bring the budgeted revenue for waterparks to a level higher than before the pandemic. This can be seen in the above graph in FY 2019 and the FY 2024 Budget.

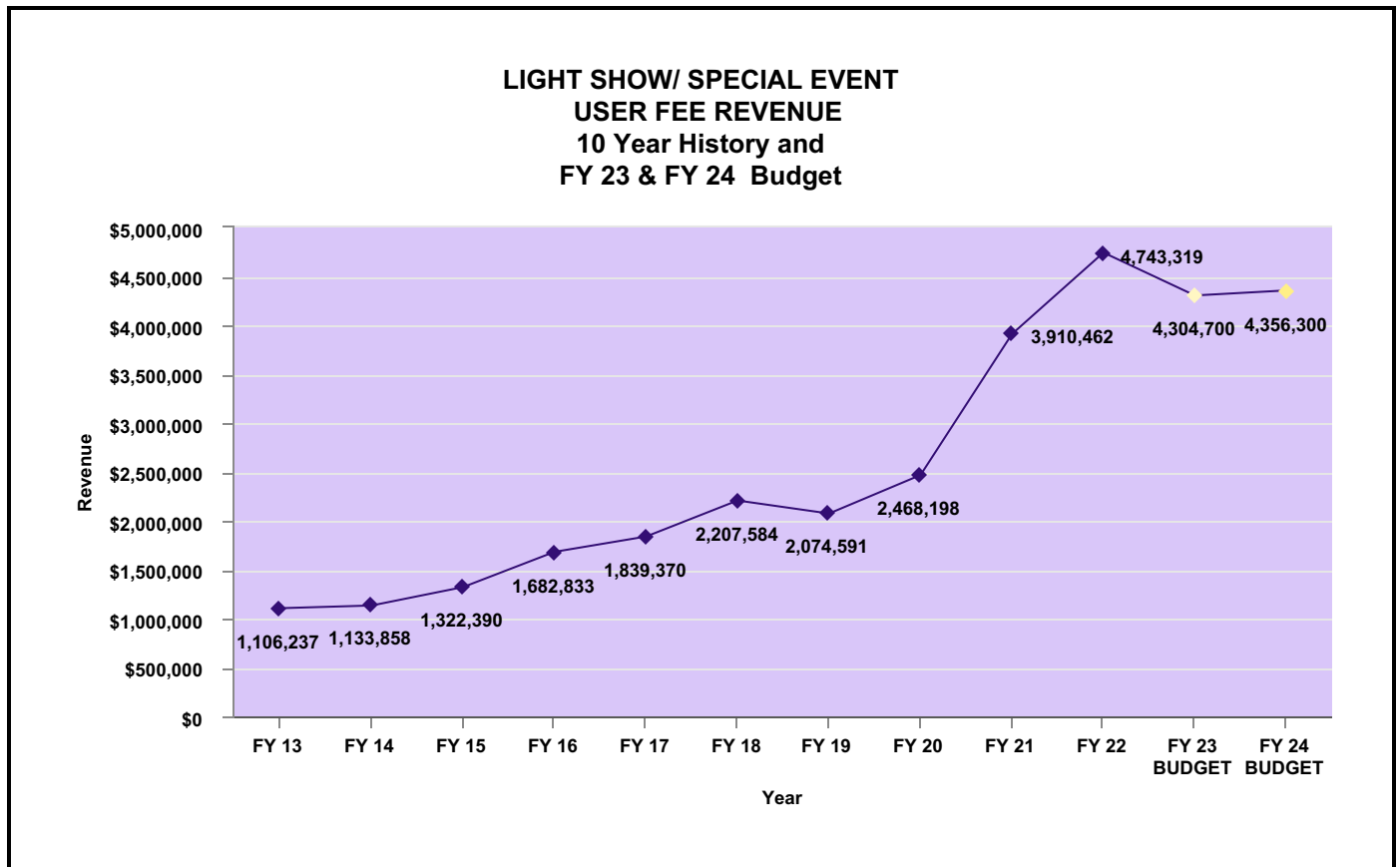
**FACILITY RENTAL FEES - (event facilities and other rental sites)**

Facility Rentals are the fourth largest user fee category and comprise 12.9% of user fee revenue. This category is mostly supported by the event facilities which include Meadowlark Atrium, Occoquan Riverview, Rust Sanctuary and Algonkian Woodlands. In addition to these facilities, shelter reservations and other rental sites are also included in this category. While the pandemic and associated restrictions severely reduced this revenue starting in March 2020 and continuing through FY 2021, current event and wedding bookings are strong and in demand. Based on this, the FY 2024 Budget includes revenue that is consistent with the trends of the past two years..



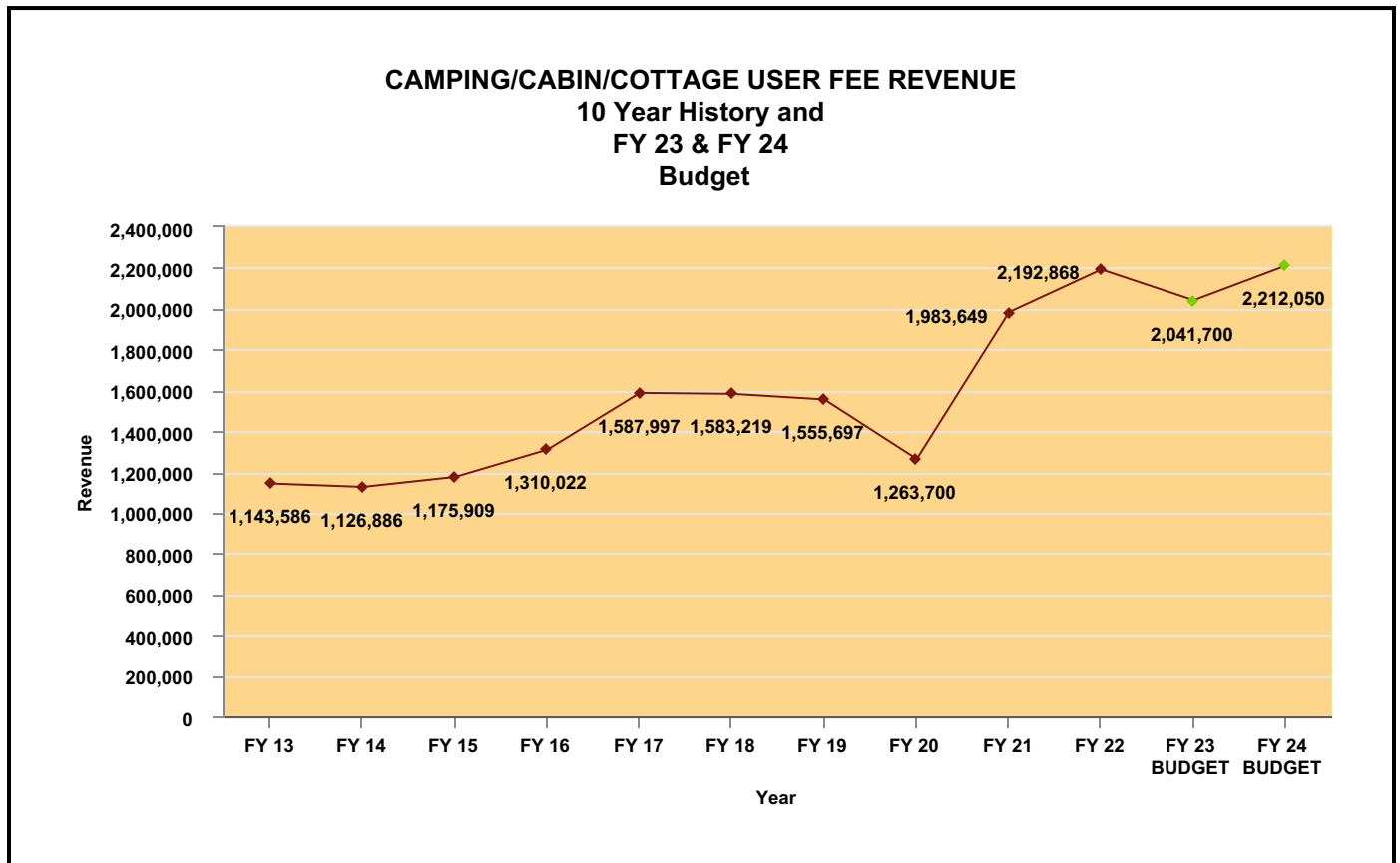
## LIGHT SHOW/SPECIAL EVENT USER FEES

This category includes the Bull Run Festival of Lights, Meadowlark Winter Walk of Lights, Cameron Run Ice and Lights, Temple Hall Fall Festival and the Bull Run Special Event Center. This rapidly increasing category has grown to over 4 times where it was a decade ago and is at \$4 million at this point in FY 2023. Revenue is not expected to reach the record-level experienced during the pandemic, but continues to be budgeted at over \$4 million.



## CAMPING/CABIN/COTTAGE USER FEES

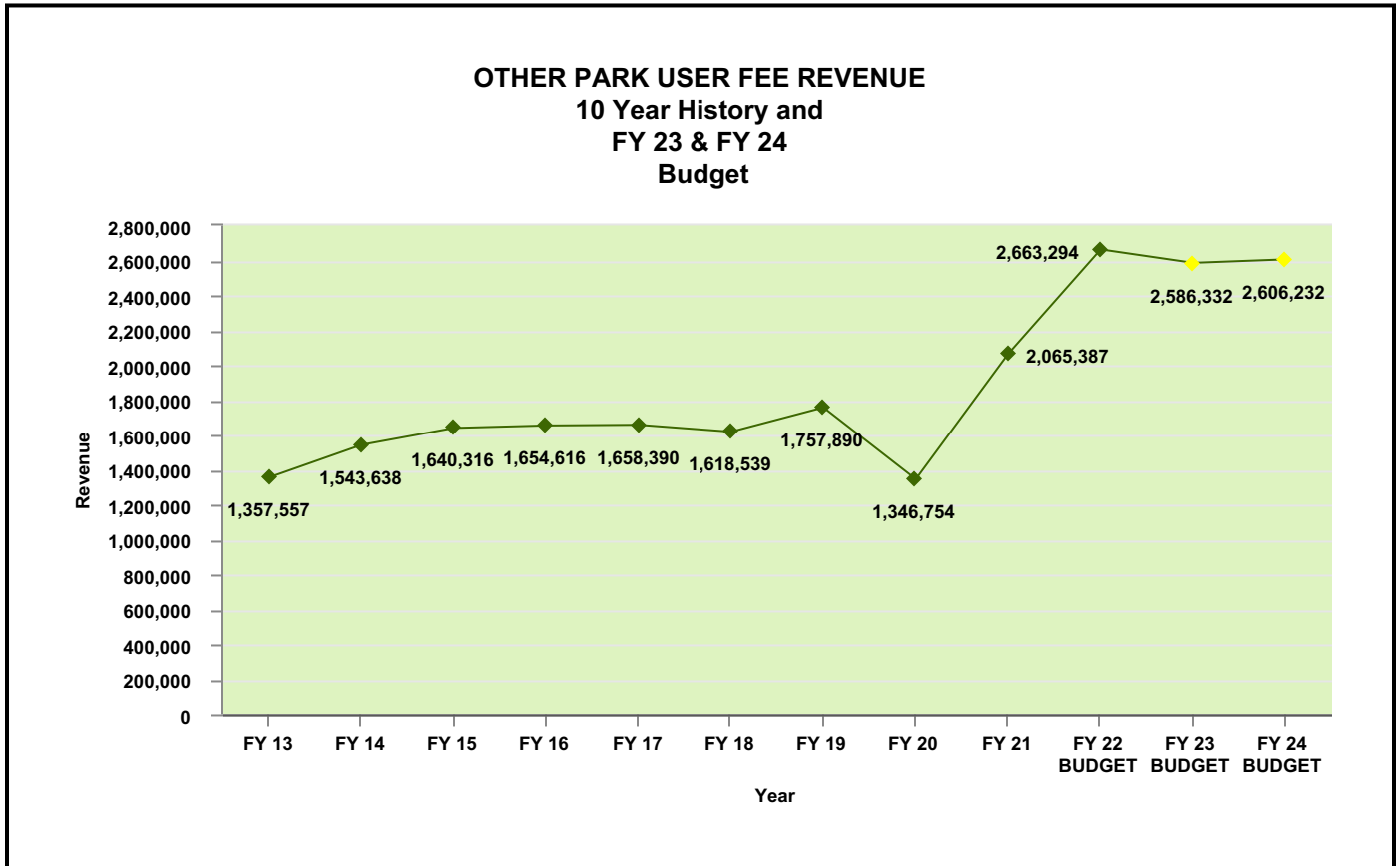
This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that has proven that by enhancing facilities we can improve financial performance, as well as improve service to the public. The combination of online booking capability, enhancements, rate adjustments and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cabin/cottage user fees to a budget of \$2.2 million dollars in FY 2024, matching FY 2022 actuals, which was the highest level yet.





**OTHER PARK USER FEES**

This category includes revenue from park entrance fees, Climb UPton, batting cages, miniature golf, boat/ RV storage, rental of equipment for events, and athletic field use. While the budgeted revenue at ClimbUPton has been reduced for FY 24, camps and boat and RV storage revenues are increased.



**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 \$7,334,035 which is a 10.8% increase compared to the FY 2023 Budget. This is due to increases in event facility catering as well as general retail increases at other parks, waterparks, light shows and golf courses. This budgeted revenue for FY 2024 brings retail operations back to pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total \$2,747,148.

## **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 \$961,289 in FY 2024. This represents a 4.2% increase or \$39,793 compared to FY 2023.

## **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, contractual revenue, lessons, reservation fees and miscellaneous revenue. For the first time Special Event Center revenue that is a pass through between the customer and vendor/service is included here in the amount of \$300,000 and then also shown as an expense. Because of the nature of some of the accounts in this category, the revenue level is difficult to predict reliably from year to year. For FY 2024 there is \$1,268,023 budgeted in this category in the Enterprise Fund.

In the General Fund, the only items budgeted in Other Revenue are miscellaneous revenue and interest, which includes the interest earned on investments held in reserves.

## **TRANSFERS FROM OTHER FUNDS/OPERATING TRANSFERS**

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

- Capital Development Support (\$948,589), which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings transferred from the Restricted License Fee Fund (\$40,000)

These transfers total \$988,589 in the General Fund Budget for FY 2024. 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 (\$415,000)
- Transfer from the Carlyle House Friends for clerical support (\$3,000).
- Transfer from the Capital Fund to cover debt service interest payments (\$121,083) for property at Pohick Bay.

These transfers total \$539,083 in the Enterprise Fund Budget for FY 2024. These details can be found on page C-5 as well as in the W&OD, Pohick Bay Regional Park and Carlyle House pages in section C of the budget.

## **TRANSFERS FROM OTHER FUNDS FOR DEBT SERVICE - OCCOQUAN & UPTON HILL**

The Enterprise Fund is budgeted to fully cover the debt service costs for Occoquan and ClimbUpton in FY 2024. Prior to FY 2023 transfers were budgeted from the Capital Fund and Restricted License Fee Fund to help cover these debt service costs. This full coverage from the Enterprise Fund is an indicator of the strong current financial position in this fund.

# 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 Restricted License Fee Fund and budgets for friends groups that will be included in the appendix of the Adopted Budget.

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 funds that are adopted between May and September. These funds include the Restricted License Fee Fund. There are also a number of non-major funds, which include Friends of the Carlyle House, Friends of Balls Bluff Battlefield, Friends of Bull Run Park, Friends of the Bull Run Shooting Center, Occoquan Watertrail League, Wetlands Mitigation Fund and the Friends of the W&OD Trail.

### **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 expensed when paid, as compared to being expensed 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 the adopted budget document.
- The actual columns listed in the budget document for operating funds reflect the budgetary basis.

## **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 through the OpenGov Budget software. 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 staff 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. 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. Goals and objectives are reviewed and updated in April and are integrated in the final budget document. The budget 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. Finance Department and Budget staff work 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](http://www.novaparks.com) as well.

For more information on the budget process and Strategic Plan please visit the details on our website: <https://www.novaparks.com/StrategicPlan>

## **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.

## COST CENTER/FUND MATRIX

|  | General Fund       | Enterprise Fund |
|--|--------------------|-----------------|
| Aldie Mill/MtDefiance/Goose Creek Historic Park      |                    | X               |
| Algonkian Regional Park                              |                    | X               |
| Algonkian Golf Course                                |                    | X               |
| Algonkian-Volcano Island Waterpark                   |                    | X               |
| Algonkian-The Woodlands Meeting and Event Center     |                    | X               |
| Algonkian Cottages                                   |                    | X               |
| Reservoir Park at Beaverdam                          |                    | X               |
| Blue Ridge Regional Park                             |                    | X               |
| Brambleton Golf Course                               |                    | X               |
| Bull Run Regional Park                               |                    | X               |
| Bull Run Atlantis Waterpark                          |                    | X               |
| Bull Run Special Events Center                       |                    | X               |
| Bull Run Festival of Lights                          |                    | X               |
| Bull Run Shooting Center                             |                    | X               |
| Bull Run Marina                                      |                    | X               |
| Cameron Run Regional Park                            |                    | X               |
| Ice & Lights - The Winter Village at Cameron Run     |                    | X               |
| Cameron Run Great Waves Waterpark                    |                    | X               |
| Carlyle House Historic Park                          |                    | X               |
| Central Maintenance                                  | X (prior to FY 23) | X               |
| Fountainhead Regional Park                           |                    | X               |
| Headquarters   | X                  |                 |
| Hemlock Overlook                                     |                    | X               |
| Meadowlark Botanical Gardens                         |                    | X               |
| Meadowlark Gardens Winter Walk of Lights             |                    | X               |
| Meadowlark Atrium & Event Services                   |                    | X               |
| Mt Zion Historic Park/Gilbert's Corner Regional Park |                    | X               |
| Occoquan Regional Park                               |                    | X               |
| The River View at Occoquan                           |                    | X               |
| Brickmakers Café at Occoquan                         |                    | X               |
| Brickmakers Catering & Event Services at Occoquan    |                    | X               |
| Pohick Bay Regional Park                             |                    | X               |
| Pohick Bay Golf Course                               |                    | X               |
| Pohick Bay Marina                                    |                    | X               |
| Pohick Bay-Pirate's Cove Waterpark                   |                    | X               |
| Potomac Overlook Regional Park                       |                    | X               |
| Winkler Botanical Preserve                           |                    | X               |
| Rust Sanctuary                                       |                    | X               |
| Sandy Run Regional Park                              |                    | X               |
| Temple Hall Farm Regional Park                       |                    | X               |
| Temple Hall Fall Festival                            |                    | X               |
| Upper Potomac Properties & Springdale Regional Park  |                    | X               |
| Upton Hill Regional Park                             |                    | X               |
| Upton Hill-Ocean Dunes Waterpark                     |                    | X               |
| W&OD Railroad Regional Park                          |                    | X               |
| Piscataway Crossing Regional Park                    |                    | X               |
| Administration-Enterprise                            |                    | X               |

# BUDGET CALENDAR

## FISCAL YEAR 2024 BUDGET PROCESS

|                   |   |
|-------------------|---|
| July 2022         | Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2023 projects and any new projects to be initiated in FY 2024 through FY 2027.  |
| August 2022       | Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2023-FY 2027 Five Year Capital Budget.  |
| September 2022    | Capital budget revenues finalized, projects revised for FY 2023 and determined for FY 2024-2027.<br>Five Year Capital Budget approved by Board for FY 2023-FY 2027.<br><br>Operating and Capital appropriation requests for FY 2023 are adopted by the Board.   |
| November 2022     | Operating and Capital appropriation requests for FY 2024 are sent to jurisdictions for consideration in their proposed FY 2024 Budgets.<br><br>Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2024.  |
| December 2022     | Park Managers are asked to update Measurable Results based on last full fiscal year and first half of the current fiscal year.<br><br>Training is provided to Parks Staff on the budget process and OpenGov to kick-off the FY 2024 revenue and expense request process.<br><br>Part Time Personnel requests and justifications for FY 2024 are submitted by Park Managers to Operations Superintendents. |
| January 2023      | Park Managers submit FY 2024 revenue and expense requests to Budget Office.<br><br>Budget meetings are conducted with Budget Staff, Park Operations Senior Staff and Park Managers, to provide input on FY 2024 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.  |
| Jan. - March 2023 | Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director.<br><br>Park Managers are asked to update Goals and Objectives to ensure integration of the Strategic Plan and the Budget.<br><br>Park Managers are asked to submit Equipment Requests for FY 2024.  |
| March 16, 2023    | Proposed FY 2024 Operating Budget finalized and presented to the Board for review.  |
| May 18, 2023      | Proposed FY 2024 Operating Budget presented to the Board for adoption.  |
| July 1, 2023      | Fiscal Year 2024 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.
- The Strategic Opportunity Reserve is established (May 2021) in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks mission and stimulate economic growth.
  - Funding for the Strategic Opportunity Reserve may be authorized by the Board once the Designated Set-Aside reaches the 15% target.

NOVA Parks Board approval is required for any funding directed to the Designated- Set-Aside or Strategic Opportunity reserves and for any use of these reserves.

- 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.

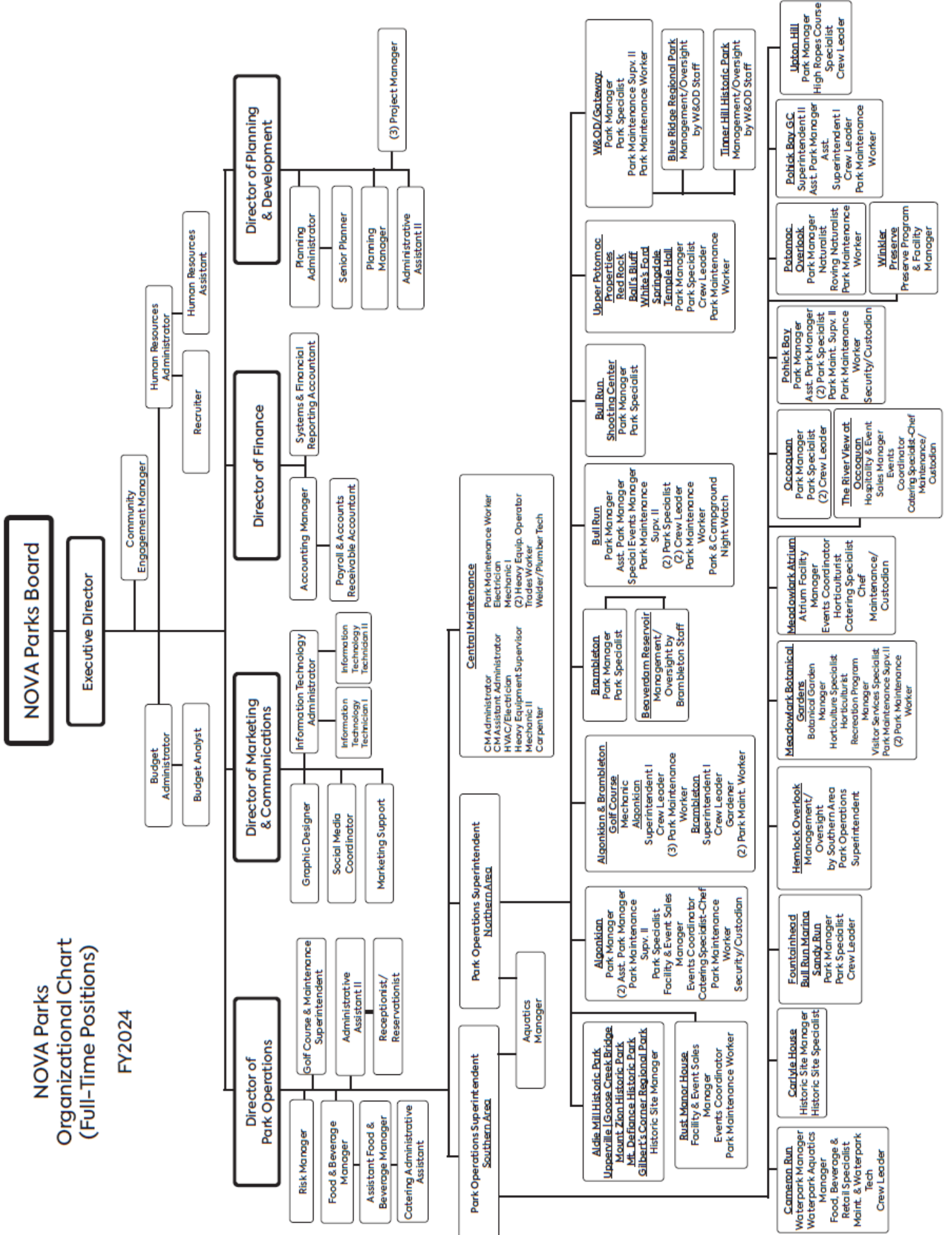
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

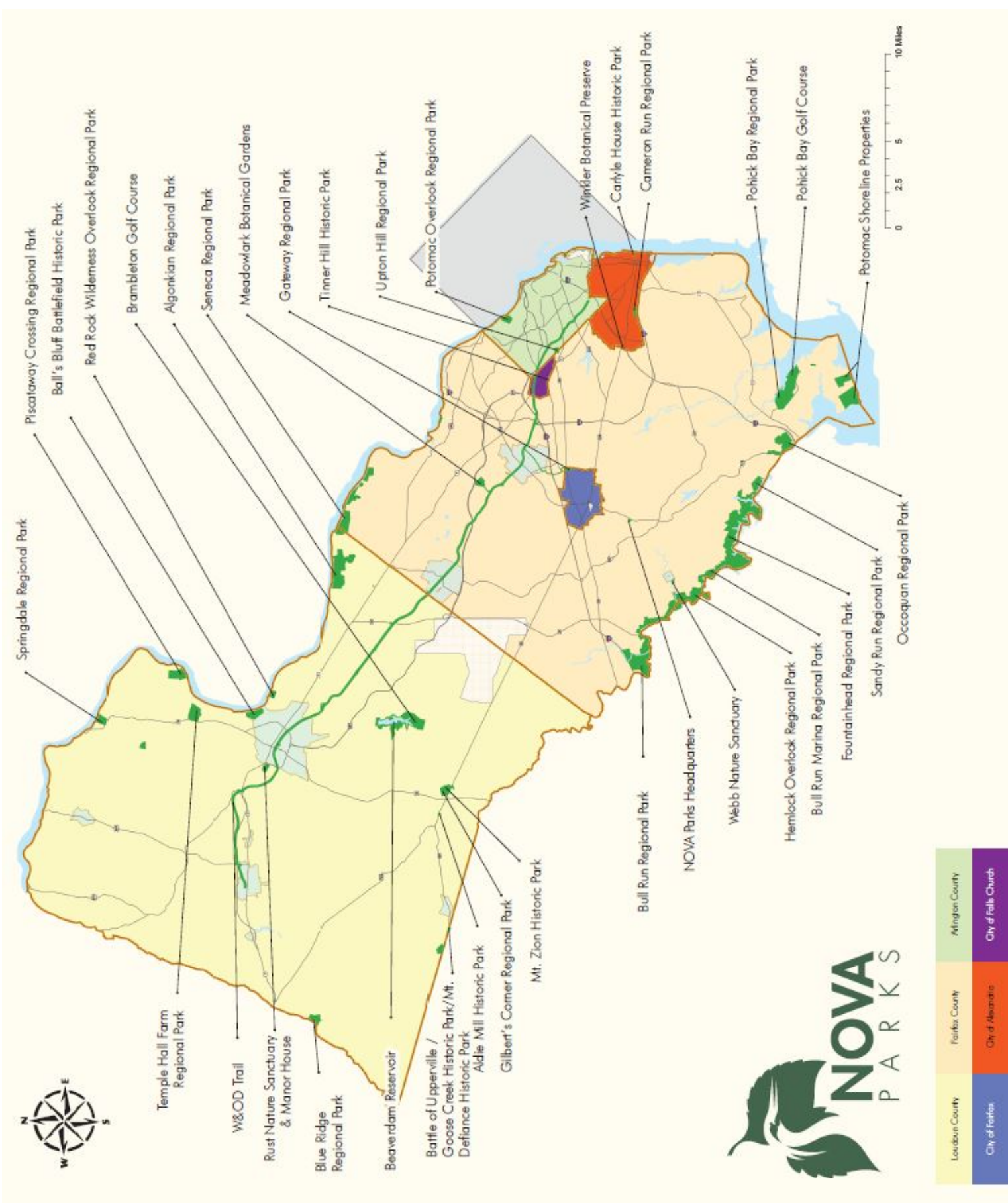
### FIDUCIARY FUNDS

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)

FY2024







# GENERAL FUND SUMMARY

## GENERAL FUND REVENUES AND OTHER SOURCES

|                                   | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|-----------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| Appropriations from Jurisdictions | \$ 3,890,332        | \$ 3,893,471        | \$ 4,090,455        | \$ 4,090,455                 | \$ 4,391,038        |
| Other Revenue*                    | 49,678              | 42,387              | 2,000               | 63,910                       | 9,000               |
| <b>TOTAL REVENUE</b>              | <b>\$ 3,940,010</b> | <b>\$ 3,935,858</b> | <b>\$ 4,092,455</b> | <b>\$ 4,154,365</b>          | <b>\$ 4,400,038</b> |
| Transfers in**                    | 688,077             | 1,464,485           | 862,711             | 700,542                      | 988,589             |
| <b>TOTAL TRANSFERS IN</b>         | <b>688,077</b>      | <b>1,464,485</b>    | <b>862,711</b>      | <b>700,542</b>               | <b>988,589</b>      |
| <b>TOTAL RESOURCES</b>            | <b>4,628,087</b>    | <b>5,400,343</b>    | <b>4,955,166</b>    | <b>4,854,907</b>             | <b>5,388,627</b>    |

\*Other Revenue for the General Fund consists of interest earnings and miscellaneous revenue.

\*\*Transfers in:

- Capital Development Support : \$948,589- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$40,000 from the Restricted License Fee Fund
- Beginning in FY 23, there is no longer be a transfer from the Enterprise Fund to the General Fund:to reimburse General Fund for a portion of Central Maintenance services . The Central Maintenance function will included as part of the Enterprise Fund.

## GENERAL FUND EXPENDITURES AND OTHER USES

|  | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|---------------------|---------------------|---------------------|------------------------------|---------------------|
| Personnel Services                       | \$ 3,749,951        | \$ 4,338,431        | \$ 3,633,006        | \$ 3,165,026                 | \$ 4,059,237        |
| Operating Costs                          | 571,456             | 720,127             | 1,022,375           | 655,562                      | 1,008,775           |
| Maintenance Costs                        | 127,607             | 148,074             | 103,970             | 72,978                       | 99,400              |
| Insurance                                | 112,652             | 112,563             | 146,891             | 137,298                      | 157,393             |
| Utilities                                | 65,691              | 79,910              | 48,924              | 49,445                       | 63,822              |
| <b>TOTAL EXPENDITURES</b>                | <b>\$ 4,627,357</b> | <b>\$ 5,399,106</b> | <b>\$ 4,955,166</b> | <b>\$ 4,080,309</b>          | <b>\$ 5,388,627</b> |
| Adjustments/Reserve Activity             | 730                 | 1,237               | 0                   | 0                            | 0                   |
| <b>TOTAL OTHER USES</b>                  | <b>\$ 730</b>       | <b>\$ 1,237</b>     | <b>\$ 0</b>         | <b>\$ 0</b>                  | <b>\$ 0</b>         |
| <b>TOTAL EXPENDITURES AND OTHER USES</b> | <b>\$ 4,628,087</b> | <b>\$ 5,400,343</b> | <b>\$ 4,955,166</b> | <b>\$ 4,080,309</b>          | <b>\$ 5,388,627</b> |

|   |             |             |             |                   |             |
|---|-------------|-------------|-------------|-------------------|-------------|
| <b>OPERATING INCOME (LOSS)</b>              | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 774,599</b> | <b>\$ 0</b> |
| <b>(TOTAL REVENUE - TOTAL EXPENDITURES)</b> |             |             |             |                   |             |

## GENERAL FUND REVENUES

| ACCOUNT DESCRIPTION                      | ACTUAL FY 2021      | ACTUAL FY 2022      | REVISED FY 2023     | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024     |
|--|---------------------|---------------------|---------------------|------------------------|---------------------|
| <b>BEGINNING BALANCE</b>                 | \$ 64,220           | \$ 64,220           | \$ 64,220           | \$ 64,220              | \$ 64,220           |
| <b>GENERAL FUND REVENUES</b>             |                     |                     |                     |                        |                     |
| City of Alexandria                       | \$ 313,034          | \$ 310,346          | \$ 324,925          | \$ 324,925             | \$ 347,498          |
| Arlington County                         | 463,166             | 472,196             | 494,629             | 494,629                | 519,264             |
| City of Fairfax                          | 47,919              | 46,689              | 48,831              | 48,831                 | 52,794              |
| Fairfax County                           | 2,244,050           | 2,229,880           | 2,338,173           | 2,338,173              | 2,508,279           |
| City of Falls Church                     | 28,805              | 27,945              | 29,769              | 29,769                 | 32,005              |
| Loudoun County                           | 793,358             | 806,415             | 854,128             | 854,128                | 931,197             |
| <b>TOTAL APPROPRIATIONS</b>              | <b>3,890,332</b>    | <b>3,893,471</b>    | <b>4,090,455</b>    | <b>4,090,455</b>       | <b>4,391,038</b>    |
| Interest                                 | (1,969)             | (909)               | 2,000               | 215                    | 2,000               |
| Miscellaneous Revenue                    | 51,648              | 43,296              | 0                   | 63,695                 | 7,000               |
| <b>TOTAL OTHER REVENUE</b>               | <b>49,678</b>       | <b>42,387</b>       | <b>2,000</b>        | <b>63,910</b>          | <b>9,000</b>        |
| <b>TOTAL REVENUES</b>                    | <b>3,940,010</b>    | <b>3,935,858</b>    | <b>4,092,455</b>    | <b>4,154,365</b>       | <b>4,400,038</b>    |
| <b>TRANSFERS IN</b>                      |                     |                     |                     |                        |                     |
| Transfer from Capital Fund               | 660,918             | 778,567             | 822,711             | 685,590                | 948,589             |
| Transfer from Restricted Fund - Interest | 25,610              | 16,094              | 40,000              | 14,952                 | 40,000              |
| Transfer from Enterprise Fund            | (234,301)           | (50,175)            | 0                   | 0                      | 0                   |
| Transfer - Ent. Fund for Central Maint.  | 235,850             | 720,000             | 0                   | 0                      | 0                   |
| <b>TOTAL TRANSFERS IN</b>                | <b>688,077</b>      | <b>1,464,485</b>    | <b>862,711</b>      | <b>700,542</b>         | <b>988,589</b>      |
| <b>TOTAL RESOURCES</b>                   | <b>\$ 4,628,087</b> | <b>\$ 5,400,343</b> | <b>\$ 4,955,166</b> | <b>\$ 4,854,908</b>    | <b>\$ 5,388,627</b> |



## GENERAL FUND EXPENDITURES

| ACCOUNT DESCRIPTION                     | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>GENERAL FUND EXPENDITURES</b>        |                   |                   |                    |                              |                    |
| Full-Time Salaries                      | \$ 2,395,391      | \$ 2,868,589      | \$ 2,235,214       | \$ 2,092,409                 | \$ 2,605,406       |
| Part-Time Salaries                      | 345,056           | 355,327           | 461,275            | 312,620                      | 395,012            |
| FICA                                    | 203,335           | 230,111           | 198,849            | 164,203                      | 218,820            |
| Hospitalization                         | 283,766           | 311,716           | 261,983            | 222,700                      | 260,576            |
| Life Insurance                          | 19,710            | 21,565            | 25,430             | 14,629                       | 29,347             |
| Retirement                              | 500,608           | 549,132           | 447,043            | 357,959                      | 547,135            |
| Unemployment Tax                        | 2,086             | 1,991             | 3,212              | 506                          | 2,941              |
| <b>TOTAL PERSONNEL SERVICES</b>         | <b>3,749,951</b>  | <b>4,338,431</b>  | <b>3,633,006</b>   | <b>3,165,026</b>             | <b>4,059,237</b>   |
| Audit Fee                               | 59,725            | 61,500            | 64,500             | 65,825                       | 72,750             |
| Board Member Expenses                   | 549               | 4,450             | 8,500              | 6,153                        | 8,500              |
| Community Foundation Support            | 35                | 100               | 4,025              | 0                            | 4,025              |
| Contingency                             | 0                 | 0                 | 150,000            | 0                            | 150,000            |
| Credit Card Fees and Bank Charges       | 31,306            | 33,599            | 53,850             | 31,075                       | 40,000             |
| Gas and Diesel                          | 16,708            | 30,881            | 7,000              | 7,141                        | 11,000             |
| HR Employee Relations                   | 7,922             | 11,786            | 25,000             | 13,549                       | 25,000             |
| Membership Fees and Dues                | 11,472            | 11,759            | 14,000             | 11,483                       | 14,000             |
| Office Supplies                         | 18,672            | 20,130            | 27,000             | 11,136                       | 25,000             |
| Personnel Recruitment                   | 22,570            | 38,541            | 30,000             | 34,068                       | 30,000             |
| Postage                                 | 2,686             | 5,602             | 11,750             | 6,105                        | 10,000             |
| Printing and Publications               | 4,985             | 1,213             | 5,000              | 4,273                        | 5,000              |
| Professional Services                   | 185,763           | 223,519           | 200,000            | 184,662                      | 200,000            |
| Public Information                      | 0                 | 269               | 0                  | 0                            | 0                  |
| Strategic Plan Initiatives              | 0                 | 0                 | 20,000             | 0                            | 20,000             |
| System Support                          | 199,279           | 252,430           | 335,000            | 210,634                      | 335,000            |
| Training                                | 6,189             | 13,738            | 35,000             | 8,917                        | 35,000             |
| Tuition Assistance                      | 1,585             | 0                 | 30,000             | 0                            | 20,000             |
| Uniforms                                | 1,767             | 7,156             | 1,750              | 58,774                       | 3,500              |
| <b>TOTAL FACILITY OPERATING COSTS</b>   | <b>571,456</b>    | <b>720,127</b>    | <b>1,022,375</b>   | <b>655,562</b>               | <b>1,008,775</b>   |
| Equipment/Vehicle Maintenance           | 54,710            | 59,136            | 57,970             | 14,421                       | 35,000             |
| Facility Op. & Maintenance              | 72,896            | 88,939            | 46,000             | 58,557                       | 64,400             |
| <b>TOTAL MAINTENANCE COSTS</b>          | <b>127,607</b>    | <b>148,074</b>    | <b>103,970</b>     | <b>72,978</b>                | <b>99,400</b>      |
| Insurance - Property, Liability & Other | 96,378            | 97,038            | 135,250            | 128,612                      | 145,250            |
| Insurance - Vehicle                     | 13,910            | 13,152            | 6,641              | 7,005                        | 7,143              |
| Insurance - Workers Compensation        | 2,363             | 2,373             | 5,000              | 1,681                        | 5,000              |
| <b>TOTAL INSURANCE</b>                  | <b>112,652</b>    | <b>112,563</b>    | <b>146,891</b>     | <b>137,298</b>               | <b>157,393</b>     |
| Telephone                               | 21,393            | 22,206            | 20,772             | 16,704                       | 20,670             |
| Electricity                             | 21,005            | 21,940            | 17,000             | 14,046                       | 20,000             |
| Natural Gas                             | 4,370             | 4,900             | 5,152              | 4,812                        | 5,152              |
| Water/Sewer                             | 1,512             | 2,590             | 2,000              | 1,704                        | 2,000              |
| Propane Gas                             | 9,915             | 9,150             | 0                  | 0                            | 0                  |
| Heating Oil                             | 2,319             | 2,405             | 0                  | 0                            | 0                  |
| Cable/Internet                          | 5,178             | 16,719            | 4,000              | 12,179                       | 16,000             |
| <b>TOTAL UTILITIES</b>                  | <b>65,691</b>     | <b>79,910</b>     | <b>48,924</b>      | <b>49,445</b>                | <b>63,822</b>      |
| <b>TOTAL GENERAL FUND EXPEND.</b>       | <b>4,627,357</b>  | <b>5,399,106</b>  | <b>4,955,166</b>   | <b>4,080,309</b>             | <b>5,388,627</b>   |
| Adjustments/Reserve Activity            | 730               | 1,237             | 0                  | 0                            | 0                  |
| <b>NET INCOME (LOSS)</b>                | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 0</b>        | <b>\$ 774,599</b>            | <b>\$ 0</b>        |
| <b>ENDING BALANCE</b>                   | <b>\$ 64,220</b>  | <b>\$ 64,220</b>  | <b>\$ 64,220</b>   | <b>\$ 838,819</b>            | <b>\$ 64,220</b>   |

# HEADQUARTERS

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## 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

|                             | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>REVISED</b> | <b>FY 2024<br/>ADOPTED</b> | <b>% CHANGE<br/>2023-2024</b> |
|-----------------------------|---------------------------|----------------------------|----------------------------|-------------------------------|
| <b>EXPENSES BY CATEGORY</b> |                           |                            |                            |                               |
| Personnel Services          | \$ 3,244,316              | \$ 3,633,006               | \$ 4,059,237               | 11.7 %                        |
| Operating Costs             | 698,120                   | 1,022,375                  | 1,008,775                  | (1.3)%                        |
| Maintenance Costs           | 86,311                    | 103,970                    | 99,400                     | (4.4)%                        |
| Insurance                   | 105,307                   | 146,891                    | 157,393                    | 7.1 %                         |
| Utilities                   | 54,882                    | 48,924                     | 63,822                     | 30.5 %                        |
| <b>TOTAL EXPENSES</b>       | <b>\$ 4,188,936</b>       | <b>\$ 4,955,166</b>        | <b>\$ 5,388,627</b>        |                               |

## BUDGET HIGHLIGHTS

- Personnel services include the first full year of the Community Engagement and Project Management positions. These were approved for half of FY 2023, but FY 2024 will include full-year funding.

## STAFFING SUMMARY

|           | <b>FY 2020<br/>APPROVED<br/>(FTE)</b> | <b>FY 2021<br/>APPROVED<br/>(FTE)</b> | <b>FY 2022<br/>APPROVED<br/>(FTE)</b> | <b>FY 2023<br/>REVISED<br/>(FTE)</b> | <b>FY 2024<br/>BUDGET<br/>(FTE)</b> |
|-----------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|-------------------------------------|
| Full-Time | 21.15                                 | 21.15                                 | 22.15                                 | 23.65                                | 24.15                               |
| Part-Time | 4.71                                  | 5.51                                  | 5.88                                  | 6.98                                 | 4.76                                |

## HEADQUARTERS

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION                     | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|----------------|---|--------------------|--------------------|---------------------|------------------------------|---------------------|
| <b>1-700</b>   | <b>HEADQUARTERS EXPENDITURES</b>        |                    |                    |                     |                              |                     |
| 5010           | Full-Time Salaries                      | \$1,711,558        | \$2,086,590        | \$ 2,235,214        | \$2,092,409                  | \$ 2,605,406        |
| 5020           | Part-Time Salaries                      | 345,056            | 355,327            | 461,275             | 312,620                      | 395,012             |
| 5030           | FICA                                    | 153,210            | 172,587            | 198,849             | 164,203                      | 218,820             |
| 5040           | Hospitalization                         | 187,360            | 209,474            | 261,983             | 222,700                      | 260,576             |
| 5060           | Life Insurance                          | 13,423             | 14,838             | 25,430              | 14,629                       | 29,347              |
| 5050           | Retirement                              | 363,585            | 403,926            | 447,043             | 357,959                      | 547,135             |
| 5070           | Unemployment Tax                        | 1,577              | 1,574              | 3,212               | 506                          | 2,941               |
|                | <b>TOTAL PERSONNEL SERVICES</b>         | <b>2,775,769</b>   | <b>3,244,316</b>   | <b>3,633,006</b>    | <b>3,165,026</b>             | <b>4,059,237</b>    |
| 5130           | Audit Fee                               | 59,725             | 61,500             | 64,500              | 65,825                       | 72,750              |
| 5140           | Board Member Expenses                   | 549                | 4,450              | 8,500               | 6,153                        | 8,500               |
| 5188           | Community Foundation Support            | 35                 | 100                | 4,025               | 0                            | 4,025               |
|                | Contingency                             | 0                  | 0                  | 150,000             | 0                            | 150,000             |
| 5155           | Credit Card Fees and Bank Charges       | 31,306             | 33,599             | 53,850              | 31,075                       | 40,000              |
| 5230           | Gas and Diesel                          | 5,307              | 10,674             | 7,000               | 7,141                        | 11,000              |
| 5500-030       | HR Employee Relations                   | 7,922              | 11,786             | 25,000              | 13,549                       | 25,000              |
| 5390           | Membership Fees and Dues                | 11,472             | 11,759             | 14,000              | 11,483                       | 14,000              |
| 5415           | Misc. Expenses Friends Group            | 242                | 3,453              | 0                   | 1,765                        | 0                   |
| 5420           | Office Supplies                         | 18,672             | 20,130             | 27,000              | 11,136                       | 25,000              |
| 5440           | Personnel Recruitment                   | 22,570             | 38,541             | 30,000              | 34,068                       | 30,000              |
| 5460           | Postage                                 | 2,686              | 5,602              | 11,750              | 6,105                        | 10,000              |
| 5470           | Printing and Publications               | 4,985              | 1,213              | 5,000               | 4,273                        | 5,000               |
| 5480           | Professional Services                   | 185,763            | 223,519            | 200,000             | 184,662                      | 200,000             |
| 5500-010       | Public Information                      | 0                  | 269                | 0                   | 0                            | 0                   |
| 5546           | Strategic Plan Initiatives              | 0                  | 0                  | 20,000              | 0                            | 20,000              |
| 5560           | System Support                          | 199,279            | 252,430            | 335,000             | 210,634                      | 335,000             |
| 5400           | Training                                | 6,189              | 13,588             | 35,000              | 8,917                        | 35,000              |
| 5405           | Tuition Assistance                      | 1,585              | 0                  | 30,000              | 0                            | 20,000              |
| 5570           | Uniforms                                | (206)              | 5,506              | 1,750               | 58,774                       | 3,500               |
|                | <b>TOTAL FACILITY OPERATING COSTS</b>   | <b>558,083</b>     | <b>698,120</b>     | <b>1,022,375</b>    | <b>655,562</b>               | <b>1,008,775</b>    |
| 5180           | Equipment/Vehicle Maintenance           | 25,033             | 22,375             | 57,970              | 14,421                       | 35,000              |
| 5190           | Facility Op. & Maintenance              | 45,129             | 63,937             | 46,000              | 58,557                       | 64,400              |
|                | <b>TOTAL MAINTENANCE COSTS</b>          | <b>70,162</b>      | <b>86,311</b>      | <b>103,970</b>      | <b>72,978</b>                | <b>99,400</b>       |
| 5270           | Insurance - Property, Liability & Other | 96,378             | 97,038             | 135,250             | 128,612                      | 145,250             |
| 5290           | Insurance - Vehicle                     | 5,833              | 5,896              | 6,641               | 7,005                        | 7,143               |
| 5300           | Insurance - Workers Compensation        | 2,363              | 2,373              | 5,000               | 1,681                        | 5,000               |
|                | <b>TOTAL INSURANCE</b>                  | <b>104,575</b>     | <b>105,307</b>     | <b>146,891</b>      | <b>137,298</b>               | <b>157,393</b>      |
| 5580-001       | Telephone                               | 16,114             | 17,167             | 20,772              | 16,704                       | 20,670              |
| 5580-002       | Electricity                             | 13,407             | 14,909             | 17,000              | 14,046                       | 20,000              |
| 5580-003       | Natural Gas                             | 4,370              | 4,900              | 5,152               | 4,812                        | 5,152               |
| 5580-004       | Water/Sewer                             | 1,512              | 2,590              | 2,000               | 1,704                        | 2,000               |
| 5580-016       | Internet/Cable                          | 3,952              | 15,315             | 4,000               | 12,179                       | 16,000              |
|                | <b>TOTAL UTILITIES</b>                  | <b>39,355</b>      | <b>54,882</b>      | <b>48,924</b>       | <b>49,445</b>                | <b>63,822</b>       |
|                | <b>TOTAL HEADQUARTERS EXPENDITURES</b>  | <b>\$3,547,943</b> | <b>\$4,188,936</b> | <b>\$ 4,955,166</b> | <b>\$4,080,309</b>           | <b>\$ 5,388,627</b> |

# 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 2022<br>ACTUAL   | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|--------------------|--------------------|-----------------------|
| <b>EXPENSES BY CATEGORY</b> |                     |                    |                    |                       |
| Personnel Services          | \$ 1,094,115        | \$ —               | —                  | -                     |
| Operating Costs             | 22,008              | —                  | —                  | -                     |
| Maintenance Costs           | 61,763              | —                  | —                  | -                     |
| Insurance                   | 7,256               | —                  | —                  | -                     |
| Utilities                   | 25,028              | —                  | —                  | -                     |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,210,170</b> | <b>\$ —</b>        | <b>—</b>           | <b>-</b>              |

## BUDGET HIGHLIGHTS

- Central Maintenance was included in the General Fund through FY 2022. Starting in FY 2023, this activity is reflected in the Enterprise Fund. as this is a better representation of where this activity takes place. This page is included in the General Fund for FY 2024 to show past information,

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 13.00                        | 13.00                        | 13.00                        | 13.00                       | 13.00                      |
| Part-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |

## CENTRAL MAINTENANCE

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION                           | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|----------------|---|---------------------|---------------------|--------------------|------------------------------|--------------------|
| <b>1-710</b>   | <b>CENTRAL MAINTENANCE</b>                    |                     |                     |                    |                              |                    |
|                | <b>EXPENDITURES</b>                           |                     |                     |                    |                              |                    |
| 5010           | Full Time Salaries                            | \$ 683,833          | \$ 781,998          | \$ 0               | \$ 0                         | 0                  |
| 5030           | FICA  | 50,125              | 57,524              | 0                  | 0                            | 0                  |
| 5040           | Hospitalization                               | 96,406              | 102,242             | 0                  | 0                            | 0                  |
| 5060           | Life Insurance                                | 6,287               | 6,727               | 0                  | 0                            | 0                  |
| 5050           | Retirement                                    | 137,022             | 145,206             | 0                  | 0                            | 0                  |
| 5070           | Unemployment Tax                              | 509                 | 417                 | 0                  | 0                            | 0                  |
|                | <b>TOTAL PERSONNEL SERVICES</b>               | <b>974,182</b>      | <b>1,094,115</b>    | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5230           | Gas and Diesel                                | 11,401              | 20,208              | 0                  | 0                            | 0                  |
| 5400           | Training                                      | 0                   | 150                 | 0                  | 0                            | 0                  |
| 5570           | Uniforms                                      | 1,973               | 1,650               | 0                  | 0                            | 0                  |
|                | <b>TOTAL OPERATING COSTS</b>                  | <b>13,373</b>       | <b>22,008</b>       | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5180           | Equipment/Vehicle Maintenance                 | 29,677              | 36,761              | 0                  | 0                            | 0                  |
| 5190           | Facility Op. & Maintenance                    | 27,767              | 25,002              | 0                  | 0                            | 0                  |
| 5370           | Major Contract Maintenance                    | 0                   | 0                   | 0                  | 0                            | 0                  |
|                | <b>TOTAL MAINTENANCE COSTS</b>                | <b>57,445</b>       | <b>61,763</b>       | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5290           | Insurance - Vehicle                           | 8,077               | 7,256               | 0                  | 0                            | 0                  |
|                | <b>TOTAL INSURANCE</b>                        | <b>8,077</b>        | <b>7,256</b>        | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5580-001       | Telephone                                     | 5,279               | 5,040               | 0                  | 0                            | 0                  |
| 5580-002       | Electricity                                   | 7,598               | 7,030               | 0                  | 0                            | 0                  |
| 5580-009       | Heating Oil                                   | 2,319               | 2,405               | 0                  | 0                            | 0                  |
| 5580-008       | Propane Gas                                   | 9,915               | 9,150               | 0                  | 0                            | 0                  |
| 5580-016       | Cable/Internet                                | 1,225               | 1,404               | 0                  | 0                            | 0                  |
|                | <b>TOTAL UTILITIES</b>                        | <b>26,336</b>       | <b>25,028</b>       | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
|                | <b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b> | <b>\$ 1,079,413</b> | <b>\$ 1,210,170</b> | <b>\$ 0</b>        | <b>\$ 0</b>                  | <b>0</b>           |



## ENTERPRISE FUND SUMMARY

### ENTERPRISE FUND REVENUES

|   | ACTUAL<br>FY 2021    | ACTUAL<br>FY 2022    | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024   |
|---|----------------------|----------------------|----------------------|------------------------------|----------------------|
| User Fees                                 | \$ 15,957,373        | \$ 21,381,233        | \$ 19,991,057        | \$ 17,404,907                | \$ 21,273,362        |
| Retail Operations                         | 2,841,595            | 7,307,473            | 6,619,176            | 6,324,385                    | 7,334,035            |
| Easements and Licenses                    | 1,076,682            | 938,404              | 922,496              | 874,372                      | 961,289              |
| Other Revenue*                            | 896,678              | 2,287,621            | 958,795              | 887,447                      | 1,268,023            |
| <b>TOTAL REVENUE</b>                      | <b>\$ 20,772,328</b> | <b>\$ 31,914,731</b> | <b>\$ 28,491,524</b> | <b>\$ 25,491,111</b>         | <b>\$ 30,836,709</b> |
| Transfers In **                           | 424,781              | 142                  | 3,000                | 327,993                      | 3,000                |
| Transfer from Restricted Fund             | 0                    | 327,912              | 327,912              | 0                            | 415,000              |
| Transfer from Capital Fund - Debt Service | 822,918              | 0                    | 121,083              | 0                            | 121,083              |
| <b>TOTAL TRANSFERS IN</b>                 | <b>\$ 1,247,699</b>  | <b>\$ 328,054</b>    | <b>\$ 451,995</b>    | <b>\$ 327,993</b>            | <b>\$ 539,083</b>    |
| <b>TOTAL RESOURCES</b>                    | <b>\$ 22,020,027</b> | <b>\$ 32,242,785</b> | <b>\$ 28,943,519</b> | <b>\$ 25,819,104</b>         | <b>\$ 31,375,791</b> |

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

\*\*Transfers In for the Enterprise Fund are transfers from the Restricted License Fee Fund for the W&OD Railroad Regional Park, Debt Service payment from the Capital Fund for Pohick Bay Property and from the Carlyle House Friends for administrative support.

### ENTERPRISE FUND EXPENSES AND OTHER USES

|  | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|---------------------|---------------------|----------------------|------------------------------|---------------------|
| Personnel Services                                   | \$10,685,147        | \$13,330,195        | \$ 16,925,384        | \$13,581,619                 | \$18,214,027        |
| Operating Costs                                      | 2,246,265           | 4,149,215           | 3,875,691            | 3,534,045                    | 4,401,142           |
| Maintenance Costs                                    | 2,344,923           | 3,070,630           | 3,127,487            | 2,764,319                    | 3,382,178           |
| Insurance  | 200,253             | 196,008             | 225,609              | 188,183                      | 224,354             |
| Retail Operations                                    | 1,386,375           | 2,651,036           | 2,528,089            | 2,170,805                    | 2,747,148           |
| Utilities  | 853,382             | 1,000,820           | 1,195,923            | 947,625                      | 1,221,734           |
| Debt Service   | 557,322             | 526,199             | 1,159,619            | 445,714                      | 1,160,208           |
| <b>TOTAL EXPENSES</b>                                | <b>\$18,273,667</b> | <b>\$24,924,103</b> | <b>\$ 29,037,802</b> | <b>\$23,632,310</b>          | <b>\$31,350,791</b> |
| Transfer to General Fund - Central Maintenance       | 235,850             | 720,000             | 0                    | 0                            | 0                   |
| Transfer to Balance General Fund                     | (234,301)           | (50,175)            | 0                    | 0                            | 0                   |
| <b>TOTAL TRANSFERS OUT</b>                           | <b>\$ 1,549</b>     | <b>\$ 669,825</b>   | <b>\$ 0</b>          | <b>\$ 0</b>                  | <b>\$ 0</b>         |
| <b>TOTAL EXPENSES AND OTHER USES</b>                 | <b>\$18,275,216</b> | <b>\$25,593,928</b> | <b>\$ 29,037,802</b> | <b>\$23,632,310</b>          | <b>\$31,350,791</b> |
| Donation Adjustment/Reserve Activity                 | 4,749               | 321,430             | 0                    | 0                            | 0                   |
| <b>OPERATING INCOME</b>                              | <b>\$ 3,740,065</b> | <b>\$ 6,327,427</b> | <b>\$ (94,283)</b>   | <b>\$ 2,186,795</b>          | <b>\$ 25,000</b>    |
| Transfer to Capital Fund                             | 2,244,039           | 4,429,199           | 0                    | 0                            | 0                   |
| Transfer to Retirement Plan                          | 0                   | 632,742             | 0                    | 0                            | 0                   |
| Transfer to Board Authorized Reserves                | 0                   | 0                   | 25,000               | 0                            | 25,000              |
| Transfer to Performance Incentive Plan               | 748,013             | 1,265,485           | 0                    | 0                            | 0                   |
| Transfer to Sustainability Reserve                   | 748,013             | 0                   | 0                    | 0                            | 0                   |
| Transfer to Designated Set Aside                     |                     | 0                   | 0                    | 0                            | 0                   |
| <b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b> | <b>\$ 3,740,065</b> | <b>\$ 6,327,427</b> | <b>\$ 25,000</b>     | <b>\$ 0</b>                  | <b>\$ 25,000</b>    |
| <b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>    | <b>\$ 0</b>         | <b>\$ 0</b>         | <b>\$ (119,283)</b>  | <b>\$ 2,186,795</b>          | <b>\$ 0</b>         |

## ENTERPRISE FUND REVENUE BY FACILITY

| DESCRIPTION   | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>ENTERPRISE FUND REVENUES</b>                       |                   |                   |                    |                              |                    |
| Administration - Enterprise Fund                      | \$ 168,308        | \$ 1,356,056      | \$ 66,000          | \$ 113,918                   | \$ 87,000          |
| Aldie Mill/Mt. Defiance/Goose Creek Historic Park     | 14,828            | 39,016            | 33,500             | 22,597                       | 33,500             |
| Algonkian Golf Course                                 | 1,773,673         | 1,739,282         | 1,367,795          | 1,468,181                    | 1,609,420          |
| Algonkian Regional Park                               | 227,877           | 227,542           | 260,500            | 214,502                      | 284,000            |
| Volcano Island Waterpark at Algonkian                 | 109,402           | 465,426           | 494,625            | 380,394                      | 575,000            |
| The Woodlands at Algonkian Park                       | 239,338           | 855,198           | 648,110            | 536,618                      | 712,415            |
| Algonkian Cottages                                    | 321,745           | 347,246           | 303,000            | 276,857                      | 335,600            |
| Reservoir Park at Beaverdam                           | 16,395            | 19,541            | 15,500             | 14,081                       | 18,500             |
| Blue Ridge Regional Park                              | 10,134            | 7,879             | 6,500              | 6,555                        | 8,000              |
| Brambleton Golf Course                                | 1,929,057         | 2,029,571         | 1,755,150          | 1,707,139                    | 2,010,225          |
| Bull Run Marina                                       | 27,748            | 30,633            | 26,145             | 14,567                       | 26,145             |
| Bull Run Regional Park                                | 1,283,172         | 1,354,116         | 1,309,120          | 1,056,226                    | 1,399,935          |
| Atlantis Waterpark at Bull Run                        | 158,479           | 535,354           | 546,270            | 397,798                      | 614,900            |
| Bull Run Special Events Center                        | 53,960            | 472,095           | 235,000            | 346,884                      | 445,000            |
| Bull Run Light Show                                   | 2,465,185         | 2,300,247         | 2,080,000          | 2,144,253                    | 2,110,000          |
| Bull Run Shooting Center                              | 1,319,452         | 1,217,941         | 1,388,450          | 1,080,621                    | 1,360,100          |
| Cameron Run Regional Park                             | 87,824            | 96,545            | 134,000            | 58,811                       | 110,000            |
| Ice & Lights - The Winter Village at Cameron Run      | 192,335           | 379,295           | 335,000            | 319,917                      | 345,000            |
| Great Waves Waterpark at Cameron Run                  | 219,833           | 1,575,841         | 1,790,000          | 1,326,904                    | 1,915,500          |
| Carlyle House Historic Park                           | 76,093            | 95,198            | 122,700            | 68,432                       | 123,600            |
| Brickmakers Catering and Event Services               | 58,109            | 172,762           | 223,040            | 183,297                      | 220,840            |
| Fountainhead Regional Park                            | 470,367           | 426,794           | 415,912            | 270,618                      | 419,712            |
| Hemlock Overlook Regional Park                        | 3,048             | 8,650             | 17,800             | 21,020                       | 25,000             |
| Meadowlark Atrium and Event Services                  | 501,521           | 2,191,752         | 2,102,963          | 2,189,248                    | 2,184,500          |
| Meadowlark Botanical Gardens                          | 800,002           | 643,821           | 542,000            | 490,603                      | 581,000            |
| Meadowlark Gardens Winter Walk of Lights              | 1,188,171         | 2,030,410         | 1,817,000          | 1,643,244                    | 1,919,000          |
| Mt. Zion Historic Park/Gilbert's Corner Regional Park | 836               | 1,598             | 3,421              | 775                          | 3,421              |
| Occoquan Regional Park                                | 328,938           | 317,846           | 314,700            | 246,849                      | 348,400            |
| The River View at Occoquan                            | 1,334,875         | 2,411,200         | 2,023,064          | 1,947,812                    | 2,197,210          |
| Brickmakers Café at Occoquan                          | 363,748           | 463,363           | 437,500            | 363,457                      | 484,800            |
| Pohick Bay Golf Course                                | 1,525,424         | 1,612,628         | 1,286,070          | 1,303,477                    | 1,481,870          |
| Pohick Bay Marina                                     | 323,088           | 279,092           | 298,450            | 218,002                      | 309,173            |
| Pohick Bay Regional Park                              | 1,175,332         | 1,294,013         | 1,347,663          | 984,570                      | 1,447,217          |
| Pirate's Cove Waterpark at Pohick Bay                 | 186,166           | 574,479           | 628,400            | 404,671                      | 690,100            |
| Potomac Overlook Regional Park                        | 171,574           | 161,670           | 146,950            | 160,977                      | 155,200            |
| Winkler Botanical Preserve                            | 0                 | 0                 | 122,250            | 13,175                       | 155,000            |
| Rust Sanctuary  | 460,938           | 1,495,153         | 1,024,711          | 1,156,802                    | 1,150,475          |
| Sandy Run Regional Park                               | 234,460           | 298,160           | 280,692            | 241,426                      | 291,192            |
| Temple Hall Farm                                      | 210,187           | 140,764           | 184,183            | 77,424                       | 192,383            |
| Temple Hall Fall Festival                             | 108,396           | 134,891           | 180,000            | 210,463                      | 222,000            |
| Upper Potomac Properties                              | 32,721            | 20,323            | 28,800             | 24,286                       | 28,800             |
| Springdale Regional Park                              | 22,480            | 23,651            | 17,815             | 24,891                       | 29,540             |
| Upton Hill Regional Park                              | 230,378           | 575,064           | 709,262            | 424,029                      | 677,850            |
| Ocean Dunes Waterpark at Upton Hill                   | 166,034           | 565,080           | 595,450            | 431,958                      | 642,600            |
| W&OD Railroad Regional Park                           | 1,402,821         | 1,240,070         | 1,257,408          | 1,210,446                    | 1,383,289          |
| Piscataway Crossing Regional Park                     | 25,579            | 15,531            | 20,650             | 20,341                       | 11,380             |
| <b>TOTAL AVAILABLE RESOURCES</b>                      | <b>22,020,028</b> | <b>32,242,785</b> | <b>28,943,519</b>  | <b>25,819,113</b>            | <b>31,375,791</b>  |



## ENTERPRISE FUND EXPENSES BY FACILITY

| DESCRIPTION   | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|---------------------|---------------------|----------------------|------------------------------|---------------------|
| <b>ENTERPRISE FUND EXPENSES</b>                       |                     |                     |                      |                              |                     |
| Administration - Enterprise Fund                      | 2,066,135           | \$ 3,529,564        | \$ 3,230,665         | \$ 2,581,049                 | \$ 3,570,226        |
| Aldie Mill/Mt. Defiance/Goose Creek Historic Park     | 142,742             | 183,064             | 200,746              | 160,475                      | 213,363             |
| Algonkian Golf Course                                 | 1,073,851           | 1,139,968           | 1,225,091            | 1,048,173                    | 1,306,443           |
| Algonkian Regional Park                               | 614,946             | 691,490             | 742,782              | 648,168                      | 797,383             |
| Volcano Island Waterpark at Algonkian                 | 133,604             | 367,037             | 400,878              | 272,311                      | 430,643             |
| The Woodlands at Algonkian Park                       | 211,024             | 452,386             | 466,009              | 360,719                      | 532,829             |
| Algonkian Cottages                                    | 195,627             | 230,674             | 236,329              | 168,195                      | 241,785             |
| Reservoir Park at Beaverdam                           | 23,709              | 17,025              | 47,055               | 17,804                       | 47,839              |
| Blue Ridge Regional Park                              | 3,122               | 4,960               | 6,700                | 2,466                        | 6,700               |
| Brambleton Golf Course                                | 1,256,482           | 1,459,969           | 1,487,043            | 1,230,101                    | 1,536,401           |
| Bull Run Marina                                       | 35,663              | 41,307              | 43,583               | 37,273                       | 45,938              |
| Bull Run Regional Park                                | 1,191,782           | 1,315,511           | 1,327,271            | 1,178,992                    | 1,383,088           |
| Atlantis Waterpark at Bull Run                        | 163,239             | 413,403             | 445,919              | 326,301                      | 472,089             |
| Bull Run Special Events Center                        | 109,764             | 389,264             | 186,004              | 347,851                      | 404,355             |
| Bull Run Light Show                                   | 381,750             | 401,073             | 415,716              | 417,079                      | 474,859             |
| Bull Run Shooting Center                              | 1,018,247           | 1,076,376           | 1,192,176            | 956,229                      | 1,255,649           |
| Cameron Run Regional Park                             | 317,075             | 411,796             | 479,535              | 435,200                      | 577,451             |
| Ice & Lights - The Winter Village at Cameron Run      | 145,974             | 216,658             | 214,517              | 217,989                      | 213,104             |
| Great Waves Waterpark at Cameron Run                  | 425,403             | 1,117,794           | 1,340,239            | 913,131                      | 1,392,956           |
| Carlyle House Historic Park                           | 253,259             | 328,425             | 348,481              | 286,719                      | 381,728             |
| Brickmakers Catering and Event Services               | 132,175             | 192,383             | 248,459              | 188,288                      | 267,061             |
| Central Maintenance                                   | 0                   | 0                   | 1,308,912            | 1,175,412                    | 1,389,189           |
| Fountainhead Regional Park                            | 314,730             | 371,139             | 314,326              | 318,956                      | 335,832             |
| Hemlock Overlook Regional Park                        | 28,664              | 25,027              | 59,594               | 18,949                       | 59,956              |
| Meadowlark Atrium and Event Services                  | 560,473             | 1,232,020           | 1,351,923            | 1,189,606                    | 1,393,960           |
| Meadowlark Botanical Gardens                          | 815,961             | 1,027,857           | 1,160,223            | 968,844                      | 1,237,404           |
| Meadowlark Gardens Winter Walk of Lights              | 194,207             | 252,906             | 325,582              | 283,938                      | 390,116             |
| Mt. Zion Historic Park/Gilbert's Corner Regional Park | 17,756              | 21,939              | 21,000               | 11,089                       | 21,240              |
| Occoquan Regional Park                                | 391,742             | 487,338             | 624,821              | 453,434                      | 677,525             |
| The River View at Occoquan                            | 1,046,923           | 1,669,747           | 2,053,814            | 1,481,996                    | 2,184,331           |
| Brickmakers Café at Occoquan                          | 305,539             | 389,987             | 389,168              | 287,779                      | 406,606             |
| Pohick Bay Golf Course                                | 1,073,789           | 1,157,567           | 1,140,421            | 1,049,368                    | 1,233,338           |
| Pohick Bay Marina                                     | 61,905              | 59,783              | 78,180               | 46,648                       | 80,511              |
| Pohick Bay Regional Park                              | 1,008,055           | 1,042,874           | 1,199,611            | 931,925                      | 1,234,883           |
| Pirate's Cove Waterpark at Pohick Bay                 | 165,534             | 402,344             | 437,339              | 306,989                      | 465,309             |
| Potomac Overlook Regional Park                        | 257,641             | 328,185             | 363,812              | 315,669                      | 399,516             |
| Winkler Botanical Preserve                            | 0                   | 0                   | 241,533              | 159,986                      | 344,308             |
| Rust Sanctuary  | 440,969             | 867,858             | 920,906              | 772,035                      | 957,620             |
| Sandy Run Regional Park                               | 169,991             | 192,697             | 241,014              | 166,843                      | 247,766             |
| Temple Hall Farm                                      | 276,927             | 267,001             | 343,468              | 223,720                      | 368,324             |
| Temple Hall Fall Festival                             | 43,497              | 66,739              | 85,259               | 80,046                       | 105,865             |
| Upper Potomac Properties/Springdale                   | 131,304             | 165,788             | 174,688              | 158,589                      | 187,391             |
| Springdale Regional Park                              | 9                   | 3,215               | 7,500                | 180                          | 7,500               |
| Upton Hill Regional Park                              | 373,386             | 613,436             | 816,813              | 537,697                      | 880,681             |
| Ocean Dunes Waterpark at Upton Hill                   | 140,327             | 363,813             | 408,838              | 298,786                      | 426,724             |
| W&OD Railroad Regional Park                           | 522,378             | 569,308             | 641,766              | 560,206                      | 717,184             |
| Piscataway Crossing Regional Park                     | 37,933              | 35,233              | 42,093               | 39,113                       | 45,825              |
| <b>TOTAL EXPENSES &amp; OTHER USES</b>                | <b>\$18,275,216</b> | <b>\$25,593,928</b> | <b>\$ 29,037,802</b> | <b>\$23,632,310</b>          | <b>\$31,350,791</b> |

## ENTERPRISE FUND REVENUE BY CATEGORY

| DESCRIPTION                                      | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>BEGINNING BALANCE</b>                         | \$ 287,145        | \$ 287,146        | \$ 287,146         | \$ 287,146                   | \$ 287,146         |
| <b>ENTERPRISE FUND REVENUES</b>                  |                   |                   |                    |                              |                    |
| Driving Range                                    | \$397,361         | \$376,365         | \$312,000          | \$390,121                    | \$365,000          |
| Electric/Gas Cart Rental                         | 793,779           | 901,549           | 748,000            | 796,602                      | 896,000            |
| Golf Club Rental                                 | 6,183             | 9,069             | 8,000              | 8,550                        | 3,000              |
| Green Fees                                       | 3,366,609         | 3,428,084         | 2,696,925          | 2,725,141                    | 3,134,175          |
| Golf Handicap Program                            | 19,853            | 19,265            | 19,300             | 12,217                       | 19,300             |
| Pull Cart Rental                                 | 8,563             | 6,949             | 5,800              | 7,327                        | 6,300              |
| <b>Total Golf Course User Fees</b>               | <b>4,592,348</b>  | <b>4,741,280</b>  | <b>3,790,025</b>   | <b>3,939,958</b>             | <b>4,423,775</b>   |
| Admissions                                       | 513,077           | 2,320,357         | 2,507,125          | 1,805,398                    | 2,665,500          |
| Cabana Rental                                    | 4,691             | 16,393            | 12,000             | 7,495                        | 18,000             |
| Group, Bounce Passes & Discount Passes           | 78,660            | 383,577           | 448,400            | 366,566                      | 574,300            |
| Locker Rental                                    | 378               | 1,731             | 10,900             | 2,878                        | 10,700             |
| <b>Total Aquatics User Fees</b>                  | <b>596,805</b>    | <b>2,722,057</b>  | <b>2,978,425</b>   | <b>2,182,338</b>             | <b>3,268,500</b>   |
| Boat Rental                                      | 484,418           | 369,144           | 393,000            | 213,819                      | 368,000            |
| Crew Boat Storage                                | 167,523           | 166,098           | 161,645            | 135,746                      | 161,645            |
| Launch & Parking Fees                            | 230,494           | 266,980           | 257,400            | 203,512                      | 295,400            |
| Regatta & User Fees                              | 25,484            | 37,274            | 25,000             | 16,245                       | 15,000             |
| Rowing Camps                                     | 13,780            | 20,451            | 20,000             | 16,689                       | 20,000             |
| <b>Total Marine User Fees</b>                    | <b>921,699</b>    | <b>859,947</b>    | <b>857,045</b>     | <b>586,010</b>               | <b>860,045</b>     |
| Cabin Rentals                                    | 261,512           | 263,538           | 253,000            | 159,818                      | 268,450            |
| Camping Fees                                     | 1,392,065         | 1,572,095         | 1,473,700          | 1,213,837                    | 1,597,000          |
| Cottage Rentals                                  | 321,588           | 347,078           | 302,400            | 276,439                      | 335,000            |
| Laundry  | 8,484             | 10,157            | 12,600             | 12,692                       | 11,600             |
| <b>Total Camping/Cottage User Fees</b>           | <b>1,983,649</b>  | <b>2,192,868</b>  | <b>2,041,700</b>   | <b>1,662,786</b>             | <b>2,212,050</b>   |
| Shooting Tournament Fees                         | 41,590            | 20,750            | 60,000             | 25,580                       | 40,000             |
| Target Sales                                     | 693,418           | 589,316           | 745,200            | 511,555                      | 697,000            |
| Gun Rental                                       | 50,553            | 43,344            | 68,750             | 29,975                       | 55,000             |
| <b>Total Skeet, Trap &amp; Archery User Fees</b> | <b>785,562</b>    | <b>653,410</b>    | <b>873,950</b>     | <b>567,110</b>               | <b>792,000</b>     |
| Light Shows                                      | 3,733,968         | 4,330,757         | 3,893,000          | 3,639,793                    | 3,903,000          |
| Fall Festival                                    | 99,092            | 115,676           | 140,000            | 147,159                      | 145,000            |
| Programmed Events                                | 76,902            | 160,834           | 166,200            | 135,521                      | 187,800            |
| Snowflake Stampede                               | 0                 | 0                 | 0                  | 0                            | 0                  |
| Sponsors   | 0                 | 0                 | 0                  | 0                            | 0                  |
| Vendor Fees                                      | 500               | 136,052           | 105,500            | 125,547                      | 120,500            |
| <b>Total Special Events User Fees</b>            | <b>3,910,462</b>  | <b>4,743,319</b>  | <b>4,304,700</b>   | <b>4,048,020</b>             | <b>4,356,300</b>   |
| Atrium Rental                                    | 228,565           | 762,312           | 750,000            | 710,256                      | 780,000            |
| Carlyle House Rental                             | 33,286            | 22,186            | 30,000             | 11,384                       | 30,000             |
| Center Rental                                    | 29,834            | 167,364           | 135,000            | 64,926                       | 125,000            |
| Church Rental                                    | 0                 | 0                 | 600                | 250                          | 600                |
| Manor House Rental                               | 181,867           | 454,853           | 341,250            | 346,264                      | 380,000            |
| Algonkian Woodlands Rental                       | 88,945            | 234,769           | 210,000            | 160,650                      | 225,000            |
| Mill Rental                                      | 1,500             | 4,033             | 2,500              | 1,700                        | 2,500              |
| River View Rental                                | 227,416           | 765,468           | 725,000            | 606,313                      | 780,000            |
| Shelter Reservations                             | 287,049           | 361,688           | 337,180            | 244,524                      | 398,360            |
| Visitor Center Rental                            | 23,000            | 32,385            | 27,350             | 32,297                       | 33,000             |
| <b>Total Facility Rental User Fees</b>           | <b>1,101,461</b>  | <b>2,805,057</b>  | <b>2,558,880</b>   | <b>2,178,564</b>             | <b>2,754,460</b>   |

## ENTERPRISE FUND REVENUE BY CATEGORY

| DESCRIPTION                               | ACTUAL<br>FY 2021    | ACTUAL<br>FY 2022    | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024   |
|---|----------------------|----------------------|----------------------|------------------------------|----------------------|
| Annual Dues                               | 182,471              | 134,973              | 103,000              | 98,436                       | 108,000              |
| Athletic Field Use Fees                   | 1,152                | 836                  | 2,500                | 0                            | 1,000                |
| Batting Cage Fees                         | 155,186              | 171,515              | 188,000              | 124,280                      | 182,000              |
| Boat/RV Storage                           | 621,351              | 609,227              | 658,070              | 631,273                      | 720,432              |
| Camps                                     | 164,233              | 163,987              | 165,000              | 181,751                      | 204,000              |
| Climbing Feature Admissions               | 0                    | 273,489              | 433,162              | 201,642                      | 360,000              |
| Entrance Fees                             | 660,143              | 541,600              | 513,000              | 382,654                      | 518,000              |
| Equipment Rental                          | 84,648               | 508,825              | 280,800              | 436,692                      | 249,800              |
| Inflatable Play Features                  | 982                  | 2,602                | 0                    | 1,073                        | 0                    |
| Miniature Golf                            | 194,146              | 247,421              | 227,000              | 158,790                      | 240,500              |
| Permit Fees                               | (250)                | 6,250                | 6,500                | 8,750                        | 6,500                |
| Temple Hall Farm Rides                    | 1,325                | 2,570                | 9,300                | 14,779                       | 16,000               |
| <b>Total Other Park User Fees</b>         | <b>2,065,387</b>     | <b>2,663,294</b>     | <b>2,586,332</b>     | <b>2,240,121</b>             | <b>2,606,232</b>     |
| <b>TOTAL USER FEES</b>                    | <b>15,957,373</b>    | <b>21,381,233</b>    | <b>19,991,057</b>    | <b>17,404,907</b>            | <b>21,273,362</b>    |
| Retail - Ammunition                       | 351,581              | 392,063              | 338,000              | 384,236                      | 405,600              |
| Retail - Alcoholic Beverages/Hard Liquor  | 429,194              | 1,252,871            | 1,036,278            | 1,063,221                    | 1,148,175            |
| Retail - Food (Includes Paper Products)   | 1,141,192            | 2,107,033            | 2,119,060            | 1,749,230                    | 2,333,840            |
| Retail - Great Blue Heron                 | 468,971              | 2,322,943            | 2,150,200            | 2,127,714                    | 2,303,500            |
| Retail - Catering Food Truck              | 15,529               | 12,324               | 45,000               | 2,000                        | 40,000               |
| Administrative Fee                        | 125,074              | 609,802              | 432,338              | 526,013                      | 466,320              |
| Retail - Algonkian Woodlands Catering     | 85,996               | 343,673              | 262,500              | 220,169                      | 292,500              |
| Retail - Pro Shop                         | 200,597              | 208,531              | 160,000              | 171,135                      | 195,000              |
| Retail - Merchandise                      | 20,878               | 58,233               | 75,800               | 80,666                       | 149,100              |
| Vending Machine Operation                 | 2,585                | 0                    | 0                    | 0                            | 0                    |
| <b>TOTAL RETAIL OPERATIONS</b>            | <b>2,841,595</b>     | <b>7,307,473</b>     | <b>6,619,176</b>     | <b>6,324,385</b>             | <b>7,334,035</b>     |
| License Fees                              | 4,621                | 368                  | 12,000               | 898                          | 9,600                |
| Rents & Easements                         | 1,072,061            | 938,036              | 910,496              | 873,474                      | 951,689              |
| <b>TOTAL EASEMENTS AND LICENSES</b>       | <b>1,076,682</b>     | <b>938,404</b>       | <b>922,496</b>       | <b>874,372</b>               | <b>961,289</b>       |
| NVRPA Event Staffing                      | 47,338               | 273,071              | 112,722              | 183,017                      | 126,795              |
| Contract Services                         | 0                    | 1,000                | 0                    | 0                            | 0                    |
| Kitchen Use Fee                           | 4,000                | 4,943                | 5,000                | 2,943                        | 0                    |
| Firewood/Propane                          | 107,755              | 68,557               | 80,000               | 47,423                       | 75,000               |
| Garden Guild/Docent Activities            | 293                  | 421                  | 600                  | 0                            | 600                  |
| Grants                                    | 27,888               | 0                    | 120,000              | 0                            | 120,000              |
| House & Bank Building Rental              | 220,223              | 224,176              | 219,821              | 186,884                      | 218,021              |
| Insurance Proceeds                        | 31,289               | 1,210,271            | 0                    | 27,062                       | 0                    |
| Interest                                  | 9,560                | 20,212               | 6,000                | 9,093                        | 12,000               |
| Temple Hall - Contribution                | 0                    | 0                    | 96,806               | 0                            | 96,806               |
| Interest-Occoquan                         | 472                  | 197                  | 0                    | (206)                        | 0                    |
| Lessons                                   | 154,815              | 141,567              | 155,000              | 106,567                      | 153,000              |
| Lifeguard Training Fee                    | 0                    | 0                    | 0                    | 0                            | 0                    |
| Miscellaneous Revenue                     | 142,012              | 180,422              | 73,846               | 244,568                      | 351,801              |
| Crop Sales                                | 59,992               | 80,430               | 13,000               | 8,250                        | 14,000               |
| Rental Device Commission                  | 0                    | 0                    | 0                    | 0                            | 0                    |
| Hemlock Contractual Agreement             | 0                    | 7,500                | 16,000               | 16,740                       | 25,000               |
| Reservation Fees                          | 91,040               | 74,853               | 60,000               | 55,106                       | 75,000               |
| Sponsorship                               | 0                    | 0                    | 0                    | 0                            | 0                    |
| <b>TOTAL OTHER REVENUE</b>                | <b>896,678</b>       | <b>2,287,621</b>     | <b>958,795</b>       | <b>887,447</b>               | <b>1,268,023</b>     |
| <b>TOTAL ENTERPRISE FUND REVENUES</b>     | <b>\$ 20,772,328</b> | <b>\$ 31,914,730</b> | <b>\$ 28,491,524</b> | <b>\$ 25,491,111</b>         | <b>\$ 30,836,709</b> |
| Transfer from Carlyle House Friends Fund  | 63                   | 0                    | 3,000                | 81                           | 3,000                |
| Transfer from Restricted Fund - FOWOD     | 0                    | 142                  | 0                    | 0                            | 0                    |
| Transfer from Restricted Fund             | 327,912              | 0                    | 0                    | 0                            | 0                    |
| Transfer from Restricted Fund             | 0                    | 327,912              | 327,912              | 327,912                      | 415,000              |
| Transfer from Board Authorized Reserves   | 96,806               | 0                    | 0                    | 0                            | 0                    |
| Transfer from Capital Fund - Debt Service | 822,918              | 0                    | 121,083              | 0                            | 121,083              |
| <b>TOTAL TRANSFERS FROM OTHER FUNDS</b>   | <b>1,247,699</b>     | <b>328,054</b>       | <b>451,995</b>       | <b>327,993</b>               | <b>539,083</b>       |
| <b>TOTAL AVAILABLE RESOURCES</b>          | <b>\$ 22,020,027</b> | <b>\$ 32,242,785</b> | <b>\$ 28,943,519</b> | <b>\$ 25,819,104</b>         | <b>\$ 31,375,791</b> |

## ENTERPRISE FUND EXPENSES BY CATEGORY

| DESCRIPTION                      | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>ENTERPRISE FUND EXPENSES</b>  |                   |                   |                    |                              |                    |
| Full-time Salaries               | \$ 5,376,800      | \$ 6,313,686      | \$ 7,441,327       | \$ 6,773,418                 | \$ 8,138,711       |
| Part-Time Salaries               | 2,714,759         | 4,127,285         | 5,709,755          | 3,797,299                    | 5,914,988          |
| FICA                             | 591,635           | 771,154           | 1,001,182          | 758,296                      | 1,073,258          |
| Hospitalization                  | 904,931           | 922,199           | 1,167,645          | 1,051,219                    | 1,250,711          |
| Life Insurance                   | 49,740            | 54,288            | 84,471             | 57,147                       | 92,781             |
| Retirement                       | 1,034,987         | 1,123,124         | 1,488,265          | 1,133,489                    | 1,709,129          |
| Unemployment Tax                 | 12,295            | 18,458            | 32,740             | 10,751                       | 34,449             |
| <b>TOTAL PERSONNEL SERVICES</b>  | <b>10,685,147</b> | <b>13,330,195</b> | <b>16,925,384</b>  | <b>13,581,619</b>            | <b>18,214,027</b>  |
| Camps                            | 6,318             | 10,295            | 10,650             | 5,950                        | 17,650             |
| Contingency                      | 0                 | 0                 | 0                  | 0                            | 0                  |
| Credit Card Charges              | 488,687           | 716,228           | 600,000            | 600,069                      | 720,614            |
| POS Technology Fees              | 192,413           | 268,923           | 206,000            | 240,313                      | 260,000            |
| Contract Employment              | 120,585           | 736,251           | 416,232            | 610,903                      | 532,080            |
| Fall Festival Operations         | 1,910             | 4,902             | 10,500             | 12,574                       | 10,500             |
| Golf Cart Rental                 | 151,399           | 178,926           | 158,205            | 137,636                      | 158,205            |
| Beverage Cart Rental             | 10,307            | 12,181            | 8,316              | 9,370                        | 8,316              |
| Equipment Rental                 | 82,261            | 435,300           | 320,810            | 361,161                      | 239,275            |
| Feed                             | 6,930             | 6,281             | 9,000              | 6,084                        | 9,000              |
| Fertilizer                       | 49,830            | 28,888            | 17,500             | 3,811                        | 13,000             |
| Garden Guild/Docent Activities   | 243               | 0                 | 600                | 781                          | 600                |
| Gas and Diesel                   | 124,611           | 200,271           | 216,000            | 184,479                      | 245,500            |
| Grants - Potomac Overlook        | 1,982             | 1,647             | 0                  | 114                          | 0                  |
| Handicap Program                 | 6,341             | 5,225             | 8,340              | 3,206                        | 8,924              |
| Instructor Fees                  | 34,600            | 29,449            | 36,000             | 19,081                       | 34,200             |
| License Fees                     | 7,473             | 0                 | 12,200             | 0                            | 12,200             |
| Linen Service                    | 17,160            | 15,899            | 18,000             | 11,967                       | 18,000             |
| Livestock                        | 1,126             | 510               | 4,000              | 450                          | 4,000              |
| Membership Events/Friends Group  | 0                 | 15                | 1,000              | 0                            | 1,000              |
| Park Police                      | 36,246            | 157,922           | 78,600             | 243,381                      | 343,100            |
| Production Costs                 | 357,458           | 452,458           | 394,100            | 415,143                      | 425,628            |
| Programs and Promotions          | 29,308            | 91,019            | 123,450            | 57,233                       | 128,250            |
| Public Information               | 233,454           | 376,215           | 541,800            | 304,903                      | 541,800            |
| Regatta Fees                     | 4,931             | 10,993            | 10,000             | 8,155                        | 12,000             |
| Seeds and Plants                 | 15,404            | 25,280            | 9,000              | 3,381                        | 9,000              |
| Shooting Tournament              | 17,366            | 8,707             | 28,000             | 6,816                        | 18,600             |
| Strategic Plan Initiatives       | 0                 | 39,802            | 53,650             | 5,135                        | 45,000             |
| Compensation Funding Initiatives | 0                 | 0                 | 196,438            | 0                            | 210,000            |
| Swimming Pool Safety Program     | 37,080            | 57,670            | 30,000             | 36,891                       | 30,000             |
| Targets                          | 184,422           | 211,108           | 253,000            | 171,566                      | 240,350            |
| Training for Field Staff         | 3,144             | 46,102            | 60,000             | 52,714                       | 60,000             |
| Uniforms                         | 19,617            | 16,287            | 38,800             | 16,942                       | 38,850             |
| Vet & Medicine                   | 3,659             | 4,459             | 5,500              | 3,836                        | 5,500              |
| <b>TOTAL OPERATING COSTS</b>     | <b>2,246,265</b>  | <b>4,149,215</b>  | <b>3,875,691</b>   | <b>3,534,045</b>             | <b>4,401,142</b>   |
| Equipment/Vehicle Maintenance    | 193,564           | 218,449           | 317,859            | 212,352                      | 322,444            |
| Facility Op. & Maintenance       | 1,530,747         | 2,143,663         | 2,054,548          | 1,891,753                    | 2,264,098          |
| Garden Maintenance               | 24,707            | 73,305            | 120,750            | 95,580                       | 132,000            |
| Golf Course Maintenance          | 320,069           | 330,203           | 366,330            | 293,878                      | 395,636            |
| Major Contract Maintenance       | 263,479           | 288,286           | 260,000            | 257,635                      | 260,000            |
| Rental House Maintenance         | 12,357            | 16,725            | 8,000              | 13,121                       | 8,000              |
| <b>TOTAL MAINTENANCE COSTS</b>   | <b>2,344,923</b>  | <b>3,070,630</b>  | <b>3,127,487</b>   | <b>2,764,319</b>             | <b>3,382,178</b>   |
| Insurance - Liquor Liability     | 19,076            | 15,597            | 24,500             | 21,908                       | 30,750             |
| Insurance - Workers Comp         | 152,459           | 150,835           | 160,000            | 118,807                      | 150,000            |
| Insurance - Vehicle              | 28,718            | 29,576            | 41,109             | 47,468                       | 43,604             |
| <b>TOTAL INSURANCE</b>           | <b>200,253</b>    | <b>196,008</b>    | <b>225,609</b>     | <b>188,183</b>               | <b>224,354</b>     |

## ENTERPRISE FUND EXPENSES BY CATEGORY

| DESCRIPTION  | ACTUAL<br>FY 2021    | ACTUAL<br>FY 2022    | REVISED<br>FY 2023   | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024   |
|--|----------------------|----------------------|----------------------|------------------------------|----------------------|
| Retail - Ammunition                                  | 268,254              | 291,729              | 236,600              | 243,591                      | 283,920              |
| Retail - Alcoholic Beverages/Hard Liquor             | 114,756              | 281,810              | 328,034              | 218,387                      | 311,195              |
| Retail - Catering Food Truck                         | 4,063                | 2,507                | 1,800                | 0                            | 0                    |
| Retail - Algonkian Woodlands                         | 32,896               | 95,060               | 94,500               | 67,129                       | 105,300              |
| Retail - Catering Great Blue Heron                   | 115,718              | 484,453              | 557,550              | 447,924                      | 595,440              |
| Retail - Catering Rust Sanctuary                     | 64,560               | 171,508              | 141,282              | 139,924                      | 157,300              |
| Retail - Food  | 586,342              | 1,115,189            | 983,923              | 851,715                      | 1,051,818            |
| Retail - Pro Shop                                    | 128,354              | 132,908              | 96,500               | 106,309                      | 120,500              |
| Retail Merchandise                                   | 32,731               | 52,772               | 52,900               | 68,112                       | 88,550               |
| Vending Machine Operation                            | 0                    | 0                    | 0                    | 0                            | 0                    |
| Firewood   | 38,700               | 23,100               | 35,000               | 27,715                       | 33,125               |
| <b>TOTAL RETAIL OPERATIONS</b>                       | <b>1,386,375</b>     | <b>2,651,036</b>     | <b>2,528,089</b>     | <b>2,170,805</b>             | <b>2,747,148</b>     |
| Telephone  | 76,087               | 79,580               | 92,039               | 74,174                       | 93,514               |
| Electricity  | 471,553              | 562,409              | 688,150              | 562,250                      | 706,800              |
| Natural Gas  | 27,182               | 42,303               | 32,500               | 51,362                       | 37,000               |
| Other  | 191                  | 537                  | 0                    | 450                          | 0                    |
| Water/Sewer  | 136,997              | 161,852              | 205,699              | 104,455                      | 185,200              |
| Propane Gas  | 59,274               | 63,935               | 85,050               | 72,813                       | 94,000               |
| Heating Oil  | 2,278                | 3,096                | 7,500                | 6,764                        | 7,500                |
| Internet/Cable                                       | 79,819               | 87,108               | 84,985               | 75,356                       | 97,720               |
| <b>TOTAL UTILITIES</b>                               | <b>853,382</b>       | <b>1,000,820</b>     | <b>1,195,923</b>     | <b>947,625</b>               | <b>1,221,734</b>     |
| Note Payable VRA Principal                           |                      |                      | 507,711              | 0                            | 527,711              |
| Interest Expense VRA Note                            | 557,322              | 526,199              | 651,908              | 445,714                      | 632,497              |
| <b>TOTAL DEBT SERVICE</b>                            | <b>557,322</b>       | <b>526,199</b>       | <b>1,159,619</b>     | <b>445,714</b>               | <b>1,160,208</b>     |
| <b>TOTAL EXPENSES</b>                                | <b>\$ 18,273,667</b> | <b>\$ 24,924,103</b> | <b>\$ 29,037,802</b> | <b>\$ 23,632,310</b>         | <b>\$ 31,350,791</b> |
| <b>TRANSFERS OUT</b>                                 |                      |                      |                      |                              |                      |
| Trans. - Gen. Fund for Central Maint.                | 235,850              | 720,000              | 0                    | 0                            | 0                    |
| Transfer to General Fund                             | (234,301)            | (50,175)             | 0                    | 0                            | 0                    |
| <b>TOTAL TRANSFERS OUT</b>                           | <b>\$ 1,549</b>      | <b>\$ 669,825</b>    | <b>\$ 0</b>          | <b>\$ 0</b>                  | <b>\$ 0</b>          |
| <b>TOTAL EXPENSES AND OTHER USES</b>                 | <b>\$ 18,275,215</b> | <b>\$ 25,593,928</b> | <b>\$ 29,037,802</b> | <b>\$ 23,632,310</b>         | <b>\$ 31,350,791</b> |
| Adjustments  | 0                    | 306,307              | 0                    | 0                            | 0                    |
| Reserve Activity                                     | 4,749                | 15,122               | 0                    | 0                            | 0                    |
| <b>OPERATING INCOME (LOSS)</b>                       | <b>\$ 3,740,065</b>  | <b>\$ 6,327,427</b>  | <b>\$ (94,283)</b>   | <b>\$ 2,186,795</b>          | <b>\$ 25,000</b>     |
| Transfer to Designated Set Aside                     | 0                    | 0                    | 0                    | 0                            | 0                    |
| Transfer to Capital Fund                             | 2,244,039            | 4,429,199            | 0                    | 0                            | 0                    |
| Transfer to Retirement Plan                          | 0                    | 632,742              | 0                    | 0                            | 0                    |
| Transfer to Board Authorized Reserves                | 0                    | 0                    | 25,000               | 0                            | 25,000               |
| Transfer to Performance Incentive Plan               | 748,013              | 1,265,485            | 0                    | 0                            | 0                    |
| Transfer to Sustainability Reserve                   | 748,013              | 0                    | 0                    | 0                            | 0                    |
| <b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b> | <b>3,740,065</b>     | <b>6,327,427</b>     | <b>25,000</b>        | <b>0</b>                     | <b>25,000</b>        |
| <b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>    | <b>0</b>             | <b>0</b>             | <b>(119,283)</b>     | <b>2,186,795</b>             | <b>0</b>             |
| <b>ENDING BALANCE</b>                                | <b>\$ 287,146</b>    | <b>\$ 287,146</b>    | <b>\$ 287,146</b>    | <b>\$ 2,473,941</b>          | <b>\$ 287,146</b>    |

# 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 19,177           | \$ 20,300           | \$ 20,300           | 0.0 %                 |
| Other Revenue               | 19,839              | 13,200              | 13,200              | 0.0 %                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 39,016</b>    | <b>\$ 33,500</b>    | <b>\$ 33,500</b>    | <b>0.0 %</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 139,482          | \$ 156,496          | \$ 168,495          | 7.7 %                 |
| Operating Costs             | 7,351               | 13,950              | 13,950              | 0.0 %                 |
| Maintenance Costs           | 25,665              | 21,600              | 22,218              | 2.9 %                 |
| Utilities                   | 10,565              | 8,700               | 8,700               | 0.0 %                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 183,064</b>   | <b>\$ 200,746</b>   | <b>\$ 213,363</b>   | <b>6.3 %</b>          |
| <b>Net Income</b>           | <b>\$ (144,048)</b> | <b>\$ (167,246)</b> | <b>\$ (179,863)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.00                         | 1.00                         | 1.00                         | 1.00                        | 1.00                       |
| Part-Time | .86                          | .95                          | .95                          | .95                         | .95                        |

## ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

| ACCOUNT NUMBER   | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|---------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK</b> |                                 |                   |                   |                    |                              |                    |
| <b>REVENUES</b>  |                                 |                   |                   |                    |                              |                    |
| 4600   | Programmed Events               | \$ (305)          | \$ 14,607         | \$ 17,000          | \$ 11,071                    | \$ 17,000          |
| 4498   | Mill Rental                     | 1,500             | 4,033             | 2,500              | 1,700                        | 2,500              |
| 4230   | Entrance Fees/Group Admissions  | 133               | 537               | 800                | 1,126                        | 800                |
|  | <b>TOTAL USER FEES</b>          | <b>1,328</b>      | <b>19,177</b>     | <b>20,300</b>      | <b>13,897</b>                | <b>20,300</b>      |
| 4420   | House Rental                    | 13,500            | 19,839            | 13,200             | 8,700                        | 13,200             |
|  | <b>TOTAL OTHER REVENUE</b>      | <b>13,500</b>     | <b>19,839</b>     | <b>13,200</b>      | <b>8,700</b>                 | <b>13,200</b>      |
|  | <b>TOTAL REVENUES</b>           | <b>14,828</b>     | <b>39,016</b>     | <b>33,500</b>      | <b>22,597</b>                | <b>33,500</b>      |
| <b>EXPENSES</b>  |                                 |                   |                   |                    |                              |                    |
| 5010   | Full-Time Salaries              | \$ 81,854         | \$ 94,359         | \$ 92,358          | \$ 89,568                    | \$ 100,811         |
| 5020   | Part-Time Salaries              | 7,897             | 18,321            | 34,682             | 12,551                       | 34,778             |
| 5030   | FICA                            | 6,890             | 8,642             | 9,719              | 7,667                        | 10,373             |
| 5060   | Life Insurance                  | 770               | 835               | 1,053              | 761                          | 1,149              |
| 5050   | Retirement                      | 16,404            | 17,241            | 18,472             | 14,994                       | 21,170             |
| 5070   | Unemployment Tax                | 74                | 85                | 213                | 29                           | 214                |
|  | <b>TOTAL PERSONNEL SERVICES</b> | <b>113,889</b>    | <b>139,482</b>    | <b>156,496</b>     | <b>125,570</b>               | <b>168,495</b>     |
| 5490   | Programs & Promotions           | 811               | 7,351             | 13,600             | 9,343                        | 13,600             |
| 5570   | Uniforms                        | 0                 | 0                 | 350                | 0                            | 350                |
|  | <b>TOTAL OPERATING COSTS</b>    | <b>811</b>        | <b>7,351</b>      | <b>13,950</b>      | <b>9,343</b>                 | <b>13,950</b>      |
| 5190   | Facility Op. & Maintenance      | 20,021            | 23,470            | 20,600             | 14,436                       | 21,218             |
| 5510   | Rental House Maintenance        | 112               | 2,195             | 1,000              | 1,766                        | 1,000              |
|  | <b>TOTAL MAINTENANCE COSTS</b>  | <b>20,133</b>     | <b>25,665</b>     | <b>21,600</b>      | <b>16,202</b>                | <b>22,218</b>      |
| 5580-001   | Telephone                       | 2,865             | 3,785             | 3,300              | 3,173                        | 3,300              |
| 5580-002   | Electricity                     | 1,980             | 2,292             | 2,500              | 3,041                        | 2,500              |
| 5580-004   | Water/Sewer                     | 802               | 692               | 1,100              | 653                          | 1,100              |
| 5580-009   | Heating Oil                     | 0                 | 441               | 0                  | 0                            | 0                  |
| 5580-016   | Internet/Cable                  | 1,824             | 2,080             | 1,800              | 1,440                        | 1,800              |
|  | <b>TOTAL UTILITIES</b>          | <b>7,911</b>      | <b>10,565</b>     | <b>8,700</b>       | <b>9,360</b>                 | <b>8,700</b>       |
|  | <b>TOTAL EXPENSES</b>           | <b>142,742</b>    | <b>183,064</b>    | <b>200,746</b>     | <b>160,475</b>               | <b>213,363</b>     |
|  | <b>OPERATING INCOME (LOSS)</b>  | <b>(127,914)</b>  | <b>(144,048)</b>  | <b>(167,246)</b>   | <b>(137,878)</b>             | <b>(179,863)</b>   |

# ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

## STRATEGIC GOALS & OBJECTIVES FY 2024



### Aldie Mill Historic Park:

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



Objectives:

- Develop a minimum of (2) new strategies to conduct SOL based programs virtually.
- Develop a minimum of (3) new strategies to reengage schools to visit the site.
- 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.
- Implement a minimum of (2) nontraditional special events in an effort to attract new visitors.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Begin to engage in a leadership role where appropriate in the local planning of American's 250 commemoration.

