



# FY 2018 — ADOPTED BUDGET

July 1, 2017 - June 30, 2018



# **NOVA PARKS**

NORTHERN VIRGINIA REGIONAL  
PARK AUTHORITY

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FAIRFAX STATION, VIRGINIA 22039  
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[WWW.NOVAPARKS.COM](http://WWW.NOVAPARKS.COM)



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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  
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**Northern Virginia Regional Park Authority  
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For the Fiscal Year Beginning

**July 1, 2016**

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, 2016. 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 2018 ADOPTED BUDGET

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# NOVA P A R K S

Northern Virginia Regional Park Authority

5400 Ox Road, Fairfax Station, VA 22039 | 703-352-5900 | Fax: 703-273-0905 | [www.novaparks.com](http://www.novaparks.com)

**March 2017**

**Fiscal Year 2018**

**Budget Message**

NOVA Parks (Northern Virginia Regional Park Authority) plays a unique and vital role in the region. From conserving our environment and historic resources, to driving the tourism economy to providing the places and programs that bring our community together, NOVA Parks is central to many of the elements that Northern Virginia is best known for.

Founded with a mission to conserve land, today NOVA Parks has 12,200 acres with more miles of shoreline along the Potomac, Bull Run and Occoquan rivers than any other agency in our region.

A 2015 George Mason University study found that NOVA Parks had a positive economic impact of \$65 million annually on the economy of the Northern Virginia region.

NOVA Park has partnered with the Community Foundation of Northern Virginia to help connect more children in our area with the outdoors, offering grants to help school children and summer camps visit our parks, and focusing on providing assistance to those most in need. Over 100,000 area youth have a meaningful outdoor experience through NOVA Parks each year.

Northern Virginia is a region of cultural diversity. Our public lands are the gathering place for our diverse population and we offer facilities for some of the largest cultural events. Bolivians, Persians, Punjabi Indians and Pakistanis are among the groups that host events for as many as 10,000 people a day. Other events like annual craft beer and wine festivals help bring our community together. The stunning settings of our parks make them attractive places for over 350 wedding receptions and other group gatherings each year.

Millions use the W&OD and other trails and facilities. In 2018, several new facilities will be under construction, including a rebuild of Occoquan Regional Park and new facilities at Beaver Dam.

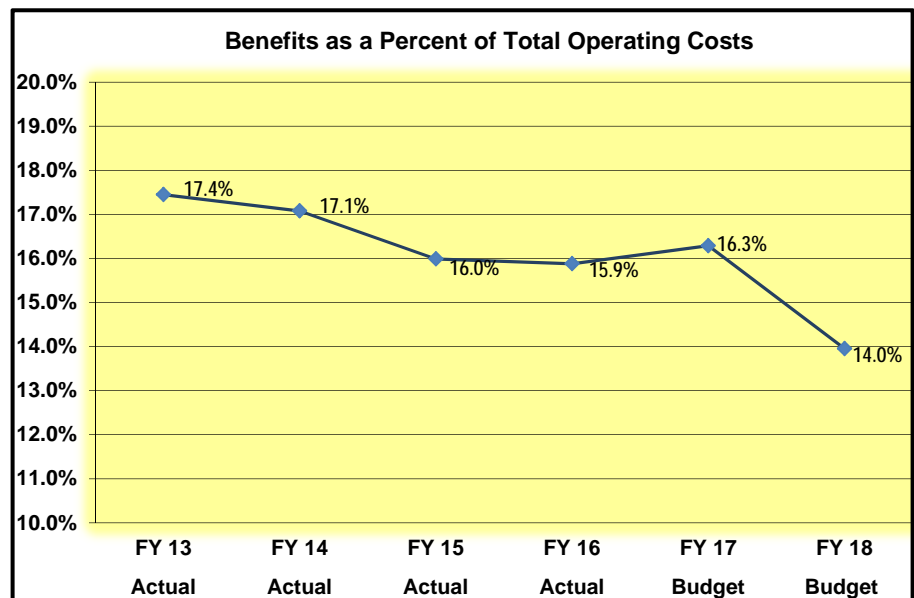
### Fiscal 2018 Highlights:

The \$26,574,693 operating budget for Fiscal Year 2018 (July 1, 2017 – June 30, 2018) is 86.2% supported by park operating revenues (non tax dollars). Our six member jurisdictions of Arlington, Fairfax and Loudoun Counties, and the Cities of Alexandria, Fairfax and Falls Church each contribute a total of \$4.46 per capita (\$1.89 for Operating and \$2.57 for Capital). The total Capital Budget for Fiscal Year 2018 is \$8,446,425.

This budget is a 6.4% increase over last year’s budget. With significant expansion of public use of many of our facilities, some increased staffing is needed to maintain the quality of service. This year, we have four new full-time positions, two for the rebuilt Occoquan Regional Park that will start in the last half of the year, one at Rust Sanctuary that has doubled the number of events from previous years, and one to support the Bull Run Festival of Lights that saw a 50% increase in usage over the last year. Increases in part-time and seasonal hours at numerous parks are designed to keep pace with growing usage.

### Long-term Financial Planning

NOVA Parks is a dynamic and forward looking organization. In 2009, at the height of the Great Recession, the NOVA Parks Board decided to tackle the health and vitality of the retirement system by paying down startup debt built into the system. A debt that was forecasted for payoff in 2023 was fully



paid off in FY 2017 through consistent fiscal restraint over eight years. These actions will result in savings in FY 2018 of 7% of full time payroll costs, which helps reduce benefit costs from 17.4% to 14.0% of total operating costs since FY 2013.

The redevelopment of Occoquan Regional Park is being funded with revenue bonds from the Virginia Resources Authority. This loan of \$14.5 million will be paid for in the long term with revenues from Occoquan park operations.



To plan for the future, 10-year financial forecasting has allowed for planning of various scenarios. The risks of greatest concern include the following:

- Extreme weather events pose the greatest potential risk for an agency that is dependent on outdoor activities. The increased severity and frequency of these events resulting from climate change may lead to the need for greater reserves.
- Federal employment in the region. A reduced Federal Government could have a devastating effect on the economic health of the region.
- Reduced Federal Grants are a significant threat to the land acquisition and capital development of the park system.
- Rising interest rates, limited capital resources, the need for new facilities and an aging park system.

All of these factors lead to a need for increased capital funds to grow and maintain a world class park system for the public.

Due to the uncertainty around the economic impact of this year's federal restructuring, there is a \$200,000 contingency in this budget. If not needed this year, this contingency may be transferred to long-term reserves towards the end of the year, to offset risks related to extreme weather or other unforeseen circumstances. This would continue the NOVA Parks tradition of long-term financial planning.

Sincerely,



Paul Gilbert

Executive Director

# 2012-2017 STRATEGIC PLAN REVIEW

## MARCH 2017

*The purpose of any good Strategic Plan is to connect the mission and vision of an organization to an action plan that will help achieve this vision. As we approach the final stages of our current plan, it is clear that this focus on priorities has yielded great results.*

Vision for 2017:

By 2017, NOVA Parks will be seen as the national model of progressive and sustainable park agencies. Its great enterprising spirit will make it increasingly self-supportive and, at the same time, fuel new and exciting parks and programs that enrich the lives of Northern Virginians and drive tourism to the region. Our legacy will be determined by expanding trail systems, improving water quality and wildlife habitats, creating dynamic new parks and features, and enhancing access to the region's rich history.

As of the spring of 2017, much of the vision that is a part of the plan has materialized!

- Our growing enterprise revenues now make up over 86% of our operating expenses, making NOVA Parks one of the most self-sustaining park agencies in the nation. NOVA Parks has averaged nearly 7% annual growth in enterprise revenues over the last ten years.
- New parks like Rust and Webb Sanctuaries, Whites Ford, Mt. Defiance, Tinner Hill, Springdale and Beavercreek add to the public open space. NOVA Parks has added over 1,000 acres over the last five years.
- New and expanding summer camp programs are engaging more children with our parkland. We have had double digit growth in

camps over the last few years.

- Through our Nature Nuts Program to engage children with nature, we have achieved our goal of allowing half a million children to have a meaningful nature experience through NOVA Parks over five years.
- Large cultural festivals are attracting thousands of new visitors to our region and connecting diverse cultural/ethnic groups with our parks.
- Our leadership on trail issues is resulting in expansion of the trail systems as well as improvements in safety. Opening of the Meadowlark Connector Trail was a great addition over the last year. Our W&OD-focused trail summit engaged the trail community and has led to numerous safety improvements with more to come. Our "Trail Guys" videos have engaged users on safety issues through entertaining social media. We engage in regular partnership with a wide range of trail groups.
- Thousands of trees have been planted as a result of this plan. These trees are largely in riparian areas and are improving water quality and habitat value.
- New facilities and features already developed and underway as a result of this plan will enhance the entire region. High among the new facilities is the redesign of Occoquan Regional Park that has started construction.

The full Strategic Plan has much more than just the measurable results listed below, but these milestones are also the measurement by which we gauge our success. The full plan can be found at: <https://www.novaparks.org>



**Places - Measurable Results:**

- Expand partnership with Civil War Trust and Civil War Trails to acquire and interpret new historic properties.  
Done. Partnered to acquire both Jackson House and Mt. Defiance Civil War sites; and acquisition is complete. CWT is currently working with NOVA Parks on the Battle of Upperville/Goose Creek Bridge.
- Develop a program to leverage the assistance of environmental groups to plant trees and enhance riparian buffers.  
Done. Over the last three years, over 1,000 trees per year on average have been planted in NOVA Parks with the help of many local groups.
- Open Meadowlark/W&OD Connector Trail.  
Done. We hosted a ribbon cutting in the spring of 2014.
- Survey trail system for ADA accessibility issues.  
Done. The W&OD Trail, buildings, and other paved trails were surveyed for accessibility by early 2014. Many repairs have been made, and others are funded.
- Open Rust Sanctuary.  
Done. In Fiscal Year 2014.
- Create pilot program for extended hours on the W&OD Trail to promote commuting.  
Done. New rules put in place in early 2013.
- System-wide GIS trail inventory.  
We have created accurate GPS-based trail maps of both the Bull Run/Occoquan Trail and the Fountainhead Mountain Bike Trail.
- Develop template for new venture – March 2016.  
Complete.
- Open new event venue at Occoquan Regional Park.  
Currently under construction.
- Review at least 12 new land acquisition opportunities – June 2017.

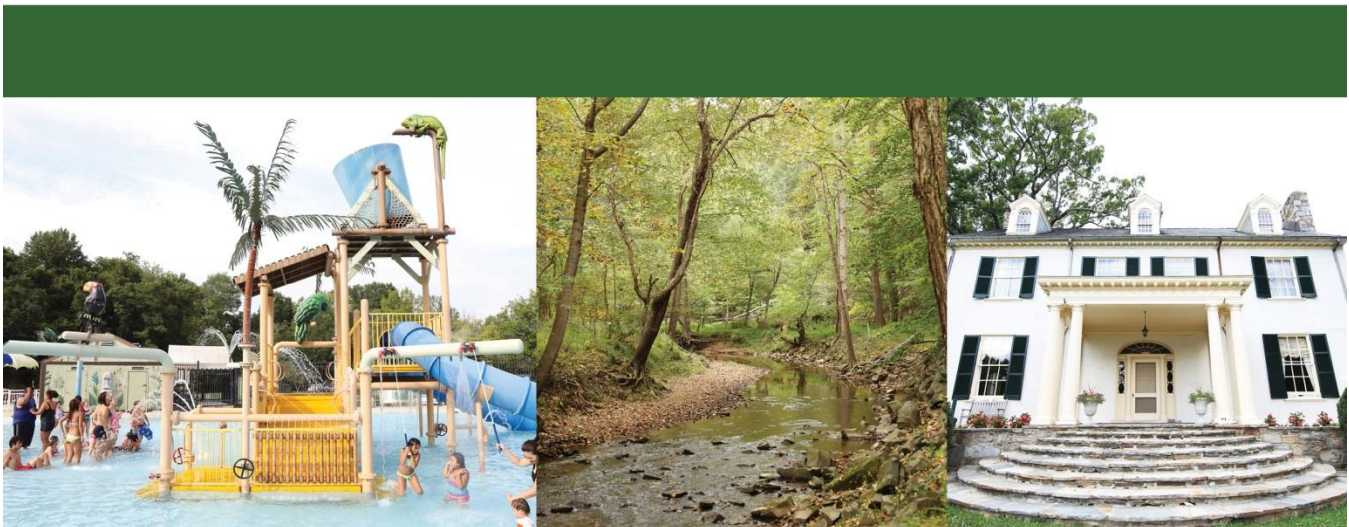
- Adapt older facilities to new uses – June 2017.  
Bull Run Special Event Center is an example of progress.

**Finances - Measurable Results:**

- Update per capita figures for jurisdictional support.  
Done. Completed in September 2012.
- Update Business Policy Manual.  
Under Development.
- Implement alternative financing for new facilities.  
Done. With financing of Occoquan Regional Park.
- Develop full business plans for all major parks.
- Increase e-commerce by 25%.  
Done. Online tickets for the Winter Walk of Lights and new point-of-sale system resulted in significant e-commerce.
- Grow average gross revenue by 3.5% above inflation – July 2017.  
Done.
- Develop new facilities:
  - o Meadowlark Light Show.  
Done.
  - o Adventure Course.  
Obtaining community feedback.
  - o New event venue & shelter at Occoquan – May 2017.  
On Schedule.
- Commit 30% of annual net revenue to retirement plan.  
Done

**People - Measurable Results:**

- Partner with GMU on practicum/internship program.  
Done. Currently averaging 2-5 per year.
- Implement customer service training.  
Done. System-wide program implemented/ongoing.



- Survey salary and benefits for similar agencies.  
Done. In spring 2014, numerous changes were made.
- Develop and implement training/educational guidelines for key positions.  
Done.
- Develop performance review and reward system.  
Done. Individual goals and performance incentive program fully implemented.
- Promote volunteerism with new information technology –  
In development.
- Increase volunteer hours by 20% - July 2017.  
On Track.

- Develop new generation “Discover” publication.  
Done. New “Facilities Guide & Directory” won best promotional effort from VRPS in 2015.
- Survey NOVA Parks brand identity.  
Done. Conducted in summer/fall 2013.
- Develop branding plan and dedicate 15% of marketing budget to branding effort.  
Done. Included in FY2015 budget.
- Connect 500,000 children with nature through our Nature Nuts Program.  
Done. September 2015 goal was met.
- Review and expand all SOL-based programs.  
Done.
- Develop new website.  
Done. New website launched in March of 2016.

**Messages - Measurable Results:**

- Develop smart phone application for Bull Run/Occoquan Trail.  
Done.



## Strategic Plan Linkage to the FY 2018 Budget

The current Strategic Plan plays an integral role in shaping the FY 2018 Budget. Strategic Goals and Objectives were developed for each cost center and these are included on individual cost center budget pages, located behind the General Fund and Enterprise Fund tabs in this document. Each goal is linked to at least one of the four Strategic Plan Categories:



### What's Next?

The 2012-2017 Strategic Plan will come to a close during FY 18. A new and dynamic Strategic Plan is in the works for the next five years. In the coming months this plan will be finalized and chart the course for the future.

## NOVA PARKS 5 YEAR STRATEGIC PLAN OVERVIEW

The following outlines the strategic plan categories and goals included in the Five Year Strategic Plan adopted by the NOVA Parks Board on September 20, 2012.



### Places

*Our lands and facilities define who and what we are as a park system. We will be seen as a leader in the field of parks by enhancing the environment, while growing and maintaining our facilities.*

- Goal 1: Enhance natural resource conservation in riparian areas
- Goal 2: Increase cultural and historic resource interpretation and preservation
- Goal 3: Actively assess opportunities for new facilities and acquire additional properties
- Goal 4: Redevelop existing lands and facilities to expand recreational opportunities



### Finance

*The long-term strength and growth of the organization rests on our ability to sustain and grow the financial resources needed to achieve our mission.*

- Goal 1: Develop new funding initiatives to ensure the future economic sustainability of NOVA Parks
- Goal 2: Optimize current facilities and services to ensure improved future financial performance
- Goal 3: Implement best business practices at NOVA Parks

## People



*Develop the human resources of NOVA Parks to unlock new levels of creativity and productivity, while supplementing our capabilities with expanded partnerships.*

Goal 1: Provide superior staff development opportunities

Goal 2: Facilitate a system that both motivates and evaluates an employee's job performance

Goal 3: Leverage external resources to expand service capabilities



## Messages

*NOVA Parks will become a leader in both how the public learns about the offerings of the Authority and how our educational messages are delivered. The agency will become a model of success in a world of changing information technology.*

Goal 1: Improve branding efforts to increase awareness of NOVA Parks as an organization

Goal 2: Increase and enhance excellence in NOVA Parks' many educational offerings

Goal 3: Become a national leader in the use of information technology to foster NOVA Parks' natural and historic interpretative efforts

## BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2018 Operating Budget is \$26,574,693, which is an increase of \$1,602,461 or 6.42% over the FY 2017 Operating Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

<b><u>FY 2018 ADOPTED OPERATING BUDGET SUMMARY</u></b>			
	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Budget FY 2018</b>
General Fund Revenue	\$4,875,963	\$5,064,761	\$4,984,994
Enterprise Fund Revenue	20,125,493	19,907,471	20,776,030
<b>TOTAL REVENUE INCLUDING INTERFUND TRANSFERS</b>	<b>\$25,001,456</b>	<b>\$24,972,232</b>	<b>\$25,761,024</b>
Restricted License Fee Fund Transfer for Debt Service			813,669
<b>TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE</b>	<b>\$25,001,456</b>	<b>\$24,972,232</b>	<b>\$26,574,693</b>
General Fund Expenditures	\$4,874,524	\$5,064,761	\$4,984,994
Enterprise Fund Expenses	18,428,335	19,882,471	20,751,030
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$23,302,859</b>	<b>\$24,947,232</b>	<b>\$25,736,024</b>
Debt Service	\$0	\$0	\$813,669
Transfers to Other Funds/Reserves	\$1,698,596	\$25,000	\$25,000
<b>TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE</b>	<b>\$25,001,455</b>	<b>\$24,972,232</b>	<b>\$26,574,693</b>

### GENERAL FUND

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

#### **REVENUES**

General Fund Revenues are budgeted at \$4,984,994 in the Adopted FY 2018 Budget. This is a decrease of \$79,767 or 1.57% compared to the FY 2017 Budget.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate remains at \$1.89 in FY 2018. This rate was reduced to this level during FY 2014, in an effort to assist the member jurisdictions during difficult financial times. In FY 2018, any changes in appropriations are due to population adjustments. The trend over the past decade has been to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 18% of total revenue, and in FY 2018, only 13.8% of total revenue is budgeted from the member jurisdictions.

The other revenue sources in the General Fund are mostly operating transfers from other funds to cover the expenses in the General Fund in support of these activities. These transfers include a transfer from the Enterprise Fund to the General Fund to help the General Fund recoup some of the costs for the use of Central Maintenance activities by the Enterprise Fund. The transfer is \$610,523, which is the same as FY 2017 and represents approximately 50% of Central Maintenance total expenses.

There is also a transfer budgeted from the Capital Fund, totaling \$608,813. This transfer includes the cost of development support from the General Fund as well as \$18,000 for interest earnings. There is also a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2018.

In the past, there has been a transfer from the Self Insurance Fund to the General Fund to cover the cost of our safety and risk management personnel costs. This fund is being phased out as we are now covered through commercial insurance for the areas this fund was established to self-insure. It is expected that only \$60,000 will remain at the beginning of FY 2018. This funding will be used to partially cover the risk management personnel costs, but the General Fund will need to cover the additional \$80,000 of these costs for FY 2018 and the entire amount in future years.

## **EXPENDITURES**

General Fund Expenditures are budgeted at \$4,984,994 in FY 2018, which is a \$79,767 or a 1.57% decrease compared to FY 2017.

- Salary and benefit expenses decrease by 4.7%.
  - Personnel costs are the majority of the General Fund, so the reduction in the Retirement Contribution rate from 26% to 19%, is the main contributor for both the overall fund decrease and personnel cost decrease.
  - 1.2% market rate adjustment
  - The employer share of health insurance is budgeted with an 8% increase estimated for calendar year 2018. This is based on anticipated trends and past average increases.
  - There was temporary transition funding for personnel included in FY 2017 that has been discontinued in FY 2018.
- Operating costs are budgeted to increase by 21.4%, or \$106,700. The main items contributing to this increase are:
  - A contingency of \$50,000 included in the General Fund.
  - Support of fund raising in the amount of \$15,000.
  - Increases in computer system support and some general operating accounts make up the rest of the increase.
- Insurance costs are budgeted to increase by 5% or \$10,006.
- Utilities are budgeted to remain steady with a .4% increase.

## **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, historic sites and other revenue generating facilities.

## **REVENUES**

Enterprise Fund Revenues are budgeted at \$21,589,699 for FY 2018, which is a \$1,682,228 increase compared to FY 2017.

- User Fee revenue is budgeted to increase by 3.0% or \$413,399. The main areas for this increase are:
  - camping and cabin rentals
  - light show revenue
  - meeting & event center rental
- Retail Operations revenue is budgeted to increase by 6.9% or \$315,831. This is due mainly to anticipated increases at event facilities, with the increased event capacity at Rust Sanctuary being a major contributor to this revenue increase.



- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 5% increase or \$36,747.
- The Other Revenue category increases by 15.4% or \$102,582 and this increase is due to
  - Interest Revenue for Temple Hall is budgeted to increase by \$46,806 based on the budgeted interest transfer of 2% of the Endowment once it is part of the Community Foundation.
  - Reservation fees and miscellaneous revenue also are part of this increase.
- FY 2018 will be the first full year of debt payments for the Jean R. Packard Center at Occoquan and it will also be a year of start-up costs before any actual revenue is realized from the facility. The FY 2018 debt payments totaling \$813,669 are budgeted through a transfer from the Restricted License Fee Fund to the Enterprise Fund.

## EXPENSES

Operating expenses and total uses in the Enterprise Fund are budgeted at \$21,589,699 for FY 2018, which is an increase of \$1,682,228.

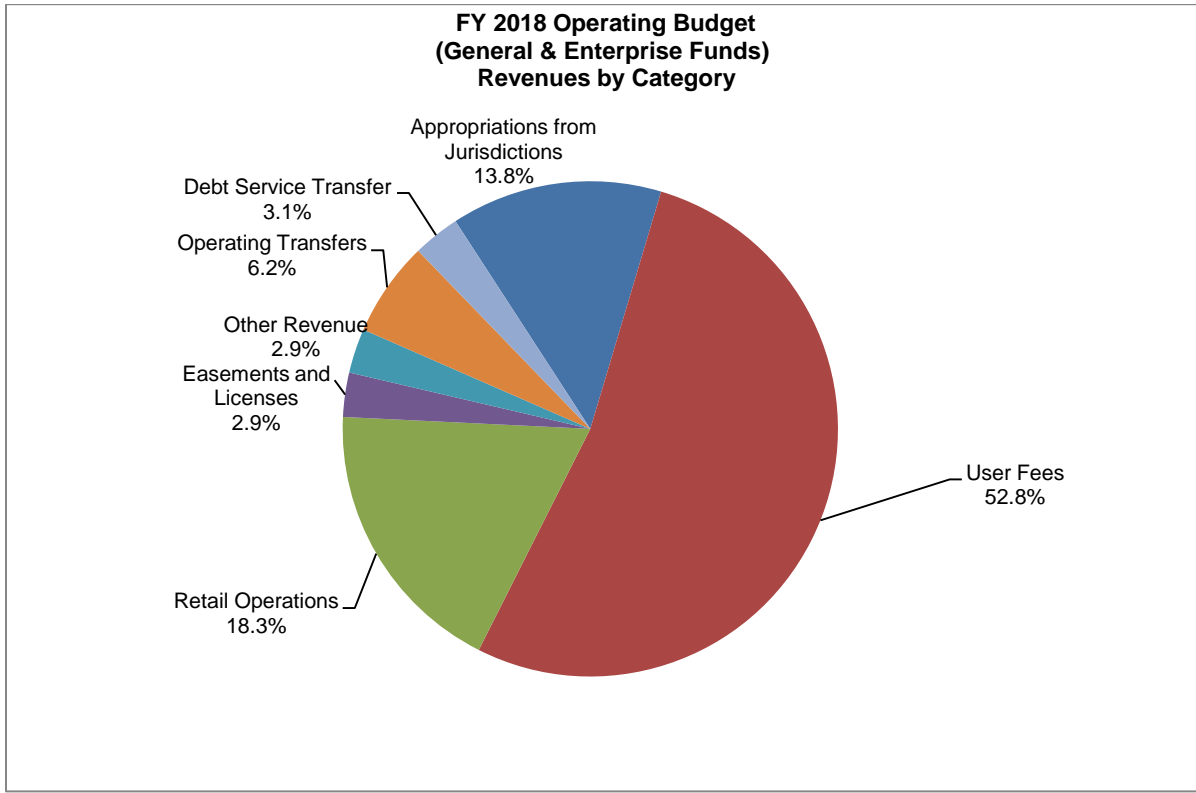
- Salary and benefit expenses increase by 1.9%. This includes:
  - 1.2% market rate adjustment
  - A retirement rate contribution reduction by 7% of salaries, which helps keep personnel expenses low even with the addition of new personnel.
  - The employer share of health insurance is budgeted with an 8% increase estimated for calendar year 2018. This is based on anticipated trends and past average increases.
  - There are two full-time positions being added for the full year and two positions added for a partial year. All of these positions are supplementing revenue producing facilities that are experiencing major growth.
    - Events Coordinator at Rust Sanctuary
    - Crew Leader at Bull Run Festival of Lights
    - Facility Manager and Events Coordinator at Occoquan (Partial Year)
  - Expanded part-time hours and reclassifications are budgeted for increased revenue generating activity.
- Operating costs increase by 15.2% and maintenance costs by 4.1%
  - The inclusion of a \$150,000 contingency in the Enterprise Fund is the largest portion of the operating cost category increase.
  - There is \$128,000 budgeted in the Enterprise Fund expenses for Strategic Plan Initiatives.
  - Public Information marketing expense is budgeted \$42,000 higher than FY 2017. This line item is based on a formula so marketing funds increase in proportion to our enterprise revenues. This increase also includes funding for the startup marketing for the new event center at Occoquan.
  - Other changes include additional costs associated with increased park usage and programming, such as credit card charges and production costs,
- Insurance is budgeted to increase by 6.9%, based on insurance estimates for the coming year.
- Retail operations expense is budgeted to increase by 5.58%. This increase in expense is tied to the anticipated additional retail sales revenue.
- Utilities are budgeted to increase 5.38%, based on anticipated rates and usage.
- As mentioned above, FY 2018 will be the first full year of debt payments for the Jean R. Packard Center at Occoquan and it will also be a year of startup costs before any actual revenue is realized from the facility. The FY 2018 debt payments totaling \$813,669 will be reflected in the budget as an expense to the Enterprise Fund.