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



Objectives:

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

### Mt. Defiance Historic Park:

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



Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Implement (2) promotional strategies for the interpretive signs for self-guided tours.
- Review park signage and develop a plan for a more guest friendly self-guided tour.

### 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.
- Develop and implement a basic wayfinding system to direct visitors.



# ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

### **Aldie Mill:**

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

#### **Highlights**

- Worked with local schools to inform teachers of virtual offerings their students could access online.
- Continued strong community partnerships including with local elementary school and Aldie Heritage Association a total of (8).
- Created Milling & Distilling event.
- Created (2) new educational tea programs.
- Increased volunteer participation.

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

#### **Highlights**

- Brought in NOVA Parks' first ever Resident Curator to Mt. Defiance.
- 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 including an enhanced partnership with Civil War Trails and Virginia Piedmont Heritage Area to promote educational programming.
- Added new partnership with Loudoun chapter of Virginia Master Naturalists.
- Partnered with Civil War Trails and Visit Loudoun on promotions.

### **Battle of Upperville/Goose Creek Bridge Historic Park:**

#### **Highlights**

- Maintained (3) community partnerships including an enhanced partnership with Civil War Trails to promote educational programming.
- Added new partnership with Loudoun chapter of Virginia Master Naturalists.
- Installed interpretive sign about the historic role of horses in the cavalry battle at Goose Creek Bridge

## MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Daily tour attendance                | 1,962             | 1,932             | 2,700             | 1,179  | 2,700             |
| • Annual attendance at public programs | 131               | 489               | 400               | 25   | 400               |
| • Special event attendance             | 55                | 272               | 1,200             | 473  | 1,200             |
| • Number of facility rentals           | 1                 | 5                 | 6                 | 2  | 6                 |
| • School tour attendance               | 124               | 456               | 450               | 228  | 450               |
| • Virtual tour attendance              | 52                | N/A               | 3,000             | N/A  | 3,000             |
| • Scout tours                          | 0                 | 0                 | 100               | 32   | 100               |
| • Volunteer hours received             | 412.5             | 535               | 550               | 200  | 550               |

# ALGONKIAN REGIONAL PARK

## PROGRAM OVERVIEW

Algonkian Regional Park is located in the Sterling/Potomac Falls area of Loudoun County. This 838-acre park, 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, practice rowing facilities for high school crew, and the Gabrielson Trail, which links over 1,500 acres of NOVA Parks property.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL  | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                    |                    |                    |                       |
| User Fees                   | \$ 227,456         | \$ 260,000         | \$ 283,500         | 9.0%                  |
| Retail Operations           | 86                 | 500                | 500                | 0.0%                  |
| Other Revenue               | 0                  | 0                  | 0                  | -                     |
| <b>TOTAL REVENUE</b>        | <b>\$ 227,542</b>  | <b>\$ 260,500</b>  | <b>\$ 284,000</b>  | <b>9.0%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                    |                    |                    |                       |
| Personnel Services          | \$ 619,694         | \$ 671,429         | \$ 714,390         | 6.4%                  |
| Operating Costs             | 20,704             | 12,100             | 20,100             | 66.1%                 |
| Maintenance Costs           | 38,835             | 46,100             | 48,996             | 6.3%                  |
| Insurance                   | 2,268              | 2,554              | 2,747              | 7.6%                  |
| Retail Operations           | 5                  | 150                | 150                | 0.0%                  |
| Utilities                   | 9,984              | 10,449             | 11,000             | 5.3%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 691,490</b>  | <b>\$ 742,782</b>  | <b>\$ 797,383</b>  | <b>7.4%</b>           |
| <b>Net Income</b>           | <b>(\$463,948)</b> | <b>(\$482,282)</b> | <b>(\$513,383)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes increased revenue due to additional activity and rate updates. Gas and Diesel budget is increased to reflect actual expense trend.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 6                            | 6                            | 6                            | 6                           | 6                          |
| Part-Time | 3.88                         | 3.95                         | 3.95                         | 3.95                        | 4.07                       |

## ALGONKIAN REGIONAL PARK

| ACCOUNT NUMBER                       | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--------------------------------------|---------------------------------|--------------------|--------------------|--------------------|------------------------------|--------------------|
| <b>3-035 ALGONKIAN REGIONAL PARK</b> |                                 |                    |                    |                    |                              |                    |
| <b>REVENUES</b>                      |                                 |                    |                    |                    |                              |                    |
| 4460                                 | Launch & Parking Fees           | \$ 14,094          | \$ 7,443           | \$ 14,000          | \$ 6,020                     | \$ 14,000          |
| 4600                                 | Programmed Events               | 4,419              | 2,730              | 6,000              | 2,843                        | 6,000              |
| 4670                                 | Shelter Reservations            | 63,247             | 88,601             | 81,000             | 58,690                       | 91,000             |
| 4045                                 | Athletic Field Use Fees         | 1,152              | 836                | 1,500              | 0                            | 0                  |
| 4080                                 | Boat/RV Storage                 | 140,425            | 117,409            | 150,000            | 141,231                      | 163,500            |
| 4500                                 | Miniature Golf                  | 4,149              | 10,437             | 7,500              | 5,686                        | 9,000              |
|                                      | <b>TOTAL USER FEES</b>          | <b>227,486</b>     | <b>227,456</b>     | <b>260,000</b>     | <b>214,470</b>               | <b>283,500</b>     |
| 4640                                 | Retail - Food                   | 90                 | 86                 | 500                | 32                           | 500                |
|                                      | <b>TOTAL RETAIL OPERATIONS</b>  | <b>90</b>          | <b>86</b>          | <b>500</b>         | <b>32</b>                    | <b>500</b>         |
| 4510                                 | Miscellaneous Revenue           | 300                | 0                  | 0                  | 0                            | 0                  |
|                                      | <b>TOTAL OTHER REVENUE</b>      | <b>300</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
|                                      | <b>TOTAL REVENUES</b>           | <b>\$ 227,877</b>  | <b>\$ 227,542</b>  | <b>\$ 260,500</b>  | <b>\$ 214,502</b>            | <b>\$ 284,000</b>  |
| <b>EXPENSES</b>                      |                                 |                    |                    |                    |                              |                    |
| 5010                                 | Full-Time Salaries              | \$ 323,326         | \$ 376,114         | \$ 374,382         | \$ 334,112                   | \$ 388,692         |
| 5020                                 | Part-Time Salaries              | 80,251             | 91,520             | 119,226            | 91,307                       | 127,213            |
| 5030                                 | FICA                            | 29,847             | 35,001             | 37,761             | 30,794                       | 39,467             |
| 5040                                 | Hospitalization                 | 52,547             | 46,242             | 60,079             | 60,744                       | 72,086             |
| 5060                                 | Life Insurance                  | 3,131              | 3,177              | 4,268              | 2,968                        | 4,431              |
| 5050                                 | Retirement                      | 65,143             | 67,132             | 74,876             | 57,438                       | 81,625             |
| 5070                                 | Unemployment Tax                | 503                | 507                | 836                | 193                          | 876                |
|                                      | <b>TOTAL PERSONNEL SERVICES</b> | <b>554,748</b>     | <b>619,694</b>     | <b>671,429</b>     | <b>577,557</b>               | <b>714,390</b>     |
| 5230                                 | Gas and Diesel                  | 11,745             | 18,477             | 7,000              | 17,935                       | 15,000             |
| 5490, 5492                           | Programs and Promotions         | 847                | 1,560              | 3,000              | 0                            | 3,000              |
| 5570                                 | Uniforms                        | 1244               | 667                | 2,100              | 863                          | 2,100              |
|                                      | <b>TOTAL OPERATING COSTS</b>    | <b>13,835</b>      | <b>20,704</b>      | <b>12,100</b>      | <b>18,797</b>                | <b>20,100</b>      |
| 5180                                 | Equipment/Vehicle Maintenance   | 4,015              | 4,824              | 9,900              | 7,697                        | 9,900              |
| 5190                                 | Facility Op. & Maintenance      | 32,567             | 34,011             | 36,200             | 31,092                       | 39,096             |
|                                      | <b>TOTAL MAINTENANCE COSTS</b>  | <b>36,582</b>      | <b>38,835</b>      | <b>46,100</b>      | <b>38,789</b>                | <b>48,996</b>      |
| 5290                                 | Insurance - Vehicle             | 2,244              | 2,268              | 2,554              | 2,694                        | 2,747              |
|                                      | <b>TOTAL INSURANCE</b>          | <b>2,244</b>       | <b>2,268</b>       | <b>2,554</b>       | <b>2,694</b>                 | <b>2,747</b>       |
| 5520                                 | Retail - Food                   | 144                | 5                  | 150                | 67                           | 150                |
|                                      | <b>TOTAL RETAIL OPERATIONS</b>  | <b>144</b>         | <b>5</b>           | <b>150</b>         | <b>67</b>                    | <b>150</b>         |
| 5580-001                             | Telephone                       | 815                | 1060               | 800                | 744                          | 800                |
| 5580-002                             | Electricity                     | 4,128              | 5,671              | 7,000              | 7,045                        | 7,000              |
| 5580-004                             | Water/Sewer                     | 1,375              | 2,052              | 1,449              | 1,638                        | 2,000              |
| 5580-016                             | Internet/Cable                  | 1075               | 1200               | 1200               | 837                          | 1200               |
|                                      | <b>TOTAL UTILITIES</b>          | <b>7,393</b>       | <b>9,984</b>       | <b>10,449</b>      | <b>10,264</b>                | <b>11,000</b>      |
|                                      | <b>TOTAL EXPENSES</b>           | <b>\$ 614,946</b>  | <b>\$ 691,490</b>  | <b>\$ 742,782</b>  | <b>\$ 648,168</b>            | <b>\$ 797,383</b>  |
|                                      | <b>OPERATING INCOME (LOSS)</b>  | <b>(\$387,070)</b> | <b>(\$463,948)</b> | <b>(\$482,282)</b> | <b>(\$433,666)</b>           | <b>(\$513,383)</b> |

# ALGONKIAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, promote, manage, and sustain parklands.**



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Work closely with the Planning and Development team to expand the use of solar energy within the park.
- Continue to maintain and improve the trail systems through sustainable trail maintenance efforts.
- Maintain and continue to update all park assets and systems into 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 and successful programs, partnerships, and events to meet the needs of our diverse community.**



#### Objectives:

- Conduct a minimum of (5) kayak tours/programs, including a minimum of (2) Roving Naturalist programs to engage the next generation of conservationists.
- Continue to expand the programs offered to cottage guests to include educational, entertainment based and environmentally focused programs.
- Host a minimum of (2) special events aimed at increasing awareness of the park and features.
- Maintain a minimum of (3) diverse community partnerships.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



#### Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Maintain a system to evaluate and respond to customer feedback.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 1,000 volunteer hours.
- Implement a minimum of (2) nature or culturally based interpretive panels that share the stories connected to the park.

### **Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- Maintain Boat and RV lots at 95% capacity.
- Host a minimum of (1) internally managed seasonal event.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters. Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.

## **FY 2023 STRATEGIC GOAL HIGHLIGHTS**

### ***Goal One: Protect, promote, manage, and sustain parklands.***

#### **Highlights**

- Utilized maintenance inspection forms for all facilities.
- Continued partnerships with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, and Loudoun County Crew teams.
- Developed new annual maintenance plan for portions of the Potomac Heritage Trail, in partnership with the Potomac Heritage Trail Association.
- Maintained an effective relationship with our Seneca Regional Park volunteers.
- Hosted several Eagle Scout projects throughout the park with focuses on trail improvements and conservation.
- Conducted multiple invasive species removals with volunteer groups, including bamboo and Autumn Olive removals

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

#### **Highlights**

- Worked with NOVA Parks Roving Naturalist to conduct several educational programs.
- Refined in-house events calendar for the year and utilized the NOVA Parks website and social media channels to promote events and offerings.

### ***Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

#### **Highlights**

- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- Hosted CPR/First Aid course to recertify and certify staff.
- Reviewed and updated the park FAQ page with additional common requests.

### ***Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***

#### **Highlights**

- Maintained boat storage lots at 95% capacity.
- Continued to update and enhance the staff toolkit that enables and empowers part-time staff to effectively make decisions and solve problems.
- Developed and implemented an improvement plan for the mini golf course aimed at increasing aesthetics and functionality

## **MEASURABLE RESULTS**

|                                    | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months JUL-<br/>DEC 2022</b> | <b>FY 2024<br/>TARGET</b> |
|------------------------------------|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • Number of boat launches          | 208                       | 91                        | 2,100                     | 299  | 2,100                     |
| • Boat/RV storage usage            | 182                       | 188                       | 197                       | 187  | 197                       |
| • Number of miniature golf rounds  | 498                       | 1,931                     | 1,800                     | 929  | 2,150                     |
| • Number of picnic shelter rentals | 360                       | 447                       | 360                       | 241  | 360                       |
| • Number of programmed events      | 1                         | 0                         | 2                         | 1  | 2                         |

# 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 maintains 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 local High School Golf Teams.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,532,084        | \$ 1,188,875        | \$ 1,385,500        | 16.5%                 |
| Retail Operations           | 205,277             | 168,920             | 213,920             | 26.6%                 |
| Other Revenue               | 1,920               | 10,000              | 10,000              | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,739,282</b> | <b>\$ 1,367,795</b> | <b>\$ 1,609,420</b> | <b>17.7%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 756,769          | \$ 811,363          | \$ 863,407          | 6.4%                  |
| Operating Costs             | 73,625              | 86,917              | 84,156              | -3.2%                 |
| Maintenance Costs           | 173,210             | 198,450             | 211,931             | 6.8%                  |
| Insurance                   | 1,104               | 1,011               | 1,549               | 53.2%                 |
| Retail Operations           | 88,828              | 73,850              | 91,100              | 23.4%                 |
| Utilities                   | 46,432              | 53,500              | 54,300              | 1.5%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,139,968</b> | <b>\$ 1,225,091</b> | <b>\$ 1,306,443</b> | <b>6.6%</b>           |
| <b>Net Income</b>           | <b>\$ 599,314</b>   | <b>\$ 142,704</b>   | <b>\$ 302,977</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted 17% higher due to the increase in golf play since the start of the pandemic as well as an increase in retail revenue. Expenses are increased to reflect compensation increases, higher maintenance costs and expense related to the increased retail revenue.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 7.5                          | 7.5                          | 7.5                          | 7.5                         | 7.5                        |
| Part-Time | 5.78                         | 5.63                         | 5.63                         | 5.63                        | 5.77                       |

# ALGONKIAN GOLF COURSE

| ACCOUNT NUMBER                     | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|------------------------------------|---------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-010 ALGONKIAN GOLF COURSE</b> |                                 |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                    |                                 |                     |                     |                     |                              |                     |
| 4210                               | Driving Range                   | \$ 122,003          | \$ 111,082          | \$ 95,000           | \$ 109,030                   | \$ 110,000          |
| 4220                               | Cart Rental                     | 281,736             | 319,360             | 245,000             | 267,653                      | 297,000             |
| 4320                               | Golf Club Rental                | 2,593               | 3,619               | 3,000               | 3,128                        | 0                   |
| 4380                               | Green Fees                      | 1,136,152           | 1,089,669           | 837,375             | 900,419                      | 970,000             |
| 4400                               | Golf Handicap Program           | 5,238               | 4,758               | 5,500               | 3,227                        | 5,500               |
| 4610                               | Pull Cart Rental                | 4,766               | 3,596               | 3,000               | 3,776                        | 3,000               |
|                                    | <b>TOTAL USER FEES</b>          | <b>1,552,488</b>    | <b>1,532,084</b>    | <b>1,188,875</b>    | <b>1,287,232</b>             | <b>1,385,500</b>    |
| 4475                               | Lessons                         | 2,736               | 1,920               | 10,000              | 1,200                        | 10,000              |
| 4510                               | Miscellaneous Revenue           | 4,809               | 0                   | 0                   | 0                            | 0                   |
|                                    | <b>TOTAL OTHER REVENUE</b>      | <b>7,545</b>        | <b>1,920</b>        | <b>10,000</b>       | <b>1,200</b>                 | <b>10,000</b>       |
| 4641                               | Retail - Alcoholic Beverages    | 75,828              | 73,789              | 50,000              | 62,657                       | 75,000              |
| 4640,4642,4643                     | Retail - Food                   | 69,305              | 67,439              | 73,920              | 63,937                       | 73,920              |
| 4650                               | Retail - Pro Shop               | 68,507              | 64,050              | 45,000              | 53,156                       | 65,000              |
|                                    | <b>TOTAL RETAIL OPERATIONS</b>  | <b>213,640</b>      | <b>205,277</b>      | <b>168,920</b>      | <b>179,749</b>               | <b>213,920</b>      |
|                                    | <b>TOTAL REVENUES</b>           | <b>\$ 1,773,673</b> | <b>\$ 1,739,282</b> | <b>\$ 1,367,795</b> | <b>\$ 1,468,181</b>          | <b>\$ 1,609,420</b> |
| <b>EXPENSES</b>                    |                                 |                     |                     |                     |                              |                     |
| 5010                               | Full-Time Salaries              | \$ 359,488          | \$ 387,840          | \$ 409,550          | \$ 370,351                   | \$ 447,643          |
| 5020                               | Part-Time Salaries              | 152,844             | 158,767             | 165,810             | 152,537                      | 172,986             |
| 5030                               | FICA                            | 36,788              | 40,335              | 44,015              | 37,012                       | 47,478              |
| 5040                               | Hospitalization                 | 86,826              | 89,732              | 104,300             | 83,552                       | 95,046              |
| 5060                               | Life Insurance                  | 3,213               | 3,529               | 4,669               | 3,285                        | 5,103               |
| 5050                               | Retirement                      | 71,387              | 75,781              | 81,910              | 65,766                       | 94,005              |
| 5070                               | Unemployment Tax                | 739                 | 785                 | 1,109               | 403                          | 1,145               |
|                                    | <b>TOTAL PERSONNEL SERVICES</b> | <b>711,286</b>      | <b>756,769</b>      | <b>811,363</b>      | <b>712,906</b>               | <b>863,407</b>      |
| 5160                               | Golf Cart Rental                | 49,404              | 58,387              | 51,625              | 44,913                       | 51,625              |
| 5138                               | Beverage Cart Rental            | 3,436               | 4,060               | 2,772               | 3,123                        | 2,772               |
| 5230                               | Gas and Diesel                  | 4,574               | 7,730               | 18,000              | 6,747                        | 15,000              |
| 5260                               | Golf Handicap Program           | 1,083               | 165                 | 3,420               | 66                           | 3,659               |
| 5263                               | Instructor Fees                 | 2,325               | 1,800               | 9,000               | 0                            | 9,000               |
| 5570                               | Uniforms                        | 1,859               | 1,483               | 2,100               | 1,354                        | 2,100               |
|                                    | <b>TOTAL OPERATING COSTS</b>    | <b>62,681</b>       | <b>73,625</b>       | <b>86,917</b>       | <b>56,203</b>                | <b>84,156</b>       |
| 5180                               | Equipment/Vehicle Maintenance   | 18,364              | 18,941              | 22,834              | 16,239                       | 22,834              |
| 5190                               | Facility Op. & Maintenance      | 50,956              | 55,587              | 56,816              | 52,279                       | 60,793              |
| 5240                               | Golf Course Maintenance         | 95,150              | 98,682              | 118,800             | 80,627                       | 128,304             |
|                                    | <b>TOTAL MAINTENANCE COSTS</b>  | <b>164,470</b>      | <b>173,210</b>      | <b>198,450</b>      | <b>149,144</b>               | <b>211,931</b>      |
| 5265                               | Insurance - Liquor Liability    | 535                 | 650                 | 500                 | 725                          | 1,000               |
| 5290                               | Insurance - Vehicle             | 449                 | 454                 | 511                 | 539                          | 549                 |
|                                    | <b>TOTAL INSURANCE</b>          | <b>984</b>          | <b>1,104</b>        | <b>1,011</b>        | <b>1,264</b>                 | <b>1,549</b>        |
| 5521                               | Retail - Alcoholic Beverages    | 21,865              | 22,741              | 15,000              | 22,112                       | 22,500              |
| 5520                               | Retail - Food                   | 27,381              | 27,641              | 29,600              | 27,219                       | 29,600              |
| 5530                               | Retail - Pro Shop               | 38,701              | 38,446              | 29,250              | 37,177                       | 39,000              |
|                                    | <b>TOTAL RETAIL OPERATIONS</b>  | <b>87,947</b>       | <b>88,828</b>       | <b>73,850</b>       | <b>86,507</b>                | <b>91,100</b>       |
| 5580-001                           | Telephone                       | 4,098               | 3,780               | 4,500               | 3,678                        | 4,500               |
| 5580-002                           | Electricity                     | 25,456              | 24,556              | 31,000              | 23,607                       | 31,000              |
| 5580-004                           | Water/Sewer                     | 4,537               | 6,772               | 4,800               | 5,407                        | 4,800               |
| 5580-008                           | Propane Gas                     | 8,255               | 6,888               | 9,000               | 5,440                        | 9,000               |
| 5580-016                           | Internet/Cable                  | 4,138               | 4,435               | 4,200               | 4,016                        | 5,000               |
|                                    | <b>TOTAL UTILITIES</b>          | <b>46,484</b>       | <b>46,432</b>       | <b>53,500</b>       | <b>42,148</b>                | <b>54,300</b>       |
|                                    | <b>TOTAL EXPENSES</b>           | <b>\$ 1,073,851</b> | <b>\$ 1,139,968</b> | <b>\$ 1,225,091</b> | <b>\$ 1,048,173</b>          | <b>\$ 1,306,443</b> |
|                                    | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 699,822</b>   | <b>\$ 599,314</b>   | <b>\$ 142,704</b>   | <b>\$ 420,008</b>            | <b>\$ 302,977</b>   |

# ALGONKIAN GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Offer and promote an effective membership program.**



#### Objectives:

- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Transition a minimum of 50 former Heron Card Members to Heron's Choice Subscription Memberships.
- Conduct a minimum of (2) membership events that focuses on promoting the Subscription Membership.
- Review the annual membership program with focus on customer appeal, profitability and offerings to include evaluation of total memberships to be maintained.
- Maintain the Gallus Golf App program with a base of 4000 active downloads
- Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



#### Objectives:

- Refine the Revenue Playbook annually utilizing Wrike while implementing a minimum of (2) new technology tools to ensure the effective promotion of events and programs to reach both new and existing customers.
- Utilize the Gallus App leaderboard software for a minimum of (4) tournaments to enhance the experience for participants and encourage more downloads.
- Effectively promote the demand pricing model with (2) new marketing strategies to focused on off peak days, time blocks and competitive pricing analysis.
- Develop and implement "scripts" for pro shop staff that highlight the value of the Heron's Choice Subscription Membership and includes a pricing matrix that shows the savings with the number of rounds played.
- Using the existing tournament tracking tool, develop and implement a minimum of (2) sales strategies to establish contact with new and previous tournament and outing clients.

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



#### Objectives:

- Provide Troon with program and event content for monthly "call-to-action" emails and (1) post containing video content per month.
- Review the Twilight Golf timing and pricing structure to assess customer satisfaction and, profitability
- Continue to evaluate and refine the annual Fall for Golf and Swing into Spring programs to determine success.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY24.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.

### **Goal Four: Continue to enhance and improve golf facilities and customer experiences through quality interactions and practices.**



#### Objectives:

- Ensure a minimum of (3) 9-hole rate options are available on the website each day.
- Analyze course utilization and implement a "No-Show" policy to ensure the maximum number of paid tee times each day.
- Review and refine volunteer training protocol and onboarding process.
- Develop and implement a minimum of (2) staff "scripts" that promote features of the Gallus Golf App and encourage downloads such as the daily course conditions and the Offer Locker
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Conduct a minimum of (1) unannounced outside review of services and facilities through our golf consultants.

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



#### Objectives:

- Work with Food and Beverage Manager to consolidate menus with a focus on freshness, timely delivery, and profitability.
- Coordinate an annual audit of F&B and retail operations with staff and our golf consultant to determine areas for potential growth.
- Develop a promotion and sales plan with (2) new strategies to increase retail revenues to reach 2024 budget goal.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 5% over FY23 gross.



# ALGONKIAN GOLF COURSE

## **FY 2023 STRATEGIC GOAL HIGHLIGHTS**

### ***Goal One: Offer and promote an effective membership program.***

#### **Highlights**

- Conducted multiple member events to promote the added value of memberships including Swing into Spring.
- Member Guest Tournament, member guest specials, and prize giveaways for new or renewing members.
- Worked with Troon Golf Management to identify market segments and to develop a promotional plan
- Implemented new Heron's Choice Subscription membership program
- Continued to implement and refine usage of the mobile app to engage and communicate with customers.

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

#### **Highlights**

- Surveyed customers to understand desired course improvements and offerings.
- Retained FY22 leagues and league membership
- Partnered with new leagues and memberships for the 2023 season
- Reviewed and refined league offerings and structure
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Implemented promo deals and re-imagined Swing into Spring through the mobile app to attract new daily players
- Continued to utilize social media to conduct contests and push offerings 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 our diverse community.***

#### **Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Continued to refine the outing and tournament tracking and sales tool to track potential sales leads.
- Continued partnerships with First Tee and Special Olympics DC to provide quality programs and events.
- Partnered with Troon for monthly e-blasts, including cross-promotional opportunities.

### ***Goal Four: Continue to enhance and improve golf facilities and customer experiences through quality interactions and practices.***

#### **Highlights**

- Implemented agency-wide customer service initiatives, including monthly strategies and incentives.
- Continued to use "review tracker" software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- Hosted customer service trainings for volunteers and staff both before and during the season.
- Conducted facility improvements to include new driving range amenities, as well as on-course improvements.
- Refined volunteer onboarding process to ensure quality training hours and superior customer service
- Reviewed and refined pro shop scripts and procedures with a focus on customer communication

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

#### **Highlights**

- Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- Developed strategies to sell existing inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.
- Diversified brand offerings to ensure customer needs are met.
- Implemented new customer engagement events with a focus on food and beverage, including driving range specials and partner events

## **MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months JUL-<br/>DEC 2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • 18 hole golf rounds (paid)                     | 27,983                    | 30,808                    | 23,000                    | 10,638   | 24,600                    |
| • 18 hole golf rounds (members)                  | 6,334                     | 7,805                     | 8,500                     | 3,684  | 9,000                     |
| • Power cart rentals-18 hole equivalent          | 20,682                    | 16,692                    | 13,800                    | 13,490   | 14,700                    |
| • Number of driving range buckets sold           | 11,300                    | 7,329                     | 7,250                     | 3,946  | 8,400                     |
| • Number of annual golf memberships sold         | 146                       | 85                        | 55                        | 140  | 75                        |
| • Subscription memberships sold - Heron's Choice | N/A                       | N/A                       | N/A                       | N/A  | 100                       |
| • Per customer average on pro shop merchandise   | \$2.00                    | \$1.66                    | \$1.43                    | \$2.73   | \$2.81                    |
| • Per customer average on food & beverage        | \$4.23                    | \$3.66                    | \$3.93                    | \$5.97   | \$6.45                    |
| • Revenue per round of golf played               | \$51.68                   | \$45.04                   | \$43.42                   | \$70.39  | \$69.67                   |
| • Expense per round of golf played               | \$31.29                   | \$29.52                   | \$38.89                   | \$43.07  | \$56.58                   |
| • Volunteer hours received                       | 5,199                     | 6,450                     | 6,800                     | 3,582  | 6,800                     |

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## PROGRAM OVERVIEW

This Polynesian themed waterpark provides visitors with views of palm trees, tropical birds, colorful murals, thatched 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 359,481        | \$ 384,625         | \$ 449,500         | 16.9%                 |
| Retail Operations           | 105,945           | 110,000            | 125,500            | 14.1%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 465,426</b> | <b>\$ 494,625</b>  | <b>\$ 575,000</b>  | <b>16.2%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 204,328        | \$ 259,078         | \$ 274,573         | 6.0%                  |
| Maintenance Costs           | 77,042            | 66,500             | 71,820             | 8.0%                  |
| Retail Operations           | 52,759            | 45,000             | 51,350             | 14.1%                 |
| Utilities                   | 32,908            | 30,300             | 32,900             | 8.6%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 367,037</b> | <b>\$ 400,878</b>  | <b>\$ 430,643</b>  | <b>7.4%</b>           |
| <b>Net Income</b>           | <b>\$ 98,390</b>  | <b>\$ 93,747</b>   | <b>\$ 144,357</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 16% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part-Time | 8.16                         | 2.02                         | 8.08                         | 8.08                        | 8.27                       |

## VOLCANO ISLAND WATERPARK AT ALGONKIAN

| ACCOUNT NUMBER                                  | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|---------------------------------|--------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-020 ALGONKIAN VOLCANO ISLAND WATERPARK</b> |                                 |                    |                   |                    |                              |                    |
| <b>REVENUES</b>                                 |                                 |                    |                   |                    |                              |                    |
| 4550  | Admissions                      | \$ 74,804          | \$ 293,692        | \$ 300,000         | \$ 236,778                   | \$ 347,000         |
| 4570  | Group Admissions                | 4,822              | 39,187            | 65,625             | 45,471                       | 75,000             |
| 4490  | Locker Rental                   | 0                  | 280               | 500                | 177                          | 500                |
| 4560, 4580                                      | Waterpark Passes                | 4,199              | 20,688            | 15,000             | 16,355                       | 22,000             |
| 4670  | Shelter Reservations            | 2,451              | 5,634             | 3,500              | 1,735                        | 5,000              |
|   | <b>TOTAL USER FEES</b>          | <b>86,275</b>      | <b>359,481</b>    | <b>384,625</b>     | <b>300,516</b>               | <b>449,500</b>     |
| 4640  | Retail Operations               | 21,900             | 99,848            | 100,000            | 74,599                       | 114,000            |
| 4660  | Swim Merchandise                | 1,226              | 6,097             | 10,000             | 5,280                        | 11,500             |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>23,126</b>      | <b>105,945</b>    | <b>110,000</b>     | <b>79,879</b>                | <b>125,500</b>     |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 109,402</b>  | <b>\$ 465,426</b> | <b>\$ 494,625</b>  | <b>\$ 380,394</b>            | <b>\$ 575,000</b>  |
| <b>EXPENSES</b>                                 |                                 |                    |                   |                    |                              |                    |
| 5020  | Part-Time Salaries              | \$ 54,817          | \$ 188,969        | \$ 239,554         | \$ 141,401                   | \$ 253,882         |
| 5030  | FICA                            | 4,193              | 14,456            | 18,326             | 11,062                       | 19,422             |
| 5070  | Unemployment Tax                | 162                | 903               | 1,198              | 629                          | 1,269              |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>59,172</b>      | <b>204,328</b>    | <b>259,078</b>     | <b>153,091</b>               | <b>274,573</b>     |
| 5190  | Facility Op. & Maintenance      | 39,901             | 77,042            | 66,500             | 50,371                       | 71,820             |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>39,901</b>      | <b>77,042</b>     | <b>66,500</b>      | <b>50,371</b>                | <b>71,820</b>      |
| 5520  | Retail Operations               | 16,286             | 48,488            | 40,000             | 38,610                       | 45,600             |
| 5535  | Swim Merchandise                | 0                  | 4,271             | 5,000              | 2,966                        | 5,750              |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>16,286</b>      | <b>52,759</b>     | <b>45,000</b>      | <b>41,576</b>                | <b>51,350</b>      |
| 5580-001  | Telephone                       | 1,395              | 1,718             | 1,400              | 1,377                        | 1,800              |
| 5580-002  | Electricity                     | 11,685             | 24,535            | 23,000             | 19,718                       | 24,500             |
| 5580-004  | Water/Sewer                     | 3,299              | 4,925             | 4,500              | 3,932                        | 4,500              |
| 5580-016  | Internet/Cable                  | 1,866              | 1,729             | 1,400              | 1,995                        | 2,100              |
|   | <b>TOTAL UTILITIES</b>          | <b>18,245</b>      | <b>32,908</b>     | <b>30,300</b>      | <b>27,273</b>                | <b>32,900</b>      |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 133,604</b>  | <b>\$ 367,037</b> | <b>\$ 400,878</b>  | <b>\$ 272,311</b>            | <b>\$ 430,643</b>  |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ (24,202)</b> | <b>\$ 98,390</b>  | <b>\$ 93,747</b>   | <b>\$ 108,084</b>            | <b>\$ 144,357</b>  |

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## STRATEGIC GOALS & OBJECTIVES FY 2024



**Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**



Objectives:

- Work with the Marketing and Aquatics teams to continue to promote the sale of Annual Waterpark Passes.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts.

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



Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Implement effective waterpark Standard Operating Procedures to ensure safe and effective pump room operations.

**Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement strategies to create a consistent aquatics program with a focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and campaigns on a weekly basis.

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



Objectives:

- 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 meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Develop and implement survey strategies to evaluate the customer experience and implement at least one improvement.
- Work closely with the Aquatics Manager to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**

**Highlights**

- Offered pass sales through Certifikid that generated new additional pass sales.
- Promoted off-season sales campaign for online annual pass sales.
- Hosted on-site exclusive member appreciation events.
- Developed and implemented refined offerings to retain current passholders.
- Implemented a comprehensive annual marketing calendar for annual pass promotions and sales.
- Implemented staff trainings on pass sale processing and upselling to daily guests

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

**Highlights**

- Continued to effectively implement the Ellis & Associates Comprehensive Aquatic Safety Program.
- Reviewed and refined orientation to better train staff and to include customer service training
- Expanded attendance at hiring events throughout the area, to include job fairs and school visits.
- Staff attended various trainings including lifeguard instructor and certified pool operator to ensure a high level of performance
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training.

**Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**

**Highlights**

- Reviewed and refined birthday party processes and venues to ensure a superior guest experience
- Implemented annual pass sales tables on peak weekends to promote sales
- Redesigned retail area more diversified offerings to better meet guest needs.
- Worked with Aquatics Manager to address facility and staff needs

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

**Highlights**

- Promoted group meal offerings to offer a value-added benefit and revenue stream for organized youth group visits.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Conducted a food service management training with focus on best practices and staff training with the Food & Beverage Managers.
- Reviewed and refined all ordering guides for food and beverage items.
- Revised and streamlined concessions menu to expedite service and better meet guest needs
- Reviewed and refined inventory control system to control expense.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**

**Highlights**

- Worked with the Aquatics Team to review and revise maintenance standards for pump rooms, deck spaces, and bathrooms.
- Continued to expand facility theming with installation of two palm trees and carved tiki heads
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2023 seasonal staff attended Customer Service Training.
- Implemented an effective staff incentive program to promote a high level of customer service.
- Reviewed and refined the staff orientation plan to equip staff with tools to promote a positive guest experience.
- Continue to conduct routine maintenance inspections to ensure high operating standards.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • Number of general admissions                            | 7,549             | 31,500            | 30,600            | 23,378   | 33,660            |
| • Number of youth group participants                      | 826               | 6,310             | 10,000            | 6,434  | 10,700            |
| • Number of Annual Waterpark Passes sold                  | 150               | 358               | 170               | 55   | 250               |
| • Avg. amount customers spent on food, beverages & retail | \$2.56            | \$2.64            | \$2.46            | \$2.47   | \$2.57            |
| • Number of birthday party participants                   | 321               | 1,116             | 1,000             | 900  | 1,100             |
| • Number of birthday parties                              | 28                | 100               | 65                | 75   | 110               |

# 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 838 acres of parkland and offers a large banquet room, an additional meeting room and a private bridal room.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 234,769        | \$ 210,000         | \$ 225,000         | 7.1%                  |
| Retail Operations           | 551,091           | 403,988            | 450,155            | 11.4%                 |
| Other Revenue               | 69,337            | 34,122             | 37,260             | 9.2%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 855,198</b> | <b>\$ 648,110</b>  | <b>\$ 712,415</b>  | <b>9.9%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 126,784        | \$ 210,070         | \$ 249,288         | 18.7%                 |
| Operating Costs             | 134,311           | 64,739             | 81,985             | 26.6%                 |
| Maintenance Costs           | 48,167            | 45,700             | 47,038             | 2.9%                  |
| Insurance                   | 2,160             | 3,500              | 4,000              | 14.3%                 |
| Retail Operations           | 125,024           | 123,900            | 131,918            | 6.5%                  |
| Utilities                   | 15,940            | 18,100             | 18,600             | 2.8%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 452,386</b> | <b>\$ 466,009</b>  | <b>\$ 532,829</b>  | <b>14.3%</b>          |
| <b>Net Income</b>           | <b>\$ 402,812</b> | <b>\$ 182,101</b>  | <b>\$ 179,586</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes a new Full-Time Event Coordinator position.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.33                         | 1.33                         | 1.33                         | 1.33                        | 2.33                       |
| Part-Time | 2.72                         | 2.02                         | 2.40                         | 2.64                        | 2.47                       |

## THE WOODLANDS AT ALGONKIAN PARK

| ACCOUNT NUMBER  | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|---------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-030 ALGONKIAN-WOODLANDS MEETING &amp; EVENT CENTER</b> |                                 |                   |                   |                    |                              |                    |
| <b>REVENUES</b>   |                                 |                   |                   |                    |                              |                    |
| 4130  | Woodlands Rental                | \$ 88,945         | \$ 234,769        | \$ 210,000         | \$ 160,650                   | \$ 225,000         |
|   | <b>TOTAL USER FEES</b>          | <b>\$ 88,945</b>  | <b>\$ 234,769</b> | <b>\$ 210,000</b>  | <b>\$ 160,650</b>            | <b>\$ 225,000</b>  |
| 4821  | Equipment Rental                | 8,545             | 34,168            | 21,000             | 15,588                       | 22,500             |
| 4822  | Contract Employment             | 5,015             | 35,169            | 13,122             | 18,504                       | 14,760             |
|   | <b>TOTAL OTHER REVENUE</b>      | <b>13,559</b>     | <b>69,337</b>     | <b>34,122</b>      | <b>34,092</b>                | <b>37,260</b>      |
| 4640,4641,4647  | Retail - Alcohol                | 31,610            | 127,861           | 91,875             | 72,335                       | 102,375            |
| 4115  | Catering                        | 85,996            | 343,673           | 262,500            | 220,169                      | 292,500            |
| 4682  | Administrative Fee              | 19,227            | 79,557            | 49,613             | 49,372                       | 55,280             |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>136,834</b>    | <b>551,091</b>    | <b>403,988</b>     | <b>341,876</b>               | <b>450,155</b>     |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 239,338</b> | <b>\$ 855,198</b> | <b>\$ 648,110</b>  | <b>\$ 536,618</b>            | <b>\$ 712,415</b>  |
| <b>EXPENSES</b>   |                                 |                   |                   |                    |                              |                    |
| 5010  | Full-Time Salaries              | \$ 41,918         | \$ 66,351         | \$ 73,487          | \$ 64,611                    | \$ 127,650         |
| 5020  | Part-Time Salaries              | 30,185            | 31,439            | 95,424             | 39,560                       | 63,310             |
| 5030  | FICA                            | 5,375             | 7,247             | 12,922             | 7,656                        | 14,608             |
| 5040  | Hospitalization                 | 5,006             | 9,772             | 12,171             | 14,368                       | 15,049             |
| 5060  | Life Insurance                  | 290               | 388               | 838                | 413                          | 1,455              |
| 5050  | Retirement                      | 8,196             | 11,418            | 14,697             | 11,463                       | 26,806             |
| 5070  | Unemployment Tax                | 130               | 168               | 530                | 68                           | 410                |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>91,099</b>     | <b>126,784</b>    | <b>210,070</b>     | <b>138,139</b>               | <b>249,288</b>     |
| 5186  | Equipment Rental                | 7,369             | 30,869            | 19,950             | 14,485                       | 21,375             |
| 5146  | Contract Employment             | 17,690            | 100,265           | 37,589             | 67,474                       | 53,410             |
| 5230  | Gas and Diesel                  | 0                 | 140               | 0                  | 0                            | 0                  |
| 5340  | Linen Service                   | 1,437             | 998               | 3,000              | 919                          | 3,000              |
| 5570  | Uniforms                        | 306               | 195               | 700                | 309                          | 700                |
| 5490  | Programs and Promotions         | 321               | 1,843             | 3,500              | 951                          | 3,500              |
|   | <b>TOTAL OPERATING COSTS</b>    | <b>27,124</b>     | <b>134,311</b>    | <b>64,739</b>      | <b>84,137</b>                | <b>81,985</b>      |
| 5180  | Equipment/Vehicle Maintenance   | 157               | 1,785             | 1,100              | 280                          | 1,100              |
| 5190  | Facility Op. & Maintenance      | 34,475            | 46,382            | 44,600             | 36,711                       | 45,938             |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>34,632</b>     | <b>48,167</b>     | <b>45,700</b>      | <b>36,991</b>                | <b>47,038</b>      |
| 5265  | Insurance-Liquor liability      | 2,671             | 2,160             | 3,500              | 3,507                        | 4,000              |
|   | <b>TOTAL INSURANCE</b>          | <b>2,671</b>      | <b>2,160</b>      | <b>3,500</b>       | <b>3,507</b>                 | <b>4,000</b>       |
| 5143  | Catering                        | 32,896            | 95,060            | 94,500             | 67,129                       | 105,300            |
| 5521  | Retail - Alcohol                | 6,768             | 29,963            | 29,400             | 16,015                       | 26,618             |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>39,664</b>     | <b>125,024</b>    | <b>123,900</b>     | <b>83,144</b>                | <b>131,918</b>     |
| 5580-001  | Telephone                       | 2,399             | 2,614             | 2,600              | 2,289                        | 2,600              |
| 5580-002  | Electricity                     | 9,852             | 9,622             | 11,000             | 9,225                        | 11,000             |
| 5580-008  | Propane                         | 1,301             | 901               | 2,000              | 764                          | 2,000              |
| 5580-016  | Internet/Cable                  | 2,281.55          | 2,803.57          | 2,500              | 2,521.81                     | 3,000              |
|   | <b>TOTAL UTILITIES</b>          | <b>15,835</b>     | <b>15,940</b>     | <b>18,100</b>      | <b>14,799</b>                | <b>18,600</b>      |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 211,024</b> | <b>\$ 452,386</b> | <b>\$ 466,009</b>  | <b>\$ 360,719</b>            | <b>\$ 532,829</b>  |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 28,314</b>  | <b>\$ 402,812</b> | <b>\$ 182,101</b>  | <b>\$ 175,900</b>            | <b>\$ 179,586</b>  |

# THE WOODLANDS AT ALGONKIAN PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Woodlands.
- Implement at least (2) new strategies to increase off-peak event rentals.
- Maintain an effective system 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.
- Perform detailed event tracking and analysis to monitor expense and revenue performance.
- Host a minimum of (2) open house events.
- Continue to implement a plan that focuses on attracting nontraditional rental business developing a minimum of (2) new strategies.
- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering, This should include food costs and menu pricing to follow latest industry trends.
- Work to effectively implement defined roles by position for successful event management and communication.
- Continue to implement Event Temple software to streamline processes and event information.

**Goal Two: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Work closely with Food and Beverage team to ensure implementation of annual training for part time / seasonal staff based on event performance and feedback.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park/facility inspections.
- Implement formal training procedures and guidelines for Events Coordinator position.



# THE WOODLANDS AT ALGONKIAN PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Continued to utilize the event tracking tool to identify historically underutilized dates, track revenues for current and future fiscal years and to aid in developing promotions for off peak events.
- Constantly monitored websites (google, Facebook, the knot, wedding wire) for new reviews and responded accordingly.
- Maintained weekly presence on social media platforms.
- Hosted (1) open house event including a number of partner vendors
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.

**Goal Two: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- Maintained communication processes with Great Blue Heron catering to ensure a seamless guest experience.
- Reviewed and updated training documents for Events Coordinator position
- Conducted routine inspections of facilities and equipment to ensure quality standards for our clients.

## MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of social rentals (events)                  | 25                | 57                | 60                | 30   | 60                |
| • Number of wedding/social events catered (in-house) | 24                | 55                | 60                | 30   | 60                |
| • Number of daytime rentals (meetings)               | 10                | 20                | 31                | 15   | 31                |

# 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, 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 347,246        | \$ 303,000         | \$ 335,600         | 10.8%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 347,246</b> | <b>\$ 303,000</b>  | <b>\$ 335,600</b>  | <b>10.8%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 141,329        | \$ 145,654         | \$ 147,606         | 1.3%                  |
| Operating Costs             | 14,596            | 15,000             | 15,000             | 0.0%                  |
| Maintenance Costs           | 31,460            | 32,375             | 33,330             | 2.9%                  |
| Insurance                   | 0                 | 0                  | 549                | -                     |
| Utilities                   | 43,290            | 43,300             | 45,300             | 4.6%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 230,674</b> | <b>\$ 236,329</b>  | <b>\$ 241,785</b>  | <b>2.3%</b>           |
| <b>Net Income</b>           | <b>\$ 116,572</b> | <b>\$ 66,671</b>   | <b>\$ 93,815</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.5                          | 0.5                          | 0.5                          | 0.5                         | 0.5                        |
| Part-Time | 2.98                         | 3.00                         | 3.00                         | 3.00                        | 3.00                       |

## ALGONKIAN COTTAGES

| ACCOUNT NUMBER                  | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---------------------------------|-------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-040 ALGONKIAN COTTAGES</b> |                               |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                 |                               |                   |                   |                    |                              |                    |
| 4150,4151                       | Cottage Rental                | \$ 321,588        | \$ 347,078        | \$ 302,400         | \$ 276,439                   | \$ 335,000         |
| 4470                            | Laundry                       | 158               | 168               | 600                | 418                          | 600                |
| <b>TOTAL USER FEES</b>          |                               | <b>321,745</b>    | <b>347,246</b>    | <b>303,000</b>     | <b>276,857</b>               | <b>335,600</b>     |
| <b>TOTAL REVENUES</b>           |                               | <b>\$ 321,745</b> | <b>\$ 347,246</b> | <b>\$ 303,000</b>  | <b>\$ 276,857</b>            | <b>\$ 335,600</b>  |
| <b>EXPENSES</b>                 |                               |                   |                   |                    |                              |                    |
| 5010                            | Full-Time Salaries            | \$ 24,952         | \$ 29,513         | \$ 31,106          | \$ 22,752                    | \$ 30,767          |
| 5020                            | Part-Time Salaries            | 76,025            | 89,687            | 94,072             | 56,840                       | 94,072             |
| 5030                            | FICA                          | 7,638             | 8,994             | 9,576              | 5,656                        | 9,550              |
| 5040                            | Hospitalization               | 5,510             | 7,196             | 3,834              | 6,812                        | 5,915              |
| 5060                            | Life Insurance                | 237               | 276               | 355                | 199                          | 351                |
| 5050                            | Retirement                    | 4,808             | 5,427             | 6,221              | 4,182                        | 6,461              |
| 5070                            | Unemployment Tax              | 228               | 235               | 490                | 44                           | 490                |
| <b>TOTAL PERSONNEL SERVICES</b> |                               | <b>119,399</b>    | <b>141,329</b>    | <b>145,654</b>     | <b>96,484</b>                | <b>147,606</b>     |
| 5340                            | Linen Service                 | 15,722            | 14,596            | 15,000             | 10,398                       | 15,000             |
| <b>TOTAL OPERATING COSTS</b>    |                               | <b>15,722</b>     | <b>14,596</b>     | <b>15,000</b>      | <b>10,398</b>                | <b>15,000</b>      |
| 5180                            | Equipment/Vehicle Maintenance | 281               | 1,009             | 550                | 66                           | 550                |
| 5190                            | Facility Op. & Maintenance    | 22,285            | 30,451            | 31,825             | 25,219                       | 32,780             |
| <b>TOTAL MAINTENANCE COSTS</b>  |                               | <b>22,566</b>     | <b>31,460</b>     | <b>32,375</b>      | <b>25,285</b>                | <b>33,330</b>      |
| 5290                            | Insurance - Vehicle           | 0                 | 0                 | 0                  | 0                            | 549                |
| <b>TOTAL INSURANCE</b>          |                               | <b>0</b>          | <b>0</b>          | <b>0</b>           | <b>0</b>                     | <b>549</b>         |
| 5580-001                        | Telephone                     | 1,613             | 1,855             | 2,000              | 1,421                        | 2,000              |
| 5580-002                        | Electricity                   | 15,874            | 17,254            | 20,000             | 15,763                       | 20,000             |
| 5580-004                        | Water/Sewer                   | 4,537             | 6,772             | 4,800              | 5,407                        | 4,800              |
| 5580-008                        | Propane                       | 1,225             | 305               | 1,500              | 553                          | 1,500              |
| 5580-016                        | Internet/Cable                | 14,691            | 17,103            | 15,000             | 12,884                       | 17,000             |
| <b>TOTAL UTILITIES</b>          |                               | <b>37,940</b>     | <b>43,290</b>     | <b>43,300</b>      | <b>36,027</b>                | <b>45,300</b>      |
| <b>TOTAL EXPENSES</b>           |                               | <b>\$ 195,627</b> | <b>\$ 230,674</b> | <b>\$ 236,329</b>  | <b>\$ 168,195</b>            | <b>\$ 241,785</b>  |
| <b>OPERATING INCOME (LOSS)</b>  |                               | <b>\$ 126,118</b> | <b>\$ 116,572</b> | <b>\$ 66,671</b>   | <b>\$ 108,662</b>            | <b>\$ 93,815</b>   |

# ALGONKIAN COTTAGES

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Implement at least (2) new promotions to drive off-peak rentals.
- Develop a minimum of (1) cross promotion with the golf course that includes a “stay and play” package.
- Implement a marketing plan to reach past clients promoting a return visit.
- Continue to partner with a minimum of (2) tourism-oriented associations.
- Continue to establish a visual cottage “theme” to include improvements through park signage and overall cottage appearance.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

**Goal Two: Promote a sense of belonging through quality customer interactions and experiences.**



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 at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns and includes a minimum of one post per month.

**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Effectively utilized social media posts to promote off-peak rentals and promotional rates.
- Implemented automatic email communications to facilitate seamless check-in and check-out for guests, as well as survey completion.
- Led consistent staff trainings on cottage check in procedures and enhanced customer service skills.
- Continued to improve the overall cottage aesthetics with new features including living room and bedroom furniture, and new wall-mounted large flat-screen TVs.

***Goal Two: Promote a sense of belonging through quality customer interactions and experiences.***

**Highlights**

- Implemented new Stay & Play program to cross-promote cottages and golf outings
- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- Conducted trainings with housekeeping staff to ensure consistent positive guest experiences
- Implemented new cottage maintenance reporting to ensure guest feedback is addressed quickly and consistently

**MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months<br/>JUL-DEC<br/>2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|---|---------------------------|
| • Three Bedroom-Rental Nights (8 cottages) | 846                       | 839                       | 985                       | 464   | 985                       |
| • Four Bedroom-Rental Nights (2 cottages)  | 270                       | 319                       | 285                       | 173   | 285                       |
| • Five Bedroom-Rental Nights (2 cottages)  | 232                       | 281                       | 285                       | 175   | 285                       |

# RESERVOIR PARK AT BEAVERDAM

## 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, and fishing.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 19,541         | \$ 15,500          | \$ 18,500          | 19.4 %                |
| <b>TOTAL REVENUE</b>        | <b>\$ 19,541</b>  | <b>\$ 15,500</b>   | <b>\$ 18,500</b>   | <b>19.4 %</b>         |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 12,207         | \$ 36,005          | \$ 36,789          | 2.2 %                 |
| Operating Costs             | 267               | 500                | 500                | 0.0 %                 |
| Maintenance Costs           | 4,550             | 10,550             | 10,550             | 0.0 %                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 17,025</b>  | <b>\$ 47,055</b>   | <b>\$ 47,839</b>   | <b>1.7 %</b>          |
| <b>Net Income</b>           | <b>\$ 2,516</b>   | <b>\$ (31,555)</b> | <b>\$ (29,339)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The park opening for Beaverdam Reservoir Park will likely be in FY 2024. There is a basic budget included at this time and depending on the opening date, this budget may be revisited during the fiscal year.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part-Time | 1.03                         | 0.58                         | 1.03                         | 1.03                        | 1.03                       |

## RESERVOIR PARK AT BEAVERDAM

| ACCOUNT NUMBER                           | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|-------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-042 RESERVOIR PARK AT BEAVERDAM</b> |                               |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                          |                               |                   |                   |                    |                              |                    |
| 4460                                     | Launch & Parking Fees         | \$ 15,870         | \$ 19,041         | \$ 15,000          | \$ 14,081                    | \$ 18,000          |
| 4600                                     | Programmed Events             | 25                | 0                 | 0                  | 0                            | 0                  |
| 4800                                     | Vendor Fees                   | 500               | 500               | 500                | 0                            | 500                |
| <b>TOTAL USER FEES</b>                   |                               | <b>16,395</b>     | <b>19,541</b>     | <b>15,500</b>      | <b>14,081</b>                | <b>18,500</b>      |
| <b>TOTAL REVENUES</b>                    |                               | <b>\$ 16,395</b>  | <b>\$ 19,541</b>  | <b>\$ 15,500</b>   | <b>\$ 14,081</b>             | <b>\$ 18,500</b>   |
| <b>EXPENSES</b>                          |                               |                   |                   |                    |                              |                    |
| 5020                                     | Part-Time Salaries            | \$ 16,213         | \$ 11,295         | \$ 33,292          | \$ 11,321                    | \$ 34,017          |
| 5030                                     | FICA                          | 1,240             | 864               | 2,547              | 838                          | 2,602              |
| 5070                                     | Unemployment Tax              | 54                | 48                | 166                | 44                           | 170                |
| <b>TOTAL PERSONNEL SERVICES</b>          |                               | <b>17,507</b>     | <b>12,207</b>     | <b>36,005</b>      | <b>12,202</b>                | <b>36,789</b>      |
| 5230                                     | Gas and Diesel                | 19                | 267               | 500                | 482                          | 500                |
| <b>TOTAL OPERATING COSTS</b>             |                               | <b>19</b>         | <b>267</b>        | <b>500</b>         | <b>482</b>                   | <b>500</b>         |
| 5180                                     | Equipment/Vehicle Maintenance | 893               | 0                 | 550                | 48                           | 550                |
| 5190                                     | Facility Op. & Maintenance    | 5,291             | 4,550             | 10,000             | 5,071                        | 10,000             |
| <b>TOTAL MAINTENANCE COSTS</b>           |                               | <b>6,184</b>      | <b>4,550</b>      | <b>10,550</b>      | <b>5,119</b>                 | <b>10,550</b>      |
| <b>TOTAL EXPENSES</b>                    |                               | <b>\$ 23,709</b>  | <b>\$ 17,025</b>  | <b>\$ 47,055</b>   | <b>\$ 17,804</b>             | <b>\$ 47,839</b>   |
| <b>OPERATING INCOME (LOSS)</b>           |                               | <b>(\$7,314)</b>  | <b>\$2,516</b>    | <b>(\$31,555)</b>  | <b>(\$3,723)</b>             | <b>(\$29,339)</b>  |

# RESERVOIR PARK AT BEAVERDAM

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, promote, manage, and sustain parklands and reservoir.**



#### Objectives:

- Develop a minimum of (1) new program offering to engage guests.
- Maintain the trail systems through sustainable trail maintenance efforts.
- Establish and implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Plan and execute purchases for all necessary park equipment.

### **Goal Two: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- Place all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (3) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Assist with the development and execution of a Grand Opening Event.
- Maintain a minimum of (3) diverse community partnerships to include the Loudoun County Scholastic Rowing Committee.
- Implement the successful opening of park facilities in the Spring/Summer of 2024.
- Finalized details within the Park Management Plan.
- Implement a successful storage and rowing practice schedule and operations.
- Develop and implement a plan to establish retail sales at the park.
- Develop and implement a plan to establish boat launch and rental operations.

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



#### Objectives:

- Using the interpretation planned within the park develop a minimum of (2) new programs to engage guests.
- Offer a minimum of (4) programs through the Roving Naturalist Program.

### **Goal Four: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic environment for our NOVA Parks team.**



#### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Create a system to evaluate and respond to customer feedback.
- Explore the creation of a volunteer program to facilitate park improvements and quality utilizing no less than 300 volunteer hours.



# RESERVOIR PARK AT BEAVERDAM

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: *Protect, promote, manage, and sustain parklands and reservoir.***

**Highlights**

- Continued to implement maintenance standards and inspections to maintain parking and boat launch areas and trail system.
- Supported one Eagle Scout trail improvement project.
- Maintained relationship with community volunteers to monitor trail conditions and provide periodic trail maintenance task.
- Planned a community cleanup event to remove glass, debris, and small saplings from the reservoir lakebed during draw down.
- Participated in the Reservoir Park Development project.
- Participated in the development of pre-construction messaging to notify the community of the reservoir draw down and construction activities and amenity closures.
- Installed signage at all trail heads and access points to communicate construction activities and closures.
- Participated in monthly construction meetings and monitored project submittals where NOVA Parks feedback was requested
- Developed staffing plan and staffing budget.
- Developed initial equipment build out requirements and cost estimates.
- Participated in Goose Creek Scenic River Advisory Committee meetings.

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

**Highlights**

- Established new partnership with the National Safe Boating Council and supported their Safe Boating Campaign "Wear It" program. Planned and implemented weekly social media posts to provide the community with safe boating tips and reminders.
- Established contact with the Brambleton Community Association to discuss the potential for future nature programs to offer the community.
- Maintained partnerships with Loudoun County Scholastic Rowing Committee, Loudoun Water, NRPA, local boy and girl scout troops and the National Safe Boating Council.

## MEASURABLE RESULTS

|                            | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|----------------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Number of boat launches  | 2,515             | 2,469             | 2,500             | 1,387  | 2,500             |
| • Volunteer hours received | 440               | 405               | 1,000             | 50   | 1,000             |

# BLUE RIDGE REGIONAL PARK

## PROGRAM OVERVIEW

Blue Ridge Regional Park (formerly the Savage Property) opened in the Spring of 2007 for youth group primitive camping. Multiple group sites are available with water and portable toilets provided.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 7,879          | \$ 6,500           | \$ 8,000           | 23.1%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 7,879</b>   | <b>\$ 6,500</b>    | <b>\$ 8,000</b>    | <b>23.1%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Maintenance Costs           | \$ 4,820          | \$ 6,500           | \$ 6,500           | 0.0%                  |
| Utilities                   | 140               | 200                | 200                | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 4,960</b>   | <b>\$ 6,700</b>    | <b>\$ 6,700</b>    | <b>0.0%</b>           |
| <b>Net Income</b>           | <b>\$ 2,919</b>   | <b>\$ (200)</b>    | <b>\$ 1,300</b>    |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part-Time | 0                            | 0                            | 0                            | 0                           | 0                          |

## BLUE RIDGE REGIONAL PARK

| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION        | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---------------------------------------|----------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-045 BLUE RIDGE REGIONAL PARK</b> |                            |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                       |                            |                   |                   |                    |                              |                    |
| 4100                                  | Camping Fees               | \$ 10,134         | \$ 7,879          | \$ 6,500           | \$ 6,555                     | \$ 8,000           |
| <b>TOTAL USER FEES</b>                |                            | <b>10,134</b>     | <b>7,879</b>      | <b>6,500</b>       | <b>6,555</b>                 | <b>8,000</b>       |
| <b>TOTAL REVENUES</b>                 |                            | <b>\$ 10,134</b>  | <b>\$ 7,879</b>   | <b>\$ 6,500</b>    | <b>\$ 6,555</b>              | <b>\$ 8,000</b>    |
| <b>EXPENSES</b>                       |                            |                   |                   |                    |                              |                    |
| 5190                                  | Facility Op. & Maintenance | \$ 2,905          | \$ 4,820          | \$ 6,500           | \$ 2,358                     | \$ 6,500           |
| <b>TOTAL MAINTENANCE COSTS</b>        |                            | <b>2,905</b>      | <b>4,820</b>      | <b>6,500</b>       | <b>2,358</b>                 | <b>6,500</b>       |
| 5580-002                              | Electricity                | 217               | 140               | 200                | 108                          | 200                |
| <b>TOTAL UTILITIES</b>                |                            | <b>217</b>        | <b>140</b>        | <b>200</b>         | <b>108</b>                   | <b>200</b>         |
| <b>TOTAL EXPENSES</b>                 |                            | <b>\$ 3,122</b>   | <b>\$ 4,960</b>   | <b>\$ 6,700</b>    | <b>\$ 2,466</b>              | <b>\$ 6,700</b>    |
| <b>OPERATING INCOME (LOSS)</b>        |                            | <b>\$ 7,012</b>   | <b>\$ 2,919</b>   | <b>\$ (200)</b>    | <b>\$ 4,088</b>              | <b>\$ 1,300</b>    |

# BLUE RIDGE REGIONAL PARK

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## STRATEGIC GOALS & OBJECTIVES FY 2024

**Goal One: Protect, preserve, manage, and sustain parkland while promoting a sense of belonging through quality customer interactions and experiences.**



Objectives:

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



# BLUE RIDGE REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Protect, preserve, manage, and sustain parkland while promoting a sense of belonging through quality customer interactions.**

### Highlights

- Facilitated successful partnerships with the Boy Scouts, and Girl Scouts.
- Continued to update database and assets within the CMMS.
- Conducted “workdays” to remove hazardous trees, improve trails, and campsite facilities.
- Automated email response system to streamline the reservation process and ensure communication is delivered to guests in a timely manner.
- Continued to offer Scouts the opportunity to assist with general trail cleanup and campsite projects utilizing onsite toolbox.

## MEASURABLE RESULTS

|                             | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|-----------------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Number of group campers   | 1,200             | 968               | 1,200             | 450  | 1,350             |
| • Miles of trail maintained | 2                 | 2                 | 2                 | 2  | 2                 |
| • Number of group programs  | 3                 | 3                 | 3                 | 1  | 2                 |
| • Volunteer hours received  | 500               | 150               | 300               | 100  | 300               |

# BRAMBLETON GOLF COURSE

## PROGRAM OVERVIEW

Brambleton Golf Course is an 18 hole, par-72 golf course in the Ashburn area of Loudoun County. Brambleton offers a variety of challenging holes with scenic woods and water. Working towards the NOVA Parks goal of conservation, Brambleton maintains certification through Audubon International as an Audubon Cooperative Sanctuary. also serves as the home course for local high school golf teams. The golf course is also adjacent to the National Recreation and Park Associations Headquarters and Beaverdam Reservoir. Amenities include a driving range, pro shop, grill, along with putting and chipping areas.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,799,117        | \$ 1,510,150        | \$ 1,757,225        | 16.4%                 |
| Retail Operations           | 202,329             | 220,000             | 225,000             | 2.3%                  |
| Other Revenue               | 28,125              | 25,000              | 28,000              | 12.0%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 2,029,571</b> | <b>\$ 1,755,150</b> | <b>\$ 2,010,225</b> | <b>14.5%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 975,884          | \$ 993,203          | \$ 1,014,631        | 2.2%                  |
| Operating Costs             | 125,650             | 110,382             | 118,622             | 7.5%                  |
| Maintenance Costs           | 213,691             | 225,554             | 241,001             | 6.8%                  |
| Insurance                   | 2,943               | 3,054               | 3,747               | 22.7%                 |
| Retail Operations           | 92,799              | 97,250              | 100,500             | 3.3%                  |
| Utilities                   | 49,001              | 57,600              | 57,900              | 0.5%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,459,969</b> | <b>\$ 1,487,043</b> | <b>\$ 1,536,401</b> | <b>3.3%</b>           |
| <b>Net Income</b>           | <b>\$ 569,602</b>   | <b>\$ 268,107</b>   | <b>\$ 473,824</b>   |                       |

## BUDGET HIGHLIGHTS

- Revenues are budgeted to increase to reflect the increase in golf play an since the start of the pandemic as well as rate adjustments.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 8.5                          | 8.5                          | 8.5                          | 8.5                         | 8.5                        |
| Part-Time | 7.27                         | 7.27                         | 7.27                         | 7.27                        | 7.27                       |

## BRAMBLETON GOLF COURSE

| ACCOUNT NUMBER                      | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|-------------------------------------|---------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-055 BRAMBLETON GOLF COURSE</b> |                                 |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                     |                                 |                     |                     |                     |                              |                     |
| 4210                                | Driving Range                   | \$ 161,618          | \$ 165,317          | \$ 127,000          | \$ 187,084                   | \$ 160,000          |
| 4220                                | Cart Rental                     | 274,560             | 337,932             | 273,000             | 297,255                      | 331,000             |
| 4320                                | Golf Club Rental                | 775                 | 2,730               | 2,000               | 2,400                        | 0                   |
| 4380                                | Green Fees                      | 1,252,489           | 1,267,159           | 1,085,700           | 1,004,880                    | 1,244,175           |
| 4400                                | Golf Handicap Program           | 9,355               | 9,039               | 8,800               | 5,402                        | 8,800               |
| 4600                                | Programmed Events               | 1,850               | 4,291               | 3,650               | 2,836                        | 2,750               |
| 4610                                | Pull Cart Rental                | 3,369               | 3,049               | 2,500               | 3,359                        | 3,000               |
| 4670                                | Shelter Reservations            | 8,000               | 9,600               | 7,500               | 5,200                        | 7,500               |
|                                     | <b>TOTAL USER FEES</b>          | <b>1,712,016</b>    | <b>1,799,117</b>    | <b>1,510,150</b>    | <b>1,508,417</b>             | <b>1,757,225</b>    |
| 4641                                | Retail - Alcoholic Beverages    | 59,459              | 63,411              | 70,000              | 54,223                       | 70,000              |
| 4640, 4642, 4643                    | Retail - Food                   | 53,530              | 66,069              | 85,000              | 57,002                       | 85,000              |
| 4650                                | Retail - Pro Shop               | 68,290              | 72,848              | 65,000              | 62,226                       | 70,000              |
|                                     | <b>TOTAL RETAIL OPERATIONS</b>  | <b>181,280</b>      | <b>202,329</b>      | <b>220,000</b>      | <b>173,452</b>               | <b>225,000</b>      |
| 4475                                | Lessons                         | 30,820              | 27,965              | 25,000              | 25,249                       | 28,000              |
| 4510                                | Miscellaneous Revenue           | 4,941               | 160                 | 0                   | 21                           | 0                   |
|                                     | <b>TOTAL OTHER REVENUE</b>      | <b>35,761</b>       | <b>28,125</b>       | <b>25,000</b>       | <b>25,270</b>                | <b>28,000</b>       |
|                                     | <b>TOTAL REVENUES</b>           | <b>\$ 1,929,057</b> | <b>\$ 2,029,571</b> | <b>\$ 1,755,150</b> | <b>\$ 1,707,139</b>          | <b>\$ 2,010,225</b> |
| <b>EXPENSES</b>                     |                                 |                     |                     |                     |                              |                     |
| 5010                                | Full-Time Salaries              | \$ 463,136          | \$ 558,812          | \$ 532,200          | \$ 491,721                   | \$ 549,893          |
| 5020                                | Part-Time Salaries              | 129,924             | 177,240             | 204,026             | 147,892                      | 209,316             |
| 5030                                | FICA                            | 43,350              | 53,416              | 56,321              | 46,116                       | 58,079              |
| 5040                                | Hospitalization                 | 85,377              | 80,922              | 86,809              | 78,486                       | 74,231              |
| 5060                                | Life Insurance                  | 4,268               | 4,679               | 6,067               | 3,978                        | 6,269               |
| 5050                                | Retirement                      | 92,941              | 99,849              | 106,440             | 79,757                       | 115,477             |
| 5070                                | Unemployment Tax                | 804                 | 965                 | 1,340               | 407                          | 1,367               |
|                                     | <b>TOTAL PERSONNEL SERVICES</b> | <b>819,802</b>      | <b>975,884</b>      | <b>993,203</b>      | <b>848,358</b>               | <b>1,014,631</b>    |
| 5160                                | Golf Cart Rental                | 50,998              | 60,270              | 53,290              | 46,361                       | 53,290              |
| 5138                                | Beverage Cart Rental            | 3,436               | 4,060               | 2,772               | 3,123                        | 2,772               |
| 5230                                | Gas and Diesel                  | 17,242              | 28,424              | 22,000              | 19,228                       | 28,000              |
| 5260                                | Golf Handicap Program           | 3,836               | 3,738               | 3,420               | 2,252                        | 3,660               |
| 5263                                | Instructor Fees                 | 25,979              | 24,481              | 22,500              | 19,081                       | 25,200              |
| 5490                                | Programs and Promotions         | 1,801               | 3,857               | 3,250               | 2,675                        | 2,550               |
| 5570                                | Uniforms                        | 635                 | 821                 | 3,150               | 1,101                        | 3,150               |
|                                     | <b>TOTAL OPERATING COSTS</b>    | <b>103,925</b>      | <b>125,650</b>      | <b>110,382</b>      | <b>93,822</b>                | <b>118,622</b>      |
| 5180                                | Equipment/Vehicle Maintenance   | 21,218              | 20,428              | 23,100              | 17,144                       | 23,100              |
| 5190                                | Facility Op. & Maintenance      | 67,588              | 82,344              | 74,924              | 56,163                       | 80,169              |
| 5240                                | Golf Course Maintenance         | 107,209             | 110,919             | 127,530             | 91,230                       | 137,732             |
|                                     | <b>TOTAL MAINTENANCE COSTS</b>  | <b>196,014</b>      | <b>213,691</b>      | <b>225,554</b>      | <b>164,537</b>               | <b>241,001</b>      |
| 5265                                | Insurance - Liquor Liability    | 570                 | 675                 | 500                 | 725                          | 1,000               |
| 5290                                | Insurance - Vehicle             | 2,692               | 2,268               | 2,554               | 2,694                        | 2,747               |
|                                     | <b>TOTAL INSURANCE</b>          | <b>3,262</b>        | <b>2,943</b>        | <b>3,054</b>        | <b>3,419</b>                 | <b>3,747</b>        |
| 5521                                | Retail - Alcoholic Beverages    | 18,046              | 18,198              | 21,000              | 14,735                       | 21,000              |
| 5520, 5522                          | Retail - Food                   | 19,176              | 24,274              | 34,000              | 23,021                       | 34,000              |
| 5530                                | Retail - Pro Shop               | 46,980              | 50,328              | 42,250              | 36,667                       | 45,500              |
|                                     | <b>TOTAL RETAIL OPERATIONS</b>  | <b>84,202</b>       | <b>92,799</b>       | <b>97,250</b>       | <b>74,423</b>                | <b>100,500</b>      |
| 5580-001                            | Telephone                       | 3,927               | 3,761               | 4,300               | 2,730                        | 4,300               |
| 5580-002                            | Electricity                     | 20,707              | 19,912              | 25,000              | 16,724                       | 25,000              |
| 5580-008                            | Propane Gas                     | 18,970              | 18,798              | 23,000              | 21,666                       | 23,000              |
| 5580-016                            | Internet/Cable                  | 5,672               | 6,531               | 5,300               | 4,422                        | 5,600               |
|                                     | <b>TOTAL UTILITIES</b>          | <b>49,276</b>       | <b>49,001</b>       | <b>57,600</b>       | <b>45,542</b>                | <b>57,900</b>       |
|                                     | <b>TOTAL EXPENSES</b>           | <b>\$ 1,256,482</b> | <b>\$ 1,459,969</b> | <b>\$ 1,487,043</b> | <b>\$ 1,230,101</b>          | <b>\$ 1,536,401</b> |
|                                     | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 672,575</b>   | <b>\$ 569,602</b>   | <b>\$ 268,107</b>   | <b>\$ 477,038</b>            | <b>\$ 473,824</b>   |

# BRAMBLETON GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Offer and promote an effective membership program.**



#### Objectives:

- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Transition a minimum of 50 former Heron Card Members to Heron's Choice Subscription Memberships.
- Conduct a minimum of (2) membership events that focuses on promoting the Subscription Membership.
- Review the annual membership program with focus on customer appeal, profitability and offerings to include evaluation of total memberships to be maintained.
- Maintain the Gallus Golf App program with a a base of 4000 active downloads
- Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



#### Objectives:

- Refine the Revenue Playbook annually utilizing Wrike while implementing a minimum of (2) new technology tools to ensure the effective promotion of events and programs to reach both new and existing customers.
- Utilize the Gallus App leaderboard software for a minimum of (4) tournaments to enhance the experience for participants and encourage more downloads.
- Effectively promote the demand pricing model with (2) new marketing strategies to focused on off peak days, time blocks and competitive pricing analysis.
- Develop and implement "scripts" for pro shop staff that highlight the value of the Heron's Choice Subscription Membership and includes a pricing matrix that shows the savings with the number of rounds played.
- Using the existing tournament tracking tool, develop and implement a minimum of (2) sales strategies to establish contact with new and previous tournament and outing clients.

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



#### Objectives:

- Provide Troon with program and event content for monthly "call-to-action" emails and (1) post containing video content per month.
- Review the Twilight Golf timing and pricing structure to assess customer satisfaction and, profitability
- Continue to evaluate and refine the annual Fall for Golf and Swing into Spring programs to determine success.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.

### **Goal Four: Continue to enhance and improve golf facilities and customer experiences through quality interactions and practices.**



#### Objectives:

- Ensure a minimum of (3) 9-hole rate options are available on the website each day.
- Analyze course utilization and implement the "No-Show" policy to ensure the maximum number of paid tee times each day.
- Review and refine volunteer training protocol and onboarding process.
- Develop and implement a minimum of (2) staff "scripts" that promote features of the Gallus Golf App and encourage downloads such as the daily course conditions and the Offer Locker
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Conduct a minimum of (1) unannounced outside review of services and facilities through our golf consultants.
- Work closely with the Planning and Development on the conversion of course power carts from gas to electric.

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



#### Objectives:

- Work with Food and Beverage Manager to consolidate menus with a focus on freshness, timely delivery, and profitability.
- Coordinate an annual audit of F&B and retail operations with staff and our golf consultant to determine areas for potential growth.
- Develop a promotion and sales plan with (2) new strategies to increase retail revenues to reach 2024 budget goal.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 5% over FY23 gross.



## FY 2023 STRATEGIC GOAL HIGHLIGHTS

### **Goal One: Offer and promote an effective membership program.**

#### Highlights

- Conducted several member events to promote the added value of memberships including, Swing into Spring, member guest specials, app promotions and prize giveaways for new members. Conducted annual Club Championship Tournament. to include members in special events.
- Developed the Heron's Choice Subscription Membership Program
- Conducted a competitive analysis and adjusted annual membership pricing and membership offerings.
- Developed a Heron's Choice Savings/Value chart to highlight cost savings to promote to prospective members. With annual membership sales on hold for 2023 season, utilized opportunity to upsell Heron's Choice Membership to prospective members.
- Established the Gallus Golf App with 4,800 downloads and 4332 active downloads. Utilized the app capabilities to provide daily course conditions, internal tournament offerings, promote use of the scorecard and gps and provide incentivized offers to golfers.

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

#### Highlights

- Refined the new Revenue Playbook in Wrike and utilized a consolidated monthly email send with social media and web posting strategies. Utilized the revenue playbook to plan monthly app offers and promote new range package offerings.
- With tee times only available to book online or through our app, we seized the opportunity to promote the golf course app to direct golfers to our offer locker and the many great features of the app. Utilized the app offer locker to incentivize golfers to continue to play our course.
- Utilized the app offer locker to promote play during off peak days and times. Re-tooled the online tee sheet to represent true offerings and encourage 9-hole golfers to book in the afternoon.
- Utilized tournament tracking tool to track new clients. Utilized the new client information to invite clients out in 2023. Utilized returning client information to invite returning clients out in 2023.
- Implemented a no-show policy to encourage golfers to modify or cancel their tee times ahead of the scheduled time in an effort to optimize the tee sheet and provide more playing opportunities to intermittent golfers.

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

#### Highlights

- Provided Troon with program and event content for monthly "call to action" emails. Posted pertinent video content on a monthly basis.
- Evaluated previous year's programs and provided modifications and additional events. Utilized the app tournament feature for some events to provide golfers with a live leaderboard and a more exciting tournament round.
- Added a 9-hole family tournament. Utilized the app offer locker and other means to promote family programs and events.
- Added additional spring break Junior Clinics to offer 2 sessions each day for one full week. Added a fall Junior Golf Clinic session.
- Hosted the PGA Jr. Golf League, Buckeye Junior Golf Tour and US Kids tournaments.