- In addition to the expenses listed above, the Enterprise Fund includes a transfer of \$25,000 to Board Authorized Reserves for FY 2018.

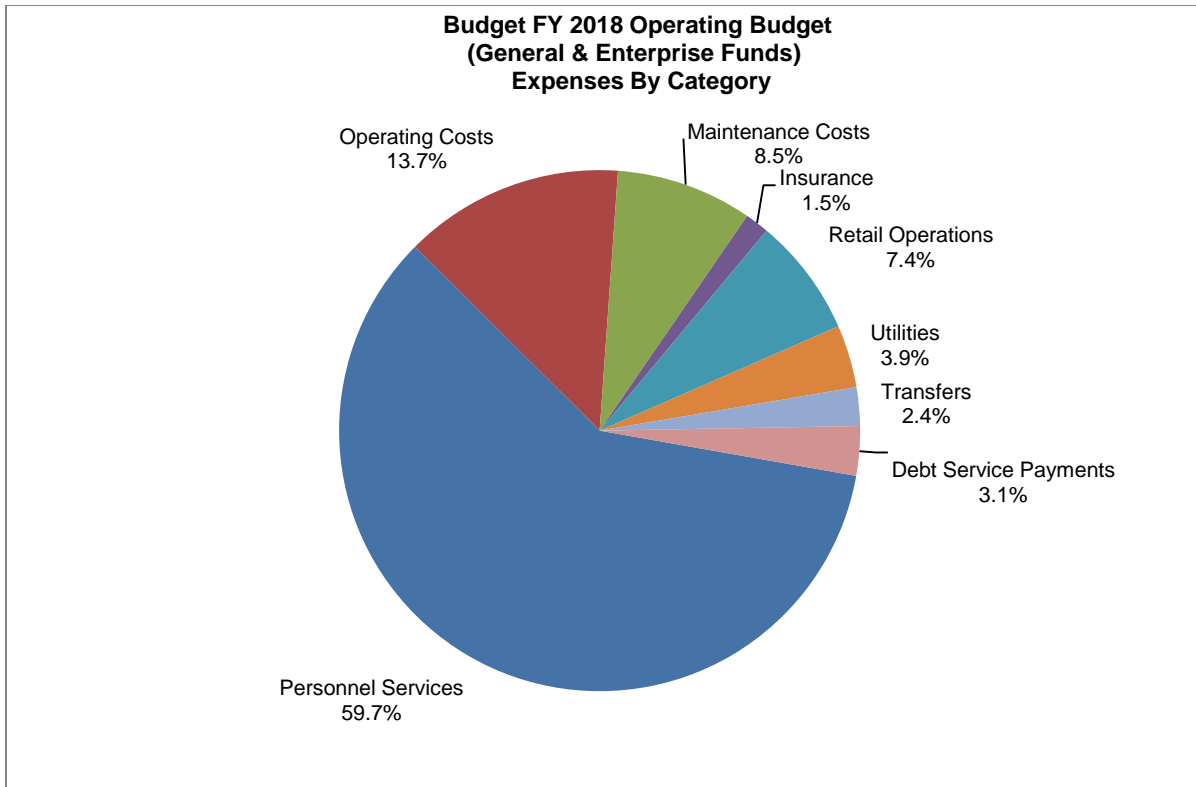
### **CONTRIBUTION TO RESERVE FUNDS**

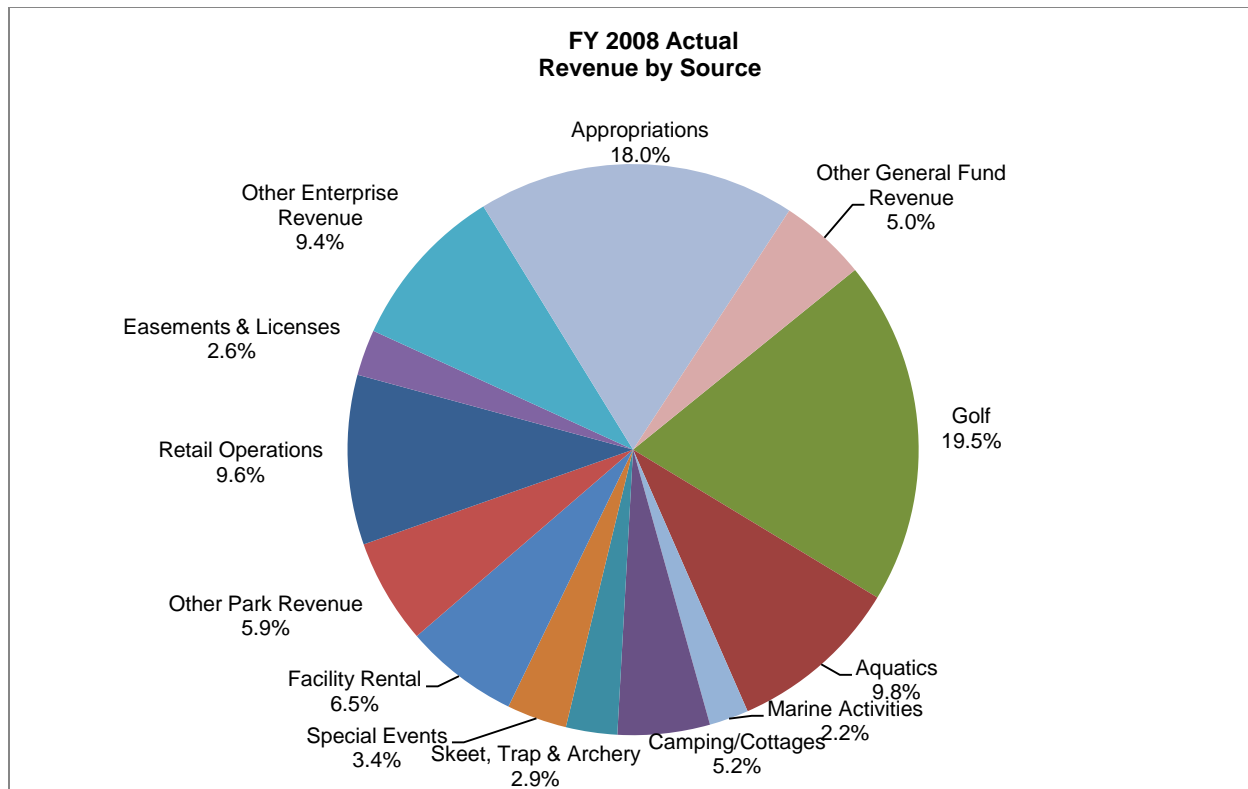
The adopted budget does not include transfers to reserves (Designated Set-Aside and Financial Stability Reserves). This is an area to consider for funding with end of year FY 2017 surplus funds. The combination of these reserves is currently at 12.17% of total FY 2017 budgeted revenue. Our financial policies state that reserves should be between 8% and 15% of revenues for the upcoming budget year. With the adopted budgeted revenue for FY 2018, our current level of reserve funding, including the Contingency of \$200,000 is at 12.19%.

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



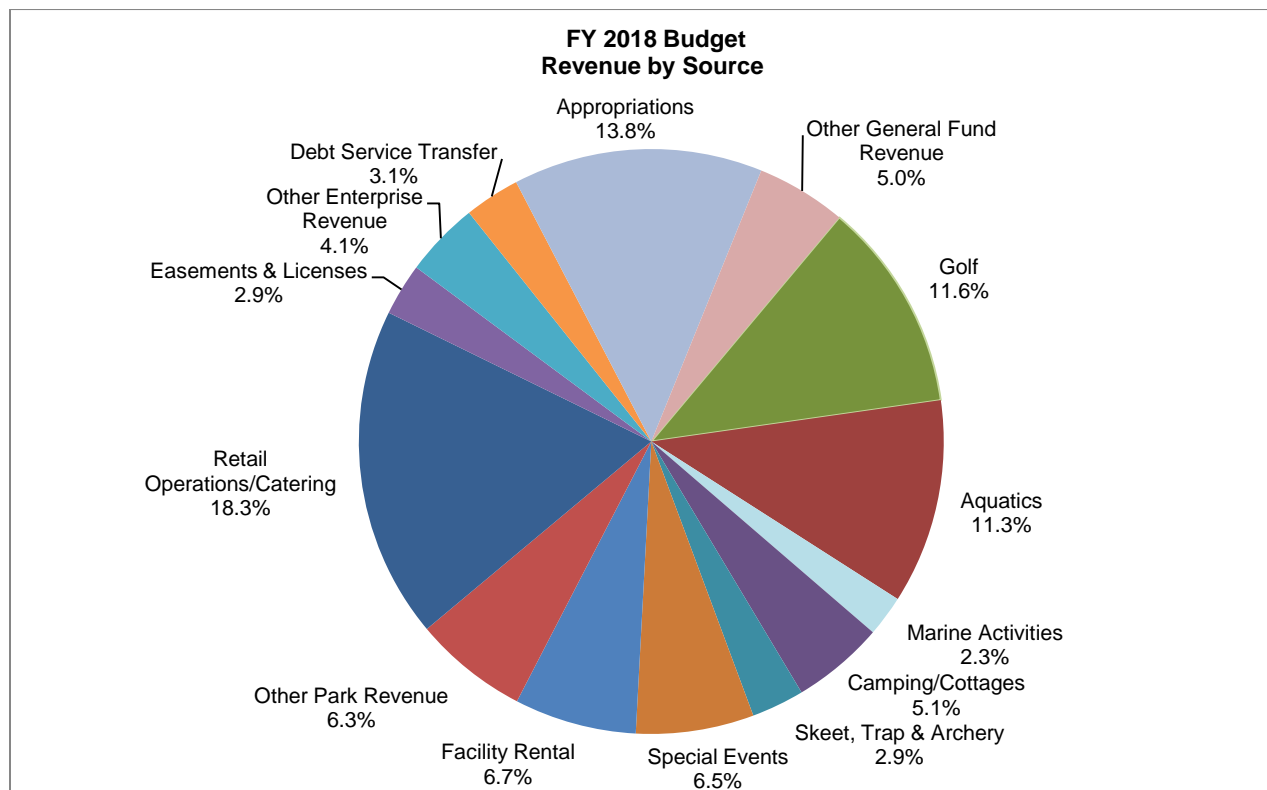
**Where the money goes...**



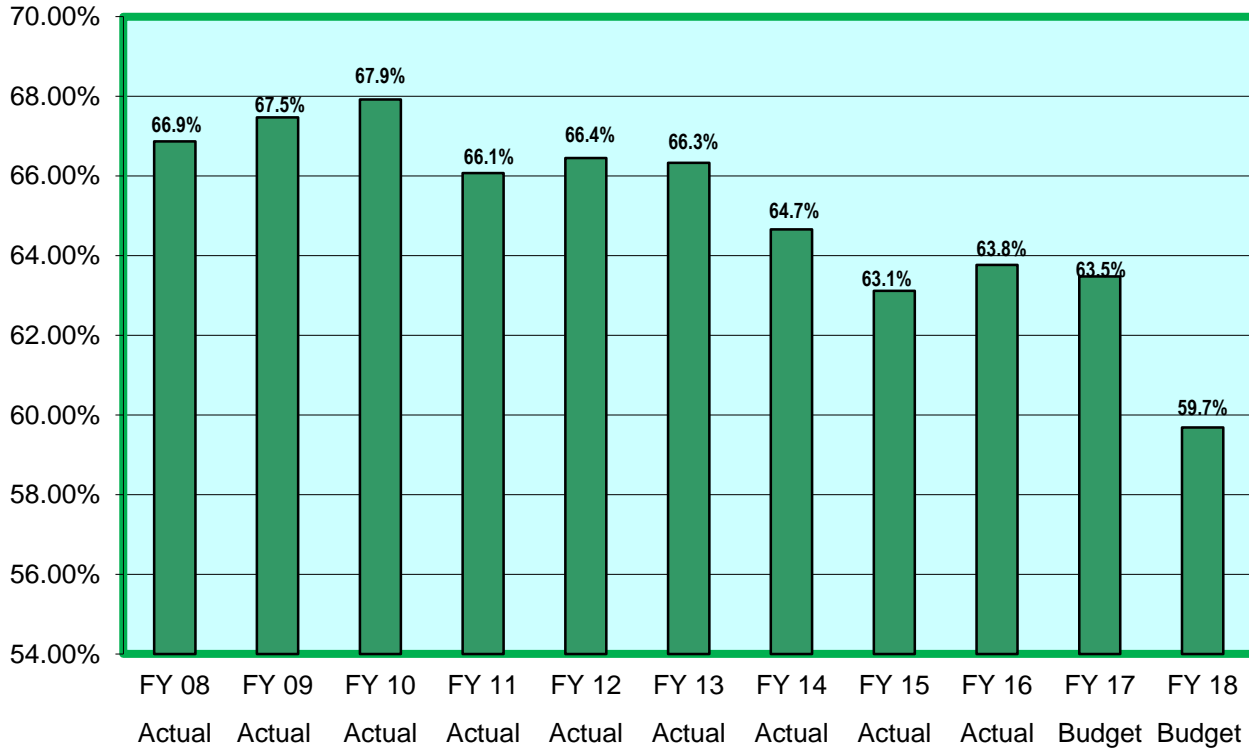


### CHANGING TRENDS IN REVENUE SOURCES...

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



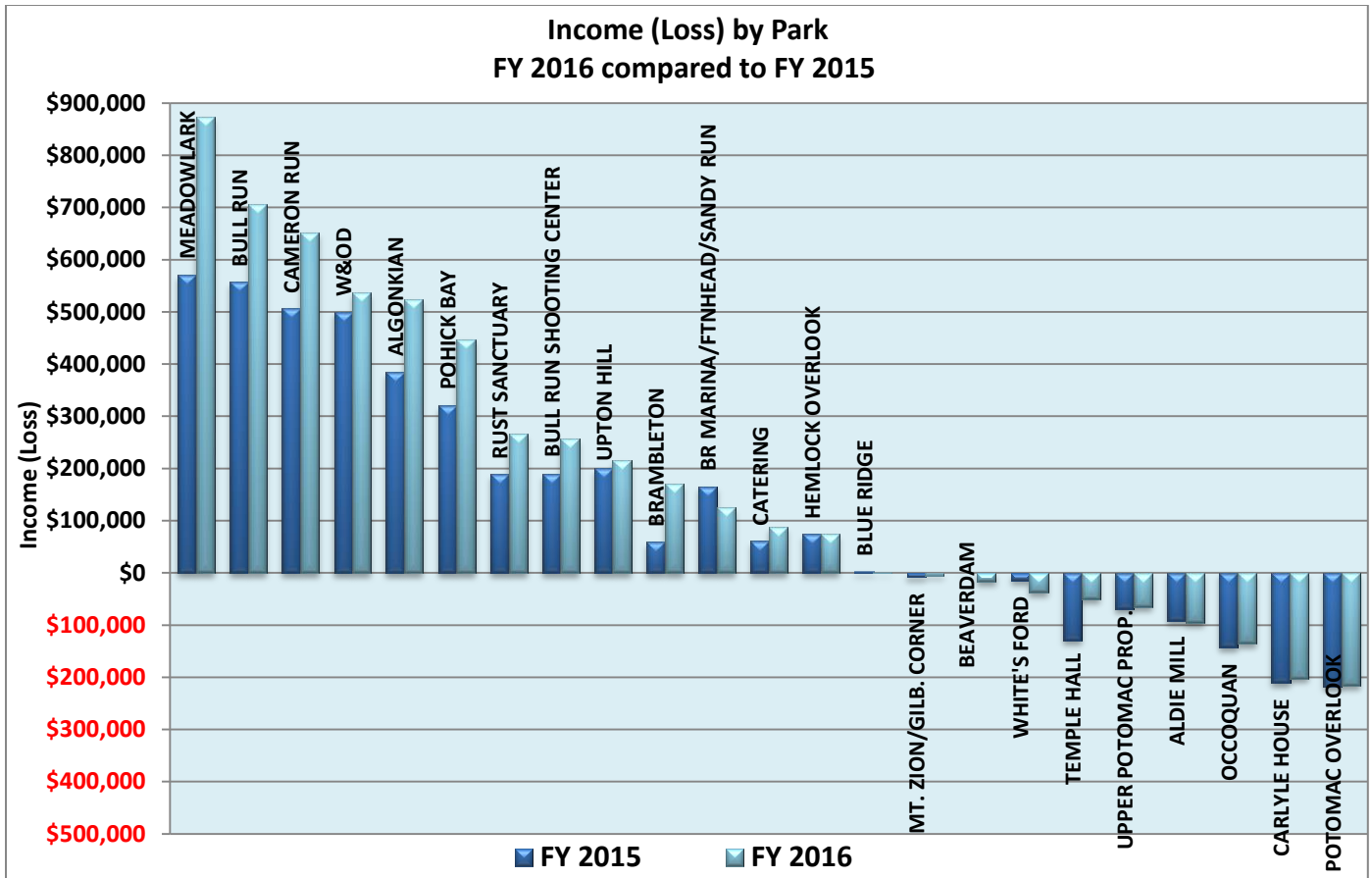
### Salaries & Benefits as a Percent of Total Operating Costs



This chart shows the dramatic impact that the reduction in the Employer Retirement Contribution Rate has on overall personnel costs. Overall personnel costs (salaries and benefits combined) are budgeted to be 59.7% of operating costs in FY 2018. This is down from the range of 63% to 68% over the past decade.

In recent years there has been a downward trend in the percent of operating costs that come from salaries. In FY 2008, salaries comprised over 52% of operating costs. In FY 2018, it is anticipated that salaries will be only 45.7% of operating costs.

Benefit costs have been hovering between 15% and 17.5% of operating costs in recent years. With the substantial reduction in the Employer Retirement Contribution Rate in FY 2018, benefit costs are down to 14% of overall operating costs.



This graph shows the net income/loss of each major park for FY 2015 and FY 2016. The trends remain fairly constant on the parks that have an overall net income versus those with a loss.

	FY 15	FY 16
MEADOWLARK	570,718	872,714
BULL RUN	554,264	705,617
CAMERON RUN	506,431	652,576
W&OD	503,529	536,406
ALGONKIAN	384,330	523,223
POHICK BAY	323,404	447,383
RUST SANCTUARY	188,460	265,828
BULL RUN SHOOTING CENTER	188,607	257,017
UPTON HILL	199,265	214,291
BRAMBLETON	59,556	169,845
BR MARINA/FTNHEAD/SANDY RUN	165,434	125,270
CATERING	60,397	87,568
HEMLOCK OVERLOOK	73,997	74,197
BLUE RIDGE	2,420	576
MT. ZION/GILB. CORNER	(8,724)	(4,412)
BEAVERDAM	0	(17,110)
WHITE'S FORD	(14,201)	(37,107)
TEMPLE HALL	(128,585)	(49,496)
UPPER POTOMAC PROP.	(65,373)	(64,447)
ALDIE MILL	(94,470)	(95,371)
OCCOQUAN	(142,192)	(135,333)
CARLYLE HOUSE	(211,489)	(201,505)
POTOMAC OVERLOOK	(214,313)	(215,972)

## FY 2018 COMBINED FUND SUMMARY

<b>REVENUE AND OTHER SOURCES</b>			
	<b>GENERAL FUND</b>	<b>ENTERPRISE FUND</b>	<b>TOTAL</b>
Appropriations from Jurisdictions	\$3,663,658	\$0	<b>\$3,663,658</b>
User Fees	0	14,035,099	<b>14,035,099</b>
Retail Operations	0	4,871,630	<b>4,871,630</b>
Easements and Licenses	0	767,723	<b>767,723</b>
Other Revenue	2,000	770,666	<b>772,666</b>
Operating Transfers	1,319,336	330,912	<b>1,650,248</b>
Debt Service Transfer		813,669	<b>813,669</b>
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$4,984,994</b>	<b>\$21,589,699</b>	<b>\$26,574,693</b>

<b>EXPENSES AND OTHER USES</b>			
	<b>GENERAL FUND</b>	<b>ENTERPRISE FUND</b>	<b>TOTAL</b>
Personnel Services	\$3,928,504	\$11,933,787	<b>\$15,862,291</b>
Operating Costs	605,050	\$3,024,326	<b>3,629,376</b>
Maintenance Costs	170,500	\$2,077,108	<b>2,247,608</b>
Insurance	210,404	\$184,926	<b>395,330</b>
Retail Operations	0	\$1,958,049	<b>1,958,049</b>
Utilities	70,536	\$962,311	<b>1,032,847</b>
Transfer from Enterprise to General Fund for Central Maintenance/Other Svcs.	0	\$610,523	<b>610,523</b>
Debt Service Payments	0	\$813,669	<b>813,669</b>
Contribution to Board Authorized Reserves	0	25,000	<b>25,000</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$4,984,994</b>	<b>\$21,589,699</b>	<b>\$26,574,693</b>

## COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Adopted Budget FY 2018
Appropriations from Jurisdictions	\$3,513,963	\$3,575,656	\$3,621,533	\$3,663,658
User Fees	12,790,484	13,797,443	13,621,700	14,035,099
Retail Operations	4,326,432	4,685,156	4,555,800	4,871,630
Easements and Licenses	682,424	704,644	730,976	767,723
Other Revenue*	528,590	608,784	670,084	772,666
Transfers from Other Funds**	1,520,671	1,629,773	1,772,140	1,650,248
<b>TOTAL REVENUE</b>	<b>\$23,362,564</b>	<b>\$25,001,456</b>	<b>\$24,972,232</b>	<b>\$25,761,024</b>
Transfer from Restricted Fund for Occoquan				813,669
<b>TOTAL TRANSFER FOR DEBT SERVICE</b>				<b>\$813,669</b>
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$23,362,564</b>	<b>\$25,001,456</b>	<b>\$24,972,232</b>	<b>\$26,574,693</b>

\*Other Revenue category includes Enterprise Fund catering revenue, contract services, bank building rental, lessons, the Adventure Links Agreement and other miscellaneous revenue. The General Fund Other Revenue consists of interest.

\*\*Operating Transfers include transfers from the Self-Insurance Fund for Risk Management and the Capital Fund for Planning support. Additionally there are transfers of interest earnings from the Capital Fund and the Restricted License Fee Fund. In FY 2018, \$610,523 will be transferred from the Enterprise Fund to the General Fund for Central Maintenance services.

## COMBINED OPERATING FUND EXPENSES AND OTHER USES

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Adopted Budget FY 2018
Personnel Services	\$14,278,373	\$14,860,188	\$15,836,110	\$15,862,291
Operating Costs	2,708,270	2,795,960	3,123,870	3,629,376
Maintenance Costs	1,937,953	1,972,870	2,165,372	2,247,608
Insurance	291,095	331,846	373,328	395,330
Retail Operations	1,857,305	1,816,401	1,854,584	1,958,049
Utilities	1,058,628	1,000,778	983,445	1,032,847
Transfer to General Fund for Central Maintenance Services	489,636	524,816	610,523	610,523
<b>TOTAL EXPENSES</b>	<b>\$22,621,260</b>	<b>\$23,302,859</b>	<b>\$24,947,232</b>	<b>\$25,736,024</b>
Debt Service Payments-Occoquan				813,669
<b>TOTAL DEBT SERVICE</b>				<b>\$813,669</b>
Contribution to Designated Set Aside	75,000	-	-	-
Transfer to Capital Fund	409,507	410,319	0	0
Transfer to General Fund	(91,207)	(51,238)	0	0
Transfer to Retirement Plan	204,753	492,383	0	0
Transfer to Temple Hall Operating Fund	50,000	50,000	0	0
Transfer to Board Authorized Reserves	25,000	0	25,000	25,000
Transfer to Performance Incentive Plan	68,251	328,256	0	0
Transfer to Sustainability Reserve	0	410,319	0	0
Donation Adjustment/Reserve Activity	0	58,556	0	0
<b>TOTAL OTHER USES</b>	<b>\$673,053</b>	<b>\$1,698,596</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES</b>	<b>\$23,294,313</b>	<b>\$25,001,455</b>	<b>\$24,972,232</b>	<b>\$26,574,693</b>
<b>TOTAL COMBINED OPERATING BUDGET</b>	<b>\$23,294,313</b>	<b>\$25,001,455</b>	<b>\$24,972,232</b>	<b>\$26,574,693</b>
<b>COMBINED OPERATING FUND INCOME</b>	<b>\$741,304</b>	<b>\$1,698,597</b>	<b>\$25,000</b>	<b>\$25,000</b>



# OVERALL REVENUE SUMMARY AND ANALYSIS

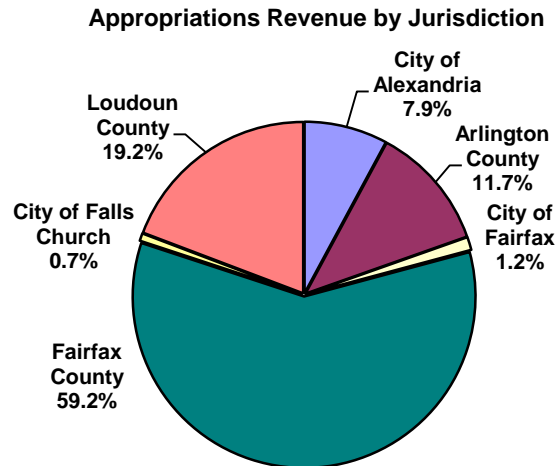
## APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 13.8% of total operating revenues in the FY 2018 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 2018, there is no increase in the per capita rate for the operating or capital appropriations. The only change in appropriation level is based on population changes in each jurisdiction.

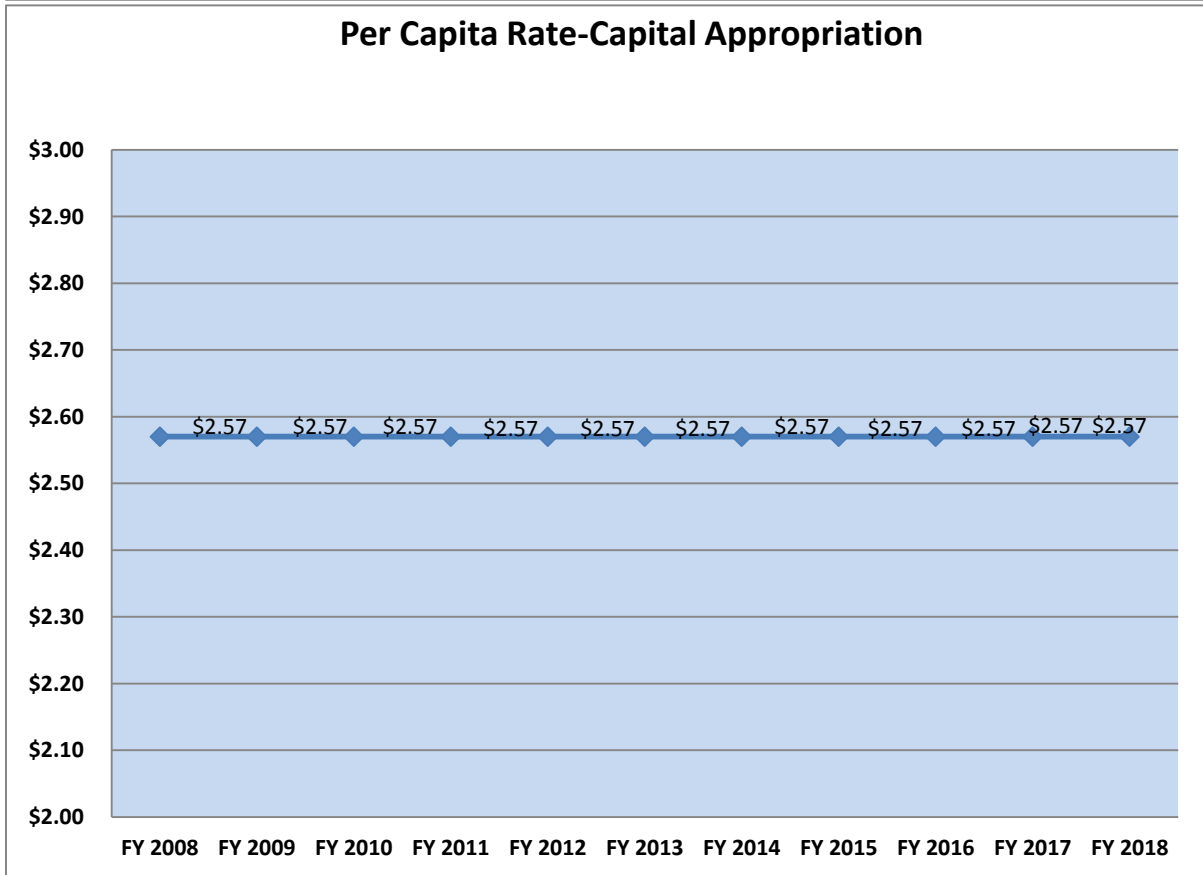
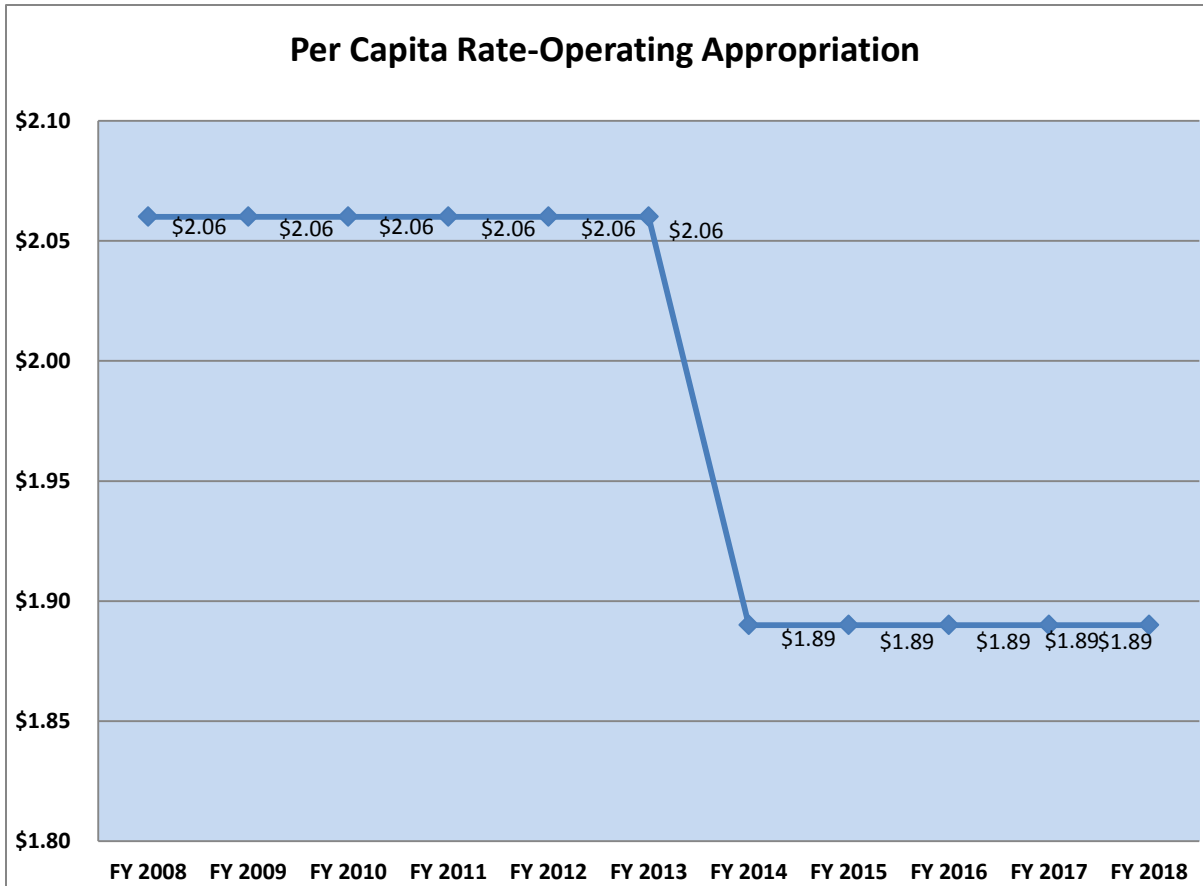
In order to assist our local jurisdictions during recent difficult financial times, NOVA Parks froze the per capita rate and the population rate for several years. In FY 14, after many years with no adjustments for population or inflation, there was an adjustment to match population changes, but the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

In FY 2018, there is no increase in the per capita rate for the operating or capital appropriations. The only change in appropriation level is based on population changes in each jurisdiction. The per capita rate for the operating appropriation is \$1.89 and the per capita rate for capital is \$2.57. Details on the Capital Appropriation level can be found on page D-1



	Population*	OPERATING APPROPRIATION Cost per Capita	Appropriation
City of Alexandria	153,511	\$1.89	\$290,136
Arlington County	229,164	\$1.89	433,120
City of Fairfax	24,013	\$1.89	45,385
Fairfax County	1,142,234	\$1.89	2,158,822
City of Falls Church	13,892	\$1.89	26,256
Loudoun County	375,629	\$1.89	709,939
<b>Total</b>	<b>1,938,443</b>		<b>\$3,663,658</b>

*The population for the FY 2018 Budget is based on the U.S. Census "Annual Estimates of the Resident Population for Counties of Virginia" as of July 2015, with a release date of May 2016.*



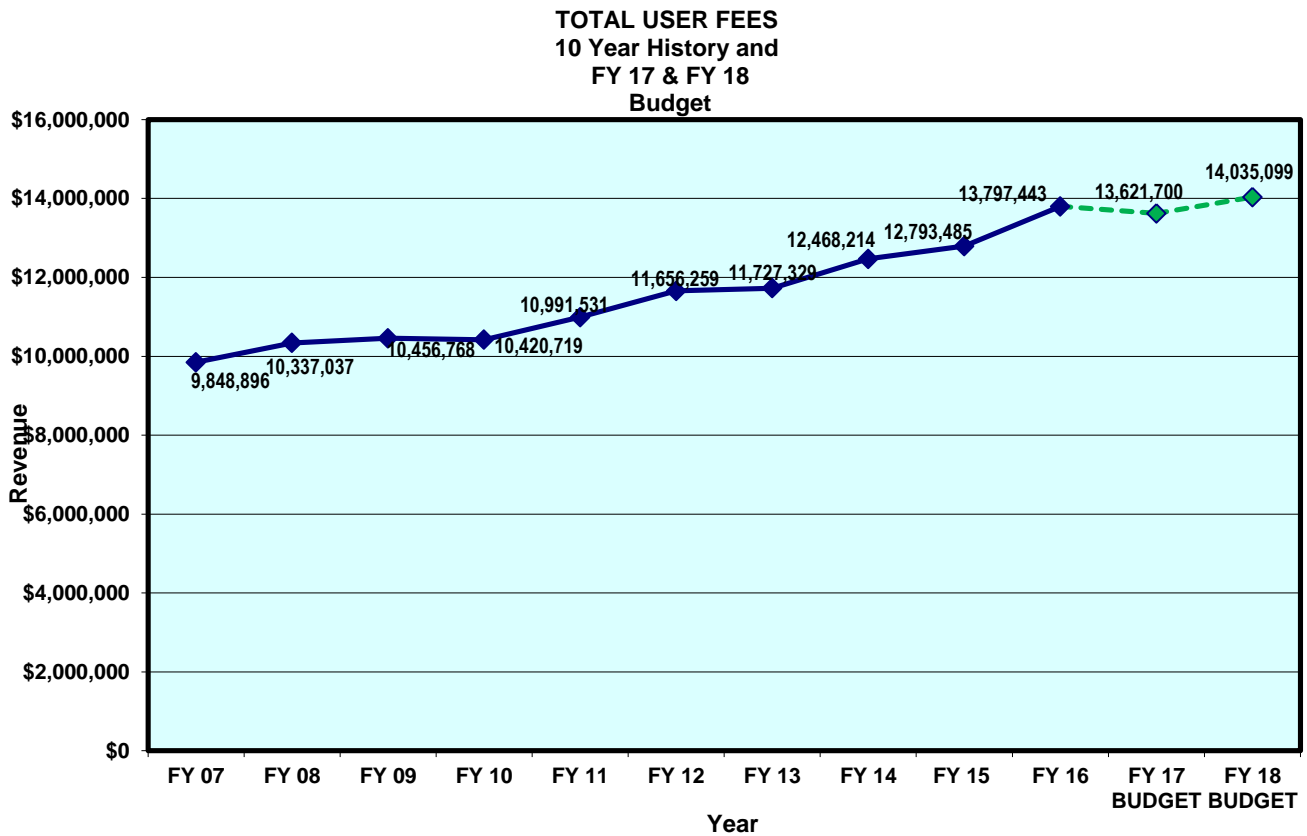
**INTEREST INCOME**

Interest Income was at one time a healthy source of revenue for the budget. The continuation of low interest rates in recent years reduced this to a relatively minor revenue source. Interest Revenue for Temple Hall is budgeted to increase by \$46,806 based on the budgeted interest transfer of 2% of the Endowment once it is part of the Community Foundation. The General Fund includes interest income from the Restricted License Fee Fund, Capital Fund and general interest. The combined total of these for FY 2018 is budgeted at \$60,000.

**USER FEES**

User Fees in the Enterprise Fund are the largest revenue source with 52.8% of total NOVA Parks operating revenue expected from that source in FY 2018. This revenue source is the key to financial stability for NOVA Parks. In FY 2018, this revenue source is expected to reach 14 million dollars. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including weather, the economy and recreational trends.

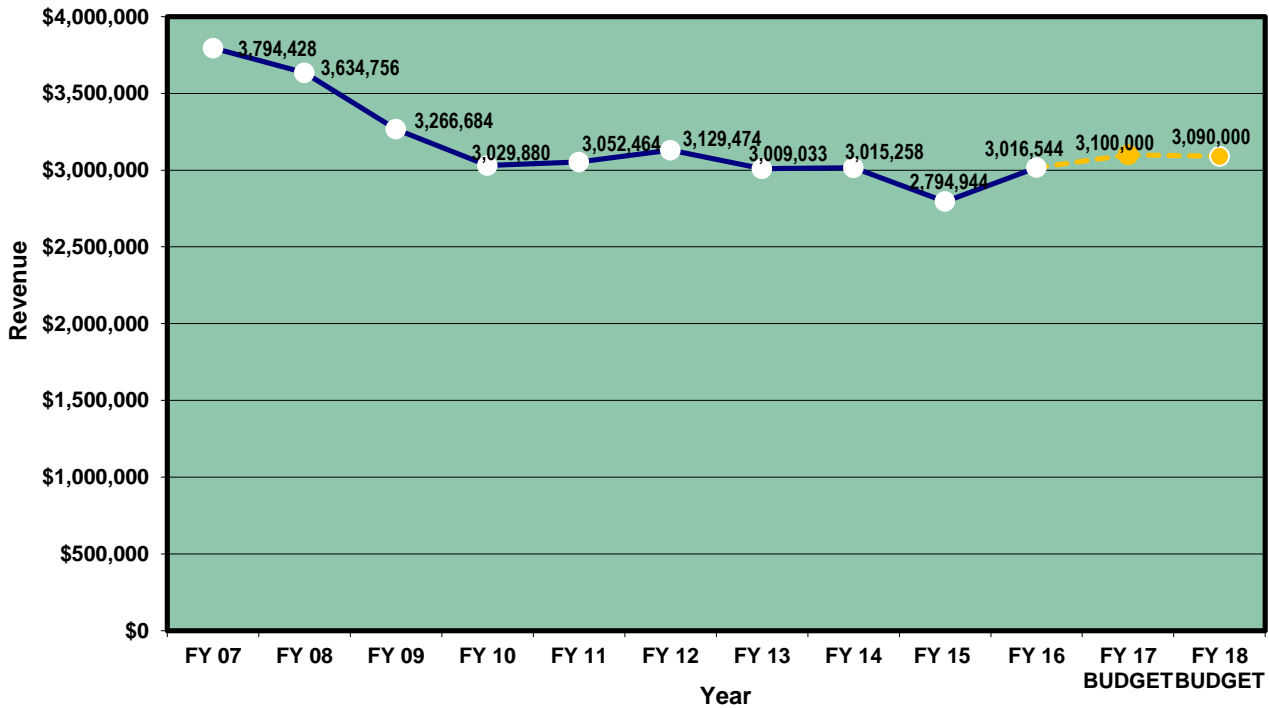
The following graph shows the total revenue for User Fees for ten years through FY 2016, plus estimates for FY 2017 and FY 2018. Over the last several years we have been diversifying our revenue sources to help protect us from downward trends in any one area. Improvements over the last few years have included new events, including the Rust Manor House event venue, Meadowlark Light Show, waterpark theming, camping improvements, capital improvements and an emphasis on marketing. While these improvements have helped stabilize revenue, it is still important to realize that outside factors can still impact this revenue source. For FY 2018, total user fee revenue is budgeted at \$14,035,099.



## GOLF USER FEES

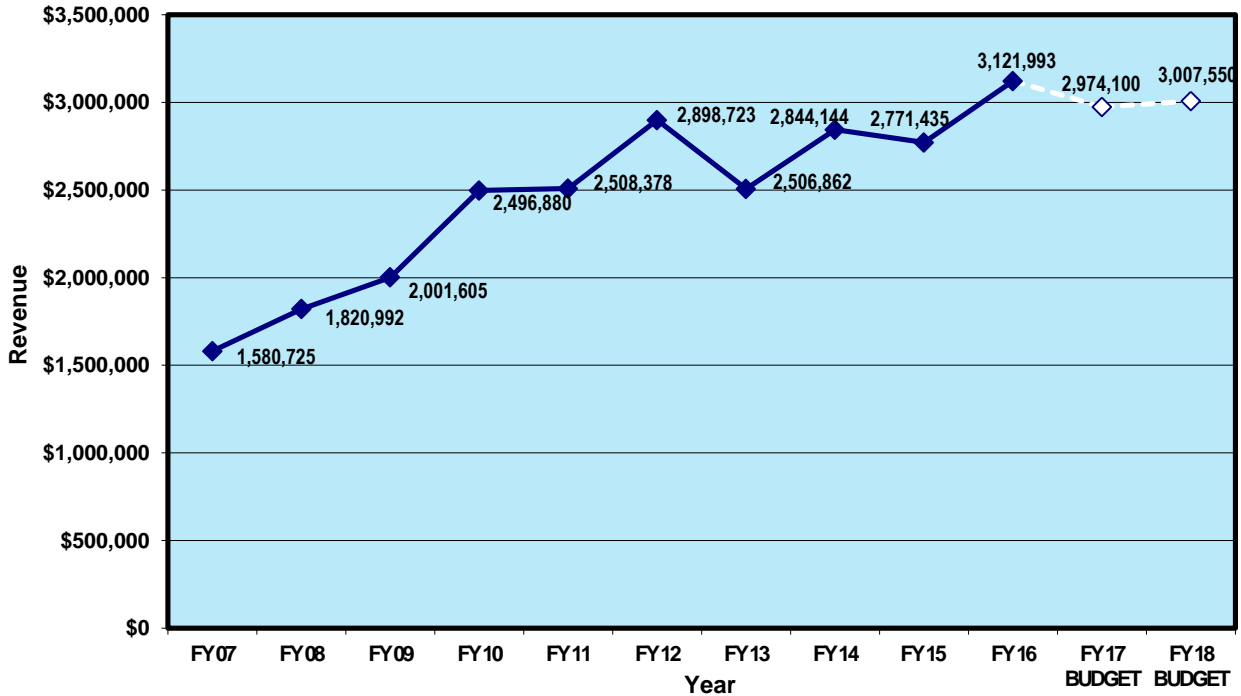
Although Golf Revenue is the largest user fee based revenue source, comprising 11.6% of total NOVA Parks revenue and 22% of all user fee revenue, its share of the percentage of all revenue has been declining in recent years. A decade ago, in FY 2008, golf user fees were 19.5% of total revenue compared to the 11.6% budgeted in FY 2018. The golf industry throughout the nation has seen a similar pattern of reduced play in recent years. Our current focus is on maximizing the potential at our golf courses to work towards an increase in their profitability for the future. A restructured membership program has been initiated along with an enhanced targeted marketing effort. Personnel costs have been streamlined, when possible. We anticipate that this focus along with reducing expenses wherever possible will help boost usage in a competitive market. For FY 2018, total golf user revenue is budgeted at \$3,090,000 which is 2.4% higher than the FY 2016 actual revenue.

**GOLF USER FEE REVENUE**  
**10 Year History and**  
**FY 17 & FY 18 Budget**



## AQUATICS USER FEES

**AQUATICS USER FEE REVENUE**  
**10 Year History and**  
**FY 17 & FY 18 Budget**

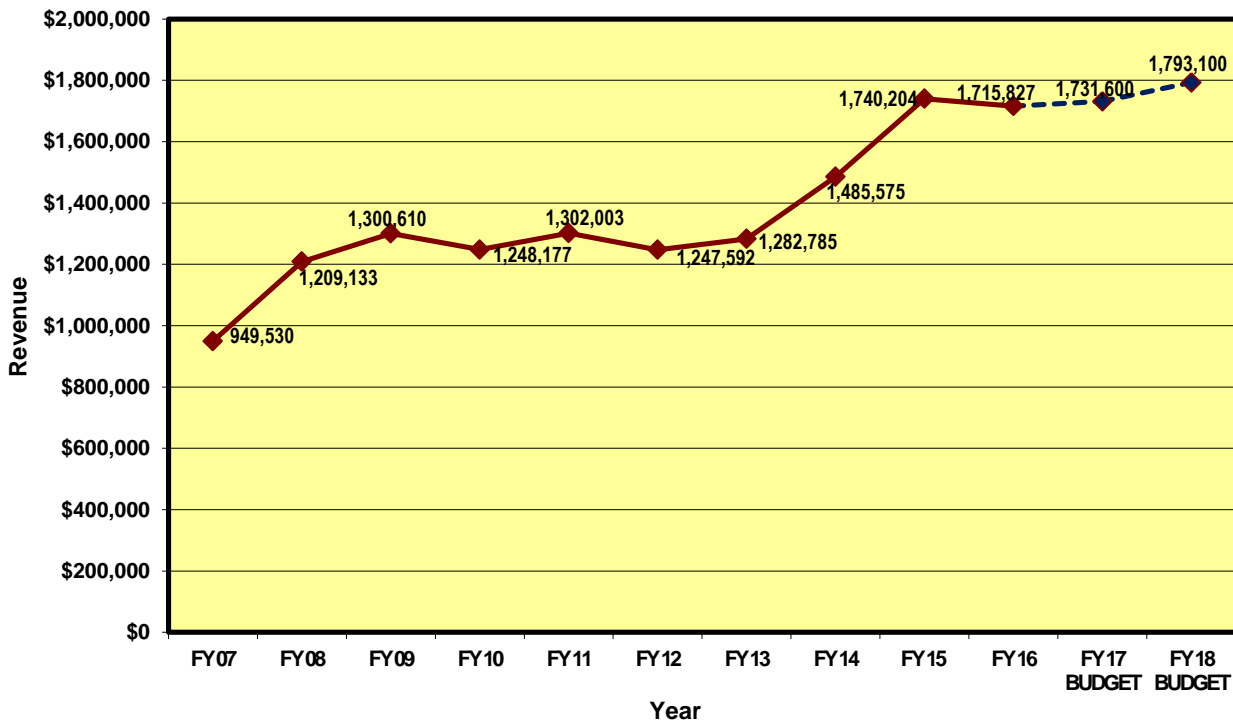


Aquatics user fees include the user revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill, and Pirate’s Cove at Pohick Bay. This revenue source is 11.3% of total NOVA Parks revenue and 21.4% of user fee revenue. The focus on upgrading and providing themes for waterpark facilities over the past decade has led to a sustained increase in this source of revenue. Aquatics user fee revenues have almost doubled since 2007.

## FACILITY RENTAL FEES

Facility Rentals are the third largest user fee category and comprise 6.7% of total revenue. The Meadowlark Atrium accounts for 41.8% of this revenue source. The rental of the Rust Manor House, the Woodlands at Algonkian and the Bull Run Special Events Center are also major contributors of revenue in this category, as are shelter reservations. This category also includes rental income of the Carlyle House, Aldie Mill, the Meadowlark Visitor Center and the Mt. Zion church property. This category is budgeted at \$1,793,100 in FY 2018, which is a 3.5% increase compared to the FY 2017 Budget.