### **Goal Four: Continue to enhance and improve golf facilities and customer experiences through quality interactions and practices.**

#### Highlights

- Utilized the app offer locker to reward first time app downloads and users. Utilized scripts to identify new customers and orient the customer to the golf course facilities and offerings. Utilized scripts to recognize first time range users and highlight the new driving range package offerings.
- Reviewed and revised Volunteer SOP's and designated trainers to train our new staff. Implemented recruiting strategies among current volunteer staff to recruit new volunteers.
- Hosted customer service culture orientation training for staff. Rejuvenated the great board and great card program. Continued to reinforce our customer service culture through monthly reminders and sharing of great customer reviews.

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

#### Highlights

- Worked with Food & Beverage managers to consolidate menu options and established par levels based on peak sale hours.
- Developed and implemented staff training program for food prep, par levels, food presentation, first in first out methods, food safety, fire safety and fire response.
- Implemented year end and holiday retail sales promotions to clear out existing inventory. Utilized app push notifications and offer lockers to promote F&B sale offerings. Procured retail items from Waggle Golf, a unique apparel vendor, to target our 18 – 35 age group.
- Utilized Food & Beverage training opportunities to train staff on upselling combo offerings, driving range packages. Reinforced upselling techniques upon golfer check in to increase ball and merchandise sales.
- As of May 2023 – We have increased our online sales by 28% over FY 22.

## **MEASURABLE RESULTS**

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL                | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|----------------------------------|-------------------|
|  |                   |                   |                   | <b>6 months<br/>JUL-DEC 2022</b> |                   |
| • 18 hole golf rounds (paid)                     | 36,577            | 35,166            | 30,800            | 17,665                           | 32,950            |
| • 18 hole golf rounds (members)                  | 5,871             | 8,154             | 7,000             | 4,057                            | 7,500             |
| • Power Cart Rentals                             | 18,096            | 22,754            | 15,400            | 10,432                           | 16,500            |
| • Number of Driving Range buckets sold           | 11,890            | 11,347            | 10,750            | 7,513                            | 13,500            |
| • Per customer average on pro shop merchandise   | \$1.61            | \$1.68            | \$1.72            | \$1.93                           | \$1.73            |
| • Per customer average on food & beverage        | \$2.66            | \$2.99            | \$4.10            | \$3.49                           | \$3.83            |
| • Revenue per round of golf played               | \$45.45           | \$46.85           | \$46.43           | \$51.24                          | \$49.70           |
| • Expense per round of golf played               | \$29.60           | \$33.70           | \$39.34           | \$36.79                          | \$37.98           |
| • Number of social pavilion rentals              | 8                 | 10                | 9                 | 3                                | 9                 |
| • Number of annual memberships sold              | 103               | 107               | 85                | 39                               | 75                |
| • Subscription memberships sold - Heron's Choice | N/A               | N/A               | N/A               | N/A                              | 100               |
| • Volunteer hours received                       | 6,814             | 6,684             | 8,000             | 4,474                            | 7,000             |

# 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-three 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, playgrounds, and Boat/RV storage facilities.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,270,739        | \$ 1,214,120        | \$ 1,309,935        | 7.9%                  |
| Retail Operations           | 51,276              | 55,000              | 55,000              | 0.0%                  |
| License Fees                | 368                 | 0                   | 0                   | -                     |
| Other Revenue               | 31,733              | 40,000              | 35,000              | -12.5%                |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,354,116</b> | <b>\$ 1,309,120</b> | <b>\$ 1,399,935</b> | <b>6.9%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 949,526          | \$ 970,384          | \$ 1,011,767        | 4.3%                  |
| Operating Costs             | 49,345              | 47,100              | 52,100              | 10.6%                 |
| Maintenance Costs           | 143,154             | 138,500             | 146,500             | 5.8%                  |
| Insurance                   | 3,628               | 4,087               | 4,396               | 7.6%                  |
| Retail Operations           | 46,080              | 42,500              | 40,625              | -4.4%                 |
| Utilities                   | 123,778             | 124,700             | 127,700             | 2.4%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,315,511</b> | <b>\$ 1,327,271</b> | <b>\$ 1,383,088</b> | <b>4.2%</b>           |
| <b>Net Income</b>           | <b>\$ 38,604</b>    | <b>\$ (18,151)</b>  | <b>\$ 16,847</b>    |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 8.00                         | 8.00                         | 8.00                         | 8.00                        | 8.00                       |
| Part-Time | 6.34                         | 6.53                         | 6.71                         | 6.91                        | 7.23                       |

## BULL RUN REGIONAL PARK

| ACCOUNT NUMBER                      | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|-------------------------------------|-------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-070 BULL RUN REGIONAL PARK</b> |                               |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                     |                               |                     |                     |                     |                              |                     |
| 4095                                | Cabin Rentals                 | \$ 111,432          | \$ 111,079          | \$ 115,000          | \$ 74,693                    | \$ 118,450          |
| 4100                                | Camping Fees                  | 733,108             | 804,269             | 739,200             | 615,874                      | 805,000             |
| 4470                                | Laundry                       | 4,256               | 5,217               | 5,000               | 5,409                        | 5,000               |
| 4670                                | Shelter Reservations          | 78,672              | 93,076              | 94,000              | 66,710                       | 106,560             |
| 4600, 4690                          | Programmed Events             | 781                 | 2,471               | 8,000               | 5,449                        | 8,000               |
| 4045                                | Athletic Field Use Fees       | 0                   | 0                   | 1,000               | 0                            | 1,000               |
| 4675, 4080                          | Boat/RV Storage               | 139,387             | 144,903             | 147,420             | 156,296                      | 161,425             |
| 4230                                | Entrance Fees                 | 103,648             | 104,937             | 100,000             | 69,354                       | 100,000             |
| 4500                                | Disc Golf                     | 5,949               | 4,788               | 4,500               | 3,817                        | 4,500               |
| <b>TOTAL USER FEES</b>              |                               | <b>1,177,234</b>    | <b>1,270,739</b>    | <b>1,214,120</b>    | <b>997,603</b>               | <b>1,309,935</b>    |
| 4640, 4661                          | Retail Operations             | 51,589              | 51,276              | 55,000              | 37,337                       | 55,000              |
| <b>TOTAL RETAIL OPERATIONS</b>      |                               | <b>51,589</b>       | <b>51,276</b>       | <b>55,000</b>       | <b>37,337</b>                | <b>55,000</b>       |
| 4480                                | License Fees                  | 0                   | 368                 | 0                   | 613                          | 0                   |
| <b>TOTAL LICENSE FEES</b>           |                               | <b>0</b>            | <b>368</b>          | <b>0</b>            | <b>613</b>                   | <b>0</b>            |
| 4255,4601                           | Firewood/Propane              | 53,423              | 31,733              | 40,000              | 20,673                       | 35,000              |
| 4510                                | Miscellaneous Revenue         | 926                 | 0                   | 0                   | 0                            | 0                   |
| <b>TOTAL OTHER REVENUE</b>          |                               | <b>54,349</b>       | <b>31,733</b>       | <b>40,000</b>       | <b>20,673</b>                | <b>35,000</b>       |
| <b>TOTAL REVENUES</b>               |                               | <b>\$ 1,283,172</b> | <b>\$ 1,354,116</b> | <b>\$ 1,309,120</b> | <b>\$ 1,056,226</b>          | <b>\$ 1,399,935</b> |
| <b>EXPENSES</b>                     |                               |                     |                     |                     |                              |                     |
| 5010                                | Full-Time Salaries            | \$ 439,173          | \$ 502,037          | \$ 497,668          | \$ 450,847                   | \$ 514,179          |
| 5020                                | Part-Time Salaries            | 206,935             | 211,984             | 209,369             | 211,987                      | 225,080             |
| 5030                                | FICA                          | 47,755              | 52,662              | 54,088              | 47,885                       | 56,553              |
| 5040                                | Hospitalization               | 82,417              | 85,495              | 102,685             | 85,004                       | 100,669             |
| 5060                                | Life Insurance                | 4,031               | 4,387               | 5,673               | 3,837                        | 5,862               |
| 5050                                | Retirement                    | 87,575              | 92,184              | 99,534              | 76,103                       | 107,978             |
| 5070                                | Unemployment Tax              | 1,010               | 777                 | 1,367               | 341                          | 1,445               |
| <b>TOTAL PERSONNEL SERVICES</b>     |                               | <b>868,895</b>      | <b>949,526</b>      | <b>970,384</b>      | <b>876,004</b>               | <b>1,011,767</b>    |
| 5230                                | Gas and Diesel                | 14,496              | 27,355              | 20,000              | 18,425                       | 25,000              |
| 5430                                | Park Police                   | 7,650               | 14,625              | 16,800              | 13,910                       | 16,800              |
| 5490                                | Programs and Promotions       | 907                 | 5,645               | 7,500               | 7,660                        | 7,500               |
| 5570                                | Uniforms                      | 2,653               | 1,720               | 2,800               | 1,770                        | 2,800               |
| <b>TOTAL OPERATING COSTS</b>        |                               | <b>25,706</b>       | <b>49,345</b>       | <b>47,100</b>       | <b>41,764</b>                | <b>52,100</b>       |
| 5180                                | Equipment/Vehicle Maintenance | 31,456              | 38,473              | 38,500              | 26,848                       | 38,500              |
| 5190                                | Facility Op. & Maintenance    | 102,090             | 104,681             | 100,000             | 89,948                       | 108,000             |
| <b>TOTAL MAINTENANCE COSTS</b>      |                               | <b>133,546</b>      | <b>143,154</b>      | <b>138,500</b>      | <b>116,796</b>               | <b>146,500</b>      |
| 5290                                | Insurance - Vehicle           | 3,141               | 3,628               | 4,087               | 4,311                        | 4,396               |
| <b>TOTAL INSURANCE</b>              |                               | <b>3,141</b>        | <b>3,628</b>        | <b>4,087</b>        | <b>4,311</b>                 | <b>4,396</b>        |
| 5524                                | Firewood                      | 18,800              | 10,000              | 15,000              | 12,000                       | 13,125              |
| 5520                                | Retail Operations             | 30,255              | 36,080              | 27,500              | 24,136                       | 27,500              |
| <b>TOTAL RETAIL OPERATIONS</b>      |                               | <b>49,055</b>       | <b>46,080</b>       | <b>42,500</b>       | <b>36,136</b>                | <b>40,625</b>       |
| 5580-001                            | Telephone                     | 7,147               | 6,655               | 7,000               | 5,735                        | 7,000               |
| 5580-002                            | Electricity                   | 67,952              | 74,728              | 80,000              | 71,516                       | 80,000              |
| 5580-004                            | Water/Sewer                   | 16,461              | 22,145              | 20,000              | 9,431                        | 20,000              |
| 5580-008                            | Propane                       | 16,817              | 17,207              | 14,500              | 14,514                       | 17,500              |
| 5580-016                            | Cable/Internet                | 3,062               | 3,043               | 3,200               | 2,585                        | 3,200               |
| <b>TOTAL UTILITIES</b>              |                               | <b>111,440</b>      | <b>123,778</b>      | <b>124,700</b>      | <b>103,982</b>               | <b>127,700</b>      |
| <b>TOTAL EXPENSES</b>               |                               | <b>\$ 1,191,782</b> | <b>\$ 1,315,511</b> | <b>\$ 1,327,271</b> | <b>\$ 1,178,992</b>          | <b>\$ 1,383,088</b> |
| <b>OPERATING INCOME (LOSS)</b>      |                               | <b>\$ 91,390</b>    | <b>\$ 38,604</b>    | <b>\$ (18,151)</b>  | <b>\$ (122,766)</b>          | <b>\$ 16,847</b>    |

# BULL RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, promote, manage, and sustain parklands.**



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement plan to preserve a sustainable park trails network by conducting a minimum of (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 4000 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain and continue to update all park assets and systems into 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 and successful programs, partnerships, and events to meet the needs of our diverse community.**



#### Objectives:

- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based and environmentally focused programs.
- Establish and maintain a minimum of (5) diverse community partnerships including continuing to build and support the community partnerships and involvement around the Harris Family Cemetery.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (2) park special events aimed at increasing awareness of the park and features.
- Offer a minimum of (5) Roving Naturalist led programs to engage the next generation of conservationists.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**

#### Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Maintain a system to evaluate and respond to customer feedback.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Develop and implement a plan to enhance interpretation through signage of at least (1) aspect of the park.
- Using camper surveys implement at least (3) strategies or improvements to enhance the customer experience.

### **Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while 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% over FY23 gross.
- Develop a minimum of (2) new programs to engage campground customers.
- Continue to review and implement the 5-year plan for consistent and continued campground improvements.

### **Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- 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 a minimum of (6) times each year to help generate increased visitation within the park.
- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.

**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

***Goal One: Protect, promote, manage, and sustain parklands.***

**Highlights**

- Partnered with the Virginia Bluebird Society and Northern Virginia Purple Martin Initiative to expand and monitor our bluebird trail, monitor the purple martin gourds, and monitor the wood duck boxes.
- Partnered with the local NAACP to interpret the freed slave cemetery within the park.
- Hosted what will become an annual Juneteenth event.
- Partnered with the Clifton Horse Society in hosting the annual bluebell trail ride and judged pleasure ride, as well as trail improvements and maintenance.
- Partnered with the PATC to maintain the Bull Run Occoquan Trail.
- Implemented campground inspection forms for routine maintenance.

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

**Highlights**

- Partnered with NOVA Disc Golf to complete course upgrades, tournaments, and league play.
- Hosted a bluebell event for the park and campground during peak season.
- Implemented a comprehensive programming schedule for the campground, including on 5 major weekends.
- Provided successful campground programming in the areas of outdoor education, entertainment, and the environment.
- Hosted (5) naturalist led programs.
- Hosted an Egg Hunt Scavenger Hunt and saw over 1,000 participants in its first year.

***Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Hosted (3) customer service training sessions for staff.
- All 2023 season staff attended Customer Service training.
- Maintained an effective system to respond to all customer feedback.

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

**Highlights**

- Utilized Aspira customer lists to market events and promotions to campground customers.
- Continued to make improvements on the campground and plan for future improvements.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- Developed social media strategies to promote park features, including expanding our social media reach to Tiktok.

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

**Highlights**

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

**MEASURABLE RESULTS**

|   | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months JUL-<br/>DEC 2022</b> | <b>FY 2024<br/>TARGET</b> |
|---|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • Number of non –jurisdiction vehicle entries | 9,239                     | 10,138                    | 9,000                     | 3,656  | 9,000                     |
| • Number of nightly camping rentals           | 16,281                    | 17,780                    | 16,000                    | 10,054   | 16,300                    |
| • Number of group campers                     | 624                       | 794                       | 2,000                     | 509  | 2,000                     |
| • Boat/RV storage usage (208 capacity)        | 174                       | 198                       | 198                       | 198  | 198                       |
| • Number of picnic shelter rentals            | 402                       | 455                       | 430                       | 264  | 430                       |
| • Number of cabin rentals                     | 1,218                     | 1,425                     | 1,330                     | 676  | 1,330                     |
| • Number of pavilion rentals                  | 13                        | 8                         | 30                        | 12   | 30                        |
| • Volunteer hours received                    | 4,323                     | 3,052                     | 6,500                     | 3,738  | 3,000                     |

# 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 383,142        | \$ 409,250         | \$ 449,100         | 9.7%                  |
| Retail Operations           | 152,212           | 137,020            | 165,800            | 21.0%                 |
| Other Revenue               | 0                 | 0                  | 0                  | -                     |
| <b>TOTAL REVENUE</b>        | <b>\$ 535,354</b> | <b>\$ 546,270</b>  | <b>\$ 614,900</b>  | <b>12.6%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 256,032        | \$ 301,669         | \$ 310,529         | 2.9%                  |
| Maintenance Costs           | 72,163            | 72,000             | 77,760             | 8.0%                  |
| Retail Operations           | 70,973            | 55,750             | 67,300             | 20.7%                 |
| Utilities                   | 14,235            | 16,500             | 16,500             | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 413,403</b> | <b>\$ 445,919</b>  | <b>\$ 472,089</b>  | <b>5.9%</b>           |
| <b>Net Income</b>           | <b>\$ 121,951</b> | <b>\$ 100,351</b>  | <b>\$ 142,811</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase due to rate adjustments and higher anticipated retail revenue.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part-Time | 9.37                         | 2.36                         | 9.42                         | 9.42                        | 9.33                       |

## ATLANTIS WATERPARK AT BULL RUN

| ACCOUNT NUMBER                           | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|---------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-080 BULL RUN ATLANTIS WATERPARK</b> |                                 |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                          |                                 |                   |                   |                    |                              |                    |
| 4550                                     | Admissions                      | \$ 99,659         | \$ 326,048        | \$ 342,125         | \$ 229,018                   | \$ 359,500         |
| 4570                                     | Group Admissions                | 5,371             | 28,152            | 42,525             | 38,621                       | 54,000             |
| 4490                                     | Locker Rental                   | 0                 | 33                | 600                | 94                           | 600                |
| 4580                                     | Waterpark Passes                | 7,142             | 28,910            | 24,000             | 20,234                       | 35,000             |
|  | <b>TOTAL USER FEES</b>          | <b>112,172</b>    | <b>383,142</b>    | <b>409,250</b>     | <b>287,967</b>               | <b>449,100</b>     |
| 4640                                     | Retail Operations               | 44,115            | 145,945           | 128,520            | 104,426                      | 156,000            |
| 4660                                     | Swim Merchandise                | 2,180             | 6,268             | 8,500              | 5,391                        | 9,800              |
|  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>46,295</b>     | <b>152,212</b>    | <b>137,020</b>     | <b>109,817</b>               | <b>165,800</b>     |
| 4510                                     | Miscellaneous Revenue           | 12                | 0                 | 0                  | 14                           | 0                  |
|  | <b>TOTAL OTHER REVENUE</b>      | <b>12</b>         | <b>0</b>          | <b>0</b>           | <b>14</b>                    | <b>0</b>           |
|  | <b>TOTAL REVENUES</b>           | <b>\$ 158,479</b> | <b>\$ 535,354</b> | <b>\$ 546,270</b>  | <b>\$ 397,798</b>            | <b>\$ 614,900</b>  |
| <b>EXPENSES</b>                          |                                 |                   |                   |                    |                              |                    |
| 5020                                     | Part-Time Salaries              | \$ 69,332         | \$ 236,795        | \$ 278,936         | \$ 181,406                   | \$ 287,128         |
| 5030                                     | FICA                            | 5,304             | 18,115            | 21,339             | 13,728                       | 21,965             |
| 5070                                     | Unemployment Tax                | 213               | 1,122             | 1,395              | 761                          | 1,436              |
|  | <b>TOTAL PERSONNEL SERVICES</b> | <b>74,849</b>     | <b>256,032</b>    | <b>301,669</b>     | <b>195,895</b>               | <b>310,529</b>     |
| 5190                                     | Facility Op. & Maintenance      | 51,069            | 72,163            | 72,000             | 62,439                       | 77,760             |
|  | <b>TOTAL MAINTENANCE COSTS</b>  | <b>51,069</b>     | <b>72,163</b>     | <b>72,000</b>      | <b>62,439</b>                | <b>77,760</b>      |
| 5520                                     | Retail Operations               | 30,478            | 71,331            | 51,500             | 52,421                       | 62,400             |
| 5535                                     | Swim Merchandise                | 725               | (358)             | 4,250              | 1,781                        | 4,900              |
|  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>31,204</b>     | <b>70,973</b>     | <b>55,750</b>      | <b>54,202</b>                | <b>67,300</b>      |
| 5580-001                                 | Telephone                       | 393               | 390               | 500                | 332                          | 500                |
| 5580-002                                 | Electricity                     | 4,438             | 12,565            | 14,500             | 12,347                       | 14,500             |
| 5580-016                                 | Cable/Internet                  | 1,287             | 1,279             | 1,500              | 1,087                        | 1,500              |
|  | <b>TOTAL UTILITIES</b>          | <b>6,118</b>      | <b>14,235</b>     | <b>16,500</b>      | <b>13,765</b>                | <b>16,500</b>      |
|  | <b>TOTAL EXPENSES</b>           | <b>\$ 163,239</b> | <b>\$ 413,403</b> | <b>\$ 445,919</b>  | <b>\$ 326,301</b>            | <b>\$ 472,089</b>  |
|  | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ (4,760)</b> | <b>\$ 121,951</b> | <b>\$ 100,351</b>  | <b>\$ 71,497</b>             | <b>\$ 142,811</b>  |

# ATLANTIS WATERPARK AT BULL RUN

## STRATEGIC GOALS & OBJECTIVES FY 2024



**Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**



Objectives:

- Work with the Marketing and Aquatics teams to continue to promote the sale of Annual Waterpark Passes.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food and beverage discounts.

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



Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Implement effective waterpark Standard Operating Procedures to ensure safe and effective pump room operations.

**Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement strategies to create a consistent aquatics program with a focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and campaigns on a weekly basis.

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



Objectives:

- 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 meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Develop and implement survey strategies to evaluate the customer experience and implement at least one improvement.
- Work closely with the Aquatics Manager to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.



# ATLANTIS WATERPARK AT BULL RUN

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Implemented annual waterpark pass sales table during the first month of the season.
- Implemented new signage throughout the waterpark.
- Promoted off-season sales campaign for online annual pass sales.
- Hosted on-site exclusive member appreciation events.
- Developed and implemented refined offerings to retain current passholders.
- Created a comprehensive annual marketing calendar for annual pass promotions and sales.

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

**Highlights**

- Effectively implemented the Ellis & Associates (E&A) Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Provided quality in service trainings and audits of lifeguards and maintained E&A standards.
- Reviewed and refined orientation to streamline the process.
- Expanded attendance at hiring events throughout the area, to include job fairs and school visits.
- Created an onsite preseason orientation for group leaders to ensure safe and effective group visits.
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training.
- Worked with the aquatics manager to meet facility needs by creating facility SOP(s) for facility maintenance and improvements, training, hiring and retention of staff.

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

**Highlights**

- Conducted surveys of groups and individuals to determine patron wants and needs.
- Marketed birthday parties highlighting the safety provided by an outdoor experience.
- Implemented new social media strategies and platforms to increase visitation and revenue.

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

**Highlights**

- Promoted group meal offerings to offer a value-added benefit and revenue stream for organized youth group visits.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Conducted a food service management training with focus on best practices and staff training with the Food & Beverage Managers.
- Reviewed and refined all ordering guides for food and beverage items.
- Revised and streamlined concessions menu to expedite service.
- Reviewed, created, and implemented inventory control system to control expense.
- Implement a new effective inventory management system to reduce waste.

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

**Highlights**

- Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2023 season staff attended Customer Service training.
- Implemented an effective staff incentive program to promote a high level of customer service.
- Completed repairs and maintenance on splash pad bucket, fiberglass animals.

**MEASURABLE RESULTS**

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of general admissions                               | 32,064            | 20,258            | 33,500            | 22,361   | 33,500            |
| • Number of youth group participants                         | 3,007             | 5,072             | 5,000             | 5,521  | 5,900             |
| • Number of Annual Waterpark Passes sold                     | 245               | 329               | 235               | 335  | 340               |
| • Number of birthday party participants                      | 198               | 627               | 1,000             | 684  | 1,000             |
| • Number of birthday parties                                 | 16                | 58                | 75                | 61   | 75                |
| • Average amount customers spent on food, beverages & retail | \$1.30            | \$5.54            | \$3.45            | \$5.27   | \$4.07            |

# **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**

|                             | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>REVISED</b> | <b>FY 2024<br/>ADOPTED</b> | <b>% CHANGE<br/>2023-2024</b> |
|-----------------------------|---------------------------|----------------------------|----------------------------|-------------------------------|
| <b>REVENUE BY SOURCE</b>    |                           |                            |                            |                               |
| User Fees                   | \$ 175,248                | \$ 155,000                 | \$ 145,000                 | -6.5%                         |
| Other Revenue               | 296,847                   | 80,000                     | 300,000                    | 275.0%                        |
| <b>TOTAL REVENUE</b>        | <b>\$ 472,095</b>         | <b>\$ 235,000</b>          | <b>\$ 445,000</b>          | <b>89.4%</b>                  |
| <b>EXPENSES BY CATEGORY</b> |                           |                            |                            |                               |
| Personnel Services          | \$ 69,847                 | \$ 76,454                  | \$ 79,305                  | 3.7%                          |
| Operating Costs             | 292,667                   | 84,850                     | 300,350                    | 254.0%                        |
| Maintenance Costs           | 25,471                    | 23,400                     | 23,400                     | 0.0%                          |
| Utilities                   | 1,279                     | 1,300                      | 1,300                      | 0.0%                          |
| <b>TOTAL EXPENSES</b>       | <b>\$ 389,264</b>         | <b>\$ 186,004</b>          | <b>\$ 404,355</b>          | <b>117.4%</b>                 |
| <b>Net Income</b>           | <b>\$ 82,831</b>          | <b>\$ 48,996</b>           | <b>\$ 40,645</b>           |                               |

## **BUDGET HIGHLIGHTS**

### **Major variances in budget:**

- Revenues and expenses both increase as there will be a number of pass through items, but the net is not impacted.

## **STAFFING SUMMARY**

|           | <b>FY 2020<br/>APPROVED<br/>(FTE)</b> | <b>FY 2021<br/>APPROVED<br/>(FTE)</b> | <b>FY 2022<br/>APPROVED<br/>(FTE)</b> | <b>FY 2023<br/>REVISED<br/>(FTE)</b> | <b>FY 2024<br/>BUDGET<br/>(FTE)</b> |
|-----------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|-------------------------------------|
| Full-Time | 0.50                                  | 0.50                                  | 0.50                                  | 0.50                                 | 0.50                                |
| Part-Time | 0.94                                  | 0.79                                  | 0.94                                  | 0.94                                 | 0.94                                |

## BULL RUN SPECIAL EVENTS CENTER

| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION                     | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---------------------------------------|---|--------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>BULL RUN SPECIAL EVENTS CENTER</b> |   |                    |                   |                    |                              |                    |
| <b>3-075 CENTER</b>                   |   |                    |                   |                    |                              |                    |
| <b>REVENUES</b>                       |   |                    |                   |                    |                              |                    |
| 4124                                  | Special Event Center Rental             | \$ 29,834          | \$ 167,364        | \$ 135,000         | \$ 64,926                    | \$ 125,000         |
| 4600                                  | Programmed Events                       | 1,575              | 7,884             | 20,000             | 0                            | 20,000             |
| <b>TOTAL USER FEES</b>                |   | <b>31,409</b>      | <b>175,248</b>    | <b>155,000</b>     | <b>64,926</b>                | <b>145,000</b>     |
| 4640-076                              | Retail Operations                       | 10                 | 0                 | 0                  | 0                            | 0                  |
| <b>TOTAL RETAIL OPERATIONS</b>        |   | <b>10</b>          | <b>0</b>          | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 4510                                  | Miscellaneous Revenue                   | 4,200              | 47,780            | 0                  | 145,783                      | 200,000            |
| 4821                                  | Equipment Rental                        | 12,820             | 185,318           | 55,000             | 126,676                      | 0                  |
| 4532                                  | Park Police                             | 5,520              | 63,749            | 25,000             | 9,500                        | 100,000            |
| <b>TOTAL OTHER REVENUE</b>            |   | <b>22,540</b>      | <b>296,847</b>    | <b>80,000</b>      | <b>281,959</b>               | <b>300,000</b>     |
| <b>TOTAL REVENUES</b>                 |   | <b>\$ 53,960</b>   | <b>\$ 472,095</b> | <b>\$ 235,000</b>  | <b>\$ 346,884</b>            | <b>\$ 445,000</b>  |
| <b>EXPENSES</b>                       |   |                    |                   |                    |                              |                    |
| 5010                                  | Full-Time Salaries                      | \$ 31,895          | \$ 30,428         | \$ 28,853          | \$ 33,760                    | \$ 37,043          |
| 5020                                  | Part-Time Salaries                      | 16,903             | 22,395            | 27,956             | 29,098                       | 28,856             |
| 5030                                  | FICA                                    | 3,514              | 3,727             | 4,346              | 4,613                        | 5,041              |
| 5040                                  | Hospitalization                         | 6,634              | 7,898             | 9,040              | 6,505                        | 0                  |
| 5060                                  | Life Insurance                          | 325                | 248               | 329                | 218                          | 422                |
| 5050                                  | Retirement                              | 6,394              | 5,113             | 5,771              | 4,273                        | 7,779              |
| 5070                                  | Unemployment Tax                        | 67                 | 38                | 160                | 22                           | 164                |
| <b>TOTAL PERSONNEL SERVICES</b>       |   | <b>65,732</b>      | <b>69,847</b>     | <b>76,454</b>      | <b>78,491</b>                | <b>79,305</b>      |
| 5186                                  | Equipment Rental                        | 3,527              | 121,479           | 49,500             | 52,770                       | 0                  |
| 5470                                  | Production Costs                        | 60                 | 2,759             | 0                  | 0                            | 0                  |
| 5450                                  | Portable Johns                          | 10,863             | 62,682            | 0                  | 0                            | 0                  |
| 5490                                  | Programs & Promotions                   | 1,726              | 2,215             | 10,000             | 226                          | 10,000             |
| 5410, 5430                            | Miscellaneous Event Expense-Park Police | 15,523             | 103,382           | 25,000             | 204,818                      | 290,000            |
| 5570                                  | Uniforms                                | 329                | 150               | 350                | 307                          | 350                |
| <b>TOTAL OPERATING COSTS</b>          |   | <b>32,027</b>      | <b>292,667</b>    | <b>84,850</b>      | <b>258,121</b>               | <b>300,350</b>     |
| 5190                                  | Facility Op. & Maintenance              | 10,718             | 25,471            | 23,400             | 10,153                       | 23,400             |
| <b>TOTAL MAINTENANCE COSTS</b>        |   | <b>10,718</b>      | <b>25,471</b>     | <b>23,400</b>      | <b>10,153</b>                | <b>23,400</b>      |
| 5580-016                              | Cable/Internet                          | 1,287              | 1,279             | 1,300              | 1,087                        | 1,300              |
| <b>TOTAL UTILITIES</b>                |   | <b>1,287</b>       | <b>1,279</b>      | <b>1,300</b>       | <b>1,087</b>                 | <b>1,300</b>       |
| <b>TOTAL EXPENSES</b>                 |   | <b>\$ 109,764</b>  | <b>\$ 389,264</b> | <b>\$ 186,004</b>  | <b>\$ 347,851</b>            | <b>\$ 404,355</b>  |
| <b>OPERATING INCOME (LOSS)</b>        |   | <b>\$ (55,805)</b> | <b>\$ 82,831</b>  | <b>\$ 48,996</b>   | <b>\$ (967)</b>              | <b>\$ 40,645</b>   |

# **BULL RUN SPECIAL EVENTS CENTER**

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## **STRATEGIC GOALS & OBJECTIVES FY 2024**

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



**Objectives:**

- Implement a minimum of (4) sales strategies quarterly that facilitate a minimum of (8) new sales leads.
- Host a minimum of (9) major events.
- Host a minimum of (5) small events.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Attract a minimum of (2) new small events or (1) major event.
- Create, organize and implement an internally managed special event with a gross of \$20,000.

# **BULL RUN SPECIAL EVENTS CENTER**

## **FY 2023 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- Hosted 9 large and 5 small events.
- Site improvements completed including gravel lot improvements, new stage top, and landscape improvements.
- Improved infrastructure by adding additional electrical capacity and lighting.
- Implemented in-house handling of event security, trash service, parking crew, and first aid greatly improving delivery of these services and improving the overall customer experience.
- Implemented a new application process for scheduling events.

## **MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months<br/>JUL-DEC<br/>2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|---|---------------------------|
| • Total revenue of Special Events Center | \$53,960                  | \$472,095                 | \$235,000                 | \$109,250   | \$440,000                 |

# 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, a carnival, camel rides, and a rock wall.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 2,254,937        | \$ 2,030,000        | \$ 2,045,000        | 0.7%                  |
| Retail Operations           | 45,310              | 50,000              | 65,000              | 30.0%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 2,300,247</b> | <b>\$ 2,080,000</b> | <b>\$ 2,110,000</b> | <b>1.4%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 189,807          | \$ 195,353          | \$ 230,929          | 18.2%                 |
| Operating Costs             | 179,509             | 193,263             | 210,830             | 9.1%                  |
| Maintenance Costs           | 1,900               | 1,100               | 1,100               | 0.0                   |
| Retail Operations           | 22,813              | 20,000              | 26,000              | 30.0%                 |
| Utilities                   | 7,043               | 6,000               | 6,000               | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 401,073</b>   | <b>\$ 415,716</b>   | <b>\$ 474,859</b>   | <b>14.2%</b>          |
| <b>Net Income</b>           | <b>\$ 1,899,174</b> | <b>\$ 1,664,284</b> | <b>\$ 1,635,141</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.50                         | 1.50                         | 1.50                         | 1.50                        | 1.50                       |
| Part-Time | 3.21                         | 2.96                         | 3.22                         | 3.17                        | 3.37                       |

## BULL RUN FESTIVAL OF LIGHTS

| ACCOUNT NUMBER                   | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|----------------------------------|---------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-078 BULL RUN LIGHT SHOW</b> |                                 |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                  |                                 |                     |                     |                     |                              |                     |
| 4485                             | Light Show Vehicle Entries      | \$ 2,435,325        | \$ 2,119,384        | \$ 1,925,000        | \$ 1,955,977                 | \$ 1,925,000        |
| 4800                             | Vendor Fees                     | 0                   | 135,552             | 105,000             | 125,547                      | 120,000             |
|                                  | <b>TOTAL USER FEES</b>          | <b>2,435,325</b>    | <b>2,254,937</b>    | <b>2,030,000</b>    | <b>2,081,524</b>             | <b>2,045,000</b>    |
| 4640                             | Retail Operations               | 29,859              | 45,310              | 50,000              | 62,729                       | 65,000              |
|                                  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>29,859</b>       | <b>45,310</b>       | <b>50,000</b>       | <b>62,729</b>                | <b>65,000</b>       |
|                                  | <b>TOTAL REVENUES</b>           | <b>\$ 2,465,185</b> | <b>\$ 2,300,247</b> | <b>\$ 2,080,000</b> | <b>\$ 2,144,253</b>          | <b>\$ 2,110,000</b> |
| <b>EXPENSES</b>                  |                                 |                     |                     |                     |                              |                     |
| 5010                             | Full-Time Salaries              | \$ 63,484           | \$ 59,983           | \$ 68,002           | \$ 66,705                    | \$ 81,414           |
| 5020                             | Part-Time Salaries              | 86,370              | 97,400              | 91,238              | 91,892                       | 99,235              |
| 5030                             | FICA                            | 10,743              | 11,749              | 12,182              | 11,431                       | 13,820              |
| 5040                             | Hospitalization                 | 21,158              | 7,764               | 9,040               | 15,123                       | 17,879              |
| 5060                             | Life Insurance                  | 666                 | 573                 | 775                 | 553                          | 928                 |
| 5050                             | Retirement                      | 12,734              | 11,942              | 13,600              | 10,798                       | 17,097              |
| 5070                             | Unemployment Tax                | 346                 | 397                 | 516                 | 169                          | 556                 |
|                                  | <b>TOTAL PERSONNEL SERVICES</b> | <b>195,500</b>      | <b>189,807</b>      | <b>195,353</b>      | <b>196,670</b>               | <b>230,929</b>      |
| 5520                             | Retail Operations               | 8,514               | 22,813              | 20,000              | 19,060                       | 26,000              |
|                                  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>8,514</b>        | <b>22,813</b>       | <b>20,000</b>       | <b>19,060</b>                | <b>26,000</b>       |
| 5230                             | Gas & Diesel                    | 10,772              | 11,723              | 12,000              | 16,591                       | 15,000              |
| 5470                             | Production Costs                | 158,216             | 166,835             | 181,000             | 177,327                      | 195,480             |
| 5490                             | Programs & Promotions           | 576                 | 685                 | 0                   | (403)                        | 0                   |
| 5570                             | Uniforms                        | 135                 | 266                 | 263                 | 162                          | 350                 |
|                                  | <b>TOTAL OPERATING COSTS</b>    | <b>169,699</b>      | <b>179,509</b>      | <b>193,263</b>      | <b>193,677</b>               | <b>210,830</b>      |
| 5180                             | Equipment/Vehicle Maintenance   | 2,402               | 1,900               | 1,100               | 1,852                        | 1,100               |
|                                  | <b>TOTAL MAINTENANCE COSTS</b>  | <b>2,402</b>        | <b>1,900</b>        | <b>1,100</b>        | <b>1,852</b>                 | <b>1,100</b>        |
| 5580-002                         | Electricity                     | 5,635               | 7,043               | 6,000               | 5,819                        | 6,000               |
|                                  | <b>TOTAL UTILITIES</b>          | <b>5,635</b>        | <b>7,043</b>        | <b>6,000</b>        | <b>5,819</b>                 | <b>6,000</b>        |
|                                  | <b>TOTAL EXPENSES</b>           | <b>\$ 381,750</b>   | <b>\$ 401,073</b>   | <b>\$ 415,716</b>   | <b>\$ 417,079</b>            | <b>\$ 474,859</b>   |
|                                  | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 2,083,435</b> | <b>\$ 1,899,174</b> | <b>\$ 1,664,284</b> | <b>\$ 1,727,174</b>          | <b>\$ 1,635,141</b> |

# BULL RUN FESTIVAL OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2024

**Goal One: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior unique annual event.**



### Objectives:

- Implement a minimum of (2) strategies to encourage purchasing tickets online.
- Using existing customer data from the online ticketing system develop a minimum of (3) strategies to promote the show to encourage existing customers to revisit.
- Maintain an in-demand pricing model built around the historically busiest days.
- Continue to refine the plan for consistent and continued annual event improvements.
- Develop a minimum of two (2) strategies to promote the FOL outside the northern Virginia region.
- Work closely with the NOVA Parks Marketing team to develop a multifaceted Communications Plan that addresses social, print, media, promotions, and required collateral.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain an effective and efficient plan for dual lanes of traffic through the show, including new signage that encourages proper etiquette and behaviors.
- Revise, edit and continue to add information to the operation, installation and take down manual.
- Continue to develop ideas and implement a defined plan to increase off-peak and weekday visitation.



**BULL RUN FESTIVAL OF LIGHTS**

**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Developed a new marketing campaign to promote online ticket sales.
- Updated pricing model to encourage online ticket sales.
- Implemented an online retail plan that helped reach a new record in FOL retail sales.
- Continued refurbishing existing displays and added a new Festival of Lights display at the entrance
- All seasonal show staff attended Customer Service training which included Festival of Lights specific customer scenarios.
- Revised employee incentive program and rewards to continue to improve part-time staff retention.

**MEASURABLE RESULTS**

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of light show vehicle entries | 86,438            | 63,946            | 58,000            | 59,768   | 58,000            |

# **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**

|                             | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>REVISED</b> | <b>FY 2024<br/>ADOPTED</b> | <b>% CHANGE<br/>2023-2024</b> |
|-----------------------------|---------------------------|----------------------------|----------------------------|-------------------------------|
| <b>REVENUE BY SOURCE</b>    |                           |                            |                            |                               |
| User Fees                   | \$ 654,660                | \$ 875,450                 | \$ 794,500                 | -9.2%                         |
| Retail Operations           | 457,072                   | 413,000                    | 465,600                    | 12.7%                         |
| Other Revenue               | 106,209                   | 100,000                    | 100,000                    | 0.0%                          |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,217,941</b>       | <b>\$ 1,388,450</b>        | <b>\$ 1,360,100</b>        | <b>-2.0%</b>                  |
| <b>EXPENSES BY CATEGORY</b> |                           |                            |                            |                               |
| Personnel Services          | \$ 465,170                | \$ 544,454                 | \$ 591,449                 | 8.6%                          |
| Operating Costs             | 222,859                   | 284,700                    | 262,650                    | -7.7%                         |
| Maintenance Costs           | 38,912                    | 55,500                     | 60,531                     | 9.1%                          |
| Insurance                   | 907                       | 1,022                      | 1,099                      | 7.5%                          |
| Retail Operations           | 339,235                   | 286,100                    | 323,520                    | 13.1%                         |
| Utilities                   | 9,293                     | 20,400                     | 16,400                     | -19.6%                        |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,076,376</b>       | <b>\$ 1,192,176</b>        | <b>\$ 1,255,649</b>        | <b>5.3%</b>                   |
| <b>Net Income</b>           | <b>\$ 141,565</b>         | <b>\$ 196,274</b>          | <b>\$ 104,451</b>          |                               |

## **BUDGET HIGHLIGHTS**

### **Major variances in budget:**

- This budget includes reduced revenue based on actual revenue trend.

## **STAFFING SUMMARY**

|                  | <b>FY 2020<br/>APPROVED<br/>(FTE)</b> | <b>FY 2021<br/>APPROVED<br/>(FTE)</b> | <b>FY 2022<br/>APPROVED<br/>(FTE)</b> | <b>FY 2023<br/>REVISED<br/>(FTE)</b> | <b>FY 2024<br/>BUDGET<br/>(FTE)</b> |
|------------------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|-------------------------------------|
| <b>Full-Time</b> | 2.00                                  | 2.00                                  | 2.00                                  | 2.00                                 | 2.00                                |
| <b>Part-Time</b> | 9.80                                  | 9.80                                  | 9.80                                  | 9.80                                 | 9.80                                |

## BULL RUN SHOOTING CENTER

| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION            | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---------------------------------------|--------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-090 BULL RUN SHOOTING CENTER</b> |                                |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                       |                                |                     |                     |                     |                              |                     |
| 4040                                  | Archery Target Fees            | \$ 19,606           | \$ 24,298           | \$ 27,000           | \$ 24,736                    | \$ 27,000           |
| 4390                                  | Gun Rental                     | 50,553              | 43,344              | 68,750              | 29,975                       | 55,000              |
| 4745                                  | Shooting Tournament Fees       | 41,590              | 20,750              | 60,000              | 25,580                       | 40,000              |
| 4730                                  | Target Sales                   | 673,812             | 565,018             | 718,200             | 486,818                      | 670,000             |
| 4670                                  | Shelter Reservations           | 1,250               | 1,250               | 1,500               | 2,250                        | 2,500               |
|                                       | <b>TOTAL USER FEES</b>         | <b>786,812</b>      | <b>654,660</b>      | <b>875,450</b>      | <b>569,360</b>               | <b>794,500</b>      |
| 4010                                  | Ammunition                     | 351,581             | 392,063             | 338,000             | 384,236                      | 405,600             |
| 4640                                  | Retail Operations              | 57,038              | 65,008              | 75,000              | 58,276                       | 60,000              |
|                                       | <b>TOTAL RETAIL OPERATIONS</b> | <b>408,619</b>      | <b>457,072</b>      | <b>413,000</b>      | <b>442,511</b>               | <b>465,600</b>      |
| 4475                                  | Lessons                        | 115,159             | 105,832             | 100,000             | 68,577                       | 100,000             |
| 4510                                  | Miscellaneous Revenue          | 8,863               | 377                 | 0                   | 172                          | 0                   |
|                                       | <b>TOTAL OTHER REVENUE</b>     | <b>124,022</b>      | <b>106,209</b>      | <b>100,000</b>      | <b>68,749</b>                | <b>100,000</b>      |
|                                       | <b>TOTAL REVENUES</b>          | <b>\$ 1,319,452</b> | <b>\$ 1,217,941</b> | <b>\$ 1,388,450</b> | <b>\$ 1,080,621</b>          | <b>\$ 1,360,100</b> |
| <b>EXPENSES</b>                       |                                |                     |                     |                     |                              |                     |
| 5010                                  | Full-Time Salaries             | \$ 138,215          | \$ 156,695          | \$ 156,386          | \$ 152,004                   | \$ 169,644          |
| 5020                                  | Part-Time Salaries             | 231,493             | 228,001             | 301,164             | 210,874                      | 314,550             |
| 5030                                  | FICA                           | 27,793              | 28,959              | 35,003              | 26,684                       | 37,041              |
| 5040                                  | Hospitalization                | 25,465              | 20,309              | 17,256              | 22,478                       | 31,002              |
| 5060                                  | Life Insurance                 | 1,261               | 1,368               | 1,783               | 1,240                        | 1,934               |
| 5050                                  | Retirement                     | 27,699              | 29,000              | 31,277              | 25,363                       | 35,625              |
| 5070                                  | Unemployment Tax               | 824                 | 838                 | 1,586               | 375                          | 1,653               |
|                                       | <b>TOTAL PERSONNEL</b>         | <b>452,750</b>      | <b>465,170</b>      | <b>544,454</b>      | <b>439,018</b>               | <b>591,449</b>      |
| 5230                                  | Gas and Diesel                 | 1,528               | 2,292               | 2,500               | 1,976                        | 2,500               |
| 5263                                  | Instructor Fees                | 41                  | 0                   | 0                   | 0                            | 0                   |
| 5415                                  | Miscellaneous Expense          | 0                   | 0                   | 0                   | 0                            | 0                   |
| 5490                                  | Programs and Promotions        | 180                 | 45                  | 500                 | 811                          | 500                 |
| 5563                                  | Shooting Tournament            | 17,366              | 8,707               | 28,000              | 6,816                        | 18,600              |
| 5564                                  | Targets                        | 184,422             | 211,108             | 253,000             | 171,566                      | 240,350             |
| 5570                                  | Uniforms                       | 584                 | 708                 | 700                 | 433                          | 700                 |
|                                       | <b>TOTAL OPERATING COSTS</b>   | <b>204,122</b>      | <b>222,859</b>      | <b>284,700</b>      | <b>181,602</b>               | <b>262,650</b>      |
| 5180                                  | Equipment/Vehicle Maintenance  | 16,883              | 9,307               | 19,800              | 11,058                       | 23,760              |
| 5190                                  | Facility Op. & Maintenance     | 28,088              | 29,605              | 35,700              | 36,401                       | 36,771              |
|                                       | <b>TOTAL MAINTENANCE COSTS</b> | <b>44,972</b>       | <b>38,912</b>       | <b>55,500</b>       | <b>47,459</b>                | <b>60,531</b>       |
| 5290                                  | Insurance - Vehicle            | 897                 | 907                 | 1,022               | 1,078                        | 1,099               |
|                                       | <b>TOTAL INSURANCE</b>         | <b>897</b>          | <b>907</b>          | <b>1,022</b>        | <b>1,078</b>                 | <b>1,099</b>        |
| 5520                                  | Retail Operations              | 32,638              | 47,506              | 49,500              | 34,700                       | 39,600              |
| 5520-050                              | Ammunition                     | 268,254             | 291,729             | 236,600             | 243,591                      | 283,920             |
|                                       | <b>TOTAL RETAIL OPERATIONS</b> | <b>300,892</b>      | <b>339,235</b>      | <b>286,100</b>      | <b>278,291</b>               | <b>323,520</b>      |
| 5580-001                              | Telephone                      | 1,978               | 1,966               | 2,000               | 1,670                        | 2,000               |
| 5580-002                              | Electricity                    | 10,278              | 4,984               | 16,000              | 5,018                        | 10,000              |
| 5580-008                              | Propane                        | 0                   | 0                   | 0                   | 102                          | 2,000               |
| 5580-016                              | Cable/Internet                 | 2,358               | 2,343               | 2,400               | 1,991                        | 2,400               |
|                                       | <b>TOTAL UTILITIES</b>         | <b>14,614</b>       | <b>9,293</b>        | <b>20,400</b>       | <b>8,780</b>                 | <b>16,400</b>       |
|                                       | <b>TOTAL EXPENSES</b>          | <b>\$ 1,018,247</b> | <b>\$ 1,076,376</b> | <b>\$ 1,192,176</b> | <b>\$ 956,229</b>            | <b>\$ 1,255,649</b> |
|                                       | <b>OPERATING INCOME (LOSS)</b> | <b>\$ 301,205</b>   | <b>\$ 141,565</b>   | <b>\$ 196,274</b>   | <b>\$ 124,392</b>            | <b>\$ 104,451</b>   |

# BULL RUN SHOOTING CENTER

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



#### Objectives:

- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain and continue to 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) facility and field clean-up days.

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



#### Objectives:

- Host a minimum of (6) 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 a minimum of (2) diverse community partnerships to expand public outreach and programming opportunities.
- Conduct a minimum of (4) shotgun leagues per year and 1 archery league.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the Center.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



#### Objectives:

- Ensure all staff maintains all safety certifications through measurable training and reviews including an annual review for trappers of their Range Safety Officer course.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Maintain a plan with a minimum of (1) new way to communicate effectively with customers.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain a system for customer recognition with a minimum of (2) ways to reward new customers.
- Create a mechanism that ensures consistent response to customer feedback.

### **Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- Offer a minimum of (3) Learn to Shoot courses each weekend.
- Maintain a quality list of vendors to ensure a secure retail supply chain with a focus on ammunition purchasing.
- Host a minimum of (70) group outings that include a minimum of (10) clients each.
- Implement a plan that utilizes (2) new strategies to reach perspective league clients.
- Provide a minimum of two on field "emergency incident" trainings.

# BULL RUN SHOOTING CENTER

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: *Protect, promote, manage, and sustain parklands.***

**Highlights**

- Installed new operational signage to improve communication and emphasize range safety.
- Partnered with Friends of BRSC to host two fundraiser tournaments.
- Unique “3-Bird” Shoot offered two times.
- Held one park clean-up day that including tree trimming and removing invasive Autumn Olive and Mile-a-Minute Vine on our Sporting Clays course.

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

**Highlights**

- Hosted (2) Wobble Trap league.
- Hosted (1) 5-Stand and (1) Skeet League.
- Hosted (7) Registered Sporting Clays Tournaments.
- Held (8) Non-Registered Sporting Clays tournaments.
- Continued to partner with Cabela’s to promote the range.
- Partnered with George Mason University’s Trap & Skeet Club to assist with tournaments. Also partnered with local 4-H clubs.

**Goal Three: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Participated in the kickoff/ program re-vamp meeting in March 2023. New Customer Service Champion appointed.
- Implemented consistent monthly staff meetings to improve communication and teamwork.
- Utilized customer service incentive plan to encourage best practices.
- Maintained Win Score scoring system for tournaments to ensure accurate and timely reporting of sporting clays tournament scores.
- Park staff re-certified in Range Safety Officer training.
- Held (2) on-field emergency management training sessions.

**Goal Four: *Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***

**Highlights**

- Continued to offer Learn to Shoot (LTS) and Learn the Game (LTG) classes each week.
- New archery instructor offering full-service lesson program.
- Continue to work with various vendors to supply ammunition.

**MEASURABLE RESULTS**

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of targets thrown (25 targets per round)      | 2,824,545         | 2,313,850         | 2,782,000         | 1,115,590                                      | 2,642,900         |
| • Number of archery lane rentals                       | 2,379             | 3,534             | 6,000             | 2,391  | 6,000             |
| • Ammunition shotgun shell boxes (25 shells/box)       | 43,687            | 37,237            | 30,000            | 18,300   | 30,000            |
| • Number of participants-Learn to Shoot Program        | 4,348             | 2,103             | 3,200             | 830  | 3,200             |
| • Number of corporate outings                          | 55                | 51                | 85                | 40   | 85                |
| • Number of corporate outing participants              | 642               | 529               | 750               | 763  | 750               |
| • Per round average on pro shop sales (including ammo) | \$3.62            | \$4.94            | \$3.01            | \$6.30   | \$4.40            |

# **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 NOVA Parks. 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**

|                             | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>REVISED</b> | <b>FY 2024<br/>ADOPTED</b> | <b>% CHANGE<br/>2023-2024</b> |
|-----------------------------|---------------------------|----------------------------|----------------------------|-------------------------------|
| <b>REVENUE BY SOURCE</b>    |                           |                            |                            |                               |
| User Fees                   | \$ 12,781                 | \$ 8,645                   | \$ 8,645                   | 0.0%                          |
| Other Revenue               | 17,852                    | 17,500                     | 17,500                     | 0.0%                          |
| <b>TOTAL REVENUE</b>        | <b>\$ 30,633</b>          | <b>\$ 26,145</b>           | <b>\$ 26,145</b>           | <b>0.0%</b>                   |
| <b>EXPENSES BY CATEGORY</b> |                           |                            |                            |                               |
| Personnel Services          | \$ 19,176                 | \$ 20,978                  | \$ 22,988                  | 9.6%                          |
| Operating Costs             | 0                         | 0                          | 0                          | -                             |
| Maintenance Costs           | 20,318                    | 20,605                     | 20,950                     | 1.7%                          |
| Utilities                   | 1,813                     | 2,000                      | 2,000                      | 0.0%                          |
| <b>TOTAL EXPENSES</b>       | <b>\$ 41,307</b>          | <b>\$ 43,583</b>           | <b>\$ 45,938</b>           | <b>5.4%</b>                   |
| <b>Net Income</b>           | <b>\$ (10,674)</b>        | <b>\$ (17,438)</b>         | <b>\$ (19,793)</b>         |                               |

## **BUDGET HIGHLIGHTS**

### **Major variances in budget:**

- There are no major variances in this budget.

## **STAFFING SUMMARY**

|           | <b>FY 2020<br/>APPROVED<br/>(FTE)</b> | <b>FY 2021<br/>APPROVED<br/>(FTE)</b> | <b>FY 2022<br/>APPROVED<br/>(FTE)</b> | <b>FY 2023<br/>REVISED<br/>(FTE)</b> | <b>FY 2024<br/>BUDGET<br/>(FTE)</b> |
|-----------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|-------------------------------------|
| Full-Time | 0.20                                  | 0.20                                  | 0.20                                  | 0.20                                 | 0.20                                |
| Part-Time | 0                                     | 0                                     | 0                                     | 0                                    | 0                                   |

## BULL RUN MARINA

| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION        | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022  | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---------------------------------------|----------------------------|-------------------|--------------------|--------------------|------------------------------|--------------------|
| <b>3-060 BULL RUN MARINA</b>          |                            |                   |                    |                    |                              |                    |
| <b>REVENUES</b>                       |                            |                   |                    |                    |                              |                    |
| 4080                                  | Boat Storage               | \$ 4,238          | \$ 12,781          | \$ 8,645           | \$ 3,667                     | \$ 8,645           |
| 4673                                  | Rowing Camps               | 60                | 0                  | 0                  | 0                            | 0                  |
| <b>TOTAL USER FEES</b>                |                            | <b>4,298</b>      | <b>12,781</b>      | <b>8,645</b>       | <b>3,667</b>                 | <b>8,645</b>       |
| 4640, 4285                            | Miscellaneous Revenue      | 23,450            | 17,852             | 17,500             | 10,900                       | 17,500             |
| <b>TOTAL OTHER REVENUE</b>            |                            | <b>23,450</b>     | <b>17,852</b>      | <b>17,500</b>      | <b>10,900</b>                | <b>17,500</b>      |
| <b>TOTAL REVENUES</b>                 |                            | <b>\$ 27,748</b>  | <b>\$ 30,633</b>   | <b>\$ 26,145</b>   | <b>\$ 14,567</b>             | <b>\$ 26,145</b>   |
| <b>EXPENSES</b>                       |                            |                   |                    |                    |                              |                    |
| 5010                                  | Full-Time Salaries         | \$ 11,204         | \$ 13,404          | \$ 14,569          | \$ 12,085                    | \$ 15,946          |
| 5020                                  | Part-Time Salaries         | 0                 | 0                  | 0                  | 0                            | 0                  |
| 5030                                  | FICA                       | 826               | 962                | 1,115              | 847                          | 1,220              |
| 5040                                  | Hospitalization            | 1,543             | 1,991              | 2,207              | 1,921                        | 2,284              |
| 5060                                  | Life Insurance             | 102               | 130                | 166                | 120                          | 182                |
| 5050                                  | Retirement                 | 2,186             | 2,683              | 2,914              | 2,361                        | 3,349              |
| 5070                                  | Unemployment Tax           | 7                 | 5                  | 8                  | 2                            | 8                  |
| <b>TOTAL PERSONNEL SERVICES</b>       |                            | <b>16,435</b>     | <b>19,176</b>      | <b>20,978</b>      | <b>17,336</b>                | <b>22,988</b>      |
| 5230                                  | Gas and Diesel             | 1                 | 0                  | 0                  | 0                            | 0                  |
| <b>TOTAL FACILITY OPERATING COSTS</b> |                            | <b>1</b>          | <b>0</b>           | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5190                                  | Facility Op. & Maintenance | 11,444            | 12,956             | 13,405             | 14,034                       | 15,550             |
| 5252                                  | Gate keys                  | 6,449             | 7,362              | 7,200              | 4,313                        | 5,400              |
| <b>TOTAL MAINTENANCE COSTS</b>        |                            | <b>17,893</b>     | <b>20,318</b>      | <b>20,605</b>      | <b>18,347</b>                | <b>20,950</b>      |
| 5580-002                              | Electricity                | 1,334             | 1,813              | 2,000              | 1,589                        | 2,000              |
| <b>TOTAL UTILITIES</b>                |                            | <b>1,334</b>      | <b>1,813</b>       | <b>2,000</b>       | <b>1,589</b>                 | <b>2,000</b>       |
| <b>TOTAL EXPENSES</b>                 |                            | <b>\$ 35,663</b>  | <b>\$ 41,307</b>   | <b>\$ 43,583</b>   | <b>\$ 37,273</b>             | <b>\$ 45,938</b>   |
| <b>OPERATING INCOME (LOSS)</b>        |                            | <b>\$ (7,914)</b> | <b>\$ (10,674)</b> | <b>\$ (17,438)</b> | <b>\$ (22,705)</b>           | <b>\$ (19,793)</b> |

# BULL RUN MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, Promote, Manage and Sustain parklands.**



Objectives:

- Develop a plan to create and install informational and interpretive signage on the Bull Run/occoquan Trail with at least (1) focused on the trail improvement project.
- Establish and maintain a minimum of (3) diverse community partnerships.
- Maintain an effective and efficient operations plan for key gate key sales that ensures an adequate inventory of keys are in place prior to the season opening.
- Implement a minimum of (2) site improvements.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



Objectives:

- Develop a minimum of (2) public recreation or environmental programs.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Develop and implement an active and passive recreation programming schedule that encourages off-peak visitation.
- Implement at least (3) roving naturalist programs at the waterfront parks.



**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Redesigned and ordered new Bull Run Occoquan Trail overview map signs for each trail head entrance.
- Maintained community partnerships with Lake Braddock and Westfields Crew teams and Potomac Appalachian Trail Club. (PATC)
- Cleared site of historic enslaved cemetery, installed new interpretive signage, and hosted a dedication ceremony.

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

**Highlights**

- Eagle Scout project utilized to install fishing line recycling tubes for public use.
- Partnered with the Friends of the Occoquan to host volunteer fall and spring reservoir cleanups.
- Worked with a local orienteering club, adventure race promoter, and local running club to host a variety of events within in the park.

**MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months<br/>JUL-DEC<br/>2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|---|---------------------------|
| • Number of crew boats stored            | 25                        | 25                        | 25                        | 18  | 25                        |
| • Number of keys sold for boat launching | 937                       | 706                       | 700                       | 117   | 700                       |

# 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 fast-pitch baseball. There is also a picnic shelter, which can accommodate 100 people. Cameron Run Regional Park is located on Eisenhower Avenue on land leased from the City of Alexandria.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 82,822           | \$ 122,000          | \$ 98,000           | -19.7%                |
| Retail Operations           | 13,617              | 12,000              | 12,000              | 0.0%                  |
| Other Revenue               | 106                 | 0                   | 0                   | -                     |
| <b>TOTAL REVENUE</b>        | <b>\$ 96,545</b>    | <b>\$ 134,000</b>   | <b>\$ 110,000</b>   | <b>-17.9%</b>         |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | 354,609             | 426,608             | 521,467             | 22.2%                 |
| Operating Costs             | 4,568               | 6,550               | 6,550               | 0.0%                  |
| Maintenance Costs           | 45,185              | 40,555              | 43,535              | 7.3%                  |
| Insurance                   | 1,457               | 1,022               | 1,099               | 7.5%                  |
| Retail Operations           | 5,978               | 4,800               | 4,800               | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 411,796</b>   | <b>\$ 479,535</b>   | <b>\$ 577,451</b>   | <b>20.4%</b>          |
| <b>Net Income</b>           | <b>\$ (315,251)</b> | <b>\$ (345,535)</b> | <b>\$ (467,451)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue is budgeted to be lower than the FY 23 Budget, but higher than recent revenue trend. A new full-time Crew Leader position is included in the Budget for FY 24.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 3.00                         | 3.00                         | 3.00                         | 3.00                        | 4.00                       |
| Part-Time | 4.92                         | 4.73                         | 4.73                         | 4.59                        | 3.51                       |

## CAMERON RUN REGIONAL PARK

| ACCOUNT NUMBER                         | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|---------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-110 CAMERON RUN REGIONAL PARK</b> |                                 |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                        |                                 |                     |                     |                     |                              |                     |
| 4670                                   | Shelter Reservations            | \$ 4,173            | \$ 5,485            | \$ 11,000           | \$ 9,314                     | \$ 13,000           |
| 4600                                   | Programmed Events               | 794                 | 0                   | 0                   | 120                          | 0                   |
| 4060                                   | Batting Cage Fees               | 36,535              | 34,703              | 55,000              | 24,989                       | 40,000              |
| 4500                                   | Miniature Golf                  | 39,978              | 42,634              | 56,000              | 22,398                       | 45,000              |
|  | <b>TOTAL USER FEES</b>          | <b>81,479</b>       | <b>82,822</b>       | <b>122,000</b>      | <b>56,820</b>                | <b>98,000</b>       |
| 4640                                   | Retail - Food                   | 5,836               | 13,617              | 12,000              | 1,577                        | 12,000              |
|  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>5,836</b>        | <b>13,617</b>       | <b>12,000</b>       | <b>1,577</b>                 | <b>12,000</b>       |
| 4510                                   | Miscellaneous Revenue           | 509                 | 106                 | 0                   | 414                          | 0                   |
|  | <b>TOTAL OTHER REVENUE</b>      | <b>509</b>          | <b>106</b>          | <b>0</b>            | <b>414</b>                   | <b>0</b>            |
|  | <b>TOTAL REVENUES</b>           | <b>\$ 87,824</b>    | <b>\$ 96,545</b>    | <b>\$ 134,000</b>   | <b>\$ 58,811</b>             | <b>\$ 110,000</b>   |
| <b>EXPENSES</b>                        |                                 |                     |                     |                     |                              |                     |
| 5010                                   | Full-Time Salaries              | \$ 160,201          | \$ 185,966          | \$ 193,016          | \$ 172,173                   | \$ 257,847          |
| 5020                                   | Part-Time Salaries              | 46,755              | 79,095              | 129,330             | 94,786                       | 104,462             |
| 5030                                   | FICA                            | 15,151              | 19,299              | 24,659              | 18,684                       | 27,717              |
| 5040                                   | Hospitalization                 | 27,170              | 34,106              | 38,033              | 49,210                       | 73,672              |
| 5060                                   | Life Insurance                  | 1,506               | 1,636               | 2,200               | 1,577                        | 2,939               |
| 5050                                   | Retirement                      | 32,363              | 34,072              | 38,603              | 29,222                       | 54,148              |
| 5070                                   | Unemployment Tax                | 263                 | 435                 | 767                 | 264                          | 682                 |
|  | <b>TOTAL PERSONNEL SERVICES</b> | <b>283,408</b>      | <b>354,609</b>      | <b>426,608</b>      | <b>365,916</b>               | <b>521,467</b>      |
| 5230                                   | Gas and Diesel                  | 2,764               | 3,301               | 3,500               | 2,251                        | 3,500               |
| 5490                                   | Programs and Promotions         | 0                   | 346                 | 2,000               | 1,325                        | 2,000               |
| 5570                                   | Uniforms                        | 828                 | 921                 | 1,050               | 425                          | 1,050               |
|  | <b>TOTAL OPERATING COSTS</b>    | <b>3,592</b>        | <b>4,568</b>        | <b>6,550</b>        | <b>4,001</b>                 | <b>6,550</b>        |
| 5180                                   | Equipment/Vehicle Maintenance   | 860                 | 7,380               | 3,300               | 976                          | 3,300               |
| 5190                                   | Facility Op. & Maintenance      | 26,880              | 37,805              | 37,255              | 62,924                       | 40,235              |
|  | <b>TOTAL MAINTENANCE COSTS</b>  | <b>27,740</b>       | <b>45,185</b>       | <b>40,555</b>       | <b>63,900</b>                | <b>43,535</b>       |
| 5290                                   | Insurance - Vehicle             | 897                 | 1,457               | 1,022               | 1,078                        | 1,099               |
|  | <b>TOTAL INSURANCE</b>          | <b>897</b>          | <b>1,457</b>        | <b>1,022</b>        | <b>1,078</b>                 | <b>1,099</b>        |
| 5520                                   | Retail - Food                   | 1,438               | 5,978               | 4,800               | 305                          | 4,800               |
|  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>1,438</b>        | <b>5,978</b>        | <b>4,800</b>        | <b>305</b>                   | <b>4,800</b>        |
|  | <b>TOTAL EXPENSES</b>           | <b>\$ 317,075</b>   | <b>\$ 411,796</b>   | <b>\$ 479,535</b>   | <b>\$ 435,200</b>            | <b>\$ 577,451</b>   |
|  | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ (229,251)</b> | <b>\$ (315,251)</b> | <b>\$ (345,535)</b> | <b>\$ (376,389)</b>          | <b>\$ (467,451)</b> |

# CAMERON RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, promote, manage, and sustain parklands.**



#### Objectives:

- Continue to implement consistent improvement plans for miniature golf course, Paradise Play, and batting cages with at least (2) significant improvements for each facility annually.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



#### Objectives:

- Host a minimum of (2) special events annually utilizing areas outside of the waterpark., Work closely with City of Alexandria staff on their off-season use of the parking lot and other lease requirements.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



#### Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain a system to evaluate and respond to customer feedback.

### **Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- Revise and enhance an effective marketing strategy that cross promotes facility amenities.
- Refine the plan to increase the sales of spring/fall parties.
- Implement a plan to meet shelter reservation budget goals.
- Continue to refine food and retail plans for miniature golf and batting cage to increase revenues by 5% over FY23 gross revenue.
- Work closely with the NOVA Parks Operations and Marketing teams to develop at least (3) new strategies to promote performance through social, print, media, other promotional opportunities to increase batting cage and mini golf revenue.

# CAMERON RUN REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: *Protect, promote, manage, and sustain parklands.***

**Highlights**

- Upgraded/replaced bricks around mini golf, repainted and repaired carpeting.
- Inventoried and replaced amenities including benches, signage, doors, and video surveillance
- Oversaw installation and Maintenance of Sport Court by batting cages in partnership with the City of Alexandria.
- Improved consistency of maintenance standards with ranger checklists.

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

**Highlights**

- Partnered with the Girl Scouts of America to host their 2023 northern Virginia regional cookie distribution.
- Assist community partners in the coordination of the 2023 Spring Alexandria 5K Run Registration and T-shirt distribution.
- Hosted (3) nature programs with NOVA Parks’ Roving Naturalist.
- Participated in the Alexandria Chamber of Commerce Visit 2023 Spring campaign event to promote the Park.

**Goal Three: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Hosted (3) job fair drive thru job fairs
- Hosted a end of season employee appreciation event that included awards, food, and thank you retention letters.
- Worked with marketing on customer surveys.
- Hosted the Roving Naturalist for visits in the summer and the winter to engage in a meaningful outdoor experience.

**Goal Four: *Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***

**Highlights**

- Executed plans included consistent social media posting, improved messaging through signage, and customer surveys to provide feedback.
- Create consistent customer contact with e-mail marketing to groups, potential birthday customers, and parties for both summer and winter events.
- Added new retail selections which included new drink and snack options, and exciting retail merchandise.

## MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Batting cage rounds                  | 28,066            | 24,020            | 39,500            | 11,527   | 29,500            |
| • Miniature golf rounds                | 7,164             | 7,252             | 12,000            | 3,126  | 10,000            |
| • Picnic shelter rentals               | 13                | 26                | 35                | 29   | 36                |
| • Number of park birthday party guests | 93                | 874               | 150               | 520  | 150               |

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## PROGRAM OVERVIEW

The Winter Village at Cameron Run Regional Park opened for the first time in the fall of 2019. It is NOVA Parks' third winter special event featuring outdoor ice skating, food, beverage, and retail, and beautiful light displays that transform Great Waves Waterpark into a beautiful destination holiday attraction. Popular attractions include a walk through tree, and a 100' light tunnel.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 336,919        | \$ 288,000         | \$ 290,000         | 1%                    |
| Retail Operations           | 42,376            | 47,000             | 55,000             | 17%                   |
| <b>TOTAL REVENUE</b>        | <b>\$ 379,295</b> | <b>\$ 335,000</b>  | <b>\$ 345,000</b>  | <b>3%</b>             |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 70,236         | \$ 98,417          | \$ 82,356          | -16%                  |
| Operating Costs             | 110,250           | 85,600             | 92,448             | 8%                    |
| Retail Operations           | 29,347            | 19,500             | 22,800             | 17%                   |
| Utilities                   | 6,825             | 11,000             | 15,500             | 41%                   |
| <b>TOTAL EXPENSES</b>       | <b>\$ 216,658</b> | <b>\$ 214,517</b>  | <b>\$ 213,104</b>  | <b>-1%</b>            |
| <b>Net Income</b>           | <b>\$ 162,637</b> | <b>\$ 120,484</b>  | <b>\$ 131,896</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue reflects the growing activity of this recent addition and expenses reflect the new minimum wage increase for part time employees.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 2.90                         | 3.34                         | 3.34                         | 3.34                        | 2.64                       |

## ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

| ACCOUNT NUMBER                          | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|---------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-115 CAMERON RUN WINTER VILLAGE</b> |                                 |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                         |                                 |                   |                   |                    |                              |                    |
| 4297                                    | General Admission               | \$ 123,454        | \$ 237,421        | \$ 190,000         | \$ 181,432                   | \$ 190,000         |
| 4683                                    | Skating                         | 36,486            | 67,373            | 65,000             | 59,138                       | 65,000             |
| 4684                                    | Skate Rentals                   | 15,916            | 31,201            | 30,000             | 27,726                       | 30,000             |
| 4488                                    | Group Admissions                | 0                 | 925               | 3,000              | 1,435                        | 5,000              |
|   | <b>TOTAL USER FEES</b>          | <b>175,857</b>    | <b>336,919</b>    | <b>288,000</b>     | <b>269,732</b>               | <b>290,000</b>     |
| 4642                                    | Retail-Food                     | 13,325            | 38,590            | 40,000             | 44,432                       | 47,000             |
| 4640                                    | Retail Operations               | 3,153             | 3,786             | 7,000              | 5,752                        | 8,000              |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>16,478</b>     | <b>42,376</b>     | <b>47,000</b>      | <b>50,184</b>                | <b>55,000</b>      |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 192,335</b> | <b>\$ 379,295</b> | <b>\$ 335,000</b>  | <b>\$ 319,917</b>            | <b>\$ 345,000</b>  |
| <b>EXPENSES</b>                         |                                 |                   |                   |                    |                              |                    |
| 5020                                    | Part-Time Salaries              | \$ 36,439         | \$ 70,236         | \$ 91,000          | \$ 71,271                    | \$ 76,150          |
| 5030                                    | FICA                            | 0                 | 0                 | 6,962              | 0                            | 5,825              |
| 5070                                    | Unemployment                    | 0                 | 0                 | 455                | 0                            | 381                |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>36,439</b>     | <b>70,236</b>     | <b>98,417</b>      | <b>71,271</b>                | <b>82,356</b>      |
| 5470                                    | Light Show Production Costs     | 95,256            | 110,250           | 85,600             | 114,444                      | 92,448             |
|   | <b>TOTAL OPERATING COSTS</b>    | <b>95,256</b>     | <b>110,250</b>    | <b>85,600</b>      | <b>114,444</b>               | <b>92,448</b>      |
| 5520-015                                | Retail-Food                     | 3,475             | 18,804            | 16,000             | 15,731                       | 18,800             |
| 5520-000                                | Retail Operations               | 7,956             | 10,543            | 3,500              | 8,339                        | 4,000              |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>11,431</b>     | <b>29,347</b>     | <b>19,500</b>      | <b>24,070</b>                | <b>22,800</b>      |
| 5580-002                                | Electricity                     | 0                 | 0                 | 6,000              | 0                            | 7,500              |
| 5580-008                                | Propane                         | 2,847             | 6,825             | 5,000              | 8,204                        | 8,000              |
|   | <b>TOTAL UTILITIES</b>          | <b>2,847</b>      | <b>6,825</b>      | <b>11,000</b>      | <b>8,204</b>                 | <b>15,500</b>      |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 145,974</b> | <b>\$ 216,658</b> | <b>\$ 214,517</b>  | <b>\$ 217,989</b>            | <b>\$ 213,104</b>  |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 46,361</b>  | <b>\$ 162,637</b> | <b>\$ 120,484</b>  | <b>\$ 101,928</b>            | <b>\$ 131,896</b>  |

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2024

***Goal One: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior unique annual event.***



Objectives:

- Continue to refine the operations plan for a unique annual event.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to enhance the food and beverage plan to achieve the established budget goals.
- Work closely with the NOVA Parks Marketing team to develop a multifaceted Communications Plan that addresses social, print, media, promotions, and required collateral.
- Continue to optimize the functionality of Eventbrite for online ticket sales.
- Refine and implement a 5-year expansion plan.
- Continue to refine and expand retail sales plan to maximize revenues.
- Review and refine show dates and hours of operation to maximize revenues including the evaluation of ice-skating operations in January and February.





# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Attended the City of Alexandria Chamber 2023 Holiday Promotions Social and Meeting to highlight Ice & Lights. Promoted show to local businesses.
- Converted several displays to more energy efficient LED lights.
- Conducted extensive guest services and food and beverage training.
- Established a new interactive area including space where visitors could write letters to Santa.
- Enhanced customer gathering area to include lights, fire pits and furniture.
- Promoted (3) "Countdown to tree lighting ceremonies" LIVE on social media.
- Continued to successfully add displays and features to the show including a large light bulb display and additional photo areas.
- Created a large presence on Facebook and other social media platforms throughout the show including 5 LIVE promotions.
- Live onsite remote with Tommy McFly and Channel 4.
- Continued to successfully utilize and train on our online ticketing platform providing easy to use guest access to show tickets.
- Continued to refine retail plan to maximize revenues, this included added additional retail kiosks.
- Refined days and hours of operation to maximize revenues.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • Number of Village Admissions                    | 9,932             | 23,644            | 25,000            | 25,423   | 25,000            |
| • Number of Ice Skaters                           | 4,217             | 9,670             | 13,000            | 6,628  | 13,000            |
| • Average amount customers spent on food/beverage | \$1.34            | \$1.57            | \$1.60            | \$ 1.66  | \$ 2.20           |

# 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 Coral Reef Pavilion offers a tented area 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,174,633        | \$ 1,299,000        | \$ 1,400,500        | 7.8%                  |
| Retail Operations           | 401,209             | 491,000             | 515,000             | 4.9%                  |
| Other Revenue               | 0                   | 0                   | 0                   | -                     |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,575,841</b> | <b>\$ 1,790,000</b> | <b>\$ 1,915,500</b> | <b>7.0%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 483,745          | \$ 761,289          | \$ 805,430          | 5.8%                  |
| Operating Costs             | 31,646              | 16,850              | 16,850              | 0.0%                  |
| Maintenance Costs           | 244,299             | 184,400             | 198,976             | 7.9%                  |
| Retail Operations           | 206,011             | 198,900             | 205,500             | 3.3%                  |
| Utilities                   | 152,093             | 178,800             | 166,200             | -7.0%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,117,794</b> | <b>\$ 1,340,239</b> | <b>\$ 1,392,956</b> | <b>3.9%</b>           |
| <b>Net Income</b>           | <b>\$ 458,048</b>   | <b>\$ 449,761</b>   | <b>\$ 522,544</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase due to rate adjustments, visitation and increased pass sales.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.00                         | 1.00                         | 1.00                         | 1.00                        | 1.00                       |
| Part-Time | 21.88                        | 5.52                         | 22.08                        | 22.55                       | 22.56                      |

## GREAT WAVES WATERPARK AT CAMERON RUN

| ACCOUNT NUMBER                                    | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|-------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-120 GREAT WAVES WATERPARK at CAMERON RUN</b> |                               |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                                   |                               |                     |                     |                     |                              |                     |
| 4550  | Admissions                    | \$ 134,727          | \$ 1,057,491        | \$ 1,150,000        | \$ 881,195                   | \$ 1,200,000        |
| 4093  | Cabana Rental                 | 4,691               | 16,393              | 12,000              | 7,495                        | 18,000              |
| 4421  | Play Features                 | 982                 | 2,602               | 0                   | 1,073                        | 0                   |
| 4490  | Locker Rental                 | 366                 | 822                 | 8,500               | 2,363                        | 8,500               |
| 4570  | Group Admissions              | 2,220               | 37,990              | 75,000              | 48,546                       | 100,000             |
| 4580  | Waterpark Passes              | 11,094              | 48,667              | 43,500              | 42,268                       | 65,000              |
| 4670  | Shelter Reservations          | 1,794               | 9,057               | 10,000              | 5,416                        | 9,000               |
| <b>TOTAL USER FEES</b>                            |                               | <b>155,874</b>      | <b>1,174,633</b>    | <b>1,299,000</b>    | <b>988,562</b>               | <b>1,400,500</b>    |
| 4640,4652,4654                                    | Retail Operations             | 59,885              | 377,027             | 426,000             | 316,476                      | 440,000             |
| 4660,4653   | Swim Merchandise              | 4,074               | 24,181              | 25,000              | 21,866                       | 35,000              |
| 4200  | Food Truck                    | 0                   | 0                   | 40,000              | 0                            | 40,000              |
| <b>TOTAL RETAIL OPERATIONS</b>                    |                               | <b>63,959</b>       | <b>401,209</b>      | <b>491,000</b>      | <b>338,342</b>               | <b>515,000</b>      |
| <b>TOTAL REVENUES</b>                             |                               | <b>\$ 219,833</b>   | <b>\$ 1,575,841</b> | <b>\$ 1,790,000</b> | <b>\$ 1,326,904</b>          | <b>\$ 1,915,500</b> |
| <b>EXPENSES</b>                                   |                               |                     |                     |                     |                              |                     |
| 5010  | Full-Time Salaries            | \$ 41,124           | \$ 49,482           | \$ 49,965           | \$ 51,870                    | \$ 56,425           |
| 5020  | Part-Time Salaries            | 79,475              | 389,332             | 646,480             | 363,497                      | 678,692             |
| 5030  | FICA                          | 9,232               | 33,583              | 51,009              | 25,145                       | 54,386              |
| 5040  | Hospitalization               | 81                  | 0                   | 0                   | 0                            | 0                   |
| 5060  | Life Insurance                | 433                 | 415                 | 570                 | 427                          | 643                 |
| 5050  | Retirement                    | 8,402               | 9,218               | 9,993               | 8,274                        | 11,849              |
| 5070  | Unemployment Tax              | 279                 | 1,714               | 3,272               | 1,484                        | 3,433               |
| <b>TOTAL PERSONNEL SERVICES</b>                   |                               | <b>139,025</b>      | <b>483,745</b>      | <b>761,289</b>      | <b>450,695</b>               | <b>805,430</b>      |
| 5143  | Catering                      | 0                   | (35)                | 0                   | 0                            | 0                   |
| 5146  | Contract Employment           | 0                   | 1,863               | 0                   | 3,496                        | 0                   |
| 5490  | Programs and Promotions       | 0                   | 3,093               | 1,500               | 397                          | 1,500               |
| 5430  | Park Police                   | 5,550               | 26,725              | 15,000              | 15,400                       | 15,000              |
| 5570  | Uniforms                      | 0                   | 0                   | 350                 | 0                            | 350                 |
| <b>TOTAL OPERATING COSTS</b>                      |                               | <b>5,550</b>        | <b>31,646</b>       | <b>16,850</b>       | <b>19,293</b>                | <b>16,850</b>       |
| 5180  | Equipment/Vehicle Maintenance | 621                 | 1,380               | 2,200               | 155                          | 2,200               |
| 5190  | Facility Op. & Maintenance    | 115,503             | 242,919             | 182,200             | 160,952                      | 196,776             |
| <b>TOTAL MAINTENANCE COSTS</b>                    |                               | <b>116,124</b>      | <b>244,299</b>      | <b>184,400</b>      | <b>161,107</b>               | <b>198,976</b>      |
| 5520  | Retail Operations             | 34,957              | 193,592             | 186,400             | 139,631                      | 188,000             |
| 5535  | Swim Merchandise              | 3,590               | 12,419              | 12,500              | 11,280                       | 17,500              |
| <b>TOTAL RETAIL OPERATIONS</b>                    |                               | <b>38,547</b>       | <b>206,011</b>      | <b>198,900</b>      | <b>150,911</b>               | <b>205,500</b>      |
| 5580-000  | Other Utilities               | 0                   | 346                 | 0                   | 0                            | 0                   |
| 5580-001  | Telephone                     | 3,888               | 4,148               | 3,800               | 3,484                        | 4,200               |
| 5580-002  | Electricity                   | 40,648              | 68,904              | 60,000              | 71,926                       | 65,000              |
| 5580-004  | Water/Sewer                   | 70,903              | 64,956              | 100,000             | 43,584                       | 80,000              |
| 5580-008  | Propane                       | 1,020               | 2,102               | 5,000               | 1,921                        | 5,000               |
| 5580-016  | Internet/Cable                | 9,697               | 11,636              | 10,000              | 10,209                       | 12,000              |
| <b>TOTAL UTILITIES</b>                            |                               | <b>126,156</b>      | <b>152,093</b>      | <b>178,800</b>      | <b>131,125</b>               | <b>166,200</b>      |
| <b>TOTAL EXPENSES</b>                             |                               | <b>\$ 425,403</b>   | <b>\$ 1,117,794</b> | <b>\$ 1,340,239</b> | <b>\$ 913,131</b>            | <b>\$ 1,392,956</b> |
| <b>OPERATING INCOME (LOSS)</b>                    |                               | <b>\$ (205,570)</b> | <b>\$ 458,048</b>   | <b>\$ 449,761</b>   | <b>\$ 413,773</b>            | <b>\$ 522,544</b>   |

# GREAT WAVES WATERPARK AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**



#### Objectives:

- Work with the Marketing and Aquatics teams to continue to promote the sale of Annual Waterpark Passes to meet revenue goals.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts.

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



#### Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Implement effective waterpark Standard Operating Procedures to ensure safe and effective pump room operations.

### **Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**



#### Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement strategies to create a consistent aquatics program with a focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and campaigns on a weekly basis.
- Develop and implement a swim lesson program that meets customer needs and budget goals.
- Implement a minimum of (2) new strategies to increase the sales of the All Facility Passes.

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



#### Objectives:

- 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 meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

### **Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



#### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Develop and implement survey strategies to evaluate the customer experience and implement at least one improvement.
- Work closely with the Aquatics Manager to establish a minimum of (5) strategies to effectively retain existing staff and recruit new staff for each waterpark season.

# GREAT WAVES WATERPARK AT CAMERON RUN

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Offer and promote an effective Annual Waterpark Pass membership.**

**Highlights**

- Created a new comprehensive annual marketing calendar for annual pass promotions and sales.
- Promoted off-season online pass sales campaign during Ice & Lights.
- Promoted annual pass sales at mini golf and batting cages operations.
- Established information kiosks at entrance of Waterpark and retail tent with pass information.
- Initiated Facebook LIVE promotions and onsite television live cut-ins.
- Hosted (2) on-site exclusive member appreciation events.

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

**Highlights**

- Park Manager presented at the 2022 World Waterpark Conference.
- Worked to develop a culture of safety with our new aquatic manager that included consistent trainings and both internal and external program reviews and audits.
- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Coordinated a number of new onsite school job fairs and on-site drive thru job fairs.
- Continued with J1 International Hiring Program.
- Implemented new virtual hiring opportunities and interview methods to ensure effective hiring of qualified staff.
- Continued to updated SOP(s) for various pump room operations.
- Created and implemented new pool dosage charts for pool chemistry to ensure consistency of operation.

**Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**

**Highlights**

- Implemented new “Endless Summer” collateral and promotions.
- Spearheaded renewed plan for reservation efforts for increased group/camps/ schools’ attendance.
- Established information kiosk inside waterpark to promote parties, season passes, and groups.

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

**Highlights**

- Reviewed and revised the food and beverage menus at Surfside Pizza and Riptide Café to be more efficient.
- Opened Suny’s Snacks window to serve additional dessert, drink and snack options to drive more sales.
- Added snacks and beverages to the retail tent.
- Added Dippin Dots Cart in second location.
- Ensured all supervisory Food & Beverage staff obtained their Serv Safe food management certification.
- Held (2) Serv Safe Training events to include testing with management and aquatics manager.
- Established Food & beverage SOP(s) for each food venue to provide more consistent operations.
- Established an upselling souvenir cup program.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**

**Highlights**

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All staff attended Customer Service in service training and orientation.
- Implemented a manager guest greeting program that includes visiting guests while they are in the park and asking them about their experience.
- Hosted weekly in-service trainings to include positive management and guest services training.
- Created a new, more efficient and welcoming bag check area.
- Implement a new staff recognition program to promote a high level of customer service.

**MEASURABLE RESULTS**

|   | FY 2021 | FY 2022 | FY 2023 | FY 2023                   | FY 2024 |
|---|---------|---------|---------|---------------------------|---------|
|   | ACTUAL  | ACTUAL  | TARGET  | ACTUAL                    | TARGET  |
|   |         |         |         | 6 months JUL-<br>DEC 2022 |         |
| • General admissions                                      | 11,242  | 66,185  | 86,000  | 51,480                    | 86,000  |
| • Youth group participants                                | 284     | 3,216   | 5,300   | 7,079                     | 6,500   |
| • Annual Waterpark Passes sold                            | 177     | 364     | 640     | 562                       | 770     |
| • Annual Waterpark Pass entries                           | 387     | 2,226   | 1,920   | 576                       | 3,200   |
| • Group shelter rentals                                   | —       | 2       | 15      | 3                         | 12      |
| • Birthday parties  | 16      | 70      | 100     | 52                        | 100     |
| • Birthday participants                                   | 320     | 1,353   | 2,000   | 807                       | 2,000   |
| • Avg. amt. customers spent on food, beverages and retail | \$5.29  | \$5.22  | \$5.23  | \$5.21                    | \$5.34  |

# CARLYLE HOUSE HISTORIC PARK

## PROGRAM OVERVIEW

Carlyle House in Old Town Alexandria is operated as an historic house museum offering 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 patio 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.