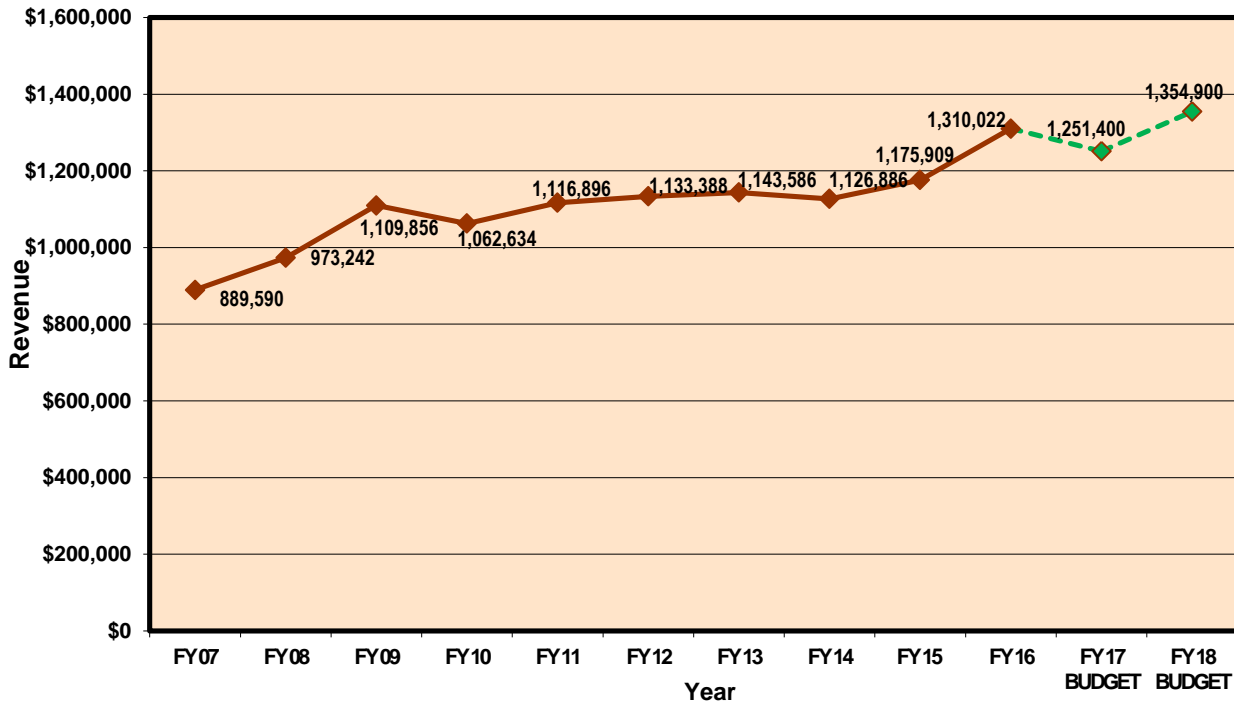
**FACILITY RENTAL USER FEE REVENUE**  
**10 Year History and**  
**FY 17 & FY 18 Budget**



## CAMPING/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. Enhancements and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cottage user fees to over 1.3 million dollars. This revenue source has increased by over 50% since 2007. The FY 2018 Budget includes \$1,354,900 for this category.

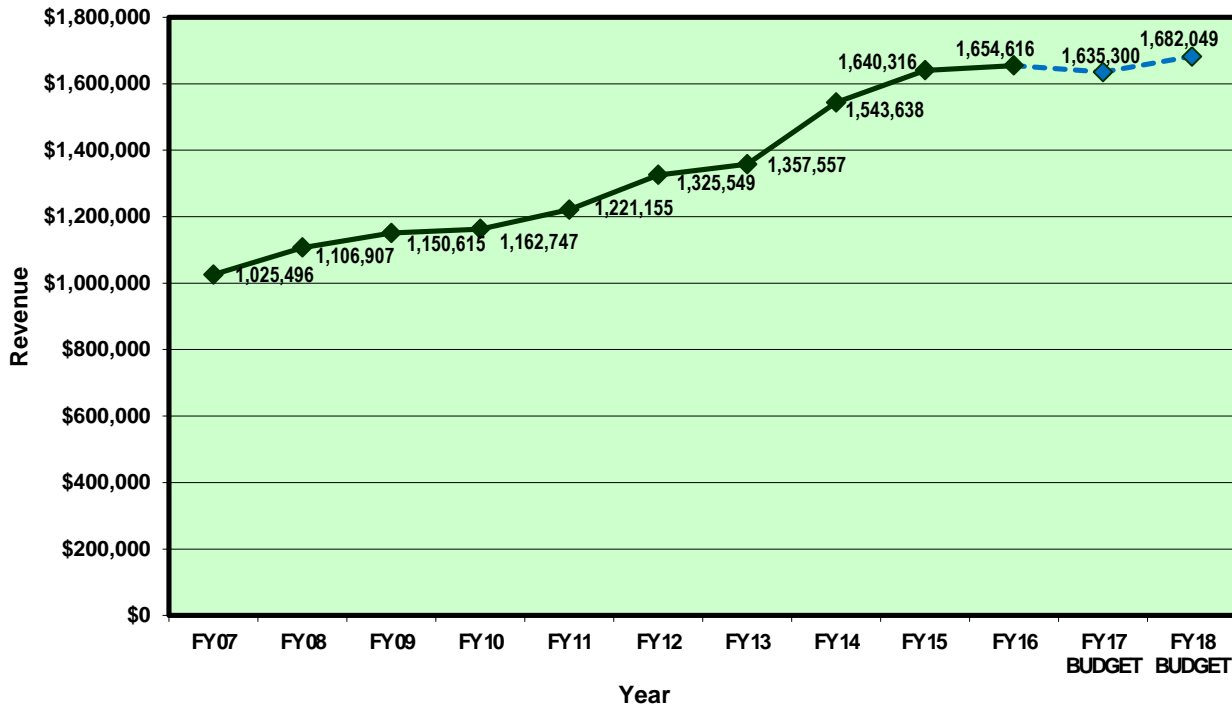
**CAMPING/COTTAGE USER FEE REVENUE  
10 Year History and  
FY 17 & FY 18 Budget**



**OTHER PARK USER FEES**

This category includes revenue from park entrance fees, batting cages, miniature golf, boat/RV storage, rental of equipment for events, and athletic field use. Boat/RV storage comprises 34.5% of this category, followed by park entrance fees, equipment rental, miniature golf, and batting cage fees. Overall annual revenues in this category have increased by 64% since FY 2007. Boat/RV storage revenue grew from \$200,000 in FY 2004 to \$581,000 budgeted in FY 2018.

**OTHER PARK USER FEE REVENUE**  
**10 Year History and**  
**FY 17 & FY 18 Budget**



**RETAIL OPERATIONS**

The Retail Operations Revenue Category, located in the Enterprise Fund includes revenue from our food, beverage, catering and other retail operations. The revenue in this category is budgeted at \$4,871,630, which is a 6.9% increase compared to the FY 2017 Budget. This increase is a combination of expanding event center catering, brisk food and alcoholic beverage sales at our facilities and also increased catering and Great Blue Heron revenue.

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total \$1,958,049.

**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 \$767,723 in FY 2018. This is a 5% increase compared to the FY 2017 Budget. This source is sometimes difficult to predict, as there can be fluctuation in the receipt of non-recurring rents.

**OTHER REVENUE**

The Other Revenue category includes a number of revenue sources that do not fit within a specific category. Items budgeted in this category include interest, house and building rental, lessons, and miscellaneous revenue. A number of Temple Hall Farm items are also included in this category, including Interest and Crop Sales. In the Enterprise Fund, this category totals \$770,666. Because of the nature of some of the accounts in this category, the revenue level is difficult to predict reliably from year to year.



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

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

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

- Capital Development Support (\$590,813), which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings on Investments (\$18,000) transferred from the Capital Fund
- Interest Earnings transferred from the Restricted License Fee Fund (\$40,000)
- Self Insurance Fund transfer to support risk management personnel costs. This fund is being phased out as we are now covered through commercial insurance for the areas this fund was established to self- insure. It is expected that only \$60,000 will remain at the beginning of FY 2018. This funding will be used to partially cover the risk management personnel costs, but the General Fund will need to cover the additional \$80,000 of these costs for FY 2018 and the entire amount in future years.
- In FY 2018, there will again be a transfer from the Enterprise Fund to the General Fund in order to reimburse the General Fund for a portion of Central Maintenance services. This transfer will remain at the FY 2017 level of \$610,523.

These operating transfers total \$1,319,336 in the General Fund Budget for FY 2018. The details can be found on page B-2.

For the Enterprise Fund, this category includes the Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park and a transfer for clerical support from the Carlyle House Friends. These details are included on page C-5. This category is budgeted at \$330,912 in the Enterprise Fund for FY 2017. In addition to the above transfers, FY 2018 will include a transfer from the Restricted License Fee Fund to the Enterprise Fund in the amount of \$813,669 to cover the FY 2018 Debt Service for Occoquan.

# FUND STRUCTURE AND BUDGET PROCESS

## **FUND STRUCTURE**

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

### **Governmental Funds**

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

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

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

### **Proprietary Funds**

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

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

### **Other Funds**

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

### **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 this budget document. These funds are adopted at the May Board Meeting at the same time as the General and Enterprise Funds.

### **BUDGET PROCESS**

The NOVA Parks budget process begins in the fall of the year prior to the start of the fiscal year. During the month of October methodology is developed to determine appropriations to be requested of our six member jurisdictions. Several of the jurisdictions require 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 Manuals are prepared and distributed to park managers for each cost center and include forms to be completed for revenue accounts, expense accounts, personnel needs, and requests for capital equipment. Actual Performance data is also collected for the prior fiscal year. Fund data is requested for the upcoming fiscal year starting on July 1.

Managers submit completed packages to the Budget Staff by late December or early January. Park managers and staff meet with senior operations staff to review budget objectives and measurable results that will tie directly to our 5 year strategic plan. During a period of approximately 2 weeks in January, senior operations officials and budget staff meet with park managers and their staffs to discuss their revenue and expense accounts for the budget year on a line-by-line basis, augmented with five years of historical data as well as the most current financial statements. At that time, the performance objectives are reviewed and new objectives are established. Measurable results are reported for performance indicators at each facility. Budget staff spends much of the remainder of January and February developing estimates based on decisions being made regarding upcoming personnel changes, hospitalization and other benefit projections, new program initiatives, and other fixed costs. Budget staff incorporate those numbers into the budget document keeping in mind the agency's goals and objectives and links to the Strategic Plan. The Operating Budget is submitted to the Board at the March Park Authority Board Meeting. It is adopted at the May Board Meeting for the fiscal year starting July 1. Copies of the Adopted Budget are distributed to staff offices of our six member jurisdictions.

Capital Budget data is developed with senior staff reviewing all manager requests with regard to Strategic Planning elements. Meetings are held and projects are prioritized. Budget staff works with Capital staff to determine total funds available for the five year budget plan and a Capital Plan is formulated. The 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.

### **AMENDING THE BUDGET**

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

# BUDGET CALENDAR

## FISCAL YEAR 2018 BUDGET PROCESS

<b>July, 2016</b>	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2017 projects and any new projects to be initiated in FY 2018 through FY 2021.
<b>August, 2016</b>	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2017-FY 2021 Five Year Capital Budget.
<b>September 2016</b>	Capital budget revenues finalized, projects revised for FY 2017 and determined for FY 2018-2021. Five Year Capital Budget approved by Board for FY 2017-FY 2021.  Operating and Capital appropriation requests for FY 2018 are adopted by the Board.
<b>November, 2016</b>	Operating and Capital appropriation requests for FY 2018 are sent to jurisdictions for consideration in their proposed FY 2018 Budgets.  Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2018.  FY 2018 Operating Budget Manual and forms are sent electronically to Park Managers. Park Managers are asked to review revenues and expenses and request and justify FY 2018 proposed budget amounts.
<b>December, 2016</b>	Park Managers are asked to update Goals, Objectives and Measurable Results to ensure integration of the Strategic Plan and the Budget.  Part Time Personnel requests and justifications for FY 2018 are submitted by Park Managers to Operations Superintendents.
<b>January 2017</b>	Park Managers submit FY 2018 revenue and expense requests to Budget Office.  Budget meetings are conducted with Budget Staff, Park Operations Senior Staff and Park Managers, to provide input on FY 2018 requests for each of the 42 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
<b>Jan. – March 2017</b>	Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director.
<b>March 16, 2017</b>	Proposed FY 2018 Operating Budget finalized and presented to the Board for review.
<b>May 2017</b>	Proposed FY 2018 Operating Budget presented to the Board for adoption.
<b>July 1, 2017</b>	Fiscal Year 2018 begins.

## FINANCIAL GUIDELINES AND PRACTICES

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

### FINANCIAL PLANNING

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

### REVENUE

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

### RESERVES

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

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

## **LONG TERM DEBT**

- The Park Authority had not held long-term debt until FY 2017, so a policy has not yet been adopted for this purpose. A policy is planned for long-term debt and is currently under discussion. It is anticipated that a policy will be adopted for this purpose during FY 2018.

## **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 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.
- 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.

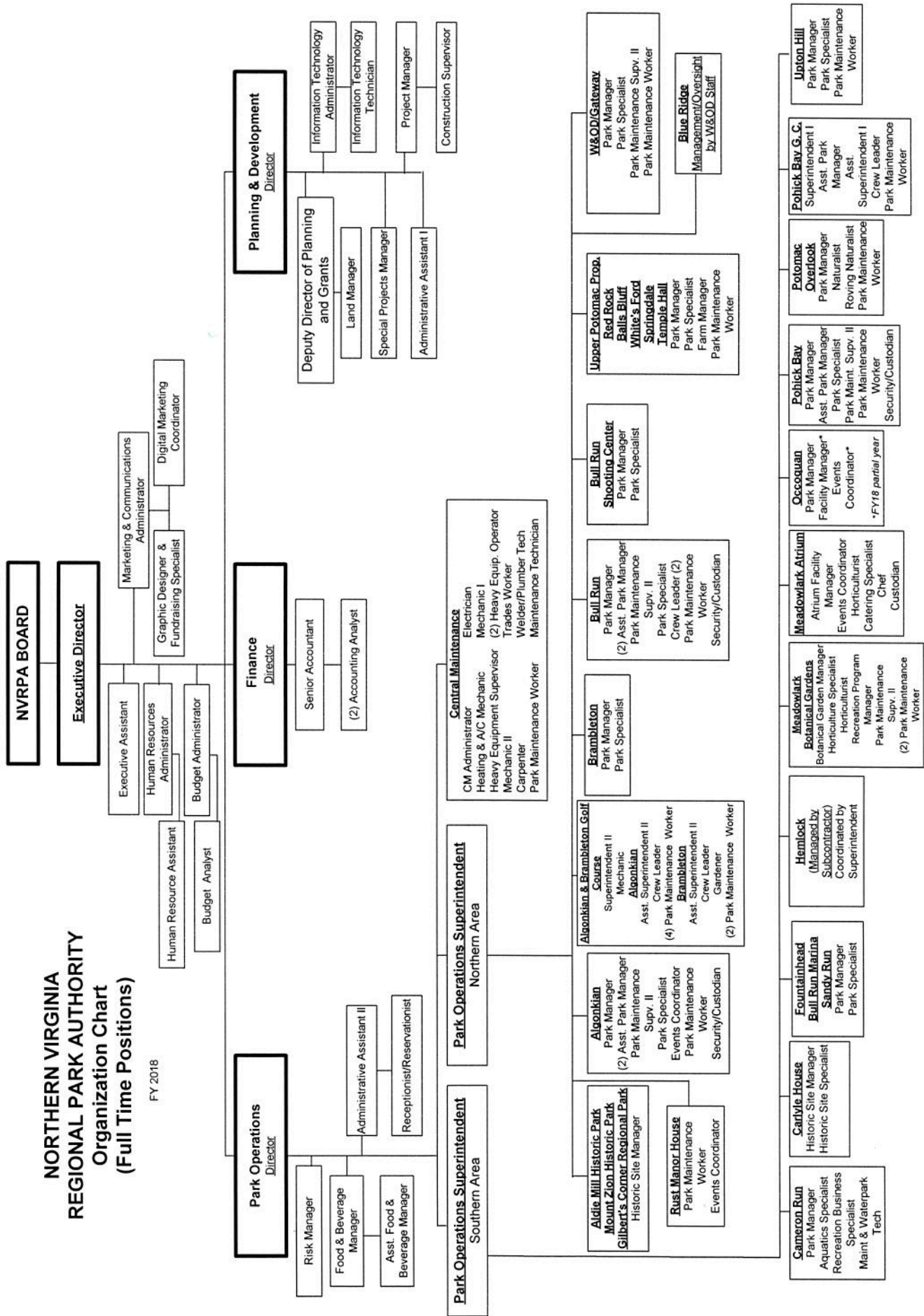
FIDUCIARY FUNDS

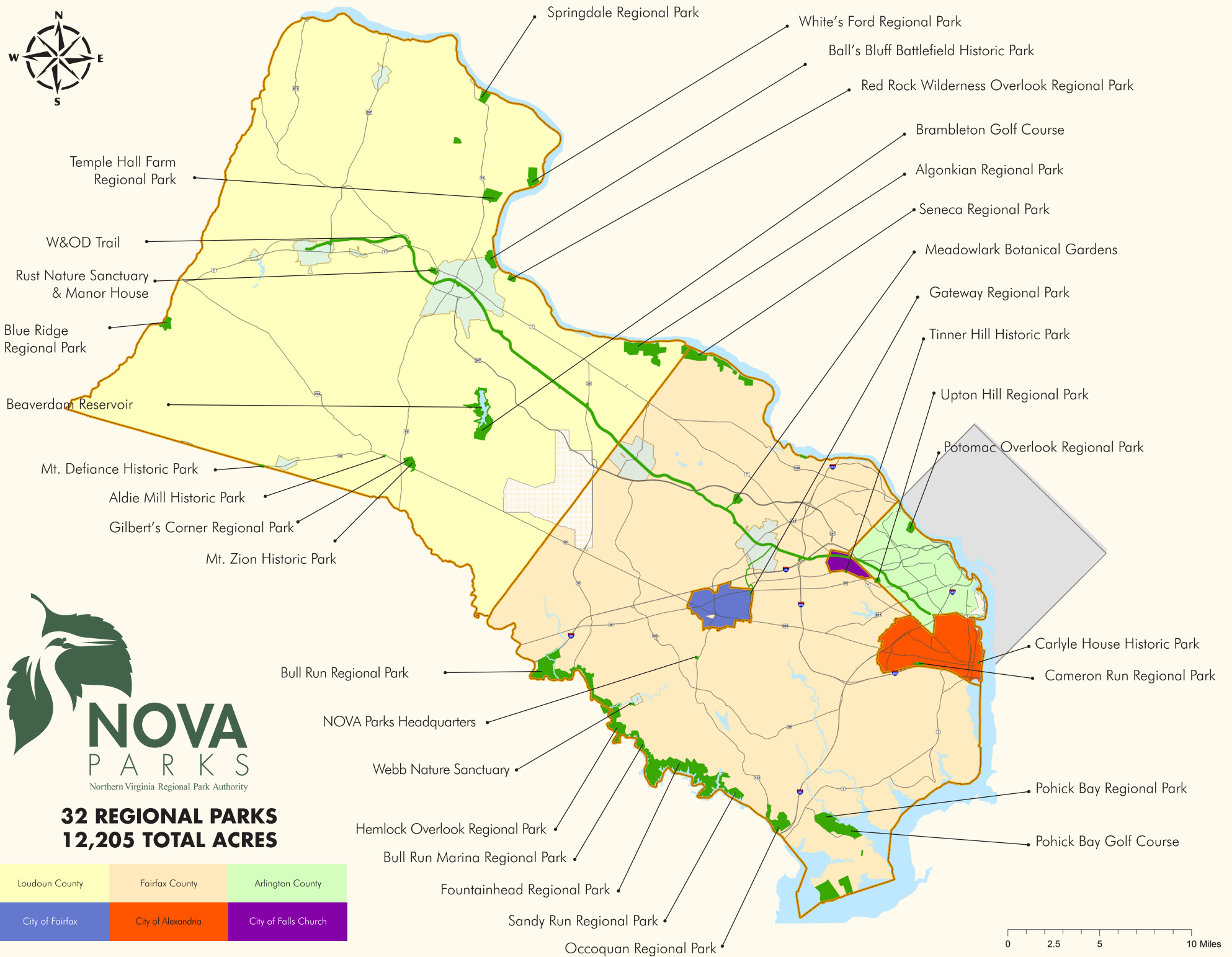
In addition, state statutes authorize the Authority to purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*



# NORTHERN VIRGINIA REGIONAL PARK AUTHORITY Organization Chart (Full Time Positions)

FY 2018





**32 REGIONAL PARKS**  
**12,205 TOTAL ACRES**

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



## GENERAL FUND SUMMARY

### GENERAL FUND REVENUES AND OTHER SOURCES

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Adopted Budget FY 2018
Appropriations from Jurisdictions	\$3,513,963	\$3,575,656	\$3,621,533	\$3,663,658
Other Revenue*	\$970	\$3,760	\$2,000	\$2,000
Operating Transfers**	\$1,163,974	\$1,296,547	\$1,441,228	\$1,319,336
<b>TOTAL REVENUE</b>	<b>\$4,678,907</b>	<b>\$4,875,963</b>	<b>\$5,064,761</b>	<b>\$4,984,994</b>

<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$4,678,907</b>	<b>\$4,875,963</b>	<b>\$5,064,761</b>	<b>\$4,984,994</b>
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\*Other Revenue for the General Fund consists of General Fund interest earnings.

\*\*Operating Transfers include transfers from the Self-Insurance Fund for Risk Management and the Capital Fund for Planning support. Additionally there are transfers of interest earnings from the Capital Fund and the Restricted License Fee Fund. In FY 18, \$610,523 will be transferred from the Enterprise Fund to the General Fund for Central Maintenance and other services.