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 79,514           | \$ 104,100          | \$ 105,000          | 0.9%                  |
| Retail Operations           | 15,263              | 15,000              | 15,000              | 0.0%                  |
| Other Revenue               | 421                 | 600                 | 600                 | 0.0%                  |
| Transfers In                | 0                   | 3,000               | 3,000               | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 95,198</b>    | <b>\$ 122,700</b>   | <b>\$ 123,600</b>   | <b>0.7%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 242,778          | \$ 269,831          | \$ 292,290          | 8.3%                  |
| Operating Costs             | 10,519              | 11,550              | 13,350              | 15.6%                 |
| Maintenance Costs           | 50,567              | 36,600              | 43,188              | 18.0%                 |
| Retail Operations           | 10,180              | 7,500               | 7,500               | 0.0%                  |
| Utilities                   | 14,380              | 23,000              | 25,400              | 10.4%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 328,425</b>   | <b>\$ 348,481</b>   | <b>\$ 381,728</b>   | <b>9.5%</b>           |
| <b>Net Income</b>           | <b>\$ (233,227)</b> | <b>\$ (225,781)</b> | <b>\$ (258,128)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 2.00                         | 2.00                         | 2.00                         | 2.00                        | 2.00                       |
| Part-Time | 2.45                         | 2.45                         | 2.45                         | 1.97                        | 2.14                       |

## CARLYLE HOUSE HISTORIC PARK

| ACCOUNT NUMBER                           | ACCOUNT DESCRIPTION                      | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|--|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-130 CARLYLE HOUSE HISTORIC PARK</b> |  |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                          |  |                     |                     |                     |                              |                     |
| 4600                                     | Programmed Events                        | \$ 9,725            | \$19,622            | \$ 22,000           | \$ 12,520                    | \$ 22,000           |
| 4240                                     | Carlyle House Rental                     | 33,286              | 22,186              | 30,000              | 11,384                       | 30,000              |
| 4230                                     | Entrance Fees                            | 15,179              | 34,682              | 50,000              | 30,243                       | 50,000              |
| 4812, 4810                               | Visitor Ctr Rental/Photographer Fee      | 3,600               | 3,025               | 2,100               | 2,475                        | 3,000               |
| <b>TOTAL USER FEES</b>                   |  | <b>61,790</b>       | <b>79,514</b>       | <b>104,100</b>      | <b>56,622</b>                | <b>105,000</b>      |
| 4640, 4090                               | Retail Operations                        | 12,008              | 15,263              | 15,000              | 11,729                       | 15,000              |
| <b>TOTAL RETAIL OPERATIONS</b>           |  | <b>12,008</b>       | <b>15,263</b>       | <b>15,000</b>       | <b>11,729</b>                | <b>15,000</b>       |
| 4050                                     | Bank Building Rental                     | 1,938               | 0                   | 0                   | 0                            | 0                   |
| 4270                                     | Garden Guild/Docent Activities           | 293                 | 421                 | 600                 | 0                            | 600                 |
| <b>TOTAL OTHER REVENUE</b>               |  | <b>2,231</b>        | <b>421</b>          | <b>600</b>          | <b>0</b>                     | <b>600</b>          |
| 4910                                     | Transfer from Carlyle House Friends Fund | 63                  | 0                   | 3,000               | 81                           | 3,000               |
| <b>TOTAL TRANSFER / OTHER FUNDS</b>      |  | <b>63</b>           | <b>0</b>            | <b>3,000</b>        | <b>81</b>                    | <b>3,000</b>        |
| <b>TOTAL REVENUES</b>                    |  | <b>\$ 76,093</b>    | <b>\$ 95,198</b>    | <b>\$ 122,700</b>   | <b>\$ 68,432</b>             | <b>\$ 123,600</b>   |
| <b>EXPENSES</b>                          |  |                     |                     |                     |                              |                     |
| 5010                                     | Full-Time Salaries                       | \$ 117,699          | \$ 145,606          | \$ 144,074          | \$ 121,338                   | \$ 155,867          |
| 5020, 5025                               | Part-Time Salaries                       | 23,594              | 45,014              | 67,885              | 53,458                       | 72,801              |
| 5030, 5035                               | FICA                                     | 10,695              | 14,384              | 16,215              | 12,858                       | 17,493              |
| 5040                                     | Hospitalization                          | 9,472               | 11,083              | 10,780              | 12,907                       | 11,176              |
| 5060                                     | Life Insurance                           | 1,130               | 1,270               | 1,642               | 1,040                        | 1,777               |
| 5050                                     | Retirement                               | 23,572              | 25,187              | 28,815              | 21,971                       | 32,732              |
| 5070                                     | Unemployment Tax                         | 176                 | 234                 | 419                 | 132                          | 444                 |
| <b>TOTAL PERSONNEL SERVICES</b>          |  | <b>186,338</b>      | <b>242,778</b>      | <b>269,831</b>      | <b>223,703</b>               | <b>292,290</b>      |
| 5220                                     | Garden Guild/Docent Activities           | 243                 | 0                   | 600                 | 781                          | 600                 |
| 5490                                     | Programs and Promotions                  | 4,756               | 10,519              | 10,250              | 3,502                        | 12,050              |
| 5570                                     | Uniforms                                 | 0                   | 0                   | 700                 | 0                            | 700                 |
| <b>TOTAL OPERATING COSTS</b>             |  | <b>4,999</b>        | <b>10,519</b>       | <b>11,550</b>       | <b>4,282</b>                 | <b>13,350</b>       |
| 5190                                     | Facility Op. & Maintenance               | 34,650              | 50,567              | 36,600              | 40,228                       | 43,188              |
| <b>TOTAL MAINTENANCE COSTS</b>           |  | <b>34,650</b>       | <b>50,567</b>       | <b>36,600</b>       | <b>40,228</b>                | <b>43,188</b>       |
| 5520                                     | Retail Operations                        | 8,681               | 10,180              | 7,500               | 6,441                        | 7,500               |
| <b>TOTAL RETAIL OPERATIONS</b>           |  | <b>8,681</b>        | <b>10,180</b>       | <b>7,500</b>        | <b>6,441</b>                 | <b>7,500</b>        |
| 5580-001                                 | Telephone                                | 2,903               | 1,866               | 3,800               | 1,117                        | 3,800               |
| 5580-002                                 | Electricity                              | 11,303              | 7,281               | 14,000              | 8,507                        | 16,000              |
| 5580-004                                 | Water/Sewer                              | 2,698               | 3,539               | 3,500               | 705                          | 3,700               |
| 5580-016                                 | Internet/Cable                           | 1,687               | 1,694               | 1,700               | 1,736                        | 1,900               |
| <b>TOTAL UTILITIES</b>                   |  | <b>18,590</b>       | <b>14,380</b>       | <b>23,000</b>       | <b>12,065</b>                | <b>25,400</b>       |
| <b>TOTAL EXPENSES</b>                    |  | <b>\$ 253,259</b>   | <b>\$ 328,425</b>   | <b>\$ 348,481</b>   | <b>\$ 286,719</b>            | <b>\$ 381,728</b>   |
| <b>OPERATING INCOME (LOSS)</b>           |  | <b>\$ (177,166)</b> | <b>\$ (233,227)</b> | <b>\$ (225,781)</b> | <b>\$ (218,287)</b>          | <b>\$ (258,128)</b> |

# CARLYLE HOUSE HISTORIC PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

- Consistently conduct visitor surveys to ensure we are meeting expectations.
- Provide at least (2) innovative programming partnerships with other area historic sites.
- Refine the year-round comprehensive programming schedule.
- Implement at least (1) new interpretive tool.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.
- Implement a minimum of (2) new strategies to meet site rental revenue goals.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to implement a promotion and sales plan to increase retail revenues by 5% from FY23 gross.
- Continue to implement an effective part time and full-time labor plan to ensure adequate coverage and programming.

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



Objectives:

- Enhance engagement with the Friends of Carlyle House on their delivery of quality public programs and fundraising while working closely with the Community Engagement Manager.
- Work closely with Planning Department on implementation of significant capital improvements at Carlyle House in order to minimize impact on the collections and visitation.
- Implement (2) new strategies for recruiting, training, and retaining volunteers.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.
- Continue to work closely with the owner of the bank building on the office space dedicated to Carlyle staff.



# CARLYLE HOUSE HISTORIC PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Implemented new programming in collaboration with Little Theatre of Alexandria, Old Town Books, The Athenaeum, C. Thomas poet and teaching artist and Alexandria Caen Sister City Committee.
- Implemented new programming collaboration with Gunston Hall for the 250th Anniversary of the Fairfax Resolves.
- Maintained successful programs including yoga and trivia in partnership with Lee-Fendall House Museum.
- Maintained successful partnership with C. Thomas and Athenaeum for an annual Juneteenth program.
- Participate in Joseph McCoy annual commemoration.
- Continue to offer Tell Me Your Name tours regularly.
- Increased successful yoga program with additional offering per week.
- Saw largest visitation at Braddock Day ever.
- Celebrated 45th anniversary opening of Carlyle House with exhibit.
- Rentals remained steady despite adjacent bank building renovations.

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

### Highlights

- Began remediation efforts in vault to reduce humidity levels.
- Implemented Integrated Pest Management (IPM) program to monitor insect levels in house.
- New fire suppression system install has begun with infrastructure work completed.
- Ongoing physical plant coordination with bank building construction team.
- Completed four volunteer training programs and one volunteer field trip.

## MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Daily tour attendance                | 3,171             | 6,438             | 9,100             | 2,986  | 9,100             |
| • School tour attendance               | 118               | 223               | 850               | 378  | 850               |
| • Scout tour attendance                | 18                | 78                | 30                | 9  | 30                |
| • Special events attendance            | 2,270             | 4,496             | 5,200             | 1,661  | 5,200             |
| • Facility rentals                     | 22                | 23                | 25                | 23   | 25                |
| • Volunteer hours                      | 1,667             | 2,183             | 3,500             | 1,304  | 2,500             |
| • Average amount spent on resale items | \$3.65            | \$1.36            | \$1.50            | \$5.70   | \$1.51            |

# 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, 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 362,627        | \$ 353,000         | \$ 356,800         | 1.1%                  |
| Retail Operations           | 47,570            | 50,000             | 50,000             | 0.0%                  |
| Other Revenue               | 16,596            | 12,912             | 12,912             | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 426,794</b> | <b>\$ 415,912</b>  | <b>\$ 419,712</b>  | <b>0.9%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 291,475        | \$ 247,915         | \$ 265,790         | 7.2%                  |
| Operating Costs             | 4,994             | 4,050              | 5,050              | 24.7%                 |
| Maintenance Costs           | 35,696            | 28,450             | 29,683             | 4.3%                  |
| Insurance                   | 454               | 511                | 549                | 7.4%                  |
| Retail Operations           | 30,303            | 25,000             | 25,000             | 0.0%                  |
| Utilities                   | 8,217             | 8,400              | 9,760              | 16.2%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 371,139</b> | <b>\$ 314,326</b>  | <b>\$ 335,832</b>  | <b>6.8%</b>           |
| <b>Net Income</b>           | <b>\$ 55,655</b>  | <b>\$ 101,586</b>  | <b>\$ 83,880</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.40                         | 1.40                         | 1.40                         | 1.40                        | 1.40                       |
| Part-Time | 3.37                         | 3.37                         | 3.96                         | 3.96                        | 4.20                       |

## FOUNTAINHEAD REGIONAL PARK

| ACCOUNT NUMBER                          | ACCOUNT DESCRIPTION             | ACTUAL FY 2021    | ACTUAL FY 2022    | REVISED FY 2023   | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024   |
|---|---------------------------------|-------------------|-------------------|-------------------|------------------------|-------------------|
| <b>3-140 FOUNTAINHEAD REGIONAL PARK</b> |                                 |                   |                   |                   |                        |                   |
| <b>REVENUES</b>                         |                                 |                   |                   |                   |                        |                   |
| 4070                                    | Boat Rental                     | \$ 308,870        | \$ 245,705        | \$ 250,000        | \$ 143,335             | \$ 240,000        |
| 4530                                    | Launch & Parking Fees           | 88,916            | 85,381            | 75,000            | 69,389                 | 85,000            |
| 4690                                    | Special Events                  | 6,075             | 23,068            | 15,000            | 15,292                 | 20,000            |
| 4600                                    | Programmed Events               | 3,172             | 2,612             | 8,000             | 2,730                  | 6,000             |
| 4670                                    | Shelter Reservations            | 4,546             | 5,862             | 5,000             | 3,620                  | 5,800             |
|   | <b>TOTAL USER FEES</b>          | <b>411,580</b>    | <b>362,627</b>    | <b>353,000</b>    | <b>234,366</b>         | <b>356,800</b>    |
| 4640, 4660                              | Retail Operations               | 41,102            | 47,570            | 50,000            | 26,317                 | 50,000            |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>41,102</b>     | <b>47,570</b>     | <b>50,000</b>     | <b>26,317</b>          | <b>50,000</b>     |
| 4420                                    | House Rental                    | 12,912            | 15,512            | 12,912            | 9,684                  | 12,912            |
| 4510                                    | Miscellaneous Revenue           | 4,774             | 1,084             | 0                 | 250                    | 0                 |
|   | <b>TOTAL OTHER REVENUE</b>      | <b>17,686</b>     | <b>16,596</b>     | <b>12,912</b>     | <b>9,934</b>           | <b>12,912</b>     |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 470,367</b> | <b>\$ 426,794</b> | <b>\$ 415,912</b> | <b>\$ 270,618</b>      | <b>\$ 419,712</b> |
| <b>EXPENSES</b>                         |                                 |                   |                   |                   |                        |                   |
| 5010                                    | Full-Time Salaries              | \$ 72,466         | \$ 97,691         | \$ 88,427         | \$ 96,915              | \$ 90,524         |
| 5020                                    | Part-Time Salaries              | 130,415           | 145,990           | 112,148           | 121,589                | 125,061           |
| 5030                                    | FICA                            | 15,382            | 18,419            | 15,344            | 16,165                 | 16,492            |
| 5040                                    | Hospitalization                 | 10,647            | 11,800            | 12,686            | 10,982                 | 12,989            |
| 5060                                    | Life Insurance                  | 645               | 785               | 1,008             | 712                    | 1,032             |
| 5050                                    | Retirement                      | 14,089            | 16,210            | 17,685            | 13,563                 | 19,010            |
| 5070                                    | Unemployment Tax                | 542               | 581               | 617               | 340                    | 681               |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>244,187</b>    | <b>291,475</b>    | <b>247,915</b>    | <b>260,266</b>         | <b>265,790</b>    |
| 5230                                    | Gas and Diesel                  | 1,774             | 3,203             | 2,000             | 3,080                  | 3,000             |
| 5490                                    | Programs and Promotions         | 0                 | 1,035             | 1,000             | 0                      | 1,000             |
| 5570                                    | Uniforms                        | 523               | 756               | 1,050             | 600                    | 1,050             |
|   | <b>TOTAL OPERATING COSTS</b>    | <b>2,297</b>      | <b>4,994</b>      | <b>4,050</b>      | <b>3,679</b>           | <b>5,050</b>      |
| 5180                                    | Equipment/Vehicle Maintenance   | 813               | 3,471             | 3,300             | 2,901                  | 3,300             |
| 5190                                    | Facility Op. & Maintenance      | 30,038            | 31,679            | 24,650            | 24,650                 | 25,883            |
| 5510                                    | Rental House Maintenance        | 261               | 547               | 500               | 619                    | 500               |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>31,112</b>     | <b>35,696</b>     | <b>28,450</b>     | <b>28,170</b>          | <b>29,683</b>     |
| 5290                                    | Insurance - Vehicle             | 449               | 454               | 511               | 539                    | 549               |
|   | <b>TOTAL INSURANCE</b>          | <b>449</b>        | <b>454</b>        | <b>511</b>        | <b>539</b>             | <b>549</b>        |
| 5520,5535                               | Retail Operations               | 29,608            | 30,303            | 25,000            | 18,402                 | 25,000            |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>29,608</b>     | <b>30,303</b>     | <b>25,000</b>     | <b>18,402</b>          | <b>25,000</b>     |
| 5580-001                                | Telephone                       | 1,169             | 1,525             | 1,200             | 1,350                  | 1,600             |
| 5580-002                                | Electricity                     | 4,833             | 5,468             | 6,000             | 4,749                  | 6,000             |
| 5580-016                                | Internet/cable                  | 1,075             | 1,224             | 1,200             | 1,800                  | 2,160             |
|   | <b>TOTAL UTILITIES</b>          | <b>7,077</b>      | <b>8,217</b>      | <b>8,400</b>      | <b>7,899</b>           | <b>9,760</b>      |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 314,730</b> | <b>\$ 371,139</b> | <b>\$ 314,326</b> | <b>\$ 318,956</b>      | <b>\$ 335,832</b> |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 155,637</b> | <b>\$ 55,655</b>  | <b>\$ 101,586</b> | <b>\$ (48,338)</b>     | <b>\$ 83,880</b>  |

# FOUNTAINHEAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, Promote, Manage and Sustain parklands.**



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Assist Operations team with redesign of trailhead signage for the Bull Run/Occoquan Trail.
- Assist Planning team on significant facility improvements at the Marina.

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



#### Objectives:

- Host a minimum of (4) special events or programs with at least (1) being new.
- Maintain a minimum of (4) diverse community partnerships.
- Offer a minimum of (3) Roving Naturalist led programs.
- Update the annual Comprehensive Programming Plan.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team**



#### Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Maintain a part-time staffing plan that matches budgeted part-time salaries.
- Maintain a year-round content calendar including a schedule of events and activities to post on the web site and social media.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

### **Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- Continue to work with volunteer groups to facilitate harmonious multi-use trail experiences on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Refine operational SOPs and guidelines to improve marina operations and facilities.
- Implement a minimum of (2) new strategies to promote park rental shelters.
- Implement at least (3) new strategies to increase the number of boat rentals over FY23.
- Implement at least (1) new strategy to improve net retail sales revenues by 5% from FY23 gross.

# FOUNTAINHEAD REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

### **Goal One: Protect, Promote, Manage and Sustain parklands.**

#### Highlights

- Maintained community partnerships with Potomac Appalachian Trail Club (PATC), Mid-Atlantic Off-road Enthusiasts (MORE), and Friends of the Occoquan.
- Worked with Burgundy Farm School for their annual Fall reservoir cleanup and worked with MORE on multiple organized workdays which included feature repair and trail rebuilding.
- Partnered with George Mason University classes for freshwater ecology reservoir sampling.

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

#### Highlights

- Roving Naturalist hosted sunrise and sunset paddles, fall color tours, and a thermal vision night adventure.
- Hosted a new President's Day 5k/10k with Bishop's Events.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team**

#### Highlights

- Incorporated Customer Service Training into annual training for seasonal staff and trained all staff in customer service.
- Revised part time scheduling format to reduce hours and spending to meet budget.

### **Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**

#### Highlights

- Digitized SOP and used Microsoft Teams to create online access to all SOP's and documents for all staff including both part time, seasonal, and full time.
- Developed and installed new outdoor retail merchandise area to improve retail revenue.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • Number of jon boat rentals                              | 4,304             | 2,791             | 3,500             | 1,262                                    | 3,500             |
| • Number of boat ramp launches (daily type)               | 1,494             | 1,808             | 825               | 1,215                                    | 825               |
| • Number of boat shore launches                           | 3,153             | 2,408             | 1,650             | 1,612                                    | 1,650             |
| • Number of season ramp launch passes sold                | 271               | 233               | 230               | 55                                       | 230               |
| • Number of season shore launch passes sold               | 783               | 634               | 410               | 188                                      | 410               |
| • Number of stand up paddle board rentals                 | 272               | 973               | 2,200             | 637                                      | 2,200             |
| • Number of motor rentals                                 | 1,979             | 1,532             | 1,550             | 705                                      | 1,550             |
| • Number of kayak rentals                                 | 10,306            | 6,539             | 8,350             | 3,086                                    | 8,350             |
| • Number of picnic shelter rentals                        | 39                | 51                | 40                | 17                                       | 40                |
| • Average revenue retail per boat rental and daily launch | \$2.10            | \$3.27            | \$3.03            | \$2.78                                   | \$3.03            |
| • Number of volunteer hours                               | 0                 | 233               | 800               | 365.5                                    | 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 habitat for wildlife and native plants and trees. Hemlock Overlook Regional Park is home to a network of trails- both pedestrian and equestrian. The site is a location for outdoor experiential education.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL  | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                    |                    |                    |                       |
| Other Revenue               | \$ 8,650           | \$ 17,800          | \$ 25,000          | 40.4 %                |
| <b>TOTAL REVENUE</b>        | <b>\$ 8,650</b>    | <b>\$ 17,800</b>   | <b>\$ 25,000</b>   | <b>40.4 %</b>         |
| <b>EXPENSES BY CATEGORY</b> |                    |                    |                    |                       |
| Personnel Services          | \$4,861            | \$11,594           | \$11,956           | 3.1 %                 |
| Operating Costs             | 333                | 500                | 500                | — %                   |
| Maintenance Costs           | \$ 11,862          | \$ 19,500          | \$ 19,500          | 0.0 %                 |
| Utilities                   | 7,971              | 28,000             | 28,000             | 0.0 %                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 25,027</b>   | <b>\$ 59,594</b>   | <b>\$ 59,956</b>   | <b>0.6 %</b>          |
| <b>Net Income</b>           | <b>\$ (16,377)</b> | <b>\$ (41,794)</b> | <b>\$ (34,956)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part-Time | 0                            | 0                            | 0.33                         | 0.33                        | 0.33                       |

## HEMLOCK OVERLOOK REGIONAL PARK

| ACCOUNT NUMBER                  | ACCOUNT DESCRIPTION            | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---------------------------------|--------------------------------|--------------------|--------------------|--------------------|------------------------------|--------------------|
| <b>3-150 HEMLOCK OVERLOOK</b>   |                                |                    |                    |                    |                              |                    |
| <b>REVENUES</b>                 |                                |                    |                    |                    |                              |                    |
| 4510                            | Miscellaneous Revenue          | \$ 1,998           | \$ 0               | \$ 0               | \$ 1,480                     | \$ 0               |
| 4420                            | House Rental                   | 1,050              | 1,150              | 1,800              | 2,800                        | 0                  |
| 4672                            | Revenue Share from Partnership | 0                  | 7,500              | 16,000             | 16,740                       | 25,000             |
| <b>TOTAL OTHER REVENUE</b>      |                                | <b>3,048</b>       | <b>8,650</b>       | <b>17,800</b>      | <b>21,020</b>                | <b>25,000</b>      |
| <b>TOTAL REVENUES</b>           |                                | <b>\$ 3,048</b>    | <b>\$ 8,650</b>    | <b>\$ 17,800</b>   | <b>\$ 21,020</b>             | <b>\$ 25,000</b>   |
| <b>EXPENSES</b>                 |                                |                    |                    |                    |                              |                    |
| 5020                            | Part-Time Salaries             | \$ 3,228           | \$ 4,499           | \$ 10,720          | \$ 315                       | \$ 11,055          |
| 5030                            | FICA                           | 247                | 344                | 820                | 24                           | 846                |
| 5070                            | Unemployment Tax               | 15                 | 18                 | 54                 | 3                            | 55                 |
| <b>TOTAL PERSONNEL SERVICES</b> |                                | <b>3,490</b>       | <b>4,861</b>       | <b>11,594</b>      | <b>342</b>                   | <b>11,956</b>      |
| 5230-001                        | Gasoline                       | 170                | 333                | 500                | 69                           | 500                |
| <b>TOTAL OPERATING COSTS</b>    |                                | <b>170</b>         | <b>333</b>         | <b>500</b>         | <b>69</b>                    | <b>500</b>         |
| 5180                            | Equipment/Vehicle Maintenance  | 0                  | 119                | 0                  | 20                           | 0                  |
| 5190                            | Facility Op. & Maintenance     | 8,996              | 11,743             | 19,500             | 6,830                        | 19,500             |
| <b>TOTAL MAINTENANCE</b>        |                                | <b>8,996</b>       | <b>11,862</b>      | <b>19,500</b>      | <b>6,850</b>                 | <b>19,500</b>      |
| 5580-002                        | Electricity                    | 10,941             | 3,850              | 20,500             | 7,961                        | 20,500             |
| 5580-008                        | Propane Gas                    | 3,857              | 3,533              | 5,000              | 3,726                        | 5,000              |
| 5580-009                        | Heating Oil                    | 1,210              | 589                | 2,500              | 0                            | 2,500              |
| <b>TOTAL UTILITIES</b>          |                                | <b>16,007</b>      | <b>7,971</b>       | <b>28,000</b>      | <b>11,687</b>                | <b>28,000</b>      |
| <b>TOTAL EXPENSES</b>           |                                | <b>\$ 28,664</b>   | <b>\$ 25,027</b>   | <b>\$ 59,594</b>   | <b>\$ 18,949</b>             | <b>\$ 59,956</b>   |
| <b>OPERATING INCOME (LOSS)</b>  |                                | <b>\$ (25,616)</b> | <b>\$ (16,377)</b> | <b>\$ (41,794)</b> | <b>\$ 2,071</b>              | <b>\$ (34,956)</b> |

# HEMLOCK OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Work closely with new vendor to ensure successful move in and start of contract.



# HEMLOCK OVERLOOK REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Summer of 2022 put into place a limited contract to host day camp opportunities resulting in 779 visits across 69 programs.
- Successfully secured a new vendor to utilize Hemlock under a five-year term.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| *Summer camps available summer of 2024    |                   |                   |                   |  |                   |
| • School and Community group participants | N/A               | N/A               | N/A               | N/A                                      | 5,000             |
| • Professional and Corporate participants | N/A               | N/A               | N/A               | N/A                                      | 1,500             |
| • Summer Camp participants                | N/A               | N/A               | N/A               | N/A                                      | N/A               |

# 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 the Visitor Center, three lakes, three rental gazebos, the Lilac Pavilion, the unique Korean Bell Garden, and paved and natural surface walking paths. The Children's Garden and the Mediterranean Greenhouse are new additions to the gardens.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 560,684          | \$ 481,000          | \$ 506,000          | 5.2%                  |
| Retail Operations           | 81,831              | 60,000              | 74,000              | 23.3%                 |
| Other Revenue               | 1,306               | 1,000               | 1,000               | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 643,821</b>   | <b>\$ 542,000</b>   | <b>\$ 581,000</b>   | <b>7.2%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 785,523          | \$ 894,376          | \$ 952,822          | 6.5%                  |
| Operating Costs             | 16,867              | 16,300              | 20,300              | 24.5%                 |
| Maintenance Costs           | 134,597             | 151,900             | 157,620             | 3.8%                  |
| Insurance                   | 1,361               | 1,533               | 1,648               | 7.5%                  |
| Retail Operations           | 38,508              | 36,000              | 44,400              | 23.3%                 |
| Utilities                   | 51,001              | 60,114              | 60,614              | 0.8%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,027,857</b> | <b>\$ 1,160,223</b> | <b>\$ 1,237,404</b> | <b>6.7%</b>           |
| <b>Net Income</b>           | <b>\$ (384,035)</b> | <b>\$ (618,223)</b> | <b>\$ (656,404)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 8.00                         | 8.00                         | 8.00                         | 8.00                        | 8.00                       |
| Part-Time | 7.23                         | 7.42                         | 7.34                         | 7.51                        | 7.89                       |

## MEADOWLARK BOTANICAL GARDENS

| ACCOUNT NUMBER                            | ACCOUNT DESCRIPTION                     | ACTUAL FY 2021     | ACTUAL FY 2022      | REVISED FY 2023     | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024     |
|---|---|--------------------|---------------------|---------------------|------------------------|---------------------|
| <b>3-180 MEADOWLARK BOTANICAL GARDENS</b> |   |                    |                     |                     |                        |                     |
| <b>REVENUES</b>                           |   |                    |                     |                     |                        |                     |
| 4020                                      | Misc Rev / Annual Dues                  | \$ 182,471         | \$ 134,973          | \$ 103,000          | \$ 98,436              | \$ 108,000          |
| 4101                                      | Camps                                   | 57,233             | 53,077              | 57,000              | 55,420                 | 66,000              |
| 4600                                      | Programmed Events                       | 1,947              | 17,251              | 8,000               | 19,560                 | 13,000              |
| 4812, 4810                                | Visitor Center Rental/Photographer Fees | 19,400             | 29,360              | 20,000              | 29,822                 | 26,000              |
| 4230                                      | Entrance Fees                           | 468,779            | 326,023             | 290,000             | 227,000                | 290,000             |
| 4670                                      | Shelter Reservations                    | 0                  | 0                   | 3,000               | 0                      | 3,000               |
|   | <b>TOTAL USER FEES</b>                  | <b>729,829</b>     | <b>560,684</b>      | <b>481,000</b>      | <b>430,238</b>         | <b>506,000</b>      |
| 4640                                      | Retail Operations                       | 67,596             | 81,531              | 60,000              | 60,157                 | 74,000              |
| 4646                                      | ML Bell Garden Postcards                | 65                 | 300                 | 0                   | 98                     | 0                   |
|   | <b>TOTAL RETAIL OPERATIONS</b>          | <b>67,661</b>      | <b>81,831</b>       | <b>60,000</b>       | <b>60,255</b>          | <b>74,000</b>       |
| 4510                                      | Misc. Revenue                           | 116                | 0                   | 0                   | 110                    | 0                   |
| 4181                                      | Meadowlark Escrow Interest Transfer     | 2,396              | 1,306               | 1,000               | 0                      | 1,000               |
|   | <b>TOTAL OTHER REVENUE</b>              | <b>2,511</b>       | <b>1,306</b>        | <b>1,000</b>        | <b>110</b>             | <b>1,000</b>        |
|   | <b>TOTAL REVENUES</b>                   | <b>\$ 800,002</b>  | <b>\$ 643,821</b>   | <b>\$ 542,000</b>   | <b>\$ 490,603</b>      | <b>\$ 581,000</b>   |
| <b>EXPENSES</b>                           |   |                    |                     |                     |                        |                     |
| 5010                                      | Full-Time Salaries                      | \$ 311,921         | \$ 428,270          | \$ 446,853          | \$ 399,603             | \$ 476,112          |
| 5020                                      | Part-Time Salaries                      | 173,033            | 162,080             | 224,764             | 149,138                | 238,243             |
| 5030                                      | FICA                                    | 35,682             | 43,674              | 51,379              | 39,687                 | 54,648              |
| 5040                                      | Hospitalization                         | 55,553             | 66,287              | 75,473              | 62,739                 | 76,896              |
| 5060                                      | Life Insurance                          | 2,594              | 3,863               | 5,094               | 3,410                  | 5,428               |
| 5050                                      | Retirement                              | 57,639             | 80,521              | 89,371              | 67,600                 | 99,984              |
| 5070                                      | Unemployment Tax                        | 959                | 828                 | 1,444               | 400                    | 1,511               |
|   | <b>TOTAL PERSONNEL SERVICES</b>         | <b>637,380</b>     | <b>785,523</b>      | <b>894,376</b>      | <b>722,576</b>         | <b>952,822</b>      |
| 5230                                      | Gas and Diesel                          | 2,499              | 3,931               | 5,000               | 3,366                  | 5,000               |
| 5380                                      | Membership Events                       | 0                  | 15                  | 1,000               | 0                      | 1,000               |
| 5490                                      | Programs and Promotions                 | 817                | 7,993               | 3,500               | 6,048                  | 5,000               |
| 5171                                      | Camps                                   | 2,921              | 4,092               | 4,000               | 1,286                  | 6,500               |
| 5570                                      | Uniforms                                | 1,379              | 835                 | 2,800               | 1,046                  | 2,800               |
|   | <b>TOTAL OPERATING COSTS</b>            | <b>7,616</b>       | <b>16,867</b>       | <b>16,300</b>       | <b>11,745</b>          | <b>20,300</b>       |
| 5180                                      | Equipment/Vehicle Maintenance           | 10,817             | 12,474              | 15,400              | 11,712                 | 15,400              |
| 5190                                      | Facility Op. & Maintenance              | 63,755             | 67,668              | 71,500              | 95,449                 | 77,220              |
| 5215                                      | Garden Maintenance                      | 15,983             | 54,455              | 65,000              | 45,000                 | 65,000              |
|   | <b>TOTAL MAINTENANCE COSTS</b>          | <b>90,555</b>      | <b>134,597</b>      | <b>151,900</b>      | <b>152,162</b>         | <b>157,620</b>      |
| 5290                                      | Insurance - Vehicle                     | 1,346              | 1,361               | 1,533               | 1,616                  | 1,648               |
|   | <b>TOTAL INSURANCE</b>                  | <b>1,346</b>       | <b>1,361</b>        | <b>1,533</b>        | <b>1,616</b>           | <b>1,648</b>        |
| 5520                                      | Retail Operations                       | 32,045             | 38,508              | 36,000              | 33,121                 | 44,400              |
|   | <b>TOTAL RETAIL OPERATIONS</b>          | <b>32,045</b>      | <b>38,508</b>       | <b>36,000</b>       | <b>33,121</b>          | <b>44,400</b>       |
| 5580-001                                  | Telephone                               | 4,052              | 5,122               | 5,214               | 4,521                  | 5,214               |
| 5580-002                                  | Electricity                             | 26,590             | 27,934              | 35,000              | 26,807                 | 35,000              |
| 5580-003                                  | Natural Gas                             | 6,157              | 8,120               | 8,000               | 8,675                  | 8,500               |
| 5580-004                                  | Water/Sewer                             | 6,980              | 6,097               | 8,000               | 3,979                  | 8,000               |
| 5580-008                                  | Propane Gas                             | 0                  | 0                   | 400                 | 141                    | 400                 |
| 5580-016                                  | Cable/Internet                          | 3,240              | 3,728               | 3,500               | 3,501                  | 3,500               |
|   | <b>TOTAL UTILITIES</b>                  | <b>47,019</b>      | <b>51,001</b>       | <b>60,114</b>       | <b>47,623</b>          | <b>60,614</b>       |
|   | <b>TOTAL EXPENSES</b>                   | <b>\$ 815,961</b>  | <b>\$ 1,027,857</b> | <b>\$ 1,160,223</b> | <b>\$ 968,844</b>      | <b>\$ 1,237,404</b> |
|   | <b>OPERATING INCOME (LOSS)</b>          | <b>\$ (15,959)</b> | <b>\$ (384,035)</b> | <b>\$ (618,223)</b> | <b>\$ (478,241)</b>    | <b>\$ (656,404)</b> |

# MEADOWLARK BOTANICAL GARDENS

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



#### Objectives:

- Continue to plan and implement features to the garden, including play structures and other major project pieces.
- Implement strategies and an outreach plan to promote the garden including the Children's Pavilion as a rentable space.
- Implement a signage and amenities plan for the Children's Garden.

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



#### Objectives:

- Refine camp planning and processes to improve efficiencies, communication and to incorporate feedback.
- Develop and implement at least (2) new public programs.
- Develop and implement a volunteer, part time, and full-time labor plan to ensure adequate coverage and programming potential.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Refine the retail operations plan to improve revenues by 2% of gross from FY22.
- Implement a minimum of (2) new strategies to meet revenue goals for Entrance Fees & Memberships.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the gardens.
- Implement a minimum of (2) programs focused on the Volgenau Conservatory and its collections.
- Maintain a multi-year comprehensive programming and content calendar including an upcoming seasonal schedule of events and activities to post on the web site and social media.

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



#### Objectives:

- Continue to implement the invasive management plan focusing on the Potomac Valley Collection
- Continue to catalogue the Daylily Collection for future certification with the Daylily society and American Public Gardens Association.
- Implement an interpretation plan for the Volgenau Conservatory.

### **Goal Four: Promote a sense of belonging through quality customer interactions and experiences.**



#### Objectives:

- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to update the rolling 5-year plan for consistent and targeted facility improvements
- Continue to build, implement, and evaluate a successful volunteer program broadening program to corporate groups
- Continue to expand full time staff natural resource, native plant, and invasive expertise.

# MEADOWLARK BOTANICAL GARDENS

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

- Identified four major areas of focus for the Children's Garden inspired by previous plans and feedback and are now working to implement improvements.
- Successfully secured a grant to purchase a variety of new Children's Garden equipment.
- Children's picnic pavilion was completed with new furnishings.

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

#### **Highlights:**

- Continued to refine programs, processes, and communications with parents for Camp Grow.
- Refining retail sales with a focus on local offerings.
- Officially dedicated and opened the Volgenau Conservatory to the public.
- Increased program offerings including additional Virginia Chamber Orchestra concerts, weekend 'ask-an-expert' bonsai series, and increased the pool of in-house educators for tours, programs, and workshops.
- Redesigned spring Egg Hunt, resulting in increased participation from 280 to 1700 children.

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

#### **Highlights:**

- Created plant collection guidelines.
- Created an invasive management plan for naturalized areas.
- Updated signage for the daylily collection improving visitor experience.
- Identified the gardens next generation of plant collection software for staff use and public information.

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

#### **Highlights:**

- Continued to implement a variety of customer service strategies and trainings.
- Held monthly all-staff meetings focused on sharing department updates.
- Increased volunteer participation throughout the garden to include visitor center aides, garden collection aide, trail volunteers, special event volunteers, and data entry volunteers.
- Implemented virtual and monthly volunteer orientations to set standards and expectations for incoming volunteers.
- Initiated online portrait photography reservations, program inquiries, and volunteer sign-ups.
- Reintroduced the Meadowlark members newsletter.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • Memberships                                   | 4,104             | 3,197             | 5,000             | 1,132  | 5,000             |
| • Admissions (including members)                | 123,895           | 104,786           | 74,000            | 41,458   | 74,000            |
| • Program participants                          | 1,000             | 4,000             | 6,400             | 1,862  | 6,400             |
| • Camp Grow participants                        | 135               | 165               | 180               | 165  | 190               |
| • School programs-number of students            | 150               | 700               | 1,400             | 253  | 1,400             |
| • Average amount visitors spend on resale items | \$0.94            | \$0.79            | \$0.69            | \$6.33   | \$0.85            |
| • Volunteer hours received                      | 1,500             | 2,800             | 3,000             | 1,707  | 3,000             |

# 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 nature walk set to holiday music.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,874,453        | \$ 1,680,000        | \$ 1,688,000        | 0.5%                  |
| Retail Operations           | 155,956             | 137,000             | 231,000             | 68.6%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 2,030,410</b> | <b>\$ 1,817,000</b> | <b>\$ 1,919,000</b> | <b>5.6%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 103,234          | \$ 139,082          | \$ 155,766          | 12.0%                 |
| Operating Costs             | 110,967             | 127,500             | 137,700             | 8.0%                  |
| Retail Operations           | 38,706              | 55,500              | 92,400              | 66.5%                 |
| Utilities                   | 0                   | 3,500               | 3,500               | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 252,906</b>   | <b>\$ 325,582</b>   | <b>\$ 389,366</b>   | <b>19.6%</b>          |
| <b>Net Income</b>           | <b>\$ 1,777,503</b> | <b>\$ 1,491,418</b> | <b>\$ 1,529,634</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Retail revenue is budgeted to increase 68% over the current budget. This is due to the increased retail sales in the most recent light show.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.50                         | 0.50                         | 0.50                         | 0.50                        | 0.50                       |
| Part-Time | 2.92                         | 3.11                         | 3.15                         | 3.44                        | 3.65                       |

## MEADOWLARK GARDENS WINTER WALK OF LIGHTS

| ACCOUNT NUMBER                     | ACCOUNT DESCRIPTION          | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|------------------------------------|------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-185 MEADOWLARK LIGHT SHOW</b> |                              |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                    |                              |                     |                     |                     |                              |                     |
| 4486                               | Admissions                   | \$ 1,122,754        | \$ 1,838,479        | \$ 1,650,000        | \$ 1,380,832                 | \$ 1,650,000        |
| 4488                               | Group Admissions             | 33                  | 35,974              | 30,000              | 33,252                       | 38,000              |
| <b>TOTAL USER FEES</b>             |                              | <b>1,122,787</b>    | <b>1,874,453</b>    | <b>1,680,000</b>    | <b>1,414,084</b>             | <b>1,688,000</b>    |
| 4642                               | Retail-Food                  | 48,587              | 105,313             | 90,000              | 135,704                      | 135,000             |
| 4640                               | Retail Operations            | 16,796              | 26,879              | 27,000              | 47,037                       | 48,000              |
| 4641                               | Retail - Alcoholic Beverages | 0                   | 23,765              | 20,000              | 46,420                       | 48,000              |
| <b>TOTAL RETAIL OPERATIONS</b>     |                              | <b>65,383</b>       | <b>155,956</b>      | <b>137,000</b>      | <b>229,160</b>               | <b>231,000</b>      |
| <b>TOTAL REVENUES</b>              |                              | <b>\$ 1,188,171</b> | <b>\$ 2,030,410</b> | <b>\$ 1,817,000</b> | <b>\$ 1,643,244</b>          | <b>\$ 1,919,000</b> |
| <b>EXPENSES</b>                    |                              |                     |                     |                     |                              |                     |
| 5010                               | Full-Time Salaries           | \$ 24,343           | \$ 23,922           | \$ 24,983           | \$ 20,836                    | \$ 27,958           |
| 5020                               | Part-Time Salaries           | 43,148              | 65,301              | 95,838              | 68,637                       | 107,358             |
| 5030                               | FICA                         | 1,519               | 6,594               | 9,243               | 6,711                        | 10,352              |
| 5040                               | Hospitalization              | 5,892               | 2,331               | 3,238               | 2,605                        | 3,352               |
| 5060                               | Life Insurance               | 233                 | 234                 | 285                 | 210                          | 319                 |
| 5050                               | Retirement                   | 4,487               | 4,585               | 4,997               | 4,070                        | 5,871               |
| 5070                               | Unemployment                 | 7                   | 267                 | 499                 | 169                          | 557                 |
| <b>TOTAL PERSONNEL SERVICES</b>    |                              | <b>79,629</b>       | <b>103,234</b>      | <b>139,082</b>      | <b>103,237</b>               | <b>155,766</b>      |
| 5470, 5151                         | Light Show Production Costs  | 93,063              | 109,932             | 127,500             | 123,371                      | 137,700             |
| 5490                               | Programs and Promotions      | 0                   | 545                 | 0                   | 0                            | 0                   |
| 5410                               | Miscellaneous Event Expenses | 123                 | 490                 | 0                   | 0                            | 0                   |
| <b>TOTAL OPERATING COSTS</b>       |                              | <b>93,186</b>       | <b>110,967</b>      | <b>127,500</b>      | <b>123,371</b>               | <b>137,700</b>      |
| 5520-015,<br>025,<br>5522-000      | Retail-Food                  | 12,567              | 21,444              | 36,000              | 26,212                       | 54,000              |
| 5520-000                           | Retail Operations            | 8,826               | 14,344              | 13,500              | 25,974                       | 24,000              |
| 5521                               | Retail - Alcoholic Beverages | 0                   | 2,918               | 6,000               | 5,143                        | 14,400              |
| <b>TOTAL RETAIL OPERATIONS</b>     |                              | <b>21,393</b>       | <b>38,706</b>       | <b>55,500</b>       | <b>57,329</b>                | <b>92,400</b>       |
| 5265                               | Insurance - Liquor Liability | 0                   | 0                   | 0                   | 0                            | 750                 |
| <b>TOTAL INSURANCE</b>             |                              | <b>0</b>            | <b>0</b>            | <b>0</b>            | <b>0</b>                     | <b>750</b>          |
| 5580-002                           | Electricity                  | 0                   | 0                   | 3,500               | 0                            | 3,500               |
| 5580-008                           | Propane                      | 0                   | 0                   | 0                   | 0                            | 0                   |
| <b>TOTAL UTILITIES</b>             |                              | <b>0</b>            | <b>0</b>            | <b>3,500</b>        | <b>0</b>                     | <b>3,500</b>        |
| <b>TOTAL EXPENSES</b>              |                              | <b>\$ 194,207</b>   | <b>\$ 252,906</b>   | <b>\$ 325,582</b>   | <b>\$ 283,938</b>            | <b>\$ 390,116</b>   |
| <b>OPERATING INCOME (LOSS)</b>     |                              | <b>\$ 993,964</b>   | <b>\$ 1,777,503</b> | <b>\$ 1,491,418</b> | <b>\$ 1,359,306</b>          | <b>\$ 1,528,884</b> |

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2024

**Goal One: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior unique annual event.**



Objectives:

- Continue to refine the 5-year plan for consistent and continued annual event improvements.
- Continue to enhance the food and beverage operation to meet growing demand, to include use of the Food Truck.
- Work closely with the NOVA Parks Marketing team to develop at least 2 months prior to the show opening a multifaceted event campaign strategy that address social, print, media, promotions, and required collateral.
- Continue to implement a defined plan to increase off-peak and weekday visitation.
- Update the operations, installation and take down manual and timeline annually.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Refine and implement training and onboarding guidelines for all positions.
- Refine the emergency action plan for the event operations.
- Optimize the functionality of EventBrite for online ticket sales.
- Refine and implement the plan to utilize the Volgenau Conservatory during the light show.
- Refine and execute a cohesive retail plan across the entire show.



# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

### **Highlights**

- Developed and successfully implemented a plan to incorporate the use of the Volgenau Conservatory into the show for additional concessions and retail opportunities.
- Increased off-peak attendance by promoting specials and deals during the early part of the show.
- Enhanced with show with a number of new and creative features including The Enchanted Forest, Mr. Tomlinson's Garden expansion, and a gnomes/mushroom display.
- Successfully introduced alcohol sales to food and beverage operations.
- Maintained a strong presence on social media throughout the show.
- Introduced for the first time Dog Nights to increase off-peak visitation with great success and interest.
- Continued to develop the shows 5-year plan for improvements and additions.
- Continued refinement of the show's installation and training manuals.

### MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of light show entries                         | 68,644            | 111,374           | 90,000            | 85,272   | 90,000            |
| • Average amount visitors spend on food & retail items | \$0.94            | \$1.37            | \$1.52            | \$5.23   | \$2.57            |

# 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 791,953          | \$ 780,000          | \$ 805,000          | 3.2%                  |
| Retail Operations           | 1,203,083           | 1,211,963           | 1,260,450           | 4.0%                  |
| Other Revenue               | 196,716             | 111,000             | 119,050             | 7.3%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 2,191,752</b> | <b>\$ 2,102,963</b> | <b>\$ 2,184,500</b> | <b>3.9%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 470,504          | \$ 595,507          | \$ 589,770          | -1.0%                 |
| Operating Costs             | 322,668             | 224,566             | 261,500             | 16.4%                 |
| Maintenance Costs           | 97,827              | 98,750              | 100,970             | 2.2%                  |
| Insurance                   | 3,880               | 6,500               | 8,250               | 26.9%                 |
| Retail Operations           | 277,375             | 371,700             | 369,370             | -0.6%                 |
| Utilities                   | 59,767              | 54,900              | 64,100              | 16.8%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,232,020</b> | <b>\$ 1,351,923</b> | <b>\$ 1,393,960</b> | <b>3.1%</b>           |
| <b>Net Income</b>           | <b>\$ 959,732</b>   | <b>\$ 751,040</b>   | <b>\$ 790,540</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget. The reduction in personnel services is due to the increase in contract services for staffing, which is reflected in operating costs.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 4.50                         | 4.50                         | 4.50                         | 4.50                        | 4.50                       |
| Part-Time | 5.51                         | 5.06                         | 5.56                         | 5.79                        | 4.80                       |

## MEADOWLARK ATRIUM AND EVENT SERVICES

| ACCOUNT NUMBER                                    | ACCOUNT DESCRIPTION                 | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|-------------------------------------|--------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-170 MEADOWLARK ATRIUM AND EVENT SERVICES</b> |                                     |                    |                     |                     |                              |                     |
| <b>REVENUES</b>                                   |                                     |                    |                     |                     |                              |                     |
| 4135  | Atrium Rental                       | \$ 228,565         | \$ 762,312          | \$ 750,000          | \$ 710,256                   | \$ 780,000          |
| 4443  | Kitchen Use Fee                     | 4,000              | 4,000               | 5,000               | 2,000                        | 0                   |
| 4487  | Reservations-Lilac Pavillion Rental | 15,791             | 14,266              | 10,000              | 1,950                        | 10,000              |
| 4290  | Reservations - Gazebo Rental        | 21,805             | 11,375              | 15,000              | 7,720                        | 15,000              |
|   | <b>TOTAL USER FEES</b>              | <b>270,161</b>     | <b>791,953</b>      | <b>780,000</b>      | <b>721,926</b>               | <b>805,000</b>      |
| 4821  | Equipment Rental                    | 22,208             | 121,988             | 75,000              | 118,273                      | 78,000              |
| 4822  | NVRPA Event Staffing                | 19,170             | 74,389              | 36,000              | 57,069                       | 41,050              |
| 4693  | Special Services                    | 203                | 339                 | 0                   | 9,637                        | 0                   |
|   | <b>TOTAL OTHER REVENUE</b>          | <b>41,580</b>      | <b>196,716</b>      | <b>111,000</b>      | <b>184,979</b>               | <b>119,050</b>      |
| 4115  | Catering                            | 108,217            | 723,523             | 787,500             | 791,574                      | 819,000             |
| 4682  | Administrative Fee                  | 28,492             | 174,508             | 148,838             | 184,738                      | 154,800             |
| 4640,4641,4647                                    | Retail - Alcoholic Beverages        | 53,071             | 305,052             | 275,625             | 306,031                      | 286,650             |
|   | <b>TOTAL RETAIL OPERATIONS</b>      | <b>189,780</b>     | <b>1,203,083</b>    | <b>1,211,963</b>    | <b>1,282,343</b>             | <b>1,260,450</b>    |
|   | <b>TOTAL REVENUES</b>               | <b>\$ 501,521</b>  | <b>\$ 2,191,752</b> | <b>\$ 2,102,963</b> | <b>\$ 2,189,248</b>          | <b>\$ 2,184,500</b> |
| <b>EXPENSES</b>                                   |                                     |                    |                     |                     |                              |                     |
| 5010  | Full-Time Salaries                  | \$ 206,238         | \$ 245,478          | \$ 250,978          | \$ 227,932                   | \$ 274,744          |
| 5020  | Part-Time Salaries                  | 31,525             | 106,575             | 202,997             | 96,034                       | 171,765             |
| 5030  | FICA                                | 17,132             | 25,715              | 34,729              | 23,336                       | 34,158              |
| 5040  | Hospitalization                     | 43,901             | 45,212              | 52,552              | 40,489                       | 47,236              |
| 5060  | Life Insurance                      | 1,976              | 2,152               | 2,861               | 2,031                        | 3,132               |
| 5050  | Retirement                          | 40,896             | 44,886              | 50,196              | 39,192                       | 57,696              |
| 5070  | Unemployment Tax                    | 298                | 486                 | 1,195               | 185                          | 1,039               |
|   | <b>TOTAL PERSONNEL SERVICES</b>     | <b>341,967</b>     | <b>470,504</b>      | <b>595,507</b>      | <b>429,200</b>               | <b>589,770</b>      |
| 5186  | Equipment Rental                    | 20,376             | 107,262             | 71,250              | 108,649                      | 74,100              |
| 5146  | Contract Employment                 | 31,860             | 213,466             | 148,066             | 221,821                      | 182,150             |
| 5490  | Programs and Promotions             | 616                | 1,617               | 3,500               | 1,758                        | 3,500               |
| 5570  | Uniforms                            | 1,233              | 323                 | 1,750               | 513                          | 1,750               |
|   | <b>TOTAL OPERATING COSTS</b>        | <b>54,085</b>      | <b>322,668</b>      | <b>224,566</b>      | <b>332,742</b>               | <b>261,500</b>      |
| 5180  | Equipment/Vehicle Maintenance       | 0                  | 185                 | 2,750               | 51                           | 2,750               |
| 5190  | Facility Op. & Maintenance          | 49,822             | 78,792              | 74,000              | 76,688                       | 76,220              |
| 5215  | Garden Maintenance                  | 8,723              | 18,850              | 22,000              | 15,009                       | 22,000              |
|   | <b>TOTAL MAINTENANCE COSTS</b>      | <b>58,546</b>      | <b>97,827</b>       | <b>98,750</b>       | <b>91,747</b>                | <b>100,970</b>      |
| 5143  | Catering                            | 46,021             | 214,389             | 283,500             | 217,131                      | 294,840             |
| 5521  | Retail - Alcoholic Beverages        | 9,510              | 62,986              | 88,200              | 59,748                       | 74,530              |
|   | <b>TOTAL RETAIL</b>                 | <b>55,531</b>      | <b>277,375</b>      | <b>371,700</b>      | <b>276,878</b>               | <b>369,370</b>      |
| 5265  | Insurance - Liquor Liability        | 5,423              | 3,880               | 6,500               | 5,222                        | 8,250               |
|   | <b>TOTAL INSURANCE</b>              | <b>5,423</b>       | <b>3,880</b>        | <b>6,500</b>        | <b>5,222</b>                 | <b>8,250</b>        |
| 5580-001  | Telephone                           | 1,822              | 1,626               | 3,000               | 1,373                        | 2,000               |
| 5580-002  | Electricity                         | 26,852             | 37,232              | 35,000              | 34,441                       | 40,000              |
| 5580-003  | Natural Gas                         | 8,791              | 12,940              | 10,000              | 13,036                       | 14,000              |
| 5580-004  | Water/Sewer                         | 5,879              | 6,437               | 5,500               | 3,645                        | 6,500               |
| 5580-016  | Cable/Internet                      | 1,578              | 1,531               | 1,400               | 1,321                        | 1,600               |
|   | <b>TOTAL UTILITIES</b>              | <b>44,921</b>      | <b>59,767</b>       | <b>54,900</b>       | <b>53,816</b>                | <b>64,100</b>       |
|   | <b>TOTAL EXPENSES</b>               | <b>\$ 560,473</b>  | <b>\$ 1,232,020</b> | <b>\$ 1,351,923</b> | <b>\$ 1,189,606</b>          | <b>\$ 1,393,960</b> |
|   | <b>OPERATING INCOME (LOSS)</b>      | <b>\$ (58,952)</b> | <b>\$ 959,732</b>   | <b>\$ 751,040</b>   | <b>\$ 999,642</b>            | <b>\$ 790,540</b>   |

# MEADOWLARK ATRIUM AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Increase new client leads with the implementation of at least (2) new monthly outreach strategies.
- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted campaign strategy that address social, print, media, promotions and required collateral for The Atrium.
- Host a minimum of (2) Open House events.
- Use Event Temple event management software for catering functions to create a seamless operation.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Perform detailed event tracking and analysis to monitor expense and revenue performance.
- Track effectiveness of leads and promotions through monthly monitoring of revenue.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Continue to implement a plan that focuses on attracting nontraditional & corporate rental business developing a minimum of (2) new strategies.
- Implement at least (2) new strategies to increase off-peak event rentals.
- Conduct a comprehensive annual review of our catering and alcohol offerings that focus on how we can improve our services.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- 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.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment of Event and Food & Beverage staff.

**Goal Two: Promote a sense of belonging through quality customer interactions and experiences.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue an in-house audit program to evaluate the performance of part-time staff.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Work closely with Garden Facilities team to ensure Atrium needs are addressed in a timely manner; communicate upcoming priorities and events to ensure seamless operations.
- Continue to consistently evaluate and implement needed facility improvements. Focus on evaluating and improving the Atrium's Net Promoter Score by focusing at least (3) strategies on improving reputation as a high-end venue.
- Review and update website to include timely reviews, pictures, and information on a quarterly basis.

# MEADOWLARK ATRIUM AND EVENT SERVICES

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Hosted (1) Open House event resulting in (3) new contracts
- Maintained our event management software to track leads and ensure proper communications through the event process.
- Implemented a number of marketing and outreach strategies to drive rentals including a holiday party E-blast utilizing our data base of existing and former clients and regular short-term rental offers and special booking promotions.
- Delivered consistent, weekly social media posts to drive interest and engagement.
- Restarted hospitality internship program with George Mason University.
- Communicated quarterly with Food & Beverage staff regarding food & labor costs as well as staffing plans.

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

**Highlights**

- Successfully integrated catering operations into our event management software.
- Updated our 5-year capital request plan.
- Staff maintained ServSafe and/or TIPS training certification for safe food handling and alcohol services.
- Staff completed Customer Service Trainings Level 1 and 2.
- Conducted bi-annual catering staff meetings designed to provide training and instruction on industry standards.
- Continue performing weekly, bi-weekly, or monthly site walk through for continued improvement of facility maintenance and cleanliness.
- Worked closely on the capital HVAC and roof replacement projects for the building.
- Created and implemented a program to merge maintenance teams to ensure proper site coverage.
- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines.

| <b><u>MEASURABLE RESULTS</u></b>                                 | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months<br/>JUL-DEC<br/>2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|---|---------------------------|
| • Total Atrium events/rentals                                    | 38                        | 128                       | 120                       | 63  | 120                       |
| • Atrium social events   | 32                        | 116                       | 100                       | 63  | 100                       |
| • Percentage of Atrium Social Events catered by Great Blue Heron | 90%                       | 95%                       | 97%                       | 100%  | 100%                      |
| • Annual attendance-social event guests                          | 2,280                     | 17,280                    | 10,000                    | 6,930   | 10,000                    |
| • Number of gazebo rentals                                       | 66                        | 38                        | 50                        | —   | 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. 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 2022<br>ACTUAL  | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                    |                    |                    |                       |
| User Fees                   | \$ 887             | \$ 2,000           | \$ 2,000           | 0.0%                  |
| Other Revenue               | 711                | 1,421              | 1,421              | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,598</b>    | <b>\$ 3,421</b>    | <b>\$ 3,421</b>    | <b>0.0%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                    |                    |                    |                       |
| Operating Costs             | 360                | 1,500              | 1,200              | -20.0%                |
| Maintenance Costs           | 20,207             | 18,000             | 18,540             | 3.0%                  |
| Utilities                   | 1,372              | 1,500              | 1,500              | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 21,939</b>   | <b>\$ 21,000</b>   | <b>\$ 21,240</b>   | <b>1.1%</b>           |
| <b>Net Income</b>           | <b>\$ (20,342)</b> | <b>\$ (17,579)</b> | <b>\$ (17,819)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |

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

| ACCOUNT NUMBER   | ACCOUNT DESCRIPTION            | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|--------------------------------|--------------------|--------------------|--------------------|------------------------------|--------------------|
| <b>3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK</b> |                                |                    |                    |                    |                              |                    |
| <b>REVENUES</b>  |                                |                    |                    |                    |                              |                    |
| 4131   | Church Rental                  | \$ 0               | \$ 0               | \$ 600             | \$ 250                       | \$ 600             |
| 4230   | Entrance Fees                  | 0                  | 0                  | 200                | 0                            | 200                |
| 4600   | Programmed Events              | 125                | 887                | 1,200              | 525                          | 1,200              |
|  | <b>TOTAL USER FEES</b>         | <b>125</b>         | <b>887</b>         | <b>2,000</b>       | <b>775</b>                   | <b>2,000</b>       |
| 4605   | Farm Rental Lease              | 711                | 711                | 1,421              | 0                            | 1,421              |
|  | <b>TOTAL OTHER REVENUE</b>     | <b>711</b>         | <b>711</b>         | <b>1,421</b>       | <b>0</b>                     | <b>1,421</b>       |
|  | <b>TOTAL REVENUES</b>          | <b>\$ 836</b>      | <b>\$ 1,598</b>    | <b>\$ 3,421</b>    | <b>\$ 775</b>                | <b>\$ 3,421</b>    |
| <b>EXPENSES</b>  |                                |                    |                    |                    |                              |                    |
| 5490   | Programs and Promotions        | 0                  | 360                | 1,500              | 201                          | 1,200              |
|  | <b>TOTAL OPERATING COSTS</b>   | <b>0</b>           | <b>360</b>         | <b>1,500</b>       | <b>201</b>                   | <b>1,200</b>       |
| 5190   | Facility Op. & Maintenance     | 16,939             | 20,207             | 18,000             | 10,216                       | 18,540             |
|  | <b>TOTAL MAINTENANCE COSTS</b> | <b>16,939</b>      | <b>20,207</b>      | <b>18,000</b>      | <b>10,216</b>                | <b>18,540</b>      |
| 5580-002   | Electricity                    | 818                | 1,372              | 1,500              | 673                          | 1,500              |
|  | <b>TOTAL UTILITIES</b>         | <b>818</b>         | <b>1,372</b>       | <b>1,500</b>       | <b>673</b>                   | <b>1,500</b>       |
|  | <b>TOTAL EXPENSES</b>          | <b>\$ 17,756</b>   | <b>\$ 21,939</b>   | <b>\$ 21,000</b>   | <b>\$ 11,089</b>             | <b>\$ 21,240</b>   |
|  | <b>OPERATING INCOME (LOSS)</b> | <b>\$ (16,921)</b> | <b>\$ (20,342)</b> | <b>\$ (17,579)</b> | <b>\$ (10,314)</b>           | <b>\$ (17,819)</b> |

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

## STRATEGIC GOALS & OBJECTIVES FY 2024



### Mt. Zion Historic Park:

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



Objectives:

- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.
- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance utilizing no less than 500 volunteer hours across both sites.
- Conduct a minimum of (3) SOL based programs.
- Maintain a minimum of (5) diverse community partnerships.

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



Objectives:

- Maintain a minimum of (3) educational partnerships with local history or nature organizations.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.

### 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 utilizing no less than 500 volunteer hours across both sites.
- Maintain a minimum of (3) diverse community partnerships.
- Install a minimum of (1) new display that interprets the history at Gilbert's Corner.
- 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.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.



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

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

### **Mt. Zion Historic Park:**

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

**Highlights**

- Conducted SOL based programs for 4<sup>th</sup> and 6<sup>th</sup> grade students.
- Maintained more than (7) community partnerships including the addition of Loudoun Public Library as a partner in a new program at Gilbert's Corner.

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

**Highlights**

- Maintained (5) educational partnerships including the addition of Shepherd University.
- Implemented strategies and training techniques developed by the Customer Service Committee.
- Park staff conducted weekly and monthly routine facility maintenance inspections.

### **Gilbert's Corner Regional Park:**

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

**Highlights**

- Volunteer corps at Gilbert's Corner grew and focused their efforts on the installation of a monthly Story Walk along the hiking trails.
- Maintained (3) community partnerships.

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

**Highlights**

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

## MEASURABLE RESULTS

|                                      | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC | FY 2024<br>TARGET |
|--------------------------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Special event & program attendance | 101               | 323               | 600               | 165                                      | 600               |
| • Rental event attendance            | 30                | 50                | 150               | 0  | 150               |
| • School program attendance          | 2                 | 392               | 425               | 0  | 425               |
| • Scout attendance                   | 0                 | 0                 | 90                | 0  | 90                |
| • Volunteer hours                    | 52                | 99                | 500               | 242                                      | 500               |

# OCCOQUAN REGIONAL PARK

## PROGRAM OVERVIEW

Occoquan Regional Park is a 350- acre scenic park located on the Fairfax County shoreline of the Occoquan River. It offers recreational amenities including batting cages, river access including boat launch and kayak rentals, a 5k loop trail, boat and RV storage, and picnic shelters. It also provides practice rowing for local high schools. A number of special events are hosted at the park, including the Occoquan Brickyard 5k Race Series, car shows, and river festivals. The park is also home to the Turning Point Suffragist Memorial, which opened the spring of 2021. A major focus in the park is to provide leadership in conservation and recreational use of the Occoquan River.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 318,035          | \$ 313,500          | \$ 345,900          | 10.3%                 |
| Retail Operations           | -206                | 1,200               | 2,500               | 108.3%                |
| Other Revenue               | 18                  | 0                   | 0                   | -                     |
| <b>TOTAL REVENUE</b>        | <b>\$ 317,846</b>   | <b>\$ 314,700</b>   | <b>\$ 348,400</b>   | <b>10.7%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 310,582          | \$ 431,115          | \$ 479,965          | 11.3%                 |
| Operating Costs             | 15,404              | 16,700              | 15,900              | -4.8%                 |
| Maintenance Costs           | 131,012             | 136,783             | 142,962             | 4.5%                  |
| Insurance                   | 1,814               | 2,043               | 2,198               | 7.6%                  |
| Retail Operations           | 498                 | 480                 | 1000                | 108.3%                |
| Utilities                   | 28,027              | 37,700              | 35,500              | -5.8%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 487,338</b>   | <b>\$ 624,821</b>   | <b>\$ 677,525</b>   | <b>8.4%</b>           |
| <b>Net Income</b>           | <b>\$ (169,491)</b> | <b>\$ (310,121)</b> | <b>\$ (329,125)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes the first full year of a full-time Park Specialist position. Part-time hours were reduced to create this full-time position.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 2.00                         | 2.00                         | 2.00                         | 3.00                        | 4.00                       |
| Part-Time | 4.89                         | 5.22                         | 6.20                         | 5.91                        | 4.96                       |

## OCCOQUAN REGIONAL PARK

| ACCOUNT NUMBER                      | ACCOUNT DESCRIPTION                    | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|-------------------------------------|--|--------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-210 OCCOQUAN REGIONAL PARK</b> |  |                    |                     |                     |                              |                     |
| <b>REVENUES</b>                     |  |                    |                     |                     |                              |                     |
| 4460                                | Launch Fees                            | \$ 35,239.5        | \$ 31,143           | \$ 36,000           | \$ 19,153.75                 | \$ 36,000           |
| 4690                                | Special Events                         | 11,110             | 17,461              | 10,000              | 20,581                       | 15,000              |
| 4670                                | Shelter Reservations                   | 39,887             | 42,750              | 35,500              | 26,155                       | 45,000              |
| 4600                                | Programmed Events                      | 5,435              | 4,160               | 8,000               | 2,285                        | 10,000              |
| 4060                                | Batting Cage Fees                      | 34,026             | 34,119              | 30,000              | 23,016                       | 34,000              |
| 4070                                | Boat Rental                            | 90,771             | 72,455              | 75,000              | 40,749                       | 75,000              |
| 4080                                | Boat Storage                           | 112,224            | 115,948             | 119,000             | 114,059                      | 130,900             |
|                                     | <b>TOTAL USER FEES</b>                 | <b>328,692</b>     | <b>318,035</b>      | <b>313,500</b>      | <b>245,999</b>               | <b>345,900</b>      |
| 4640                                | Retail - Food                          | 70                 | (206)               | 1,200               | 577                          | 2,500               |
|                                     | <b>TOTAL RETAIL OPERATIONS</b>         | <b>70</b>          | <b>(206)</b>        | <b>1,200</b>        | <b>577</b>                   | <b>2,500</b>        |
| 4510                                | Miscellaneous Revenue                  | 175                | 18                  | 0                   | 273                          | 0                   |
|                                     | <b>TOTAL OTHER REVENUE</b>             | <b>175</b>         | <b>18</b>           | <b>0</b>            | <b>273</b>                   | <b>0</b>            |
|                                     | <b>TOTAL REVENUE AND OTHER SOURCES</b> | <b>\$ 328,938</b>  | <b>\$ 317,846</b>   | <b>\$ 314,700</b>   | <b>\$ 246,849</b>            | <b>\$ 348,400</b>   |
| <b>EXPENSES</b>                     |  |                    |                     |                     |                              |                     |
| 5010                                | Full-Time Salaries                     | \$ 115,389         | \$ 128,370          | \$ 169,526          | \$ 166,028                   | \$ 217,953          |
| 5020                                | Part-Time Salaries                     | 124,103            | 122,855             | 174,947             | 95,374                       | 147,785             |
| 5030                                | FICA                                   | 18,140             | 18,808              | 26,352              | 19,128                       | 27,979              |
| 5040                                | Hospitalization                        | 10,813             | 15,002              | 23,457              | 23,948                       | 37,094              |
| 5060                                | Life Insurance                         | 1,104              | 1,140               | 1,933               | 1,311                        | 2,485               |
| 5050                                | Retirement                             | 23,127             | 23,893              | 33,905              | 26,755                       | 45,770              |
| 5070                                | Unemployment Tax                       | 401                | 514                 | 995                 | 302                          | 899                 |
|                                     | <b>TOTAL PERSONNEL SERVICES</b>        | <b>293,078</b>     | <b>310,582</b>      | <b>431,115</b>      | <b>332,845</b>               | <b>479,965</b>      |
| 5230                                | Gas and Diesel                         | 3,132              | 8,087               | 6,000               | 6,300                        | 9,000               |
| 5430                                | Park Police                            | 0                  | 0                   | 6,000               | 603                          | 3,000               |
| 5490                                | Programs and Promotions                | 3,585              | 6,967               | 4,000               | 1,022                        | 2,500               |
| 5570                                | Uniforms                               | 483                | 350                 | 700                 | 591                          | 1,400               |
|                                     | <b>TOTAL OPERATING COSTS</b>           | <b>7,200</b>       | <b>15,404</b>       | <b>16,700</b>       | <b>8,516</b>                 | <b>15,900</b>       |
| 5180                                | Equipment/Vehicle Maintenance          | 7,524              | 8,951               | 13,200              | 6,167                        | 13,200              |
| 5190                                | Facility Op. & Maintenance             | 60,384             | 122,061             | 123,583             | 85,530                       | 129,762             |
|                                     | <b>TOTAL MAINTENANCE COSTS</b>         | <b>67,908</b>      | <b>131,012</b>      | <b>136,783</b>      | <b>91,696</b>                | <b>142,962</b>      |
| 5290                                | Insurance - Vehicle                    | 1,795              | 1,814               | 2,043               | 2,155                        | 2,198               |
|                                     | <b>TOTAL INSURANCE</b>                 | <b>1,795</b>       | <b>1,814</b>        | <b>2,043</b>        | <b>2,155</b>                 | <b>2,198</b>        |
| 5520                                | Retail - Food                          | 174                | 498                 | 480                 | 165                          | 1,000               |
|                                     | <b>TOTAL RETAIL OPERATIONS</b>         | <b>174</b>         | <b>498</b>          | <b>480</b>          | <b>165</b>                   | <b>1,000</b>        |
| 5580-001                            | Telephone                              | 2,725              | 3,082               | 2,200               | 2,371                        | 3,000               |
| 5580-002                            | Electricity                            | 11,002             | 12,431              | 18,000              | 10,945                       | 15,000              |
| 5580-003                            | Natural Gas                            | 191                | 191                 | 0                   | 0                            | 0                   |
| 5580-004                            | Water/Sewer                            | 2,643              | 8,255               | 12,500              | 986                          | 12,500              |
| 5580-008                            | Propane Gas                            | 3,644              | 2,662               | 3,500               | 2,702                        | 3,500               |
| 5580-016                            | Internet/Cable                         | 1,381              | 1,406               | 1,500               | 1,052                        | 1,500               |
|                                     | <b>TOTAL UTILITIES</b>                 | <b>21,587</b>      | <b>28,027</b>       | <b>37,700</b>       | <b>18,056</b>                | <b>35,500</b>       |
|                                     | <b>TOTAL EXPENSES</b>                  | <b>\$ 391,742</b>  | <b>\$ 487,338</b>   | <b>\$ 624,821</b>   | <b>\$ 453,434</b>            | <b>\$ 677,525</b>   |
|                                     | <b>OPERATING INCOME (LOSS)</b>         | <b>\$ (62,804)</b> | <b>\$ (169,491)</b> | <b>\$ (310,121)</b> | <b>\$ (206,584)</b>          | <b>\$ (329,125)</b> |

# OCCOQUAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, Promote, Manage and Sustain parklands.**



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to maintain and improve the trail systems through sustainable trail maintenance efforts.

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



Objectives:

- Host a minimum of (6) Brickyard 5k internal and external events.
- Maintain a minimum of (5) diverse community partnerships.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media on a weekly basis.
- Implement at least (3) park special events.
- Offer a minimum of (4) Roving Naturalist led programs.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Continue and increase cross-agency promotion and marketing efforts across all park facilities.

### **Goal Four: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



Objectives:

- Continue to refine kayak and boat rental operations and opportunities.
- Develop and implement an improvement plan for the batting cages to increase usage.
- Continue to work closely with the TPSM docent program to facilitate tours and visitation.

### **Goal Five: Continue to implement a new park wide management plan.**



Objectives:

- Work with The River View, Brickmakers Café, and Brickmakers Catering to facilitate a seamless park operation.
- Continue to update the park-wide signage plan.
- Continue to oversee the day-to-day and on-going maintenance and upkeep requirements for the TPSM to ensure proper care of this national memorial.
- Update the promotion and marketing plans for Brickmakers Café, and The Pavilion.
- Maintain Boat and RV lots at 95% capacity.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.

# OCCOQUAN REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

### **Goal One: Protect, Promote, Manage and Sustain parklands.**

#### Highlights

- Coordinated with the Turning Point Suffragist Memorial team to coordinate landscaping contracts, schedule tours, and work with the Girl Scouts of America to conduct Bridging Ceremonies.
- Maintained the following community partnerships: Friends of the Occoquan, George Mason University, Turning Point Suffragist Memorial Association, Town of Occoquan/Mayor of Occoquan, Fairfax County & Prince William County Marine Police, United States Coast Guard, FBI, Fairfax County Urban Search and Rescue, Prince William Marina
- Utilizing the Hiperweb, we ensured regular park maintenance was scheduled and completed. This includes restroom winterization, vehicle maintenance, HVAC operation and kayak storage.
- Reviewed all contracted arrangements to aid in the maintenance of park grounds, the Suffragist Memorial, and areas immediately around the River View.
- Implemented a routine maintenance schedule for the entrance road to the park.
- Installed new plantings in the front of the park to shield storage and electrical structures from view.

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

#### Highlights

- The Brickyard 5k Course hosted (8) events during FY 2023.
- Hosted **(21)** external special events in FY 2023 including the following:
  - FOTO River Clean-ups (2)
  - NOVA Kayak Bass Anglers
  - GMU River Clean-ups (2)
  - Prince William Cruisers Car Show
  - Weekend Bassers Fishing Tournaments (2)
  - Deutsch Concourse D'Elegance Car Show
  - New Horizons Fishing Tournaments (2)
  - Patriot District BSA Day Camp
  - Girl Scout Bridging Ceremony (6)
- Collaborated with the Roving Park Naturalist to offer (4) Paddle Tours and Campfire programs.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**

#### Highlights

- Level 1 Customer Service trainings were implemented for Batting Cage & Marina operations.
- Continued to utilize the Great Board and new Great Cards to promote staff recognition from both peers and park guests.
- Reviewed park signage for consistency and wayfinding.

### **Goal Four Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**

#### Highlights

- Increased our rental fleet size to accommodate additional visitors and to improve revenue.
- Revised the event inquiry form to make it simpler to communicate details for external 5k events and special events at the park.
- Designed and implemented a plan to enhance the overall appearance of the batting cages including:
- Installed new batting cage net system.

### **Goal Five: Continue to implement a new park wide management plan.**

#### Highlights

- Enhanced lines of communication between The River View, Brickmaker's Café and Brickmakers Catering ensuring cohesive messaging.
- Conducted weekly meetings with key staff providing the opportunity to debrief from the previous week's event, plan for upcoming events and discuss park issues and challenges.
- Maintained daily and long-term plans for the maintenance and upkeep of the Turning Point Suffragist Memorial.
- Maintained Boat and RV lots at 95% capacity.

## MEASURABLE RESULTS

|                                    | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|------------------------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Boat/RV storage usage            | 144               | 150               | 150               | 147  | 150               |
| • Number of boat launches          | 3,403             | 2,815             | 3,000             | 1,253  | 3,000             |
| • Number of batting cage rounds    | 22,621            | 17,062            | 16,250            | 7,261  | 16,250            |
| • Number of picnic shelter rentals | 298               | 303               | 235               | 135  | 260               |
| • Number of volunteer hours        | 259               | 292               | 500               | 150  | 500               |
| • Number of boat rentals           | 5,711             | 4,029             | 4,240             | 2,018  | 4,240             |
| • Number of 5 K events             | 8                 | 10                | 10                | 7  | 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|---|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>                  |                     |                     |                     |                       |
| User Fees                                 | \$ 776,108          | \$ 740,000          | \$ 795,000          | 7.4%                  |
| Retail Operations                         | 1,421,065           | 1,171,564           | 1,285,050           | 9.7%                  |
| Other Revenue                             | 214,027             | 111,500             | 117,160             | 5.1%                  |
| Transfer from Restricted License Fee Fund | 0                   | 0                   | 0                   |                       |
| Transfer from Capital Fund                | 0                   | 0                   | 0                   |                       |
| <b>TOTAL REVENUE</b>                      | <b>\$ 2,411,200</b> | <b>\$ 2,023,064</b> | <b>\$ 2,197,210</b> | <b>8.6%</b>           |
| <b>EXPENSES BY CATEGORY</b>               |                     |                     |                     |                       |
| Personnel Services                        | \$ 317,593          | \$ 442,647          | \$ 464,947          | 5.0%                  |
| Operating Costs                           | 334,031             | 233,830             | 278,970             | 19.3%                 |
| Maintenance Costs                         | 183,936             | 131,321             | 177,607             | 35.2%                 |
| Insurance                                 | 3,032               | 6,000               | 8,250               | 37.5%                 |
| Retail Operations                         | 343,323             | 359,310             | 376,585             | 4.8%                  |
| Utilities                                 | 48,481              | 65,700              | 67,700              | 3.0%                  |
| Debt Service                              | 439,352             | 815,006             | 810,272             | -0.6%                 |
| <b>TOTAL EXPENSES</b>                     | <b>\$ 1,669,747</b> | <b>\$ 2,053,814</b> | <b>\$ 2,184,331</b> | <b>6.4%</b>           |
| <b>Net Income</b>                         | <b>\$ 741,453</b>   | <b>\$ (30,750)</b>  | <b>\$ 12,879</b>    |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The River View at Occoquan is budgeted to cover debt service costs without a transfer from the Capital Fund. Maintenance costs are budgeted to increase to a level closer to actual expense. Insurance increased due to an increase in liquor liability insurance.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 4.25                         | 4.25                         | 4.25                         | 4.25                        | 4.25                       |
| Part-Time | 2.59                         | 2.89                         | 3.37                         | 3.61                        | 3.86                       |

## THE RIVER VIEW AT OCCOQUAN

| ACCOUNT NUMBER                          | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|---------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-215 THE RIVER VIEW AT OCCOQUAN</b> |                                 |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                         |                                 |                     |                     |                     |                              |                     |
| 4135                                    | River View Rental               | \$ 227,416          | \$ 765,468          | \$ 725,000          | \$ 606,313                   | \$ 780,000          |
| 4487                                    | Reservations-Pavilion Rental    | 7,150               | 10,640              | 15,000              | 6,920                        | 15,000              |
|   | <b>TOTAL USER FEES</b>          | <b>234,566</b>      | <b>776,108</b>      | <b>740,000</b>      | <b>613,233</b>               | <b>795,000</b>      |
| 4821                                    | Equipment Rental                | 14,247              | 92,566              | 72,500              | 75,075                       | 76,000              |
| 4822                                    | NVRPA Event Staffing            | 10,963              | 121,264             | 39,000              | 77,714                       | 41,160              |
| 4440                                    | Interest                        | 472                 | 197                 | 0                   | (206)                        | 0                   |
|   | <b>TOTAL OTHER REVENUE</b>      | <b>25,682</b>       | <b>214,027</b>      | <b>111,500</b>      | <b>152,583</b>               | <b>117,160</b>      |
| 4115                                    | Catering                        | 169,978             | 874,659             | 761,250             | 719,542                      | 835,000             |
| 4682                                    | Administrative Fee              | 37,954              | 210,315             | 143,876             | 179,285                      | 157,800             |
| 4641                                    | Retail - Alcoholic Beverages    | 26,913              | 175,948             | 266,438             | 139,952                      | 292,250             |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>262,511</b>      | <b>1,421,065</b>    | <b>1,171,564</b>    | <b>1,181,996</b>             | <b>1,285,050</b>    |
|   | <b>TOTAL REVENUE</b>            | <b>522,759</b>      | <b>2,411,200</b>    | <b>2,023,064</b>    | <b>1,947,812</b>             | <b>2,197,210</b>    |
| <b>TRANSFERS IN</b>                     |                                 |                     |                     |                     |                              |                     |
| 4950                                    | Transfer from Restricted Fund   | 0                   | 0                   | 0                   | 0                            | 0                   |
| 4900                                    | Transfer from Capital Fund      | 812,116             | 0                   | 0                   | 0                            | 0                   |
|   | <b>TOTAL TRANSFERS IN</b>       | <b>812,116</b>      | <b>0</b>            | <b>0</b>            | <b>0</b>                     | <b>0</b>            |
|   | <b>TOTAL RESOURCES</b>          | <b>\$ 1,334,875</b> | <b>\$ 2,411,200</b> | <b>\$ 2,023,064</b> | <b>\$ 1,947,812</b>          | <b>\$ 2,197,210</b> |
| <b>EXPENSES</b>                         |                                 |                     |                     |                     |                              |                     |
| 5010                                    | Full-Time Salaries              | \$ 164,356          | \$ 190,686          | \$ 219,228          | \$ 163,713                   | \$ 216,077          |
| 5020                                    | Part-Time Salaries              | 16,500              | 51,827              | 128,443             | 49,901                       | 140,040             |
| 5030                                    | FICA                            | 13,379              | 18,156              | 26,597              | 15,523                       | 27,243              |
| 5040                                    | Hospitalization                 | 27,065              | 19,135              | 21,223              | 21,690                       | 32,878              |
| 5060                                    | Life Insurance                  | 1,501               | 1,564               | 2,499               | 1,327                        | 2,463               |
| 5050                                    | Retirement                      | 32,490              | 35,881              | 43,846              | 28,538                       | 45,376              |
| 5070                                    | Unemployment Tax                | 197                 | 344                 | 812                 | 185                          | 870                 |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>255,487</b>      | <b>317,593</b>      | <b>442,647</b>      | <b>280,876</b>               | <b>464,947</b>      |
| 5186                                    | Equipment Rental                | 15,076              | 79,468              | 68,875              | 82,775                       | 72,200              |
| 5146                                    | Contract Employment             | 33,295              | 250,746             | 158,555             | 190,360                      | 200,370             |
| 5490                                    | Programs and Promotions         | 1,883               | 3,390               | 5,000               | 2,912                        | 5,000               |
| 5570                                    | Uniforms                        | 385                 | 426                 | 1,400               | 477                          | 1,400               |
|   | <b>TOTAL OPERATING COSTS</b>    | <b>50,639</b>       | <b>334,031</b>      | <b>233,830</b>      | <b>276,525</b>               | <b>278,970</b>      |
| 5180                                    | Equipment/Vehicle Maintenance   | 349                 | 0                   | 2,750               | 1                            | 2,750               |
| 5190                                    | Facility Op. & Maintenance      | 142,368             | 183,936             | 128,571             | 178,864                      | 174,857             |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>142,717</b>      | <b>183,936</b>      | <b>131,321</b>      | <b>178,865</b>               | <b>177,607</b>      |
| 5143                                    | Catering                        | 69,697              | 270,098             | 274,050             | 230,793                      | 300,600             |
| 5521                                    | Retail - Alcoholic Beverages    | 16,793              | 73,224              | 85,260              | 53,479                       | 75,985              |
|   | <b>TOTAL RETAIL</b>             | <b>86,491</b>       | <b>343,323</b>      | <b>359,310</b>      | <b>284,272</b>               | <b>376,585</b>      |
| 5265                                    | Insurance - Liquor Liability    | 4,810               | 3,032               | 6,000               | 4,662                        | 8,250               |
|   | <b>TOTAL INSURANCE</b>          | <b>4,810</b>        | <b>3,032</b>        | <b>6,000</b>        | <b>4,662</b>                 | <b>8,250</b>        |
| 5580-001                                | Telephone                       | 2,668               | 2,161               | 3,000               | 2,159                        | 3,000               |
| 5580-002                                | Electricity                     | 2,633               | 14,452              | 40,000              | 40,357                       | 40,000              |
| 5580-003                                | Natural Gas                     | 10,588              | 19,171              | 11,500              | 27,508                       | 11,500              |
| 5580-004                                | Water/Sewer                     | 4,882               | 6,892               | 5,000               | 4,389                        | 7,000               |
| 5580-016                                | Cable/Internet                  | 5,700               | 5,805               | 6,200               | 4,914                        | 6,200               |
|   | <b>TOTAL UTILITIES</b>          | <b>26,472</b>       | <b>48,481</b>       | <b>65,700</b>       | <b>79,327</b>                | <b>67,700</b>       |
| 2425                                    | Note Payable VRA Principal      | 0                   | 0                   | 280,000             | 0                            | 290,000             |
| 5322                                    | Interest Expense VRA Note       | 480,308             | 439,352             | 535,006             | 377,470                      | 520,272             |
|   | <b>TOTAL DEBT SERVICE</b>       | <b>480,308</b>      | <b>439,352</b>      | <b>815,006</b>      | <b>377,470</b>               | <b>810,272</b>      |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 1,046,923</b> | <b>\$ 1,669,747</b> | <b>\$ 2,053,814</b> | <b>\$ 1,481,996</b>          | <b>\$ 2,184,331</b> |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 287,951</b>   | <b>\$ 741,453</b>   | <b>\$ (30,750)</b>  | <b>\$ 465,816</b>            | <b>\$ 12,879</b>    |

# THE RIVER VIEW AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for The River View.
- Increase new client leads with the implementation of at least (2) new quarterly outreach strategies.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns and ensure weekly posts.
- Host a minimum of (2) Open House events.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Maintain a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform detailed event tracking and analysis to monitor expense and revenue performance.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- Track effectiveness of leads and promotions through monthly monitoring and reporting of revenue.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering. This should include food costs and menu pricing to follow latest industry trends.
- Work to effectively implement defined roles by position for successful event management and communication.
- Continue to implement Event Temple software to streamline processes and event information.

**Goal Two: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and implement a plan for consistent and continued site improvements.
- Work closely with Food and Beverage team to ensure implementation of annual training for part time / seasonal staff based on event performance and feedback.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Focus on evaluating and improving The River View's Net Promoter Score by focusing on at least (3) strategies on improving reputation as a high-end venue.
- Implement a continuous hospitality internship program.



# THE RIVER VIEW AT OCCOQUAN

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Created a calendar for social media posting to ensure a steady presence on social media to reach new potential clients.
- Overhauled and updated of our content management software to ensure proper communication with clients, vendors, and within NOVA Parks Events Committee.
- Hosted multiple styled shoots for new marketing materials, with one of the styled shoots winning an award.
- Hosted (1) open house in August 2022 and (1) open house in March 2023 both resulted in several new contracts.
- Focused on increasing off-peak rentals by reaching out to repeat clients to host their meetings, holiday parties and various events to fill slow months and middle of the week dates.
- Continued to communicate effectively with Food and Beverage staff regarding staffing plans as well as food and labor costs.

**Goal Two: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Continued site improvements focusing on exterior appearance, brick kiln façade, ceremony lawn turf, indoor hardwood floors
- Continued to utilize Hiperweb to communicate routine and emergency maintenance.
- Continued to conducted surveys with clients to effectively manage reputation and consistently review customer experience.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • River View events/rentals             | 44                | 119               | 100               | 75   | 105               |
| • Number of brunch wedding rentals      | 5                 | 4                 | 5                 | 9  | 5                 |
| • Number of weddings over 200 guests    | 1                 | 46                | 25                | 23   | 30                |
| • Annual attendance-social event guests | 2270              | 21,860            | 16,500            | 12,315   | 16,500            |
| • Number of pavilion rentals            | 14                | 16                | 16                | 5  | 16                |

# 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| Retail Operations           | 462,510           | 437,000            | 484,300            | 10.8%                 |
| Other Revenue               | 853               | 500                | 500                | 0.0                   |
| <b>TOTAL REVENUE</b>        | <b>\$ 463,363</b> | <b>\$ 437,500</b>  | <b>\$ 484,800</b>  | <b>10.8%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 118,622        | \$ 182,053         | \$ 193,268         | 6.2%                  |
| Operating Costs             | 20,855            | 4,500              | 7,000              | 55.6%                 |
| Maintenance Costs           | 27,232            | 29,940             | 30,838             | 3.0%                  |
| Insurance                   | 2158              | 1,500              | 1,500              | 0.0%                  |
| Retail Operations           | 221,120           | 171,175            | 174,000            | 1.7%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 389,987</b> | <b>\$ 389,168</b>  | <b>\$ 406,606</b>  | <b>4.5%</b>           |
| <b>Net Income</b>           | <b>\$ 73,376</b>  | <b>\$ 48,332</b>   | <b>\$ 78,194</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Brickmakers Cafe is budgeted to have a similar net income to the actual net income from last year.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 3.17                         | 3.82                         | 4.77                         | 4.77                        | 4.77                       |

## BRICKMAKERS CAFÉ AT OCCOQUAN

| ACCOUNT NUMBER                            | ACCOUNT DESCRIPTION          | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-220 BRICKMAKERS CAFÉ AT OCCOQUAN</b> |                              |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                           |                              |                   |                   |                    |                              |                    |
| 4822                                      | NVRPA Event Staffing         | 395               | 853               | 500                | 212                          | 500                |
| 4510                                      | Miscellaneous Revenue        | 11                | 0                 | 0                  | 0                            | 0                  |
| <b>TOTAL OTHER REVENUE</b>                |                              | <b>406</b>        | <b>853</b>        | <b>500</b>         | <b>212</b>                   | <b>500</b>         |
| 4640                                      | Retail - Food                | 312,085           | 400,410           | 350,000            | 293,344                      | 400,000            |
| 4115                                      | Catering                     | 13,083            | 25,651            | 34,000             | 45,680                       | 37,500             |
| 4641                                      | Retail -Alcoholic Beverages  | 38,174            | 36,448            | 52,500             | 24,221                       | 46,800             |
|   | Retail-Other                 | 0                 | 0                 | 500                | 0                            | 0                  |
| <b>TOTAL RETAIL OPERATIONS</b>            |                              | <b>363,342</b>    | <b>462,510</b>    | <b>437,000</b>     | <b>363,245</b>               | <b>484,300</b>     |
| <b>TOTAL REVENUES</b>                     |                              | <b>\$ 363,748</b> | <b>\$ 463,363</b> | <b>\$ 437,500</b>  | <b>\$ 363,457</b>            | <b>\$ 484,800</b>  |
| <b>EXPENSES</b>                           |                              |                   |                   |                    |                              |                    |
| 5020                                      | Part-Time Salaries           | \$ 92,451         | \$ 105,997        | \$ 156,866         | \$ 95,878                    | \$ 178,704         |
| 5030                                      | FICA                         | 7,071             | 8,009             | 12,000             | 6,943                        | 13,671             |
| 5040                                      | Hospitalization              | 693               | 4,298             | 12,403             | 5,501                        | 0                  |
| 5070                                      | Unemployment Tax             | 233               | 318               | 784                | 89                           | 894                |
| <b>TOTAL PERSONNEL SERVICES</b>           |                              | <b>100,448</b>    | <b>118,622</b>    | <b>182,053</b>     | <b>108,411</b>               | <b>193,268</b>     |
| 5146                                      | Contract Employment          | 5,250             | 20,855            | 2,500              | 19,014                       | 5,000              |
| 5490                                      | Programs and Promotions      | 0                 | 0                 | 2,000              | 900                          | 2,000              |
| <b>TOTAL OPERATING COSTS</b>              |                              | <b>5,250</b>      | <b>20,855</b>     | <b>4,500</b>       | <b>19,914</b>                | <b>7,000</b>       |
| 5190                                      | Facility Op. & Maintenance   | 28,167            | 27,232            | 29,940             | 14,971                       | 30,838             |
| <b>TOTAL MAINTENANCE COSTS</b>            |                              | <b>28,167</b>     | <b>27,232</b>     | <b>29,940</b>      | <b>14,971</b>                | <b>30,838</b>      |
| 5265                                      | Insurance - Liquor Liability | 438               | 2,158             | 1,500              | 2,488                        | 1,500              |
| <b>TOTAL INSURANCE</b>                    |                              | <b>438</b>        | <b>2,158</b>      | <b>1,500</b>       | <b>2,488</b>                 | <b>1,500</b>       |
| 5520                                      | Retail -Food                 | 160,594           | 211,160           | 153,600            | 136,418                      | 160,000            |
| 5521                                      | Retail - Alcoholic Beverages | 10,641            | 9,960             | 17,325             | 5,577                        | 14,000             |
|   | Retail-Other                 | 0                 | 0                 | 250                | 0                            | 0                  |
| <b>TOTAL RETAIL OPERATIONS</b>            |                              | <b>171,235</b>    | <b>221,120</b>    | <b>171,175</b>     | <b>141,995</b>               | <b>174,000</b>     |
| <b>TOTAL EXPENSES</b>                     |                              | <b>\$ 305,539</b> | <b>\$ 389,987</b> | <b>\$ 389,168</b>  | <b>\$ 287,779</b>            | <b>\$ 406,606</b>  |
| <b>OPERATING INCOME (LOSS)</b>            |                              | <b>\$ 58,209</b>  | <b>\$ 73,376</b>  | <b>\$ 48,332</b>   | <b>\$ 75,678</b>             | <b>\$ 78,194</b>   |

# BRICKMAKERS CAFÉ AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2024

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



### Objectives:

- Continue development and implementation of a daily operations sales plan to meet revenue goals and high service levels.
- Ensure staff maintains Food and Beverage compliance through measurable training and certification system.
- Implement a seasonal special events plan with strategies aimed at increasing sales.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain established SOPs for all café functions.
- Continue to update and revise menu offerings and evaluate pricing to ensure profitability.
- Work closely with the NOVA Parks Marketing team to annually develop a strategies that address social, print, media, promotions and required collateral for café including the development and implementation of at least (3) new strategies to promote sales
- Evaluate and implement plans for continued site improvements.
- Monitor daily facility check lists to ensure facility standards for maintenance and cleanliness.
- Work with the Food & Beverage Manager, Assistant Food & Beverage Manager, and the Restaurant Supervisor to maintain an effective and efficient staffing plan. Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) new strategies to increase catering revenues.