### GENERAL FUND EXPENDITURES AND OTHER USES

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Adopted Budget FY 2018
Personnel Services	\$3,849,747	\$3,956,852	\$4,125,228	\$3,928,504
Operating Costs	462,078	549,615	498,350	605,050
Maintenance Costs	133,366	128,098	170,500	170,500
Insurance	164,998	175,332	200,398	210,404
Utilities	68,717	64,627	70,284	70,536
<b>TOTAL EXPENDITURES</b>	<b>\$4,678,906</b>	<b>\$4,874,524</b>	<b>\$5,064,761</b>	<b>\$4,984,994</b>

Donation Adjustment/Reserve Activity	0	1,439	0	0
<b>TOTAL OTHER USES</b>	<b>\$0</b>	<b>\$1,439</b>	<b>\$0</b>	<b>\$0</b>

<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$4,678,906</b>	<b>\$4,875,963</b>	<b>\$5,064,761</b>	<b>\$4,984,994</b>
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<b>OPERATING INCOME (LOSS)</b>	<b>\$0</b>	<b>\$1,439</b>	<b>\$0</b>	<b>\$0</b>
<b>(TOTAL REVENUE - TOTAL EXPENDITURES)</b>				

# GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>BEGINNING BALANCE</b>	\$ 64,220	\$ 64,220	\$ 64,220	\$ 65,660	\$ 64,220
<b>GENERAL FUND REVENUES</b>					
City of Alexandria	\$275,949	\$281,406	\$284,587	\$284,587	\$290,136
Arlington County	417,775	425,072	428,856	428,856	433,120
City of Fairfax	44,341	45,309	46,273	46,273	45,385
Fairfax County	2,114,158	2,137,446	2,149,947	2,149,947	2,158,822
City of Falls Church	25,003	25,530	25,706	25,706	26,256
Loudoun County	636,737	660,893	686,164	686,164	709,939
<b>TOTAL APPROPRIATIONS</b>	<b>3,513,963</b>	<b>3,575,656</b>	<b>3,621,533</b>	<b>3,621,533</b>	<b>3,663,658</b>
Interest	701	2,814	2,000	439	2,000
Miscellaneous Revenue	269	947	0	406	0
<b>TOTAL OTHER REVENUE</b>	<b>970</b>	<b>3,760</b>	<b>2,000</b>	<b>845</b>	<b>2,000</b>
Transfer Capital Projects Labor	0	5,506	30,000	0	0
Transfer from Capital Fund					
Development Support	554,915	584,728	600,763	557,108	590,813
Interest Earned	34,937	49,460	18,000	3,264	18,000
Transfer from Restricted Fund - Interest	40,133	42,705	40,000	33,116	40,000
Transfer from Self Insurance Fund	135,560	140,570	141,942	118,290	60,000
Transfer from Board Auth. Reserves	0	0	0	0	0
Transfer from Enterprise Fund	(91,207)	(51,238)	0	0	0
Transf.- Ent. Fund for Central Maint.	489,636	524,816	610,523	0	610,523
<b>TOTAL OPERATING TRANSFERS</b>	<b>1,163,974</b>	<b>1,296,547</b>	<b>1,441,228</b>	<b>711,778</b>	<b>1,319,336</b>
<b>TOTAL REVENUES</b>	<b>\$4,678,907</b>	<b>\$4,875,963</b>	<b>\$5,064,761</b>	<b>\$4,334,157</b>	<b>\$4,984,994</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$4,678,907</b>	<b>\$4,875,963</b>	<b>\$5,064,761</b>	<b>\$4,334,157</b>	<b>\$4,984,994</b>

## GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>GENERAL FUND EXPENDITURES</b>					
Full-Time Salaries	\$2,532,773	\$2,623,779	\$2,720,444	\$2,332,695	\$2,699,625
Part-Time Salaries	152,148	161,156	173,129	169,966	180,095
FICA	206,471	201,015	203,645	170,814	205,855
Hospitalization	297,092	273,260	297,926	295,866	306,192
Life Insurance	16,269	17,613	19,424	18,059	20,463
Retirement	640,371	677,507	707,315	549,253	512,929
Unemployment Tax	4,624	2,522	3,345	2,159	3,345
<b>TOTAL PERSONNEL SERVICES</b>	<b>3,849,747</b>	<b>3,956,852</b>	<b>4,125,228</b>	<b>3,538,812</b>	<b>3,928,504</b>
Audit Fee	53,100	56,200	58,750	58,750	58,950
Board Member Expenses	9,880	1,142	8,500	1,854	8,500
Fund Raising Support	54	0	1,500	0	15,000
Contingency	0	0	0	0	50,000
Credit Card Fees and Bank Charges	40,648	43,249	45,000	42,583	50,000
Gas and Diesel	34,834	21,297	45,000	15,752	42,000
HR Employee Relations	13,020	14,089	13,000	12,165	13,000
Membership Fees and Dues	11,530	10,533	12,000	12,033	12,000
Office Supplies	21,839	29,542	20,000	21,574	25,000
Personnel Recruitment	7,578	5,679	8,000	3,679	8,000
Postage	13,106	10,877	18,000	7,657	15,000
Printing and Publications	322	3,667	3,000	3,374	4,000
Professional Services	126,924	229,209	169,000	195,723	170,000
Programs and Promotions	0	290	0	357	0
Public Information	149	32	0	0	0
System Support	87,864	80,034	63,000	79,394	95,000
Training	31,529	27,587	30,000	24,756	35,000
Uniforms	9,702	16,189	3,600	28,880	3,600
<b>TOTAL FACILITY OPERATING COSTS</b>	<b>462,078</b>	<b>549,615</b>	<b>498,350</b>	<b>508,531</b>	<b>605,050</b>
Equipment/Vehicle Maintenance	70,144	67,269	100,200	55,368	100,200
Facility Op. & Maintenance	63,222	60,829	70,300	54,508	70,300
<b>TOTAL MAINTENANCE COSTS</b>	<b>133,366</b>	<b>128,098</b>	<b>170,500</b>	<b>109,876</b>	<b>170,500</b>
Insurance - Property, Liability & Other	132,813	139,827	165,000	157,722	172,000
Insurance - Vehicle	11,174	12,281	12,923	12,362	13,404
Insurance - Workers Compensation	21,010	23,224	22,475	21,790	25,000
<b>TOTAL INSURANCE</b>	<b>164,998</b>	<b>175,332</b>	<b>200,398</b>	<b>191,874</b>	<b>210,404</b>
Telephone	20,632	22,916	23,000	20,051	23,500
Electricity	22,823	22,205	23,000	20,189	23,000
Natural Gas	4,627	2,853	6,000	2,077	5,152
Water/Sewer	1,497	1,616	1,000	1,400	1,600
Propane Gas	13,045	10,114	10,800	7,135	10,800
Heating Oil	2,085	868	2,500	1,310	2,500
Cable/Internet	4,009	4,055	3,984	3,723	3,984
<b>TOTAL UTILITIES</b>	<b>68,717</b>	<b>64,627</b>	<b>70,284</b>	<b>55,886</b>	<b>70,536</b>
<b>TOTAL GENERAL FUND EXPEND.</b>	<b>4,678,906</b>	<b>4,874,524</b>	<b>5,064,761</b>	<b>4,404,978</b>	<b>4,984,994</b>
Transfer to Reserves for Board Initiatives		0	0	0	0
Contribution to Reserves (Set Aside)		0	0	0	0
<b>TOT. TRANSFERS TO OTHER FUNDS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES/TRANSFERS</b>	<b>4,678,906</b>	<b>4,874,524</b>	<b>5,064,761</b>	<b>4,404,978</b>	<b>4,984,994</b>
<b>NET INCOME (LOSS)</b>	<b>\$0</b>	<b>\$1,439</b>	<b>\$0</b>	<b>(\$70,821)</b>	<b>\$0</b>
<b>ENDING BALANCE</b>	<b>\$64,220</b>	<b>\$65,660</b>	<b>\$64,220</b>	<b>(\$5,162)</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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	% CHANGE 2017-2018
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 2,911,792	\$ 3,045,917	\$ 2,870,426	-5.8%
Operating Costs	531,659	462,750	569,450	23.1%
Maintenance Costs	67,466	87,700	87,700	0.0%
Insurance	166,830	191,783	200,923	4.8%
Utilities	41,032	43,940	44,192	0.6%
<b>TOTAL EXPENSES</b>	<b>\$ 3,718,779</b>	<b>\$ 3,832,090</b>	<b>\$ 3,772,691</b>	<b>-1.6%</b>

## BUDGET HIGHLIGHTS

- This budget includes an overall reduction in Personnel Services, mostly due to the reduction in the retirement contribution rate. The increase in budgeted operating costs is due to the inclusion of a contingency and increases in operating costs that are tied to revenues and funding for fund raising.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full Time	21	21	21	22	22
Community Foundation Support	.15	.15	.15	.15	.15
Part Time	2.69	2.69	2.69	2.69	2.89



## HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>1-700</b>	<b>HEADQUARTERS EXPENDITURES</b>					
5010	Full-Time Salaries	\$1,800,661	\$1,896,253	\$1,980,526	\$1,699,941	\$1,940,774
5020	Part-Time Salaries	152,148	161,156	173,129	\$169,966	180,095
5030	FICA	152,473	146,847	146,971	126,090	147,733
5040	Hospitalization	210,300	202,952	213,596	219,577	215,749
5060	Life Insurance	11,295	12,201	14,141	13,974	14,711
5050	Retirement	461,048	490,624	514,937	398,961	368,747
5070	Unemployment Tax	3,458	1,759	2,617	1,562	2,617
	<b>TOTAL PERSONNEL SERVICES</b>	<b>2,791,382</b>	<b>2,911,792</b>	<b>3,045,917</b>	<b>2,630,072</b>	<b>2,870,426</b>
5130	Audit Fee	53,100	56,200	58,750	58,750	58,950
5140	Board Member Expenses	9,880	1,142	8,500	1,854	8,500
5188	Fund Raising Support	54	0	1,500	0	15,000
	Contingency	0	0	0	0	50,000
5155	Credit Card Fees and Bank Charges	40,648	43,249	45,000	42,583	50,000
5230	Gas and Diesel	8,755	5,647	12,000	3,425	9,000
5500-030	HR Employee Relations	13,020	14,089	13,000	12,165	13,000
5390	Membership Fees and Dues	11,530	10,533	12,000	12,033	12,000
5420	Office Supplies	21,839	29,542	20,000	21,574	25,000
5440	Personnel Recruitment	7,578	5,679	8,000	3,679	8,000
5460	Postage	13,106	10,877	18,000	7,657	15,000
5470	Printing and Publications	322	3,667	3,000	3,374	4,000
5480	Professional Services	126,924	229,209	169,000	195,723	170,000
5490	Programs and Promotions	0	290	0	357	0
5500	Public Information	149	32	0	0	0
5560	System Support	87,864	80,034	63,000	79,394	95,000
5400	Training	31,483	27,585	30,000	24,715	35,000
5570	Uniforms	7,201	13,884	1,000	26,690	1,000
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>433,452</b>	<b>531,659</b>	<b>462,750</b>	<b>493,973</b>	<b>569,450</b>
5180	Equipment/Vehicle Maintenance	31,449	34,510	52,700	31,478	52,700
5190	Facility Op. & Maintenance	35,931	32,957	35,000	37,293	35,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>67,380</b>	<b>67,466</b>	<b>87,700</b>	<b>68,771</b>	<b>87,700</b>
5270	Insurance - Property, Liability & Other	132,813	139,827	165,000	157,722	172,000
5290	Insurance - Vehicle	3,438	3,779	4,308	3,804	3,923
5300	Insurance - Workers Compensation	21,010	23,224	22,475	21,790	25,000
	<b>TOTAL INSURANCE</b>	<b>157,262</b>	<b>166,830</b>	<b>191,783</b>	<b>183,315</b>	<b>200,923</b>
5580-001	Telephone	15,788	18,211	18,000	16,521	18,500
5580-002	Electricity	15,622	15,499	16,000	14,516	16,000
5580-003	Natural Gas	4,627	2,853	6,000	2,077	5,152
5580-004	Water/Sewer	1,497	1,616	1,000	1,400	1,600
5580-016	Internet/Cable	2,940	2,853	2,940	2,688	2,940
	<b>TOTAL UTILITIES</b>	<b>40,473</b>	<b>41,032</b>	<b>43,940</b>	<b>37,202</b>	<b>44,192</b>
	<b>TOTAL HEADQUARTERS EXPENDITURES</b>	<b>\$3,489,949</b>	<b>\$3,718,779</b>	<b>\$3,832,090</b>	<b>\$3,413,333</b>	<b>\$3,772,691</b>

# HEADQUARTERS

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## STRATEGIC GOALS & OBJECTIVES FY 2018



For FY 2018, NOVA Parks is adopting a new 5-year Strategic Plan. Below are some of the key goals for Headquarters that are derived from this plan.



### Places:

- Open new LEED Gold facility.
- Develop native-focused landscaping guidelines.
- Work on the development of Beaverdam Regional Park.
- Work on the redevelopment of Upton Hill Regional Park.



### Finance:

- Open Occoquan Regional Park facilities.
- Seek overall revenue growth of 3% above inflation rate.
- Conduct 10-year financial forecasting.



### People:

- Survey customers of top attractions.
- Conduct staff training on innovation.
- Deliver educational content about careers in Park & Recreation to seasonal employees.



### Messages:

- Develop 5 animations for social media branding.
- Integrate user content and photos into NOVA Parks website.
- Implement branding strategy.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**



Places:

**Highlights**

- ✓ Redevelopment of Occoquan Regional Park is underway.
- ✓ Management and planning of Beaverdam Reservoir property.
- ✓ Received approval to double the number of events that can be held at Rust Sanctuary.



Finance:

**Highlights**

- ✓ Received the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association.
- ✓ Developed a 10 Year Financial Forecast that will place a strategic focus on our long term financial decisions.
- ✓ Reduced the Retirement Contribution Rate by 7% as a result of our consistent efforts to pay down retirement startup debt.
- ✓ Received Bond Financing through the Virginia Resources Authority (VRA) for the Redevelopment of Occoquan.
- ✓ Enterprise Fund user fee revenue increased by 6.5% during the first half of FY 17, compared to FY 16.
- ✓ Created partnership with Community Foundation for Northern Virginia to facilitate fund raising goals.



People:

**Highlights**

- ✓ Fine-tuned the recently implemented system of individual goals tied to strategic goals.
- ✓ Hired new leadership for Finance and Human Resource functions and implemented new processes and technology to improve efficiency.
- ✓ Adopted Board Handbook.
- ✓ Expanded system-wide customer service program.
- ✓ Expanded practicum and an internship programs for college students.



Messages:

**Highlights**

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

**MEASURABLE RESULTS**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of reservations booked	N/A		2,000		
• Number of Accounts Payable vouchers processed	19,656	19,602	20,000	10,008	20,000

# CENTRAL MAINTENANCE

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## 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,045,060	\$ 1,079,312	\$ 1,058,078	-2.0%
Operating Costs	17,957	35,600	35,600	0.0%
Maintenance Costs	60,631	82,800	82,800	0.0%
Insurance	8,502	8,615	9,481	10.0%
Utilities	23,595	26,344	26,344	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,155,745</b>	<b>\$ 1,232,671</b>	<b>\$ 1,212,303</b>	<b>-1.7%</b>

## BUDGET HIGHLIGHTS

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	13	13	13	13	13
Part-Time	0	0	0	0	0

## CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>1-710</b>	<b>CENTRAL MAINTENANCE</b>					
	<b>EXPENDITURES</b>					
5010	Full Time Salaries	\$732,112	\$727,526	\$739,918	\$632,754	\$758,851
5030	FICA	53,998	54,167	56,674	\$44,724	58,122
5040	Hospitalization	86,792	70,309	84,330	\$76,289	90,443
5060	Life Insurance	4,974	5,412	5,283	\$4,085	5,752
5050	Retirement	179,323	186,883	192,379	\$150,292	144,182
5070	Unemployment Tax	1,166	763	728	\$597	728
	<b>TOTAL PERSONNEL SERVICES</b>	<b>1,058,365</b>	<b>1,045,060</b>	<b>1,079,312</b>	<b>908,740</b>	<b>1,058,078</b>
5230	Gas and Diesel	26,079	15,650	33,000	12,327	33,000
5400	Training	46	3	0	41	0
5570	Uniforms	2,502	2,305	2,600	2,189	2,600
	<b>TOTAL OPERATING COSTS</b>	<b>28,626</b>	<b>17,957</b>	<b>35,600</b>	<b>14,558</b>	<b>35,600</b>
5180	Equipment/Vehicle Maintenance	38,695	32,759	47,500	23,890	47,500
5190	Facility Op. & Maintenance	27,291	27,873	35,300	17,215	35,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>65,986</b>	<b>60,631</b>	<b>82,800</b>	<b>41,105</b>	<b>82,800</b>
5290	Insurance - Vehicle	7,736	8,502	8,615	8,558	9,481
	<b>TOTAL INSURANCE</b>	<b>7,736</b>	<b>8,502</b>	<b>8,615</b>	<b>8,558</b>	<b>9,481</b>
5580-001	Telephone	4,844	4,705	5,000	3,530	5,000
5580-002	Electricity	7,201	6,706	7,000	5,674	7,000
5580-009	Heating Oil	2,085	868	2,500	1,310	2,500
5580-008	Propane Gas	13,045	10,114	10,800	7,135	10,800
5580-016	Cable/Internet	1,069	1,202	1,044	1,034	1,044
	<b>TOTAL UTILITIES</b>	<b>28,244</b>	<b>23,595</b>	<b>26,344</b>	<b>18,684</b>	<b>26,344</b>
	<b>TOTAL CENTRAL MAINT EXPEND.</b>	<b>\$1,188,957</b>	<b>\$1,155,745</b>	<b>\$1,232,671</b>	<b>\$991,645</b>	<b>\$1,212,303</b>

# CENTRAL MAINTENANCE

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Lead process of developing site inspection forms and creating written maintenance standards.
- Facilitate the creation of an agency-wide Park Maintenance Standards Manual.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site inspection program.



**FY 2017 STRATEGIC HIGHLIGHTS**

**Goal One: Maintain HiperWeb Maintenance Management Software for tracking work orders, preventive maintenance, inspections and asset details.**



**Highlights**

- ✓ System training for HiperWeb was held in September 2016.
- ✓ The HiperWeb software went live in November 2016.
- ✓ Fleet vehicle asset information updated.
- ✓ Equipment database information updated.

**Goal Two: Evaluate positions and job descriptions to create consistency with actual work performed.**



**Highlights**

- ✓ Positions and job descriptions brought up to date.

**Goal Three: Develop a complete maintenance training program for current Central Maintenance staff as well as new and existing park maintenance staff.**



**Highlights**

- ✓ Held 1-day class for full and part-time staff focusing on hand tools, small engine and hands-on chainsaw and wood chipper safety and preventive maintenance.

**MEASURABLE RESULTS**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (JUL-DEC 2016)	FY 2018 TARGET
• Number of HVAC work orders completed	196	197	230	74	230
• Number of electrical work orders completed	158	128	130	68	130
• Number of heavy equipment work orders completed	114	110	110	46	110
• Number of fleet maintenance work orders/state inspections completed *	127	142	140	53	140
• Number of equipment maintenance work orders completed	76	110	90	45	90
• Number of welding work orders completed	57	47	50	22	50
• Number of plumbing work orders completed	30	36	30	9	30
• Number of carpentry work orders completed	106	128	120	47	47
• Number of preventive maintenance corrections completed	N/A	N/A	N/A	N/A	40
• Number of priority/critical work orders completed	N/A	N/A	N/A	N/A	12

\* State inspections are included in this measure beginning in FY 2015.





# ENTERPRISE FUND SUMMARY

## ENTERPRISE FUND REVENUES

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Adopted Budget FY 2018
User Fees	\$12,790,484	\$13,797,443	\$13,621,700	\$14,035,099
Retail Operations	4,326,432	4,685,156	4,555,800	4,871,630
Easements and Licenses	682,424	704,644	730,976	767,723
Other Revenue*	527,620	605,024	668,084	770,666
Operating Transfers**	356,697	333,226	330,912	330,912
<b>TOTAL REVENUE</b>	<b>\$18,683,657</b>	<b>\$20,125,493</b>	<b>\$19,907,471</b>	<b>\$20,776,030</b>
Transfer from Restricted Fund for Occoquan				813,669
<b>TOTAL TRANSFER FOR DEBT SERVICE</b>				<b>\$813,669</b>
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$18,683,657</b>	<b>\$20,125,493</b>	<b>\$19,907,471</b>	<b>\$21,589,699</b>

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

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

## ENTERPRISE FUND EXPENSES AND OTHER USES

	Actual FY 2015	Actual FY 2016	Budget FY 2017	Adopted Budget FY 2018
Personnel Services	\$10,428,626	\$10,903,337	\$11,710,882	\$11,933,787
Operating Costs	2,246,192	2,246,345	2,625,520	3,024,326
Maintenance Costs	1,804,587	1,844,772	1,994,872	2,077,108
Insurance	126,097	156,514	172,930	184,926
Retail Operations	1,857,305	1,816,401	1,854,584	1,958,049
Utilities	989,911	936,151	913,161	962,311
Transfer to General Fund for Central Maintenance Svcs	489,636	524,816	610,523	610,523
<b>TOTAL EXPENSES</b>	<b>\$17,942,354</b>	<b>\$18,428,335</b>	<b>\$19,882,471</b>	<b>\$20,751,030</b>
Debt Service Payments-Occoquan				\$813,669
<b>TOTAL DEBT SERVICE</b>				<b>\$813,669</b>
Contribution to Designated Set Aside	75,000	0	0	0
Transfer to Capital Fund	409,507	410,319	0	0
Transfer to Balance General Fund	-91,207	-51,238	0	0
Transfer to Retirement Plan	204,753	492,383	0	0
Transfer to Temple Hall Operating Fund	50,000	50,000	0	0
Transfer to Board Authorized Reserves	25,000	0	25,000	25,000
Transfer to Performance Incentive Plan	68,251	328,256	0	0
Transfer to Sustainability Reserve	0	410,319	0	0
Donation Adjustment	0	57,117	0	0
<b>TOTAL OTHER USES</b>	<b>\$741,304</b>	<b>\$1,697,157</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES</b>	<b>\$18,683,658</b>	<b>\$20,125,492</b>	<b>\$19,907,471</b>	<b>\$21,589,699</b>
<b>OPERATING INCOME (TOTAL REVENUE - TOTAL EXPENSES)</b>	<b>\$741,303</b>	<b>\$1,697,158</b>	<b>\$25,000</b>	<b>\$25,000</b>

## ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND REVENUES</b>					
Administration - Enterprise Fund	\$32,553	\$57,935	\$6,000	\$93,019	\$31,000
Aldie Mill Historic Park/Mt. Defiance Historic Park	32,140	30,337	33,200	27,044	34,780
Algonkian Golf Course	978,220	1,052,841	1,143,000	816,395	1,120,000
Algonkian Regional Park	340,181	289,244	288,800	227,234	286,900
Volcano Island Waterpark at Algonkian	465,222	565,835	521,350	416,518	539,250
The Woodlands at Algonkian Park	680,146	673,612	678,700	372,069	675,150
Algonkian Cottages	340,498	317,412	315,900	292,714	323,900
Beaverdam Property	0	10,780	9,000	5,880	0
Blue Ridge Regional Park	4,887	5,080	6,000	4,274	6,500
Brambleton Golf Course	1,337,029	1,464,845	1,458,000	1,108,162	1,467,500
Bull Run Marina	14,344	16,722	19,500	18,331	19,500
Bull Run Regional Park	762,137	814,143	806,300	840,522	855,600
Atlantis Waterpark at Bull Run	485,219	531,971	527,350	410,553	534,600
Bull Run Special Events Center	227,571	210,978	207,500	195,099	225,000
Bull Run Light Show	682,068	807,872	708,000	888,238	814,000
Bull Run Shooting Center	1,240,372	1,192,477	1,216,500	990,258	1,211,500
Cameron Run Regional Park	142,215	145,689	165,500	92,747	157,500
Great Waves Waterpark at Cameron Run	1,782,770	2,045,444	1,925,500	1,552,532	1,956,500
Carlyle House Historic Park	90,665	120,312	107,676	94,975	101,876
Catering and Event Services	336,177	332,406	368,000	225,718	368,755
Fountainhead Regional Park	310,286	305,204	315,236	195,306	307,912
Hemlock Overlook Regional Park	75,768	75,768	75,768	75,000	75,768
Meadowlark Atrium and Event Services	2,131,817	2,044,843	1,896,250	1,646,812	1,989,000
Meadowlark Botanical Gardens	282,746	329,581	277,500	258,737	298,500
Meadowlark Gardens Winter Walk of Lights	553,267	875,495	641,000	779,279	731,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	460	3,605	4,464	1,853	3,264
Occoquan Regional Park	212,661	215,865	189,500	181,498	983,669
Pohick Bay Golf Course	1,025,242	1,070,905	1,089,500	791,871	1,087,500
Pohick Bay Marina	228,937	237,568	249,500	235,079	244,500
Pohick Bay Regional Park	591,979	691,273	637,200	739,654	718,700
Pirate's Cove Waterpark at Pohick Bay	557,875	595,882	588,800	447,235	593,100
Potomac Overlook Regional Park	87,782	103,895	92,200	110,719	102,700
Rust Sanctuary	535,030	757,610	625,100	713,904	917,244
Sandy Run Regional Park	210,801	198,014	253,692	226,471	253,692
Temple Hall Farm	-	-	155,308	115,409	210,614
Temple Hall Corn Maize	-	-	275,500	266,539	277,500
Upper Potomac Properties/Springdale	28,010	36,936	44,040	35,622	44,040
Upton Hill Regional Park	244,812	257,187	248,400	153,832	251,400
Ocean Dunes Waterpark at Upton Hill	588,173	586,255	628,350	441,131	613,350
W&OD Railroad Regional Park	1,015,947	1,038,922	1,064,888	1,047,001	1,100,635
White's Ford	27,649	14,750	43,500	29,762	55,800
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$18,683,657</b>	<b>\$20,125,493</b>	<b>\$19,907,471</b>	<b>\$17,164,995</b>	<b>\$21,589,699</b>

## ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND EXPENSES</b>					
Administration - Enterprise Fund	\$3,062,602	\$4,219,132	\$2,880,014	\$1,786,133	\$3,190,956
Aldie Mill Historic Park/Mt. Defiance Historic Park	126,610	125,708	142,423	112,612	144,636
Algonkian Golf Course	1,002,030	952,844	1,083,300	868,083	1,016,015
Algonkian Regional Park	624,093	606,884	599,709	488,425	615,760
Volcano Island Waterpark at Algonkian	253,350	278,706	297,360	192,623	303,424
The Woodlands at Algonkian Park	358,242	347,176	391,129	212,255	392,766
Algonkian Cottages	182,222	190,111	216,049	150,432	212,463
Beaverdam Property	0	27,890	39,854	18,209	33,954
Blue Ridge Regional Park	2,467	4,504	3,200	3,840	3,700
Brambleton Golf Course	1,277,473	1,294,999	1,363,499	1,053,105	1,339,528
Bull Run Marina	20,766	21,195	28,005	27,031	26,906
Bull Run Regional Park	927,400	891,889	925,524	774,267	942,409
Atlantis Waterpark at Bull Run	278,251	316,961	324,538	253,817	329,001
Bull Run Special Events Center	143,986	164,663	130,707	153,522	169,720
Bull Run Light Show	253,093	285,892	260,215	300,332	330,213
Bull Run Shooting Center	1,051,765	935,460	1,051,210	810,459	1,061,962
Cameron Run Regional Park	353,038	343,851	378,150	305,880	377,436
Great Waves Waterpark at Cameron Run	1,065,516	1,194,705	1,010,876	826,364	1,091,979
Carlyle House Historic Park	302,154	321,817	325,604	266,534	319,185
Catering and Event Services	275,780	244,838	297,208	188,113	299,553
Fountainhead Regional Park	195,051	204,759	234,427	168,383	235,317
Hemlock Overlook Regional Park	1,771	1,570	2,400	724	2,400
Meadowlark Atrium and Event Services	1,307,282	1,293,767	1,206,659	1,181,458	1,250,894
Meadowlark Botanical Gardens	957,232	913,647	943,791	803,593	968,041
Meadowlark Gardens Winter Walk of Lights	132,598	169,791	184,406	163,389	205,446
Mt. Zion Historic Park/Gilbert's Corner Regional Park	9,184	8,017	12,157	11,525	11,500
Occoquan Regional Park	354,853	351,198	383,659	595,358	1,275,963
Pohick Bay Golf Course	1,018,396	1,032,793	1,066,621	870,733	1,045,689
Pohick Bay Marina	36,978	39,173	40,546	27,081	47,056
Pohick Bay Regional Park	716,851	743,945	771,955	648,595	799,588
Pirate's Cove Waterpark at Pohick Bay	308,405	332,334	323,002	252,215	332,342
Potomac Overlook Regional Park	302,095	319,868	306,158	268,829	319,569
Rust Sanctuary	346,570	491,783	500,424	478,172	689,181
Sandy Run Regional Park	154,180	168,715	164,856	163,013	171,042
Temple Hall Farm	0	0	397,856	348,390	416,344
Temple Hall Corn Maize	0	0	166,811	133,584	168,063
Upper Potomac Properties/Springdale	93,383	101,384	147,487	100,063	150,152
Upton Hill Regional Park	353,803	346,736	373,895	292,753	347,441
Ocean Dunes Waterpark at Upton Hill	279,918	282,415	297,747	203,931	299,465
W&OD Railroad Regional Park	512,417	502,515	562,759	454,240	563,524
White's Ford	41,850	51,857	71,282	54,151	89,117
<b>TOTAL EXPENSES &amp; OTHER USES</b>	<b>\$18,683,657</b>	<b>20,125,492</b>	<b>\$19,907,471</b>	<b>16,012,218</b>	<b>21,589,699</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>BEGINNING BALANCE</b>	<b>\$287,146</b>	<b>\$287,145</b>	<b>\$287,146</b>	<b>\$287,146</b>	<b>\$287,146</b>
<b>ENTERPRISE FUND REVENUES</b>					
Driving Range	\$198,827	\$232,318	\$235,000	\$182,856	\$235,000
Electric/Gas Cart Rental	584,648	637,097	620,000	466,654	625,000
Golf Club Rental	7,158	9,024	8,500	5,368	8,500
Green Fees	1,985,032	2,119,283	2,215,000	1,644,566	2,200,000
Golf Handicap Program	12,923	13,205	14,500	10,319	14,500
Pull Cart Rental	6,357	5,617	7,000	4,078	7,000
<b>Total Golf Course User Fees</b>	<b>2,794,944</b>	<b>3,016,544</b>	<b>3,100,000</b>	<b>2,313,840</b>	<b>3,090,000</b>
Admissions	2,140,844	2,473,372	2,287,000	1,850,856	2,332,000
Cabana Rental	4,900	6,550	6,500	4,900	6,500
Group, Bounce Passes & Discount Passes	625,023	634,769	674,250	533,069	657,000
Locker Rental	668	7,302	6,350	9,951	12,050
<b>Total Aquatics User Fees</b>	<b>2,771,435</b>	<b>3,121,993</b>	<b>2,974,100</b>	<b>2,398,776</b>	<b>3,007,550</b>
Boat Rental	235,396	233,123	246,500	166,312	232,000
Crew Boat Storage	118,198	103,329	139,500	141,300	139,500
Launch & Parking Fees	139,228	160,261	157,000	114,060	150,300
Regatta & User Fees	44,660	44,312	58,000	46,717	58,000
Rowing Camps	7,452	11,773	20,000	14,779	20,000
<b>Total Marine User Fees</b>	<b>544,934</b>	<b>552,798</b>	<b>621,000</b>	<b>483,168</b>	<b>599,800</b>
Cabin Rentals	104,062	153,824	150,000	236,814	180,000
Camping Fees	723,175	829,554	776,000	916,426	841,500
Cottage Rentals	339,919	316,927	315,000	292,195	323,000
Laundry	8,754	9,716	10,400	9,056	10,400
<b>Total Camping/Cottage User Fees</b>	<b>1,175,909</b>	<b>1,310,022</b>	<b>1,251,400</b>	<b>1,454,491</b>	<b>1,354,900</b>
Shooting Tournament Fees	102,740	53,030	60,000	33,535	60,000
Target Sales	644,760	661,602	655,000	593,342	660,000
Gun Rental	52,852	56,322	55,000	45,546	55,000
<b>Total Skeet, Trap &amp; Archery User Fees</b>	<b>800,352</b>	<b>770,953</b>	<b>770,000</b>	<b>672,423</b>	<b>775,000</b>
Light Shows	1,122,091	1,495,045	1,206,000	1,482,642	1,371,000
Corn Maize	N/A	N/A	165,000	159,868	165,000
Programmed Events	160,885	114,405	116,300	94,667	130,700
Snowflake Stampede	11,492	15,479	15,000	15,696	16,000
Sponsors	1,300	0	0	0	0
Vendor Fees	26,623	57,904	36,000	51,787	50,000
<b>Total Special Events User Fees</b>	<b>1,322,390</b>	<b>1,682,833</b>	<b>1,538,300</b>	<b>1,804,660</b>	<b>1,732,700</b>
Atrium Rental	820,332	731,487	740,000	570,724	750,000
Carlyle House Rental	17,783	31,095	30,000	21,925	30,000
Center Rental	147,145	119,644	135,000	109,588	135,000
Church Rental	212	600	400	800	400
Manor House Rental	180,586	236,087	240,000	218,699	315,000
Meeting and Event Center Rental	235,799	221,575	235,000	136,037	235,000
Mill Rental	5,240	1,200	4,800	2,000	4,800
Shelter Reservations	319,002	331,921	331,000	199,994	307,500
Visitor Center Rental	14,104	14,075	15,400	10,475	15,400
<b>Total Facility Rental User Fees</b>	<b>1,740,204</b>	<b>1,687,685</b>	<b>1,731,600</b>	<b>1,270,243</b>	<b>1,793,100</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
Annual Dues	61,244	81,011	72,000	63,945	75,000
Athletic Field Use Fees	19,785	29,989	12,000	22,918	12,000
Batting Cage Fees	172,750	180,852	188,000	102,988	179,000
Boat/RV Storage	562,706	527,466	546,000	510,311	581,000
Camps	87,786	115,120	98,500	107,212	94,500
Entrance Fees	248,478	267,984	250,300	213,853	262,780
Equipment Rental	237,773	205,693	200,000	160,193	219,269
Inflatable Play Features	20,416	14,432	20,000	6,939	16,000
Miniature Golf	217,755	216,750	228,500	140,735	218,000
Permit Fees	3,800	4,425	3,000	3,300	3,000
Santa Pictures	7,822	10,894	10,000	15,095	13,000
Temple Hall Farm Rides	0	0	7,000	6,895	8,500
<b>Total Other Park User Fees</b>	<b>1,640,316</b>	<b>1,654,616</b>	<b>1,635,300</b>	<b>1,354,383</b>	<b>1,682,049</b>
<b>TOTAL USER FEES</b>	<b>12,790,484</b>	<b>13,797,443</b>	<b>13,621,700</b>	<b>11,751,984</b>	<b>14,035,099</b>
Retail - Ammunition	262,725	242,916	270,000	187,070	260,000
Retail - Alcoholic Beverages/Hard Liquor	560,876	672,192	542,000	537,236	634,250
Retail - Food (Includes Paper Products)	1,489,543	1,658,209	1,709,100	1,272,147	1,757,600
Retail - Great Blue Heron	1,241,813	1,318,143	1,230,000	1,072,169	1,377,250
Retail - Catering Food Truck	19,737	30,414	25,000	22,173	38,000
Service Charge	269,828	295,113	234,950	230,646	264,780
Catering-Conference Center & Rust Sanctuary	300,697	279,000	285,000	152,907	285,000
Retail - Pro Shop	139,771	140,210	158,000	101,814	153,000
Retail - Merchandise	32,468	41,316	94,250	80,292	100,750
Vending Machine Operation	8,975	7,644	7,500	3,285	1,000
<b>TOTAL RETAIL OPERATIONS</b>	<b>4,326,432</b>	<b>4,685,156</b>	<b>4,555,800</b>	<b>3,659,739</b>	<b>4,871,630</b>
License Fees	15,416	3,028	25,000	32,901	25,000
Rents & Easements	667,007	701,615	705,976	682,657	742,723
<b>TOTAL EASEMENTS AND LICENSES</b>	<b>682,424</b>	<b>704,644</b>	<b>730,976</b>	<b>715,557</b>	<b>767,723</b>
NVRPA Event Staffing	13,579	12,002	14,500	7,184	14,500
Kitchen Use Fee	3,500	15,000	12,500	13,250	12,500
Firewood/Propane	44,153	52,704	46,000	50,478	50,000
Garden Guild/Docent Activities	300	840	600	0	600
House & Bank Building Rental	134,013	150,404	198,652	168,855	198,328
Interest	595	16,238	6,000	0	6,000
Interest-Temple Hall	0	0	50,000	1,846	96,806
Interest-Occoquan	0	0	0	23,364	0
Lessons	170,625	161,538	158,000	133,930	149,000
Lifeguard Training Fee	5,620	6,830	0	1,883	0
Miscellaneous Revenue	54,185	72,963	35,732	107,221	52,732
Crop Sales	24,649	11,969	70,000	71,698	89,000
Rental Device Commission	1,400	1,394	1,100	1,000	1,200
Adventure Links Agreement (Hemlock)	75,000	75,000	75,000	75,000	75,000
Reservation Fees	0	28,142	0	49,854	25,000
<b>TOTAL OTHER REVENUE</b>	<b>527,620</b>	<b>605,024</b>	<b>668,084</b>	<b>705,562</b>	<b>770,666</b>
<b>TOTAL ENTERPRISE FUND REVENUES</b>	<b>\$18,326,960</b>	<b>\$19,792,267</b>	<b>\$19,576,559</b>	<b>\$16,832,843</b>	<b>\$20,445,118</b>
Transfer from Carlyle House Friends Fund	3,785	5,314	3,000	4,240	3,000
Transfer from OWL	0	0	0	0	0
Transfer from Board Auth. Reserve	25,000	0	0	0	0
Transfer from Restricted Fund	327,912	327,912	327,912	327,912	1,141,581
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	<b>356,697</b>	<b>333,226</b>	<b>330,912</b>	<b>332,152</b>	<b>1,144,581</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$18,683,657</b>	<b>\$20,125,493</b>	<b>\$19,907,471</b>	<b>\$17,164,995</b>	<b>\$21,589,699</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND EXPENSES</b>					
Full-time Salaries	\$4,605,275	\$4,839,464	\$5,051,910	\$4,361,495	\$5,305,029
Part-Time Salaries	3,371,379	3,535,725	3,827,346	3,030,015	3,969,544
FICA	576,300	616,001	680,250	516,312	710,495
Hospitalization	611,216	611,873	766,271	674,712	863,842
Life Insurance	33,111	35,792	36,071	27,974	40,215
Retirement	1,198,344	1,235,666	1,313,497	1,012,167	1,007,955
Unemployment Tax	33,001	28,816	35,538	17,724	36,707
<b>TOTAL PERSONNEL SERVICES</b>	<b>10,428,626</b>	<b>10,903,337</b>	<b>11,710,882</b>	<b>9,640,399</b>	<b>11,933,787</b>
Contingency	0	0	0	0	150,000
Credit Card Charges	344,821	356,349	357,124	307,476	388,385
POS Technology Fees	39,561	144,484	125,000	138,625	200,000
Contract Employment	95,466	145,805	57,900	80,561	72,325
Corn Maize Operations	0	0	35,450	40,381	35,450
Golf Cart Rental	184,414	154,118	166,975	145,022	158,205
Beverage Cart Rental	2,829	2,357	8,316	7,622	8,316
Equipment Rental	200,154	202,156	200,785	158,620	232,020
Feed	0	0	8,000	11,515	9,000
Fertilizer	3,786	22,098	64,000	56,893	74,500
Garden Guild/Docent Activities	469	129	600	305	600
Gas and Diesel	169,893	122,181	217,225	99,972	206,225
Handicap Program	13,390	14,550	13,800	14,550	13,800
Instructor Fees	34,204	28,092	27,000	19,890	23,000
License Fees	4,790	6,040	12,200	13,734	12,200
Linen Service	16,971	19,479	21,500	12,335	19,500
Livestock	0	0	4,000	1,095	4,000
Membership Events	924	0	1,000	0	1,000
Park Police	0	0	0	37,825	20,000
Production Costs	197,566	247,786	180,000	249,323	223,000
Programs and Promotions	120,578	60,488	94,300	54,348	98,150
Public Information	422,009	423,081	471,000	348,122	513,000
Seeds and Plants	9,631	128	35,500	23,210	41,000
Shooting Tournament	71,021	20,829	30,000	13,655	30,000
Strategic Plan Initiatives	296	12,180	0	0	128,000
Reorganization	0	0	132,995	0	0
Targets	257,979	204,995	250,000	172,870	252,000
Training for Field Staff	44,267	44,651	85,000	42,174	85,000
Uniforms	11,174	14,372	16,850	10,879	16,650
Vet & Medicine	0	0	9,000	3,119	9,000
<b>TOTAL OPERATING COSTS</b>	<b>2,246,192</b>	<b>2,246,345</b>	<b>2,625,520</b>	<b>2,064,119</b>	<b>3,024,326</b>
Equipment/Vehicle Maintenance	178,289	173,902	201,435	193,654	214,935
Facility Op. & Maintenance	1,127,083	1,202,624	1,270,078	1,012,414	1,313,814
Garden Maintenance	48,187	55,195	57,000	44,194	57,000
Golf Course Maintenance	323,069	302,619	334,859	233,176	334,859
Major Contract Maintenance	119,955	102,051	125,000	136,527	150,000
Rental House Maintenance	8,005	8,380	6,500	6,927	6,500
<b>TOTAL MAINTENANCE COSTS</b>	<b>1,804,587</b>	<b>1,844,772</b>	<b>1,994,872</b>	<b>1,626,893</b>	<b>2,077,108</b>
Insurance - Liquor Liability	12,460	10,784	21,020	5,821	12,700
Insurance - Workers Comp	97,305	127,781	132,525	137,686	150,000
Insurance - Vehicle	16,333	17,949	19,385	19,335	22,226
<b>TOTAL, INSURANCE</b>	<b>126,097</b>	<b>156,514</b>	<b>172,930</b>	<b>162,842</b>	<b>184,926</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
Retail - Ammunition	203,528	160,748	189,000	125,369	182,000
Retail - Alcoholic Beverages/Hard Liquor	204,898	205,900	198,100	169,278	224,800
Retail - Catering Food Truck	6,362	11,030	9,000	8,470	13,680
Retail - Algonkian Woodlands	110,704	106,944	114,000	65,765	114,000
Retail - Catering Great Blue Heron	327,847	290,719	286,000	274,912	300,000
Retail - Catering Rust Sanctuary	84,267	106,420	96,429	98,039	145,547
Retail - Food	810,943	800,142	803,580	610,908	821,225
Retail - Pro Shop	82,739	111,978	106,100	69,146	103,100
Retail - Fuel	0	0	0		0
Retail Merchandise	22,530	19,687	49,125	47,782	53,097
Vending Machine Operation	3,486	2,831	3,250	510	600
<b>TOTAL RETAIL OPERATIONS</b>	<b>1,857,305</b>	<b>1,816,401</b>	<b>1,854,584</b>	<b>1,470,179</b>	<b>1,958,049</b>
Telephone	78,042	82,658	74,082	66,489	81,132
Electricity	508,851	487,586	532,330	433,952	535,630
Natural Gas	18,988	9,300	20,000	11,664	20,000
Water/Sewer	249,063	246,721	147,300	144,459	198,100
Propane Gas	68,729	44,613	65,600	41,714	64,600
Heating Oil	10,533	7,446	14,000	1,089	3,000
Internet/Cable	55,705	57,827	59,849	55,779	59,849
<b>TOTAL UTILITIES</b>	<b>989,911</b>	<b>936,151</b>	<b>913,161</b>	<b>755,146</b>	<b>962,311</b>
Trans. - Gen. Fund for Central Maint.	489,636	524,816	610,523	0	610,523
Debt Service Payments	0	0	0	292,640	813,669
<b>TOTAL OPERATING EXPENSES</b>	<b>\$17,942,354</b>	<b>\$18,428,335</b>	<b>\$19,882,471</b>	<b>\$16,012,218</b>	<b>\$21,564,699</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$741,303</b>	<b>\$1,697,158</b>	<b>\$25,000</b>	<b>\$1,152,777</b>	<b>\$25,000</b>
Transfer to Designated Set Aside	75,000	0	0	0	0
Transfer to Capital Fund	409,507	410,319	0	0	0
Transfer to General Fund	(91,207)	(51,238)	0	0	0
Transfer to Retirement Plan	204,753	492,383	0	0	0
Transfer to Temple Hall Operating Fund	50,000	50,000	0	0	0
Transfer to Board Authorized Reserves	25,000	0	25,000	0	25,000
Transfer to Performance Incentive Plan	68,251	328,256	0	0	0
Transfer to Sustainability Reserve	0	410,319	0	0	0
<b>TOTAL TRANSF TO OTHER FUNDS</b>	<b>741,304</b>	<b>1,640,040</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
Donation Adjustment		57,117			
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$18,683,658</b>	<b>\$20,125,492</b>	<b>\$19,907,471</b>	<b>\$16,012,218</b>	<b>\$21,589,699</b>
<b>ENDING BALANCE</b>	<b>\$287,145</b>	<b>\$287,146</b>	<b>\$287,146</b>	<b>\$1,439,923</b>	<b>\$287,145</b>

# ALDIE MILL HISTORIC PARK/MT. DEFIANCE 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 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.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 10,537	\$ 14,600	\$ 15,680	7.4%
Retail Operations	0	-	500	-
Other Revenue	19,800	18,600	18,600	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 30,337</b>	<b>\$ 33,200</b>	<b>\$ 34,780</b>	<b>4.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	105,971	115,866	117,859	1.7%
Operating Costs	837	6,250	6,250	0.0%
Maintenance Costs	12,080	13,200	13,200	0.0%
Insurance	315	308	327	6.2%
Retail Operations	-	-	200	-
Utilities	6,505	6,800	6,800	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 125,708</b>	<b>\$ 142,423</b>	<b>\$ 144,636</b>	<b>1.6%</b>
<b>Net Income</b>	<b>\$ (95,371)</b>	<b>\$ (109,223)</b>	<b>\$ (109,856)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.37	.40	.46	.60	.55



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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-005</b>	<b>ALDIE MILL HISTORIC PARK/MT. DEFIANCE HISTORIC PARK REVENUES</b>					
4600	Programmed Events	\$8,778	\$8,956	\$9,500	\$8,384	\$10,100
4498	Mill Rental	5,240	1,200	4,800	2,000	4,800
4230	Entrance Fees/Group Admissions	\$69	381	300	60	780
	<b>TOTAL USER FEES</b>	<b>14,087</b>	<b>10,537</b>	<b>14,600</b>	<b>10,444</b>	<b>15,680</b>
4640	Retail Operations	3	0	0	0	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
4510	Misc. Revenue	50	0	0	0	0
4420	House Rental	18,000	19,800	18,600	16,600	18,600
	<b>TOTAL OTHER REVENUE</b>	<b>18,050</b>	<b>19,800</b>	<b>18,600</b>	<b>16,600</b>	<b>18,600</b>
	<b>TOTAL REVENUES</b>	<b>\$32,140</b>	<b>\$30,337</b>	<b>\$33,200</b>	<b>\$27,044</b>	<b>\$34,780</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$61,033	\$64,880	\$68,070	\$56,354	\$72,168
5020	Part-Time Salaries	17,469	17,314	22,451	19,126	23,841
5030	FICA	6,008	6,294	6,925	5,496	7,345
5060	Life Insurance	626	488	486	383	547
5050	Retirement	15,840	16,885	17,698	13,949	13,712
5070	Unemployment Tax	160	110	236	83	247
	<b>TOTAL PERSONNEL SERVICES</b>	<b>101,136</b>	<b>105,971</b>	<b>115,866</b>	<b>95,392</b>	<b>117,859</b>
5230	Gas and Diesel	244	77	250	88	250
5490	Programs & Promotions	5,765	760	6,000	1,370	6,000
	<b>TOTAL OPERATING COSTS</b>	<b>6,009</b>	<b>837</b>	<b>6,250</b>	<b>1,458</b>	<b>6,250</b>
5180	Equipment/Vehicle Maintenance	117	0	200	267	200
5190	Facility Op. & Maintenance	12,965	11,669	12,000	9,878	12,000
5510	Rental House Maintenance	0	411	1,000	90	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>13,082</b>	<b>12,080</b>	<b>13,200</b>	<b>10,235</b>	<b>13,200</b>
5290	Insurance - Vehicle	287	315	308	317	327
	<b>TOTAL INSURANCE</b>	<b>287</b>	<b>315</b>	<b>308</b>	<b>317</b>	<b>327</b>
5520	Retail Operations	3	0	0	0	200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
5580-001	Telephone	3,316	3,410	3,500	3,289	3,500
5580-002	Electricity	1,932	1,917	2,500	1,045	2,500
5580-004	Water/Sewer	846	1,178	800	876	800
5580-016	Internet/Cable	0	0	0	0	0
	<b>TOTAL UTILITIES</b>	<b>6,094</b>	<b>6,505</b>	<b>6,800</b>	<b>5,210</b>	<b>6,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$126,610</b>	<b>\$125,708</b>	<b>\$142,423</b>	<b>\$112,612</b>	<b>\$144,636</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$94,470)</b>	<b>(\$95,371)</b>	<b>(\$109,223)</b>	<b>(\$85,568)</b>	<b>(\$109,856)</b>

# ALDIE MILL HISTORIC PARK/MT. DEFIANCE HISTORIC PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



Places



People



Finance



Messages

### Aldie Mill Historic Park:

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



Objectives:

- Conduct a minimum of (6) SOL based programs.
- Create and implement a minimum of (1) new program that meets scout badge requirements.
- Create and implement one 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.
- Establish a minimum of (2) new cross-agency promotional and marketing efforts with other NOVA Parks facilities.

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



Objectives:

- Develop inspection forms through Hiperweb and conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implement 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.*



Objectives:

- Maintain a minimum of (2) community partnerships.
- Create promotional and informational pieces for the park.

# ALDIE MILL HISTORIC PARK/MT. DEFIANCE HISTORIC PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

### Aldie Mill

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



#### Highlights

- ✓ Added one new SOL based programs and on target to surpass student tour attendance.
- ✓ Created two new community partnerships to help promote the mill.

### 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

- ✓ Working with committee of local history and preservation professionals to assist with interpretive plan.
- ✓ Plans for entry, driveway and parking have been completed.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Annual attendance for weekend tours	2,728	3,193	2,700	2,502	3,100
• Annual attendance at public programs	184	121	450	57	450
• Special event attendance	1,124	1,176	1,400	61	1,400
• Number of facility rentals	6	4	6	1	6
• School tour attendance	1,365	1,934	1,500	63	1,600
• Volunteer hours received	636	531	900	187	800

# ALGONKIAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 288,560	\$ 288,000	\$ 286,000	-0.7%
Retail Operations	209	500	500	0.0%
Other Revenue	475	300	400	33.3%
<b>TOTAL REVENUE</b>	<b>\$ 289,244</b>	<b>\$ 288,800</b>	<b>\$ 286,900</b>	<b>-0.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 547,055	\$ 540,885	\$ 556,844	3.0%
Operating Costs	14,005	14,700	14,700	0.0%
Maintenance Costs	35,453	34,606	34,606	0.0%
Insurance	1,574	1,538	1,630	6.0%
Retail Operations	150	150	150	0.0%
Utilities	8,647	7,830	7,830	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 606,884</b>	<b>\$ 599,709</b>	<b>\$ 615,760</b>	<b>2.7%</b>
<b>Net Income</b>	<b>\$ (317,641)</b>	<b>\$ (310,909)</b>	<b>\$ (328,860)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	2.98	3.12	3.12	3.47	3.73

## ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-035</b>	<b>ALGONKIAN REGIONAL PARK REVENUES</b>					
4421	Inflatable Play Feature	\$0	\$50	\$0	\$0	\$0
4460	Launch & Parking Fees	14,516	13,279	14,000	8,831	14,000
4600,4602	Programmed Events	82,891	23,940	22,000	12,707	25,000
4670	Shelter Reservations	70,147	75,251	75,000	48,666	75,000
4045	Athletic Field Use Fees	3,025	5,796	5,000	5,492	5,000
4080	Boat/RV Storage	154,562	160,917	156,000	145,183	156,000
4500	Miniature Golf	14,579	9,328	15,000	6,017	11,000
4800	Vendor Fees	0	0	1,000	0	0
	<b>TOTAL USER FEES</b>	<b>339,721</b>	<b>288,560</b>	<b>288,000</b>	<b>226,896</b>	<b>286,000</b>
4640	Retail - Food	60	209	500	163	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>60</b>	<b>209</b>	<b>500</b>	<b>163</b>	<b>500</b>
4636	Rental Device Commission	400	475	300	175	400
	<b>TOTAL OTHER REVENUE</b>	<b>400</b>	<b>475</b>	<b>300</b>	<b>175</b>	<b>400</b>
	<b>TOTAL REVENUES</b>	<b>\$340,181</b>	<b>\$289,244</b>	<b>\$288,800</b>	<b>\$227,234</b>	<b>\$286,900</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$291,849	\$318,809	\$313,631	\$268,076	\$330,735
5020	Part-Time Salaries	75,851	80,478	80,514	58,092	84,919
5030	FICA	27,217	29,905	30,218	23,301	31,864
5040	Hospitalization	39,768	32,537	31,759	36,669	42,964
5060	Life Insurance	1,995	2,315	2,239	1,772	2,507
5050	Retirement	75,288	82,204	81,544	63,294	62,840
5070	Unemployment Tax	998	807	980	549	1,015
	<b>TOTAL PERSONNEL SERVICES</b>	<b>512,966</b>	<b>547,055</b>	<b>540,885</b>	<b>451,754</b>	<b>556,844</b>
5230	Gas and Diesel	5,600	6,406	7,000	3,945	7,000
5490,5492	Programs and Promotions	66,634	7,177	6,500	1,016	6,500
5570	Uniforms	326	421	1,200	381	1,200
	<b>TOTAL OPERATING COSTS</b>	<b>72,560</b>	<b>14,005</b>	<b>14,700</b>	<b>5,342</b>	<b>14,700</b>
5180	Equipment/Vehicle Maintenance	4,562	7,004	7,000	6,769	7,000
5190	Facility Op. & Maintenance	25,670	28,449	27,606	17,591	27,606
	<b>TOTAL MAINTENANCE COSTS</b>	<b>30,231</b>	<b>35,453</b>	<b>34,606</b>	<b>24,360</b>	<b>34,606</b>
5290	Insurance - Vehicle	1,433	1,574	1,538	1,585	1,630
	<b>TOTAL INSURANCE</b>	<b>1,433</b>	<b>1,574</b>	<b>1,538</b>	<b>1,585</b>	<b>1,630</b>
5520	Retail - Food	0	150	150	131	150
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>131</b>	<b>150</b>
5580-001	Telephone	620	516	700	534	700
5580-002	Electricity	4,775	5,849	5,230	4,004	5,230
5580-004	Water/Sewer	720	1,536	1,200	0	1,200
5580-016	Internet/Cable	789	746	700	715	700
	<b>TOTAL UTILITIES</b>	<b>6,904</b>	<b>8,647</b>	<b>7,830</b>	<b>5,253</b>	<b>7,830</b>
	<b>TOTAL EXPENSES</b>	<b>\$624,093</b>	<b>\$606,884</b>	<b>\$599,709</b>	<b>\$488,425</b>	<b>\$615,760</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$283,912)</b>	<b>(\$317,641)</b>	<b>(\$310,909)</b>	<b>(\$261,191)</b>	<b>(\$328,860)</b>

# ALGONKIAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



Places



People



Finance



Messages

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



Objectives:

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

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



Objectives:

- Conduct a minimum of (8) kayak tours/programs.
- Further develop and implement interpretive plan by hosting a minimum of two educational programs.
- Host a minimum of (3) special events aimed at increasing awareness of park features.
- Maintain a year round comprehensive programming calendar and schedule of events and activities.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.

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



Objectives:

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

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



Objectives:

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

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Conducted a tree planting with the Potomac Conservancy along the banks of the Potomac River and Sugarland Run.
- ✓ Hosted 2 clean up days with local organizations and participated in the LCPS Senior Service day where students from Freedom High School helped to prepare the planting areas.
- ✓ Updated SOP's for winterizing comfort station restrooms which are now connected to county water.
- ✓ Partnerships maintained with Rotary Club, Keep Loudoun Beautiful, Dominion High School and Potomac Fall High School Cross Country teams, and Audubon Naturalist Society.
- ✓ Updated kiosks with current information. Improved boat ramp signage to help control ramp traffic.

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



### Highlights

- ✓ Conducted 8 Paddle Tours.
- ✓ Hosted Halloween Woods, The North Face Endurance Challenge and the Artic Dash Race series. Conducted the Annual Easter Egg Hunt, hosted community lead park clean ups and interpretive hikes led by Roving Naturalist
- ✓ Developed an events calendar for the year and began updating the website with event offerings.

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



### Highlights

- ✓ Implemented new strategies for recruiting staff including a list of positive behaviors we look for in interviews and expanding the number of places jobs are posted to ensure a larger pool of candidates.
- ✓ Implemented strategies and training techniques developed by the Customer Service Committee.
- ✓ Hosted level 1 and level 2 customer service trainings for staff. Hosted CPR/First Aid course to recertify and certify staff.

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



### Highlights

- ✓ Maintained Storage Lots at 95% capacity.
- ✓ Currently developing and refining a program plan to host a "Community Camp Out" event. Began researching the feasibility of hosting an internally managed seasonal race.
- ✓ Developing and implementing a sales plan to expand park retail operations by 5%

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of boat launches	2,637	1,926	2,700	1,138	2,700
• Boat/RV storage usage	203	230	215	220	215
• Number of miniature golf rounds	2,936	2,199	3,750	1,466	3,150
• Number of picnic shelter rentals	342	340	350	199	350

# ALGONKIAN GOLF COURSE

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 902,615	\$ 980,000	\$ 957,000	-2.3%
Retail Operations	147,133	163,000	160,000	-1.8%
Other Revenue	3,093	-	3,000	-
<b>TOTAL REVENUE</b>	<b>\$ 1,052,841</b>	<b>\$ 1,143,000</b>	<b>\$ 1,120,000</b>	<b>-2.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 602,324	\$ 697,516	\$ 637,130	-8.7%
Operating Costs	71,092	85,695	81,147	-5.3%
Maintenance Costs	149,801	182,659	182,659	0.0%
Insurance	684	955	1,004	5.1%
Retail Operations	81,330	69,400	67,000	-3.5%
Utilities	47,614	47,075	47,075	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 952,844</b>	<b>\$ 1,083,300</b>	<b>\$ 1,016,015</b>	<b>-6.2%</b>
<b>Net Income</b>	<b>\$ 99,997</b>	<b>\$ 59,700</b>	<b>\$ 103,985</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	5.63	5.78	5.78	5.78	5.78



# ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-010</b>	<b>ALGONKIAN GOLF COURSE</b>					
	<b>REVENUES</b>					
4210	Driving Range	\$51,627	\$58,753	\$68,000	\$49,193	\$65,000
4220	Cart Rental	157,828	180,482	180,000	139,488	180,000
4320	Golf Club Rental	2,198	4,249	3,000	1,728	3,000
4380	Green Fees	617,252	652,553	720,000	507,720	700,000
4400	Golf Handicap Program	4,081	4,083	5,500	3,196	5,500
4460	Launch & Parking Fees	111	0	0	0	0
4610	Pull Cart Rental	2,857	2,494	3,500	1,834	3,500
	<b>TOTAL USER FEES</b>	<b>835,953</b>	<b>902,615</b>	<b>980,000</b>	<b>703,159</b>	<b>957,000</b>
4475	Lessons	1,880	3,093	0	8,572	3,000
	<b>TOTAL OTHER REVENUE</b>	<b>1,880</b>	<b>3,093</b>	<b>0</b>	<b>8,572</b>	<b>3,000</b>
4641	Retail - Alcoholic Beverages	43,170	45,733	48,000	34,332	50,000
4640, 4642, 4643	Retail - Food	60,924	64,923	70,000	42,071	70,000
4650	Retail - Pro Shop	36,293	36,477	45,000	28,261	40,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>140,387</b>	<b>147,133</b>	<b>163,000</b>	<b>104,664</b>	<b>160,000</b>
	<b>TOTAL REVENUES</b>	<b>\$978,220</b>	<b>\$1,052,841</b>	<b>\$1,143,000</b>	<b>\$816,395</b>	<b>\$1,120,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$329,524	\$302,088	\$367,256	\$320,993	\$344,801
5020	Part-Time Salaries	123,590	115,999	126,529	97,781	127,407
5030	FICA	36,480	34,061	37,798	29,457	36,147
5040	Hospitalization	64,145	56,149	66,420	55,435	59,293
5060	Life Insurance	2,550	2,603	2,622	1,906	2,614
5050	Retirement	95,953	90,089	95,487	75,022	65,512
5070	Unemployment Tax	1,666	1,335	1,404	630	1,355
	<b>TOTAL PERSONNEL SERVICES</b>	<b>653,908</b>	<b>602,324</b>	<b>697,516</b>	<b>581,225</b>	<b>637,130</b>
5160	Golf Cart Rental	60,214	50,325	54,673	47,323	51,625
5138	Beverage Cart Rental	943	786	2,772	2,541	2,772
5230	Gas and Diesel	16,918	11,228	22,000	9,985	18,000
5260	Golf Handicap Program	4,490	4,850	4,850	4,850	4,850
5263	Instructor Fees	873	2,160	0	7,350	2,500
5570	Uniforms	1,110	1,743	1,400	1,311	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>84,548</b>	<b>71,092</b>	<b>85,695</b>	<b>73,360</b>	<b>81,147</b>
5180	Equipment/Vehicle Maintenance	20,191	19,291	20,758	15,662	20,758
5190	Facility Op. & Maintenance	29,253	40,126	53,601	42,772	53,601
5240	Golf Course Maintenance	102,851	90,384	108,300	65,558	108,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>152,295</b>	<b>149,801</b>	<b>182,659</b>	<b>123,992</b>	<b>182,659</b>
5265	Insurance - Liquor Liability	580	54	340	270	350
5290	Insurance - Vehicle	573	630	615	634	654
	<b>TOTAL INSURANCE</b>	<b>1,153</b>	<b>684</b>	<b>955</b>	<b>904</b>	<b>1,004</b>
5521	Retail - Alcoholic Beverages	12,772	15,278	14,400	10,167	15,000
5520	Retail - Food	32,535	23,850	28,000	19,589	28,000
5530	Retail - Pro Shop	13,699	42,202	27,000	20,388	24,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>59,006</b>	<b>81,330</b>	<b>69,400</b>	<b>50,144</b>	<b>67,000</b>
5580-001	Telephone	3,670	3,868	3,960	3,213	3,960
5580-002	Electricity	34,175	33,881	31,000	27,204	31,000
5580-004	Water/Sewer	1,565	1,561	4,000	0	4,000
5580-008	Propane Gas	9,550	6,172	6,000	5,705	6,000
5580-016	Internet/Cable	2,160	2,132	2,115	2,336	2,115
	<b>TOTAL UTILITIES</b>	<b>51,120</b>	<b>47,614</b>	<b>47,075</b>	<b>38,458</b>	<b>47,075</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,002,030</b>	<b>\$952,844</b>	<b>\$1,083,300</b>	<b>\$868,083</b>	<b>\$1,016,015</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$23,810)</b>	<b>\$99,997</b>	<b>\$59,700</b>	<b>(\$51,688)</b>	<b>\$103,985</b>

# ALGONKIAN GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



#### Objectives:

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

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



#### Objectives:

- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days and time blocks.
- Develop and implement a minimum of (2) strategies to promote league play and tournament offerings.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Implement a loyalty program to attract new and retain the latent golfer.
- Review, refine and implement a marketing plan to increase the number of "text club" members by 10%.
- Develop a content strategy for social media to attract daily play and improve customer engagement.
- Develop (3) new strategies to encourage online reservations.

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



#### Objectives:

- Work with BCG to update the annual comprehensive programming calendar and schedule of events and activities.
- Schedule a minimum of (2) on-site clinics and classes to the general public.
- Develop a minimum of (2) outreach programs with partner organizations.
- Refine goals, objectives and expectations for contracted golf instructors.

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



#### Objectives:

- Refine and update the master plan for consistent and targeted golf course and pro shop improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Continue to revise and implement guidelines, Hiperweb, and SOP's for an overall park and facility maintenance program.

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



#### Objectives:

- Develop and implement purchasing and inventory guidelines for golf pro shop.
- Develop a promotion and sales plan to increase retail revenues by 5%.
- Evaluate current food and beverage operations and develop efficiencies and opportunities to increase revenues by 5%.
- Provide a minimum of (2) training opportunities that focus on safe food handling and proper serving protocols.
- Develop and implement strategies to promote and increase online retail offerings.
- Increase online retail sales by 3%

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

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

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



**Highlights**

- ✓ Identified off peak days and time blocks and implemented targeted email campaigns to increase play during those time periods.
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Developed league promotional strategies and hosted a “how to” clinic to encourage participation.
- ✓ Continued to utilize social media to conduct contests and offerings in an effort to retain core golfers.

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



**Highlights**

- ✓ Develop a comprehensive programming calendar and schedule of events and activities.
- ✓ Utilized a new “review push” software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- ✓ Partnered with The First Tee of Washington to offer youth golf classes in the summer and fall.
- ✓ Hosted the VHSL Regional golf tournament and continued partnership with local LCPS high schools.
- ✓ Partnered with US Kids Golf and hosted a US Kids Golf Tournament.

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



**Highlights**

- ✓ Golf course improvements include repair and reconstruction of bunkers, driving range improvements and installation of digital displays in the pro shop that can show F&B options, pricing, promotions and an events calendar.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Offered multiple customer service trainings for staff.

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



**Highlights**

- ✓ Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- ✓ Key staff have been certified in safe food handling procedures.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• 18 hole golf rounds (paid)	18,274	21,576	19,000	12,534	22,500
• 18 hole golf rounds (members)	8,586	9,720	9,000	5,969	9,000
• Power cart rentals-18 hole equivalent	9,382	10,987	12,000	6,193	12,000
• Number of driving range buckets sold	5,699	5,415	6,000	2,984	6,000
• Number of annual golf memberships sold	65	47	65	21	55
• Number of Heron Club Cards sold	54	181	100	82	150
• Per customer average on pro shop merchandise	\$1.35	\$1.17	\$1.61	\$1.03	\$1.27
• Per customer average on food & beverage	\$3.88	\$3.54	\$4.21	\$3.10	\$3.81
• Revenue per round of golf played	\$36.42	\$33.64	\$40.82	\$31.81	\$35.56
• Expense per round of golf played	\$37.30	\$30.45	\$38.88	\$26.85	\$32.25
• Volunteer hours received	5,037	6,522	5,200	3,653	5,200

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 443,362	\$ 409,100	\$ 424,000	3.6%
Retail Operations	121,473	112,250	115,250	2.7%
Other Revenue	1,000	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 565,835</b>	<b>\$ 521,350</b>	<b>\$ 539,250</b>	<b>3.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 151,126	\$ 171,007	\$ 175,871	2.8%
Maintenance Costs	58,841	56,828	56,828	0.0%
Retail Operations	42,857	45,425	46,625	2.6%
Utilities	25,882	24,100	24,100	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 278,706</b>	<b>\$ 297,360</b>	<b>\$ 303,424</b>	<b>2.0%</b>
<b>Net Income</b>	<b>\$ 287,129</b>	<b>\$ 223,990</b>	<b>\$ 235,826</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.58	7.81	7.92	7.92	8.07

## VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-020</b>	<b>ALGONKIAN VOLCANO ISLAND WATERPARK REVENUES</b>					
4550	Admissions	\$245,906	\$301,483	\$275,000	\$199,435	\$280,000
4570	Group Admissions	92,186	121,875	110,250	120,354	120,000
4490	Locker Rental	169	424	350	526	500
4560, 4580	Waterpark Passes	19,690	16,304	20,000	14,126	20,000
4670	Shelter Reservations	3,206	3,276	3,500	2,013	3,500
	<b>TOTAL USER FEES</b>	<b>361,157</b>	<b>443,362</b>	<b>409,100</b>	<b>336,454</b>	<b>424,000</b>
4640	Retail Operations	100,056	117,273	107,000	76,945	110,000
4660	Swim Merchandise	2,709	4,200	5,250	2,520	5,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>102,765</b>	<b>121,473</b>	<b>112,250</b>	<b>79,464</b>	<b>115,250</b>
4482	Lifeguard Training Fee	1,300	1,000	0	600	0
	<b>TOTAL OTHER REVENUE</b>	<b>1,300</b>	<b>1,000</b>	<b>0</b>	<b>600</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$465,222</b>	<b>\$565,835</b>	<b>\$521,350</b>	<b>\$416,518</b>	<b>\$539,250</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$134,302	\$139,200	\$157,683	\$101,015	\$162,168
5030	FICA	10,274	10,649	12,063	7,728	12,406
5070	Unemployment Tax	1,332	1,277	1,261	798	1,297
	<b>TOTAL PERSONNEL SERVICES</b>	<b>145,908</b>	<b>151,126</b>	<b>171,007</b>	<b>109,540</b>	<b>175,871</b>
5180	Equipment/Vehicle Maintenance	531	0	0	0	0
5190	Facility Op. & Maintenance	51,855	58,841	56,828	27,974	56,828
	<b>TOTAL MAINTENANCE COSTS</b>	<b>52,386</b>	<b>58,841</b>	<b>56,828</b>	<b>27,974</b>	<b>56,828</b>
5520	Retail Operations	29,326	40,394	42,800	25,234	44,000
5535	Swim Merchandise	618	2,463	2,625	2,404	2,625
	<b>TOTAL RETAIL OPERATIONS</b>	<b>29,944</b>	<b>42,857</b>	<b>45,425</b>	<b>27,638</b>	<b>46,625</b>
5580-001	Telephone	1,108	1,168	1,100	976	1,100
5580-002	Electricity	20,653	21,324	19,000	14,566	19,000
5580-004	Water/Sewer	2,384	2,354	3,000	10,963	3,000
5580-016	Internet/Cable	967	1,035	1,000	965	1,000
	<b>TOTAL UTILITIES</b>	<b>25,112</b>	<b>25,882</b>	<b>24,100</b>	<b>27,471</b>	<b>24,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$253,350</b>	<b>\$278,706</b>	<b>\$297,360</b>	<b>\$192,623</b>	<b>\$303,424</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$211,872</b>	<b>\$287,129</b>	<b>\$223,990</b>	<b>\$223,895</b>	<b>\$235,826</b>

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.

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



Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Refine a system that implements effective recruitment, hiring and retention strategies for qualified staff.
- Develop and implement a “manager in training” program for incoming WSO’s, Pool Managers and Concession Supervisors.
- Refine orientation and in-service training techniques for all positions.
- Review and update facility SOPs to ensure a safe environment for staff and guests
- Implement a Junior Lifeguard program.

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



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase off peak visitation through social media promotions and sales opportunities.
- Increase cross promotion of park activities to waterpark users.

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



Objectives:

- Increase overall food and beverage sales by 5% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Develop a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Increase swim merchandise sales by 5% (gross) from previous year. Implement an effective inventory management system to reduce waste and meet customer needs.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to continue and expand facility theming.
- Continue to update and implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Reached out to all annual pass members current and expired through an e-blast program during the offseason to encourage renewal.
- ✓ Implemented May Days in order to encourage pre-season pass sales and get member photos.
- ✓ Offered pass sales through Groupon that generated new pass sales.

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



### Highlights

- ✓ Maintained NASCO gold rating.
- ✓ Implemented new recruitment and retention methods, including a referral program.
- ✓ Participated in NASCO Environmental Factors Study.
- ✓ Staff members completed NASCO Safety School training.

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



### Highlights

- ✓ Created a group mailer to send to both new and returning groups to gain interest.
- ✓ Implemented a door-to-door sales plan to promote group visitation to new camps/day cares in the local area.
- ✓ Implemented marketing plan that focused on past group customers.
- ✓ Continued to theme and improve existing birthday areas to increase sales of parties.
- ✓ A Calendar of Events was implemented to increase after 4pm weekday visitation.

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



### Highlights

- ✓ Employees obtained Serv-Safe certification.
- ✓ Updated retail space to highlight merchandise offerings.
- ✓ Reconfigured concessions area to streamline customer flow.
- ✓ Updated concessions staffing plan to improve speed of service.
- ✓ Updated menu offerings to improve quality of service and meet customer needs.
- ✓ Refined the group meal plan to streamline the process.

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



### Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Developed SOP's for Active Network procedures.
- ✓ Ensured all waterpark staff received customer service orientation as well as update trainings.
- ✓ Updated Winterization and Opening Maintenance SOPs.

## MEASURABLE RESULTS

	FY 2015 ACTUAL)	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of general admissions	36,690	36015	35,500	25,921	36,000
• Number of youth group participants	21,705	24225	20,500	19,740	22,000
• Number of Annual Waterpark Passes sold	203	210	275	100	275
• Avg. amount customers spent on food, beverages & retail	\$1.75	\$2.02	\$1.99	\$1.73	\$1.99
• Number of birthday party participants	840	933	1,000	454	900
• Number of birthday parties	84	81	90	39	80

# THE WOODLANDS AT ALGONKIAN PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 223,825	\$ 239,000	\$ 239,000	0.0%
Retail Operations	429,036	404,700	401,150	-0.9%
Other Revenue	20,751	35,000	35,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 673,612</b>	<b>\$ 678,700</b>	<b>\$ 675,150</b>	<b>-0.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 101,407	\$ 129,421	\$ 125,381	-3.1%
Operating Costs	77,553	74,300	72,300	-2.7%
Maintenance Costs	31,330	23,000	29,000	26.1%
Insurance	2,124	3,808	3,985	4.6%
Retail Operations	117,928	142,000	142,000	0.0%
Utilities	16,834	18,600	20,100	8.1%
<b>TOTAL EXPENSES</b>	<b>\$ 347,176</b>	<b>\$ 391,129</b>	<b>\$ 392,766</b>	<b>0.4%</b>
<b>Net Income</b>	<b>\$ 326,436</b>	<b>\$ 287,571</b>	<b>\$ 282,384</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
<b>Full-Time</b>	.50	.50	.50	.50	.50
<b>Part-Time</b>	1.33	2.80	2.35	2.28	2.80



## THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-030</b>	<b>ALGONKIAN-WOODLANDS MEETING and EVENT CENTER REVENUES</b>					
4130	Conference Center Rental	\$235,799	\$221,575	\$235,000	\$136,037	\$235,000
4443	Kitchen Use Fee	750	2,250	4,000	3,000	4,000
	<b>TOTAL USER FEES</b>	<b>236,549</b>	<b>223,825</b>	<b>239,000</b>	<b>139,037</b>	<b>239,000</b>
4821	Equipment Rental	20,224	19,881	35,000	10,645	35,000
4822	Contract Employment	230	870	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>20,454</b>	<b>20,751</b>	<b>35,000</b>	<b>10,645</b>	<b>35,000</b>
4640,4641,4647	Retail - Alcohol	68,111	95,810	70,000	40,801	70,000
4115	Catering	300,697	279,000	285,000	152,907	285,000
4682	Retail-Admin Service Charge GBH	54,335	54,226	49,700	28,678	46,150
	<b>TOTAL RETAIL OPERATIONS</b>	<b>423,143</b>	<b>429,036</b>	<b>404,700</b>	<b>222,386</b>	<b>401,150</b>
	<b>TOTAL REVENUES</b>	<b>\$680,146</b>	<b>\$673,612</b>	<b>\$678,700</b>	<b>\$372,069</b>	<b>\$675,150</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$22,770	\$29,114	\$23,447	\$24,298	\$24,858
5020	Part-Time Salaries	53,287	56,621	86,230	39,628	86,383
5030	FICA	5,749	6,514	8,390	4,559	8,510
5040	Hospitalization	3,757	2,840	4,401	986	0
5060	Life Insurance	164	165	167	129	188
5050	Retirement	5,909	5,752	6,096	5,375	4,723
5070	Unemployment Tax	471	400	690	164	719
	<b>TOTAL PERSONNEL SERVICES</b>	<b>92,107</b>	<b>101,407</b>	<b>129,421</b>	<b>75,139</b>	<b>125,381</b>
5186	Equipment Rental	18,045	18,754	35,000	8,902	35,000
5146	Contract Employment	69,892	55,322	30,500	19,333	30,500
5230	Gas and Diesel	0	0	600	0	600
5340	Linen Service	3,125	2,021	4,500	1,683	2,500
5570	Uniforms	100	167	200	197	200
5490	Programs and Promotions	3,145	1,289	3,500	1,566	3,500
	<b>TOTAL OPERATING COSTS</b>	<b>94,307</b>	<b>77,553</b>	<b>74,300</b>	<b>31,681</b>	<b>72,300</b>
5180	Equipment/Vehicle Maintenance	0	0	1,000	942	1,000
5190	Facility Op. & Maintenance	30,900	31,330	22,000	20,655	28,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>30,900</b>	<b>31,330</b>	<b>23,000</b>	<b>21,598</b>	<b>29,000</b>
5265	Insurance-Liquor liability	2,144	2,124	3,500	1,002	2,350
5290	Insurance-Vehicle	0	0	308	0	1,635
	<b>TOTAL INSURANCE</b>	<b>2,144</b>	<b>2,124</b>	<b>3,808</b>	<b>1,002</b>	<b>3,985</b>
5143	Catering	110,704	106,944	114,000	65,765	114,000
5521	Retail - Alcohol	12,088	10,984	28,000	3,594	28,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>122,792</b>	<b>117,928</b>	<b>142,000</b>	<b>69,358</b>	<b>142,000</b>
5580-001	Telephone	2,597	2,678	2,500	2,142	2,600
5580-002	Electricity	11,250	11,070	10,500	9,006	11,000
5580-008	Propane	490	1,125	4,000	399	4,000
5580-016	Internet/Cable	1,655	1,961	1,600	1,929	2,500
	<b>TOTAL UTILITIES</b>	<b>15,991</b>	<b>16,834</b>	<b>18,600</b>	<b>13,477</b>	<b>20,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$358,242</b>	<b>\$347,176</b>	<b>\$391,129</b>	<b>\$212,255</b>	<b>\$392,766</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$321,904</b>	<b>\$326,436</b>	<b>\$287,571</b>	<b>\$159,814</b>	<b>\$282,384</b>

# THE WOODLANDS AT ALGONKIAN PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



### Objectives:

- Continue to develop and implement a plan for consistent and continued site improvements.
- Continue to develop a defined plan that identifies (2) new opportunities to increase off-peak events.
- Review and refine guidelines that create a seamless customer experience between venue and catering services staff.
- Develop and implement a plan for consistent follow up and response to online and mail survey reviews.
- Review quarterly event industry trends and standards with a focus on local competition and social media.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Work to develop a minimum of (1) new print publication pieces with placement options.
- Take part in a minimum of (3) outreach events.
- Host a minimum of (2) open house events.
- Research and identify at least (3) trends within Social Media marketing that work best for the Woodlands and Great Blue Heron Catering to promote our services, show our commitment to quality customer service and demonstrate our knowledge of the wedding industry.
- Implement strategies and training techniques developed by the Customer Service Committee.
- Implement a plan that incorporates (2) new ways to build relationships with local vendors and businesses.
- Create corporate catering menu options for groups of various sizes.
- Develop formal training procedures and guidelines for Events Assistant.
- Conduct a review of trends in catering and alcohol sales.