# BRICKMAKERS CAFÉ AT OCCOQUAN

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Continued development and implementation of daily operations sales plan to meet revenue goals through a combination of measures including menu reviews; daily, weekly, and monthly specials; new menu offerings and staffing templates.
- Conducted food handling and alcohol service training certification for Café staff.
- Conducted bacterial and viral related training in accordance with health department guidelines.
- Consistently implemented new monthly specials for events including the Super Bowl, Valentine’s Day, St. Patrick’s Day, Cinco de Mayo, Mother’s Day, Father’s Day, 4th of July, Labor Day, Halloween, Veteran’s Day, and a winter/holiday wine tasting.
- Implemented several new strategies to increase awareness of Brickmakers Café including Visit Occoquan Magazine, consistent social media postings, updating catering related material for private events, and increased advertising throughout park for online ordering.
- Customer service training for Café staff completed to include a focus on greeting customers, effectively taking orders, handling customer complaints and prioritizing tickets for increased speed of service.
- Updated daily, weekly, and monthly SOPs related to facility cleanliness, prepping, cooking and presentation of menu items, and new pager food pick-up system. Worked with Café staff on complete overhaul of storage throughout Brickmakers Café and River View kitchen area
- Worked with Food and Beverage Manager and Assistant Food and Beverage Manager to update and revise menu offerings to ensure proper food margins and increase speed of service.
- Implemented a plan for improvements for the outside dining space including new patio tables, chairs, and umbrellas. Installed patio heaters to extend outside sitting season. Consistently reviewed daily operations to gather feedback on site improvements
- Monitored daily facility check lists to ensure facility standards for maintenance and cleanliness were met
- Worked with Food and Beverage Manager, Assistant Food and Beverage Manager and Restaurant Supervisor to update weekly schedule templates to forecast staffing needs throughout the year. Worked with Operations Superintendent to add a second Restaurant Supervisor to handle daily front-end operations of Brickmakers Cafe
- Updated patio rental guidelines and private event menus to increase catering revenue. Revised material for suffragist memorial tour boxed lunches. Worked with Park Manager on boxed lunch offerings for kayak race participants  
Revised patio rental guidelines to increase reservation revenues

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • Number of restaurant guests served        | 39,280            | 45,016            | 48,000            | 20,248   | 48,000            |
| • Number of special events                  | 9                 | 11                | 8                 | 5  | 8                 |
| • Per customer average on food and beverage | 9                 | 10                | 11                | 11   | 10                |

# 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.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL  | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                    |                    |                    |                       |
| Retail Operations           | \$ 166,267         | \$ 213,340         | \$ 208,340         | -2.3%                 |
| Other Revenue               | 6,495              | 9,700              | 12,500             | 28.9%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 172,762</b>  | <b>\$ 223,040</b>  | <b>\$ 220,840</b>  | <b>-1.0%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                    |                    |                    |                       |
| Personnel Services          | \$ 118,482         | \$ 151,866         | \$ 162,747         | 7.2%                  |
| Operating Costs             | 16,641             | 12,790             | 23,850             | 86.5%                 |
| Maintenance Costs           | 11,674             | 14,820             | 15,166             | 2.3%                  |
| Insurance                   | 1,593              | 3,533              | 2,148              | -39.2%                |
| Retail Operations           | 43,993             | 64,950             | 63,150             | -2.8%                 |
| Utilities                   | 0                  | 500                | 0                  | -100.0%               |
| <b>TOTAL EXPENSES</b>       | <b>\$ 192,383</b>  | <b>\$ 248,459</b>  | <b>\$ 267,061</b>  | <b>7.5%</b>           |
| <b>Net Income</b>           | <b>\$ (19,621)</b> | <b>\$ (25,419)</b> | <b>\$ (46,221)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes a net that is slightly lower than last year and the current budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.09                         | 1.09                         | 1.09                         | 1.09                        | 1.09                       |
| Part-Time | 2.62                         | 1.05                         | 1.21                         | 1.21                        | 1.21                       |

## BRICKMAKERS CATERING AND EVENT SERVICES

| ACCOUNT NUMBER   | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|---------------------------------|--------------------|--------------------|--------------------|------------------------------|--------------------|
| <b>3-125 BRICKMAKERS CATERING &amp; EVENT SERVICES</b> |                                 |                    |                    |                    |                              |                    |
| <b>REVENUES</b>  |                                 |                    |                    |                    |                              |                    |
| 4821   | Equipment Rental                | \$ 0               | \$ 0               | \$ 3,600           | \$ 9,900                     | \$ 5,000           |
| 4822   | NVRPA Event Staffing            | 3,585              | 6,495              | 6,100              | 5,073                        | 7,500              |
|  | <b>TOTAL OTHER REVENUE</b>      | <b>3,585</b>       | <b>6,495</b>       | <b>9,700</b>       | <b>14,973</b>                | <b>12,500</b>      |
| 4200   | Catering Food Truck             | 15,529             | 12,324             | 5,000              | 2,000                        | 0                  |
| 4115   | Catering-Great Blue Heron       | 30,018             | 126,239            | 175,000            | 138,944                      | 175,000            |
| 4682   | Administrative Fee              | 4,812              | 16,362             | 15,840             | 13,641                       | 15,840             |
| 4641   | Retail - Alcoholic Beverages    | 4,164              | 11,343             | 17,500             | 13,738                       | 17,500             |
|  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>54,524</b>      | <b>166,267</b>     | <b>213,340</b>     | <b>168,323</b>               | <b>208,340</b>     |
|  | <b>TOTAL REVENUES</b>           | <b>\$ 58,109</b>   | <b>\$ 172,762</b>  | <b>\$ 223,040</b>  | <b>\$ 183,297</b>            | <b>\$ 220,840</b>  |
| <b>EXPENSES</b>  |                                 |                    |                    |                    |                              |                    |
| 5010   | Full-Time Salaries              | \$ 73,877          | \$ 88,173          | \$ 82,876          | \$ 86,052                    | \$ 90,583          |
| 5020   | Part-Time Salaries              | 5,786              | 5,240              | 40,368             | 7,285                        | 40,368             |
| 5030   | FICA                            | 6,061              | 7,111              | 9,428              | 6,981                        | 10,018             |
| 5040   | Hospitalization                 | 1,519              | 1,305              | 1,428              | 1,267                        | 1,478              |
| 5060   | Life Insurance                  | 1,068              | 1,171              | 945                | 1,097                        | 1,033              |
| 5050   | Retirement                      | 14,805             | 15,429             | 16,575             | 13,488                       | 19,022             |
| 5070   | Unemployment Tax                | 68                 | 53                 | 245                | 42                           | 245                |
|  | <b>TOTAL PERSONNEL SERVICES</b> | <b>103,184</b>     | <b>118,482</b>     | <b>151,866</b>     | <b>116,212</b>               | <b>162,747</b>     |
| 5146   | Contract Employment             | 2,170              | 10,430             | 5,000              | 15,142                       | 14,800             |
| 5230   | Gas and Diesel                  | 2,609              | 4,189              | 4,200              | 2,732                        | 4,200              |
| 5186   | Equipment Rental                | 0                  | 1,943              | 3,240              | 7,647                        | 4,500              |
| 5570   | Uniforms                        | 80                 | 80                 | 350                | 0                            | 350                |
|  | <b>TOTAL OPERATING COSTS</b>    | <b>4,858</b>       | <b>16,641</b>      | <b>12,790</b>      | <b>25,521</b>                | <b>23,850</b>      |
| 5180   | Equipment/Vehicle Maintenance   | 377                | 5,411              | 3,300              | 598                          | 3,300              |
| 5190   | Facility Op. & Maintenance      | 3,142              | 6,263              | 11,520             | 3,435                        | 11,866             |
|  | <b>TOTAL MAINTENANCE COSTS</b>  | <b>3,519</b>       | <b>11,674</b>      | <b>14,820</b>      | <b>4,033</b>                 | <b>15,166</b>      |
| 5265   | Insurance - Liquor Liability    | 1,232              | 232                | 2,000              | 276                          | 500                |
| 5290   | Insurance - Vehicle             | 1,346              | 1,361              | 1,533              | 1,616                        | 1,648              |
|  | <b>TOTAL INSURANCE</b>          | <b>2,578</b>       | <b>1,593</b>       | <b>3,533</b>       | <b>1,893</b>                 | <b>2,148</b>       |
| 5520   | Retail -Food                    | 13,723             | 39,842             | 57,750             | 39,422                       | 57,750             |
| 5521   | Retail - Alcoholic Beverages    | 168                | 1,644              | 5,400              | 1,207                        | 5,400              |
| 5200   | Catering Food Truck             | 4,063              | 2,507              | 1,800              | 0                            | 0                  |
|  | <b>TOTAL RETAIL OPERATIONS</b>  | <b>17,955</b>      | <b>43,993</b>      | <b>64,950</b>      | <b>40,629</b>                | <b>63,150</b>      |
| 5580-008   | Propane                         | 81                 | 0                  | 500                | 0                            | 0                  |
|  | <b>TOTAL UTILITIES</b>          | <b>81</b>          | <b>0</b>           | <b>500</b>         | <b>0</b>                     | <b>0</b>           |
|  | <b>TOTAL EXPENSES</b>           | <b>\$ 132,175</b>  | <b>\$ 192,383</b>  | <b>\$ 248,459</b>  | <b>\$ 188,288</b>            | <b>\$ 267,061</b>  |
|  | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ (74,067)</b> | <b>\$ (19,621)</b> | <b>\$ (25,419)</b> | <b>\$ (4,991)</b>            | <b>\$ (46,221)</b> |

# BRICKMAKERS CATERING AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

- Develop and implement a minimum of (3) new sales strategies focused on reengaging former corporate and special event catering clients.
- Drive new business leads to Catering and Event Services through a minimum of (4) new and innovative promotional programs.
- Develop a minimum of (3) strategies aimed directly at increasing rentals of the Occoquan Pavilion.
- Conduct bi-annual review of all distributors/suppliers to determine best pricing and service.
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Continue to track expenses and part-time and contract labor as part of an internal cost analysis system.
- Maintain ordering guidelines to ensure expense controls and maximization of revenue.
- Maintain guidelines and SOP's for training catering and food truck staff. Conduct training orientation program to ensure all staff members are trained in the various areas of catering.
- Continue to oversee in-house food service & safety certification programs.
- Continue to oversee in-house alcohol training programs.
- Work closely with the NOVA Parks Marketing team to annually develop strategies that address social, print, media, promotions and required collateral for Brickmakers Catering and Event Services.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and strategies.
- Assist waterpark staff in menu consolidation to focus on freshness, timely delivery, and profitability.
- 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.





# **BRICKMAKERS CATERING AND EVENT SERVICES**

## **FY 2023 STRATEGIC GOAL HIGHLIGHTS**

### ***Goal One: Enhance and expand Brickmakers Catering and Event Services.***

#### **Highlights**

- Developed and implemented strategies focused on reengagement of former corporate and special event catering clients including emails eblasts; discount food promotions for returning clients; specialty menu add-ons and new menu offerings
- Developed and implemented promotional programs to increase new catering leads through measures including catering and park related website changes; improved event inquiry forms; social media postings related to pavilion rentals and catering; marketing eblasts; increased printed material at park locations; and specific menus relating to rehearsals/casual weddings, 5k runs and baby showers
- Developed new strategies aimed at increasing rentals of Occoquan Pavilion including 5k menu options; catering buyout packages to permit outside food and beverage; printed material to advertise through the River View and Brickmakers Café; new menus related to weddings and wedding rehearsals; staged event pictures for printed marketing materials
- Conducted fall and spring bi-annual review of all distributors to ensure best pricing and service
- Updated and revised menu offerings to ensure pricing margins are in line with established pricing set in the annual budget
- Continued to track catering, retail food and part time staffing/contract labor expenses to ensure programs remained within budget as part of an internal cost analysis system
- Maintained catering and retail food related ordering guidelines to ensure expense controls and maximization of revenue
- Maintained SOPs relating to event catering and retail food truck service for part time staff. Focus included food safety and alcohol service training, customer service training, and demonstration training of food truck equipment with required sign-off sheets
- Continued to oversee in-house food service and safety certification programs for full time, part time and seasonal staff through a mixture of in-class training, online training, printed material and on-job training
- Continued to oversee in-house alcohol training programs through a combination of TIPs Alcohol Service and ServSafe Alcohol Service
- Implemented Customer Service Training to focus on aspects of catering relating to email and phone correspondence; initial onsite meeting of group contacts on event days; and continued interactions with group contacts and guests during the event to ensure needs/expectations are met throughout the event
- Created a focused plan to consistently promote the Brickmakers Catering and Brickmakers Café brand at all park facilities and events
- Worked with Food and Beverage Manager to increase the service potential of the Park Street Eats Food Truck to include 100 days of operation during the summer at Great Waves Waterpark; 45 days of operation at Temple Hall Farm during Pumpkin Patch event; 60 days of operation at Meadowlark's Winter Walk of Lights.
- Worked with Food and Beverage Manager to consolidate concessions menu to focus on freshness, speed of service and profitability. Held trainings with full time waterpark staff to review menus and practices to properly train seasonal concessions staff. Reviewed equipment and kitchen layouts of waterpark concessions operations to ensure best service standards
- Continued to conduct internal concessions audit and inspection program of waterpark facilities to include the areas of staff training needs; speed of service; food freshness; food safety; facility cleanliness and food costs/write-offs. Reviewed health inspection reports to address health code violations to train and cross-train waterpark food and beverage staff
- Continued to prepare annual end of season concessions analyses to compare NOVA Parks waterpark concessions operations and review budgetary goals/food per caps

## **MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months<br/>JUL-DEC<br/>2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|---|---------------------------|
| • Number of catered events                               | 35                        | 74                        | 80                        | 32  | 80                        |
| • Number of people provided catering and retail services | 3,250                     | 13,444                    | 17,000                    | 6,800   | 17,000                    |
| • Amount of catering shelter revenue                     | \$10,800                  | \$22,910                  | \$22,000                  | \$8,800   | \$22,000                  |
| • Amount of catering admission revenue                   | \$3,875                   | \$19,175                  | \$20,800                  | \$13,320  | \$20,800                  |

# PISCATAWAY CROSSING REGIONAL PARK

## PROGRAM OVERVIEW

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. The park currently offers access to the Potomac River via a public launch ramp with additional elements planned in the future. The site was a heavily used ford during the Civil War.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL  | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                    |                    |                    |                       |
| User Fees                   | \$ 344             | \$ 400             | \$ 400             | 0.0%                  |
| Other Revenue               | 15,188             | 20,250             | 10,980             | -45.8%                |
| <b>TOTAL REVENUE</b>        | <b>\$ 15,531</b>   | <b>\$ 20,650</b>   | <b>\$ 11,380</b>   | <b>-44.9%</b>         |
| <b>EXPENSES BY CATEGORY</b> |                    |                    |                    |                       |
| Personnel Services          | \$ 35,119          | \$ 38,093          | \$ 41,825          | 9.8%                  |
| Operating Costs             | 0                  | 0                  | 0                  | 0.0%                  |
| Maintenance Costs           | 113                | 4,000              | 4,000              | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 35,233</b>   | <b>\$ 42,093</b>   | <b>\$ 45,825</b>   | <b>8.9%</b>           |
| <b>Net Income</b>           | <b>\$ (19,702)</b> | <b>\$ (21,443)</b> | <b>\$ (34,445)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Lease revenue is reduced in this budget and is based on current agreement.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.50                         | 0.50                         | 0.50                         | 0.50                        | 0.50                       |
| Part-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |

## PISCATAWAY CROSSING REGIONAL PARK

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION                      | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|----------------|--|--------------------|--------------------|--------------------|------------------------------|--------------------|
| <b>3-470</b>   | <b>PISCATAWAY CROSSING REGIONAL PARK</b> |                    |                    |                    |                              |                    |
|                | <b>REVENUES</b>                          |                    |                    |                    |                              |                    |
| 4460           | Boat Launch                              | \$ 266             | \$ 344             | \$ 400             | \$ 91                        | \$ 400             |
|                | <b>TOTAL USER FEES</b>                   | <b>266</b>         | <b>344</b>         | <b>400</b>         | <b>91</b>                    | <b>400</b>         |
| 4605           | Property Lease                           | 25,313             | 15,188             | 20,250             | 20,250                       | 10,980             |
|                | <b>TOTAL OTHER REVENUE</b>               | <b>25,313</b>      | <b>15,188</b>      | <b>20,250</b>      | <b>20,250</b>                | <b>10,980</b>      |
|                | <b>TOTAL REVENUES</b>                    | <b>\$ 25,579</b>   | <b>\$ 15,531</b>   | <b>\$ 20,650</b>   | <b>\$ 20,341</b>             | <b>\$ 11,380</b>   |
|                | <b>EXPENSES</b>                          |                    |                    |                    |                              |                    |
| 5010           | Full-Time Salaries                       | \$ 25,033          | \$ 26,155          | \$ 28,305          | \$ 28,205                    | \$ 30,918          |
| 5030           | FICA                                     | 1,849              | 1,978              | 2,165              | 1,728                        | 2,365              |
| 5040           | Hospitalization                          | 1,211              | 1,467              | 1,619              | 1,435                        | 1,676              |
| 5060           | Life Insurance                           | 233                | 254                | 323                | 237                          | 352                |
| 5050           | Retirement                               | 4,915              | 5,251              | 5,661              | 4,588                        | 6,493              |
| 5070           | Unemployment                             | 19                 | 14                 | 20                 | 5                            | 20                 |
|                | <b>TOTAL PERSONNEL SERVICES</b>          | <b>33,259</b>      | <b>35,119</b>      | <b>38,093</b>      | <b>36,199</b>                | <b>41,825</b>      |
| 5230           | Gas and Diesel                           | 1,298              | 0                  | 0                  | 0                            | 0                  |
|                | <b>TOTAL OPERATING COSTS</b>             | <b>1,298</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5190           | Facility Op. & Maintenance               | 3,377              | 113                | 4,000              | 2,914                        | 4,000              |
|                | <b>TOTAL MAINTENANCE COSTS</b>           | <b>3,377</b>       | <b>113</b>         | <b>4,000</b>       | <b>2,914</b>                 | <b>4,000</b>       |
|                | <b>TOTAL EXPENSES</b>                    | <b>\$ 37,933</b>   | <b>\$ 35,233</b>   | <b>\$ 42,093</b>   | <b>\$ 39,113</b>             | <b>\$ 45,825</b>   |
|                | <b>OPERATING INCOME (LOSS)</b>           | <b>\$ (12,355)</b> | <b>\$ (19,702)</b> | <b>\$ (21,443)</b> | <b>\$ (18,772)</b>           | <b>\$ (34,445)</b> |

# PISCATAWAY CROSSING REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



**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.
- Continue to implement a complete interpretive plan for both natural and historic resources.
- Establish and maintain a minimum of (4) diverse community partnerships.
- Identify and interpret a minimum of (1) significant historic feature or story focused on increasing the awareness in the diverse history within the park through signage or program efforts.
- Assist in the implementation of resource banking at the site.
- Work to create an unveiling of the Native American displays.
- Conduct at least (1) public outreach opportunity to facilitate maintenance and beautification projects within the park.

**Goal Two: Maintain a passive use regional park.**



Objectives:

- Work closely with agricultural Lessee to ensure grounds are being kept to lease standards.
- Work closely with the holders of the existing wetlands easements to ensure easements standards are adhered to.
- Implement a minimum of (2) strategies to promote the parks boat launch access.
- Continue to work with partners including the state forester to maintain the existing planting plan.

# PISCATAWAY CROSSING REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Capital project undertaken to weatherproof the historic house and to install a new roof.
- Park signage was updated to reflect the new park name.
- Several community groups have done workdays at the park to clean up trash along the river.

**Goal Two: Maintain a passive use regional park.**

### Highlights

- Fields continue to be operated under an active farming lease agreement.
- Fields along the river have been converted into grasslands
- Boat launch area deck boards was replaced

## MEASURABLE RESULTS

|                      | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|----------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Number of launches | 33                | 65                | 100               | 19   | 100               |

# 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 two deluxe cabins, 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,124,831        | \$ 1,074,880        | \$ 1,159,434        | 7.9%                  |
| Retail Operations           | 70,496              | 55,000              | 70,000              | 27.3%                 |
| Other Revenue               | 98,686              | 96,700              | 96,700              | 0.0%                  |
| Transfer from Capital Fund  | 0                   | 121,083             | 121,083             | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,294,013</b> | <b>\$ 1,347,663</b> | <b>\$ 1,447,217</b> | <b>7.4%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 757,355          | \$ 806,324          | \$ 824,379          | 2.2%                  |
| Operating Costs             | 38,416              | 41,750              | 45,250              | 8.4%                  |
| Maintenance Costs           | 100,858             | 88,800              | 94,424              | 6.3%                  |
| Insurance                   | 2,268               | 2,554               | 2,747               | 7.6%                  |
| Retail Operations           | 48,613              | 47,500              | 55,000              | 15.8%                 |
| Utilities                   | 85,945              | 91,600              | 92,000              | 0.4%                  |
| Debt Service                | 9,420               | 121,083             | 121,083             | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,042,874</b> | <b>\$ 1,199,611</b> | <b>\$ 1,234,883</b> | <b>2.9%</b>           |
| <b>Net Income</b>           | <b>\$ 251,139</b>   | <b>\$ 148,052</b>   | <b>\$ 212,334</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase in the areas of camping, cabins and boat/RV storage.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 7.00                         | 7.00                         | 7.00                         | 7.00                        | 7.00                       |
| Part-Time | 6.44                         | 6.44                         | 6.63                         | 6.82                        | 7.42                       |

## POHICK BAY REGIONAL PARK

| ACCOUNT NUMBER                                 | ACCOUNT DESCRIPTION                       | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|---|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-260 POHICK BAY REGIONAL PARK REVENUES</b> |   |                     |                     |                     |                              |                     |
| 4095   | Cabin Rentals                             | \$ 150,080          | \$ 151,648          | \$ 138,000          | \$ 85,125                    | \$ 150,000          |
| 4095   | Camping Fees                              | 648,823             | 759,947             | 728,000             | 591,408                      | 784,000             |
| 4095   | Laundry                                   | 4,070               | 4,773               | 7,000               | 6,865                        | 6,000               |
| 4095   | Programmed Events                         | 8,042               | 7,709               | 8,000               | 3,832                        | 8,000               |
| 4670   | Shelter Reservations                      | 15,144              | 19,723              | 15,680              | 11,349                       | 18,000              |
| 4750   | RV Storage                                | 93,837              | 93,549              | 97,200              | 93,496                       | 106,434             |
| 4230   | Entrance Fees                             | 72,404              | 75,422              | 72,000              | 54,931                       | 77,000              |
| 4500   | Miniature Golf & Disc Golf                | 14,290              | 12,061              | 9,000               | 6,175                        | 10,000              |
|  | <b>TOTAL USER FEES</b>                    | <b>1,006,690</b>    | <b>1,124,831</b>    | <b>1,074,880</b>    | <b>853,182</b>               | <b>1,159,434</b>    |
| 4640, 4661                                     | Retail Operations                         | 53,364              | 70,496              | 55,000              | 51,608                       | 70,000              |
|  | <b>TOTAL RETAIL OPERATIONS</b>            | <b>53,364</b>       | <b>70,496</b>       | <b>55,000</b>       | <b>51,608</b>                | <b>70,000</b>       |
| 4420   | House Rental                              | 49,334              | 56,700              | 56,700              | 44,550                       | 56,700              |
| 4440   | Interest                                  | 194                 | 320                 | 0                   | 3,926                        | 0                   |
| 4255   | Firewood                                  | 54,333              | 36,824              | 40,000              | 26,750                       | 40,000              |
| 4510   | Miscellaneous Revenue                     | 615                 | 4,842               | 0                   | 4,554                        | 0                   |
|  | <b>TOTAL OTHER REVENUE</b>                | <b>104,476</b>      | <b>98,686</b>       | <b>96,700</b>       | <b>79,780</b>                | <b>96,700</b>       |
|  | <b>TOTAL REVENUE</b>                      | <b>1,164,530</b>    | <b>1,294,013</b>    | <b>1,226,580</b>    | <b>984,570</b>               | <b>1,326,134</b>    |
| <b>TRANSFERS IN</b>                            |   |                     |                     |                     |                              |                     |
| 4900   | Transfer from Capital Fund - Debt Service | 10,802              | 0                   | 121,083             | 0                            | 121,083             |
|  | <b>TOTAL TRANSFER IN</b>                  | <b>10,802</b>       | <b>0</b>            | <b>121,083</b>      | <b>0</b>                     | <b>121,083</b>      |
|  | <b>TOTAL RESOURCES</b>                    | <b>\$ 1,175,332</b> | <b>\$ 1,294,013</b> | <b>\$ 1,347,663</b> | <b>\$ 984,570</b>            | <b>\$ 1,447,217</b> |
| <b>EXPENSES</b>                                |   |                     |                     |                     |                              |                     |
| 5010   | Full-Time Salaries                        | \$ 392,471          | \$ 399,855          | \$ 399,891          | \$ 350,103                   | \$ 402,905          |
| 5020   | Part-Time Salaries                        | 169,855             | 177,950             | 202,530             | 182,712                      | 226,717             |
| 5030   | FICA                                      | 41,434              | 42,745              | 46,085              | 38,558                       | 48,166              |
| 5040   | Hospitalization                           | 74,127              | 60,348              | 71,988              | 62,866                       | 55,975              |
| 5060   | Life Insurance                            | 3,751               | 3,496               | 4,559               | 3,090                        | 4,593               |
| 5050   | Retirement                                | 76,794              | 72,122              | 79,978              | 58,785                       | 84,610              |
| 5070   | Unemployment Tax                          | 841                 | 839                 | 1,293               | 444                          | 1,414               |
|  | <b>TOTAL PERSONNEL SERVICES</b>           | <b>759,272</b>      | <b>757,355</b>      | <b>806,324</b>      | <b>696,559</b>               | <b>824,379</b>      |
| 5230   | Gas and Diesel                            | 10,637              | 18,825              | 16,000              | 15,378                       | 19,500              |
| 5430   | Park Police                               | 7,400               | 12,700              | 15,800              | 8,650                        | 15,800              |
| 5490   | Programs and Promotions                   | 5,739               | 4,977               | 7,500               | 5,114                        | 7,500               |
| 5570   | Uniforms                                  | 2,339               | 1,914               | 2,450               | 2,356                        | 2,450               |
|  | <b>TOTAL OPERATING COSTS</b>              | <b>26,115</b>       | <b>38,416</b>       | <b>41,750</b>       | <b>31,498</b>                | <b>45,250</b>       |
| 5180   | Equipment/Vehicle Maintenance             | 10,615              | 16,595              | 16,500              | 10,998                       | 16,500              |
| 5190   | Facility Op. & Maintenance                | 73,999              | 80,915              | 70,300              | 70,009                       | 75,924              |
| 5510   | Rental House Maintenance                  | 686                 | 3,349               | 2,000               | 3,516                        | 2,000               |
|  | <b>TOTAL MAINTENANCE COSTS</b>            | <b>85,299</b>       | <b>100,858</b>      | <b>88,800</b>       | <b>84,523</b>                | <b>94,424</b>       |
| 5290   | Insurance - Vehicle                       | 2,244               | 2,268               | 2,554               | 2,694                        | 2,747               |
|  | <b>TOTAL INSURANCE</b>                    | <b>2,244</b>        | <b>2,268</b>        | <b>2,554</b>        | <b>2,694</b>                 | <b>2,747</b>        |
| 5524   | Firewood                                  | 19,900              | 13,100              | 20,000              | 15,715                       | 20,000              |
| 5520   | Retail Operations                         | 20,011              | 35,513              | 27,500              | 33,623                       | 35,000              |
|  | <b>TOTAL RETAIL OPERATIONS</b>            | <b>39,911</b>       | <b>48,613</b>       | <b>47,500</b>       | <b>49,338</b>                | <b>55,000</b>       |
| 5580-001                                       | Telephone                                 | 5,169               | 5,013               | 5,100               | 5,138                        | 5,500               |
| 5580-002                                       | Electricity                               | 72,667              | 71,521              | 75,000              | 46,100                       | 75,000              |
| 5580-004                                       | Water/Sewer                               | 1,540               | 4,348               | 5,000               | 3,743                        | 5,000               |
| 5580-009                                       | Heating Oil                               | 628                 | 792                 | 2,000               | 1,961                        | 2,000               |
| 5580-016                                       | Internet/Cable                            | 4,409               | 4,273               | 4,500               | 3,571                        | 4,500               |
|  | <b>TOTAL UTILITIES</b>                    | <b>84,412</b>       | <b>85,945</b>       | <b>91,600</b>       | <b>60,513</b>                | <b>92,000</b>       |
| 2425   | Note Payable VRA                          | 0                   | 0                   | 112,711             | 0                            | 112,711             |
| 5322   | Interest Expense VRA Note                 | 10,802              | 9,420               | 8,372               | 6,800                        | 8,372               |
|  | <b>TOTAL DEBT SERVICE</b>                 | <b>10,802</b>       | <b>9,420</b>        | <b>121,083</b>      | <b>6,800</b>                 | <b>121,083</b>      |
|  | <b>TOTAL EXPENSES</b>                     | <b>\$ 1,008,055</b> | <b>\$ 1,042,874</b> | <b>\$ 1,199,611</b> | <b>\$ 931,925</b>            | <b>\$ 1,234,883</b> |
|  | <b>OPERATING INCOME (LOSS)</b>            | <b>\$ 167,277</b>   | <b>\$ 251,139</b>   | <b>\$ 148,052</b>   | <b>\$ 52,645</b>             | <b>\$ 212,334</b>   |

# POHICK BAY REGIONAL PARK



## STRATEGIC GOALS & OBJECTIVES FY 2024

### **Goal One: Protect, Promote, Manage and Sustain parklands.**



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts and at least (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 3,000 volunteer hours.
- Implement an improvement plan for the mini golf and disc golf course facilities.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (3) park special events aimed at increasing awareness of the park and its features.
- Offer a minimum of (5) Roving Naturalist led programs.
- Maintain a minimum of (3) diverse community partnerships.
- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based, and environmentally focused programs.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Develop and implement a plan to enhance interpretive signage of at least (1) aspect of the park.
- Maintain a system to evaluate and respond to customer feedback. Implement at least (1) improvement.
- Using camper surveys implement at least (3) strategies or improvements to enhance the customer experience.

### **Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while 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 review and implement the 5-year plan for consistent and continued campground improvements.
- 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% over FY23 gross.

### **Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



Objectives:

- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.
- 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 a minimum of (6) times each year to help generate increased visitation within the park.



# POHICK BAY REGIONAL PARK

## **FY 2023 STRATEGIC GOAL HIGHLIGHTS**

### ***Goal One: Protect, Promote, Manage and Sustain parklands.***

#### **Highlights**

- Hosted multiple volunteer workdays focused on the removal of Kudzu within the park
- Comfort Station 1 saw a complete renovation to the interior & exterior providing a great customer experience for our campers.
- Installed new Security Camera Systems at all Park Facilities.
- Conducted annual trail inspections to ensure quality and maintenance of the trail system.
- Conducted a volunteer workday to enhance and beautify the aesthetics of the miniature golf course.
- Hosted several Eagle Scout projects to enhance park offerings.

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

#### **Highlights**

- Continued to implement a comprehensive calendar of value-added programming in the campground every weekend from April - October.
- Conducted our annual Halloween Weekend themed event schedule of programs and activities for the campground.
- Hosted Easter themed weekend for campers offering a variety of programs to guests during Easter.
- Continued to maintain an effective partnership with Mason Neck State Park utilizing their programming experience to facilitate events in the campground, Pohick Bay staff continued to attend and support their annual Eagle Festival.

### ***Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

#### **Highlights**

- Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- Following the Comfort Station 1 renovation we addressed added needs to the facility to better serve our customers including racks in showers, towel racks around sinks, and dimmable exterior lights that brighten the facility without imposing on neighboring campsites.
- Worked with Mason Neck Park naturalists to continue to offer campground programs at the park.
- Select staff attended the annual Leadership Training Conference, to expand skills and enhance the customer service experience.
- Expanded gatehouse operating schedule to provide more support and direction to our guests throughout the peak season.

### ***Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while providing superior family camping experience.***

#### **Highlights**

- Continued to upgrade underutilized campsites by leveling with retaining walls to increase rentals and improve experience.
- Completed various campground improvement projects this year including, picnic table replacements, renovated decks on rustic cabins, stained and finished our deluxe cabins as well as individualized shut offs for water sites to expedite repair times.
- Continue to implement a calendar of social media posts, promo-codes, and e-blasts designed to increase off-peak campground visitation.

### ***Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***

#### **Highlights**

- ADA access route was established for the Main Office/ Camp Store including onsite ADA parking.
- Joined new local social media groups to expand outreach and tap into new potential visitors.
- Promoted day of shelter rentals to attract and grow shelter usage and expand group visitation.
- Upgraded technology to utilize touchless pay for this growing user base.
- Updated marketing collateral for gatehouse distribution to cross promote all of Pohick's amenities.

## **MEASURABLE RESULTS**

|   | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL</b>            | <b>FY 2024<br/>TARGET</b> |
|---|---------------------------|---------------------------|---------------------------|--------------------------------------|---------------------------|
|   |                           |                           |                           | <b>6 months<br/>JUL-DEC<br/>2022</b> |                           |
| • Number of non-jurisdiction vehicle entries    | 8,125                     | 8,795                     | 8,500                     | 3,155                                | 8,850                     |
| • Number of nightly camping rentals             | 15,000                    | 16,239                    | 16,200                    | 8,830                                | 16,200                    |
| • Number of group campers                       | 9,000                     | 13,335                    | 9,000                     | 2,485                                | 9,000                     |
| • RV /Boat storage usage (115 spaces available) | 115                       | 115                       | 115                       | 115                                  | 115                       |
| • Winter storage months rented for RV's/boats   | 115                       | 135                       | 115                       | 21                                   | 115                       |
| • Number of miniature & disc golf rounds        | 3,000                     | 4,085                     | 3,000                     | 1,640                                | 3,000                     |
| • Picnic shelter rentals                        | 95                        | 130                       | 100                       | 60                                   | 105                       |
| • Number of nightly cabin rentals               | 1,200                     | 1,213                     | 1,300                     | 646                                  | 1,300                     |
| • Volunteer hours received                      | 5,000                     | 5,000                     | 5,000                     | 5,000                                | 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 1,423,970        | \$ 1,102,150        | \$ 1,291,300        | 17.2%                 |
| Retail Operations           | 185,133             | 178,920             | 190,570             | 6.5%                  |
| Other Revenue               | 3,526               | 5,000               | 0                   | -100.0%               |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,612,628</b> | <b>\$ 1,286,070</b> | <b>\$ 1,481,870</b> | <b>15.2%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 720,380          | \$ 741,945          | \$ 808,839          | 9.0%                  |
| Operating Costs             | 98,886              | 88,812              | 88,417              | -0.4%                 |
| Maintenance Costs           | 210,692             | 205,863             | 219,471             | 6.6%                  |
| Insurance                   | 2,011               | 2,033               | 2,648               | 30.3%                 |
| Retail Operations           | 99,662              | 71,068              | 82,563              | 16.2%                 |
| Utilities                   | 25,936              | 30,700              | 31,400              | 2.3%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 1,157,567</b> | <b>\$ 1,140,421</b> | <b>\$ 1,233,338</b> | <b>8.1%</b>           |
| <b>Net Income</b>           | <b>\$ 455,062</b>   | <b>\$ 145,649</b>   | <b>\$ 248,532</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase to reflect the increase in golf play an since the start of the pandemic as well as rate adjustments.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 5.00                         | 5.00                         | 5.00                         | 5.00                        | 5.00                       |
| Part-Time | 7.46                         | 7.46                         | 7.46                         | 7.46                        | 7.94                       |

## POHICK BAY GOLF COURSE

| ACCOUNT NUMBER                      | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|-------------------------------------|-------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-240 POHICK BAY GOLF COURSE</b> |                               |                     |                     |                     |                              |                     |
| <b>REVENUES</b>                     |                               |                     |                     |                     |                              |                     |
| 4210                                | Driving Range                 | \$ 113,740          | \$ 99,965           | \$ 90,000           | \$ 94,007                    | \$ 95,000           |
| 4220                                | Cart Rental                   | 237,483             | 244,257             | 230,000             | 231,694                      | 268,000             |
| 4320                                | Golf Club Rental              | 2,815               | 2,720               | 3,000               | 3,022                        | 3,000               |
| 4380                                | Green Fees                    | 977,968             | 1,071,256           | 773,850             | 819,842                      | 920,000             |
| 4400                                | Golf Handicap Program         | 5,260               | 5,468               | 5,000               | 3,588                        | 5,000               |
| 4610                                | Pull Cart Rental              | 428                 | 304                 | 300                 | 192                          | 300                 |
| <b>TOTAL USER FEES</b>              |                               | <b>1,337,694</b>    | <b>1,423,970</b>    | <b>1,102,150</b>    | <b>1,152,346</b>             | <b>1,291,300</b>    |
| 4641                                | Retail - Alcoholic Beverages  | 58,589              | 56,162              | 55,000              | 43,915                       | 56,650              |
| 4640,4642,4643                      | Retail - Food                 | 54,235              | 57,339              | 73,920              | 51,463                       | 73,920              |
| 4650                                | Retail - Pro Shop             | 63,799              | 71,633              | 50,000              | 55,753                       | 60,000              |
| <b>TOTAL RETAIL OPERATIONS</b>      |                               | <b>176,624</b>      | <b>185,133</b>      | <b>178,920</b>      | <b>151,131</b>               | <b>190,570</b>      |
| 4475                                | Lessons                       | 6,100               | 3,520               | 5,000               | 0                            | 0                   |
| 4510                                | Miscellaneous Revenue         | 5,007               | 6                   | 0                   | 0                            | 0                   |
| <b>TOTAL OTHER REVENUE</b>          |                               | <b>11,107</b>       | <b>3,526</b>        | <b>5,000</b>        | <b>0</b>                     | <b>0</b>            |
| <b>TOTAL REVENUES</b>               |                               | <b>\$ 1,525,424</b> | <b>\$ 1,612,628</b> | <b>\$ 1,286,070</b> | <b>\$ 1,303,477</b>          | <b>\$ 1,481,870</b> |
| <b>EXPENSES</b>                     |                               |                     |                     |                     |                              |                     |
| 5010                                | Full-Time Salaries            | \$ 285,267          | \$ 328,734          | \$ 325,906          | \$ 311,041                   | \$ 355,182          |
| 5020                                | Part-Time Salaries            | 212,541             | 219,640             | 228,514             | 189,015                      | 243,590             |
| 5030                                | FICA                          | 36,667              | 40,298              | 42,413              | 35,819                       | 45,806              |
| 5040                                | Hospitalization               | 66,836              | 67,483              | 74,874              | 66,694                       | 84,205              |
| 5060                                | Life Insurance                | 2,685               | 2,933               | 3,715               | 2,737                        | 4,049               |
| 5050                                | Retirement                    | 57,167              | 60,568              | 65,181              | 53,022                       | 74,588              |
| 5070                                | Unemployment Tax              | 751                 | 725                 | 1,343               | 329                          | 1,418               |
| <b>TOTAL PERSONNEL SERVICES</b>     |                               | <b>661,915</b>      | <b>720,380</b>      | <b>741,945</b>      | <b>658,658</b>               | <b>808,839</b>      |
| 5160                                | Golf Cart Rental              | 50,998              | 60,270              | 53,290              | 46,361                       | 53,290              |
| 5138                                | Beverage Cart Rental          | 3,436               | 4,061               | 2,772               | 3,124                        | 2,772               |
| 5230                                | Gas and Diesel                | 19,397              | 28,970              | 25,000              | 23,939                       | 29,000              |
| 5260                                | Golf Handicap Program         | 1,422               | 1,322               | 1,500               | 888                          | 1,605               |
| 5263                                | Instructor Fees               | 6,255               | 3,168               | 4,500               | 0                            | 0                   |
| 5570                                | Uniforms                      | 1,206               | 1,096               | 1,750               | 316                          | 1,750               |
| <b>TOTAL OPERATING COSTS</b>        |                               | <b>82,713</b>       | <b>98,886</b>       | <b>88,812</b>       | <b>74,627</b>                | <b>88,417</b>       |
| 5180                                | Equipment/Vehicle Maintenance | 26,743              | 28,225              | 28,600              | 29,680                       | 28,600              |
| 5190                                | Facility Op. & Maintenance    | 68,139              | 61,865              | 57,263              | 59,483                       | 61,271              |
| 5240                                | Golf Course Maintenance       | 117,711             | 120,601             | 120,000             | 122,021                      | 129,600             |
| <b>TOTAL MAINTENANCE COSTS</b>      |                               | <b>212,594</b>      | <b>210,692</b>      | <b>205,863</b>      | <b>211,184</b>               | <b>219,471</b>      |
| 5265                                | Insurance - Liquor Liability  | 535                 | 650                 | 500                 | 725                          | 1,000               |
| 5290                                | Insurance - Vehicle           | 1,346               | 1,361               | 1,533               | 1,616                        | 1,648               |
| <b>TOTAL INSURANCE</b>              |                               | <b>1,881</b>        | <b>2,011</b>        | <b>2,033</b>        | <b>2,341</b>                 | <b>2,648</b>        |
| 5521                                | Retail - Alcoholic Beverages  | 17,330              | 18,384              | 16,500              | 13,211                       | 16,995              |
| 5520                                | Retail - Food                 | 28,626              | 37,144              | 29,568              | 29,145                       | 29,568              |
| 5530                                | Retail - Pro Shop             | 42,674              | 44,134              | 25,000              | 32,465                       | 36,000              |
| <b>TOTAL RETAIL OPERATIONS</b>      |                               | <b>88,629</b>       | <b>99,662</b>       | <b>71,068</b>       | <b>74,822</b>                | <b>82,563</b>       |
| 5580-001                            | Telephone                     | 3,034               | 3,560               | 3,000               | 2,869                        | 3,500               |
| 5580-002                            | Electricity                   | 18,563              | 17,893              | 23,000              | 20,659                       | 23,000              |
| 5580-004                            | Water/Sewer                   | 1,500               | 1,438               | 1,800               | 1,432                        | 1,800               |
| 5580-016                            | Internet/Cable                | 2,961               | 3,045               | 2,900               | 2,775                        | 3,100               |
| <b>TOTAL UTILITIES</b>              |                               | <b>26,057</b>       | <b>25,936</b>       | <b>30,700</b>       | <b>27,736</b>                | <b>31,400</b>       |
| <b>TOTAL EXPENSES</b>               |                               | <b>\$ 1,073,789</b> | <b>\$ 1,157,567</b> | <b>\$ 1,140,421</b> | <b>\$ 1,049,368</b>          | <b>\$ 1,233,338</b> |
| <b>OPERATING INCOME (LOSS)</b>      |                               | <b>\$ 451,635</b>   | <b>\$ 455,062</b>   | <b>\$ 145,649</b>   | <b>\$ 254,108</b>            | <b>\$ 248,532</b>   |

# POHICK BAY GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Offer and promote an effective membership program.**



#### Objectives:

- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Transition a minimum of 50 former Heron Card Members to Heron's Choice Subscription Memberships.
- Conduct a minimum of (2) membership events that focuses on promoting the Subscription Membership.
- Review the annual membership program with focus on customer appeal, profitability, and offerings to include evaluation of total memberships to be maintained.
- Maintain the Gallus Golf App program with a base of 4,000 active downloads.
- Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



#### Objectives:

- Refine the Revenue Playbook annually utilizing Wrike while implementing a minimum of (2) new technology tools to ensure the effective promotion of events and programs to reach both new and existing customers.
- Utilize the Gallus App leaderboard software for a minimum of (4) tournaments to enhance the experience for participants and encourage more downloads.
- Effectively promote the demand pricing model with (2) new marketing strategies to focused on off peak days, time blocks and competitive pricing analysis.
- Develop and implement "scripts" for pro shop staff that highlight the value of the Heron's Choice Subscription Membership and include a pricing matrix that shows the savings with the number of rounds played.
- Using the existing tournament tracking tool, develop and implement a minimum of (2) sales strategies to establish contact with new and previous tournament and outing clients.

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



#### Objectives:

- Provide Troon with program and event content for monthly "call-to-action" emails and (1) post containing video content per month.
- Review the Twilight Golf timing and pricing structure to assess customer satisfaction and, profitability.
- Continue to evaluate and refine the annual Fall for Golf and Swing into Spring programs to determine success.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY24.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.

### **Goal Four: Continue to enhance and improve golf facilities and customer experiences through quality interactions and practices.**



#### Objectives:

- Ensure a minimum of (3) 9-hole rate options are available on the website each day.
- Analyze course utilization and implement our the new "No-Show" policy to ensure the maximum number of paid tee times each day.
- Review and refine volunteer training protocol and onboarding process.
- Develop and implement a minimum of (2) staff "scripts" that promote features of the Gallus Golf App and encourage downloads such as the daily course conditions and the Offer Locker.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Conduct a minimum of (1) unannounced outside review of services and facilities through our golf consultants.

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



#### Objectives:

- Work with Food and Beverage Manager to consolidate menus with a focus on freshness, timely delivery, and profitability.
- Coordinate an annual audit of F&B and retail operations with staff and our golf consultant to determine areas for potential growth.
- Develop a promotion and sales plan with (2) new strategies to increase retail revenues to reach 2024 budget goal.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 5% over FY23 gross.

# POHICK BAY GOLF COURSE

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Offer and promote an effective membership program.**

**Highlights**

- Worked with Troon Golf Management to identify market segments and to develop a promotional plan to target customers that are not members but frequently play our course.
- Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Member Guest Tournament, member guest specials, app promotions and prize giveaways for new or renewing members.
- Updated the annual membership program with focus on customer appeal and profitability. We did away with 7-day memberships and strictly focused on 5-day weekday membership.
- Continued to refine membership booking portal for members to easily book and cancel tee times.
- Gallus Golf App program continued to grow with over 2,311 active downloads.

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

**Highlights**

- Identified off peak days and time blocks and implemented targeted email and app campaigns to increase play during those time periods.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Continued to utilize social media to conduct contests and push offerings to help retain core golfers.
- Refined our Revenue Playbook which is now based out of Wrike. A comprehensive calendar of events and promotions was created via Wrike
- Our comprehensive calendar of events and promotions are prominently featured on the new Gallus App.

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

**Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Conducted outreach events onsite at the course during Holiday Weekends to attract daily users and grow F&B during peak days.
- Continue to update outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.
- Pohick Management staff worked at different partners events offsite to help market and promote the courses events calendar.

**Goal Four: Continue to enhance and improve golf facilities and customer experiences through quality interactions and practices.**

**Highlights**

- Continued to utilize “review tracker” software that compiles all social media reviews, google and Golf Pass reviews, and allows staff to respond quickly to customer feedback.
- Hosted customer service trainings for volunteers and staff during the season.
- Continued to utilize social media, email blasts, NOVA website, and Gallus App to engage with customers.
- Met with our Troon golf consultants at the beginning of the season onsite.
- Renovation to the men’s and women’s restrooms at the clubhouse completed.

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

**Highlights**

- Worked with Pro Shop Manager to review all food & beverage and pro shop retail to ensure and maintain proper margins for sales following increase in cost of goods and opportunities to increase revenue.
- Worked with the Food & Beverage Manager to consolidate menu with focus on freshness, timely delivery, and profitability for the 2023 season.
- Retail Revenue increased 5% FY22 vs. FY23
- F&B Revenue increased 16% FY22 vs. FY23

**MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months<br/>JUL-DEC</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • 18 hole golf rounds (paid)                     | 19,950                    | 22,516                    | 21,000                    | 13,431   | 23,100                    |
| • 18 hole golf rounds (members)                  | 10,000                    | 8,268                     | 10,000                    | 3,833  | 11,000                    |
| • Power cart rentals                             | 18,900                    | 13,414                    | 19,500                    | 7,049  | 21,450                    |
| • Number of driving range buckets sold           | 5,000                     | 6,696                     | 5,500                     | 3,256  | 5,850                     |
| • Number of Annual Golf Memberships sold         | 85                        | 93                        | 85                        | 77   | 75                        |
| • Subscription memberships sold - Heron's Choice | N/A                       | N/A                       | N/A                       | N/A  | 100                       |
| • Per customer average on pro shop merchandise   | \$ 1.67                   | \$ 2.37                   | \$ 1.36                   | \$ 2.16  | \$ 1.76                   |
| • Per customer average of food & beverage        | \$ 4.04                   | \$ 3.77                   | \$ 2.54                   | \$ 3.64  | \$ 3.83                   |
| • Revenue per round of golf played               | \$ 37.54                  | \$ 52.38                  | \$ 41.49                  | \$ 50.44   | \$ 43.46                  |
| • Cost per round of golf played                  | \$ 35.40                  | \$ 37.60                  | \$ 36.79                  | \$ 39.40   | \$ 36.17                  |

# 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, and kayaks 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 271,375        | \$ 285,450         | \$ 298,173         | 4.5%                  |
| Retail Operations           | 7,717             | 13,000             | 11,000             | -15.4%                |
| <b>TOTAL REVENUE</b>        | <b>\$ 279,092</b> | <b>\$ 298,450</b>  | <b>\$ 309,173</b>  | <b>3.6%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 39,003         | \$ 54,280          | \$ 57,411          | 5.8%                  |
| Maintenance Costs           | 9,765             | 11,700             | 11,700             | 0.0%                  |
| Retail Operations           | 4,731             | 5,200              | 4,400              | -15.4%                |
| Utilities                   | 6,284             | 7,000              | 7,000              | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 59,783</b>  | <b>\$ 78,180</b>   | <b>\$ 80,511</b>   | <b>3.0%</b>           |
| <b>Net Income</b>           | <b>\$ 219,308</b> | <b>\$ 220,270</b>  | <b>\$ 228,661</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 1.86                         | 1.86                         | 1.86                         | 1.86                        | 1.86                       |

## POHICK BAY MARINA

| ACCOUNT NUMBER                 | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--------------------------------|---------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-250 POHICK BAY MARINA</b> |                                 |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                |                                 |                   |                   |                    |                              |                    |
| 4070,4540,4680                 | Boat Rental                     | \$ 84,777         | \$ 50,984         | \$ 68,000          | \$ 29,735                    | \$ 53,000          |
| 4460                           | Launch & Parking Fees           | 76,108            | 63,474            | 62,000             | 42,654                       | 67,000             |
| 4600                           | Programmed Events               | 105               | 0                 | 0                  | 25                           | 0                  |
| 4080                           | Boat Storage                    | 135,478           | 137,418           | 144,450            | 126,191                      | 158,173            |
| 4670                           | Shelter Reservations            | 13,688            | 18,687            | 11,000             | 14,852                       | 20,000             |
| 4095                           | Cabin Rentals                   | 0                 | 812               | 0                  | 0                            | 0                  |
|                                | <b>TOTAL USER FEES</b>          | <b>310,156</b>    | <b>271,375</b>    | <b>285,450</b>     | <b>213,457</b>               | <b>298,173</b>     |
| 4640                           | Retail Operations               | 12,932            | 7,717             | 13,000             | 4,545                        | 11,000             |
|                                | <b>TOTAL RETAIL OPERATIONS</b>  | <b>12,932</b>     | <b>7,717</b>      | <b>13,000</b>      | <b>4,545</b>                 | <b>11,000</b>      |
|                                | <b>TOTAL REVENUES</b>           | <b>\$ 323,088</b> | <b>\$ 279,092</b> | <b>\$ 298,450</b>  | <b>\$ 218,002</b>            | <b>\$ 309,173</b>  |
| <b>EXPENSES</b>                |                                 |                   |                   |                    |                              |                    |
| 5020                           | Part-Time Salaries              | \$ 28,627         | \$ 36,082         | \$ 50,190          | \$ 24,196                    | \$ 53,085          |
| 5030                           | FICA                            | 2,190             | 2,760             | 3,840              | 1,856                        | 4,061              |
| 5070                           | Unemployment Tax                | 100               | 161               | 251                | 84                           | 265                |
|                                | <b>TOTAL PERSONNEL SERVICES</b> | <b>30,917</b>     | <b>39,003</b>     | <b>54,280</b>      | <b>26,136</b>                | <b>57,411</b>      |
| 5190                           | Facility Op. & Maintenance      | 17,686            | 9,765             | 11,700             | 10,930                       | 11,700             |
|                                | <b>TOTAL MAINTENANCE COSTS</b>  | <b>17,686</b>     | <b>9,765</b>      | <b>11,700</b>      | <b>10,930</b>                | <b>11,700</b>      |
| 5520                           | Retail-Food                     | 7,064             | 4,731             | 5,200              | 4,839                        | 4,400              |
|                                | <b>TOTAL RETAIL OPERATIONS</b>  | <b>7,064</b>      | <b>4,731</b>      | <b>5,200</b>       | <b>4,839</b>                 | <b>4,400</b>       |
| 5580-001                       | Telephone                       | 480               | 363               | 500                | 300                          | 500                |
| 5580-002                       | Electricity                     | 5,758             | 5,921             | 6,500              | 4,442                        | 6,500              |
|                                | <b>TOTAL UTILITIES</b>          | <b>6,238</b>      | <b>6,284</b>      | <b>7,000</b>       | <b>4,742</b>                 | <b>7,000</b>       |
|                                | <b>TOTAL EXPENSES</b>           | <b>\$ 61,905</b>  | <b>\$ 59,783</b>  | <b>\$ 78,180</b>   | <b>\$ 46,648</b>             | <b>\$ 80,511</b>   |
|                                | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 261,183</b> | <b>\$ 219,308</b> | <b>\$ 220,270</b>  | <b>\$ 171,354</b>            | <b>\$ 228,661</b>  |

# POHICK BAY MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, Promote, Manage and Sustain parklands.**



#### Objectives:

- Continue to grow the marina service area to include improvements, expanding facility rentals & retail sales.
- Continue to implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- Continue to maintain an effective Invasive Plant Management Plan.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

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



#### Objectives:

- Develop and host a minimum of (4) health, wellness, or family programs.
- Maintain a minimum of (3) diverse community partnerships.
- Host at least (1) special event aimed at environmental protection.
- Develop and implement (3) strategies to grow marina revenues by 5% over FY23 gross.
- Implement at least (3) roving naturalist programs at the waterfront parks.

### **Goal Three: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



#### Objectives:

- Maintain boat storage lots at 95% capacity.
- Implement at least (2) new strategies to increase rental shelters by 3% over FY23 gross.
- Implement a marketing strategy to increase launch pass sales by 5% over FY23 gross.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/ replacement of rental vessels.



**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

***Goal One: Protect, Promote, Manage and Sustain parklands.***

**Highlights**

- Continued to address park invasives with multiple volunteer clean-up workdays for areas along the shoreline.
- Completed interior and exterior restroom renovations at the Marina to better serve our guests as well as provide ADA accessible routes to these facilities.
- Enhancements were completed at the boat rental operations including repairs to buildings and boat racks.
- ADA parking work was completed at various locations including the Marina Playground.
- Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.
- Installed a new kayak launch ramp for our boat rental facility to better serve rental guests' access to and from the water.

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

**Highlights**

- Conducted several Roving Naturalist led paddle tour programs of our waterways including popular sunset offerings.
- The Roving Naturalist conducted multiple birding observation programs focused on Osprey and Bald Eagle activity.
- Continue to implement offers to the marina for campground patrons – all campground reservations during peak season received a marina perk.
- Hosted waterfront rental events at our Eagles Nest and lower park including Dragon Festival as well as SOAR. formerly Dreams for Kids. Both events are great well attended community events that serve various user groups.
- Worked with Potomac Overlook team to provide paddle days for their summer camps to get kids out on the water at Pohick Bay.
- Expanded the hours of operation schedule to capitalize on the outside activity needs of our customers.

***Goal Three: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***

**Highlights**

- Continued park-wide cross promotional marketing efforts for the marina offerings.
- Offered group rentals during weekdays to capitalize on off peak visitation.
- Maintained an effective staffing plan at the marina to assist with securing trailer parking spots for boaters and manage parking control.
- Installed new shoreline benches at the Marina to enhance the waterfront view and recreational experience for guests.

**MEASURABLE RESULTS**

|  | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months JUL-<br/>DEC 2022</b> | <b>FY 2024<br/>TARGET</b> |
|--|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • Boat storage (153 storage sites available) | 145                       | 145                       | 145                       | 145  | 145                       |
| • Boat launches                              | 4,340                     | 4,231                     | 4,340                     | 2,606  | 4,340                     |
| • Total boat rentals                         | 5,000                     | 2,919                     | 5,000                     | 1,518  | 3,900                     |
| • Guided water tour participants             | 200                       | 65                        | 200                       | 48   | 200                       |
| • Number of Eagle's Nest rentals             | 12                        | 31                        | 12                        | 22   | 20                        |
| • Number of family shelter rentals           | 70                        | 93                        | 115                       | 53   | 200                       |

# 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 398,204        | \$ 453,100         | \$ 499,800         | 10.3%                 |
| Retail Operations           | 176,275           | 175,300            | 190,300            | 8.6%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 574,479</b> | <b>\$ 628,400</b>  | <b>\$ 690,100</b>  | <b>9.8%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 216,217        | \$ 269,389         | \$ 280,299         | 4.0%                  |
| Operating Costs             | 600               | 0                  | 0                  | 0.0%                  |
| Maintenance Costs           | 76,048            | 72,000             | 77,760             | 8.0%                  |
| Retail Operations           | 88,797            | 71,650             | 77,650             | 8.4%                  |
| Utilities                   | 20,684            | 24,300             | 29,600             | 21.8%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 402,344</b> | <b>\$ 437,339</b>  | <b>\$ 465,309</b>  | <b>6.4%</b>           |
| <b>Net Income</b>           | <b>\$ 172,135</b> | <b>\$ 191,061</b>  | <b>\$ 224,791</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 9.8% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue. Utilities are also budgeted to increase due to electricity costs that are higher than currently budgeted.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 8.46                         | 2.12                         | 8.47                         | 8.47                        | 8.47                       |

## PIRATE'S COVE WATERPARK AT POHICK BAY

| ACCOUNT NUMBER                                     | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|-------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-270 PIRATE'S COVE WATERPARK at POHICK BAY</b> |                               |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                                    |                               |                   |                   |                    |                              |                    |
| 4550   | Admissions                    | \$ 107,768        | \$ 320,861        | \$ 380,000         | \$ 221,867                   | \$ 400,000         |
| 4570   | Group Admissions              | 2,787             | 14,918            | 29,400             | 21,391                       | 35,300             |
| 4490   | Locker Rental                 | 0                 | 460               | 700                | 179                          | 500                |
| 4600   | Programmed Events             | 0                 | 0                 | 0                  | 0                            | 0                  |
| 4580   | Waterpark Passes              | 12,489            | 52,044            | 35,000             | 41,313                       | 56,000             |
| 4670   | Shelter Reservations          | 2,909             | 9,922             | 8,000              | 2,553                        | 8,000              |
| <b>TOTAL USER FEES</b>                             |                               | <b>125,952</b>    | <b>398,204</b>    | <b>453,100</b>     | <b>287,304</b>               | <b>499,800</b>     |
| 4640   | Retail Operations             | 54,260            | 162,062           | 160,000            | 111,444                      | 175,000            |
| 4660   | Swim Merchandise              | 5,954             | 14,213            | 15,300             | 5,923                        | 15,300             |
| <b>TOTAL RETAIL OPERATIONS</b>                     |                               | <b>60,214</b>     | <b>176,275</b>    | <b>175,300</b>     | <b>117,367</b>               | <b>190,300</b>     |
| <b>TOTAL REVENUES</b>                              |                               | <b>\$ 186,166</b> | <b>\$ 574,479</b> | <b>\$ 628,400</b>  | <b>\$ 404,671</b>            | <b>\$ 690,100</b>  |
| <b>EXPENSES</b>                                    |                               |                   |                   |                    |                              |                    |
| 5020   | Part-Time Salaries            | \$ 60,155         | \$ 199,996        | \$ 249,088         | \$ 160,530                   | \$ 259,176         |
| 5030   | FICA                          | 4,602             | 15,300            | 19,055             | 12,174                       | 19,827             |
| 5070   | Unemployment Tax              | 182               | 921               | 1,245              | 716                          | 1,296              |
| <b>TOTAL PERSONNEL SERVICES</b>                    |                               | <b>64,939</b>     | <b>216,217</b>    | <b>269,389</b>     | <b>173,420</b>               | <b>280,299</b>     |
| 5490   | Programs and Promotions       | 0                 | 600               | 0                  | 107                          | 0                  |
| <b>TOTAL OPERATING COSTS</b>                       |                               | <b>0</b>          | <b>600</b>        | <b>0</b>           | <b>107</b>                   | <b>0</b>           |
| 5180   | Equipment/Vehicle Maintenance | 581               | 0                 | 0                  | 0                            | 0                  |
| 5190   | Facility Op. & Maintenance    | 60,136            | 76,048            | 72,000             | 46,743                       | 77,760             |
| <b>TOTAL MAINTENANCE COSTS</b>                     |                               | <b>60,717</b>     | <b>76,048</b>     | <b>72,000</b>      | <b>46,743</b>                | <b>77,760</b>      |
| 5520   | Retail Operations             | 29,925            | 88,021            | 64,000             | 58,764                       | 70,000             |
| 5535   | Swim Merchandise              | 1,563             | 775               | 7,650              | 1,635                        | 7,650              |
| <b>TOTAL RETAIL OPERATIONS</b>                     |                               | <b>31,488</b>     | <b>88,797</b>     | <b>71,650</b>      | <b>60,399</b>                | <b>77,650</b>      |
| 5580-001   | Telephone                     | 2,266             | 2,570             | 2,000              | 2,531                        | 2,800              |
| 5580-002   | Electricity                   | 4,819             | 16,849            | 21,000             | 22,732                       | 25,500             |
| 5580-016   | Internet/Cable                | 1,305             | 1,265             | 1,300              | 1,057                        | 1,300              |
| <b>TOTAL UTILITIES</b>                             |                               | <b>8,390</b>      | <b>20,684</b>     | <b>24,300</b>      | <b>26,320</b>                | <b>29,600</b>      |
| <b>TOTAL EXPENSES</b>                              |                               | <b>\$ 165,534</b> | <b>\$ 402,344</b> | <b>\$ 437,339</b>  | <b>\$ 306,989</b>            | <b>\$ 465,309</b>  |
| <b>OPERATING INCOME (LOSS)</b>                     |                               | <b>\$ 20,633</b>  | <b>\$ 172,135</b> | <b>\$ 191,061</b>  | <b>\$ 97,681</b>             | <b>\$ 224,791</b>  |

# PIRATE'S COVE WATERPARK AT POHICK BAY

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**



#### Objectives:

- Work with the Marketing and Aquatics teams to continue to promote the sale of Annual Waterpark Passes.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Ensure consistent use of pass holder tracking methods within Active Network.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts.

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



#### Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Implement effective waterpark Standard Operating Procedures to ensure safe and effective pump room operations.

### **Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**



#### Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement strategies to create a consistent aquatics program with a focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and campaigns on a weekly basis.

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



#### Objectives:

- 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 meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

### **Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



#### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Work closely with the Aquatics Manager to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.
- Develop and implement survey strategies to evaluate the customer experience and implement at least one improvement.

# PIRATE'S COVE WATERPARK AT POHICK BAY

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Offer and promote an effective Annual Waterpark Pass membership.**

**Highlights**

- Offered pass sales through Certifikid that generated new additional pass sales.
- Set up Pass Sales Table on weekend throughout the season which led to sales that exceeded budget.
- Held a member appreciation event where we opened the pool early for members and provided breakfast.
- Promoted off-season sales campaign for online annual pass sales.
- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Utilized events during peak days to educate guests in line about pass holder benefits and the value of the program.

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

**Highlights**

- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Continued to develop a culture of safety with our staff including consistent trainings and both internal and external program reviews and audits.
- Expanded hiring efforts at local schools and community events through job fairs to seek staff and create interest in working at the Waterpark.
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training All supervisory waterpark staff and veteran lifeguards attending this training to expand their aquatic safety skills.
- Reviewed and refined orientation to streamline the process for incoming staff.

**Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**

**Highlights**

- Conducted surveys of groups and individuals to determine patron wants and needs.
- Marketed birthday parties highlighting the safety provided by an outdoor experience.
- Implemented new social media strategies and platforms to increase visitation and revenue.

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

**Highlights**

- Reviewed food sales and created an updated par level form for ordering.
- Utilized second fryer to assist with customer demand and speed of service to reduce wait times.
- Revised and streamlined concessions menu to expedite service.
- Expanded retail merchandise to provide additional offerings.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Conducted a food service management training with focus on best practices and staff training with the Food & Beverage Managers.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**

**Highlights**

- NOVA Parks Roving Naturalist conducted 3 critter corner events during the summer to bring nature to our pool quests and kids,
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Streamlined capacity line process to manage numbers and wait times more effectively.
- Purchased and utilized an automated pool vacuum to maintain pool quality and limit staff time.
- Completed repairs to the main feature of Pirate's Cove including the roof and stair platform for this custom structure
- Exterior paint work was completed on our tower slides.

## MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of general admissions                     | 38,250            | 34,245            | 38,250            | 22,332   | 38,250            |
| • Number of youth group participants               | 3,500             | 2,644             | 4,500             | 3,018  | 5,050             |
| • Number of Annual Waterpark Passes sold           | 312               | 674               | 560               | 865  | 845               |
| • Average amount customers spent on food/beverages | \$3.54            | 4.18              | \$3.69            | \$4.22   | \$4.31            |

# POTOMAC OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for environmental education. The staff provides programs for schools and public groups throughout the year and hosts Camp Overlook, our very popular outdoor education summer camp. The James I. Mayer Center for Environmental Education contains displays that explore the natural world to include interactive exhibits and live animals. Other park features include the raptor enclosure, group shelter, an auditorium and amphitheater, interpretive gardens, and 2 miles of natural surface trails.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 146,161          | \$ 132,000          | \$ 139,500          | 5.7%                  |
| Retail Operations           | 2,309               | 1,750               | 2,500               | 42.9%                 |
| Other Revenue               | 13,200              | 13,200              | 13,200              | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 161,670</b>   | <b>\$ 146,950</b>   | <b>\$ 155,200</b>   | <b>5.6%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 278,835          | \$ 305,744          | \$ 341,276          | 11.6%                 |
| Operating Costs             | 15,429              | 15,200              | 14,700              | -3.3%                 |
| Maintenance Costs           | 20,187              | 26,850              | 27,542              | 2.6%                  |
| Insurance                   | 1,814               | 2,043               | 1,648               | -19.3%                |
| Retail Operations           | 1,338               | 875                 | 1,250               | 42.9%                 |
| Utilities                   | 10,583              | 13,100              | 13,100              | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 328,185</b>   | <b>\$ 363,812</b>   | <b>\$ 399,516</b>   | <b>9.8%</b>           |
| <b>Net Income</b>           | <b>\$ (166,515)</b> | <b>\$ (216,862)</b> | <b>\$ (244,316)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes a net that is lower than the past few years and which is due to increased personnel costs.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 3.00                         | 3.00                         | 3.00                         | 3.00                        | 3.00                       |
| Part-Time | 1.76                         | 1.81                         | 1.81                         | 1.81                        | 1.81                       |

## POTOMAC OVERLOOK REGIONAL PARK

| ACCOUNT NUMBER                              | ACCOUNT DESCRIPTION             | ACTUAL FY 2021     | ACTUAL FY 2022      | REVISED FY 2023     | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024     |
|---|---------------------------------|--------------------|---------------------|---------------------|------------------------|---------------------|
| <b>3-300 POTOMAC OVERLOOK REGIONAL PARK</b> |                                 |                    |                     |                     |                        |                     |
| <b>REVENUES</b>                             |                                 |                    |                     |                     |                        |                     |
| 4600  | Programmed Events               | \$ 16,803          | \$ 30,786           | \$ 20,000           | \$ 30,718              | \$ 25,000           |
| 4101  | Camps                           | 107,000            | 110,910             | 108,000             | 113,816                | 110,000             |
| 4670  | Shelter Reservations            | 3,522              | 4,465               | 4,000               | 2,245                  | 4,500               |
|   | <b>TOTAL USER FEES</b>          | <b>127,325</b>     | <b>146,161</b>      | <b>132,000</b>      | <b>146,779</b>         | <b>139,500</b>      |
| 4640  | Retail Operations               | 2,571              | 2,309               | 1,750               | 3,198                  | 2,500               |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>2,571</b>       | <b>2,309</b>        | <b>1,750</b>        | <b>3,198</b>           | <b>2,500</b>        |
| 4420  | House Rental                    | 13,790             | 13,200              | 13,200              | 11,000                 | 13,200              |
| 4345  | Grants                          | 27,888             | 0                   | 0                   | 0                      | 0                   |
|   | <b>TOTAL OTHER REVENUE</b>      | <b>41,678</b>      | <b>13,200</b>       | <b>13,200</b>       | <b>11,000</b>          | <b>13,200</b>       |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 171,574</b>  | <b>\$ 161,670</b>   | <b>\$ 146,950</b>   | <b>\$ 160,977</b>      | <b>\$ 155,200</b>   |
| <b>EXPENSES</b>                             |                                 |                    |                     |                     |                        |                     |
| 5010  | Full-Time Salaries              | \$ 143,387         | \$ 174,251          | \$ 173,087          | \$ 171,834             | \$ 196,945          |
| 5020  | Part-Time Salaries              | 20,601             | 33,484              | 52,325              | 36,278                 | 53,895              |
| 5030  | FICA                            | 12,401             | 15,574              | 17,244              | 15,301                 | 19,189              |
| 5040  | Hospitalization                 | 11,733             | 22,227              | 26,116              | 23,242                 | 27,254              |
| 5060  | Life Insurance                  | 1,356              | 1,525               | 1,973               | 1,467                  | 2,245               |
| 5050  | Retirement                      | 28,725             | 31,529              | 34,617              | 28,525                 | 41,358              |
| 5070  | Unemployment Tax                | 194                | 246                 | 382                 | 146                    | 389                 |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>218,396</b>     | <b>278,835</b>      | <b>305,744</b>      | <b>276,793</b>         | <b>341,276</b>      |
| 5230  | Gas and Diesel                  | 2,181              | 2,790               | 3,500               | 1,605                  | 2,500               |
| 5490  | Programs and Promotions         | 1,383              | 4,260               | 4,000               | 3,917                  | 4,500               |
| 5570  | Uniforms                        | 673                | 528                 | 1,050               | 371                    | 1,050               |
| 5171  | Camps                           | 3,398              | 6,204               | 6,650               | 3,206                  | 6,650               |
|   | <b>TOTAL OPERATING COSTS</b>    | <b>9,617</b>       | <b>15,429</b>       | <b>15,200</b>       | <b>9,213</b>           | <b>14,700</b>       |
| 5180  | Equipment/Vehicle Maintenance   | 2,347              | 1,385               | 3,300               | 1,679                  | 3,300               |
| 5190  | Facility Op. & Maintenance      | 13,000             | 18,102              | 23,050              | 14,751                 | 23,742              |
| 5510  | Rental House Maintenance        | 1,061              | 700                 | 500                 | 323                    | 500                 |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>16,408</b>      | <b>20,187</b>       | <b>26,850</b>       | <b>16,753</b>          | <b>27,542</b>       |
| 5290  | Insurance - Vehicle             | 1,346              | 1,814               | 2,043               | 2,155                  | 1,648               |
|   | <b>TOTAL INSURANCE</b>          | <b>1,346</b>       | <b>1,814</b>        | <b>2,043</b>        | <b>2,155</b>           | <b>1,648</b>        |
| 5520  | Retail Operations               | 1,175              | 1,338               | 875                 | 1,772                  | 1,250               |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>1,175</b>       | <b>1,338</b>        | <b>875</b>          | <b>1,772</b>           | <b>1,250</b>        |
| 5580-001                                    | Telephone                       | 1,621              | 1,285               | 2,200               | 1,523                  | 2,200               |
| 5580-002                                    | Electricity                     | 5,712              | 5,036               | 7,000               | 5,043                  | 7,000               |
| 5580-004                                    | Water/Sewer                     | 172                | 486                 | 600                 | 563                    | 600                 |
| 5580-008                                    | Propane Gas                     | 1,622              | 2,455               | 1,700               | 972                    | 1,700               |
| 5580-016                                    | Cable/Internet                  | 1,570              | 1,320               | 1,600               | 880                    | 1,600               |
|   | <b>TOTAL UTILITIES</b>          | <b>10,698</b>      | <b>10,583</b>       | <b>13,100</b>       | <b>8,981</b>           | <b>13,100</b>       |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 257,641</b>  | <b>\$ 328,185</b>   | <b>\$ 363,812</b>   | <b>\$ 315,669</b>      | <b>\$ 399,516</b>   |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ (86,067)</b> | <b>\$ (166,515)</b> | <b>\$ (216,862)</b> | <b>\$ (154,692)</b>    | <b>\$ (244,316)</b> |

# POTOMAC OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: *Protect, Promote, Manage and Sustain parklands.***



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to implement a plan for enhanced Nature Center interpretation.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 2,500 volunteer hours.
- 

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



#### Objectives:

- Continue to conduct and enhance camp programming and park operations.
- Maintain a minimum of (5) diverse community partnerships.
- Review and refine the year-round comprehensive programming schedule.
- Maintain an effective marketing strategy with a minimum of (2) areas of focus to promote shelter and auditorium rentals.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Develop and implement a plan to enhance existing interpretation of at least (2) areas within the park.

### **Goal Three: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***



#### 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.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.



# POTOMAC OVERLOOK REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

### **Goal One: Protect, Promote, Manage and Sustain Parklands.**

#### Highlights

- Public events offered for park beautification projects included *MLK Day of Service* and *Flora Fest* which focused on park clean-up and invasive plant removal.
- Added a new Tadpole exhibit in the nature center and installed the Raptor Flight sign on the raptor trail.
- The Arlington Master Naturalists, Master Gardeners of Northern VA and PORP Park Stewards continue to educate the public and beautify the park through upkeep of the demonstration gardens, volunteer opportunities, and public events.
- Native grasses and flowers were planted with the goal of becoming official Monarch Butterfly waystation.
- A native shade garden was installed in front of nature center.
- Used CMMS to keep up with annual maintenance needs, inspections, and standards.
- Major renovations to Bird of Prey enclosures completed with a new vestibule for storage and increased safety for the birds.
- Hosted (10) boy scouts for their eagle scout projects including frog pond boardwalk, seating area outside of auditorium, trail around nature center, portable benches at stage, a boardwalk along our butterfly garden, and general trail enhancements such as water bars and erosion prevention.

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

#### Highlights

- Met FY23 goal for camp revenue one month after registration opened with a record setting number of camp registrants and revenue.
- New public program themes were offered including *Geology Rocks*, *Camping 101*, *Astronomy Night Hike*, and *Frog Frenzy*. Also revised both the *Spring Egg Hunt* event and the *Search for Santa's Critters* event to be more a change from past years for returning customers and more user friendly.
- Created a new Shelter Rental flyer and expanded social media posts to increase revenue.
- Hosted *Pepper Fest.*, *Earth Day* and *Flora Fest* free drop-in community events.
- Retail sales have seen a 33% increase over the past year due to the introduction of Camp Store Fridays.
- New interpretive signs for the Organic Vegetable Garden are in production to educate the public about the purpose of the garden, history of the garden, and the importance of native pollinators.

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

#### Highlights

- Continued to implement agency-wide customer service initiatives, and monthly strategies. Ordered a new park-specific staff give-away for staff and volunteers who win monthly Great Card raffle.
- Conducted effective routine training of new naturalists, summer camp staff and volunteers which included a new part-time Naturalist Training Manual approved by HR and Risk Management
- Maintained regular post schedules to Facebook, Instagram, Next door including new videos advertising large public events. Created 2 different Story Walks™ to engage the public and advertise upcoming events.
- Park Naturalist attended the 2023 American Camp Association Nation Conference, other full-time staff virtually attended the 2023 Virginia Forest Health Conference hosted by the National Capital Partnership for Invasive Species Management. The Park Manager and Naturalist also participate in the NOVA Parks Mentor Program.
- The park continues to benefit from the many volunteers including the Master Gardeners of Northern Virginia, Arlington Master Naturalists, and the Nature Center Animal Care volunteers.
- Updated online program survey and created sandwich board sign with QR code with a discount code reward for completion.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC 2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|---|-------------------|
| • Public program/Special Event participants | 1,846             | 1,502             | 1,800             | 747   | 2,000             |
| • School & Scout program participants       | 293               | 979               | 1,000             | 584   | 1,250             |
| • Birthday party participants               | 7                 | 66                | 60                | 48  | 60                |
| • Camp Overlook participants                | 56                | 293               | 350               | 272   | 350               |
| • Offsite programming participants          | 0                 | 0                 | 650               | 45  | 250               |
| • Number of shelter rentals                 | 14                | 29                | 36                | 18  | 36                |
| • Volunteer hours received                  | 1,202             | 2,384             | 2,750             | 1,335   | 2,500             |

# WINKLER BOTANICAL PRESERVE

## PROGRAM OVERVIEW

Winkler Botanical Preserve, a 44.63 acre public preserve located in Alexandria was gifted to NOVA Parks in September 2022. Originally the preserve was created by the Winkler family's Catherine Winkler Herman and her daughter Tori Thomas and the Winkler Foundation in 1981 as a way to protect this unique and special area. Winkler Botanical Preserve features The Catherine Lodge, a beautiful pond with waterfall, and walking trails. The preserve hosts a variety of programs including summer camps, public and private school programs, scout and nature programs making this a great escape from the surrounding urban community.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                     |                     |                       |
| User Fees                   | \$ 0              | \$ 2,250            | \$ 35,000           | 1455.6%               |
| Total Transfers in          | 0                 | 120,000             | 120,000             | 0.0%                  |
| <b>TOTAL RESOURCES</b>      | <b>\$ 0</b>       | <b>\$ 122,250</b>   | <b>\$ 155,000</b>   | <b>26.8%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                     |                     |                       |
| Personnel Services          | \$ 0              | \$ 174,408          | \$ 244,908          | 40.4%                 |
| Operating Costs             | 0                 | 3,000               | 9,350               | 211.7%                |
| Maintenance Costs           | 0                 | 54,375              | 72,500              | 33.3%                 |
| Insurance                   | 0                 | 750                 | 750                 | 0.0%                  |
| Utilities                   | 0                 | 9,000               | 16,800              | 86.7%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 0</b>       | <b>\$ 241,533</b>   | <b>\$ 344,308</b>   | <b>42.6%</b>          |
| <b>Net Income</b>           | <b>\$ 0</b>       | <b>\$ (119,283)</b> | <b>\$ (189,308)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This is the first full year of operation for this recent NOVA Parks addition. For FY 2024, the Winkler Botanical Preserve is budgeted for a net loss of \$189,308.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.75                        | 1.00                       |
| Part-Time | 0.00                         | 0.00                         | 0.00                         | 1.83                        | 2.43                       |

## WINKLER BOTANICAL PRESERVE

| ACCOUNT NUMBER                              | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|---------------------------------|-------------------|-------------------|---------------------|------------------------------|---------------------|
| <b>3-460 POTOMAC OVERLOOK REGIONAL PARK</b> |                                 |                   |                   |                     |                              |                     |
| <b>REVENUES</b>                             |                                 |                   |                   |                     |                              |                     |
| 4600  | Programmed Events               | \$ 0              | \$ 0              | \$ 2,000            | \$ 660                       | \$ 4,500            |
| 4810  | Facility Fees                   | 0                 | 0                 | 250                 | 0                            | 2,500               |
| 4101  | Camps                           | 0                 | 0                 | 0                   | 12,515                       | 28,000              |
|   | <b>TOTAL USER FEES</b>          | <b>0</b>          | <b>0</b>          | <b>2,250</b>        | <b>13,175</b>                | <b>35,000</b>       |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 2,250</b>     | <b>\$ 13,175</b>             | <b>\$ 35,000</b>    |
|   |                                 |                   |                   |                     |                              |                     |
| 4345  | Grants                          | 0                 | 0                 | 120,000             | 0                            | 120,000             |
|   | <b>TOTAL TRANSFERS IN</b>       | <b>0</b>          | <b>0</b>          | <b>120,000</b>      | <b>0</b>                     | <b>120,000</b>      |
|   | <b>TOTAL RESOURCES</b>          | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 122,250</b>   | <b>\$ 13,175</b>             | <b>\$ 155,000</b>   |
|   |                                 |                   |                   |                     |                              |                     |
| <b>EXPENSES</b>                             |                                 |                   |                   |                     |                              |                     |
| 5010  | Full-Time Salaries              | \$ 0              | \$ 0              | \$ 43,829           | \$ 24,826                    | \$ 61,535           |
| 5020  | Part-Time Salaries              | 0                 | 0                 | 108,548             | 54,281                       | 126,215             |
| 5030  | FICA                            | 0                 | 0                 | 9,050               | 5,463                        | 14,363              |
| 5040  | Hospitalization                 | 0                 | 0                 | 4,036               | 11,684                       | 28,501              |
| 5060  | Life Insurance                  | 0                 | 0                 | 140                 | 194                          | 701                 |
| 5050  | Retirement                      | 0                 | 0                 | 8,765               | 4,721                        | 12,922              |
| 5070  | Unemployment Tax                | 0                 | 0                 | 40                  | 107                          | 671                 |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>0</b>          | <b>0</b>          | <b>174,408</b>      | <b>101,276</b>               | <b>244,908</b>      |
|   |                                 |                   |                   |                     |                              |                     |
| 5230  | Gas and Diesel                  | 0                 | 0                 | 1,500               | 260                          | 2,000               |
| 5490  | Programs and Promotions         | 0                 | 0                 | 500                 | 490                          | 2,500               |
| 5570  | Uniforms                        | 0                 | 0                 | 1,000               | 366                          | 350                 |
| 5171  | Camps                           | 0                 | 0                 | 0                   | 1,458                        | 4,500               |
|   | <b>TOTAL OPERATING COSTS</b>    | <b>0</b>          | <b>0</b>          | <b>3,000</b>        | <b>2,575</b>                 | <b>9,350</b>        |
|   |                                 |                   |                   |                     |                              |                     |
| 5180  | Equipment/Vehicle Maintenance   | 0                 | 0                 | 1,875               | 350                          | 2,500               |
| 5190  | Facility Op. & Maintenance      | 0                 | 0                 | 18,750              | 10,042                       | 25,000              |
| 5215  | Garden Maintenance              | 0                 | 0                 | 33,750              | 35,571                       | 45,000              |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>0</b>          | <b>0</b>          | <b>54,375</b>       | <b>45,963</b>                | <b>72,500</b>       |
|   |                                 |                   |                   |                     |                              |                     |
| 5290  | Insurance - Vehicle             | 0                 | 0                 | 750                 | 0                            | 750                 |
|   | <b>TOTAL INSURANCE</b>          | <b>0</b>          | <b>0</b>          | <b>750</b>          | <b>0</b>                     | <b>750</b>          |
|   |                                 |                   |                   |                     |                              |                     |
| 5580-001                                    | Telephone                       | 0                 | 0                 | 1,125               | 773                          | 1,600               |
| 5580-002                                    | Electricity                     | 0                 | 0                 | 3,750               | 4,701                        | 8,400               |
| 5580-004                                    | Water/Sewer                     | 0                 | 0                 | 2,250               | 3,202                        | 3,000               |
| 5580-008                                    | Propane Gas                     | 0                 | 0                 | 750                 | 0                            | 1,000               |
| 5580-016                                    | Cable/Internet                  | 0                 | 0                 | 1,125               | 1,497                        | 2,800               |
|   | <b>TOTAL UTILITIES</b>          | <b>0</b>          | <b>0</b>          | <b>9,000</b>        | <b>10,173</b>                | <b>16,800</b>       |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 241,533</b>   | <b>\$ 159,986</b>            | <b>\$ 344,308</b>   |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ (119,283)</b> | <b>\$ (146,811)</b>          | <b>\$ (189,308)</b> |

# WINKLER BOTANICAL PRESERVE



## STRATEGIC GOALS & OBJECTIVES FY 2024

### **Goal One: *Protect, Promote, Manage and Sustain parklands.***



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Develop and implement a plan for enhanced interpretation throughout the Preserve.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Begin to explore the development of an effective volunteer program.
- Develop and implement a mapping system with appropriate signage for the Preserve trails network.
- Maintain and continue to update all park assets and systems into 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 and successful programs, partnerships, and events to meet the needs of our diverse community.***



#### Objectives:

- Continue to conduct and grow camp programming opportunities.
- Implement a system to effectively evaluate camp programs annually to ensure offerings are in line with community needs and site expectations.
- Develop a minimum of (3) diverse community partnerships.
- Develop and implement a year-round comprehensive programming schedule.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Promote public engagement with at least (1) event or program focused on the surrounding community.

### **Goal Three: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***



#### 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.
- Maintain a year-round content calendar including a schedule of events and activities to post on the web site and social media on a weekly basis
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.
- Work closely with the City of Alexandria to facilitate a consistent field trip program.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

# WINKLER BOTANICAL PRESERVE

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Protect, Promote, Manage and Sustain parklands.**

**Highlights:**

- Completed the acquisition of the Preserve in the fall of 2022.
- Successfully transitioned several existing team members into NOVA Parks employees ensuring consistency and institutional knowledge.
- Contracted to have GPS mapping of trail systems for later use in developing signage and trail networks.

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

**Highlights:**

- Developed summer of 2023 camp program.
- In the spring of 2023 hosted a variety of successful scout programs.
- Partnered with the Alexandria Fire Department on a 3-day regional – Wide Area Search and rescue training.
- Had initial discussions with City of Alexandria Schools on field trip and summer camp opportunities.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL        | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--------------------------|-------------------|
|   |                   |                   |                   | 6 months<br>JUL-DEC 2022 |                   |
| • Public program/special event participants | N/A               | N/A               | N/A               | N/A                      | 100               |
| • Camp Winkler participants                 | N/A               | N/A               | N/A               | N/A                      | 115               |

# 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 sanctuary while offering environmental education programs.

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.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 489,753          | \$ 359,250          | \$ 401,825          | 11.9%                 |
| Retail Operations           | 920,872             | 603,961             | 672,550             | 11.4%                 |
| Other Revenue               | 84,529              | 61,500              | 76,100              | 23.7%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 1,495,153</b> | <b>\$ 1,024,711</b> | <b>\$ 1,150,475</b> | <b>12.3%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 289,755          | \$ 442,522          | \$ 473,211          | 6.9%                  |
| Operating Costs             | 239,744             | 176,954             | 149,300             | -15.6%                |
| Maintenance Costs           | 105,645             | 96,388              | 112,493             | 16.7%                 |
| Insurance                   | 2,614               | 4,011               | 5,049               | 25.9%                 |
| Retail Operations           | 213,298             | 185,231             | 197,067             | 6.4%                  |
| Utilities                   | 16,802              | 15,800              | 20,500              | 29.7%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 867,858</b>   | <b>\$ 920,906</b>   | <b>\$ 957,620</b>   | <b>4.0%</b>           |
| <b>Net Income</b>           | <b>\$ 627,295</b>   | <b>\$ 103,805</b>   | <b>\$ 192,855</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Rust Manor House is budgeted for a net income almost twice that of the FY 2023 Budget due to the resurgence of events after the pandemic. There was a backlog of events when re-opening after pandemic closures, and it is expected that this demand will level off and not provide the level of revenue experienced during FY 2022.

## STAFFING SUMMARY

|                  | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|------------------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| <b>Full-Time</b> | 2.83                         | 3.83                         | 3.83                         | 3.83                        | 3.83                       |
| <b>Part-Time</b> | 5.56                         | 3.63                         | 4.32                         | 4.32                        | 4.45                       |

## RUST SANCTUARY

| ACCOUNT NUMBER              | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|-----------------------------|---------------------------------|-------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-320 RUST SANCTUARY</b> |                                 |                   |                     |                     |                              |                     |
| <b>REVENUES</b>             |                                 |                   |                     |                     |                              |                     |
| 4240                        | Facility Rental-Manor House     | \$ 181,867        | \$ 454,853          | \$ 341,250          | \$ 346,264                   | \$ 380,000          |
| 4822                        | NVRPA Event Staffing            | 8,211             | 34,900              | 18,000              | 24,445                       | 21,825              |
|                             | <b>TOTAL USER FEES</b>          | <b>190,078</b>    | <b>489,753</b>      | <b>359,250</b>      | <b>370,709</b>               | <b>401,825</b>      |
| 4420                        | Apartment Rental                | 8,050             | 7,800               | 7,800               | 6,500                        | 7,800               |
| 4821                        | Equipment Rental                | 25,178            | 72,835              | 52,500              | 89,830                       | 67,100              |
| 4081                        | Storage Rental (PEC)            | 1,650             | 1,950               | 1,200               | 1,350                        | 1,200               |
| 4142                        | Contract Services               | 0                 | 1,000               | 0                   | 0                            | 0                   |
| 4443                        | Outside Catering Fees           | 0                 | 943                 | 0                   | 943                          | 0                   |
|                             | <b>TOTAL OTHER REVENUE</b>      | <b>34,878</b>     | <b>84,529</b>       | <b>61,500</b>       | <b>98,623</b>                | <b>76,100</b>       |
| 4115                        | Catering                        | 147,674           | 572,871             | 392,450             | 431,973                      | 437,000             |
| 4682                        | Administrative Fee              | 34,588            | 129,060             | 74,171              | 98,978                       | 82,600              |
| 4640                        | Retail Operations               | 1                 | (9)                 | 0                   | 6                            | 0                   |
| 4641,4647                   | Retail - Alcoholic Beverages    | 53,720            | 218,949             | 137,340             | 156,513                      | 152,950             |
|                             | <b>TOTAL RETAIL OPERATIONS</b>  | <b>235,983</b>    | <b>920,872</b>      | <b>603,961</b>      | <b>687,470</b>               | <b>672,550</b>      |
|                             | <b>TOTAL REVENUES</b>           | <b>\$ 460,938</b> | <b>\$ 1,495,153</b> | <b>\$ 1,024,711</b> | <b>\$ 1,156,802</b>          | <b>\$ 1,150,475</b> |
| <b>EXPENSES</b>             |                                 |                   |                     |                     |                              |                     |
| 5010                        | Full-Time Salaries              | \$ 139,000        | \$ 158,664          | \$ 191,185          | \$ 162,660                   | \$ 212,703          |
| 5020                        | Part-Time Salaries              | 48,008            | 81,810              | 148,003             | 62,862                       | 153,365             |
| 5030                        | FICA                            | 13,941            | 17,756              | 25,948              | 16,316                       | 28,004              |
| 5040                        | Hospitalization                 | 16,306            | 29,709              | 36,076              | 23,449                       | 31,126              |
| 5060                        | Life Insurance                  | 1,205             | 1,308               | 2,180               | 1,381                        | 2,425               |
| 5050                        | Retirement                      | 450               | 82                  | 38,237              | 16,912                       | 44,668              |
| 5070                        | Unemployment Tax                | 293               | 427                 | 893                 | 138                          | 920                 |
|                             | <b>TOTAL PERSONNEL SERVICES</b> | <b>219,203</b>    | <b>289,755</b>      | <b>442,522</b>      | <b>283,718</b>               | <b>473,211</b>      |
| 5186                        | Equipment Rental                | 35,913            | 94,278              | 107,995             | 94,835                       | 67,100              |
| 5146                        | Contract Employment             | 30,320            | 138,627             | 64,522              | 93,596                       | 76,350              |
| 5230                        | Gas & Diesel                    | 916               | 2,011               | 1,300               | 1,529                        | 1,300               |
| 5340                        | Linen Service                   | 0                 | 305                 | 0                   | 650                          | 0                   |
| 5490                        | Programs and Promotions         | 145               | 3,612               | 2,000               | 1,720                        | 3,500               |
| 5570                        | Uniforms                        | 335               | 910                 | 1,138               | 243                          | 1,050               |
|                             | <b>TOTAL OPERATING COSTS</b>    | <b>67,629</b>     | <b>239,744</b>      | <b>176,954</b>      | <b>192,572</b>               | <b>149,300</b>      |
| 5180                        | Equipment/Vehicle Maintenance   | 298               | 168                 | 1,650               | 238                          | 1,650               |
| 5190                        | Facility Op. & Maintenance      | 58,821            | 105,478             | 94,738              | 107,255                      | 110,843             |
|                             | <b>TOTAL MAINTENANCE COSTS</b>  | <b>59,118</b>     | <b>105,645</b>      | <b>96,388</b>       | <b>107,492</b>               | <b>112,493</b>      |
| 5143                        | Catering                        | 64,560            | 171,508             | 141,282             | 139,924                      | 157,300             |
| 5521                        | Retail - Alcohol Beverages      | 13,634            | 41,790              | 43,949              | 27,160                       | 39,767              |
|                             | <b>TOTAL RETAIL</b>             | <b>78,194</b>     | <b>213,298</b>      | <b>185,231</b>      | <b>167,084</b>               | <b>197,067</b>      |
| 5265                        | Insurance - Liquor Liability    | 2,861             | 2,160               | 3,500               | 3,578                        | 4,500               |
| 5290                        | Vehicle Insurance               | 449               | 454                 | 511                 | 539                          | 549                 |
|                             | <b>TOTAL INSURANCE</b>          | <b>3,310</b>      | <b>2,614</b>        | <b>4,011</b>        | <b>4,117</b>                 | <b>5,049</b>        |
| 5580-001                    | Telephone                       | 3,441             | 3,313               | 3,600               | 3,051                        | 1,200               |
| 5580-002                    | Electricity                     | 10,439            | 11,230              | 10,500              | 11,420                       | 14,000              |
| 5580-008                    | Propane                         | (366)             | 2,259               | 1,200               | 2,582                        | 2,400               |
| 5580-009                    | Heating Oil                     | 0                 | 0                   | 500                 | 0                            | 500                 |
| 5580-016                    | Internet/Cable                  | 0                 | 0                   | 0                   | 0                            | 2,400               |
|                             | <b>TOTAL UTILITIES</b>          | <b>13,515</b>     | <b>16,802</b>       | <b>15,800</b>       | <b>17,052</b>                | <b>20,500</b>       |
|                             | <b>TOTAL EXPENSES</b>           | <b>\$ 440,969</b> | <b>\$ 867,858</b>   | <b>\$ 920,906</b>   | <b>\$ 772,035</b>            | <b>\$ 957,620</b>   |
|                             | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 19,969</b>  | <b>\$ 627,295</b>   | <b>\$ 103,805</b>   | <b>\$ 384,767</b>            | <b>\$ 192,855</b>   |

# RUST SANCTUARY

## STRATEGIC GOALS & OBJECTIVES FY 2024



**Goal One: Manage and enhance the Rust Sanctuary as a premier event venue.**



Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Rust Manor House.
- Continue to implement Event Temple software to streamline processes and event information.
- Maintain a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Host a minimum of (2) open house events.
- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses..
- Maintain an effective system for consistent follow up and response to online and mail survey reviews.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering, This should include food costs and menu pricing to follow latest industry trends.
- Work to effectively implement defined roles by position for successful event management and communication.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.

**Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to develop a strategy to promote the NOVA Parks / Nature Forward partnership and activities at Rust Sanctuary.
- In cooperation with the Nature Forward, implement a management plan for the Pine Forest.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.

**Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



Objectives:

- Offer a minimum of (2) naturalist led programs.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.



**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

***Goal One: Manage and enhance the Rust Sanctuary as a premier event venue.***

**Highlights**

- Continued to work closely with Visit Loudoun to promote site exchanging client leads to further build relationship.
- Hosted an open house in March with more than 150 attendees.
- Maintained our event management software to track leads and to ensure proper communications through the entire event process. Helped train all four venues and catering team to utilize more software features.
- Maintained weekly presence on social media platforms, results include growing followers on Instagram by 500 for a total of 2700 followers to date.
- Working to develop and grow outside relationships with local vendors with more than (30) attending the March open house.
- Hosted more than 4 styled shoots with local vendors to add to our portfolio and market the manor in different ways.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.
- Started a Tea Program to highlight new vendors and additional revenue.

***Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.***

**Highlights**

- Complete several extensive renovations around the property and house including two upgraded hospitality suites, a new office, and bathroom.
- Currently restoring the Nature Forward pollinator garden to the left of the grounds with the help of volunteers.
- Maintained the grounds and cutting down trees that are nearing the end of their lives.

***Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Developed a training tool for new hires detailing processes and procedures.
- Hired and trained multiple positions including event supervisor, catering captain, venue coordinator, and maintenance.
- Continued to utilize CMMS to communicate routine and emergency maintenance.

**MEASURABLE RESULTS**

|   | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL</b><br>6 months JUL-<br>DEC 2022 | <b>FY 2024<br/>TARGET</b> |
|---|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • Prime rental months (May, June, July, August<br>September, October)     | 32                        | 64                        | 50                        | 36   | 60                        |
| • Non-Prime rental months (March, April, first 3<br>weekends of November) | 0                         | 25                        | 15                        | 10   | 15                        |
| • Winter rental months (November, December, January,<br>February)         | 0                         | 7                         | 4                         | 1  | 4                         |
| • Miles of trails maintained  | 2                         | 2                         | 2                         | 2  | 2                         |
| • Number of volunteer hours   | 25                        | 160                       | 100                       | 40   | 100                       |
| • Number of Naturalist Programs   | 1                         | 0                         | 2                         | 0  | 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 271,198        | \$ 253,000         | \$ 263,000         | 4.0%                  |
| Other Revenue               | 26,962            | 27,692             | 28,192             | 1.8%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 298,160</b> | <b>\$ 280,692</b>  | <b>\$ 291,192</b>  | <b>3.7%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 134,915        | \$ 180,192         | \$ 184,367         | 2.3%                  |
| Operating Costs             | 13,951            | 14,000             | 15,500             | 10.7%                 |
| Maintenance Costs           | 30,464            | 32,950             | 32,950             | 0.0%                  |
| Insurance                   | 1,361             | 1,022              | 1,099              | 7.5%                  |
| Utilities                   | 12,007            | 12,850             | 13,850             | 7.8%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 192,697</b> | <b>\$ 241,014</b>  | <b>\$ 247,766</b>  | <b>2.8%</b>           |
| <b>Net Income</b>           | <b>\$ 105,462</b> | <b>\$ 39,678</b>   | <b>\$ 43,426</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.40                         | 1.40                         | 1.40                         | 1.40                        | 1.40                       |
| Part-Time | 1.01                         | 1.01                         | 1.01                         | 1.43                        | 1.43                       |

## SANDY RUN REGIONAL PARK

| ACCOUNT NUMBER                       | ACCOUNT DESCRIPTION           | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--------------------------------------|-------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-350 SANDY RUN REGIONAL PARK</b> |                               |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                      |                               |                   |                   |                    |                              |                    |
| 4080                                 | Crew Boat Storage             | \$ 163,285        | \$ 153,318        | \$ 153,000         | \$ 132,078                   | \$ 153,000         |
| 4160                                 | Daily User Fees               | 0                 | 1,767             | 3,000              | 4,203                        | 3,000              |
| 4530, 4460                           | Launch & Parking Fees         | 0                 | 60156             | 55,000             | 52123                        | 75,000             |
| 4630                                 | Regatta Fees                  | 25,484            | 35,507            | 22,000             | 12,042                       | 12,000             |
| 4673                                 | Rowing Camps                  | 13,720            | 20,451            | 20,000             | 16,689                       | 20,000             |
| <b>TOTAL USER FEES</b>               |                               | <b>202,488</b>    | <b>271,198</b>    | <b>253,000</b>     | <b>217,135</b>               | <b>263,000</b>     |
| 4420                                 | House Rental                  | 27,556            | 25,892            | 27,192             | 23,736                       | 27,192             |
| 4285,4510,<br>4269,4640              | Misc Rev - Gate Key & Other   | 4,417             | 1,070             | 500                | 555                          | 1,000              |
| <b>TOTAL OTHER REVENUE</b>           |                               | <b>31,973</b>     | <b>26,962</b>     | <b>27,692</b>      | <b>24,291</b>                | <b>28,192</b>      |
| <b>TOTAL REVENUES</b>                |                               | <b>\$ 234,460</b> | <b>\$ 298,160</b> | <b>\$ 280,692</b>  | <b>\$ 241,426</b>            | <b>\$ 291,192</b>  |
| <b>EXPENSES</b>                      |                               |                   |                   |                    |                              |                    |
| 5010                                 | Full-Time Salaries            | \$ 75,024         | \$ 85,075         | \$ 92,490          | \$ 72,393                    | \$ 94,734          |
| 5020                                 | Part-Time Salaries            | 10,556            | 12,577            | 43,796             | 8,423                        | 43,796             |
| 5030                                 | FICA                          | 6,157             | 7,093             | 10,426             | 5,733                        | 10,598             |
| 5040                                 | Hospitalization               | 10,191            | 12,284            | 13,653             | 11,434                       | 13,990             |
| 5060                                 | Life Insurance                | 665               | 822               | 1,054              | 744                          | 1,080              |
| 5050                                 | Retirement                    | 14,275            | 16,995            | 18,498             | 14,218                       | 19,894             |
| 5070                                 | Unemployment Tax              | 99                | 70                | 275                | 25                           | 275                |
| <b>TOTAL PERSONNEL SERVICES</b>      |                               | <b>116,966</b>    | <b>134,915</b>    | <b>180,192</b>     | <b>112,970</b>               | <b>184,367</b>     |
| 5230                                 | Gas and Diesel                | 2,381             | 2,958             | 4,000              | 2,821                        | 3,500              |
| 5504                                 | Regatta Fees                  | 4,931             | 10,993            | 10,000             | 8,155                        | 12,000             |
| 5570                                 | Uniforms                      | 416               | 0                 | 0                  | 0                            | 0                  |
| <b>TOTAL OPERATING COSTS</b>         |                               | <b>7,727</b>      | <b>13,951</b>     | <b>14,000</b>      | <b>10,976</b>                | <b>15,500</b>      |
| 5180                                 | Equipment/Vehicle Maintenance | 3,120             | 3,098             | 3,850              | 5,466                        | 3,850              |
| 5190                                 | Facility Op. & Maintenance    | 28,933            | 26,965            | 28,100             | 25,587                       | 28,100             |
| 5510                                 | Rental House Maintenance      | 1,489             | 401               | 1,000              | 930                          | 1,000              |
| <b>TOTAL MAINTENANCE COSTS</b>       |                               | <b>33,542</b>     | <b>30,464</b>     | <b>32,950</b>      | <b>31,984</b>                | <b>32,950</b>      |
| 5290                                 | Insurance - Vehicle           | 897               | 1,361             | 1,022              | 1,616                        | 1,099              |
| <b>TOTAL INSURANCE</b>               |                               | <b>897</b>        | <b>1,361</b>      | <b>1,022</b>       | <b>1,616</b>                 | <b>1,099</b>       |
| 5580-001                             | Telephone                     | 5,656             | 5,585             | 6,500              | 4,563                        | 6,500              |
| 5580-002                             | Electricity                   | 5,113             | 6,421             | 5,500              | 4,733                        | 6,500              |
| 5580-016                             | Internet/Cable                | 89                | 0                 | 850                | 0                            | 850                |
| <b>TOTAL UTILITIES</b>               |                               | <b>10,858</b>     | <b>12,007</b>     | <b>12,850</b>      | <b>9,297</b>                 | <b>13,850</b>      |
| <b>TOTAL EXPENSES</b>                |                               | <b>\$ 169,991</b> | <b>\$ 192,697</b> | <b>\$ 241,014</b>  | <b>\$ 166,843</b>            | <b>\$ 247,766</b>  |
| <b>OPERATING INCOME (LOSS)</b>       |                               | <b>\$ 64,470</b>  | <b>\$ 105,462</b> | <b>\$ 39,678</b>   | <b>\$ 74,583</b>             | <b>\$ 43,426</b>   |

# SANDY RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: *Protect, Promote, Manage and Sustain parklands.***



#### Objectives:

- Maintain a minimum of (4) diverse community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts and at least (1) workday. Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

### **Goal Two: *Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***



#### Objectives:

- Work with teams, clubs, and vendors to implement camps and programs that complement the use of the park.
- Maintain a process to receive and approve changes to park facilities made by teams, clubs, and other user groups of Sandy Run Rowing Facility.
- Maintain the permit system in Active for tracking, billing, and payment automation.

### **Goal Three: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***



#### Objectives:

- Work closely with VASRA, clubs, schools, and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with park neighbors and associated user groups.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

# SANDY RUN REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: *Protect, Promote, Manage and Sustain parklands.***

**Highlights**

- Maintained our partnerships with Virginia Scholastic Rowing Association (VASRA), Occoquan Boat Club, Sandy Run Scullers, Northern Virginia Rowing Club, Virginia Search and Rescue Dog Association, and Fairfax County Station 41 Fire and Rescue to support rowing and training activities in the park.
- An Eagle Scout project repaired a large, damaged section of the grandstand trail, along with replacing old benches and installing new ones.
- George Mason Crew Club organized a community service project doing a cleanup along the park trails.

**Goal Two: *Develop and refine a variety of inclusive strategies to effectively attract and serve our community.***

**Highlights**

- Maintained online system to schedule, invoice, and collect payments for daily user groups.
- Expanded daily user groups and team training to include five new organizations including The Hun School, Sylvan Scullers, Saratoga Rowing, the Naval Academy Men’s Rowing, and Stanford University Women’s Rowing.

**Goal Three: *Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights**

- Fully audited boat storage rack space comparing on site storage against our system counts and corrected any discrepancies ensuring efficient and fair allocation of storage space.
- Worked with VASRA to coordinate, plan, and execute ten high school regattas and six college regattas for the spring season.
- Hosted a fall user group meeting and roundtable discussion with all internal user groups.

**MEASURABLE RESULTS**

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of boats stored   | 255               | 255               | 275               | 255  | 255               |
| • Number of spring break programs  | 0                 | 43                | 48                | 0  | 48                |
| • Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors | 7,989             | 11,248            | 10,405            | 0  | 10,750            |
| • Number of VASRA scholastic regattas  | 7                 | 10                | 11                | 0  | 10                |
| • Number of club regatta competitors   | 0                 | 4,740             | 4,000             | 5,227  | 4,000             |
| • Number of club regattas  | 0                 | 4                 | 4                 | 4  | 4                 |
| • Number of collegiate regatta competitors                                     | 839               | 1,058             | 1,100             | 0  | 1,100             |
| • Number of collegiate regattas  | 5                 | 5                 | 5                 | 0  | 5                 |
| • Total number of regatta spectators   | 15,000            | 15,000            | 15,000            | 5,000  | 15,000            |

# TEMPLE HALL FARM REGIONAL PARK

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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| User Fees                   | \$ 13,265           | \$ 25,800           | \$ 33,000           | 27.9%                 |
| Retail Operations           | (21)                | 0                   | 0                   | -                     |
| Other Revenue               | 127,519             | 158,383             | 159,383             | 0.6%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 140,764</b>   | <b>\$ 184,183</b>   | <b>\$ 192,383</b>   | <b>4.5%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 143,716          | \$ 218,547          | \$ 247,348          | 13.2%                 |
| Operating Costs             | 63,401              | 41,850              | 37,350              | -10.8%                |
| Maintenance Costs           | 42,586              | 65,028              | 65,028              | 0.0%                  |
| Insurance                   | 2,721               | 2,043               | 2,198               | 7.6%                  |
| Utilities                   | 14,577              | 16,000              | 16,400              | 2.5%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 267,001</b>   | <b>\$ 343,468</b>   | <b>\$ 368,324</b>   | <b>7.2%</b>           |
| <b>Net Income</b>           | <b>\$ (126,238)</b> | <b>\$ (159,285)</b> | <b>\$ (175,941)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- An unfilled Farm Manager position is being reclassified to a Crew Leader position.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(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<br>FY 2021  | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|---------------------------------------|--------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-380 TEMPLE HALL FARM REGIONAL PARK</b> |                                       |                    |                     |                     |                              |                     |
| <b>REVENUES</b>                             |                                       |                    |                     |                     |                              |                     |
| 4412-001                                    | Hay Rides - Tractor                   | \$ 1,325           | \$ 2,570            | \$ 9,300            | \$ 14,779                    | \$ 16,000           |
| 4670  | Shelter Reservations                  | 2,670              | 7,130               | 3,500               | 11,393                       | 7,500               |
| 4812  | Visitor Center Rental                 | 0                  | 0                   | 5,000               | 0                            | 1,500               |
| 4600  | Programmed Events                     | 3,105              | 3,565               | 8,000               | 3,180                        | 8,000               |
|   | <b>TOTAL USER FEES</b>                | <b>7,100</b>       | <b>13,265</b>       | <b>25,800</b>       | <b>29,352</b>                | <b>33,000</b>       |
| 4015  | Animals                               | 3,681              | 4,012               | 5,500               | 5,930                        | 5,500               |
| 4140  | Crop Sales                            | 59,992             | 80,430              | 13,000              | 8,250                        | 14,000              |
| 4420  | House Rental                          | 42,487             | 43,077              | 43,077              | 33,998                       | 43,077              |
| 4345, 4970                                  | Grant - Contribution from Endowment   | 96,806             | 0                   | 96,806              | 0                            | 96,806              |
| 4410, 4510                                  | Miscellaneous Revenue                 | 175                | 0                   | 0                   | 0                            | 0                   |
|   | <b>TOTAL OTHER REVENUE</b>            | <b>203,142</b>     | <b>127,519</b>      | <b>158,383</b>      | <b>48,177</b>                | <b>159,383</b>      |
| 4640  | Retail Operations                     | (55)               | (21)                | 0                   | (105)                        | 0                   |
|   | <b>TOTAL RETAIL OPERATIONS</b>        | <b>\$ (55)</b>     | <b>\$ (21)</b>      | <b>\$ 0</b>         | <b>\$ (105)</b>              | <b>\$ 0</b>         |
|   | <b>TOTAL REVENUES</b>                 | <b>\$ 210,187</b>  | <b>\$ 140,764</b>   | <b>\$ 184,183</b>   | <b>\$ 77,424</b>             | <b>\$ 192,383</b>   |
| <b>EXPENSES</b>                             |                                       |                    |                     |                     |                              |                     |
| 5010  | Full Time Salaries                    | \$ 94,622          | \$ 90,018           | \$ 128,939          | \$ 79,216                    | \$ 144,758          |
| 5020  | Part Time Salaries                    | 21,388             | 14,217              | 33,760              | 15,452                       | 34,240              |
| 5030  | FICA                                  | 8,562              | 7,667               | 12,446              | 6,996                        | 13,693              |
| 5040  | Hospitalization                       | 6,446              | 13,317              | 15,885              | 13,751                       | 22,346              |
| 5060  | Life Insurance                        | 781                | 834                 | 1,470               | 755                          | 1,650               |
| 5050  | Retirement                            | 16,795             | 17,565              | 25,788              | 15,223                       | 30,399              |
| 5070  | Unemployment Tax                      | 134                | 99                  | 259                 | 66                           | 261                 |
|   | <b>TOTAL PERSONNEL SERVICES</b>       | <b>148,729</b>     | <b>143,716</b>      | <b>218,547</b>      | <b>131,459</b>               | <b>247,348</b>      |
| 5200  | Feed                                  | 6,930              | 6,281               | 9,000               | 6,084                        | 9,000               |
| 5210  | Fertilizer                            | 44,246             | 21,838              | 9,500               | 3,811                        | 5,000               |
| 5230  | Gas and Oil                           | 2,951              | 6,921               | 8,000               | 7,153                        | 8,000               |
| 5350  | Livestock Purchases                   | 1,126              | 510                 | 4,000               | 450                          | 4,000               |
| 5490  | Programs & Promotions                 | 216                | 1,552               | 2,500               | 1,195                        | 2,500               |
| 5540  | Seeds & Plants                        | 12,347             | 21,441              | 3,000               | 1,568                        | 3,000               |
| 5570  | Uniforms                              | 276                | 399                 | 350                 | 469                          | 350                 |
| 5590  | Vet & Medicine                        | 3,659              | 4,459               | 5,500               | 3,836                        | 5,500               |
|   | <b>TOTAL FACILITY OPERATING COSTS</b> | <b>71,748</b>      | <b>63,401</b>       | <b>41,850</b>       | <b>24,566</b>                | <b>37,350</b>       |
| 5180  | Equipment/Vehicle Maintenance         | 15,191             | 12,020              | 27,500              | 20,820                       | 27,500              |
| 5190  | Facility Op. & Maintenance            | 16,587             | 27,155              | 30,528              | 26,367                       | 30,528              |
| 5195  | Facility Op. & Maintenance-Cabin      | 171                | 171                 | 5,000               | 181                          | 5,000               |
| 5510  | Rental House Maintenance              | 7,352              | 3,240               | 2,000               | 3,592                        | 2,000               |
|   | <b>TOTAL MAINTENANCE COSTS</b>        | <b>39,300</b>      | <b>42,586</b>       | <b>65,028</b>       | <b>50,960</b>                | <b>65,028</b>       |
| 5290  | Insurance - Vehicle                   | 2,692              | 2,721               | 2,043               | 3,233                        | 2,198               |
|   | <b>TOTAL INSURANCE</b>                | <b>2,692</b>       | <b>2,721</b>        | <b>2,043</b>        | <b>3,233</b>                 | <b>2,198</b>        |
| 5580-002                                    | Electricity                           | 11,437             | 11,222              | 13,000              | 10,554                       | 13,000              |
| 5580-001                                    | Telephone                             | 1,635              | 1,677               | 1,500               | 1,474                        | 1,700               |
| 5580-016                                    | Internet/Cable                        | 1,385              | 1,677               | 1,500               | 1,474                        | 1,700               |
|   | <b>TOTAL UTILITIES</b>                | <b>14,457</b>      | <b>14,577</b>       | <b>16,000</b>       | <b>13,502</b>                | <b>16,400</b>       |
|   | <b>TOTAL OPERATING EXPENSES</b>       | <b>\$ 276,927</b>  | <b>\$ 267,001</b>   | <b>\$ 343,468</b>   | <b>\$ 223,720</b>            | <b>\$ 368,324</b>   |
|   | <b>OPERATING INCOME (LOSS)</b>        | <b>\$ (66,740)</b> | <b>\$ (126,238)</b> | <b>\$ (159,285)</b> | <b>\$ (146,296)</b>          | <b>\$ (175,941)</b> |

# TEMPLE HALL FARM REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Implement a minimum of (2) new single day outing or camp programs.
- Identify (2) new ways to improve the customer experience through the use of technology or innovation.
- Implement at least (2) strategies that focuses on Visitor's Center and Pavilion rentals.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Establish and maintain a minimum of (8) diverse community partnerships.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



Objectives:

- Identify (2) new ways to interpret heritage farming in the AV Symington Center using technology or innovation.
- Maintain and continue to 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.
- Implement a preservation plan for consistent and continued site improvements and maintenance of historic elements addressing a minimum of (5) areas of focus.
- Maintain and enhance a sustainable long term animal exhibit plan.

**Goal Three: Develop and refine a variety of inclusive strategies to effectively attract and serve our community.**



Objectives:

- Develop a minimum of (2) improvements to the current self-guided farm tour to improve interpretation.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff. Maintain a minimum of (2) strategies to respond to customer feedback.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



# TEMPLE HALL FARM REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Maintained the farm’s outstanding partnership with Legacy Farm who works to empower neurodiverse young adults through garden-to-table apprenticeships by expanding their useable agricultural space and storage.
- New public programs offered included: Farmer for a Day, Story Time on the Farm, Horse Tails, and the creation of a new interpretive space called Critter Corner.
- Revitalized group/school tours attendance as pandemic restrictions have improved.
- Rentals to the Pavilion and Symington Visitor’s center have increased throughout the year. The community has recognized the farm facilities as a great outdoor venue to hold somewhat socially distant event.
- New interactive displays were borrowed from the Loudoun Heritage Farm Museum and installed for visitors to enjoy.
- A display was on exhibit at Balch Library highlighting the history and present-day use of Temple Hall Farm.
- Partnership has been renewed with Heritage Highschool to bring special needs students to the farm weekly.
- We Partnered with our neighbor at River Farm and the Piedmont Areas Heritage Association to hold an equestrian event that highlighted the area’s history while on horseback.

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

**Highlights**

- New signs have been installed to recognize and educate visitors on the enslaved people’s history at Temple Hall Farm.
- Several structures including a number of barns and sheds have been renovated using salvaged wood from Piscataway Regional Park.
- Windows in the main house were replaced with more energy efficient units.
- An agricultural lease was put in place for some of the acreage at Temple Hall.
- Staff maintained relationships with several volunteer organizations including Legacy Farm, Young Men’s Service League, Blue Bird Society, Girl Scouts of American and Boy Scouts of America, ROTC, Loudoun Soil and Water, Loudoun Wildlife Conservancy, 4-H, and Loudoun Hunger Relief.
- Informational Kiosk was added to the entrance of the Visitors center to highlight events and current information.
- Lafayette Trail marker sign has been installed and Temple Hall Farm as been added to the trail.
- Many of the barns and buildings were painted/stained
- Staff reconstructed historical run-in shed to make it safe and secure for use.
- Removed dilapidated shed from concession area and removed food trailer.

**Goal Three:** *Develop and refine a variety of inclusive strategies to effectively attract and serve our community.*

**Highlights**

- Continued to update and implement unique scavenger hunt offerings that act as a fun method for visitors to enjoy self-guided tours of the farm.
- Social media content expanded significantly providing fun and creative content for the farm and has quickly become one of the more popular social sites for NOVA Parks.
- We added 3 new animal exhibit enclosures/fencing to allow for better visibility to visitors.

## MEASURABLE RESULTS

|                             | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL           | FY 2024<br>TARGET |
|-----------------------------|-------------------|-------------------|-------------------|-----------------------------|-------------------|
|                             |                   |                   |                   | 6 months<br>JUL-DEC<br>2022 |                   |
| • School tour attendance    | 48                | 1,075             | 500               | 1,411                       | 500               |
| • Special events attendance | 330               | 1,079             | 1,500             | 2,045                       | 1,500             |

# TEMPLE HALL FALL FESTIVAL

## PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival is a must visit fall tradition. The Fall Festival includes a variety of fall fun and activities including pick-your-own pumpkins, jumping pillows, corn cannons, hill slides and pumpkin blasters along with plenty of food offerings.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 115,676        | \$ 140,000         | \$ 145,000         | 3.6%                  |
| Retail Operations           | 19,215            | 40,000             | 77,000             | 92.5%                 |
| <b>TOTAL REVENUE</b>        | <b>\$ 134,891</b> | <b>\$ 180,000</b>  | <b>\$ 222,000</b>  | <b>23.3%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 12,481         | \$ 32,759          | \$ 34,365          | 4.9%                  |
| Operating Costs             | 16,743            | 24,500             | 27,000             | 10.2%                 |
| Maintenance Costs           | 261               | 0                  | 0                  | -                     |
| Retail Operations           | 37,253            | 28,000             | 44,500             | 58.9%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 66,739</b>  | <b>\$ 85,259</b>   | <b>\$ 105,865</b>  | <b>24.2%</b>          |
| <b>Net Income</b>           | <b>\$ 68,153</b>  | <b>\$ 94,741</b>   | <b>\$ 116,135</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Retail operations is budgeted to increase in both revenue and expenses.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 2.69                         | 1.35                         | 2.69                         | 1.11                        | 1.11                       |

## TEMPLE HALL FALL FESTIVAL

| ACCOUNT NUMBER                         | ACCOUNT DESCRIPTION               | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|--|-----------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-385 TEMPLE HALL FALL FESTIVAL</b> |                                   |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                        |                                   |                   |                   |                    |                              |                    |
| 4491                                   | Fall Festival Admissions          | \$ 99,092         | \$ 115,676        | \$ 140,000         | \$ 147,159                   | \$ 145,000         |
| <b>TOTAL USER FEES</b>                 |                                   | <b>99,092</b>     | <b>115,676</b>    | <b>140,000</b>     | <b>147,159</b>               | <b>145,000</b>     |
| 4640                                   | Blast Zone                        | 0                 | 7,132             | 10,000             | 9,579                        | 10,000             |
| 4642                                   | Retail Operations - Food          | 3,512             | 10,605            | 20,000             | 18,800                       | 30,000             |
| 4660                                   | Retail Operations - Merchandise   | 4,300             | 1,479             | 10,000             | 23,415                       | 25,000             |
| 4606                                   | Retail Operations - Pumpkin Sales | 1,492             | 0                 | 0                  | 11,510                       | 12,000             |
| <b>TOTAL RETAIL OPERATIONS</b>         |                                   | <b>9,304</b>      | <b>19,215</b>     | <b>40,000</b>      | <b>63,304</b>                | <b>77,000</b>      |
| <b>TOTAL REVENUES</b>                  |                                   | <b>\$ 108,396</b> | <b>\$ 134,891</b> | <b>\$ 180,000</b>  | <b>\$ 210,463</b>            | <b>\$ 222,000</b>  |
| <b>EXPENSES</b>                        |                                   |                   |                   |                    |                              |                    |
| 5020                                   | Part Time Salaries                | \$ 5,264          | \$ 11,537         | \$ 30,290          | \$ 15,824                    | \$ 31,775          |
| 5030                                   | FICA                              | 401               | 883               | 2,317              | 1,211                        | 2,431              |
| 5070                                   | Unemployment Tax                  | 11                | 61                | 151                | 60                           | 159                |
| <b>TOTAL PERSONNEL SERVICES</b>        |                                   | <b>5,676</b>      | <b>12,481</b>     | <b>32,759</b>      | <b>17,094</b>                | <b>34,365</b>      |
| 5152                                   | Fall Festival Operation           | 1,910             | 4,902             | 10,500             | 12,574                       | 10,500             |
| 5210                                   | Fertilizer                        | 5,585             | 7,050             | 8,000              | 0                            | 8,000              |
| 5230                                   | Gas and Oil                       | 0                 | 951               | 0                  | 100                          | 0                  |
| 5430                                   | Park Police                       | 0                 | 0                 | 0                  | 0                            | 2,500              |
| 5540                                   | Seeds & Plants                    | 3,058             | 3,840             | 6,000              | 1,814                        | 6,000              |
| <b>TOTAL FACILITY OPERATING COSTS</b>  |                                   | <b>10,553</b>     | <b>16,743</b>     | <b>24,500</b>      | <b>14,487</b>                | <b>27,000</b>      |
| 5190                                   | Facility Op. & Maintenance        | 9                 | 261               | 0                  | 0                            | 0                  |
| <b>TOTAL MAINTENANCE COSTS</b>         |                                   | <b>9</b>          | <b>261</b>        | <b>0</b>           | <b>0</b>                     | <b>0</b>           |
| 5525                                   | Retail - Food                     | 2,155             | 5,503             | 8,000              | 7,935                        | 12,000             |
| 5535                                   | Retail - Merchandise              | 506               | 0                 | 5,000              | 0                            | 12,500             |
| 5520                                   | Retail - Pumpkins                 | 24,599            | 31,750            | 15,000             | 40,530                       | 20,000             |
| <b>TOTAL RETAIL OPERATIONS</b>         |                                   | <b>27,260</b>     | <b>37,253</b>     | <b>28,000</b>      | <b>48,465</b>                | <b>44,500</b>      |
| <b>TOTAL OPERATING EXPENSES</b>        |                                   | <b>\$ 43,497</b>  | <b>\$ 66,739</b>  | <b>\$ 85,259</b>   | <b>\$ 80,046</b>             | <b>\$ 105,865</b>  |
| <b>OPERATING INCOME (LOSS)</b>         |                                   | <b>\$ 64,899</b>  | <b>\$ 68,153</b>  | <b>\$ 94,741</b>   | <b>\$ 130,417</b>            | <b>\$ 116,135</b>  |

# TEMPLE HALL FALL FESTIVAL

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## STRATEGIC GOALS & OBJECTIVES FY 2024

**Goal One: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior unique annual event.**



### Objectives:

- Continue to implement an effective operations plan for a premier fall event.
- Develop and implement a new reimaged plan to increase Food & Beverage sales to meet adopted FY24 budget utilizing new equipment and space.
- 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 at least (1) strategy or technique developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Work closely with the NOVA Parks Marketing team to develop a Communication Plan that addresses social, print, media, promotions, and required collateral.
- Maintain a yearly review system of industry trends and standards with a focus on local competition.
- Create a comprehensive calendar and schedule of events, including a minimum of (2) offerings through the Roving Naturalist program to engage the next generation of conservationists.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

# TEMPLE HALL FALL FESTIVAL

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Additional features including a new “Blast Zone” and Food Truck area were added to the festival.
- A pick your own sunflower patch was created and stationed along the wagon route to the pumpkin fields.
- Full-time staff received level 2 customer service training and part-time staff trained on level 1.
- Social media content expanded significantly providing fun and creative event details creating a noticeable increase in traffic across our platforms.
- Staff has developed a long-term plan for pumpkin patch growing. The plan involves pumpkin patch rotation and a variety of other techniques to improve and maximize pumpkin production.
- Removed the existing concessions trailer and sheds to create a better space for F&B.
- Worked to make the pumpkin blaster area more useable and accessible to visitors.

## MEASURABLE RESULTS

|                            | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|----------------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Fall Festival attendance | 9,915             | 10,976            | 10,500            | 13,551   | 10,500            |
| • Retail/Food per customer | \$0.94            | \$1.75            | \$10.48           | \$1.34   | \$7.33            |

# 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 19<sup>th</sup> 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 278 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 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                     |                     |                     |                       |
| Other Revenue               | \$ 43,981           | \$ 46,615           | \$ 58,340           | 25.2%                 |
| Easements & Licenses        | 0                   | 0                   | 0                   | - %                   |
| <b>TOTAL REVENUE</b>        | <b>\$ 43,981</b>    | <b>\$ 46,615</b>    | <b>\$ 58,340</b>    | <b>25.2%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                     |                     |                     |                       |
| Personnel Services          | \$ 146,740          | \$ 154,777          | \$ 167,442          | 8.2%                  |
| Operating Costs             | 466                 | 1200                | 1200                | 0.0%                  |
| Maintenance Costs           | 21,509              | 25,500              | 25,500              | 0.0%                  |
| Insurance                   | 0                   | 511                 | 549                 | 7.4%                  |
| Utilities                   | 288                 | 200                 | 200                 | 0.0%                  |
| <b>TOTAL EXPENSES</b>       | <b>\$ 169,003</b>   | <b>\$ 182,188</b>   | <b>\$ 194,891</b>   | <b>7.0%</b>           |
| <b>Net Income</b>           | <b>\$ (125,023)</b> | <b>\$ (135,573)</b> | <b>\$ (136,551)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 1.25                         | 1.25                         | 1.25                         | 1.25                        | 1.25                       |
| Part-Time | 0.47                         | 0.47                         | 0.47                         | 0.47                        | 0.47                       |

## UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION                   | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---------------------------------------|---------------------------------------|--------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>3-340 UPPER POTOMAC PROPERTIES</b> |                                       |                    |                     |                     |                              |                     |
| <b>REVENUES</b>                       |                                       |                    |                     |                     |                              |                     |
| 4420                                  | House Rental                          | \$ 30,100          | \$ 20,330           | \$ 28,800           | \$ 24,000                    | \$ 28,800           |
|                                       | <b>TOTAL OTHER REVENUE</b>            | <b>30,100</b>      | <b>20,330</b>       | <b>28,800</b>       | <b>24,000</b>                | <b>28,800</b>       |
| 4640-076                              | Retail Operations                     | 0                  | (8)                 | 0                   | 0                            | 0                   |
|                                       | <b>TOTAL RETAIL OPERATIONS</b>        | <b>\$0</b>         | <b>\$(8)</b>        | <b>\$0</b>          | <b>\$0</b>                   | <b>\$0</b>          |
| 4480-371                              | Lic Fee - DC Water                    | 2,621              | 0                   | 0                   | 286                          | 0                   |
|                                       | <b>TOTAL EASEMENTS &amp; LICENSES</b> | <b>2,621</b>       | <b>0</b>            | <b>0</b>            | <b>286</b>                   | <b>0</b>            |
|                                       | <b>TOTAL REVENUES</b>                 | <b>\$ 32,721</b>   | <b>\$ 20,323</b>    | <b>\$ 28,800</b>    | <b>\$ 24,286</b>             | <b>\$ 28,800</b>    |
| <b>EXPENSES</b>                       |                                       |                    |                     |                     |                              |                     |
| 5010                                  | Full-Time Salaries                    | \$ 82,997          | \$ 102,531          | \$ 94,304           | \$ 98,119                    | \$ 102,653          |
| 5020                                  | Part-Time Salaries                    | 0                  | 2,893               | 14,580              | 10,688                       | 15,309              |
| 5030                                  | FICA                                  | 6,151              | 7,725               | 8,330               | 8,073                        | 9,024               |
| 5040                                  | Hospitalization                       | 15,554             | 15,104              | 17,504              | 15,529                       | 17,602              |
| 5060                                  | Life Insurance                        | 778                | 836                 | 1,075               | 762                          | 1,170               |
| 5050                                  | Retirement                            | 16,724             | 17,603              | 18,861              | 15,308                       | 21,557              |
| 5070                                  | Unemployment Tax                      | 60                 | 48                  | 123                 | 60                           | 127                 |
|                                       | <b>TOTAL PERSONNEL SERVICES</b>       | <b>122,264</b>     | <b>146,740</b>      | <b>154,777</b>      | <b>148,537</b>               | <b>167,442</b>      |
| 5230                                  | Gas and Diesel                        | 419                | 428                 | 500                 | 0                            | 500                 |
| 5570                                  | Uniforms                              | 450                | 38                  | 700                 | 0                            | 700                 |
|                                       | <b>TOTAL OPERATING COSTS</b>          | <b>870</b>         | <b>466</b>          | <b>1,200</b>        | <b>0</b>                     | <b>1,200</b>        |
| 5180                                  | Equipment/Vehicle Maintenance         | 0                  | 438                 | 0                   | 0                            | 0                   |
| 5190                                  | Facility Op. & Maintenance            | 6,189              | 11,563              | 17,000              | 7,558                        | 17,000              |
| 5510                                  | Rental House Maintenance              | 1,396              | 6,292               | 1,000               | 2,375                        | 1,000               |
|                                       | <b>TOTAL MAINTENANCE COSTS</b>        | <b>7,586</b>       | <b>18,294</b>       | <b>18,000</b>       | <b>9,933</b>                 | <b>18,000</b>       |
| 5290                                  | Insurance - Vehicle                   | 449                | 0                   | 511                 | 0                            | 549                 |
|                                       | <b>TOTAL INSURANCE</b>                | <b>449</b>         | <b>0</b>            | <b>511</b>          | <b>0</b>                     | <b>549</b>          |
| 5580-002                              | Electricity                           | 137                | 288                 | 200                 | 118                          | 200                 |
|                                       | <b>TOTAL UTILITIES</b>                | <b>137</b>         | <b>288</b>          | <b>200</b>          | <b>118</b>                   | <b>200</b>          |
|                                       | <b>TOTAL EXPENSES</b>                 | <b>\$ 131,304</b>  | <b>\$ 165,788</b>   | <b>\$ 174,688</b>   | <b>\$ 158,589</b>            | <b>\$ 187,391</b>   |
|                                       | <b>OPERATING INCOME (LOSS)</b>        | <b>\$ (98,583)</b> | <b>\$ (145,466)</b> | <b>\$ (145,888)</b> | <b>\$ (134,303)</b>          | <b>\$ (158,591)</b> |
| <br>                                  |                                       |                    |                     |                     |                              |                     |
| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION                   | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
| <b>3-360 SPRINGDALE</b>               |                                       |                    |                     |                     |                              |                     |
| <b>REVENUES</b>                       |                                       |                    |                     |                     |                              |                     |
| 4420                                  | House Rental                          | \$ 19,505          | \$ 20,676           | \$ 15,140           | \$ 21,916                    | \$ 15,140           |
| 4605                                  | Property Lease                        | 2,975              | 2,975               | 2,675               | 2,975                        | 14,400              |
|                                       | <b>TOTAL OTHER REVENUE</b>            | <b>22,480</b>      | <b>23,651</b>       | <b>17,815</b>       | <b>24,891</b>                | <b>29,540</b>       |
|                                       | <b>TOTAL REVENUES</b>                 | <b>\$ 22,480</b>   | <b>\$ 23,651</b>    | <b>\$ 17,815</b>    | <b>\$ 24,891</b>             | <b>\$ 29,540</b>    |
| <b>EXPENSES</b>                       |                                       |                    |                     |                     |                              |                     |
| 5190                                  | Facility Op. & Maintenance            | \$ 9               | \$ 3,215            | \$ 7,500            | \$ 180                       | \$ 7,500            |
|                                       | <b>TOTAL MAINTENANCE COSTS</b>        | <b>9</b>           | <b>3,215</b>        | <b>7,500</b>        | <b>180</b>                   | <b>7,500</b>        |
|                                       | <b>TOTAL EXPENSES</b>                 | <b>\$ 9</b>        | <b>\$ 3,215</b>     | <b>\$ 7,500</b>     | <b>\$ 180</b>                | <b>\$ 7,500</b>     |
|                                       | <b>OPERATING INCOME (LOSS)</b>        | <b>\$ 22,471</b>   | <b>\$ 20,436</b>    | <b>\$ 10,315</b>    | <b>\$ 24,711</b>             | <b>\$ 22,040</b>    |

# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024

### Ball's Bluff Battlefield Regional Park:

**Goal One: Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse**



#### Objectives:

- Identify a minimum of (2) new ways to improve interpretation through the use of technology or innovation.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Continue to cultivate, implement, and evaluate a successful volunteer program.
- Work closely with NOVA Parks' Community Manager on a minimum of (2) new strategies to engage broader participation and impact of the Friends of Ball's Bluff.
- Establish and maintain a minimum of (2) diverse community partnerships.
- Host a minimum of (4) special events or public programs, including a minimum of (1) offering through the Roving Naturalist program to engage the next generation of conservationists.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



#### Objectives:

- Conduct at least (2) public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections. Maintain and continue to 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 at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- New information area added at Red Rock to provide informative park information to visitors.
- The trail systems through Ball's Bluff were remarked with updated blazes.
- Ball's Bluff anniversary weekend was hosted in October and included living history demonstrations, tours, cannon firing, Illumination ceremony and a performance of period music.
- Site tours of Ball's Bluff hosted by staff and the exceptional Friends of Ball's Bluff Tour guides continued to deliver weekend tours spring into fall.
- Sign dedication was held for the Lewis A. Bell interpretive sign.
- On Independence Day there was a cannon firing demonstration and Civil War era band.
- The Friends represented Ball's Bluff in the parade in Leesburg and hosted a Remembrance Day Fund Raiser Dinner and auction at Algonkian.

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

### Highlights

- Partnered with Loudoun Wildlife Conservancy to provide a series of volunteer opportunities to remove garlic mustard and other invasive plants at Ball's Bluff.
- Park Day was held in cooperation with the American Battlefield Trust to clean up and improve the trails and park grounds at Ball's Bluff.
- Friends of Ball's Bluff dedicated more than 500 hours for trail maintenance and improvements to the battlefield.
- Agricultural leases remain in place for significant portions of the property at Springdale.
- Partnered with the Boy Scouts of America and members of the ROTC program at Loudoun County High School to implement a number of park improvements at Red Rock including parking lot improvements and trail maintenance.
- Renovations and maintenance completed at the Jackson House at Ball's Bluff.
- Developed a lease and maintenance plan for the additional property added at Springdale.

## MEASURABLE RESULTS

|  | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months JUL-<br>DEC 2022 | FY 2024<br>TARGET |
|--|-------------------|-------------------|-------------------|--|-------------------|
| • Number of visitors on tours at Ball's Bluff        | 1,010             | 1,351             | 1,500             | 1,206  | 1,500             |
| • Number of visitors for special events              | 671               | 636               | 800               | 730  | 800               |
| • Number of Ball's Bluff Battlefield volunteer hours | 1,351             | 1,353             | 1,200             | 1,414  | 1,200             |

# UPTON HILL REGIONAL PARK

## PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington/Fairfax County line, just east of Seven Corners. This 27-acre park offers a welcome piece of woods in the otherwise densely developed are of North Arlington. In 2021, Upton Hill made several improvements to the park, including a new playground, comfort station upgrades, and the construction of Climb UPton, the 90 element high ropes adventure course. Climb UPton attracts a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure. The park also features a deluxe miniature golf course and batting cages, birthday party area, and volunteer opportunities.

## REVENUE & EXPENSE SUMMARY

|                             | FY 2022<br>ACTUAL  | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|--------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                    |                     |                     |                       |
| User Fees                   | \$ 557,967         | \$ 690,512          | \$ 653,350          | -5.4%                 |
| Retail Operations           | 16,587             | 18,750              | 24,500              | 30.7%                 |
| Other Revenue               | 510                | 0                   | 0                   | -                     |
| Transfer From Capital Fund  | 0                  | 0                   | 0                   | -                     |
| <b>TOTAL REVENUE</b>        | <b>\$ 575,064</b>  | <b>\$ 709,262</b>   | <b>\$ 677,850</b>   | <b>-4.4%</b>          |
| <b>EXPENSES BY CATEGORY</b> |                    |                     |                     |                       |
| Personnel Services          | \$ 444,277         | \$ 470,111          | \$ 527,072          | 12.1%                 |
| Operating Costs             | 6,163              | 12,950              | 12,950              | 0.0%                  |
| Maintenance Costs           | 67,464             | 81,350              | 85,308              | 4.9%                  |
| Insurance                   | 907                | 1022                | 1099                | 7.5%                  |
| Retail Operations           | 7,941              | 7,750               | 10,300              | 32.9%                 |
| Utilities                   | 9,257              | 20,100              | 15,100              | -24.9%                |
| Debt Service                | 77,428             | 223,530             | 228,853             | 2.4                   |
| <b>TOTAL EXPENSES</b>       | <b>\$ 613,436</b>  | <b>\$ 816,813</b>   | <b>\$ 880,681</b>   | <b>7.8%</b>           |
| <b>Net Income</b>           | <b>\$ (38,373)</b> | <b>\$ (107,551)</b> | <b>\$ (202,831)</b> |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The revenue budgeted for Climb UPton has decreased by \$73,162 as the initial revenue has not met the original projections.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 3.00                         | 3.00                         | 3.00                         | 3.00                        | 3.00                       |
| Part-Time | 3.46                         | 4.00                         | 5.87                         | 7.28                        | 7.76                       |

## UPTON HILL REGIONAL PARK

| ACCOUNT NUMBER                        | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022  | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---------------------------------------|---------------------------------|---------------------|--------------------|---------------------|------------------------------|---------------------|
| <b>3-400 UPTON HILL REGIONAL PARK</b> |                                 |                     |                    |                     |                              |                     |
| <b>REVENUES</b>                       |                                 |                     |                    |                     |                              |                     |
| 4127                                  | Climbing Feature Admissions     | \$ 0                | \$ 273,489         | \$ 433,162          | \$ 201,642                   | \$ 360,000          |
| 4600                                  | Programmed Events               | 2,118               | 120                | 1,350               | 1,085                        | 1,350               |
| 4670                                  | Shelter Reservations            | 350                 | 4,164              | 3,000               | 6,452                        | 12,000              |
| 4060                                  | Batting Cage Fees               | 84,625              | 102,694            | 103,000             | 76,276                       | 108,000             |
| 4500                                  | Miniature Golf                  | 129,781             | 177,501            | 150,000             | 120,714                      | 172,000             |
|                                       | <b>TOTAL USER FEES</b>          | <b>216,874</b>      | <b>557,967</b>     | <b>690,512</b>      | <b>406,170</b>               | <b>653,350</b>      |
| 4640                                  | Retail Operations               | 11,638              | 16,587             | 18,750              | 12,692                       | 24,500              |
|                                       | <b>TOTAL RETAIL OPERATIONS</b>  | <b>11,638</b>       | <b>16,587</b>      | <b>18,750</b>       | <b>12,692</b>                | <b>24,500</b>       |
| 4440                                  | Interest                        | 1,561               | 491                | 0                   | 5,167                        | 0                   |
| 4510                                  | Miscellaneous Revenue           | 305                 | 19                 | 0                   | 0                            | 0                   |
|                                       | <b>TOTAL OTHER REVENUE</b>      | <b>1,866</b>        | <b>510</b>         | <b>0</b>            | <b>5,167</b>                 | <b>0</b>            |
|                                       | <b>TOTAL REVENUE</b>            | <b>230,378</b>      | <b>575,064</b>     | <b>709,262</b>      | <b>424,029</b>               | <b>677,850</b>      |
| <b>TRANSFERS IN</b>                   |                                 |                     |                    |                     |                              |                     |
|                                       | Transfer from Capital Fund      | 0                   | 0                  | 0                   | 0                            | 0                   |
|                                       | <b>TOTAL TRANSFERS IN</b>       | <b>0</b>            | <b>0</b>           | <b>0</b>            | <b>0</b>                     | <b>0</b>            |
|                                       | <b>TOTAL RESOURCES</b>          | <b>\$ 230,378</b>   | <b>\$ 575,064</b>  | <b>\$ 709,262</b>   | <b>\$ 424,029</b>            | <b>\$ 677,850</b>   |
| <b>EXPENSES</b>                       |                                 |                     |                    |                     |                              |                     |
| 5010                                  | Full-Time Salaries              | \$ 115,185          | \$ 171,671         | \$ 169,124          | \$ 172,044                   | \$ 193,850          |
| 5020                                  | Part-Time Salaries              | 74,138              | 180,662            | 212,766             | 138,671                      | 233,218             |
| 5030                                  | FICA                            | 13,377              | 26,046             | 29,215              | 22,623                       | 32,671              |
| 5040                                  | Hospitalization                 | 41,366              | 32,744             | 22,070              | 21,709                       | 23,128              |
| 5060                                  | Life Insurance                  | 1,054               | 1,493              | 1,928               | 1,453                        | 2,210               |
| 5050                                  | Retirement                      | 22,714              | 30,852             | 33,825              | 28,198                       | 40,709              |
| 5070                                  | Unemployment Tax                | 319                 | 809                | 1,184               | 398                          | 1,286               |
|                                       | <b>TOTAL PERSONNEL SERVICES</b> | <b>268,153</b>      | <b>444,277</b>     | <b>470,111</b>      | <b>385,097</b>               | <b>527,072</b>      |
| 5230                                  | Gas and Diesel                  | 629                 | 2,370              | 3,000               | 1,633                        | 3,000               |
| 5490                                  | Programs and Promotions         | 614                 | 3,284              | 8,900               | 983                          | 8,900               |
| 5570                                  | Uniforms                        | 907                 | 509                | 1,050               | 78                           | 1,050               |
|                                       | <b>TOTAL OPERATING COSTS</b>    | <b>2,150</b>        | <b>6,163</b>       | <b>12,950</b>       | <b>2,694</b>                 | <b>12,950</b>       |
| 5180                                  | Equipment/Vehicle Maintenance   | 536                 | 2,880              | 2,200               | 1,223                        | 2,200               |
| 5190                                  | Facility Op. & Maintenance      | 26,238              | 64,584             | 79,150              | 71,299                       | 83,108              |
|                                       | <b>TOTAL MAINTENANCE COSTS</b>  | <b>26,774</b>       | <b>67,464</b>      | <b>81,350</b>       | <b>72,522</b>                | <b>85,308</b>       |
| 5290                                  | Insurance - Vehicle             | 897                 | 907                | 1,022               | 1,078                        | 1,099               |
|                                       | <b>TOTAL INSURANCE</b>          | <b>897</b>          | <b>907</b>         | <b>1,022</b>        | <b>1,078</b>                 | <b>1,099</b>        |
| 5520                                  | Retail Operations               | 2,787               | 7,941              | 7,750               | 6,010                        | 10,300              |
|                                       | <b>TOTAL RETAIL OPERATIONS</b>  | <b>2,787</b>        | <b>7,941</b>       | <b>7,750</b>        | <b>6,010</b>                 | <b>10,300</b>       |
| 5580-001                              | Telephone                       | 424                 | 2,218              | 2,800               | 1,783                        | 2,800               |
| 5580-002                              | Electricity                     | 4,527               | 3,008              | 10,000              | 3,957                        | 6,000               |
| 5580-004                              | Water/Sewer                     | 1,051               | 3,693              | 6,000               | 2,834                        | 5,000               |
| 5580-016                              | Internet/Cable                  | 410                 | 337                | 1,300               | 279                          | 1,300               |
|                                       | <b>TOTAL UTILITIES</b>          | <b>6,412</b>        | <b>9,257</b>       | <b>20,100</b>       | <b>8,853</b>                 | <b>15,100</b>       |
| 2425                                  | Note Payable VRA Principal      | 0                   | 0                  | 115,000             | 0                            | 125,000             |
| 5322                                  | Interest Expense VRA Note       | 66,212              | 77,428             | 108,530             | 61,444                       | 103,853             |
|                                       | <b>TOTAL DEBT SERVICE</b>       | <b>66,212</b>       | <b>77,428</b>      | <b>223,530</b>      | <b>61,444</b>                | <b>228,853</b>      |
|                                       | <b>TOTAL EXPENSES</b>           | <b>\$ 373,386</b>   | <b>\$ 613,436</b>  | <b>\$ 816,813</b>   | <b>\$ 537,697</b>            | <b>\$ 880,681</b>   |
|                                       | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ (143,008)</b> | <b>\$ (38,373)</b> | <b>\$ (107,551)</b> | <b>\$ (113,668)</b>          | <b>\$ (202,831)</b> |

# UPTON HILL REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



### **Goal One: Protect, Promote, Manage and Sustain parklands.**



#### Objectives:

- 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 by conducting a minimum of (2) scheduled workdays.
- Continue to implement an effective Invasive Plant Management Plan building on existing community partners.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 700 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to maintain Native Forest plantings.

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



#### Objectives:

- Develop and implement a comprehensive plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage by 5% from FY23.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the park ensuring weekly posts.
- Maintain a minimum of (3) Black and Hispanic birding programs.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% of gross from FY23.

### **Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



#### Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff. Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Assess and revise system to respond to customer feedback in a timely manner.

### **Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior active recreation experience.**



#### Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop to refine annually a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Climb Upton.
- Develop and implement at least 3 strategies focused on increasing revenues in off peak times.
- Maintain the required maintenance and inspection plan for Climb Upton.
- Implement a robust retail plan for Climb Upton to exceed revenue goals.
- Implement a seasonal special events plan with strategies aimed at increasing sales.

**FY 2023 STRATEGIC GOAL HIGHLIGHTS**

***Goal One: Protect, Promote, Manage and Sustain parklands.***

**Highlights:**

- Volunteer events have remained consistent as part of our partnership with Arlington Regional Master Naturalist (ARMN); hosting on average three to four events monthly focused on removing invasives and fostering growth of the native plants.
- Through grant funding provided by Audubon Society of Northern Virginia (ASNV), park staff and ARMN Volunteers were able to expand the Native Forest plantings with 43 new trees and shrubs.
- Staff have developed documentation of established maintenance processes to ensure continuity in knowledge and are working to refine projects and objectives on a quarterly basis.
- Staff have developed and implemented a Preventative Maintenance and Inspection Program for park improvements related to stormwater with the assistance of third-party contractors.

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

**Highlights:**

- Park Retail Operation revenue kept ahead of the previous fiscal year with the introduction of new merchandise at Climb Upton and improved displays at Mini-Golf.

***Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.***

**Highlights:**

- Staff worked with Customer Service Committee to develop and implement a “Customer Service” Introduction Training for both Full Time and Part-Time Supervisors.
- All participants for experiences and programs at Climb Upton now receive a follow-up thank you e-mail with a link to complete a survey; responses have yielded positive feedback for staff and the experience and provided insight on areas for improvement.
- Park operations was able to facilitate a strong return of seasonal staff members coming back to us after our winter closure and the end of the school year.

***Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior active recreation experience.***

**Highlights:**

- Climb Upton successfully passed inspection by both our ACCT Inspector and a Virginia Amusement Device Inspector with no noted deficiencies in either report. Staff continue to build efficiency into our processes for completing preventative maintenance and documenting corrective action.
- Worked closely with Marketing to refine and implement the 2023 Campaigns & Communication Plan for Climb Upton.
- Staff have expanded our party and group offerings for Climb Upton and had success filling availabilities with larger organized groups; leading to multiple Spring dates that saw a number of climbers on par with our expectations for a Summer Weekend.

| <b><u>MEASURABLE RESULTS</u></b>        | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months JUL-<br/>DEC 2022</b> | <b>FY 2024<br/>TARGET</b> |
|---|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • Number of miniature golf rounds       | 24,105                    | 32,694                    | 27,000                    | 17,904   | 30,000                    |
| • Number of batting cage rounds         | 62,643                    | 67,628                    | 74,000                    | 23,923   | 75,500                    |
| • Number of special event participants  | 124                       | 100                       | 280                       | 81   | 280                       |
| • Number of birthday party participants | 892                       | 2,487                     | 730                       | 780  | 1,500                     |
| • Volunteer hours received              | 1,000                     | 1,106                     | 600                       | 0  | 700                       |
| • Ropes course admissions               | N/A                       | 7724                      | 15,600                    | 4,198  | 12,950                    |

# 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 2022<br>ACTUAL | FY 2023<br>REVISED | FY 2024<br>ADOPTED | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|--------------------|--------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>    |                   |                    |                    |                       |
| User Fees                   | \$ 435,422        | \$ 453,950         | \$ 491,600         | 8.3%                  |
| Retail Operations           | 127,327           | 126,500            | 136,000            | 7.5%                  |
| Other Revenue               | 2,330             | 15,000             | 15,000             | 0.0%                  |
| <b>TOTAL REVENUE</b>        | <b>\$ 565,080</b> | <b>\$ 595,450</b>  | <b>\$ 642,600</b>  | <b>7.9%</b>           |
| <b>EXPENSES BY CATEGORY</b> |                   |                    |                    |                       |
| Personnel Services          | \$ 191,425        | \$ 249,788         | \$ 259,156         | 3.8%                  |
| Maintenance Costs           | 65,894            | 62,100             | 67,068             | 8.0%                  |
| Retail Operations           | 64,776            | 51,250             | 55,200             | 7.7%                  |
| Utilities                   | 41,718            | 45,700             | 45,300             | -0.9%                 |
| <b>TOTAL EXPENSES</b>       | <b>\$ 363,813</b> | <b>\$ 408,838</b>  | <b>\$ 426,724</b>  | <b>4.4%</b>           |
| <b>Net Income</b>           | <b>\$ 201,267</b> | <b>\$ 186,612</b>  | <b>\$ 215,876</b>  |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 7.9% due to rate increases and anticipated increase in visitation after the low levels during the pandemic.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |
| Part-Time | 7.37                         | 1.56                         | 7.78                         | 7.76                        | 7.76                       |

## OCEAN DUNES WATERPARK AT UPTON HILL

| ACCOUNT NUMBER                                | ACCOUNT DESCRIPTION             | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023 | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024 |
|---|---------------------------------|-------------------|-------------------|--------------------|------------------------------|--------------------|
| <b>3-420 UPTON HILL-OCEAN DUNES WATERPARK</b> |                                 |                   |                   |                    |                              |                    |
| <b>REVENUES</b>                               |                                 |                   |                   |                    |                              |                    |
| 4550  | Admissions                      | \$ 96,119         | \$ 322,265        | \$ 335,000         | \$ 236,539                   | \$ 359,000         |
| 4570  | Group Admissions                | 2,099             | 14,169            | 28,350             | 23,715                       | 32,000             |
| 4490  | Locker Rental                   | 12                | 136               | 600                | 66                           | 600                |
| 4580  | Waterpark Passes                | 26,437            | 98,853            | 90,000             | 68,653                       | 100,000            |
|   | <b>TOTAL USER FEES</b>          | <b>124,667</b>    | <b>435,422</b>    | <b>453,950</b>     | <b>328,974</b>               | <b>491,600</b>     |
| 4640  | Retail Operations               | 39,715            | 121,339           | 120,000            | 87,068                       | 128,000            |
| 4660  | Swim Merchandise                | 1,652             | 5,989             | 6,500              | 4,376                        | 8,000              |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>41,367</b>     | <b>127,327</b>    | <b>126,500</b>     | <b>91,444</b>                | <b>136,000</b>     |
| 4475  | Lessons                         | 0                 | 2,330             | 15,000             | 11,540                       | 15,000             |
|   | <b>TOTAL OTHER REVENUE</b>      | <b>0</b>          | <b>2,330</b>      | <b>15,000</b>      | <b>11,540</b>                | <b>15,000</b>      |
|   | <b>TOTAL REVENUES</b>           | <b>\$ 166,034</b> | <b>\$ 565,080</b> | <b>\$ 595,450</b>  | <b>\$ 431,958</b>            | <b>\$ 642,600</b>  |
| <b>EXPENSES</b>                               |                                 |                   |                   |                    |                              |                    |
| 5020  | Part-Time Salaries              | \$ 48,953         | \$ 176,676        | \$ 230,965         | \$ 145,018                   | \$ 239,627         |
| 5030  | FICA                            | 3,828             | 13,878            | 17,669             | 11,386                       | 18,331             |
| 5070  | Unemployment Tax                | 157               | 871               | 1,155              | 662                          | 1,198              |
|   | <b>TOTAL PERSONNEL SERVICES</b> | <b>52,938</b>     | <b>191,425</b>    | <b>249,788</b>     | <b>157,066</b>               | <b>259,156</b>     |
| 5180  | Equipment/Vehicle Maintenance   | 234               | 0                 | 0                  | 0                            | 0                  |
| 5190  | Facility Op. & Maintenance      | 44,805            | 65,894            | 62,100             | 59,311                       | 67,068             |
|   | <b>TOTAL MAINTENANCE COSTS</b>  | <b>45,039</b>     | <b>65,894</b>     | <b>62,100</b>      | <b>59,311</b>                | <b>67,068</b>      |
| 5520  | Retail Operations               | 15,338            | 61,042            | 48,000             | 42,798                       | 51,200             |
| 5535  | Swim Merchandise                | 1,748             | 3,734             | 3,250              | 6,970                        | 4,000              |
|   | <b>TOTAL RETAIL OPERATIONS</b>  | <b>17,086</b>     | <b>64,776</b>     | <b>51,250</b>      | <b>49,768</b>                | <b>55,200</b>      |
| 5580-001                                      | Telephone                       | 1,697             | 1,721             | 2,300              | 1,560                        | 2,300              |
| 5580-002                                      | Electricity                     | 12,864            | 24,136            | 22,000             | 19,487                       | 25,000             |
| 5580-004                                      | Water/Sewer                     | 6,915             | 11,521            | 18,000             | 8,338                        | 14,000             |
| 5580-016                                      | Internet/Cable                  | 3,789             | 4,338             | 3,400              | 3,256                        | 4,000              |
|   | <b>TOTAL UTILITIES</b>          | <b>25,264</b>     | <b>41,718</b>     | <b>45,700</b>      | <b>32,641</b>                | <b>45,300</b>      |
|   | <b>TOTAL EXPENSES</b>           | <b>\$ 140,327</b> | <b>\$ 363,813</b> | <b>\$ 408,838</b>  | <b>\$ 298,786</b>            | <b>\$ 426,724</b>  |
|   | <b>OPERATING INCOME (LOSS)</b>  | <b>\$ 25,707</b>  | <b>\$ 201,267</b> | <b>\$ 186,612</b>  | <b>\$ 133,172</b>            | <b>\$ 215,876</b>  |

# OCEAN DUNES WATERPARK AT UPTON HILL

## STRATEGIC GOALS & OBJECTIVES FY 2024



**Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**



**Objectives:**

- Work with the Marketing and Aquatics teams to continue to promote the sale of Annual Waterpark Passes.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts.

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



**Objectives:**

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Implement effective waterpark Standard Operating Procedures to ensure safe and effective pump room operations.

**Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.**



**Objectives:**

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement strategies to create a consistent aquatics program with a focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and campaigns on a weekly basis.
- Develop and implement a swim lesson program that meets customer needs and budget goals.
- Implement a minimum of (2) new strategies to increase the sales of the All Facility Passes.

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



**Objectives:**

- 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 meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**



**Objectives:**

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Develop and implement survey strategies to evaluate the customer experience and implement at least one improvement.
- Work closely with the Aquatics Manager to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.



# OCEAN DUNES WATERPARK AT UPTON HILL

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Offer and promote an effective Annual Waterpark Pass membership program.**

**Highlights:**

- Refined Attendant orientation and training to better facilitate on-site Annual Pass Sales and building awareness of the 5% off resale items perk.
- Worked closely alongside both Marketing and Aquatics to implement new strategies and Campaign plans.
- Passholder check-in continues to function well with signage and oversight by Admissions staff.

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

**Highlights:**

- Developed and implemented a new Lifeguard empowerment tool by collaborating with seasonal leadership and veteran lifeguards to distill our cultural values into a documented format to ensure continuity.
- Expanded the number of licensed Lifeguard Instructors at Ocean Dunes to include our seasonal Pool Manager.
- Refined group Safety briefing outline.
- Scored Exceeds Standards on two of the three Ellis & Associates Audit.

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

**Highlights:**

- Worked with Food & Beverage and Waterpark Manager to refine Ocean Dunes retail & concessions storage, ordering, and inventory processes to better utilize the limited space and minimize write-offs.
- Increased retail offerings with a focus on merchandise that can be utilized in both cost centers of the park.

**Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.**

**Highlights:**

- Staff worked with Customer Service Committee to develop and implement a “Customer Service” Introduction Training for both Full Time and Part-Time Supervisors. Concessions and Admissions Supervisors conducted monthly review of strategies with frontline staff.
- Updated Waterpark SOP documentation to include QR Code accessible video recordings of backwashing procedures.

## MEASURABLE RESULTS

|   | FY 2021<br>ACTUAL | FY 2022<br>ACTUAL | FY 2023<br>TARGET | FY 2023<br>ACTUAL<br>6 months<br>JUL-DEC<br>2022 | FY 2024<br>TARGET |
|---|-------------------|-------------------|-------------------|--|-------------------|
| • Number of general admissions                      | 9,482             | 30,907            | 30,600            | 22,444   | 30,600            |
| • Number of youth group participants                | 500               | 2,239             | 3,500             | 3,503  | 3,500             |
| • Number of waterpark passes sold                   | 883               | 1,392             | 1,000             | 292  | 1,110             |
| • Number of group swim lesson participants          | N/A               | 15                | 21                | 18   | 21                |
| • Number of private swim lesson participants        | N/A               | 13                | 48                | 9  | 48                |
| • Average amount customers spent on f/b & merch.    | \$3.57            | \$3.43            | \$3.42            | \$3.12   | \$3.66            |
| • Number of Daily All Facility Discount Passes sold | 204               | 940               | 1,900             | 948  | 1,900             |
| • Number of waterpark birthday party participants   | 390               | 1,203             | 2,400             | 912  | 2,400             |

# W&OD RAILROAD REGIONAL PARK

## PROGRAM OVERVIEW

W&OD Railroad Regional Park is a linear park that is 100 feet wide and 45 miles long, built on the old railbed of the former W&OD Railroad and extending from the Alexandria City line to Purcellville in western Loudoun County. Facilities include the park's maintenance facilities located in Ashburn, the 45 mile-long paved, multi-use trail, the 32 mile-long gravel horse trail, and the Two Creeks Mountain Bike Trail.

The Tinner Hill Historic Site opened in January of 2015 and is managed by the W&OD Trail staff. This half acre site, spanning the line between the City of Falls Church and Fairfax County, is the site where civil rights pioneers E.B. Henderson and Joseph Tinner first met to form a group that would become the first rural branch of the NAACP in the nation.

## REVENUE & EXPENSE SUMMARY

|                               | FY 2022<br>ACTUAL   | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-------------------------------|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUE BY SOURCE</b>      |                     |                     |                     |                       |
| Easements & Licenses          | \$ 905,336          | \$ 922,496          | \$ 961,289          | 4.2%                  |
| Retail Operations             | 430                 | 500                 | 500                 | 0.0%                  |
| Other Revenue                 | 6,250               | 6,500               | 6,500               | 0.0%                  |
| Transfer from Restricted Fund | 328,054             | 327,912             | 415,000             | 26.6%                 |
| <b>TOTAL REVENUE</b>          | <b>\$ 1,240,070</b> | <b>\$ 1,257,408</b> | <b>\$ 1,383,289</b> | <b>10.0%</b>          |
| <b>EXPENSES BY CATEGORY</b>   |                     |                     |                     |                       |
| Personnel Services            | \$ 437,918          | \$ 510,271          | \$ 545,863          | 7.0%                  |
| Operating Costs               | 13,450              | 26,400              | 26,400              | 0.0%                  |
| Maintenance Costs             | 101,511             | 87,580              | 126,674             | 44.6%                 |
| Insurance                     | 2,721               | 3,065               | 3,297               | 7.6%                  |
| Retail Operations             | 803                 | 250                 | 250                 | 0.0%                  |
| Utilities                     | 12,905              | 14,200              | 14,700              | 3.5%                  |
| <b>TOTAL EXPENSES</b>         | <b>\$ 569,308</b>   | <b>\$ 641,766</b>   | <b>\$ 717,184</b>   | <b>11.8%</b>          |
| <b>Net Income</b>             | <b>\$ 670,762</b>   | <b>\$ 615,642</b>   | <b>\$ 666,105</b>   |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Maintenance costs have increased for contract mowing services on the trail.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 4.00                         | 4.00                         | 4.00                         | 4.00                        | 4.00                       |
| Part-Time | 2.94                         | 2.94                         | 2.94                         | 3.10                        | 3.10                       |

## W&OD RAILROAD REGIONAL PARK

| ACCOUNT NUMBER                               | ACCOUNT DESCRIPTION                   | ACTUAL<br>FY 2021  | ACTUAL<br>FY 2022  | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--|---------------------------------------|--------------------|--------------------|---------------------|------------------------------|---------------------|
| <b>3-450 W&amp;OD RAILROAD REGIONAL PARK</b> |                                       |                    |                    |                     |                              |                     |
| <b>REVENUES</b>                              |                                       |                    |                    |                     |                              |                     |
| 4480   | License Fees                          | \$ 2,000           | \$ 0               | \$ 12,000           | \$ 0                         | \$ 9,600            |
|  | Rents, Easements & Licenses:          |                    |                    |                     |                              |                     |
| 4770   | Non-Recurring                         | 219,210            | 26,845             | 0                   | 0                            | 0                   |
| 4780   | Recurring                             | 852,851            | 878,491            | 910,496             | 873,474                      | 951,689             |
|  | <b>TOTAL EASEMENTS &amp; LICENSES</b> | <b>1,074,061</b>   | <b>905,336</b>     | <b>922,496</b>      | <b>873,474</b>               | <b>961,289</b>      |
| 4090, 4640                                   | Retail Operations                     | 1,074              | 430                | 500                 | 311                          | 500                 |
|  | <b>TOTAL RETAIL OPERATIONS</b>        | <b>1,074</b>       | <b>430</b>         | <b>500</b>          | <b>311</b>                   | <b>500</b>          |
| 4535   | Permit Fees                           | (250)              | 6,250              | 6,500               | 8,750                        | 6,500               |
|  | <b>TOTAL OTHER REVENUE</b>            | <b>(226)</b>       | <b>6,250</b>       | <b>6,500</b>        | <b>8,750</b>                 | <b>6,500</b>        |
|  | <b>TOTAL REVENUE</b>                  | <b>1,074,909</b>   | <b>912,016</b>     | <b>929,496</b>      | <b>882,534</b>               | <b>968,289</b>      |
| <b>TRANSFERS IN</b>                          |                                       |                    |                    |                     |                              |                     |
| 4946   | Transfer from Restricted Fund-FOWOD   | 0                  | 142                | 0                   | 0                            | 0                   |
| 4950   | Transfer from Restricted Fund         | 327,912            | 327,912            | 327,912             | 327,912                      | 415,000             |
|  | <b>TOTAL TRANSFERS IN</b>             | <b>327,912</b>     | <b>328,054</b>     | <b>327,912</b>      | <b>327,912</b>               | <b>415,000</b>      |
|  | <b>TOTAL RESOURCES</b>                | <b>\$1,402,821</b> | <b>\$1,240,070</b> | <b>\$ 1,257,408</b> | <b>\$1,210,446</b>           | <b>\$ 1,383,289</b> |
| <b>EXPENSES</b>                              |                                       |                    |                    |                     |                              |                     |
| 5010   | Full-Time Salaries                    | \$ 261,874         | \$ 288,073         | \$ 271,978          | \$ 261,915                   | \$ 300,897          |
| 5020   | Part-Time Salaries                    | 44,001             | 38,353             | 103,118             | 57,257                       | 103,327             |
| 5030   | FICA                                  | 22,250             | 24,130             | 28,695              | 23,106                       | 30,923              |
| 5040   | Hospitalization                       | 49,240             | 36,508             | 48,308              | 38,275                       | 43,420              |
| 5060   | Life Insurance                        | 2,355              | 2,272              | 3,101               | 2,282                        | 3,430               |
| 5050   | Retirement                            | 50,688             | 48,396             | 54,396              | 44,679                       | 63,188              |
| 5070   | Unemployment Tax                      | 273                | 186                | 676                 | 124                          | 677                 |
|  | <b>TOTAL PERSONNEL SERVICES</b>       | <b>430,682</b>     | <b>437,918</b>     | <b>510,271</b>      | <b>427,638</b>               | <b>545,863</b>      |
| 5230   | Gas and Diesel                        | 9,718              | 12,507             | 15,000              | 11,860                       | 15,000              |
| 5330   | License Fees                          | 7,473              | 0                  | 10,000              | 0                            | 10,000              |
| 5570   | Uniforms                              | 93                 | 943                | 1,400               | 404                          | 1,400               |
|  | <b>TOTAL OPERATING COSTS</b>          | <b>17,283</b>      | <b>13,450</b>      | <b>26,400</b>       | <b>12,264</b>                | <b>26,400</b>       |
| 5180   | Equipment/Vehicle Maintenance         | 14,636             | 8,056              | 16,500              | 12,971                       | 16,500              |
| 5190   | Facility Op. & Maintenance            | 45,099             | 93,455             | 71,080              | 92,150                       | 110,174             |
|  | <b>TOTAL MAINTENANCE COSTS</b>        | <b>59,734</b>      | <b>101,511</b>     | <b>87,580</b>       | <b>105,122</b>               | <b>126,674</b>      |
| 5290   | Insurance - Vehicle                   | 2,692              | 2,721              | 3,065               | 3,233                        | 3,297               |
|  | <b>TOTAL INSURANCE</b>                | <b>2,692</b>       | <b>2,721</b>       | <b>3,065</b>        | <b>3,233</b>                 | <b>3,297</b>        |
| 5520   | Retail Operations                     | 345                | 803                | 250                 | 383                          | 250                 |
|  | <b>TOTAL RETAIL OPERATIONS</b>        | <b>345</b>         | <b>803</b>         | <b>250</b>          | <b>383</b>                   | <b>250</b>          |
| 5580-001                                     | Telephone                             | 4,806              | 5,158              | 4,800               | 4,578                        | 5,300               |
| 5580-002                                     | Electricity                           | 4,364              | 4,844              | 5,500               | 4,260                        | 5,500               |
| 5580-003                                     | Natural Gas                           | 1,646              | 2,072              | 3,000               | 2,144                        | 3,000               |
| 5580-004                                     | Water/Sewer                           | 825                | 831                | 900                 | 585                          | 900                 |
|  | <b>TOTAL UTILITIES</b>                | <b>11,642</b>      | <b>12,905</b>      | <b>14,200</b>       | <b>11,566</b>                | <b>14,700</b>       |
|  | <b>TOTAL EXPENSES</b>                 | <b>\$ 522,378</b>  | <b>\$ 569,308</b>  | <b>\$ 641,766</b>   | <b>\$ 560,206</b>            | <b>\$ 717,184</b>   |
|  | <b>OPERATING INCOME (LOSS)</b>        | <b>\$ 880,443</b>  | <b>\$ 670,762</b>  | <b>\$ 615,642</b>   | <b>\$ 650,241</b>            | <b>\$ 666,105</b>   |

# W&OD RAILROAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Continue to coordinate and ensure completion of priority items from the latest Bridge and Culvert inspection report.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Maintain and continue to 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 invasive species removal with a minimum of (3) focused efforts on designated sections of the trail.

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



Objectives:

- Host a minimum of (3) public interpretive programs.
- Maintain a minimum of (4) diverse community partnerships.
- Maintain an effective system to receive, evaluate, and respond to customer feedback.
- Identify and interpret a minimum of (2) significant historic features or story focused on increasing the awareness in the diverse history within the park through signage or program efforts.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**



Objectives:

- Work closely with NOVA Parks' Community Manager on a minimum of (2) new strategies to engage broader participation and impact of FOWOD on the trail.
- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) diverse community partnerships.
- Implement a minimum of (3) enhancement projects using funds designated for use by FOWOD.

**Goal Four: Remain a leader in safety of multi-use trails.**



Objectives:

- Continue to utilize a minimum of (3) new strategies to promote trail safety through social media.
- Promote positive user behavior and experience through a minimum of (4) outreach campaigns
- Conduct a one-year review of the Dual Trails project and operations in Falls Church to assist with in the planning for similar projects in the future.
- Develop a 2024 safety slogan and annual theme to promote positive user behaviors.
- 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.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Host a minimum of (3) public outreach events focusing focused on trail safety.

**Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our diverse community.**



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Begin to develop the parameters for a Trash Free Park Program to be implemented by 2025.

# W&OD RAILROAD REGIONAL PARK

## FY 2023 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Continue to conserve and protect the historic and natural resources including structures, parkland and facilities to provide a quality visitor experience.**

**Highlights**

- Maintained community partnerships with Reston Association, Dominion, Boy Scouts of America, Virginia Department of Transportation, Walk Arlington, Bike Arlington, Eco Action Arlington, Young Men’s Service League, and Arlington County.
- Continued to implement trail repaving priorities.
- Continued to assist with repairs on select bridges and culverts (following previous inspection reports).
- Utilized in-house CMMS to increase efficiency of routine maintenance tasks to equipment and facilities.
- Repaired pedestrian bridge near Difficult Run outside of Vienna.
- In partnership with Dominion, started a bamboo removal plan in Fairfax County to coincide with new bamboo ordinance.
- Enhanced and repaired shelter at Old Reston Ave.
- In collaboration with Dominion and Master Naturalists, worked to reestablish a native area near Cedar Lane.
- In collaboration with “Tree Rescuers” worked to cut invasive vines throughout the Vienna area.

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

**Highlights**

- Continued to effectively utilize social media channels to gain user feedback, convey safety messages, communicate trail information, and project status and promote features of the park and the trails unique history.
- Partnered with National Rails to Trails to host an event in Vienna focused on trail safety.
- Participated in “Bike to Work” day in partnership with Loudoun County, Herndon, Falls Church, Arlington, and various bike shops and the cycling community.
- Fabricated and installed an interpretive display that focused on telling the story of the African Community of Oak Grove.
- In partnership with Loudoun Library conducted “Spoke ‘N Word” events with a focus on trail safety.
- Conducted specialty training with the NOVA Parks Roving Naturalist for the volunteer Trail Patrol group.
- Hosted a “walk with a Naturalist” event.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**

**Highlights**

- Partnered with Loudoun Library, Walk Arlington, Bike Arlington, and numerous area bike shops to promote and improve the trail.
- Supported the completion of several Friend’s sponsored projects including a native garden at mile 0 in Shirlington.
- Worked with Apple Credit Union to increase Friends Group memberships.
- Updated the Friends Website to ensure stability as well as future updates.
- Partnered with Google to have the whole trail imaged so that “street view” is available for all 45 miles.
- Continued to work with the Friends Group on public awareness by adding more signage to areas along the trail as well as revamping the adopt-a-trail program.
- Attended National Trails Day event in partnership with Washington Area Bicycle Association.

**Goal Four: Remain a leader in safety of multi-use trails.**

**Highlights**

- Continue to update assets and preventive maintenance in CMMS to streamline and improve efficiency.
- Worked closely with Dominion and VDOT to establish safe detours for the multiple, large-scale power line restrings through Ashburn-Leesburg area and other projects in Fairfax.
- Continued to fundraise and collaborate with the volunteer W&OD Trail Patrol.
- Produced new signage design and concepts in order to rotate signs and keep trail users’ attention.
- Added advance warning signs in the new dual trail section of Falls Church and updated striping.

**Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our diverse community.**

**Highlights**

- Park Customer Service Champion conducted several training sessions with staff to reinforce customer service skills.
- All staff attended Level I Customer Service Training.
- All full-time staff was recertified in CPR/AED/First Aid
- Offered CPR/First Aid to the volunteer W&OD Trail Patrol.

**MEASURABLE RESULTS**

|   | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL<br/>6 months JUL-<br/>DEC 2022</b> | <b>FY 2024<br/>TARGET</b> |
|---|---------------------------|---------------------------|---------------------------|--|---------------------------|
| • Park visitation                                       | 2,000,000                 | 2000000+                  | 2,000,000+                | 2,000,000+   | 2,000,000+                |
| • Number of FOWOD members                               | 500                       | 259                       | 500                       | 240  | 500                       |
| • Operating cost per linear ft of trail (400,000 ft. of | \$1.53                    | \$1.42                    | \$1.60                    | \$1.88   | \$1.79                    |
| • Number of outreach and public programs                | 6                         | 7                         | 6                         | 4  | 8                         |
| • Volunteer hours received                              | 6,000                     | 3,300                     | 6,000                     | 3,000  | 6,000                     |

# 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 2022<br>ACTUAL | FY 2023<br>REVISED  | FY 2024<br>ADOPTED  | % CHANGE<br>2023-2024 |
|-----------------------------|-------------------|---------------------|---------------------|-----------------------|
| <b>EXPENSES BY CATEGORY</b> |                   |                     |                     |                       |
| Personnel Services          | \$ —              | \$ 1,136,917        | \$ 1,217,088        | 7 %                   |
| Operating Costs             | —                 | 37,550              | 37,550              | — %                   |
| Maintenance Costs           | —                 | 97,550              | 97,550              | — %                   |
| Insurance                   | —                 | 8,685               | 8,791               | 1 %                   |
| Utilities                   | —                 | 28,210              | 28,210              | — %                   |
| <b>TOTAL EXPENSES</b>       | <b>\$ —</b>       | <b>\$ 1,308,912</b> | <b>\$ 1,389,189</b> | <b>6 %</b>            |

## BUDGET HIGHLIGHTS

- Prior to FY 2023, Central Maintenance was budgeted in the General Fund. Past expenses can be seen behind the General Fund tab.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 13.00                        | 13.00                        | 13.00                        | 13.00                       | 13.00                      |
| Part-Time | 0.00                         | 0.00                         | 0.00                         | 0.00                        | 0.00                       |

## CENTRAL MAINTENANCE

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION                           | ACTUAL<br>FY 2021 | ACTUAL<br>FY 2022 | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|----------------|---|-------------------|-------------------|---------------------|------------------------------|---------------------|
| <b>3-710</b>   | <b>CENTRAL MAINTENANCE</b>                    |                   |                   |                     |                              |                     |
|                | <b>EXPENDITURES</b>                           |                   |                   |                     |                              |                     |
| 5010           | Full Time Salaries                            | \$ 0              | \$ 0              | \$ 798,025          | \$ 785,426                   | \$ 855,121          |
| 5030           | FICA  | 0                 | 0                 | 61,049              | 57,269                       | 65,417              |
| 5040           | Hospitalization                               | 0                 | 0                 | 108,621             | 90,599                       | 106,706             |
| 5060           | Life Insurance                                | 0                 | 0                 | 9,097               | 6,406                        | 9,748               |
| 5050           | Retirement                                    | 0                 | 0                 | 159,605             | 129,265                      | 179,576             |
| 5070           | Unemployment Tax                              | 0                 | 0                 | 520                 | 156                          | 520                 |
|                | <b>TOTAL PERSONNEL SERVICES</b>               | <b>0</b>          | <b>0</b>          | <b>1,136,917</b>    | <b>1,069,121</b>             | <b>1,217,088</b>    |
| 5230           | Gas and Diesel                                | 0                 | 0                 | 33,000              | 17,474                       | 33,000              |
| 5400           | Training                                      | 0                 | 0                 | 0                   | 0                            | 0                   |
| 5570           | Uniforms                                      | 0                 | 0                 | 4,550               | 2,044                        | 4,550               |
|                | <b>TOTAL OPERATING COSTS</b>                  | <b>0</b>          | <b>0</b>          | <b>37,550</b>       | <b>19,517</b>                | <b>37,550</b>       |
| 5180           | Equipment/Vehicle Maintenance                 | 0                 | 0                 | 52,250              | 19,964                       | 52,250              |
| 5190           | Facility Op. & Maintenance                    | 0                 | 0                 | 45,300              | 33,077                       | 45,300              |
| 5370           | Major Contract Maintenance                    | 0                 | 0                 | 0                   | 0                            | 0                   |
|                | <b>TOTAL MAINTENANCE COSTS</b>                | <b>0</b>          | <b>0</b>          | <b>97,550</b>       | <b>53,041</b>                | <b>97,550</b>       |
| 5290           | Insurance - Vehicle                           | 0                 | 0                 | 8,685               | 8,621                        | 8,791               |
|                | <b>TOTAL INSURANCE</b>                        | <b>0</b>          | <b>0</b>          | <b>8,685</b>        | <b>8,621</b>                 | <b>8,791</b>        |
| 5580-001       | Telephone                                     | 0                 | 0                 | 5,000               | 4,507                        | 5,000               |
| 5580-002       | Electricity                                   | 0                 | 0                 | 7,500               | 6,158                        | 7,500               |
| 5580-009       | Heating Oil                                   | 0                 | 0                 | 2,500               | 3,750                        | 2,500               |
| 5580-008       | Propane Gas                                   | 0                 | 0                 | 12,000              | 9,527                        | 12,000              |
| 5580-016       | Cable/Internet                                | 0                 | 0                 | 1,210               | 1,170                        | 1,210               |
|                | <b>TOTAL UTILITIES</b>                        | <b>0</b>          | <b>0</b>          | <b>28,210</b>       | <b>25,112</b>                | <b>28,210</b>       |
|                | <b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b> | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 1,308,912</b> | <b>\$ 1,175,412</b>          | <b>\$ 1,389,189</b> |

# CENTRAL MAINTENANCE

## STRATEGIC GOALS & OBJECTIVES FY 2024



**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.
- Assist with the installation of electric vehicle charging stations in select park locations.
- 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.
- Assist in the efficient purchase of capital equipment and vehicles.
- Review and recommend for purchase a variety of durable, commercial grade electric powered tools and potential ride-on electric mower options.



# CENTRAL MAINTENANCE

## **FY 2023 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.
- Access and system updates performed throughout year for proper access.
- Work order process updated and is operating effectively.
- Additional 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**

- Electrical crew conducted on-site training with various park staff on proper batting cage operations and maintenance.
- Conducted training at Great Waves Waterpark for the new wave control system.
- Trained Assistant Administrator on HiperWeb.
- Conducted Chainsaw/Chipper class and included automotive and small engine maintenance, hand tool safety, and bucket truck operation

***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.
- Improved lighting, electrical, plumbing, and safety systems to ensure good working order at Hemlock Overlook Regional Park. Cleared numerous dead and downed trees from winter storm damage.
- Working on LED lighting retrofit at Pohick Bay, Algonkian, and Brambleton Golf Courses, Meadowlark Atrium & Visitors Center, Hemlock Overlook, Great Waves Waterpark, and Occoquan Batting Cages.
- Working with various vendors to ensure replacement parts are available for pool motors.

***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**

- Updated CMMS and trained staff to build out preventive maintenance reminders for specific assets.
- Completed on-site inspections for waterparks, facilities with seasonal plumbing, and park rental homes.
- Waterpark pre-opening electrical inspections completed.

## **MEASURABLE RESULTS**

|   | <b>FY 2021<br/>ACTUAL</b> | <b>FY 2022<br/>ACTUAL</b> | <b>FY 2023<br/>TARGET</b> | <b>FY 2023<br/>ACTUAL</b>            | <b>FY 2024<br/>TARGET</b> |
|---|---------------------------|---------------------------|---------------------------|--------------------------------------|---------------------------|
|   |                           |                           |                           | <b>6 months<br/>JUL-DEC<br/>2022</b> |                           |
| • Number of HVAC work orders completed                                | 186                       | 179                       | 160                       | 55                                   | 160                       |
| • Number of electrical work orders completed                          | 145                       | 193                       | 150                       | 92                                   | 150                       |
| • Number of heavy equipment work orders completed                     | 96                        | 112                       | 120                       | 74                                   | 120                       |
| • Number of fleet maintenance work orders/state inspections completed | 193                       | 195                       | 150                       | 94                                   | 150                       |
| • Number of equipment maintenance work orders completed               | 79                        | 77                        | 80                        | 32                                   | 80                        |
| • Number of welding work orders completed                             | 81                        | 64                        | 60                        | 30                                   | 60                        |
| • Number of plumbing work orders completed                            | 16                        | 35                        | 20                        | 19                                   | 20                        |
| • Number of carpentry work orders completed                           | 61                        | 75                        | 100                       | 38                                   | 100                       |
| • Number of preventive maintenance corrections completed              | 268                       | 275                       | 230                       | 93                                   | 230                       |
| • Number of emergency/critical work orders completed                  | 45                        | 53                        | 40                        | 30                                   | 40                        |

# 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

| REVENUE BY SOURCE               | FY 2022<br>ACTUAL     | FY 2023<br>REVISED    | FY 2024<br>ADOPTED    | % CHANGE<br>2023-2024 |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Other Revenue                   | 1,323,356             | 66,000                | 87,000                | 31.8%                 |
| <b>TOTAL REVENUE</b>            | <b>\$ 1,323,356</b>   | <b>\$ 66,000</b>      | <b>\$ 87,000</b>      | <b>31.8%</b>          |
| <b>EXPENSES BY CATEGORY</b>     |                       |                       |                       |                       |
| Personnel Services              | \$ 883,779            | \$ 1,094,427          | \$ 1,264,462          | 15.5%                 |
| Operating Costs                 | 1,520,946             | 1,715,238             | 1,894,764             | 10.5%                 |
| Maintenance Costs               | 304,178               | 260,000               | 260,000               | 0.0%                  |
| Insurance                       | 150,835               | 160,000               | 150,000               | -6.3%                 |
| Utilities                       | 0                     | 1,000                 | 1,000                 | 0.0%                  |
| Total Transfers Out             | 669,825               | 0                     | 0                     | -                     |
| <b>TOTAL EXPENSES</b>           | <b>\$ 3,529,564</b>   | <b>\$ 3,230,665</b>   | <b>\$ 3,570,226</b>   | <b>10.5%</b>          |
| <b>Net Income</b>               | <b>\$ (2,206,208)</b> | <b>\$ (3,164,665)</b> | <b>\$ (3,483,226)</b> |                       |
| <b>TRANSFERS TO OTHER FUNDS</b> | <b>\$ 6,327,426</b>   | <b>\$ 25,000</b>      | <b>\$ 25,000</b>      |                       |

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes a new Roving Naturalist part-time position, budgeted for 1,200 hours. Operating expenses include an account for Compensation Funding initiatives.

## STAFFING SUMMARY

|           | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|-----------|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| Full-Time | 6.85                         | 6.85                         | 7.85                         | 8.35                        | 8.85                       |
| Part-Time | 0.23                         | 0.30                         | 0.30                         | 0.65                        | 1.61                       |

## ADMINISTRATION – ENTERPRISE FUND

| ACCOUNT NUMBER                                | ACCOUNT DESCRIPTION                    | ACTUAL<br>FY 2021     | ACTUAL<br>FY 2022     | REVISED<br>FY 2023    | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024    |
|---|--|-----------------------|-----------------------|-----------------------|------------------------------|-----------------------|
| <b>3-720 ADMINISTRATION - ENTERPRISE FUND</b> |  |                       |                       |                       |                              |                       |
| <b>REVENUES</b>                               |  |                       |                       |                       |                              |                       |
| 4516  | Reservation Fees-POS Active            | \$ 91,040             | \$ 74,853             | \$ 60,000             | \$ 55,106                    | \$ 75,000             |
| 4430  | Insurance Proceeds                     | 31,289                | 1,210,271             | 0                     | 27,062                       | 0                     |
| 4510, 4515                                    | Miscellaneous Revenue                  | 38,174                | 18,831                | 0                     | 31,750                       | 0                     |
| 4440  | Interest                               | 7,804                 | 19,401                | 6,000                 | 0                            | 12,000                |
|   | <b>TOTAL OTHER REVENUE</b>             | <b>168,308</b>        | <b>1,323,356</b>      | <b>66,000</b>         | <b>113,918</b>               | <b>87,000</b>         |
| 4770  | Non-Recurring License Fees             | 0                     | 32,700                | 0                     | 0                            | 0                     |
|   | <b>TOTAL REVENUES</b>                  | <b>\$ 168,308</b>     | <b>\$ 1,356,056</b>   | <b>\$ 66,000</b>      | <b>\$ 113,918</b>            | <b>\$ 87,000</b>      |
| <b>EXPENSES</b>                               |  |                       |                       |                       |                              |                       |
| 5010  | Full-Time Salaries                     | \$ 495,681            | \$ 629,479            | \$ 775,777            | \$ 660,660                   | \$ 858,738            |
| 5020  | Part-Time Salaries                     | 4,467                 | 23,554                | 24,750                | 50,264                       | 60,750                |
| 5030  | FICA                                   | 36,878                | 48,097                | 61,240                | 51,509                       | 70,341                |
| 5040  | Hospitalization                        | 46,631                | 63,130                | 68,202                | 64,221                       | 83,851                |
| 5060  | Life Insurance                         | 4,392                 | 4,696                 | 8,844                 | 4,927                        | 9,790                 |
| 5050  | Retirement                             | 98,403                | 114,507               | 155,155               | 114,875                      | 180,335               |
| 5070  | Unemployment Tax                       | 264                   | 316                   | 458                   | 149                          | 658                   |
|   | <b>TOTAL PERSONNEL SERVICES</b>        | <b>686,716</b>        | <b>883,779</b>        | <b>1,094,427</b>      | <b>946,605</b>               | <b>1,264,462</b>      |
| 5155  | Credit Card Charges                    | 488,687               | 716,228               | 600,000               | 600,069                      | 720,614               |
| 5230  | Gas and Diesel                         | 760                   | 2,088                 | 2,000                 | 1,547                        | 2,000                 |
| 5380  | POS Transaction Fees                   | 192,413               | 268,923               | 206,000               | 240,313                      | 260,000               |
| 5149  | Contingency                            | 0                     | 0                     | 0                     | 0                            | 0                     |
| 5330  | License Fees                           | 0                     | 0                     | 2,200                 | 0                            | 2,200                 |
| 5500  | Public Information                     | 233,454               | 376,215               | 541,800               | 304,903                      | 541,800               |
| 5546  | Strategic Plan Initiatives             | 0                     | 39,802                | 53,650                | 5,135                        | 45,000                |
|   | Compensation Funding Initiatives       | 0                     | 0                     | 196,438               | 0                            | 210,000               |
| 5400  | Training for Field Staff               | 3,144                 | 46,102                | 60,000                | 52,714                       | 60,000                |
| 5490  | Programs & Promotions - Naturalist     | 756                   | 1,304                 | 3,450                 | 314                          | 3,450                 |
| 5493  | Promotional Items-Uniforms             | 1,629                 | 12,365                | 19,000                | 4,065                        | 19,000                |
| 5555  | Swimming Pool Safety Program           | 37,080                | 57,670                | 30,000                | 36,891                       | 30,000                |
| 5570  | Uniforms                               | 267                   | 251                   | 700                   | 346                          | 700                   |
|   | <b>TOTAL OPERATING COSTS</b>           | <b>958,190</b>        | <b>1,520,946</b>      | <b>1,715,238</b>      | <b>1,246,298</b>             | <b>1,894,764</b>      |
| 5180  | Equipment/Vehicle Maintenance          | 2,233                 | 9,545                 | 0                     | 5,149                        | 0                     |
| 5190  | Facility Op. & Maintenance             | 1,060                 | 6,348                 | 0                     | 2,192                        | 0                     |
| 5370  | Major Contract Maintenance             | 263,479               | 288,286               | 260,000               | 257,635                      | 260,000               |
|   | <b>TOTAL MAINTENANCE COSTS</b>         | <b>266,772</b>        | <b>304,178</b>        | <b>260,000</b>        | <b>264,976</b>               | <b>260,000</b>        |
| 5290  | Insurance - Vehicle                    | 449                   | 0                     | 0                     | 4,363                        | 0                     |
| 5300  | Workers Comp                           | 152,459               | 150,835               | 160,000               | 118,807                      | 150,000               |
|   | <b>TOTAL INSURANCE</b>                 | <b>152,907</b>        | <b>150,835</b>        | <b>160,000</b>        | <b>123,170</b>               | <b>150,000</b>        |
| 5580-001                                      | Telephone                              | 0                     | 0                     | 1,000                 | 0                            | 1,000                 |
|   | <b>TOTAL UTILITIES</b>                 | <b>0</b>              | <b>0</b>              | <b>1,000</b>          | <b>0</b>                     | <b>1,000</b>          |
|   | <b>TOTAL EXPENSES</b>                  | <b>\$ 2,064,586</b>   | <b>\$ 2,859,739</b>   | <b>\$ 3,230,665</b>   | <b>\$ 2,581,049</b>          | <b>\$ 3,570,226</b>   |
| <b>TRANSFERS OUT</b>                          |  |                       |                       |                       |                              |                       |
| 5905  | Trans. - Gen. Fund for Central Maint.  | 235,850               | 720,000               | 0                     | 0                            | 0                     |
| 5900  | Transfer to General Fund               | \$ (234,301)          | \$ (50,175)           | \$ 0                  | \$ 0                         | \$ 0                  |
|   | <b>TOTAL TRANSFERS OUT</b>             | <b>\$ 1,549</b>       | <b>\$ 669,825</b>     | <b>\$ 0</b>           | <b>\$ 0</b>                  | <b>\$ 0</b>           |
|   | <b>TOTAL EXPENSES AND OTHER USES</b>   | <b>\$ 2,066,135</b>   | <b>\$ 3,529,564</b>   | <b>\$ 3,230,665</b>   | <b>\$ 2,581,049</b>          | <b>\$ 3,570,226</b>   |
|   | <b>OPERATING INCOME (LOSS)</b>         | <b>\$ (1,897,827)</b> | <b>\$ (2,173,508)</b> | <b>\$ (3,164,665)</b> | <b>\$ (2,467,130)</b>        | <b>\$ (3,483,226)</b> |
| 5147  | Transfer to the Designated Set Aside   | 0                     | 0                     | 0                     | 0                            | 0                     |
| 5910  | Transfer to Capital Fund               | 2,244,039             | 4,429,199             | 0                     | 0                            | 0                     |
| 5955  | Transfer to Retirement Fund            | 0                     | 632,742               | 0                     | 0                            | 0                     |
|   | Transfer to Board Authorized Reserves  | 0                     | 0                     | 25,000                | 0                            | 25,000                |
| 5995  | Transfer to Performance Incentive Plan | 748,013               | 1,265,485             | 0                     | 0                            | 0                     |
| 3005  | Transfer to Sustainability Reserve     | 748,013               | 0                     | 0                     | 0                            | 0                     |
|   | <b>TOTAL TRANSFER TO OTHER FUNDS</b>   | <b>3,740,065</b>      | <b>6,327,426</b>      | <b>25,000</b>         | <b>0</b>                     | <b>25,000</b>         |
|   | Donation Adjustment                    | 4,749                 | 15,122                |                       |                              |                       |



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2024  
Approved

Equipment

**ALGONKIAN GOLF COURSE**

|                            |           |               |
|----------------------------|-----------|---------------|
| Driving Range Targets      | \$        | 1,420         |
| Driving Range Bag Stands   |           | 3,043         |
| Driving Range Tee Dividers |           | 3,360         |
| Top dresser                |           | 18,000        |
| Fertilizer spreader        |           | 9,100         |
|                            | <b>\$</b> | <b>34,923</b> |

**ALGONKIAN COTTAGES**

|                    |           |               |
|--------------------|-----------|---------------|
| Cottage Furniture  | \$        | 15,000        |
| Cottage Smallwares |           | 4,000         |
|                    | <b>\$</b> | <b>19,000</b> |

**ALGONKIAN PARK**

|                 |           |               |
|-----------------|-----------|---------------|
| Fork Extensions | \$        | 500           |
| Utility Vehicle |           | 15,000        |
|                 | <b>\$</b> | <b>15,500</b> |

**WOODLANDS AT ALGONKIAN**

|                                   |           |               |
|-----------------------------------|-----------|---------------|
| Bridal suite and Foyer furniture  | \$        | 6,000         |
| Acoustic panels                   |           | 15,000        |
| Patio Furniture                   |           | 6,000         |
| Catering smallwares and equipment |           | 5,000         |
|                                   | <b>\$</b> | <b>32,000</b> |

**BRAMBLETON GOLF COURSE MAINTENANCE**

|                               |           |               |
|-------------------------------|-----------|---------------|
| Pergola                       | \$        | 10,000        |
| Insulated hot holding cabinet |           | 1,500         |
| Fairway mower                 |           | 70,000        |
|                               | <b>\$</b> | <b>81,500</b> |

**BULL RUN PARK**

|                                       |           |               |
|---------------------------------------|-----------|---------------|
| Bathhouse and Comfort Station heaters | \$        | 3,120         |
| Zero-Turn Mower                       |           | 15,700        |
| Skidsteer V-Bucket                    |           | 600           |
| Trash Cans                            |           | 1,480         |
| Bench Grinder                         |           | 500           |
| Skidsteer bucket with teeth           |           | 1,800         |
| Campground Washers and Dryers         |           | 13,000        |
|                                       | <b>\$</b> | <b>36,200</b> |

**BULL RUN SPECIAL EVENTS**

|                             |           |               |
|-----------------------------|-----------|---------------|
| Storage Containers          | \$        | 8,000         |
| Utility cart with cargo box |           | 12,000        |
|                             | <b>\$</b> | <b>20,000</b> |

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

| Equipment  | FY 2024<br>Approved |
|--|---------------------|
| <b>BULL RUN LIGHT SHOW</b>                       |                     |
| Spider Boxes                                     | \$ 8,400            |
| 200 gallon diesel gas can                        | 2,000               |
|  | <b>\$ 10,400</b>    |
| <b>BULL RUN SHOOTING CENTER</b>                  |                     |
| Target Machines                                  | \$ 14,000           |
| Rental Guns                                      | 6,000               |
|  | <b>\$ 20,000</b>    |
| <b>ATLANTIS WATERPARK AT BULL RUN</b>            |                     |
| Funbrella frames and tops                        | \$ 10,000           |
| 3 inch diaphragm pump with hoses                 | 3,000               |
| Chemical Pumps                                   | 1,400               |
| PTAC HVAC Units                                  | 4,000               |
| Hot Water Heater                                 | 20,000              |
| Fence fabric                                     | 1,800               |
| Aluminum picnic tables                           | 15,030              |
|  | <b>\$ 55,230</b>    |
| <b>CAMERON RUN PARK</b>                          |                     |
| Minature golf course obstacles                   | \$ 4,500            |
| Garbage cans                                     | 5,580               |
|  | <b>\$ 10,080</b>    |
| <b>ICE &amp; LIGHTS AT CAMERON RUN</b>           |                     |
| Storage Trailer                                  | \$ 10,500           |
| Zamboni repair and parts replacements            | 5,000               |
|  | <b>\$ 15,500</b>    |
| <b>GREAT WAVES AT CAMERON RUN</b>                |                     |
| Birthday Deck Shades                             | \$ 10,000           |
| Pool Vacuum/Cleaner                              | 4,000               |
| Fire hoses                                       | 3,200               |
| Wave Pool Cleaner                                | 7,500               |
| Life Vest Storage Rack                           | 900                 |
|  | <b>\$ 25,600</b>    |
| <b>BRICKMAKERS CATERING &amp; EVENT SERVICES</b> |                     |
| Catering smallwares & Food Truck Equipment       | \$ 8,000            |
| Catering coolers                                 | 1,200               |
|  | <b>\$ 9,200</b>     |
| <b>CARLYLE HOUSE</b>                             |                     |
| Environmental Monitoring System Upgrade          | \$ 1,800            |
| Office Furniture                                 | 15,000              |
|  | <b>\$ 16,800</b>    |

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

| Equipment                                    | FY 2024<br>Approved     |
|--|-------------------------|
| <b>FOUNTAINHEAD PARK REGIONAL PARK</b>       |                         |
| Minnow Tank                                  | \$ 10,000               |
| Trolling Motor Batteries                     | 2,600                   |
| Trolling Motors                              | 4,000                   |
|  | <b><u>\$ 16,600</u></b> |
| <b>MEADOWLARK ATRIUM</b>                     |                         |
| Event Tables, Chairs, Carts                  | \$ 15,000               |
| Catering Smallwares                          | 7,000                   |
| Replace water heater for Atrium bathrooms    | 5,000                   |
| Arbor  | 2,000                   |
|  | <b><u>\$ 29,000</u></b> |
| <b>MEADOWLARK GARDENS</b>                    |                         |
| Six Person People Mover                      | \$ 22,000               |
| Mower  | 25,000                  |
|  | <b><u>\$ 47,000</u></b> |
| <b>MEADOWLARK LIGHT SHOW</b>                 |                         |
| Chest Freezer                                | \$ 1,500                |
|  | <b><u>\$ 1,500</u></b>  |
| <b>OCCOQUAN PARK</b>                         |                         |
| Tractor grapple attachment                   | \$ 7,200                |
| Chainsaw                                     | 1,650                   |
| Kayaks -doubles                              | 4,350                   |
| Kayaks -singles                              | 3,125                   |
| Zero-Turn Mower                              | 15,000                  |
| Replacement balls for batting cage           | 3,500                   |
|  | <b><u>\$ 34,825</u></b> |
| <b>THE RIVER VIEW AT OCCOQUAN</b>            |                         |
| Chiavari chair cushion                       | \$ 4,118                |
| Replacement Cushion for Resin Folding Chairs | 3,339                   |
| Catering smallwares & Equipment              | 8,000                   |
|  | <b><u>\$ 15,457</u></b> |
| <b>BRICKMAKERS CAFE</b>                      |                         |
| Equipment and smallwares                     | \$ 5,000                |
| Patio Furniture                              | 5,000                   |
|  | <b><u>\$ 10,000</u></b> |
| <b>POHICK BAY GOLF COURSE</b>                |                         |
| Contour Rough Mower                          | \$ 55,000               |
| Flex Mower Deck                              | 12,500                  |
|  | <b><u>\$ 67,500</u></b> |
| <b>PIRATE'S COVE WATERPARK AT POHICK BAY</b> |                         |
| Food Warmer Cabinet                          | \$ 3,500                |
| Chlorine Storage Tank                        | 3,000                   |
| Pump   | 4,000                   |
|  | <b><u>\$ 10,500</u></b> |

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2024  
Approved

Equipment

**POHICK BAY REGIONAL PARK**

|   |           |               |
|---|-----------|---------------|
| Attachment  | \$        | 12,000        |
| Battery powered Maintenance/Landscaping Equipment |           | 4,000         |
| Replacement PTAC Units for Rustic cabins          |           | 4,800         |
| Fire ring combos                                  |           | 5,000         |
| AC Units for Deluxe Cabins                        |           | 6,000         |
| Skidsterr straight blade plow attachment          |           | 8,000         |
|   | <b>\$</b> | <b>39,800</b> |

**POTOMAC OVERLOOK**

|                               |           |              |
|-------------------------------|-----------|--------------|
| Outdoor Storage Shed          | \$        | 2,000        |
| Animal exhibit tank and stand |           | 5,500        |
|                               | <b>\$</b> | <b>7,500</b> |

**RUST NATURE SANCTUARY**

|                     |           |              |
|---------------------|-----------|--------------|
| Catering Smallwares | \$        | 5,000        |
|                     | <b>\$</b> | <b>5,000</b> |

**SANDY RUN**

|                                  |           |               |
|----------------------------------|-----------|---------------|
| 2 seat Utility Cart              | \$        | 15,000        |
| Water fountains with bottle fill |           | 5,000         |
| Steps for outdoor racks          |           | 2,250         |
| Boat lifts                       |           | 5,000         |
|                                  | <b>\$</b> | <b>27,250</b> |

**UPTON HILL PARK**

|                            |           |               |
|----------------------------|-----------|---------------|
| Ropes Course Equipment     | \$        | 10,000        |
| Fuel Tank                  |           | 1,500         |
| Shed                       |           | 6,000         |
| Lighting Prediction System |           | 14,000        |
|                            | <b>\$</b> | <b>31,500</b> |

**OCEAN DUNES AT UPTON HILL**

|                 |           |            |
|-----------------|-----------|------------|
| Lifeguard Chair | \$        | 635        |
|                 | <b>\$</b> | <b>635</b> |

**W&OD TRAIL**

|  |           |                |
|--|-----------|----------------|
| Heavy Duty Utility Vehicle/Skid Steer            | \$        | 100,000        |
| Heavy Duty Utility Vehicle/Skid Steer Implements |           | 50,000         |
|  | <b>\$</b> | <b>150,000</b> |

**WINKLER BOTANICAL PRESERVE**

|             |           |              |
|-------------|-----------|--------------|
| Brush Mower | \$        | 4,000        |
|             | <b>\$</b> | <b>4,000</b> |

**TOTAL FACILITIES EQUIPMENT - PARKS**

**\$ 900,000**



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6000-000

FY 2024  
Approved

### Equipment

#### HEADQUARTERS AND PARKS OFFICE EQUIPMENT

|  |           |                |
|--|-----------|----------------|
| Printers   | \$        | 2,500          |
| Misc. Equipment                                      |           | 5,000          |
| Computers  |           | 8,550          |
| Deployment Server                                    |           | 8,000          |
| Exec/Marketing Wing Printer/Copier                   |           | 8,000          |
| Network Switches                                     |           | 4,000          |
| Kronos Timeclocks                                    |           | 6,564          |
| Phone Systems  |           | 18,000         |
| Workstation Computers/Monitors                       |           | 40,000         |
| POS Computers/Touchscreen Monitors                   |           | 4,250          |
| Cash Drawers/Receipt Printer                         |           | 5,586          |
| Credit Card Readers                                  |           | 14,550         |
| <b>Total Headquarters and Parks Office Equipment</b> | <b>\$</b> | <b>125,000</b> |

**TOTAL PARKS & CM EQUIPMENT** **\$ 900,000**

**TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT** **\$ 125,000**

**TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)** **\$ 1,025,000**

**TOTAL VEHICLE REQUESTS** **\$ 300,000**

Account Number:  
2-000-6030-000

**TOTAL VEHICLES & EQUIPMENT** **\$ 1,325,000**

# CAPITAL FUND BUDGET SUMMARY

| ACCOUNT DESCRIPTION                                 | FY 2022             | FY 2023<br>REVISED<br>BUDGET | FY 2024<br>BUDGET | FY 2025<br>BUDGET | FY 2026<br>BUDGET | FY 2027<br>BUDGET |
|---|---------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>BEGINNING BALANCE</b>                            | \$5,560,792         | \$10,191,847                 | \$2,877,785       | \$0               | \$0               | \$0               |
| <b>Revenue</b>                                      |                     |                              |                   |                   |                   |                   |
| Total Appropriations                                | 5,260,779           | 5,554,196                    | 5,975,019         | 6,192,014         | 6,417,364         | 6,651,410         |
| Total Other Revenue                                 | 7,470,387           | 845,707                      | 950,000           | 50,000            | 50,000            | 1,000,000         |
| Total Transfers from Other Funds                    | 1,761,149           | 766,992                      | 615,000           | 320,000           | 320,000           | 320,000           |
| <b>Total Revenue</b>                                | <b>14,492,316</b>   | <b>7,166,895</b>             | <b>7,540,019</b>  | <b>6,562,014</b>  | <b>6,787,364</b>  | <b>7,971,410</b>  |
| <b>Total Beginning Balance + Revenues</b>           | <b>20,053,107</b>   | <b>17,358,742</b>            | <b>10,417,805</b> | <b>6,562,014</b>  | <b>6,787,363</b>  | <b>7,971,410</b>  |
| <b>Expenditures</b>                                 |                     |                              |                   |                   |                   |                   |
| Equipment   | 1,131,069           | 1,325,000                    | 1,325,000         | 1,325,000         | 1,150,000         | 1,150,000         |
| Development   | 7,254,825           | 12,755,957                   | 8,692,805         | 4,837,014         | 5,237,364         | 6,421,410         |
| Land Acquisition                                    | 1,176,184           | 400,000                      | 400,000           | 400,000           | 400,000           | 400,000           |
| Interest Transfer to General Fund                   | 54,314              | 0                            | 0                 | 0                 | 0                 | 0                 |
| Adjustments for Reserve Accounts                    | 244,868             | 0                            | 0                 | 0                 | 0                 | 0                 |
| <b>Total Capital Expenditures after Adjustments</b> | <b>9,861,260</b>    | <b>14,480,957</b>            | <b>10,417,805</b> | <b>6,562,014</b>  | <b>6,787,364</b>  | <b>7,971,410</b>  |
| <b>Ending Balance</b>                               | <b>\$10,191,847</b> | <b>\$0</b>                   | <b>\$0</b>        | <b>\$0</b>        | <b>\$0</b>        | <b>\$0</b>        |

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 University of Virginia Weldon Cooper Center, Demographics Research Group. For FY24, population figures are based on July, 2021 population updates. For FY24 the per capita rate for our six member jurisdictions will be \$2.98.

| Jurisdiction         | FY 2023<br>BUDGET   | FY 2024<br>BUDGET   |
|----------------------|---------------------|---------------------|
| City of Alexandria   | \$ 441,197          | \$ 472,852          |
| Arlington County     | \$ 671,628          | \$ 706,579          |
| City of Fairfax      | \$ 66,305           | \$ 71,839           |
| Fairfax County       | \$ 3,174,872        | \$ 3,413,092        |
| City of Falls Church | \$ 40,423           | \$ 43,550           |
| Loudoun County       | \$ 1,159,771        | \$ 1,267,108        |
| <b>Total</b>         | <b>\$ 5,554,196</b> | <b>\$ 5,975,019</b> |

## 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.

| <b>CAPITAL PROJECT IMPACT ON OPERATING BUDGET</b> |                         |   |
|---|-------------------------|---|
| <b>PROJECT</b>                                    | <b>Est. Net Revenue</b> | <b>Description of specific operating impact</b>   |
| Algonkian Woodlands                               | 10,000                  | Window replacement  |
| Algonkian-Volcano Island Waterpark                | 45,000                  | New waterpark play features   |
| Algonkian Cottages                                | 25,000                  | Miscellaneous cottage improvements  |
| Bull Run Light Show                               | 15,000                  | Additional light displays and features to increase attendance and generate more revenue |
| Bull Run Campground                               | 25,000                  | Campground waterline upgrades and additions   |
| Bull Run Atlantis Waterpark                       | 50,000                  | New waterpark play features   |
| Bull Run Special Events Center                    | 25,000                  | Miscellaneous facility improvements   |
| Carlyle House                                     | 8,000                   | Exterior stucco renovations and house improvements                                      |
| Cameron Run Ice and Lights                        | 35,000                  | Development and continued improvements to Cameron Run Ice and Lights feature            |
| Cameron Run - Great Waves Waterpark               | 10,000                  | Pool structural repairs, resurfacing and miscellaneous renovations                      |
| Fountainhead Marina Building Renovations          | 15,000                  | Building renovation and access routes to fishing piers and boat launch area             |
| Hemlock Renovations                               | 8,000                   | Miscellaneous Hemlock improvements  |
| Meadowlark Atrium                                 | 20,000                  | Renovations to circle garden and improvements to brick walkways                         |
| Meadowlark Greenhouse                             | 10,000                  | Construction of new hoop house for plant storage  |
| Meadowlark Children's Garden                      | 25,000                  | Development and improvements of the Children's Garden at Meadowlark                     |
| Meadowlark Light Show                             | 15,000                  | Additional light displays and refurbishments to generate more revenue                   |
| Occoquan Jean R. Packard Center                   | 25,000                  | Parking lot lighting, deck and patio expansion and miscellaneous improvements           |
| Occoquan Park Improvements                        | 150,000                 | Planning and design of an indoor/outdoor adventure facility                             |
| Occoquan Mountain Bike Course                     | 50,000                  | Planning and design of a new mountain bike course                                       |
| Pohick Bay Comfort Stations                       | 5,000                   | Renovating both Comfort Station #1 and #2. Future park planning and improvements        |
| Pohick Bay Campground                             | 35,000                  | Campground waterline upgrades and additions   |
| Pohick Bay Pirate's Cove                          | 5,000                   | Baby pool and sand area renovations   |
| Pohick Bay Renovations                            | 200,000                 | Project planning and design for significant improvements                                |
| Potomac Overlook Renovations                      | 2,500                   | Miscellaneous nature center renovations   |
| Rust Event Facility                               | 5,000                   | Resurface flooring and stone portico repairs  |
| Temple Hall Fall Festival                         | 20,000                  | Improvements will increase attendance and revenue                                       |
| Upton Hill Miniature Golf                         | 10,000                  | Miscellaneous course improvements and renovations                                       |
| W&OD Trail Visitor's Center                       | 50,000                  | Project planning and design for a new visitor's center                                  |
| Park Energy Projects                              | 10,000                  | Provides savings to energy costs  |
| Electric Vehicle Charging Stations                | 5,000                   | Plan and install electric vehicle charging stations                                     |
| Park Campground Improvements                      | 20,000                  | Improvements to campgrounds to enhance facilities                                       |
| <b>TOTAL EST. ANNUAL OPERATING IMPACT</b>         | <b>\$ 933,500</b>       |   |

# CAPITAL FUND BUDGET SUMMARY

| ACCOUNT DESCRIPTION   | ACCOUNT NUMBER        | FY 2022             | REVISED FY 2023 BUDGET | FY 2024 BUDGET      | FY 2025 BUDGET     | FY 2026 BUDGET     | FY 2027 BUDGET     |
|---|-----------------------|---------------------|------------------------|---------------------|--------------------|--------------------|--------------------|
| <b>BEGINNING BALANCE</b>  | <b>2-000-3090-000</b> | <b>\$5,560,792</b>  | <b>\$10,191,847</b>    | <b>\$2,877,785</b>  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| <b>CAPITAL FUND REVENUES</b>  |                       |                     |                        |                     |                    |                    |                    |
| Appropriations:   |                       |                     |                        |                     |                    |                    |                    |
| City of Alexandria  | 2-000-4030-020        | \$421,753           | \$441,197              | \$472,852           | \$490,004          | \$507,779          | \$526,199          |
| Arlington County  | -010                  | 641,703             | 671,628                | 706,579             | 732,934            | 760,273            | 788,631            |
| City of Fairfax   | -030                  | 63,449              | 66,305                 | 71,839              | 74,003             | 76,232             | 78,529             |
| Fairfax County  | -050                  | 3,000,000           | 3,174,872              | 3,413,092           | 3,515,912          | 3,621,829          | 3,730,936          |
| City of Falls Church  | -040                  | 37,977              | 40,423                 | 43,550              | 45,308             | 47,137             | 49,041             |
| Loudoun County  | -060                  | 1,095,897           | 1,159,771              | 1,267,108           | 1,333,853          | 1,404,114          | 1,478,075          |
| <b>Total Appropriations</b>   |                       | <b>\$5,260,779</b>  | <b>\$5,554,196</b>     | <b>\$5,975,019</b>  | <b>\$6,192,014</b> | <b>\$6,417,364</b> | <b>\$6,651,410</b> |
| Surplus from Operating Budget for Capital                                     |                       | 4,429,199           |                        |                     |                    |                    |                    |
| Grants-Federal  | 2-000-4340-000        | 972,162             |                        |                     |                    |                    |                    |
| Trail Improvements-Falls Church NVTA Grant Funds                              | 2-000-4345-001        | 1,142,222           |                        |                     |                    |                    |                    |
| Grants-W&OD Dual Trails   | 2-000-4345-002        |                     |                        |                     |                    |                    | 1,000,000          |
| Insurance proceeds for fire at Algonkian Golf storage building                | 2-000-4430-000        |                     | 28,079                 |                     |                    |                    |                    |
| License Fee Revenues  | 2-000-4770-000        | 255,171             |                        |                     |                    |                    |                    |
| Mitigation Credit Revenues  | 2-000-4771-000        | 85,590              |                        |                     |                    |                    |                    |
| Grant Funds for W&OD Trails-N. Va. Trans. Auth.                               | 2-000-4350-000        |                     | 250,000                | 350,000             | 50,000             |                    |                    |
| Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail | 2-000-4340-000        |                     | 402,628                |                     |                    |                    |                    |
| City of Fairfax contributions toward wetland park at Gateway                  | 2-000-4345-000        |                     | 100,000                | 400,000             |                    |                    |                    |
| Donations-Today and Tomorrow  | 2-000-4170-010        | 3,414               |                        |                     |                    |                    |                    |
| Donations-Meadowlark Bell Garden Endowment                                    | 2-000-4180-003        | 30,300              |                        |                     |                    |                    |                    |
| Donations-Meadowlark Camp Grow  | 2-000-4180-005        | 976                 |                        |                     |                    |                    |                    |
| Donations-Meadowlark Escrow   | 2-000-4180-010        | 7,664               |                        |                     |                    |                    |                    |
| Donations-Meadowlark-Special  | 2-000-4180-030        | 59,424              |                        |                     |                    |                    |                    |
| Donations-TPSM  | 2-000-4180-025        | 190,401             |                        |                     |                    |                    |                    |
| Interest-Turnage Endowment Fund   | 2-000-4440-020        | 308                 |                        |                     |                    |                    |                    |
| Interest-Damman Account   | 2-000-4440-021        | 1,133               |                        |                     |                    |                    |                    |
| Hemlock Contribution  | 2-000-4415-000        | 96,651              |                        |                     |                    |                    |                    |
| Winkler Contribution  | 2-000-4416-000        |                     | 65,000                 | 200,000             |                    | 50,000             |                    |
| Insurance Proceeds  | 2-000-4430-000        | 195,536             |                        |                     |                    |                    |                    |
| Miscellaneous Revenue   |                       | 235                 |                        |                     |                    |                    |                    |
| <b>Total Other Revenue</b>  |                       | <b>\$7,470,387</b>  | <b>\$845,707</b>       | <b>\$950,000</b>    | <b>\$50,000</b>    | <b>\$50,000</b>    | <b>\$1,000,000</b> |
| Transfer from Damman Reserve for Children's Garden                            | 2-000-4953-000        |                     | 160,466                |                     |                    |                    |                    |
| Transfer Meadowlark Donations for Garden Development                          | 2-000-4925-000        | 38,474              | 206,526                | 165,000             | 20,000             | 20,000             | 20,000             |
| Transfer from Enterprise Fund for Algonkian Insurance Proceeds                | 2-000-4920-000        | 1,122,675           |                        |                     |                    |                    |                    |
| Transfer from Restricted License Fee Fund                                     | 2-000-4950-000        | 600,000             | 400,000                | 450,000             | 300,000            | 300,000            | 300,000            |
| <b>Total Transfers</b>  |                       | <b>1,761,149</b>    | <b>766,992</b>         | <b>615,000</b>      | <b>320,000</b>     | <b>320,000</b>     | <b>320,000</b>     |
| <b>Total Revenue</b>  |                       | <b>\$14,492,316</b> | <b>\$7,166,895</b>     | <b>\$7,540,019</b>  | <b>\$6,562,014</b> | <b>\$6,787,364</b> | <b>\$7,971,410</b> |
| <b>TOTAL BEGINNING BALANCE &amp; CAPITAL FUND REVENUES</b>                    |                       | <b>\$20,053,107</b> | <b>\$17,358,742</b>    | <b>\$10,417,805</b> | <b>\$6,562,014</b> | <b>\$6,787,363</b> | <b>\$7,971,410</b> |

# CAPITAL FUND BUDGET SUMMARY

| ACCOUNT DESCRIPTION                               | ACCOUNT<br>NUMBER | FY 2022 | REVISED<br>FY 2023<br>BUDGET | FY 2024<br>BUDGET | FY 2025<br>BUDGET | FY 2026<br>BUDGET | FY 2027<br>BUDGET |
|---|-------------------|---------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>DEVELOPMENT:</b>                               |                   |         |                              |                   |                   |                   |                   |
| <b>Aldie Mill Historic Park</b>                   |                   |         |                              |                   |                   |                   |                   |
| Mill Renovations                                  | 2-005-6599-000    | \$4,505 | \$50,000                     |                   |                   |                   |                   |
| <b>Algonkian Golf Course</b>                      |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                              | 2-010-6592-000    |         | 75,000                       | 300,000           |                   |                   |                   |
| Fire Damage Restoration                           |                   |         | 28,079                       |                   |                   |                   |                   |
| Fire Damage Equipment Replacement                 |                   |         | 508,185                      |                   |                   |                   |                   |
| <b>Algonkian Cottages</b>                         |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                              | 2-040-6780-000    | 27,100  | 30,000                       | 130,000           | 280,000           | 30,000            | 30,000            |
| <b>Volcano Island Waterpark at Algonkian Park</b> |                   |         |                              |                   |                   |                   |                   |
| Pool and Building Renovations                     | 2-020-6900-000    | 56,250  | 50,000                       | 500,000           |                   |                   |                   |
| <b>The Woodlands at Algonkian Park</b>            |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                              | 2-030-6792-000    | 4,371   | 75,629                       | 50,000            |                   |                   |                   |
| <b>Reservoir Park at Beaverdam</b>                |                   |         |                              |                   |                   |                   |                   |
| New Park Infrastructure and Facility Development  | 2-042-6542-000    |         |                              | 400,000           | 200,000           | 200,000           | 200,000           |
| Trail Improvements                                | 2-042-7212-000    |         | 120,000                      |                   |                   |                   |                   |
| <b>Brambleton Golf Course</b>                     |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                              | 2-055-6841-000    | 76,840  | 75,000                       | 100,000           |                   | 470,000           | 730,000           |
| <b>Bull Run Marina</b>                            |                   |         |                              |                   |                   |                   |                   |
| Dock Renovations                                  | 2-250-6823-000    |         | 50,000                       |                   |                   |                   |                   |
| <b>Bull Run Regional Park</b>                     |                   |         |                              |                   |                   |                   |                   |
| Water Upgrades - Campground                       | 2-070-7320-000    | 30,000  | 300,000                      |                   |                   |                   |                   |
| Comfort Station Renovations                       | 2-070-6820-000    |         | 180,000                      |                   |                   |                   |                   |
| Maintenance Shop Renovations                      | 2-070-6850-000    |         | 90,000                       |                   |                   |                   |                   |
| <b>Atlantis Waterpark at Bull Run Park</b>        |                   |         |                              |                   |                   |                   |                   |
| Waterpark Improvements                            | 2-080-6753-000    | 96,860  |                              |                   |                   | 100,000           | 800,000           |
| <b>Bull Run Festival of Lights</b>                |                   |         |                              |                   |                   |                   |                   |
| Light Show Improvements                           | 2-078-6226-000    |         | 125,000                      | 75,000            | 75,000            | 75,000            | 75,000            |
| <b>Bull Run Special Events Center</b>             |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                              | 2-075-6221-000    | 146,719 |                              |                   |                   |                   |                   |
| <b>Bull Run Shooting Center</b>                   |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                              | 2-090-6780-000    | 56,333  |                              |                   |                   |                   |                   |
| <b>Cameron Run Regional Park</b>                  |                   |         |                              |                   |                   |                   |                   |
| Batting Cage Renovations                          | 2-110-6752-000    |         |                              |                   | 40,000            |                   |                   |

# CAPITAL FUND BUDGET SUMMARY

| ACCOUNT DESCRIPTION                             | ACCOUNT NUMBER | FY 2022 | REVISED FY 2023 BUDGET | FY 2024 BUDGET | FY 2025 BUDGET | FY 2026 BUDGET | FY 2027 BUDGET |
|---|----------------|---------|------------------------|----------------|----------------|----------------|----------------|
| <b>Great Waves Waterpark at Cameron Run</b>     |                |         |                        |                |                |                |                |
| Pool Renovations                                | 2-120-6900-000 | 398,219 | 255,000                | 100,000        | 100,000        | 100,000        | 100,000        |
| <b>Ice and Lights at Cameron Run</b>            |                |         |                        |                |                |                |                |
| Light Show Improvements                         | 2-110-6226-000 | 98,816  | 75,000                 | 75,000         | 75,000         | 75,000         | 75,000         |
| <b>Cattail Park</b>                             |                |         |                        |                |                |                |                |
| New Park Infrastructure                         | 2-127-6542-000 |         | 40,000                 | 90,000         | 50,000         |                |                |
| <b>Carlyle House Historic Park</b>              |                |         |                        |                |                |                |                |
| Building Renovations                            | 2-130-6780-000 | 270,150 | 645,000                |                | 25,000         | 75,000         |                |
| <b>Central Maintenance</b>                      |                |         |                        |                |                |                |                |
| Building Renovations                            | 2-710-6780-000 |         | 50,000                 |                |                |                |                |
| <b>Fountainhead</b>                             |                |         |                        |                |                |                |                |
| Marina Renovations                              | 2-140-6780-000 |         | 150,000                |                |                | 200,000        |                |
| Park Trail Development                          | 2-140-6610-000 |         | 75,000                 |                |                |                |                |
| <b>Gateway Wetlands Park</b>                    |                |         |                        |                |                |                |                |
| Park Development                                | 2-450-7213-000 |         | 200,000                | 900,000        |                |                |                |
| <b>Headquarters</b>                             |                |         |                        |                |                |                |                |
| Automated Systems                               | 2-700-6120-000 | 86,724  | 90,000                 | 60,000         | 60,000         | 60,000         | 60,000         |
| Building Renovations                            | 2-700-6780-000 | 34,910  | 300,000                | 5,000          | 5,000          | 5,000          | 5,000          |
| <b>Hemlock Overlook Regional Park</b>           |                |         |                        |                |                |                |                |
| Miscellaneous Improvements                      | 2-150-6780-000 |         | 103,476                |                |                | 100,000        |                |
| <b>Meadowlark Atrium and Event Services</b>     |                |         |                        |                |                |                |                |
| Building/HVAC Renovations                       | 2-170-6780-000 | 366,617 | 80,000                 |                |                |                |                |
| Entrance and Building Renovations               | 2-170-6780-000 |         | 125,000                | 30,000         |                |                |                |
| <b>Meadowlark Botanical Gardens</b>             |                |         |                        |                |                |                |                |
| Garden Development Projects                     | 2-180-6480-000 | 38,474  | 206,526                | 165,000        | 20,000         | 20,000         | 20,000         |
| Trail Improvements                              | 2-180-7212-000 | 48,863  | 41,137                 |                |                |                |                |
| Children's Garden Development                   | 2-180-6235-000 |         | 160,466                |                | 50,000         |                |                |
| Greenhouse Renovations                          | 2-180-6270-000 |         | 60,000                 |                |                |                |                |
| <b>Meadowlark Gardens Winter Walk of Lights</b> |                |         |                        |                |                |                |                |
| Light Show Improvements                         | 2-185-6226-000 | 75,756  | 75,000                 | 75,000         | 75,000         | 75,000         | 75,000         |
| Light Show Storage Building                     | 2-185-6592-000 | 9,634   | 75,000                 | 525,000        |                |                |                |
| <b>Mount Defiance</b>                           |                |         |                        |                |                |                |                |
| Building Renovations                            | 2-005-6848-000 | 24,628  | 75,372                 | 15,000         |                |                |                |

# CAPITAL FUND BUDGET

| ACCOUNT DESCRIPTION                   | ACCOUNT<br>NUMBER | FY 2022 | REVISED<br>FY 2023<br>BUDGET | FY 2024<br>BUDGET | FY 2025<br>BUDGET | FY 2026<br>BUDGET | FY 2027<br>BUDGET |
|---------------------------------------|-------------------|---------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Occoquan Regional Park</b>         |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                  | 2-210-6220-000    | 130,933 | 235,000                      |                   |                   |                   |                   |
| Retaining Wall Improvements           | 2-210-6542-000    | -9,353  | 110,000                      |                   |                   |                   |                   |
| Indoor/Outdoor Adventure Facility     | 2-210-6096-000    |         |                              |                   | 200,000           |                   |                   |
| Mountain Bike Course                  | 2-210-6920-000    |         | 50,000                       | 50,000            |                   |                   |                   |
| <b>Piscataway Crossing</b>            |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                  | 2-470-6542-000    | 90,029  |                              |                   |                   |                   |                   |
| <b>Pohick Bay Golf Course</b>         |                   |         |                              |                   |                   |                   |                   |
| Clubhouse Improvements                | 2-240-6800-000    |         | 80,000                       |                   | 50,000            |                   |                   |
| Building Renovations                  | 2-240-6780-000    |         |                              |                   |                   | 30,000            |                   |
| Water Supply Improvement              | 2-260-7054-000    | 11,900  | 400,000                      |                   |                   |                   |                   |
| <b>Pohick Bay Marina</b>              |                   |         |                              |                   |                   |                   |                   |
| Dock Renovations                      | 2-250-6823-000    |         | 150,000                      |                   |                   |                   |                   |
| <b>Pohick Bay Regional Park</b>       |                   |         |                              |                   |                   |                   |                   |
| Park Development                      | 2-260-6700-000    |         |                              | 200,000           |                   |                   |                   |
| Comfort Station Renovations           | 2-260-6820-000    | 107,222 | 160,000                      |                   |                   |                   |                   |
| Campground Water Supply Improvements  | 2-260-7054-000    |         | 62,755                       | 200,000           |                   |                   |                   |
| <b>Pirate's Cove at Pohick Bay</b>    |                   |         |                              |                   |                   |                   |                   |
| Pool Renovations                      | 2-270-6900-000    |         | 75,000                       |                   |                   | 250,000           |                   |
| <b>Potomac Overlook Regional Park</b> |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                  | 2-300-6860-000    | 54,245  | 75,000                       |                   | 90,000            |                   |                   |
| <b>Rust Sanctuary</b>                 |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                  | 2-320-6390-000    | 55,169  | 72,110                       | 100,000           |                   |                   |                   |
| Pond Renovations                      | 2-320-6542-000    | 62,700  |                              |                   |                   |                   |                   |
| <b>Sandy Run Regional Park</b>        |                   |         |                              |                   |                   |                   |                   |
| Building and Dock Renovations         | 2-350-6780-000    |         | 180,000                      |                   | 75,000            |                   |                   |
| <b>Temple Hall Farm Regional Park</b> |                   |         |                              |                   |                   |                   |                   |
| Festival Improvements                 | 2-380-6594-000    |         | 75,000                       | 15,000            | 15,000            | 15,000            | 15,000            |
| <b>Upton Hill Park Regional Park</b>  |                   |         |                              |                   |                   |                   |                   |
| Playground Renovations                | 2-400-6587-000    | 3,470   |                              |                   |                   |                   |                   |
| Adventure Climbing Facility           | 2-400-6096-000    | 525,716 | 30,000                       |                   |                   |                   |                   |
| Mini Golf Renovations                 | 2-400-6856-000    | 43,179  | 20,000                       |                   |                   |                   |                   |
| Parking Renovations                   | 2-400-6650-000    | 2,781   |                              |                   |                   |                   |                   |
| Batting Cage Renovations              | 2-400-6752-000    |         | 40,000                       |                   |                   |                   |                   |
| <b>Ocean Dunes at Upton Hill</b>      |                   |         |                              |                   |                   |                   |                   |
| Building Renovations                  | 2-420-6780-000    |         |                              | 150,000           |                   |                   |                   |
| <b>Winkler Botanical Preserve</b>     |                   |         |                              |                   |                   |                   |                   |
| Improvements                          | 2-460-6780-000    |         | 65,000                       | 200,000           |                   | 50,000            |                   |

# CAPITAL FUND BUDGET

| ACCOUNT DESCRIPTION                                       | ACCOUNT NUMBER                   | FY 2022            | REVISED FY 2023 BUDGET | FY 2024 BUDGET      | FY 2025 BUDGET     | FY 2026 BUDGET     | FY 2027 BUDGET     |
|---|----------------------------------|--------------------|------------------------|---------------------|--------------------|--------------------|--------------------|
| <b>W&amp;OD Railroad Regional Park</b>                    |                                  |                    |                        |                     |                    |                    |                    |
| Trail Improvements  | 2-450-7212-000                   | 292,162            | 971,867                | 450,000             | 300,000            | 300,000            | 300,000            |
| W&OD Dual Trails - NVTA Grant Falls Church                | 2-450-7212-001                   | 1,142,222          |                        |                     |                    |                    |                    |
| W&OD Dual Trails - NVTA Grant Arlington                   | 2-450-7212-003                   |                    | 250,000                | 350,000             | 50,000             |                    |                    |
| W&OD Dual Trails - VDOT Tap Grant                         | 2-450-7212-002                   | 1,260              |                        |                     |                    |                    |                    |
| W&OD Dual Trails  | 2-450-7212-XXX                   |                    |                        |                     |                    |                    | 1,000,000          |
| W&OD Trail Visitors Center                                | 2-450-7280-000                   |                    | 200,000                |                     |                    |                    |                    |
| <b>General Parks</b>                                      |                                  |                    |                        |                     |                    |                    |                    |
| ADA Improvements  | 2-000-6095-000                   | 349,959            | 400,000                | 400,000             | 400,000            | 300,000            | 200,000            |
| Capital Maintenance                                       | 2-000-6052-000                   | 572,424            | 702,829                | 125,000             | 125,000            | 125,000            | 125,000            |
| Equipment   |                                  | 1,131,069          | 1,325,000              | 1,325,000           | 1,325,000          | 1,150,000          | 1,150,000          |
| Automated Systems   | 2-000-6120-000                   | 289                |                        |                     |                    |                    |                    |
| Interpretation  | 2-000-6543-000                   | 23,499             | 30,000                 | 30,000              | 30,000             | 30,000             | 30,000             |
| Development Support                                       | 2-000-6340-010                   | 724,253            | 822,711                | 881,180             | 912,021            | 943,942            | 976,980            |
| Campground Improvements                                   | 2-260-6790-000<br>2-070-6790-000 | 78,103             | 100,000                | 100,000             | 100,000            | 100,000            | 100,000            |
| Golf Course Improvements                                  | 2-000-6841-000                   | 152,710            | 250,000                | 550,000             | 150,000            | 150,000            | 150,000            |
| Park Branding/Informational Kiosks                        | 2-000-6652-000                   | 30,606             | 119,394                |                     |                    |                    |                    |
|   | 2-000-7212-000                   | 44,111             | 101,828                | 100,000             |                    |                    |                    |
| Park Trail Improvements                                   | 2-000-7212-001                   | 46,092             | 402,628                |                     |                    |                    |                    |
|   | 2-000-7212-002                   |                    | 75,000                 |                     |                    |                    |                    |
| Park Energy Projects                                      | 2-000-6358-000                   | 48,441             | 100,000                | 100,000             | 150,000            | 200,000            | 200,000            |
| Electric Vehicle Charging Stations                        | 2-000-6348-000                   |                    | 50,000                 | 50,000              | 50,000             | 50,000             | 50,000             |
| Park Entrance Signs                                       | 2-000-6647-000                   | 11,065             | 45,000                 |                     |                    |                    |                    |
| Planning - General  | 2-000-6660-000                   | 57,758             | 100,000                | 20,000              | 20,000             | 20,000             | 20,000             |
| Rental House Maintenance                                  | 2-000-6848-000                   | 77,152             | 122,848                | 100,000             | 100,000            | 100,000            | 100,000            |
| Habitat Restoration/Invasive Removal and Native Plantings | 2-000-6976-000                   |                    | 75,000                 | 75,000              | 75,000             | 75,000             | 75,000             |
| Roads & Parking   | 2-000-7020-000                   | 151,563            | 600,000                | 243,045             | 264,150            | 269,540            | 246,704            |
| Waterpark Capital Maintenance/Repairs                     | 2-000-7340-000                   | 281,883            | 468,117                | 300,000             | 300,000            | 300,000            | 300,000            |
| Future Park Facility Enhancements and Renovations         | 2-000-6585-000                   |                    |                        | 308,580             | 325,843            | 343,882            | 362,726            |
| Donations-General Expense                                 | 2-000-5175-000                   | 2,557              |                        |                     |                    |                    |                    |
| Donations-Meadowlark Bell Garden Endowment                | 2-000-5185-003                   | 7,751              |                        |                     |                    |                    |                    |
| Donations-Meadowlark Plant Expense                        | 2-000-5185-020                   | 188                |                        |                     |                    |                    |                    |
| Donations-Meadowlark Special Expense                      | 2-000-5185-030                   | 11,765             |                        |                     |                    |                    |                    |
| Nonrecurring License Fee                                  | 2-000-7400-000                   | 5,171              | 250,000                |                     |                    |                    |                    |
| Mitigation Credit Revenues                                | 2-000-7401-000                   | 85,590             |                        |                     |                    |                    |                    |
| <b>Subtotal Development including Equipment</b>           |                                  | <b>\$8,385,894</b> | <b>\$14,080,957</b>    | <b>\$10,017,805</b> | <b>\$6,162,014</b> | <b>\$6,387,364</b> | <b>\$7,571,410</b> |
| <b>LAND ACQUISITION</b>                                   |                                  |                    |                        |                     |                    |                    |                    |
| Land Acquisition  | 2-000-6051-000                   | 1,176,184          | 400,000                | 400,000             | 400,000            | 400,000            | 400,000            |
| <b>Subtotal Land Acquisition</b>                          |                                  | <b>\$1,176,184</b> | <b>\$400,000</b>       | <b>\$400,000</b>    | <b>\$400,000</b>   | <b>\$400,000</b>   | <b>\$400,000</b>   |
| Interest transfer to General Fund                         | 2-000-5900-000                   | 54,314             |                        |                     |                    |                    |                    |
| <b>TOTAL CAPITAL EXPENDITURES</b>                         |                                  | <b>\$9,616,391</b> | <b>\$14,480,957</b>    | <b>\$10,417,805</b> | <b>\$6,562,014</b> | <b>\$6,787,364</b> | <b>\$7,971,410</b> |



## SUMMARY OF CAPITAL FUND PROJECTS

|   | FY 2023<br>Revised | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|--------------------|---------|---------|---------|---------|
| <b>Aldie Mill</b>   |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Tail and head race improvements   | 50,000             |         |         |         |         |
| <b>Algonkian Park</b>   |                    |         |         |         |         |
| <u>Development</u>  |                    |         |         |         |         |
| Solar panels and backup generator for Woodlands and cart shed enhancements  | 75,000             | 300,000 |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Restoration of fire damaged equipment building  | 28,079             |         |         |         |         |
| Replacement of fire damaged equipment   | 508,185            |         |         |         |         |
| <b>Algonkian Woodlands Event Center</b>   |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Flooring upgrades and window replacement  | 75,629             | 50,000  |         |         |         |
| <b>Volcano Island Waterpark at Algonkian</b>  |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| New waterpark play features   | 50,000             | 500,000 |         |         |         |
| <b>Algonkian Cottages</b>   |                    |         |         |         |         |
| <u>Improvements</u>   |                    |         |         |         |         |
| Cottage renovations and upgrades  | 30,000             | 130,000 | 280,000 | 30,000  | 30,000  |
| <b>Reservoir Park at Beavertown</b>   |                    |         |         |         |         |
| <u>Development</u>  |                    |         |         |         |         |
| New park development costs  |                    | 400,000 | 200,000 | 200,000 | 200,000 |
| New trail construction  | 120,000            |         |         |         |         |
| <b>Brambleton Golf Course</b>   |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Building and electrical improvements to accommodate electric carts, pro shop flooring and irrigation system replacement | 75,000             | 100,000 |         | 470,000 | 730,000 |
| <b>Bull Run Marina</b>  |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Dock repairs  | 50,000             |         |         |         |         |
| <b>Bull Run Regional Park</b>   |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Campground water service expansion  | 300,000            |         |         |         |         |
| Campground comfort station improvements   | 180,000            |         |         |         |         |
| Replacement of maintenance shop roof  | 90,000             |         |         |         |         |
| <b>Atlantis Waterpark at Bull Run</b>   |                    |         |         |         |         |
| <u>Renovations</u>  |                    |         |         |         |         |
| Waterpark renovations and new play features   |                    |         |         | 100,000 | 800,000 |
| <b>Bull Run Festival of Lights</b>  |                    |         |         |         |         |
| <u>Light Show Improvements</u>  |                    |         |         |         |         |
| New light show displays   | 125,000            | 75,000  | 75,000  | 75,000  | 75,000  |

# SUMMARY OF CAPITAL FUND PROJECTS

|   | <u>FY 2023</u><br>Revised | <u>FY 2024</u> | <u>FY 2025</u> | <u>FY 2026</u> | <u>FY 2027</u> |
|---|---------------------------|----------------|----------------|----------------|----------------|
| <b>Carlyle House Historic Park</b>  |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Exterior stucco repairs and house improvements                            | 220,000                   |                |                |                |                |
| Garden renovations  |                           |                | 25,000         | 75,000         |                |
| <u>Improvements</u>   |                           |                |                |                |                |
| New fire suppression system   | 425,000                   |                |                |                |                |
| <b>Cameron Run Regional Park</b>  |                           |                |                |                |                |
| <u>Improvements</u>   |                           |                |                |                |                |
| Batting cage net replacement  |                           |                | 40,000         |                |                |
| <b>Great Waves at Cameron Run</b>   |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Pool structural repairs, resurfacing and miscellaneous renovations        | 255,000                   | 100,000        | 100,000        | 100,000        | 100,000        |
| <b>Ice and Lights at Cameron Run</b>                                      |                           |                |                |                |                |
| <u>Development</u>  |                           |                |                |                |                |
| Miscellaneous enhancements and new light show displays                    | 75,000                    | 75,000         | 75,000         | 75,000         | 75,000         |
| <b>Cattail Park</b>   |                           |                |                |                |                |
| <u>Improvements</u>   |                           |                |                |                |                |
| New park entrance, parking and trail development                          | 40,000                    | 90,000         | 50,000         |                |                |
| <b>Central Maintenance</b>  |                           |                |                |                |                |
| <u>Improvements</u>   |                           |                |                |                |                |
| Improvements to buildings and maintenance yard                            | 50,000                    |                |                |                |                |
| <b>Fountainhead Regional Park</b>   |                           |                |                |                |                |
| <u>Marina Building Renovations</u>  |                           |                |                |                |                |
| Building renovations, new floating dock and shoreline access improvements | 150,000                   |                |                | 200,000        |                |
| <u>Development</u>  |                           |                |                |                |                |
| Mountain bike trail and comfort station improvements                      | 75,000                    |                |                |                |                |
| <b>Gateway Wetlands Park</b>  |                           |                |                |                |                |
| <u>Strategic Initiatives Project</u>                                      |                           |                |                |                |                |
| Wetlands park development   | 200,000                   | 900,000        |                |                |                |
| <b>Headquarters</b>   |                           |                |                |                |                |
| <u>Automated Systems</u>  |                           |                |                |                |                |
| Automated system improvements and upgrades                                | 90,000                    | 60,000         | 60,000         | 60,000         | 60,000         |
| <u>Renovations - Building</u>   |                           |                |                |                |                |
| Miscellaneous improvement projects  | 300,000                   | 5,000          | 5,000          | 5,000          | 5,000          |

## SUMMARY OF CAPITAL FUND PROJECTS

|  | <u>FY 2023</u><br>Revised | <u>FY 2024</u> | <u>FY 2025</u> | <u>FY 2026</u> | <u>FY 2027</u> |
|--|---------------------------|----------------|----------------|----------------|----------------|
| <b>Hemlock Overlook Regional Park</b>                                  |                           |                |                |                |                |
| <u>Strategic Initiatives Project</u>                                   |                           |                |                |                |                |
| Miscellaneous facility improvements and future project planning        | 103,476                   |                |                | 100,000        |                |
| <b>Meadowlark Atrium and Event Services</b>                            |                           |                |                |                |                |
| <u>Renovations-Building</u>  |                           |                |                |                |                |
| Entrance renovations and future project planning                       | 125,000                   | 30,000         |                |                |                |
| <u>Renovations</u>   |                           |                |                |                |                |
| Finish replacement of rooftop HVAC units and flat roof                 | 80,000                    |                |                |                |                |
| <b>Meadowlark Botanical Gardens</b>                                    |                           |                |                |                |                |
| <u>Development</u>   |                           |                |                |                |                |
| Garden development projects and park entrance renovations              | 206,526                   | 165,000        | 20,000         | 20,000         | 20,000         |
| <u>Trail System</u>  |                           |                |                |                |                |
| Repairs and enhancements to garden trails                              | 41,137                    |                |                |                |                |
| <u>Children's Garden</u>   |                           |                |                |                |                |
| Additional children's garden features                                  | 160,466                   |                | 50,000         |                |                |
| <u>Development-Greenhouse Conservatory</u>                             |                           |                |                |                |                |
| Construction of new hoop house for plant storage                       | 60,000                    |                |                |                |                |
| <b>Meadowlark Gardens Winter Walk of Lights</b>                        |                           |                |                |                |                |
| <u>Light Show Improvements</u>   |                           |                |                |                |                |
| New light displays and infrastructure improvements                     | 75,000                    | 75,000         | 75,000         | 75,000         | 75,000         |
| <u>Storage Improvements</u>  |                           |                |                |                |                |
| New building for light show storage and repair area                    | 75,000                    | 525,000        |                |                |                |
| <b>Mount Defiance</b>  |                           |                |                |                |                |
| <u>Renovations</u>   |                           |                |                |                |                |
| House repairs and renovations  | 75,372                    | 15,000         |                |                |                |
| <b>Occoquan Regional Park</b>  |                           |                |                |                |                |
| <u>Occoquan Jean R. Packard Center</u>                                 |                           |                |                |                |                |
| Kiln lighting, deck and patio expansion and miscellaneous improvements | 235,000                   |                |                |                |                |
| <u>Improvements</u>  |                           |                |                |                |                |
| Repairs to brick retaining walls and culvert headwalls                 | 110,000                   |                |                |                |                |
| Mountain bike course planning and partial development                  | 50,000                    | 50,000         |                |                |                |
| <u>Strategic Initiatives Project</u>                                   |                           |                |                |                |                |
| Indoor/outdoor adventure facility planning                             |                           |                | 200,000        |                |                |

## SUMMARY OF CAPITAL FUND PROJECTS

|   | <u>FY 2023</u><br>Revised | <u>FY 2024</u> | <u>FY 2025</u> | <u>FY 2026</u> | <u>FY 2027</u> |
|---|---------------------------|----------------|----------------|----------------|----------------|
| <b>Pohick Bay Regional Park</b>   |                           |                |                |                |                |
| <u>Renovations-Campground</u>   |                           |                |                |                |                |
| Improvements to park water system and waterline extension to campsites        | 62,755                    | 200,000        |                |                |                |
| <u>Strategic Initiatives Project</u>  |                           |                |                |                |                |
| Planning for future park development  |                           | 200,000        |                |                |                |
| <u>Renovations-Comfort Station</u>  |                           |                |                |                |                |
| Renovations to comfort station #2   | 160,000                   |                |                |                |                |
| <b>Pirate's Cove at Pohick Bay</b>  |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Entrance building and baby pool renovations                                   | 75,000                    |                |                | 250,000        |                |
| <b>Pohick Bay Marina</b>  |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Floating dock installation and boat rental dock repairs                       | 150,000                   |                |                |                |                |
| <b>Pohick Bay Golf Course</b>   |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| New irrigation supply waterline and pumping station                           | 400,000                   |                |                |                |                |
| Electric shop door installation   |                           |                |                | 30,000         |                |
| Restrooms and cart shed renovations   | 80,000                    |                | 50,000         |                |                |
| <b>Potomac Overlook</b>   |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Nature center and exhibit renovations   | 75,000                    |                | 90,000         |                |                |
| <b>Rust Sanctuary</b>   |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Portico and roof repairs and utility upgrades                                 | 72,110                    | 100,000        |                |                |                |
| <b>Sandy Run Regional Park</b>  |                           |                |                |                |                |
| <u>Renovations</u>  |                           |                |                |                |                |
| Improvements to staff work space and restrooms and replacement of launch dock | 180,000                   |                | 75,000         |                |                |
| <b>Temple Hall Farm Regional Park</b>   |                           |                |                |                |                |
| <u>Festival Improvements</u>  |                           |                |                |                |                |
| Additional festival features and attractions                                  | 75,000                    | 15,000         | 15,000         | 15,000         | 15,000         |
| <b>Upton Regional Park</b>  |                           |                |                |                |                |
| <u>Development-Climbing Course</u>  |                           |                |                |                |                |
| Completion of project site work   | 30,000                    |                |                |                |                |
| <u>Renovations-Mini Golf</u>  |                           |                |                |                |                |
| Miscellaneous improvements  | 20,000                    |                |                |                |                |
| Batting cage net replacement  | 40,000                    |                |                |                |                |

## SUMMARY OF CAPITAL FUND PROJECTS

|  | <u>FY 2023</u><br>Revised | <u>FY 2024</u> | <u>FY 2025</u> | <u>FY 2026</u> | <u>FY 2027</u> |
|--|---------------------------|----------------|----------------|----------------|----------------|
| <b><u>Ocean Dunes at Upton Hill</u></b>  |                           |                |                |                |                |
| <b><u>Renovations</u></b>  |                           |                |                |                |                |
| Restroom renovations   |                           | 150,000        |                |                |                |
| <b><u>Winkler Botanical Preserve</u></b>   |                           |                |                |                |                |
| <b><u>Improvements</u></b>   |                           |                |                |                |                |
| Site planning, parking expansion, and miscellaneous improvements                             | 65,000                    | 200,000        |                | 50,000         |                |
| <b><u>W&amp;OD Trail</u></b>   |                           |                |                |                |                |
| <b><u>Trail Improvements</u></b>   |                           |                |                |                |                |
| Various improvements, crossing upgrades at Shreve Road and bridge and culvert repairs        | 971,867                   | 450,000        | 300,000        | 300,000        | 300,000        |
| <b><u>Development - Dual Trails</u></b>  |                           |                |                |                |                |
| Dual trail planning at high usage locations  |                           |                |                |                | 1,000,000      |
| <b><u>Development - Dual Trails</u></b>  |                           |                |                |                |                |
| Design of dual trail development in Arlington  | 250,000                   | 350,000        | 50,000         |                |                |
| <b><u>Strategic Initiatives Project</u></b>  |                           |                |                |                |                |
| Visitors center planning and design  | 200,000                   |                |                |                |                |
| <b><u>ADA Improvements</u></b>   |                           |                |                |                |                |
| Miscellaneous improvements to meet ADA standards and make facilities more accessible         | 400,000                   | 400,000        | 400,000        | 300,000        | 200,000        |
| <b><u>Park Development Support</u></b>   |                           |                |                |                |                |
| Funding for portions of salaries and benefits of staff that directly manage capital projects | 822,711                   | 881,180        | 912,021        | 943,942        | 976,980        |
| <b><u>Campground Improvements</u></b>  |                           |                |                |                |                |
| Miscellaneous improvements to NOVA Parks camping facilities                                  | 100,000                   | 100,000        | 100,000        | 100,000        | 100,000        |
| <b><u>Golf Course Improvements</u></b>   |                           |                |                |                |                |
| Miscellaneous improvements to all three golf courses   | 250,000                   | 550,000        | 150,000        | 150,000        | 150,000        |
| <b><u>Capital Maintenance and Improvements</u></b>   |                           |                |                |                |                |
| Funds for miscellaneous renovations and upgrades to aging park facilities                    | 702,829                   | 125,000        | 125,000        | 125,000        | 125,000        |
| <b><u>Interpretation</u></b>   |                           |                |                |                |                |
| Miscellaneous interpretive projects throughout the park system                               | 30,000                    | 30,000         | 30,000         | 30,000         | 30,000         |
| <b><u>Park Branding/Informational Kiosks</u></b>   |                           |                |                |                |                |
| Design and installation of informational kiosks at major parks                               | 119,394                   |                |                |                |                |
| <b><u>Park Energy Projects</u></b>   |                           |                |                |                |                |
| Improvements throughout park system to reduce energy costs                                   | 100,000                   | 100,000        | 150,000        | 200,000        | 200,000        |
| Electric vehicle charging stations   | 50,000                    | 50,000         | 50,000         | 50,000         | 50,000         |

## SUMMARY OF CAPITAL FUND PROJECTS

|  | <u>FY 2023</u><br>Revised | <u>FY 2024</u>      | <u>FY 2025</u>     | <u>FY 2026</u>     | <u>FY 2027</u>     |
|--|---------------------------|---------------------|--------------------|--------------------|--------------------|
| <b><u>Park Signs</u></b>   |                           |                     |                    |                    |                    |
| New park entrance signs  | 45,000                    |                     |                    |                    |                    |
| <b><u>Park General Planning</u></b>  |                           |                     |                    |                    |                    |
| Miscellaneous park and facility planning projects  | 100,000                   | 20,000              | 20,000             | 20,000             | 20,000             |
| <b><u>Park Rental House Improvements</u></b>   |                           |                     |                    |                    |                    |
| Miscellaneous improvements to park rental houses   | 122,848                   | 100,000             | 100,000            | 100,000            | 100,000            |
| <b><u>Habitat Restoration/Invasive Removal and Native Plantings</u></b>                                |                           |                     |                    |                    |                    |
| Tree plantings, invasive species removal and habitat restoration projects                              | 75,000                    | 75,000              | 75,000             | 75,000             | 75,000             |
| <b><u>Park Road and Parking Renovations</u></b>  |                           |                     |                    |                    |                    |
| Miscellaneous improvements to road and parking areas throughout the park system                        | 600,000                   | 243,045             | 264,150            | 269,540            | 246,704            |
| <b><u>Waterpark Capital Maintenance and Improvements</u></b>   |                           |                     |                    |                    |                    |
| Miscellaneous waterpark repairs and renovations  | 468,117                   | 300,000             | 300,000            | 300,000            | 300,000            |
| <b><u>Park Trails</u></b>  |                           |                     |                    |                    |                    |
| Improvements to trail networks at various parks including Bull Run, Occoquan and Fountainhead          | 579,456                   | 100,000             |                    |                    |                    |
| <b><u>Future Park Facility Enhancements and Renovations</u></b>  |                           |                     |                    |                    |                    |
| Funds to be allocated for future park projects   |                           | 308,580             | 325,843            | 343,882            | 362,726            |
| <b><u>Equipment</u></b>  |                           |                     |                    |                    |                    |
| Includes new and replacement equipment and vehicles at all parks, Central Maintenance and Headquarters | 1,325,000                 | 1,325,000           | 1,325,000          | 1,150,000          | 1,150,000          |
| <b><u>Park Land and Easement Acquisition</u></b>   |                           |                     |                    |                    |                    |
| Land and easement acquisition projects   | 400,000                   | 400,000             | 400,000            | 400,000            | 400,000            |
| <b>TOTAL CAPITAL PROJECTS</b>  | <b>14,230,957</b>         | <b>10,417,805</b>   | <b>6,562,014</b>   | <b>6,787,364</b>   | <b>7,971,410</b>   |
| License Fee Transfer to Capital Endowment with the Community Foundation                                | 250,000                   |                     |                    |                    |                    |
| <b>TOTAL CAPITAL EXPENDITURES</b>  | <b>\$14,480,957</b>       | <b>\$10,417,805</b> | <b>\$6,562,014</b> | <b>\$6,787,364</b> | <b>\$7,971,410</b> |

## HISTORY OF NOVA PARKS

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NOVA Parks (Northern Virginia Regional Park Authority) has been serving the citizens of Northern Virginia for more than 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2024, 88% of the operating funding will come from internal park enterprises. These enterprises represent a highly diverse portfolio including: golf, water parks, event venues & catering, camping, special events and other activities.

Today the brand of NOVA Parks is known for a number of things. Partnerships have been key to the expansion of the park system over the last few decades. Creating truly unique destinations helps drive tourism and build a vibrant community. Entertainment offerings like the annual holiday light shows, fall festival and special events draw hundreds of thousands into the parks. Supporting cultural diversity through festivals, historic interpretation and programs helps build an inclusive region. Engaging people in nature through over 100 miles of trails, summer camps, roving naturalists and other programs, fosters a connection between people and the natural world.

The Northern Virginia region has an identity of being forward thinking, technologically savvy, cosmopolitan and leaders in many ways. NOVA Parks as one of the earliest regional groups helped build the identity of Northern Virginia over the decades. As the stewards of many of the most iconic places of our region, NOVA Parks is proud to be a positive force within the region and within the field of parks and recreation.

For more information on the history of NOVA Parks, or the agency overview, please visit: <https://www.novaparks.com/about-nova-parks/about-nova-parks>

# FACILITY FEATURES GUIDE

## FEATURES GUIDE

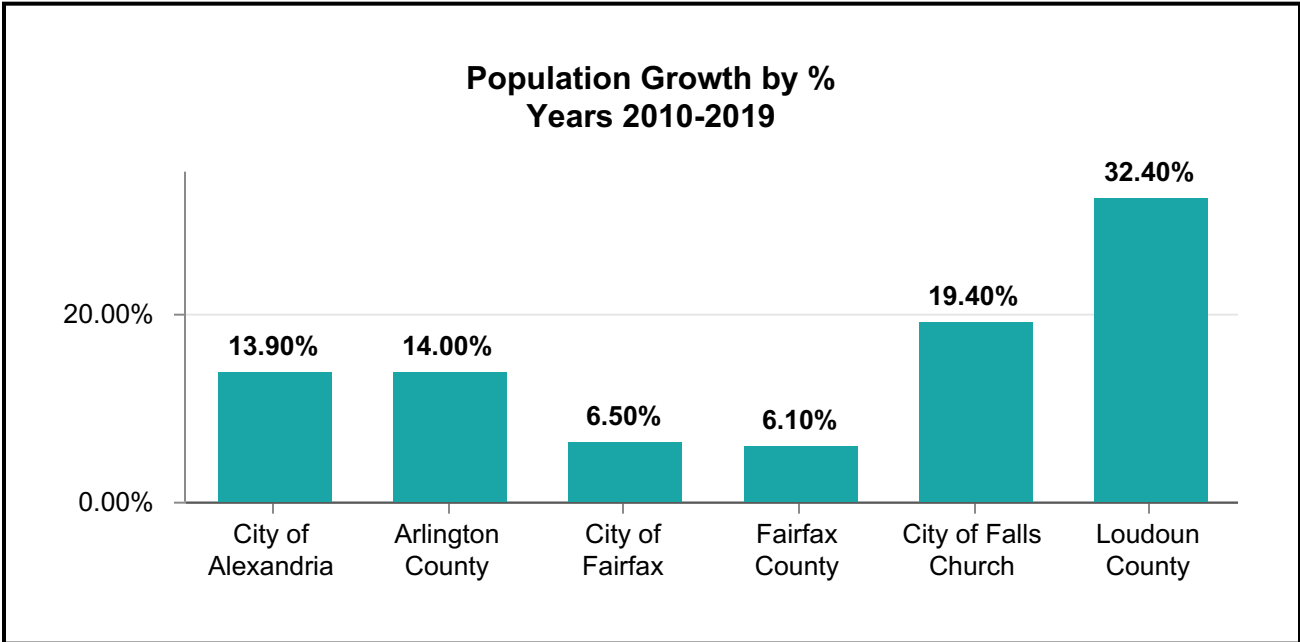
| FACILITIES                            | PARKS                                   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
|---------------------------------------|---|-----------|--|--------------------|-----------------|------------|-----------------|---------------|--------------------------|-------------|---------------|-------------------------------|---------|--------------------|--------------------|--|----------|------------|------------------|--------------------------------------|------------------------------|-----------|------------------|-------------|------------|-------------------|------|
|                                       | 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 | Piscaway Crossing | 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                                      |          | X          | X                |                                      |                              |           |                  |             |            | X                 |      |
| Historic Battlefield                  | X                                       | X         |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    | X                                      |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Historic Church                       |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    | X                                      |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Historic Museum                       | X                                       |           |  |                    |                 |            |                 |               |                          | X           |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Holiday Light Show                    |   |           |  |                    |                 |            | X               | X             |                          |             |               |                               |         |                    | X                  |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Skating Rink                          |   |           |  |                    |                 |            |                 | X             |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Ropes Course                          |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            | X                 |      |
| Interpretive Farm                     |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           | X                |             |            |                   |      |
| Special Events Center                 |   |           |  |                    |                 |            | X               |               |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Nature Center                         |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    | X                  |  |          | X          | X                |                                      |                              |           |                  |             |            |                   |      |
| Outdoor Learning Center               |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         | X                  |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Walking/Hiking Trails                 | X                                       | X         | X  | X                  | X               | X          | X               | X             | X                        | X           | X             | X                             | X       | X                  | X                  | X                                      | X        | X          | X                | X                                    | X                            | X         | X                | X           | X          | X                 | X    |
| Horse Trails                          |   | X         | X  |                    |                 | X          | X               |               |                          |             | X             | X                             |         |                    |                    |  |          | X          | X                |                                      |                              |           |                  |             |            |                   | X    |
| Multi-Use Paved Trails                |   | X         |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    |  |          | X          | X                |                                      |                              |           |                  |             | X          | X                 |      |
| Mountain Bike Trails                  |   |           |  |                    |                 |            |                 |               |                          |             | X             |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   | X    |
| Soccer Fields                         |   | X         |  |                    |                 |            | X               |               |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Play Grounds                          |   | X         |  |                    |                 |            | X               | X             |                          |             |               |                               |         |                    |                    |  |          | X          | X                | X                                    |                              |           | X                | X           | X          | X                 | X    |
| Softball / Baseball Fields            |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    |  | X        |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Batting Cage                          |   |           |  |                    |                 |            |                 |               | X                        |             |               |                               |         |                    |                    |  | X        |            |                  |                                      |                              |           |                  |             | X          |                   |      |
| Visitor's Center                      |   |           |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    | X                  |  |          |            |                  |                                      |                              |           | X                |             |            |                   |      |
| Volleyball Court                      |   | X         |  |                    |                 |            |                 |               |                          |             |               |                               |         |                    |                    |  |          |            |                  |                                      |                              |           |                  |             |            |                   |      |
| Botanical / Display Gardens           |   |           |  |                    |                 |            |                 |               |                          | X           |               |                               |         |                    | X                  |  |          |            | X                |                                      |                              |           |                  |             |            |                   |      |



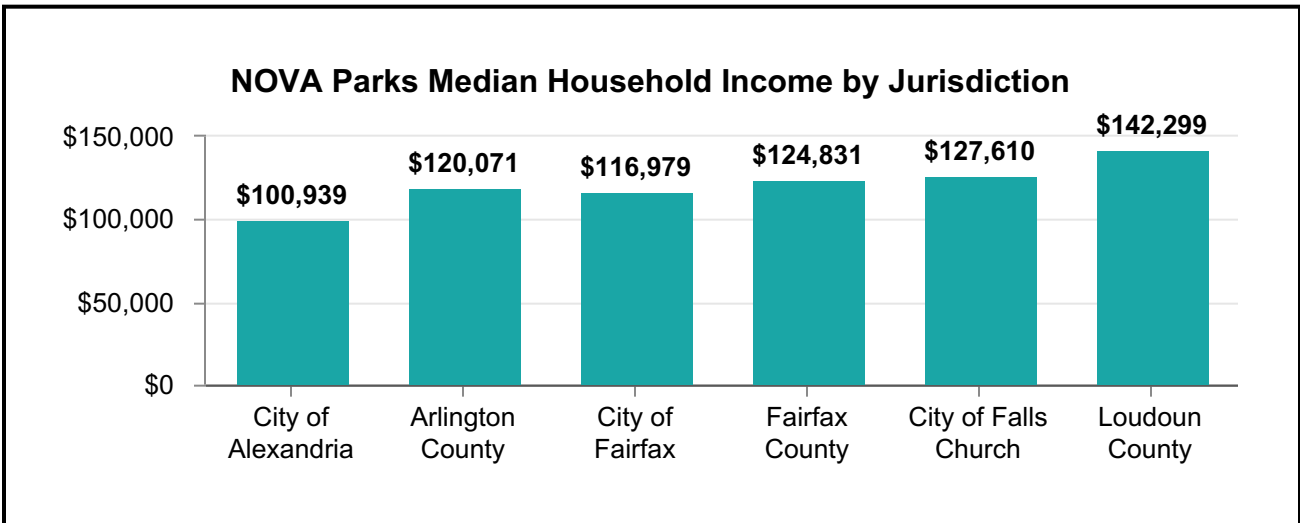
## REGIONAL DEMOGRAPHICS

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 -   | 159,428          |
| Arlington County -   | 236,842          |
| City of Fairfax -  | 24,019           |
| Fairfax County -   | 1,147,532        |
| City of Falls Church -   | 14,617           |
| Loudoun County -   | 413,538          |
| <b>Total Population -</b>  | <b>1,995,976</b> |
| <i>This population information may differ from the population used to determine member jurisdiction appropriations in this budget.</i> |                  |

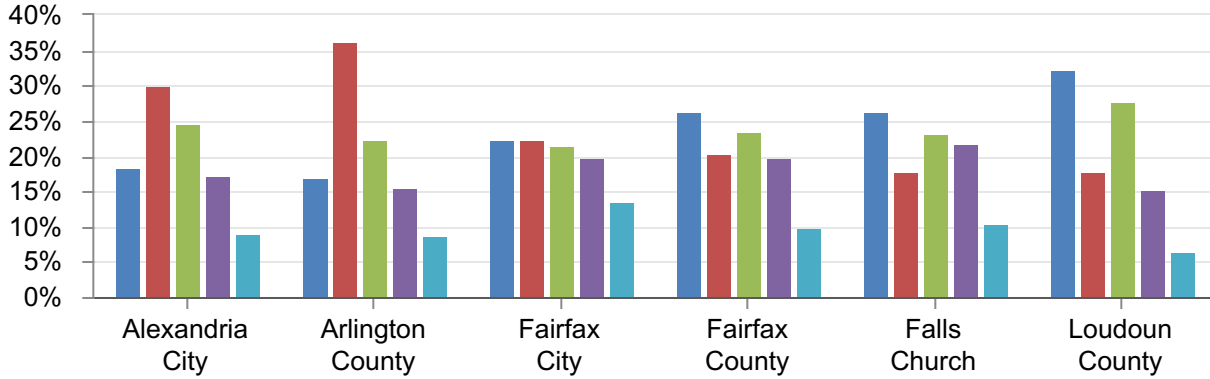


The jurisdictions' that make up NOVA Parks, population grew by 12.4% from 2010 through 2019. The most notable jurisdiction is Loudoun County which increased by 32.4%



# REGIONAL DEMOGRAPHICS

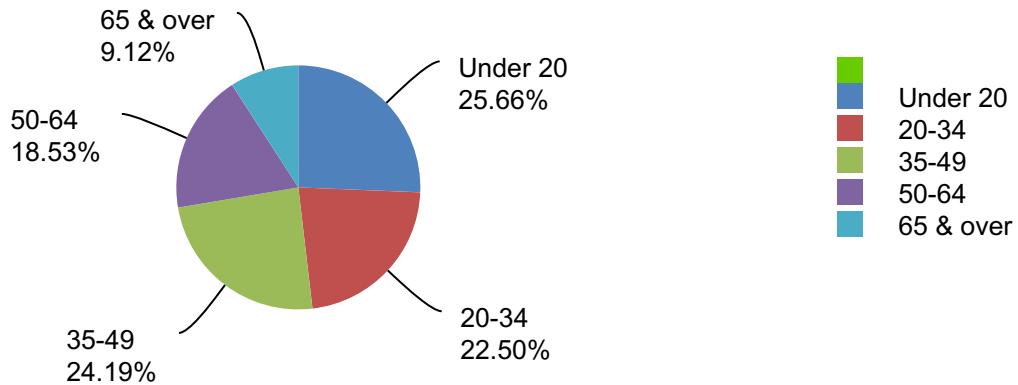
## Age of Population by Jurisdiction



|           | Alexandria City | Arlington County | Fairfax City | Fairfax County | Falls Church | Loudoun County |
|-----------|-----------------|------------------|--------------|----------------|--------------|----------------|
| Under 20  | 18.4%           | 17.0%            | 22.4%        | 26.3%          | 26.4%        | 32.4%          |
| 20-34     | 30.2%           | 36.2%            | 22.4%        | 20.3%          | 18.0%        | 18.0%          |
| 35-49     | 24.6%           | 22.4%            | 21.5%        | 23.6%          | 23.3%        | 27.8%          |
| 50-64     | 17.4%           | 15.7%            | 19.9%        | 20.0%          | 21.8%        | 15.4%          |
| 65 & over | 9.2%            | 8.8%             | 13.6%        | 9.8%           | 10.5%        | 6.5%           |

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%).

## Age of Population in Total



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

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### FY 2024 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

**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.

**Friends of the Carlyle House Budget**- This FY 2024 budget is presented to the Board for final approval.

# RESTRICTED FUND

| ACCOUNT NUMBERS | ACCOUNT DESCRIPTION                      | ACTUAL FY 2021      | ACTUAL FY 2022      | REVISED FY 2023     | JUL-MAR ACTUAL FY 2023 | ADOPTED FY 2024     |
|-----------------|--|---------------------|---------------------|---------------------|------------------------|---------------------|
|                 | <b>BEGINNING BALANCE*</b>                | <b>\$ 3,383,777</b> | <b>\$ 3,848,056</b> | <b>\$ 3,929,930</b> | <b>\$ 4,129,954</b>    | <b>\$4,200,000</b>  |
|                 | <b>REVENUES</b>                          |                     |                     |                     |                        |                     |
| 6-000-4250-000  | AT&T Fiberoptics License Fee             | \$ 620,289          | \$ 616,334          | \$ 616,334          | \$ 462,251             | \$ 648,311          |
| 6-090-4495-000  | BRSC Friends - Memberships               | 80                  | 3,735               | 2,000               | 2,236                  | 2,000               |
| 6-090-4171-000  | BRSC-Donations                           | 3,642               | 0                   | 0                   | 0                      | 0                   |
| 6-340-4170-000  | Balls Bluff Battlefield Friends          | 3,170               | 7,446               | 5,000               | 5,110                  | 6,000               |
| 6-140-4495-000  | OWL Income                               | 10,391              | 10,440              | 2,000               | 0                      | 2,000               |
| 6-000-4440-000  | Interest                                 | 27,839              | 18,613              | 40,000              | 14,666                 | 40,000              |
| 6-000-4440-005  | Interest-Accrued                         | (1,014)             | (1,472)             | 0                   | 807                    | 0                   |
| 6-000-4440-030  | Change in Market Value                   | (24,965)            | (18,098)            | 0                   | 13,938                 | 0                   |
| 6-000-4250-020  | Williams Fiberoptics License Fee         | 434,624             | 438,535             | 438,535             | 328,901                | 499,930             |
| 6-450-4170-000  | FOWOD Donations                          | 80,708              | 716                 | 0                   | 2,800                  | 0                   |
| 6-450-4440-000  | Interest FOWOD                           | 46                  | 87                  | 150                 | 391                    | 150                 |
| 6-450-4495-000  | W&OD Friends                             | 22,055              | 14,665              | 28,000              | 12,645                 | 28,000              |
| 6-455-4818-000  | Wetlands Mitigation Fund Revenue         | 0                   | 167                 | 2,000               | 1,745                  | 2,000               |
| 6-455-4440-020  | Wetlands Mitigation Fund Interest        | 98                  | 0                   | 500                 | 0                      | 500                 |
|                 | Final Close Adjustment                   | 0                   | 169,882             | 0                   | 0                      | 0                   |
|                 | <b>TOTAL REVENUES</b>                    | <b>\$ 1,176,963</b> | <b>\$ 1,261,050</b> | <b>\$ 1,134,519</b> | <b>\$ 845,490</b>      | <b>\$ 1,228,891</b> |
|                 | <b>EXPENSES</b>                          |                     |                     |                     |                        |                     |
| 6-090-5415-000  | BRSC Friends - Misc. Expenses            | \$4,193             | \$3,244             | \$4,000             | \$2,843                | \$4,000             |
| 6-340-5175-000  | Balls Bluff Battlefield Friends          | 4,880               | 4,987               | 3,000               | 4,610                  | 4,000               |
| 6-140-5175-000  | OWL Friends - Misc. Expenses             | 0                   | 0                   | 10,000              | 0                      | 10,000              |
| 6-000-5142-000  | W&OD Bridge Inspections                  | 0                   | 0                   | 0                   | 0                      | 0                   |
| 6-450-XXXX-XXX  | W&OD Friends                             | 28,089              | 26,916              | 48,500              | 19,164                 | 48,500              |
| 6-000-5370-000  | W&OD Major Maintenance                   | 0                   | 0                   | 75,000              | 72,198                 | 75,000              |
| 6-000-5480-000  | W&OD Professional Services               | 0                   | 0                   | 25,000              | 0                      | 25,000              |
|                 | <b>TOTAL EXPENSES</b>                    | <b>\$ 37,162</b>    | <b>\$ 35,147</b>    | <b>\$ 165,500</b>   | <b>\$ 98,815</b>       | <b>\$ 166,500</b>   |
| 6-000-5910-000  | Transfer to Capital Fund                 | 322,000             | 600,000             | 400,000             | 0                      | 450,000             |
| 6-000-5920-000  | Transfer to Enterprise Fund              | 327,912             | 327,912             | 327,912             | 245,934                | 415,000             |
|                 | Transfer to Enterprise Fund for Occoquan | 0                   | 0                   | 0                   | 0                      | 0                   |
| 6-000-5900-000  | Interest Transfer to General Fund        | 25,610              | 16,094              | 40,000              | 14,666                 | 40,000              |
|                 | <b>TOTAL TRANSFERS TO OTHER FUNDS</b>    | <b>\$ 675,522</b>   | <b>\$ 944,006</b>   | <b>\$ 767,912</b>   | <b>\$ 260,600</b>      | <b>\$ 905,000</b>   |
|                 | <b>TOTAL EXPENDITURES/TRANSFERS</b>      | <b>\$ 712,684</b>   | <b>\$ 979,152</b>   | <b>\$ 933,412</b>   | <b>\$ 359,415</b>      | <b>\$ 1,071,500</b> |
|                 | <b>ENDING BALANCE</b>                    | <b>\$ 3,848,056</b> | <b>\$ 4,129,954</b> | <b>\$ 4,131,037</b> | <b>\$ 4,616,030</b>    | <b>\$ 4,357,391</b> |

Note \*Beginning balance for FY 23 includes \$97,652 of Friends of the W&OD, \$945 Friends of Bull Run, \$6,849 Friends of BRSC, \$60,424 OWL funds, \$18,668 Friends of Balls Bluff & \$64,303 of Wetland Mitigation funds.

# FRIENDS OF CARLYLE HOUSE

## I. OPERATING BUDGET

| ACCOUNT NUMBERS | ACCOUNT DESCRIPTION                                 | ACTUAL FY 2021   | ACTUAL FY 2022   | ADOPTED FY 2023  | ACTUAL FY 2023 JUL-MAR | ADOPTED FY 2024  |
|-----------------|---|------------------|------------------|------------------|------------------------|------------------|
|                 | <b>BEGINNING BALANCE</b>                            | \$ 48,461        | \$ 48,387        | \$ 46,927        | \$ 43,380              | \$44,434         |
|                 | <b>REVENUES</b>                                     |                  |                  |                  |                        |                  |
| 8-000-4020-000  | Annual Dues   | \$ 1,600         | \$ 506           | \$ 10,000        | \$ 2,300               | \$ 10,000        |
| 8-000-4190-001  | Donations-Operations/Museum Annual Appeal Education | 0                | 0                | 6,500            | 0                      | 6,500            |
| 8-000-4600-000  | Programmed Events                                   | (195)            | 0                | 5,000            | 0                      | 5,000            |
|                 | <b>TOTAL REVENUES</b>                               | <b>\$ 1,405</b>  | <b>\$ 506</b>    | <b>\$ 21,500</b> | <b>\$ 2,300</b>        | <b>\$ 21,500</b> |
|                 | <b>EXPENSES</b>                                     |                  |                  |                  |                        |                  |
| 8-000-5143-000  | Clerical Support                                    | \$0              | \$0              | \$3,000          | \$81                   | \$3,000          |
| 8-000-5158-000  | Educational Activities                              | 0                | 116              | 5,000            | 0                      | 5,000            |
| 8-000-5380-000  | Membership Events                                   | 35               | 972              | 5,000            | 605                    | 5,000            |
| 8-000-5460-000  | Office Supplies/Postage                             | 110              | 58               | 500              | 60                     | 500              |
| 8-000-5470-000  | Printing/Publications                               | 0                | 233              | 2,000            | 0                      | 2,000            |
| 8-000-5490-000  | Programs and Promotions                             | 1,334            | 4,134            | 7,000            | 500                    | 7,000            |
|                 | <b>TOTAL EXPENSES</b>                               | <b>\$ 1,479</b>  | <b>\$ 5,514</b>  | <b>\$ 22,500</b> | <b>\$ 1,246</b>        | <b>\$ 22,500</b> |
|                 | <b>ENDING BALANCE</b>                               | <b>\$ 48,387</b> | <b>\$ 43,380</b> | <b>\$ 45,927</b> | <b>\$ 44,434</b>       | <b>\$ 43,434</b> |

## II. COLLECTIONS PURCHASES BUDGET

| ACCOUNT NUMBERS               | ACCOUNT DESCRIPTION           | ACTUAL FY 2021    | ACTUAL FY 2022    | ADOPTED FY 2023   | ACTUAL FY 2023 JUL-MAR | ADOPTED FY 2024   |
|-------------------------------|-------------------------------|-------------------|-------------------|-------------------|------------------------|-------------------|
|                               | <b>BEGINNING BALANCE</b>      | \$ 161,366        | \$ 165,508        | \$ 165,936        | \$ 166,503             | \$178,162         |
|                               | <b>REVENUES</b>               |                   |                   |                   |                        |                   |
| 8-000-4190-000, 002, 010, 888 | Donations - Museum Collection | \$ 4,105          | \$ 576            | \$ 6,500          | \$ 2,515               | \$ 6,500          |
| 8-000-4440-000                | Interest                      | 519               | 895               | 500               | 9318                   | 500               |
|                               | <b>TOTAL REVENUES</b>         | <b>\$ 4,624</b>   | <b>\$ 1,471</b>   | <b>\$ 7,000</b>   | <b>\$ 11,833</b>       | <b>\$ 7,000</b>   |
|                               | <b>EXPENSES</b>               |                   |                   |                   |                        |                   |
| 8-000-6040-000                | Clerical Support              | \$75              | \$200             | \$25,000          | \$0                    | \$25,000          |
| 8-000-6040-010                | Educational Activities        | 344               | 277               | 5,000             | 174                    | 5,000             |
| 8-000-9040-000                | Membership Events             | 63                | 0                 | 0                 | 0                      | 0                 |
|                               | <b>TOTAL EXPENSES</b>         | <b>\$ 482</b>     | <b>\$ 477</b>     | <b>\$ 30,000</b>  | <b>\$ 174</b>          | <b>\$ 30,000</b>  |
|                               | <b>ENDING BALANCE</b>         | <b>\$ 165,508</b> | <b>\$ 166,503</b> | <b>\$ 142,936</b> | <b>\$ 178,162</b>      | <b>\$ 155,162</b> |

## III. DOUG THURMAN FUND BUDGET

| ACCOUNT NUMBERS | ACCOUNT DESCRIPTION             | ACTUAL FY 2021    | ACTUAL FY 2022    | ADOPTED FY 2023   | ACTUAL FY 2023 JUL-MAR | ADOPTED FY 2024   |
|-----------------|---------------------------------|-------------------|-------------------|-------------------|------------------------|-------------------|
|                 | <b>BEGINNING BALANCE</b>        | \$ 129,050        | \$ 127,898        | \$ 127,898        | \$ 127,898             | \$ 127,898        |
|                 | <b>EXPENSES</b>                 |                   |                   |                   |                        |                   |
| 8-000-5144-000  | Education                       | \$ 1,152          | \$0               | \$ 8,000          | \$0                    | \$ 8,000          |
|                 | <b>TOTAL EXPENSES</b>           | <b>\$ 1,152</b>   | <b>\$ 0</b>       | <b>\$ 8,000</b>   | <b>\$ 0</b>            | <b>\$ 8,000</b>   |
|                 | <b>ENDING BALANCE</b>           | <b>\$ 127,898</b> | <b>\$ 127,898</b> | <b>\$ 119,898</b> | <b>\$ 127,898</b>      | <b>\$ 119,898</b> |
|                 | <b>ENDING BALANCE-TOTAL ALL</b> | <b>\$ 341,793</b> | <b>\$ 337,780</b> | <b>\$ 308,761</b> | <b>\$ 350,494</b>      | <b>\$ 318,494</b> |

## CONSOLIDATED PARK SUMMARY

| ACCOUNT DESCRIPTION  | ACTUAL FY 2021      | ACTUAL FY 2022      | REVISED FY 2023     | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024     |
|--|---------------------|---------------------|---------------------|------------------------|---------------------|
| <b>ENTERPRISE FUND BY PARK</b>                             |                     |                     |                     |                        |                     |
| <b>Aldie Mill Historic Park/Mt. Defiance Historic Park</b> |                     |                     |                     |                        |                     |
| Aldie Mill Revenues  | \$ 14,828           | \$ 39,016           | \$ 33,500           | \$ 22,597              | \$ 33,500           |
| <b>Total Revenues</b>                                      | <b>\$ 14,828</b>    | <b>\$ 39,016</b>    | <b>\$ 33,500</b>    | <b>\$ 22,597</b>       | <b>\$ 33,500</b>    |
| Aldie Mill Expenses  | \$ 142,742          | \$ 183,064          | \$ 200,746          | \$ 160,475             | \$ 213,363          |
| <b>Total Expenses</b>                                      | <b>\$ 142,742</b>   | <b>\$ 183,064</b>   | <b>\$ 200,746</b>   | <b>\$ 160,475</b>      | <b>\$ 213,363</b>   |
| <b>Operating Income (Loss)</b>                             | <b>\$ (127,914)</b> | <b>\$ (144,048)</b> | <b>\$ (167,246)</b> | <b>\$ (137,878)</b>    | <b>\$ (179,863)</b> |
| <b>Algonkian Regional Park</b>                             |                     |                     |                     |                        |                     |
| <b>Revenue</b>   |                     |                     |                     |                        |                     |
| Algonkian Park   | \$ 227,877          | \$ 227,542          | \$ 260,500          | \$ 214,502             | \$ 284,000          |
| Algonkian Golf   | 1,773,673           | 1,739,282           | 1,367,795           | 1,468,181              | 1,609,420           |
| Volcano Island Waterpark at Algonkian                      | 109,402             | 465,426             | 494,625             | 380,394                | 575,000             |
| The Woodlands at Algonkian Park                            | 239,338             | 855,198             | 648,110             | 536,618                | 712,415             |
| Algonkian Cottages   | 321,745             | 347,246             | 303,000             | 276,857                | 335,600             |
| <b>Total Revenues</b>                                      | <b>\$ 2,672,035</b> | <b>\$ 3,634,693</b> | <b>\$ 3,074,030</b> | <b>\$ 2,876,552</b>    | <b>\$ 3,516,435</b> |
| <b>Expenses</b>  |                     |                     |                     |                        |                     |
| Algonkian Park   | \$ 614,946          | \$ 691,490          | \$ 742,782          | \$ 648,168             | \$ 797,383          |
| Algonkian Golf   | 1,073,851           | 1,139,968           | 1,225,091           | 1,048,173              | 1,306,443           |
| Volcano Island Waterpark at Algonkian                      | 133,604             | 367,037             | 400,878             | 272,311                | 430,643             |
| The Woodlands at Algonkian Park                            | 211,024             | 452,386             | 466,009             | 360,719                | 532,829             |
| Algonkian Cottages   | 195,627             | 230,674             | 236,329             | 168,195                | 241,785             |
| <b>Total Expenses</b>                                      | <b>\$ 2,229,052</b> | <b>\$ 2,881,554</b> | <b>\$ 3,071,088</b> | <b>\$ 2,497,565</b>    | <b>\$ 3,309,084</b> |
| <b>Operating Income (Loss)</b>                             | <b>\$ 442,983</b>   | <b>\$ 753,139</b>   | <b>\$ 2,942</b>     | <b>\$ 378,987</b>      | <b>\$ 207,351</b>   |
| <b>Blue Ridge Regional Park</b>                            |                     |                     |                     |                        |                     |
| Blue Ridge Park Revenues                                   | \$ 10,134           | \$ 7,879            | \$ 6,500            | \$ 6,555               | \$ 8,000            |
| <b>Total Revenues</b>                                      | <b>\$ 10,134</b>    | <b>\$ 7,879</b>     | <b>\$ 6,500</b>     | <b>\$ 6,555</b>        | <b>\$ 8,000</b>     |
| Blue Ridge Park Expenses                                   | \$ 3,122            | \$ 4,960            | \$ 6,700            | \$ 2,466               | \$ 6,700            |
| <b>Total Expenses</b>                                      | <b>\$ 3,122</b>     | <b>\$ 4,960</b>     | <b>\$ 6,700</b>     | <b>\$ 2,466</b>        | <b>\$ 6,700</b>     |
| <b>Operating Income (Loss)</b>                             | <b>\$ 7,012</b>     | <b>\$ 2,919</b>     | <b>\$ (200)</b>     | <b>\$ 4,088</b>        | <b>\$ 1,300</b>     |
| <b>Reservoir Park at Beaverdam</b>                         |                     |                     |                     |                        |                     |
| Reservoir Park at Beaverdam                                | \$ 16,395           | \$ 19,541           | \$ 15,500           | \$ 14,081              | \$ 18,500           |
| <b>Total Revenues</b>                                      | <b>\$ 16,395</b>    | <b>\$ 19,541</b>    | <b>\$ 15,500</b>    | <b>\$ 14,081</b>       | <b>\$ 18,500</b>    |
| Reservoir Park at Beaverdam                                | \$ 23,709           | \$ 17,025           | \$ 47,055           | \$ 17,804              | \$ 47,839           |
| <b>Total Expenses</b>                                      | <b>\$ 23,709</b>    | <b>\$ 17,025</b>    | <b>\$ 47,055</b>    | <b>\$ 17,804</b>       | <b>\$ 47,839</b>    |
| <b>Operating Income (Loss)</b>                             | <b>(\$7,314)</b>    | <b>\$2,516</b>      | <b>(\$31,555)</b>   | <b>(\$3,723)</b>       | <b>(\$29,339)</b>   |
| <b>Brambleton Golf Course</b>                              |                     |                     |                     |                        |                     |
| Brambleton Revenues  | \$ 1,929,057        | \$ 2,029,571        | \$ 1,755,150        | \$ 1,707,139           | \$ 2,010,225        |
| <b>Total Revenues</b>                                      | <b>\$ 1,929,057</b> | <b>\$ 2,029,571</b> | <b>\$ 1,755,150</b> | <b>\$ 1,707,139</b>    | <b>\$ 2,010,225</b> |
| Brambleton Expenses  | \$ 1,256,482        | \$ 1,459,969        | \$ 1,487,043        | \$ 1,230,101           | \$ 1,536,401        |
| <b>Total Expenses</b>                                      | <b>\$ 1,256,482</b> | <b>\$ 1,459,969</b> | <b>\$ 1,487,043</b> | <b>\$ 1,230,101</b>    | <b>\$ 1,536,401</b> |
| <b>Operating Income (Loss)</b>                             | <b>\$ 672,575</b>   | <b>\$ 569,602</b>   | <b>\$ 268,107</b>   | <b>\$ 477,038</b>      | <b>\$ 473,824</b>   |

## CONSOLIDATED PARK SUMMARY

| ACCOUNT DESCRIPTION                  | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|--------------------------------------|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>Bull Run Regional Park</b>        |                     |                     |                     |                              |                     |
| <b>Revenue</b>                       |                     |                     |                     |                              |                     |
| Bull Run Regional Park               | \$ 1,283,172        | \$ 1,354,116        | \$ 1,309,120        | \$ 1,056,226                 | \$ 1,399,935        |
| Atlantis Waterpark at Bull Run       | 158,479             | 535,354             | 546,270             | 397,798                      | 614,900             |
| Bull Run Special Events Center       | 53,960              | 472,095             | 235,000             | 346,884                      | 445,000             |
| Bull Run Light Show                  | 2,465,185           | 2,300,247           | 2,080,000           | 2,144,253                    | 2,110,000           |
| <b>Total Revenues</b>                | <b>\$ 3,960,795</b> | <b>\$ 4,661,812</b> | <b>\$ 4,170,390</b> | <b>\$ 3,945,161</b>          | <b>\$ 4,569,835</b> |
| <b>Expenses</b>                      |                     |                     |                     |                              |                     |
| Bull Run Regional Park               | \$ 1,191,782        | \$ 1,315,511        | \$ 1,327,271        | \$ 1,178,992                 | \$ 1,383,088        |
| Atlantis Waterpark at Bull Run       | 163,239             | 413,403             | 445,919             | 326,301                      | 472,089             |
| Bull Run Special Events Center       | 109,764             | 389,264             | 186,004             | 347,851                      | 404,355             |
| Bull Run Light Show                  | 381,750             | 401,073             | 415,716             | 417,079                      | 474,859             |
| <b>Total Expenses</b>                | <b>\$ 1,846,535</b> | <b>\$ 2,519,251</b> | <b>\$ 2,374,909</b> | <b>\$ 2,270,223</b>          | <b>\$ 2,734,391</b> |
| <b>Operating Income (Loss)</b>       | <b>\$ 2,114,260</b> | <b>\$ 2,142,561</b> | <b>\$ 1,795,481</b> | <b>\$ 1,674,938</b>          | <b>\$ 1,835,444</b> |
| <b>Bull Run Shooting Center</b>      |                     |                     |                     |                              |                     |
| Bull Run Shooting Center Revenues    | \$ 1,319,452        | \$ 1,217,941        | \$ 1,388,450        | \$ 1,080,621                 | \$ 1,360,100        |
| <b>Total Revenues</b>                | <b>\$ 1,319,452</b> | <b>\$ 1,217,941</b> | <b>\$ 1,388,450</b> | <b>\$ 1,080,621</b>          | <b>\$ 1,360,100</b> |
| Bull Run Shooting Center Expenses    | \$ 1,018,247        | \$ 1,076,376        | \$ 1,192,176        | \$ 956,229                   | \$ 1,255,649        |
| <b>Total Expenses</b>                | <b>\$ 1,018,247</b> | <b>\$ 1,076,376</b> | <b>\$ 1,192,176</b> | <b>\$ 956,229</b>            | <b>\$ 1,255,649</b> |
| <b>Operating Income (Loss)</b>       | <b>\$ 301,205</b>   | <b>\$ 141,565</b>   | <b>\$ 196,274</b>   | <b>\$ 124,392</b>            | <b>\$ 104,451</b>   |
| <b>Cameron Run Regional Park</b>     |                     |                     |                     |                              |                     |
| <b>Revenue</b>                       |                     |                     |                     |                              |                     |
| Cameron Run Park                     | \$ 87,824           | \$ 96,545           | \$ 134,000          | \$ 58,811                    | \$ 110,000          |
| The Winter Village at Cameron Run    | 192,335             | 379,295             | 335,000             | 319,917                      | 345,000             |
| Great Waves Waterpark at Cameron Run | 219,833             | 1,575,841           | 1,790,000           | 1,326,904                    | 1,915,500           |
| <b>Total Revenues</b>                | <b>\$ 499,993</b>   | <b>\$ 2,051,682</b> | <b>\$ 2,259,000</b> | <b>\$ 1,705,632</b>          | <b>\$ 2,370,500</b> |
| <b>Expenses</b>                      |                     |                     |                     |                              |                     |
| Cameron Run Park                     | \$ 317,075          | \$ 411,796          | \$ 479,535          | \$ 435,200                   | \$ 577,451          |
| The Winter Village at Cameron Run    | 145,974             | 216,658             | 214,517             | 217,989                      | 213,104             |
| Great Waves Waterpark at Cameron Run | 425,403             | 1,117,794           | 1,340,239           | 913,131                      | 1,392,956           |
| <b>Total Expenses</b>                | <b>\$ 888,452</b>   | <b>\$ 1,746,248</b> | <b>\$ 2,034,291</b> | <b>\$ 1,566,320</b>          | <b>\$ 2,183,511</b> |
| <b>Operating Income (Loss)</b>       | <b>\$ (388,459)</b> | <b>\$ 305,434</b>   | <b>\$ 224,709</b>   | <b>\$ 139,312</b>            | <b>\$ 186,989</b>   |
| <b>Carlyle House Historic Park</b>   |                     |                     |                     |                              |                     |
| Carlyle House Revenues               | \$ 76,093           | \$ 95,198           | \$ 122,700          | \$ 68,432                    | \$ 123,600          |
| <b>Total Revenues</b>                | <b>\$ 76,093</b>    | <b>\$ 95,198</b>    | <b>\$ 122,700</b>   | <b>\$ 68,432</b>             | <b>\$ 123,600</b>   |
| Carlyle House Expenses               | \$ 253,259          | \$ 328,425          | \$ 348,481          | \$ 286,719                   | \$ 381,728          |
| <b>Total Expenses</b>                | <b>\$ 253,259</b>   | <b>\$ 328,425</b>   | <b>\$ 348,481</b>   | <b>\$ 286,719</b>            | <b>\$ 381,728</b>   |
| <b>Operating Income (Loss)</b>       | <b>(\$177,166)</b>  | <b>(\$233,227)</b>  | <b>(\$225,781)</b>  | <b>(\$218,287)</b>           | <b>(\$258,128)</b>  |

## CONSOLIDATED PARK SUMMARY

| ACCOUNT DESCRIPTION  | ACTUAL FY 2021      | ACTUAL FY 2022      | REVISED FY 2023     | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024     |
|--|---------------------|---------------------|---------------------|------------------------|---------------------|
| <b>Bull Run Marina/Fountainhead/Sandy Run Parks</b>          |                     |                     |                     |                        |                     |
| <b>Revenue</b>   |                     |                     |                     |                        |                     |
| Bull Run Marina  | \$ 27,748           | \$ 30,633           | \$ 26,145           | \$ 14,567              | \$ 26,145           |
| Fountainhead   | 470,367             | 426,794             | 415,912             | 270,618                | 419,712             |
| Sandy Run Regional Park                                      | 234,460             | 298,160             | 280,692             | 241,426                | 291,192             |
| <b>Total Revenues</b>  | <b>\$ 732,576</b>   | <b>\$ 755,586</b>   | <b>\$ 722,749</b>   | <b>\$ 526,611</b>      | <b>\$ 737,049</b>   |
| <b>Expenses</b>  |                     |                     |                     |                        |                     |
| Bull Run Marina  | \$ 35,663           | \$ 41,307           | \$ 43,583           | \$ 37,273              | \$ 45,938           |
| Fountainhead   | 314,730             | 371,139             | 314,326             | 318,956                | 335,832             |
| Sandy Run Regional Park                                      | 169,991             | 192,697             | 241,014             | 166,843                | 247,766             |
| <b>Total Expenses</b>  | <b>\$ 520,384</b>   | <b>\$ 605,143</b>   | <b>\$ 598,923</b>   | <b>\$ 523,071</b>      | <b>\$ 629,535</b>   |
| <b>Operating Income (Loss)</b>                               | <b>\$ 212,192</b>   | <b>\$ 150,443</b>   | <b>\$ 123,826</b>   | <b>\$ 3,540</b>        | <b>\$ 107,514</b>   |
| <b>Hemlock Overlook Regional Park</b>                        |                     |                     |                     |                        |                     |
| Hemlock Overlook Revenues                                    | \$ 3,048            | \$ 8,650            | \$ 17,800           | \$ 21,020              | \$ 25,000           |
| <b>Total Revenues</b>  | <b>\$ 3,048</b>     | <b>\$ 8,650</b>     | <b>\$ 17,800</b>    | <b>\$ 21,020</b>       | <b>\$ 25,000</b>    |
| Hemlock Overlook Expenses                                    | \$ 28,664           | \$ 25,027           | \$ 59,594           | \$ 18,949              | \$ 59,956           |
| <b>Total Expenses</b>  | <b>\$ 28,664</b>    | <b>\$ 25,027</b>    | <b>\$ 59,594</b>    | <b>\$ 18,949</b>       | <b>\$ 59,956</b>    |
| <b>Operating Income (Loss)</b>                               | <b>\$ (25,616)</b>  | <b>\$ (16,377)</b>  | <b>\$ (41,794)</b>  | <b>\$ 2,071</b>        | <b>\$ (34,956)</b>  |
| <b>Meadowlark Botanical Gardens</b>                          |                     |                     |                     |                        |                     |
| <b>Revenue</b>   |                     |                     |                     |                        |                     |
| Meadowlark Gardens   | \$ 800,002          | \$ 643,821          | \$ 542,000          | \$ 490,603             | \$ 581,000          |
| Meadowlark Gardens Winter Walk of Lights                     | 1,188,171           | 2,030,410           | 1,817,000           | 1,643,244              | 1,919,000           |
| Meadowlark Atrium and Event Services                         | 501,521             | 2,191,752           | 2,102,963           | 2,189,248              | 2,184,500           |
| <b>Total Revenues</b>  | <b>\$ 2,489,693</b> | <b>\$ 4,865,983</b> | <b>\$ 4,461,963</b> | <b>\$ 4,323,095</b>    | <b>\$ 4,684,500</b> |
| <b>Expenses</b>  |                     |                     |                     |                        |                     |
| Meadowlark Gardens   | \$ 815,961          | \$ 1,027,857        | \$ 1,160,223        | \$ 968,844             | \$ 1,237,404        |
| Meadowlark Gardens Winter Walk of Lights                     | 194,207             | 252,906             | 325,582             | 283,938                | 390,116             |
| Meadowlark Atrium and Event Services                         | 560,473             | 1,232,020           | 1,351,923           | 1,189,606              | 1,393,960           |
| <b>Total Expenses</b>  | <b>\$ 1,570,641</b> | <b>\$ 2,512,783</b> | <b>\$ 2,837,729</b> | <b>\$ 2,442,388</b>    | <b>\$ 3,021,479</b> |
| <b>Operating Income (Loss)</b>                               | <b>\$ 919,052</b>   | <b>\$ 2,353,200</b> | <b>\$ 1,624,234</b> | <b>\$ 1,880,707</b>    | <b>\$ 1,663,021</b> |
| <b>Mt. Zion Historic Park/Gilbert's Corner Regional Park</b> |                     |                     |                     |                        |                     |
| Mt. Zion Historic Park/Gilbert's Corner Regional Park        | \$ 836              | \$ 1,598            | \$ 3,421            | \$ 775                 | \$ 3,421            |
| <b>Total Revenues</b>  | <b>\$ 836</b>       | <b>\$ 1,598</b>     | <b>\$ 3,421</b>     | <b>\$ 775</b>          | <b>\$ 3,421</b>     |
| Mt. Zion Historic Park/Gilbert's Corner Regional Park        | \$ 17,756           | \$ 21,939           | \$ 21,000           | \$ 11,089              | \$ 21,240           |
| <b>Total Expenses</b>  | <b>\$ 17,756</b>    | <b>\$ 21,939</b>    | <b>\$ 21,000</b>    | <b>\$ 11,089</b>       | <b>\$ 21,240</b>    |
| <b>Operating Income (Loss)</b>                               | <b>(\$16,921)</b>   | <b>(\$20,342)</b>   | <b>(\$17,579)</b>   | <b>(\$10,314)</b>      | <b>(\$17,819)</b>   |



## CONSOLIDATED PARK SUMMARY

| ACCOUNT DESCRIPTION                     | ACTUAL<br>FY 2021   | ACTUAL<br>FY 2022   | REVISED<br>FY 2023  | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024  |
|---|---------------------|---------------------|---------------------|------------------------------|---------------------|
| <b>Occoquan Regional Park</b>           |                     |                     |                     |                              |                     |
| <b>Revenue</b>                          |                     |                     |                     |                              |                     |
| Occoquan Park                           | \$ 328,938          | \$ 317,846          | \$ 314,700          | \$ 246,849                   | \$ 348,400          |
| The River View at Occoquan              | 1,334,875           | 2,411,200           | 2,023,064           | 1,947,812                    | 2,197,210           |
| Brickmakers Café at Occoquan            | 363,748             | 463,363             | 437,500             | 363,457                      | 484,800             |
| Brickmakers Catering and Event Services | 58,109              | 172,762             | 223,040             | 183,297                      | 220,840             |
| <b>Total Revenues</b>                   | <b>\$ 2,085,668</b> | <b>\$ 3,365,172</b> | <b>\$ 2,998,304</b> | <b>\$ 2,741,415</b>          | <b>\$ 3,251,250</b> |
| <b>Expenses</b>                         |                     |                     |                     |                              |                     |
| Occoquan Park                           | \$ 391,742          | \$ 487,338          | \$ 624,821          | \$ 453,434                   | \$ 677,525          |
| The River View at Occoquan              | 1,046,923           | 1,669,747           | 2,053,814           | 1,481,996                    | 2,184,331           |
| Brickmakers Café at Occoquan            | 305,539             | 389,987             | 389,168             | 287,779                      | 406,606             |
| Brickmakers Catering and Event Services | 132,175             | 192,383             | 248,459             | 188,288                      | 267,061             |
| <b>Total Expenses</b>                   | <b>\$ 1,876,379</b> | <b>\$ 2,739,455</b> | <b>\$ 3,316,263</b> | <b>\$ 2,411,497</b>          | <b>\$ 3,535,523</b> |
| <b>Operating Income (Loss)</b>          | <b>\$209,289</b>    | <b>\$625,717</b>    | <b>(\$317,959)</b>  | <b>\$329,919</b>             | <b>(\$284,273)</b>  |
| <b>Pohick Bay Regional Park</b>         |                     |                     |                     |                              |                     |
| <b>Revenue</b>                          |                     |                     |                     |                              |                     |
| Pohick Bay Regional Park                | \$ 1,175,332        | \$ 1,294,013        | \$ 1,347,663        | \$ 984,570                   | \$ 1,447,217        |
| Pohick Bay Golf Course                  | 1,525,424           | 1,612,628           | 1,286,070           | 1,303,477                    | 1,481,870           |
| Pohick Bay Marina                       | 323,088             | 279,092             | 298,450             | 218,002                      | 309,173             |
| Pirate's Cover Waterpark at Pohick Bay  | 186,166             | 574,479             | 628,400             | 404,671                      | 690,100             |
| <b>Total Revenues</b>                   | <b>\$ 3,210,010</b> | <b>\$ 3,760,212</b> | <b>\$ 3,560,583</b> | <b>\$ 2,910,719</b>          | <b>\$ 3,928,360</b> |
| <b>Expenses</b>                         |                     |                     |                     |                              |                     |
| Pohick Bay Regional Park                | \$ 1,008,055        | \$ 1,042,874        | \$ 1,199,611        | \$ 931,925                   | \$ 1,234,883        |
| Pohick Bay Golf Course                  | 1,073,789           | 1,157,567           | 1,140,421           | 1,049,368                    | 1,233,338           |
| Pohick Bay Marina                       | 61,905              | 59,783              | 78,180              | 46,648                       | 80,511              |
| Pirate's Cover Waterpark at Pohick Bay  | 165,534             | 402,344             | 437,339             | 306,989                      | 465,309             |
| <b>Total Expenses</b>                   | <b>\$ 2,309,283</b> | <b>\$ 2,662,569</b> | <b>\$ 2,855,552</b> | <b>\$ 2,334,930</b>          | <b>\$ 3,014,041</b> |
| <b>Operating Income (Loss)</b>          | <b>\$ 900,727</b>   | <b>\$ 1,097,643</b> | <b>\$ 705,032</b>   | <b>\$ 575,789</b>            | <b>\$ 914,318</b>   |
| <b>Potomac Overlook Regional Park</b>   |                     |                     |                     |                              |                     |
| Potomac Overlook Revenues               | \$ 171,574          | \$ 161,670          | \$ 146,950          | \$ 160,977                   | \$ 155,200          |
| <b>Total Revenues</b>                   | <b>\$ 171,574</b>   | <b>\$ 161,670</b>   | <b>\$ 146,950</b>   | <b>\$ 160,977</b>            | <b>\$ 155,200</b>   |
| Potomac Overlook Expenses               | \$ 257,641          | \$ 328,185          | \$ 363,812          | \$ 315,669                   | \$ 399,516          |
| <b>Total Expenses</b>                   | <b>\$ 257,641</b>   | <b>\$ 328,185</b>   | <b>\$ 363,812</b>   | <b>\$ 315,669</b>            | <b>\$ 399,516</b>   |
| <b>Operating Income (Loss)</b>          | <b>(\$86,067)</b>   | <b>(\$166,515)</b>  | <b>(\$216,862)</b>  | <b>(\$154,692)</b>           | <b>(\$244,316)</b>  |
| <b>Winkler Botanical Preserve</b>       |                     |                     |                     |                              |                     |
| Winkler Botanical Preserve Revenues     | \$ 0                | \$ 0                | \$ 122,250          | \$ 13,175                    | \$ 155,000          |
| <b>Total Revenues</b>                   | <b>\$ 0</b>         | <b>\$ 0</b>         | <b>\$ 122,250</b>   | <b>\$ 13,175</b>             | <b>\$ 155,000</b>   |
| Winkler Botanical Preserve Expenses     | \$ 0                | \$ 0                | \$ 241,533          | \$ 159,986                   | \$ 344,308          |
| <b>Total Expenses</b>                   | <b>\$ 0</b>         | <b>\$ 0</b>         | <b>\$ 241,533</b>   | <b>\$ 159,986</b>            | <b>\$ 344,308</b>   |
| <b>Operating Income (Loss)</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>(\$119,283)</b>  | <b>(\$146,811)</b>           | <b>(\$189,308)</b>  |
| <b>Rust Sanctuary</b>                   |                     |                     |                     |                              |                     |
| Rust Sanctuary Revenues                 | \$ 460,938          | \$ 1,495,153        | \$ 1,024,711        | \$ 1,156,802                 | \$ 1,150,475        |
| <b>Total Revenues</b>                   | <b>\$ 460,938</b>   | <b>\$ 1,495,153</b> | <b>\$ 1,024,711</b> | <b>\$ 1,156,802</b>          | <b>\$ 1,150,475</b> |
| Rust Sanctuary Expenses                 | \$ 440,969          | \$ 867,858          | \$ 920,906          | \$ 772,035                   | \$ 957,620          |
| <b>Total Expenses</b>                   | <b>\$ 440,969</b>   | <b>\$ 867,858</b>   | <b>\$ 920,906</b>   | <b>\$ 772,035</b>            | <b>\$ 957,620</b>   |
| <b>Operating Income (Loss)</b>          | <b>\$ 19,969</b>    | <b>\$ 627,295</b>   | <b>\$ 103,805</b>   | <b>\$ 384,767</b>            | <b>\$ 192,855</b>   |

## CONSOLIDATED PARK SUMMARY

| ACCOUNT DESCRIPTION                    | ACTUAL FY 2021      | ACTUAL FY 2022      | REVISED FY 2023     | JUL-APR ACTUAL FY 2023 | ADOPTED FY 2024     |
|--|---------------------|---------------------|---------------------|------------------------|---------------------|
| <b>Upper Potomac Properties</b>        |                     |                     |                     |                        |                     |
| Upper Potomac Properties Revenues      | \$ 32,721           | \$ 20,323           | \$ 28,800           | \$ 24,286              | \$ 28,800           |
| Springdale Revenues                    | \$ 22,480           | \$ 23,651           | \$ 17,815           | \$ 24,891              | \$ 29,540           |
| <b>Total Revenues</b>                  | <b>\$ 55,202</b>    | <b>\$ 43,973</b>    | <b>\$ 46,615</b>    | <b>\$ 49,177</b>       | <b>\$ 58,340</b>    |
| Upper Potomac Properties Expenses      | \$ 131,304          | \$ 165,788          | \$ 174,688          | \$ 158,589             | \$ 187,391          |
| Springdale Expenses                    | \$ 9                | \$ 3,215            | \$ 7,500            | \$ 180                 | \$ 7,500            |
| <b>Total Expenses</b>                  | <b>\$ 131,313</b>   | <b>\$ 169,003</b>   | <b>\$ 182,188</b>   | <b>\$ 158,768</b>      | <b>\$ 194,891</b>   |
| <b>Operating Income (Loss)</b>         | <b>\$ (76,112)</b>  | <b>\$ (125,030)</b> | <b>\$ (135,573)</b> | <b>\$ (109,592)</b>    | <b>\$ (136,551)</b> |
| <b>Upton Hill Regional Park</b>        |                     |                     |                     |                        |                     |
| <b>Revenues</b>                        |                     |                     |                     |                        |                     |
| Upton Hill Park                        | \$ 230,378          | \$ 575,064          | \$ 709,262          | \$ 424,029             | \$ 677,850          |
| Ocean Dunes Waterpark at Upton Hill    | \$ 166,034          | \$ 565,080          | \$ 595,450          | \$ 431,958             | \$ 642,600          |
| <b>Total Revenues</b>                  | <b>\$ 396,411</b>   | <b>\$ 1,140,144</b> | <b>\$ 1,304,712</b> | <b>\$ 855,986</b>      | <b>\$ 1,320,450</b> |
| <b>Expenses</b>                        |                     |                     |                     |                        |                     |
| Upton Hill Park                        | \$ 373,386          | \$ 613,436          | \$ 816,813          | \$ 537,697             | \$ 880,681          |
| Ocean Dunes Waterpark at Upton Hill    | \$ 140,327          | \$ 363,813          | \$ 408,838          | \$ 298,786             | \$ 426,724          |
| <b>Total Expenses</b>                  | <b>\$ 513,713</b>   | <b>\$ 977,249</b>   | <b>\$ 1,225,651</b> | <b>\$ 836,482</b>      | <b>\$ 1,307,405</b> |
| <b>Operating Income (Loss)</b>         | <b>\$ (117,301)</b> | <b>\$ 162,894</b>   | <b>\$ 79,061</b>    | <b>\$ 19,504</b>       | <b>\$ 13,045</b>    |
| <b>W&amp;OD Railroad Regional Park</b> |                     |                     |                     |                        |                     |
| W&OD Railroad Park Revenues            | \$ 1,402,821        | \$ 1,240,070        | \$ 1,257,408        | \$ 1,210,446           | \$ 1,383,289        |
| <b>Total Revenues</b>                  | <b>\$ 1,402,821</b> | <b>\$ 1,240,070</b> | <b>\$ 1,257,408</b> | <b>\$ 1,210,446</b>    | <b>\$ 1,383,289</b> |
| W&OD Railroad Park Expenses            | \$ 522,378          | \$ 569,308          | \$ 641,766          | \$ 560,206             | \$ 717,184          |
| <b>Total Expenses</b>                  | <b>\$ 522,378</b>   | <b>\$ 569,308</b>   | <b>\$ 641,766</b>   | <b>\$ 560,206</b>      | <b>\$ 717,184</b>   |
| <b>Operating Income (Loss)</b>         | <b>\$ 880,443</b>   | <b>\$ 670,762</b>   | <b>\$ 615,642</b>   | <b>\$ 650,241</b>      | <b>\$ 666,105</b>   |
| <b>Piscataway Crossing</b>             |                     |                     |                     |                        |                     |
| Piscataway Crossing Revenues           | \$ 25,579           | \$ 15,531           | \$ 20,650           | \$ 20,341              | \$ 11,380           |
| <b>Total Revenues</b>                  | <b>\$ 25,579</b>    | <b>\$ 15,531</b>    | <b>\$ 20,650</b>    | <b>\$ 20,341</b>       | <b>\$ 11,380</b>    |
| Piscataway Crossing Expenses           | \$ 37,933           | \$ 35,233           | \$ 42,093           | \$ 39,113              | \$ 45,825           |
| <b>Total Expenses</b>                  | <b>\$ 37,933</b>    | <b>\$ 35,233</b>    | <b>\$ 42,093</b>    | <b>\$ 39,113</b>       | <b>\$ 45,825</b>    |
| <b>Operating Income (Loss)</b>         | <b>\$ (12,355)</b>  | <b>\$ (19,702)</b>  | <b>\$ (21,443)</b>  | <b>\$ (18,772)</b>     | <b>\$ (34,445)</b>  |
| <b>Temple Hall Farm</b>                |                     |                     |                     |                        |                     |
| <b>Revenues</b>                        |                     |                     |                     |                        |                     |
| Temple Hall Farm Revenues              | \$ 210,187          | \$ 140,764          | \$ 184,183          | \$ 77,424              | \$ 192,383          |
| Temple Hall Fall Festival Revenues     | \$ 108,396          | \$ 134,891          | \$ 180,000          | \$ 210,463             | \$ 222,000          |
| <b>Total Revenues</b>                  | <b>\$ 318,583</b>   | <b>\$ 275,655</b>   | <b>\$ 364,183</b>   | <b>\$ 287,887</b>      | <b>\$ 414,383</b>   |
| <b>Expenses</b>                        |                     |                     |                     |                        |                     |
| Temple Hall Farm Expenses              | \$ 276,927          | \$ 267,001          | \$ 343,468          | \$ 223,720             | \$ 368,324          |
| Temple Hall Fall Festival Expenses     | \$ 43,497           | \$ 66,739           | \$ 85,259           | \$ 80,046              | \$ 105,865          |
| <b>Total Expenses</b>                  | <b>\$ 320,425</b>   | <b>\$ 333,740</b>   | <b>\$ 428,727</b>   | <b>\$ 303,766</b>      | <b>\$ 474,189</b>   |
| <b>Operating Income (Loss)</b>         | <b>\$ (1,842)</b>   | <b>\$ (58,085)</b>  | <b>\$ (64,544)</b>  | <b>\$ (15,878)</b>     | <b>\$ (59,806)</b>  |

## CONSOLIDATED PARK SUMMARY

| ACCOUNT DESCRIPTION                   | ACTUAL<br>FY 2021     | ACTUAL<br>FY 2022     | REVISED<br>FY 2023    | JUL-APR<br>ACTUAL<br>FY 2023 | ADOPTED<br>FY 2024    |
|---------------------------------------|-----------------------|-----------------------|-----------------------|------------------------------|-----------------------|
| <b>Enterprise Fund Administration</b> |                       |                       |                       |                              |                       |
| Admin - Enterprise Fund Revenues      | \$ 168,308            | \$ 1,356,056          | \$ 66,000             | \$ 113,918                   | \$ 87,000             |
| Central Maintenance Revenues          | \$ 0                  | \$ 0                  | \$ 0                  | \$ 0                         | \$ 0                  |
| <b>Total Revenues</b>                 | <b>\$ 168,308</b>     | <b>\$ 1,356,056</b>   | <b>\$ 66,000</b>      | <b>\$ 113,918</b>            | <b>\$ 87,000</b>      |
|                                       |                       |                       |                       |                              |                       |
| Admin - Enterprise Fund Expenses      | \$ 2,066,135          | \$ 3,529,564          | \$ 3,230,665          | \$ 2,581,049                 | \$ 3,570,226          |
| Central Maintenance Expenses          | \$ 0                  | \$ 0                  | \$ 1,308,912          | \$ 1,175,412                 | \$ 1,389,189          |
| <b>Total Expenses</b>                 | <b>\$ 2,066,135</b>   | <b>\$ 3,529,564</b>   | <b>\$ 4,539,577</b>   | <b>\$ 3,756,461</b>          | <b>\$ 4,959,415</b>   |
| <b>Operating Income (Loss)</b>        | <b>\$ (1,897,827)</b> | <b>\$ (2,173,508)</b> | <b>\$ (4,473,577)</b> | <b>\$ (3,642,543)</b>        | <b>\$ (4,872,415)</b> |
|                                       |                       |                       |                       |                              |                       |
| <b>TOTAL REVENUES</b>                 | <b>\$ 22,020,028</b>  | <b>\$ 32,242,785</b>  | <b>\$ 28,943,519</b>  | <b>\$ 25,819,113</b>         | <b>\$ 31,375,792</b>  |
| <b>TOTAL EXPENSES</b>                 | <b>\$ 18,275,216</b>  | <b>\$ 25,593,928</b>  | <b>\$ 29,037,802</b>  | <b>\$ 23,632,310</b>         | <b>\$ 31,350,792</b>  |
| Adjustments/Reserve Activity          | \$ 4,749              | \$ 321,430            | \$ 0                  | \$ 0                         | \$ 0                  |
| <b>Operating Income (Loss)</b>        | <b>\$ 3,740,065</b>   | <b>\$ 6,327,427</b>   | <b>\$ (94,283)</b>    | <b>\$ 2,186,803</b>          | <b>\$ 25,000</b>      |

- Central Maintenance was in the General Fund prior to FY23

## **NOVA PARKS FINANCIAL FORECAST**

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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 Financial Forecast through 2031 is a starting point in placing a strategic focus on our long term financial decisions.

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

- A Base Forecast capability to 2040
- 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 Forecast is developed using the following assumptions:
  - The forecast method prior to the pandemic: most revenue and expense account types were based on the 5 Year Average with adjustments for specific account types.
    - The main account types that varied from this assumption in previous years include the following:
      - Appropriations Revenue increases by population and inflation in the base model.
      - Salaries and benefits were adjusted by an estimated 3.5% increase per year, unless other information is present to calculate the rate.
      - Special Event User Fee Revenue, Retail Operations Revenue/Expense are modified each year based on current trends.
      - New initiatives that have less than five years of history are individually assessed.
  - Due to COVID-19, the included forecast is an evolving forecast, as there are still too many unknown variables to provide a forecast with a high confidence level at this time. Each account type was individually adjusted based on current knowledge and trends.
    - Salary and benefit increases in the included forecast vary throughout the model years due to recent trends in compensation and inflation. The range in annual adjustments is between 4% and 4.8%, with higher adjustments in the earlier years, due to recent inflation levels.
  - The forecast base year is the FY 2024 Budget.

**OPERATING BUDGET - GENERAL & ENTERPRISE FUNDS**  
**FINANCIAL FORECAST BASE MODEL FY 2021-FY2031**

| Row Labels                            | 2021A             | 2022A             | 2023B             | 2024B             | 2025F             | 2026F             | 2027F             | 2028F             | 2029F             | 2030F             | 2031F             |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>01-REVENUES</b>                    | <b>26,648,115</b> | <b>37,643,127</b> | <b>33,776,435</b> | <b>36,764,418</b> | <b>38,244,747</b> | <b>39,754,034</b> | <b>41,252,852</b> | <b>42,779,574</b> | <b>44,243,177</b> | <b>45,759,978</b> | <b>47,332,027</b> |
| 01-APPROPRIATION-ARLINGTON COUNTY     | 463,166           | 472,196           | 494,629           | 519,264           | 539,516           | 557,859           | 574,037           | 590,684           | 607,814           | 625,441           | 643,578           |
| 02-APPROPRIATION-CITY OF ALEXANDRIA   | 313,034           | 310,346           | 324,925           | 347,498           | 365,568           | 382,750           | 398,825           | 415,576           | 433,030           | 451,217           | 470,169           |
| 03-APPROPRIATION-CITY OF FAIRFAX      | 47,919            | 46,689            | 48,831            | 52,794            | 54,748            | 56,500            | 58,025            | 59,592            | 61,201            | 62,853            | 64,550            |
| 04-APPROPRIATION-CITY OF FALLS CHURCH | 28,805            | 27,945            | 29,769            | 32,005            | 33,189            | 34,251            | 35,176            | 36,125            | 37,101            | 38,102            | 39,131            |
| 05-APPROPRIATION-FAIRFAX COUNTY       | 2,244,050         | 2,229,880         | 2,338,173         | 2,508,279         | 2,601,086         | 2,684,320         | 2,756,797         | 2,831,231         | 2,907,674         | 2,986,181         | 3,066,808         |
| 06-APPROPRIATION-LOUDOUN COUNTY       | 793,358           | 806,415           | 854,128           | 931,197           | 995,449           | 1,054,181         | 1,111,107         | 1,171,106         | 1,234,346         | 1,301,001         | 1,371,255         |
| 07-SKEET TRAP & ARCHERY USER FEES     | 785,562           | 653,410           | 873,950           | 792,000           | 803,880           | 815,938           | 832,257           | 848,902           | 865,880           | 883,198           | 900,862           |
| 08-SPECIAL EVENTS USER FEES           | 3,910,463         | 4,316,894         | 3,902,700         | 3,951,300         | 4,069,839         | 4,191,934         | 4,317,692         | 4,414,840         | 4,514,174         | 4,615,743         | 4,719,597         |
| 09-GOLF USER FEES                     | 4,592,348         | 4,742,540         | 3,790,025         | 4,423,775         | 4,556,488         | 4,693,183         | 4,833,978         | 4,978,998         | 5,128,368         | 5,282,219         | 5,440,685         |
| 10-AQUATICS USER FEES                 | 596,805           | 2,705,664         | 2,966,425         | 3,250,500         | 3,341,514         | 3,433,406         | 3,527,824         | 3,624,839         | 3,724,523         | 3,826,947         | 3,932,188         |
| 11-FACILITY RENTAL USER FEES          | 1,105,461         | 3,055,590         | 2,967,992         | 3,090,660         | 3,214,286         | 3,342,858         | 3,476,572         | 3,615,635         | 3,760,260         | 3,910,671         | 4,067,098         |
| 12-CAMPING/COTTAGE USER FEES          | 1,983,649         | 2,209,261         | 2,053,700         | 2,230,050         | 2,341,553         | 2,458,630         | 2,581,562         | 2,710,640         | 2,846,172         | 2,988,480         | 3,137,904         |
| 13-MARINE ACTIVITIES USER FEES        | 754,176           | 1,469,173         | 1,515,115         | 1,580,477         | 1,658,552         | 1,740,483         | 1,826,462         | 1,916,689         | 2,011,372         | 2,110,733         | 2,215,002         |
| 14-OTHER PARK USER FEES               | 2,148,511         | 2,751,255         | 2,118,160         | 2,190,215         | 2,310,677         | 2,437,764         | 2,523,086         | 2,611,394         | 2,702,793         | 2,797,390         | 2,895,299         |
| 15-RETAIL OPERATIONS                  | 2,949,351         | 6,685,347         | 6,141,838         | 6,815,715         | 7,156,501         | 7,514,326         | 7,890,042         | 8,284,544         | 8,574,503         | 8,874,611         | 9,185,222         |
| 16-OTHER-REVENUE                      | 918,999           | 2,429,578         | 1,118,873         | 1,559,728         | 1,620,557         | 1,683,759         | 1,749,426         | 1,817,653         | 1,888,542         | 1,962,195         | 2,038,721         |
| 17-EASEMENTS AND LICENSES             | 1,076,682         | 938,404           | 922,496           | 961,289           | 991,089           | 1,021,813         | 1,053,489         | 1,086,147         | 1,119,818         | 1,154,532         | 1,190,322         |
| 18-TRANSFERS-IN-CAPITAL FUND          | 1,483,836         | 778,567           | 943,794           | 1,069,672         | 1,123,156         | 1,173,698         | 1,220,646         | 1,269,471         | 1,320,250         | 1,373,060         | 1,427,983         |
| 19-TRANSFERS-IN-CARLYLE HOUSE FUND    | 63                | -                 | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             |
| 20-TRANSFERS-IN-TEMPLE HALL           | 96,806            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 21-TRANSFERS-IN-ENTERPRISE FUND       | 1,549             | 669,825           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 22-TRANSFERS-IN-OWL                   | -                 | 142               | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 23-TRANSFERS-IN-FROM RESTRICTED FUND  | 353,522           | 344,006           | 367,912           | 455,000           | 484,100           | 473,382           | 482,850           | 492,507           | 502,357           | 512,404           | 522,652           |
| <b>02-EXPENDITURES</b>                | <b>22,908,051</b> | <b>31,315,701</b> | <b>33,751,435</b> | <b>36,739,418</b> | <b>37,755,363</b> | <b>39,312,615</b> | <b>40,810,330</b> | <b>42,365,915</b> | <b>43,947,193</b> | <b>45,577,080</b> | <b>47,268,068</b> |
| 01-SALARIES AND WAGES                 | 10,832,006        | 13,664,887        | 15,695,193        | 17,054,117        | 17,864,187        | 18,668,076        | 19,414,799        | 20,191,391        | 20,999,046        | 21,839,008        | 22,712,569        |
| 02-FICA                               | 794,970           | 1,001,265         | 1,190,981         | 1,292,078         | 1,353,451         | 1,414,357         | 1,470,931         | 1,529,768         | 1,590,959         | 1,654,597         | 1,720,781         |
| 03-HOSPITALIZATION                    | 1,188,697         | 1,233,915         | 1,425,592         | 1,511,287         | 1,559,395         | 1,609,035         | 1,660,255         | 1,713,105         | 1,767,638         | 1,823,906         | 1,881,966         |
| 04-RETIREMENT                         | 1,535,594         | 1,672,257         | 1,926,542         | 2,256,264         | 2,363,437         | 2,469,792         | 2,556,234         | 2,645,703         | 2,738,302         | 2,823,190         | 2,910,708         |
| 05-LIFE INSURANCE                     | 69,450            | 75,853            | 109,761           | 122,129           | 123,350           | 124,584           | 125,829           | 127,088           | 128,359           | 129,642           | 130,939           |
| 06-UNEMPLOYMENT TAX                   | 14,381            | 20,448            | 35,912            | 37,390            | 38,138            | 38,901            | 39,679            | 40,472            | 41,282            | 42,107            | 42,949            |
| 07-OTHER-EXPENSES/DEBT SERVICE        | 557,322           | 2,217,810         | 2,262,833         | 2,905,393         | 2,472,789         | 2,571,701         | 2,674,569         | 2,781,552         | 2,892,814         | 3,008,526         | 3,128,867         |
| 08-FACILITY OPERATING COSTS           | 2,821,785         | 3,893,484         | 4,554,659         | 4,496,747         | 4,654,134         | 4,817,028         | 4,985,624         | 5,160,121         | 5,340,725         | 5,527,651         | 5,721,119         |
| 09-MAINTENANCE COSTS                  | 2,472,530         | 3,256,480         | 3,209,407         | 3,507,603         | 3,621,600         | 3,739,302         | 3,860,829         | 3,986,306         | 4,115,861         | 4,249,626         | 4,387,739         |
| 10-INSURANCE                          | 312,904           | 308,571           | 371,750           | 381,747           | 392,054           | 402,640           | 413,511           | 424,676           | 436,142           | 447,918           | 460,012           |
| 11-UTILITIES                          | 919,073           | 1,080,730         | 1,235,847         | 1,285,556         | 1,329,264         | 1,374,459         | 1,421,191         | 1,469,512         | 1,519,475         | 1,571,137         | 1,624,556         |
| 12-RETAIL OPERATIONS                  | 1,382,311         | 1,897,507         | 1,732,957         | 1,889,108         | 1,983,563         | 2,082,742         | 2,186,879         | 2,296,223         | 2,376,590         | 2,459,771         | 2,545,863         |
| 13-TRANSFERS-OUT-GENERAL FUND         | 1,549             | 669,825           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 14-DONATION/RESERVE ACTIVITY          | 5,479             | 322,667           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>03-NET INCOME FORECAST</b>         | <b>3,740,065</b>  | <b>6,327,426</b>  | <b>25,000</b>     | <b>25,000</b>     | <b>489,383</b>    | <b>441,419</b>    | <b>442,523</b>    | <b>413,659</b>    | <b>295,984</b>    | <b>182,898</b>    | <b>63,959</b>     |

# LONG TERM DEBT

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## 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 2024           | \$ 36,764,418       |
| <b>Policy Annual Debt Limit-10% of Budgeted Revenues</b> | <b>3,676,442</b>    |
| Springdale Property                                      | \$ 250,000          |
| Occoquan-Jean R. Packard Center                          | 810,272             |
| Property acquisition at Pohick Bay                       | 121,083             |
| Upton Hill   | 228,853             |
| <b>FY 2023 Principal &amp; Interest</b>                  | <b>\$ 1,410,208</b> |

For FY 2024, the debt service expense is 3.8% 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<br>Debt Service |
|-----------|---------------|---------------|-----------------------|
| 4/1/2017  | -             | 273,705.21    | 273,705.21            |
| 10/1/2017 | 220,000.00    | 298,587.50    | 518,587.50            |
| 4/1/2018  | -             | 296,250.00    | 296,250.00            |
| 10/1/2018 | 230,000.00    | 296,250.00    | 526,250.00            |
| 4/1/2019  | -             | 291,006.25    | 291,006.25            |
| 10/1/2019 | 240,000.00    | 291,006.25    | 531,006.25            |
| 4/1/2020  | -             | 285,206.25    | 285,206.25            |
| 10/1/2020 | 250,000.00    | 285,206.25    | 535,206.25            |
| 4/1/2021  | -             | 279,675.00    | 279,675.00            |
| 10/1/2021 | 265,000.00    | 279,675.00    | 544,675.00            |
| 4/1/2022  | -             | 272,884.38    | 272,884.38            |
| 10/1/2022 | 280,000.00    | 272,884.38    | 552,884.38            |
| 4/1/2023  | -             | 265,709.38    | 265,709.38            |
| 10/1/2023 | 290,000.00    | 265,709.38    | 555,709.38            |
| 4/1/2024  | -             | 258,278.13    | 258,278.13            |
| 10/1/2024 | 310,000.00    | 258,278.13    | 568,278.13            |
| 4/1/2025  | -             | 250,334.38    | 250,334.38            |
| 10/1/2025 | 325,000.00    | 250,334.38    | 575,334.38            |
| 4/1/2026  | -             | 242,006.25    | 242,006.25            |
| 10/1/2026 | 340,000.00    | 242,006.25    | 582,006.25            |
| 4/1/2027  | -             | 233,293.75    | 233,293.75            |
| 10/1/2027 | 360,000.00    | 233,293.75    | 593,293.75            |
| 4/1/2028  | -             | 224,068.75    | 224,068.75            |
| 10/1/2028 | 380,000.00    | 224,068.75    | 604,068.75            |
| 4/1/2029  | -             | 214,331.25    | 214,331.25            |
| 10/1/2029 | 400,000.00    | 214,331.25    | 614,331.25            |
| 4/1/2030  | -             | 204,081.25    | 204,081.25            |
| 10/1/2030 | 420,000.00    | 204,081.25    | 624,081.25            |
| 4/1/2031  | -             | 193,318.75    | 193,318.75            |
| 10/1/2031 | 440,000.00    | 193,318.75    | 633,318.75            |
| 4/1/2032  | -             | 182,043.75    | 182,043.75            |
| 10/1/2032 | 460,000.00    | 182,043.75    | 642,043.75            |
| 4/1/2033  | -             | 172,556.25    | 172,556.25            |
| 10/1/2033 | 480,000.00    | 172,556.25    | 652,556.25            |
| 4/1/2034  | -             | 162,656.25    | 162,656.25            |
| 10/1/2034 | 500,000.00    | 162,656.25    | 662,656.25            |
| 4/1/2035  | -             | 152,343.75    | 152,343.75            |
| 10/1/2035 | 520,000.00    | 152,343.75    | 672,343.75            |
| 4/1/2036  | -             | 141,618.75    | 141,618.75            |
| 10/1/2036 | 545,000.00    | 141,618.75    | 686,618.75            |
| 4/1/2037  | -             | 130,378.13    | 130,378.13            |
| 10/1/2037 | 565,000.00    | 130,378.13    | 695,378.13            |
| 4/1/2038  | -             | 119,343.75    | 119,343.75            |
| 10/1/2038 | 590,000.00    | 119,343.75    | 709,343.75            |
| 4/1/2039  | -             | 109,387.50    | 109,387.50            |
| 10/1/2039 | 610,000.00    | 109,387.50    | 719,387.50            |
| 4/1/2040  | -             | 97,500.00     | 97,500.00             |
| 10/1/2040 | 635,000.00    | 97,500.00     | 732,500.00            |
| 4/1/2041  | -             | 85,134.38     | 85,134.38             |
| 10/1/2041 | 660,000.00    | 85,134.38     | 745,134.38            |
| 4/1/2042  | -             | 72,271.88     | 72,271.88             |
| 10/1/2042 | 685,000.00    | 72,271.88     | 757,271.88            |
| 4/1/2043  | -             | 58,912.50     | 58,912.50             |
| 10/1/2043 | 710,000.00    | 58,912.50     | 768,912.50            |
| 4/1/2044  | -             | 45,056.25     | 45,056.25             |
| 10/1/2044 | 740,000.00    | 45,056.25     | 785,056.25            |
| 4/1/2045  | -             | 30,618.75     | 30,618.75             |
| 10/1/2045 | 770,000.00    | 30,618.75     | 800,618.75            |
| 4/1/2046  | -             | 15,600.00     | 15,600.00             |
| 10/1/2046 | 800,000.00    | 15,600.00     | 815,600.00            |
|           | 14,020,000.00 | 10,744,024.03 | 24,764,024.03         |

**DEBT SERVICE**

Virginia Resources Authority- 2018 C-515642-01-Virginia Water Facilities Revolving Fund  
 Purpose: Property Acquisition at Pohick Bay  
 (Addl. project funding: grants and other sources)

| Date      | Principal             | Interest           | Total Debt Service    |
|-----------|-----------------------|--------------------|-----------------------|
| 10/1/2018 | \$53,565.89           | \$6,975.52         | \$60,541.41           |
| 4/1/2019  | 53,782.45             | 6,758.96           | \$60,541.41           |
| 10/1/2019 | 54,118.59             | 6,422.82           | \$60,541.41           |
| 4/1/2020  | 54,456.83             | 6,084.58           | \$60,541.41           |
| 10/1/2020 | 54,797.18             | 5,744.23           | \$60,541.41           |
| 4/1/2021  | 55,139.67             | 5,401.74           | \$60,541.41           |
| 10/1/2021 | 55,484.29             | 5,057.12           | \$60,541.41           |
| 4/1/2022  | 55,831.07             | 4,710.34           | \$60,541.41           |
| 10/1/2022 | 56,180.01             | 4,361.40           | \$60,541.41           |
| 4/1/2023  | 56,531.13             | 4,010.28           | \$60,541.41           |
| 10/1/2023 | 56,884.45             | 3,656.96           | \$60,541.41           |
| 4/1/2024  | 57,239.98             | 3,301.43           | \$60,541.41           |
| 10/1/2024 | 57,597.73             | 2,943.68           | \$60,541.41           |
| 4/1/2025  | 57,957.72             | 2,583.69           | \$60,541.41           |
| 10/1/2025 | 58,319.95             | 2,221.46           | \$60,541.41           |
| 4/1/2026  | 58,684.45             | 1,856.96           | \$60,541.41           |
| 10/1/2026 | 59,051.23             | 1,490.18           | \$60,541.41           |
| 4/1/2027  | 59,420.30             | 1,121.11           | \$60,541.41           |
| 10/1/2027 | 59,791.68             | 749.73             | \$60,541.41           |
| 4/1/2028  | 60,165.38             | 376.03             | \$60,541.41           |
|           | <u>\$1,135,000.00</u> | <u>\$75,828.22</u> | <u>\$1,210,828.22</u> |

**DEBT SERVICE**

Note Payable- Purpose: Property Acquisition-Springdale  
 December 2015-December 2024, interest free

| Date       | Principal           | Interest | Total Debt Service    |
|------------|---------------------|----------|-----------------------|
| 12/17/2018 | \$225,000.00        | \$—      | \$225,000.00          |
| 12/17/2019 | \$225,000.00        | \$—      | \$225,000.00          |
| 12/17/2020 | \$250,000.00        | \$—      | \$250,000.00          |
| 12/17/2021 | \$250,000.00        | \$—      | \$250,000.00          |
| 12/17/2022 | \$250,000.00        | \$—      | \$250,000.00          |
| 12/17/2023 | \$250,000.00        | \$—      | \$250,000.00          |
| 12/17/2024 | \$250,000.00        | \$—      | \$250,000.00          |
|            |                     | \$—      |                       |
|            | <u>1,700,000.00</u> |          | <u>\$1,700,000.00</u> |



**DEBT SERVICE**  
**Virginia Resources Authority-VPFP 2020C, November 18, 2020**  
**Purpose: Upton Hill Regional Park**

| Period Ending | Principal    | Interest     | Total Debt Service |
|---------------|--------------|--------------|--------------------|
| 4/1/2021      |              | 53,693.78    | 53,693.78          |
| 10/1/2021     | 110,000.00   | 59,293.76    | 169,293.76         |
| 4/1/2022      |              | 56,475.01    | 56,475.01          |
| 10/1/2022     | 115,000.00   | 56,475.01    | 171,475.01         |
| 4/1/2023      |              | 53,528.13    | 53,528.13          |
| 10/1/2023     | 125,000.00   | 53,528.13    | 178,528.13         |
| 4/1/2024      |              | 50,325.01    | 50,325.01          |
| 10/1/2024     | 130,000.00   | 50,325.01    | 180,325.01         |
| 4/1/2025      |              | 46,993.76    | 46,993.76          |
| 10/1/2025     | 135,000.00   | 46,993.76    | 181,993.76         |
| 4/1/2026      |              | 43,534.38    | 43,534.38          |
| 10/1/2026     | 145,000.00   | 43,534.38    | 188,534.38         |
| 4/1/2027      |              | 39,818.76    | 39,818.76          |
| 10/1/2027     | 150,000.00   | 39,818.76    | 189,818.76         |
| 4/1/2028      |              | 35,975.01    | 35,975.01          |
| 10/1/2028     | 160,000.00   | 35,975.01    | 195,975.01         |
| 4/1/2029      |              | 31,875.01    | 31,875.01          |
| 10/1/2029     | 170,000.00   | 31,875.01    | 201,875.01         |
| 4/1/2030      |              | 27,518.76    | 27,518.76          |
| 10/1/2030     | 175,000.00   | 27,518.76    | 202,518.76         |
| 4/1/2031      |              | 23,034.38    | 23,034.38          |
| 10/1/2031     | 185,000.00   | 23,034.38    | 208,034.38         |
| 4/1/2032      |              | 20,143.76    | 20,143.76          |
| 10/1/2032     | 190,000.00   | 20,143.76    | 210,143.76         |
| 4/1/2033      |              | 18,103.13    | 18,103.13          |
| 10/1/2033     | 195,000.00   | 18,103.13    | 213,103.13         |
| 4/1/2034      |              | 16,200.00    | 16,200.00          |
| 10/1/2034     | 195,000.00   | 16,200.00    | 211,200.00         |
| 4/1/2035      |              | 14,212.51    | 14,212.51          |
| 10/1/2035     | 200,000.00   | 14,212.51    | 214,212.51         |
| 4/1/2036      |              | 12,175.01    | 12,175.01          |
| 10/1/2036     | 205,000.00   | 12,175.01    | 217,175.01         |
| 4/1/2037      |              | 9,956.25     | 9,956.25           |
| 10/1/2037     | 210,000.00   | 9,956.25     | 219,956.25         |
| 4/1/2038      |              | 7,687.50     | 7,687.50           |
| 10/1/2038     | 215,000.00   | 7,687.50     | 222,687.50         |
| 4/1/2039      |              | 5,228.13     | 5,228.13           |
| 10/1/2039     | 220,000.00   | 5,228.13     | 225,228.13         |
| 4/1/2040      |              | 2,712.51     | 2,712.51           |
| 10/1/2040     | 225,000.00   | 2,712.51     | 227,712.51         |
| 4/1/2041      |              |              |                    |
|               | 3,455,000.00 | 1,143,981.56 | 4,598,981.56       |

## PERSONNEL SUMMARY BY FACILITY

| FACILITY  | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|---|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| <b>Headquarters</b>                             |                              |                              |                              |                             |                            |
| Full -Time                                      | 21.15                        | 21.15                        | 22.15                        | 23.65                       | 24.15                      |
| Part -Time                                      | 4.71                         | 5.51                         | 5.88                         | 6.98                        | 4.76                       |
| <b>Central Maintenance</b>                      |                              |                              |                              |                             |                            |
| Full -Time                                      | 13                           | 13                           | 13                           | 13                          | 13                         |
| Part -Time                                      | 0                            | 0                            | 0                            | 0                           | 0                          |
| <b>Aldie Mill Historic Park</b>                 |                              |                              |                              |                             |                            |
| Full -Time                                      | 1                            | 1                            | 1                            | 1                           | 1                          |
| Part -Time                                      | 0.86                         | 0.95                         | 0.95                         | 0.95                        | 0.95                       |
| <b>Algonkian Regional Park</b>                  |                              |                              |                              |                             |                            |
| Full -Time                                      | 6                            | 6                            | 6                            | 6                           | 6                          |
| Part -Time                                      | 3.88                         | 3.95                         | 3.95                         | 3.95                        | 4.07                       |
| <b>Algonkian Golf Course</b>                    |                              |                              |                              |                             |                            |
| Full -Time                                      | 7.5                          | 7.5                          | 7.5                          | 7.5                         | 7.5                        |
| Part -Time                                      | 5.78                         | 5.63                         | 5.63                         | 5.63                        | 5.77                       |
| <b>Volcano Island Waterpark</b>                 |                              |                              |                              |                             |                            |
| Full -Time                                      | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                                      | 8.16                         | 2.02                         | 8.08                         | 8.08                        | 8.27                       |
| <b>The Woodlands Meeting &amp; Event Center</b> |                              |                              |                              |                             |                            |
| Full -Time                                      | 1.33                         | 1.33                         | 1.33                         | 1.33                        | 2.33                       |
| Part -Time                                      | 2.72                         | 2.02                         | 2.4                          | 2.64                        | 2.47                       |
| <b>Algonkian Cottages</b>                       |                              |                              |                              |                             |                            |
| Full -Time                                      | 0.5                          | 0.5                          | 0.5                          | 0.5                         | 0.5                        |
| Part -Time                                      | 2.98                         | 3                            | 3                            | 3                           | 3                          |
| <b>Reservoir Park at Beaverdam</b>              |                              |                              |                              |                             |                            |
| Full -Time                                      | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                                      | 1.03                         | 0.58                         | 1.03                         | 1.03                        | 1.03                       |
| <b>Brambleton Golf Course</b>                   |                              |                              |                              |                             |                            |
| Full -Time                                      | 8.5                          | 8.5                          | 8.5                          | 8.5                         | 8.5                        |
| Part -Time                                      | 7.27                         | 7.27                         | 7.27                         | 7.27                        | 7.27                       |
| <b>Bull Run Regional Park</b>                   |                              |                              |                              |                             |                            |
| Full -Time                                      | 8                            | 8                            | 8                            | 8                           | 8                          |
| Part -Time                                      | 6.34                         | 6.53                         | 6.71                         | 6.91                        | 7.23                       |
| <b>Bull Run Marina</b>                          |                              |                              |                              |                             |                            |
| Full -Time                                      | 0.2                          | 0.2                          | 0.2                          | 0.2                         | 0.2                        |
| Part -Time                                      | 0                            | 0                            | 0                            | 0                           | 0                          |
| <b>Atlantis Waterpark</b>                       |                              |                              |                              |                             |                            |
| Full -Time                                      | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                                      | 9.37                         | 2.36                         | 9.42                         | 9.42                        | 9.33                       |
| <b>Bull Run Special Events Center</b>           |                              |                              |                              |                             |                            |
| Full -Time                                      | 0.5                          | 0.5                          | 0.5                          | 0.5                         | 0.5                        |
| Part -Time                                      | 0.94                         | 0.79                         | 0.94                         | 0.94                        | 0.94                       |

## PERSONNEL SUMMARY BY FACILITY

| FACILITY  | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|---|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| <b>Bull Run Light Show</b>                                  |                              |                              |                              |                             |                            |
| Full -Time  | 1.5                          | 1.5                          | 1.5                          | 1.5                         | 1.5                        |
| Part -Time  | 3.21                         | 2.96                         | 3.22                         | 3.17                        | 3.37                       |
| <b>Bull Run Shooting Center</b>                             |                              |                              |                              |                             |                            |
| Full -Time  | 2                            | 2                            | 2                            | 2                           | 2                          |
| Part -Time  | 9.8                          | 9.8                          | 9.8                          | 9.8                         | 9.8                        |
| <b>Cameron Run Regional Park</b>                            |                              |                              |                              |                             |                            |
| Full -Time  | 3                            | 3                            | 3                            | 3                           | 4                          |
| Part -Time  | 4.92                         | 4.73                         | 4.73                         | 4.59                        | 3.51                       |
| <b>Ice &amp; Lights - The Winter Village at Cameron Run</b> |                              |                              |                              |                             |                            |
| Full -Time  | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time  | 2.9                          | 3.34                         | 3.34                         | 3.34                        | 2.64                       |
| <b>Great Waves Waterpark</b>                                |                              |                              |                              |                             |                            |
| Full -Time  | 1                            | 1                            | 1                            | 1                           | 1                          |
| Part -Time  | 21.88                        | 5.52                         | 22.08                        | 22.55                       | 22.56                      |
| <b>Carlyle House Historic Park</b>                          |                              |                              |                              |                             |                            |
| Full -Time  | 2                            | 2                            | 2                            | 2                           | 2                          |
| Part -Time  | 2.45                         | 2.45                         | 2.45                         | 1.97                        | 2.14                       |
| <b>Fountainhead Regional Park</b>                           |                              |                              |                              |                             |                            |
| Full -Time  | 1.4                          | 1.4                          | 1.4                          | 1.4                         | 1.4                        |
| Part -Time  | 3.37                         | 3.37                         | 3.96                         | 3.96                        | 4.2                        |
| <b>Hemlock Overlook Regional Park</b>                       |                              |                              |                              |                             |                            |
| Full-Time   | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part-Time   | 0                            | 0                            | 0.325                        | 0.32                        | 0.32                       |
| <b>Meadowlark Botanical Gardens</b>                         |                              |                              |                              |                             |                            |
| Full -Time  | 8                            | 8                            | 8                            | 8                           | 8                          |
| Part -Time  | 7.23                         | 7.42                         | 7.34                         | 7.51                        | 7.89                       |
| <b>Meadowlark Light Show</b>                                |                              |                              |                              |                             |                            |
| Full -Time  | 0.5                          | 0.5                          | 0.5                          | 0.5                         | 0.5                        |
| Part -Time  | 2.92                         | 3.11                         | 3.15                         | 3.44                        | 3.65                       |
| <b>Meadowlark Atrium</b>                                    |                              |                              |                              |                             |                            |
| Full -Time  | 4.5                          | 4.5                          | 4.5                          | 4.5                         | 4.5                        |
| Part -Time  | 5.51                         | 5.06                         | 5.56                         | 5.79                        | 4.8                        |
| <b>Mt. Zion/Gilberts Corner Regional Park</b>               |                              |                              |                              |                             |                            |
| Full -Time  | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time  | 0                            | 0                            | 0                            | 0                           | 0                          |
| <b>Occoquan Regional Park</b>                               |                              |                              |                              |                             |                            |
| Full -Time  | 2                            | 2                            | 2                            | 3                           | 4                          |
| Part -Time  | 4.89                         | 5.22                         | 6.2                          | 5.91                        | 4.96                       |
| <b>The River View at Occoquan</b>                           |                              |                              |                              |                             |                            |
| Full -Time  | 4.25                         | 4.25                         | 4.25                         | 4.25                        | 4.25                       |
| Part -Time  | 2.59                         | 2.89                         | 3.37                         | 3.61                        | 3.86                       |
| <b>Brickmakers Café at Occoquan</b>                         |                              |                              |                              |                             |                            |
| Full -Time  | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time  | 3.17                         | 3.82                         | 4.77                         | 4.77                        | 4.77                       |
| <b>Brickmaker's Catering at Occoquan</b>                    |                              |                              |                              |                             |                            |
| Full -Time  | 1.09                         | 1.09                         | 1.09                         | 1.09                        | 1.09                       |
| Part -Time  | 2.62                         | 1.05                         | 1.21                         | 1.21                        | 1.21                       |

## PERSONNEL SUMMARY BY FACILITY

| FACILITY                                 | FY 2020<br>APPROVED<br>(FTE) | FY 2021<br>APPROVED<br>(FTE) | FY 2022<br>APPROVED<br>(FTE) | FY 2023<br>REVISED<br>(FTE) | FY 2024<br>BUDGET<br>(FTE) |
|--|------------------------------|------------------------------|------------------------------|-----------------------------|----------------------------|
| <b>Pohick Bay Regional Park</b>          |                              |                              |                              |                             |                            |
| Full -Time                               | 7                            | 7                            | 7                            | 7                           | 7                          |
| Part -Time                               | 6.44                         | 6.44                         | 6.63                         | 6.82                        | 7.42                       |
| <b>Pohick Bay Golf Course</b>            |                              |                              |                              |                             |                            |
| Full -Time                               | 5                            | 5                            | 5                            | 5                           | 5                          |
| Part -Time                               | 7.46                         | 7.46                         | 7.46                         | 7.46                        | 7.94                       |
| <b>Pohick Bay Marina</b>                 |                              |                              |                              |                             |                            |
| Full -Time                               | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                               | 1.86                         | 1.86                         | 1.86                         | 1.86                        | 1.86                       |
| <b>Pirate's Cove Waterpark</b>           |                              |                              |                              |                             |                            |
| Full -Time                               | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                               | 8.46                         | 2.12                         | 8.47                         | 8.47                        | 8.47                       |
| <b>Potomac Overlook Regional Park</b>    |                              |                              |                              |                             |                            |
| Full -Time                               | 3                            | 3                            | 3                            | 3                           | 3                          |
| Part -Time                               | 1.76                         | 1.81                         | 1.81                         | 1.81                        | 1.81                       |
| <b>Winkler Botanical Preserve</b>        |                              |                              |                              |                             |                            |
| Full-Time                                | 0                            | 0                            | 0                            | 0.75                        | 1                          |
| Part-Time                                | 0                            | 0                            | 0                            | 1.83                        | 2.43                       |
| <b>Rust Sanctuary</b>                    |                              |                              |                              |                             |                            |
| Full -Time                               | 2.83                         | 3.83                         | 3.83                         | 3.83                        | 3.83                       |
| Part -Time                               | 5.56                         | 3.63                         | 4.32                         | 4.32                        | 4.45                       |
| <b>Sandy Run Regional Park</b>           |                              |                              |                              |                             |                            |
| Full -Time                               | 1.40                         | 1.4                          | 1.4                          | 1.4                         | 1.4                        |
| Part -Time                               | 1.01                         | 1.01                         | 1.01                         | 1.43                        | 1.43                       |
| <b>Temple Hall Farm</b>                  |                              |                              |                              |                             |                            |
| Full -Time                               | 2.25                         | 2.25                         | 2.25                         | 2.25                        | 2.25                       |
| Part -Time                               | 1.19                         | 1.19                         | 1.19                         | 1.19                        | 1.19                       |
| <b>Temple Hall Fall Festival</b>         |                              |                              |                              |                             |                            |
| Full -Time                               | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                               | 2.69                         | 1.35                         | 2.69                         | 1.11                        | 1.11                       |
| <b>Upper Potomac Properties</b>          |                              |                              |                              |                             |                            |
| Full -Time                               | 1.25                         | 1.25                         | 1.25                         | 1.25                        | 1.25                       |
| Part -Time                               | 0.47                         | 0.47                         | 0.47                         | 0.47                        | 0.47                       |
| <b>Upton Hill Regional Park</b>          |                              |                              |                              |                             |                            |
| Full -Time                               | 3                            | 3                            | 3                            | 3                           | 3                          |
| Part -Time                               | 3.46                         | 4                            | 5.87                         | 7.28                        | 7.76                       |
| <b>Ocean Dunes Waterpark</b>             |                              |                              |                              |                             |                            |
| Full -Time                               | 0                            | 0                            | 0                            | 0                           | 0                          |
| Part -Time                               | 7.37                         | 1.56                         | 7.78                         | 7.76                        | 7.76                       |
| <b>W&amp;OD Railroad Regional Park</b>   |                              |                              |                              |                             |                            |
| Full -Time                               | 4                            | 4                            | 4                            | 4                           | 4                          |
| Part -Time                               | 2.94                         | 2.94                         | 2.94                         | 3.1                         | 3.1                        |
| <b>Piscataway Crossing Regional Park</b> |                              |                              |                              |                             |                            |
| Full -Time                               | 0.50                         | 0.5                          | 0.5                          | 0.5                         | 0.5                        |
| Part -Time                               | 0                            | 0                            | 0                            | 0                           | 0                          |
| <b>Enterprise Fund Administration</b>    |                              |                              |                              |                             |                            |
| Full -Time                               | 6.85                         | 6.85                         | 7.85                         | 8.35                        | 8.85                       |
| Part -Time                               | 0.23                         | 0.3                          | 0.3                          | 0.65                        | 1.61                       |
| <b>Total Full -Time Staffing</b>         | <b>136</b>                   | <b>137</b>                   | <b>139</b>                   | <b>142.75</b>               | <b>147</b>                 |
| <b>Total Part-Time Staffing</b>          | <b>181.91</b>                | <b>137.49</b>                | <b>189.565</b>               | <b>194.28</b>               | <b>193.58</b>              |

**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. The message is updated to reflect the final budget, once adopted.

**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 2020 Revised-FY 2024.

**Climb UPton** - a 90 element high ropes adventure course. Climb UPton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure.

## GLOSSARY

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**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

**Jurisdiction** – The local government entity that is a part of the Northern Virginia Regional Park Authority. The six supporting member jurisdictions include the City of Alexandria, Arlington County, the City of Fairfax, Fairfax County, the City of Falls Church and Loudoun County.

**LEED Certification** – Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It was developed by the U.S. Green Building Council (USGBC) in 2000 and is intended to provide building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

**Market Rate Adjustment** – The percentage rate applied to staff salaries to compensate for increases in the cost of living. The rate is developed using consumer price index information for the region.

**Measurable Results** – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

**Mission Statement** – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

**NRPA** – National Recreation and Park Association whose mission is “To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.” The NRPA also provides continuing education programs, accreditation / certification and advocacy.

**LGIP** - Local Government Investment Pool is an investment by local governments in which their money is pooled as a method for managing local funds.

**Line Item** – A unit of information in a document shown on a separate line of its own. Line items often refer to a budget element that is separately identified.

**Objective** – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget** – A budget for general revenues and expenses necessary for an entity to function.

**Operating Transfers** – The movement of monies from one fund to another to cover costs related to certain program operations.

**Organization Chart** – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

**Park Authority** – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

**Part-Time Position** – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

**Per Capita** – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

**Per Capita Rates** – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

**Performance Measurement** – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

## GLOSSARY

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**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.

**Strategic Opportunity Reserve** - established in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks missions and stimulate the economic growth.

**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