# THE WOODLANDS AT ALGONKIAN PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Updated social holiday party catering menu options and rates. Developed marketing material and distributed holiday party information to local businesses.
- ✓ Reviewed and refined guidelines as a committee to create a seamless customer experience between venue and catering services staff.
- ✓ Reviewed industry trends with focus on social media and local competition.
- ✓ Implemented rental facility cross promotion plan as part of the standard operating procedures.
- ✓ Developed new print publications, including direct mailers for holiday parties and open house flyers.
- ✓ Attended bridal shows and participated in the Visit Loudoun Forum.
- ✓ Hosted 2 open house events.
- ✓ Developed a social media plan to provide a consistent source of information to potential customers.
- ✓ Held meetings with local vendors and hotels to discuss partnership opportunities.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of social rentals (events)	58	58	60	27	60
• Number of wedding/social events catered (in-house)	52	46	55	22	55
• Number of daytime rentals (meetings)	37	37	40	12	40

# ALGONKIAN COTTAGES

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 317,412	\$ 315,900	\$ 323,900	2.5%
<b>TOTAL REVENUE</b>	<b>\$ 317,412</b>	<b>\$ 315,900</b>	<b>\$ 323,900</b>	<b>2.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 95,397	\$ 118,049	\$ 114,463	-3.0%
Operating Costs	17,457	17,000	17,000	0.0%
Maintenance Costs	26,912	25,500	25,500	0.0%
Utilities	50,344	55,500	55,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 190,111</b>	<b>\$ 216,049</b>	<b>\$ 212,463</b>	<b>-1.7%</b>
<b>Net Income</b>	<b>\$ 127,302</b>	<b>\$ 99,851</b>	<b>\$ 111,437</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full -Time	.50	.50	.50	.50	.50
Part -Time	2.98	2.98	2.98	2.98	2.98

## ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	ADOPTED FY 2018
					ACTUAL FY 2017	
<b>3-040</b>	<b>ALGONKIAN COTTAGES REVENUES</b>					
4150,4151	Cottage Rental	\$339,919	\$316,927	\$315,000	\$292,195	\$323,000
4470	Laundry	579	485	900	519	900
	<b>TOTAL USER FEES</b>	<b>340,498</b>	<b>317,412</b>	<b>315,900</b>	<b>292,714</b>	<b>323,900</b>
	<b>TOTAL REVENUES</b>	<b>\$340,498</b>	<b>\$317,412</b>	<b>\$315,900</b>	<b>\$292,714</b>	<b>\$323,900</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$20,124	\$19,474	\$23,447	\$15,480	\$24,858
5020	Part-Time Salaries	52,990	58,440	75,692	51,457	\$76,315
5030	FICA	5,144	5,732	7,584	4,720	\$7,740
5040	Hospitalization	10,167	6,211	4,401	5,577	\$0
5060	Life Insurance	164	173	167	129	\$188
5050	Retirement	5,223	5,069	6,096	3,783	\$4,723
5070	Unemployment Tax	370	298	662	164	\$639
	<b>TOTAL PERSONNEL SERVICES</b>	<b>94,182</b>	<b>95,397</b>	<b>118,049</b>	<b>81,310</b>	<b>114,463</b>
5340	Linen Service	13,846	17,457	17,000	10,652	17,000
	<b>TOTAL OPERATING COSTS</b>	<b>13,846</b>	<b>17,457</b>	<b>17,000</b>	<b>10,652</b>	<b>17,000</b>
5180	Equipment/Vehicle Maintenance	55	0	500	28	500
5190	Facility Op. & Maintenance	18,321	26,912	25,000	15,322	25,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>18,376</b>	<b>26,912</b>	<b>25,500</b>	<b>15,350</b>	<b>25,500</b>
5580-001	Telephone	12,092	12,208	11,500	8,993	11,500
5580-002	Electricity	21,522	16,963	20,000	14,980	20,000
5580-004	Water/Sewer	1,989	1,925	4,000	0	4,000
5580-008	Propane	5,254	2,765	5,000	2,702	5,000
5580-016	Internet/Cable	14,961	16,483	15,000	16,445	15,000
	<b>TOTAL UTILITIES</b>	<b>55,818</b>	<b>50,344</b>	<b>55,500</b>	<b>43,120</b>	<b>55,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$182,222</b>	<b>\$190,111</b>	<b>\$216,049</b>	<b>\$150,432</b>	<b>\$212,463</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$158,276</b>	<b>\$127,302</b>	<b>\$99,851</b>	<b>\$142,282</b>	<b>\$111,437</b>

# ALGONKIAN COTTAGES

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



### Objectives:

- Implement at least (2) new promotions to increase off-peak rentals.
- Develop cottage inspection forms utilizing Hiperweb software and conduct weekly and monthly routine maintenance inspections.
- Continue to increase overall brand awareness through weekly postings on social media.
- Improve marketing efforts and branding by working with a minimum of (2) tourism oriented associations.
- Create a mechanism that allows at least (1) new opportunity for consistent customer feedback.
- Cultivate a Great customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Implement strategies and training techniques developed by the customer service committee.
- Implement a plan that provides at least (1) new method to follow up and respond to customers based on reviews.
- Continue to establish a visual cottage “theme” to include improvements through park signage and overall cottage appearance.
- Define (2) new methods to improve overall check-in and check-out procedures.
- Establish a minimum of (2) new strategies to increase cross-agency promotion and marketing efforts with other NOVA Parks’ rental facilities.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment and any identifying information.
- Develop a minimum of (2) new formal training opportunities for housekeeping staff.
- Update marketing materials to highlight improvements and show new photos.
- Develop a minimum of (1) new program offering to engage guests.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Conducted staff training on proper check-in procedures and the use of scripts.
- ✓ Conducted training with housekeeping staff on pre check-in walkthrough procedures and maintenance inspections.
- ✓ Developed new promotions to increase off-peak rentals.
- ✓ Improved check in procedures with new signage, new customer greeting procedures and new communications standards prior to the guests arrival.
- ✓ Implemented strategies and training techniques developed by the customer service committee.
- ✓ Implemented plan to efficiently respond to customers based on reviews.
- ✓ Updated check in folders for guests with pertinent cottage information and cross marketing material.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL*</b>	<b>FY 2016 ACTUAL*</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Three Bedroom-Rental Nights (8 cottages)	1,110	1151	1,200	684	1,200
• Four Bedroom-Rental Nights (2 cottages)	338	310	350	186	350
• Five Bedroom-Rental Nights (2 cottages)	340	273	350	172	350

\*Rental Occupancy measurement changed during FY 15

# BEAVERDAM PROPERTY

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL		FY 2017 BUDGET		FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>						
User Fees	\$	10,780	\$	9,000	\$ -	-100.0%
Retail Operations		-		-	\$ -	-
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>10,780</b>	<b>\$</b>	<b>9,000</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>EXPENSES BY CATEGORY</b>						
Personnel Services	\$	23,576	\$	28,454	\$ 28,454	0.0%
Operating Costs		-		900	-	-100.0%
Maintenance Costs		4,314		10,500	5,500	-47.6%
Retail Operations		-		-	-	-
Utilities		-		-	-	-
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>27,890</b>	<b>\$</b>	<b>39,854</b>	<b>\$ 33,954</b>	<b>-14.8%</b>
<b>Net Income</b>	<b>\$</b>	<b>(17,110)</b>	<b>\$</b>	<b>(30,854)</b>	<b>\$ (33,954)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time	0	0	1.03	1.03	1.03



## BEAVERDAM PROPERTY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-042</b>	<b>BEAVERDAM PROPERTY</b>					
	<b>REVENUES</b>					
4460	Launch & Parking Fees	0	10,780	7,000	5,880	0
4800	Vendor Fees	0	0	2,000	0	0
	<b>TOTAL USER FEES</b>	<b>0</b>	<b>10,780</b>	<b>9,000</b>	<b>5,880</b>	<b>0</b>
4640	Retail Operations (Food)	0	0	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$10,780</b>	<b>\$9,000</b>	<b>\$5,880</b>	<b>\$0</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$0	\$21,735	\$26,237	\$14,922	\$26,237
5030	FICA	0	1,663	2,007	1,082	2,007
5070	Unemployment Tax	0	178	210	77	210
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>23,576</b>	<b>28,454</b>	<b>16,081</b>	<b>28,454</b>
5230	Gas and Diesel	0	0	500	0	0
5490	Programs and Promotions	0	0	400	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	0	0	500	575	500
5190	Facility Op. & Maintenance	0	4,314	10,000	1,553	5,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>4,314</b>	<b>10,500</b>	<b>2,128</b>	<b>5,500</b>
5520	Retail Operations (Food)	0	0	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$0</b>	<b>\$27,890</b>	<b>\$39,854</b>	<b>\$18,209</b>	<b>\$33,954</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$0</b>	<b>(\$17,110)</b>	<b>(\$30,854)</b>	<b>(\$12,330)</b>	<b>(\$33,954)</b>

# BEAVERDAM PROPERTY

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## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Develop park inspection forms utilizing Hiperweb software and conduct annual and monthly routine maintenance inspections of facilities.
- Continue coordination with Loudoun Water to limit access and educate public about the water drawdown.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (3) community partnerships.
- Outline park operations plan for opening of the facility.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Continued to improve existing trail system.
- ✓ Worked with Loudoun Water to limit access and educate public about the water drawdown.
- ✓ Coordinated the movement of crew teams and equipment to Algonkian Park.
- ✓ Hosted several community clean up days.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET*</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Number of crew teams	N/A	N/A	4	0	0
• Volunteer hours received	N/A	N/A	500	0	0

\*Measurable Results are included for this new property for the first time in FY 2017.

# BLUE RIDGE REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 5,080	\$ 6,000	\$ 6,500	8.3%
<b>TOTAL REVENUE</b>	<b>\$ 5,080</b>	<b>\$ 6,000</b>	<b>\$ 6,500</b>	<b>8.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Maintenance Costs	4,356	3,000	3,500	16.7%
Utilities	148	200	200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 4,504</b>	<b>\$ 3,200</b>	<b>\$ 3,700</b>	<b>15.6%</b>
<b>Net Income</b>	<b>\$ 576</b>	<b>\$ 2,800</b>	<b>\$ 2,800</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time	0	0	0	0	0

## BLUE RIDGE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-045</b>	<b>BLUE RIDGE REGIONAL PARK REVENUES</b>					
4100	Camping Fees	\$4,887	\$5,080	\$6,000	\$4,274	\$6,500
	<b>TOTAL USER FEES</b>	<b>4,887</b>	<b>5,080</b>	<b>6,000</b>	<b>4,274</b>	<b>6,500</b>
	<b>TOTAL REVENUES</b>	<b>\$4,887</b>	<b>\$5,080</b>	<b>\$6,000</b>	<b>\$4,274</b>	<b>\$6,500</b>
5190	Facility Op. & Maintenance	\$2,317	\$4,356	\$3,000	\$3,715	\$3,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>2,317</b>	<b>4,356</b>	<b>3,000</b>	<b>3,715</b>	<b>3,500</b>
5580-002	Electricity	151	148	200	126	200
	<b>TOTAL UTILITIES</b>	<b>151</b>	<b>148</b>	<b>200</b>	<b>126</b>	<b>200</b>
	<b>TOTAL EXPENSES</b>	<b>\$2,467</b>	<b>\$4,504</b>	<b>\$3,200</b>	<b>\$3,840</b>	<b>\$3,700</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$2,420</b>	<b>\$576</b>	<b>\$2,800</b>	<b>\$434</b>	<b>\$2,800</b>

# BLUE RIDGE REGIONAL PARK

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## STRATEGIC GOALS & OBJECTIVES FY 2018

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



### Strategic Plan Categories



Places



People



Finance



Messages

#### Objectives:

- Develop inspection forms utilizing Hiperweb software and conduct annual and monthly routine maintenance inspections of facilities.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) public outreach opportunity that focuses on invasive plant removal.
- Maintain a minimum of (3) community partnerships.
- Develop a minimum of (2) new strategies to attract youth group campers.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Hosted invasive plant removal workday.
- ✓ Maintained partnerships Friends of Blue Ridge Mountain, Boy Scouts, Girl Scouts and the Virginia Native Plant Society.
- ✓ Facility improvements include removing stone wall that was falling and structural improvements on storage barn.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Number of camping groups	N/A				
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	3	2	3	3	3
• Volunteer hours received	36	120	500	48	500

# BRAMBLETON GOLF COURSE

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,228,577	\$ 1,223,000	\$ 1,229,500	0.5%
Retail Operations	216,255	215,000	218,000	1.4%
Other Revenue	20,013	20,000	20,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,464,845</b>	<b>\$ 1,458,000</b>	<b>\$ 1,467,500</b>	<b>0.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 886,096	\$ 886,736	\$ 863,809	-2.6%
Operating Costs	95,404	114,019	111,362	-2.3%
Maintenance Costs	167,861	203,211	203,211	0.0%
Insurance	1,314	1,571	1,985	26.3%
Retail Operations	96,647	97,000	98,200	1.2%
Utilities	47,679	60,962	60,962	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,294,999</b>	<b>\$ 1,363,499</b>	<b>\$ 1,339,528</b>	<b>-1.8%</b>
<b>Net Income</b>	<b>\$ 169,845</b>	<b>\$ 94,501</b>	<b>\$ 127,972</b>	

## BUDGET HIGHLIGHTS

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full Time	8	8	8	8	8
Part Time	7.27	7.27	7.27	7.27	7.27



## BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-055</b>	<b>BRAMBLETON GOLF COURSE REVENUES</b>					
4210	Driving Range	\$83,942	\$97,991	\$92,000	\$74,201	\$95,000
4220	Cart Rental	221,631	259,807	225,000	186,542	230,000
4320	Golf Club Rental	2,457	2,190	2,500	1,935	2,500
4380	Green Fees	791,215	851,203	885,000	666,562	885,000
4400	Golf Handicap Program	5,937	6,092	6,000	5,043	6,000
4600	Programmed Events	512	1,030	500	420	500
4610	Pull Cart Rental	3,129	2,783	3,000	2,086	3,000
4670	Shelter Reservations	8,517	7,481	9,000	3,660	7,500
	<b>TOTAL USER FEES</b>	<b>1,117,341</b>	<b>1,228,577</b>	<b>1,223,000</b>	<b>940,449</b>	<b>1,229,500</b>
4641	Retail - Alcoholic Beverages	63,341	69,876	70,000	53,891	70,000
4640, 4642, 4643	Retail - Food	77,023	88,693	85,000	60,724	88,000
4650	Retail - Pro Shop	54,393	57,686	60,000	39,470	60,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>194,757</b>	<b>216,255</b>	<b>215,000</b>	<b>154,085</b>	<b>218,000</b>
4475	Lessons	24,649	20,013	20,000	13,628	20,000
4510	Miscellaneous Revenue	282	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>24,931</b>	<b>20,013</b>	<b>20,000</b>	<b>13,628</b>	<b>20,000</b>
	<b>TOTAL REVENUES</b>	<b>\$1,337,029</b>	<b>\$1,464,845</b>	<b>\$1,458,000</b>	<b>\$1,108,162</b>	<b>\$1,467,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$493,705	\$517,642	\$476,411	\$410,405	\$480,504
5020	Part-Time Salaries	129,977	132,382	157,423	115,341	158,545
5030	FICA	42,818	44,797	48,580	36,776	48,978
5040	Hospitalization	62,979	64,798	75,346	69,490	79,127
5060	Life Insurance	3,236	3,490	3,402	2,609	3,643
5050	Retirement	116,176	121,783	123,867	95,880	91,296
5070	Unemployment Tax	1,865	1,204	1,707	768	1,716
	<b>TOTAL PERSONNEL SERVICES</b>	<b>850,756</b>	<b>886,096</b>	<b>886,736</b>	<b>731,268</b>	<b>863,809</b>
5160	Golf Cart Rental	62,100	51,896	55,947	48,849	53,290
5138	Beverage Cart Rental	943	786	2,772	2,541	2,772
5230	Gas and Diesel	23,960	21,519	31,000	14,195	31,000
5260	Golf Handicap Program	4,450	4,850	4,500	4,850	4,500
5263	Instructor Fees	21,793	15,379	18,000	11,100	18,000
5570	Uniforms	1,520	973	1,800	1,252	1,800
	<b>TOTAL OPERATING COSTS</b>	<b>114,766</b>	<b>95,404</b>	<b>114,019</b>	<b>82,786</b>	<b>111,362</b>
5180	Equipment/Vehicle Maintenance	19,366	18,970	21,000	14,570	21,000
5190	Facility Op. & Maintenance	33,894	46,106	65,211	49,471	65,211
5240	Golf Course Maintenance	103,901	102,784	117,000	62,820	117,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>157,161</b>	<b>167,861</b>	<b>203,211</b>	<b>126,861</b>	<b>203,211</b>
5265	Insurance - Liquor Liability	580	54	340	270	350
5290	Insurance - Vehicle	1,146	1,260	1,231	1,268	1,635
	<b>TOTAL INSURANCE</b>	<b>1,726</b>	<b>1,314</b>	<b>1,571</b>	<b>1,538</b>	<b>1,985</b>
5521	Retail - Alcoholic Beverages	17,983	15,456	21,000	14,743	21,000
5520, 5522	Retail - Food	34,858	41,754	34,000	28,470	35,200
5530	Retail - Pro Shop	40,826	39,437	42,000	26,124	42,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>93,667</b>	<b>96,647</b>	<b>97,000</b>	<b>69,338</b>	<b>98,200</b>
5580-001	Telephone	2,841	4,639	3,472	2,636	3,472
5580-004	Water/Sewer	25	0	0	0	0
5580-002	Electricity	27,883	23,696	30,000	19,430	30,000
5580-008	Propane Gas	23,635	15,950	23,000	15,418	23,000
5580-016	Internet/Cable	5,013	3,395	4,490	3,830	4,490
	<b>TOTAL UTILITIES</b>	<b>59,397</b>	<b>47,679</b>	<b>60,962</b>	<b>41,314</b>	<b>60,962</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,277,473</b>	<b>\$1,294,999</b>	<b>\$1,363,499</b>	<b>\$1,053,105</b>	<b>\$1,339,528</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$59,556</b>	<b>\$169,845</b>	<b>\$94,501</b>	<b>\$55,057</b>	<b>\$127,972</b>

# BRAMBLETON GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



Places



People



Finance



Messages

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



#### Objectives:

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

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



#### Objectives:

- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days and time blocks.
- Develop and implement a minimum of (2) strategies to promote league play and tournament offerings.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Implement a loyalty program to attract new and retain the latent golfer.
- Review, refine and implement a marketing plan to increase the number of “text club” members by 10%.
- Develop a content strategy for social media to attract daily play and improve customer engagement.
- Develop (3) new strategies to encourage online reservations.

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



#### Objectives:

- Work with BCG to update the annual comprehensive programming calendar and schedule of events and activities.
- Schedule a minimum of (2) on-site clinics and classes to the general public.
- Develop a minimum of (2) outreach programs with partner organizations.
- Refine goals, objectives and expectations for contracted golf instructors.

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



#### Objectives:

- Refine and update the master plan for consistent and targeted golf course and pro shop improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Continue to revise and implement guidelines, Hiperweb, and SOP's for an overall park and facility maintenance program.

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



#### Objectives:

- Develop and implement purchasing and inventory guidelines for golf pro shop.
- Develop a promotion and sales plan to increase retail revenues by 5%.
- Evaluate current food and beverage operations and develop efficiencies and opportunities to increase revenues by 5%.
- Provide a minimum of (2) training opportunities that focus on safe food handling and proper serving protocols.
- Develop and implement strategies to promote and increase online retail offerings.
- Increase online retail sales by 3%

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf and Member Guest Tournament.
- ✓ Conducted a review of membership offerings and held a strategy meeting with BCG to discuss proper placement in the local market.
- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Continued to utilize program postcards and targeted emails to encourage membership renewals and gave member expiration reminders in person.

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



**Highlights**

- ✓ Identified off peak days and time blocks and implemented targeted email campaigns to increase off peak play.
- ✓ Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- ✓ Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- ✓ Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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



**Highlights**

- ✓ Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- ✓ Utilized a new “review push” software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- ✓ Partnered with US Kids Golf and hosted a US Kids Golf Tournament.

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



**Highlights**

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

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



**Highlights**

- ✓ Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- ✓ Key staff have been certified in safe food handling procedures.
- ✓ Conducted pre-season staff meeting to train staff on cooking and serving procedures.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL</b> <small>6 months (Jul-Dec 2016)</small>	<b>FY 2018 TARGET</b>
• 18 hole golf rounds (paid)	26,688	29,662	30,000	15,994	30,000
• 18 hole golf rounds (members)	7,860	8,459	8,500	4,377	8,500
• Power Cart Rentals	14,063	16,414	14,329	9,607	14,650
• Number of Driving Range buckets sold	8,368	8,719	8,500	4,297	8,700
• Per customer average on pro shop merchandise	\$1.57	\$1.63	\$1.56	\$1.39	\$1.56
• Per customer average on food & beverage	\$4.06	\$4.34	\$4.03	\$3.66	\$4.10
• Revenue per round of golf played	\$38.70	\$39.70	\$37.87	\$38.69	\$38.12
• Expense per round of golf played	\$36.98	\$33.97	\$35.53	\$32.26	\$34.79
• Number of social pavilion rentals	13	12	10	6	9
• Number of annual memberships sold	77	86	80	27	80
• Number of Heron Club Cards sold	148	162	130	87	150
• Volunteer hours received	6,262	9,929	8,000	5,388	8,000

# BULL RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 753,657	\$ 747,700	\$ 795,000	6.3%
Retail Operations	29,942	35,000	35,000	0.0%
Other Revenue	30,544	23,600	25,600	8.5%
<b>TOTAL REVENUE</b>	<b>\$ 814,143</b>	<b>\$ 806,300</b>	<b>\$ 855,600</b>	<b>6.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 667,391	\$ 669,813	\$ 684,220	2.2%
Operating Costs	17,082	26,150	25,400	-2.9%
Maintenance Costs	99,085	102,000	105,000	2.9%
Insurance	2,204	2,462	2,288	-7.0%
Retail Operations	22,295	17,500	17,500	0.0%
Utilities	83,831	107,600	108,000	0.4%
<b>TOTAL EXPENSES</b>	<b>\$ 891,889</b>	<b>\$ 925,524</b>	<b>\$ 942,409</b>	<b>1.8%</b>
<b>Net Income</b>	<b>\$ (77,746)</b>	<b>\$ (119,224)</b>	<b>\$ (86,809)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue is budgeted to increase by 6.1%, due in part to increased camping and cabin rentals.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	7	7	7	7	7
Part-Time	6.38	6.29	6.29	7.33	6.48

## BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-070</b>	<b>BULL RUN REGIONAL PARK REVENUES</b>					
4095	Cabin Rentals	\$53,864	\$67,879	\$70,000	\$101,707	\$90,000
4100	Camping Fees	334,471	400,060	375,000	457,729	405,000
4421	Inflatable Play Feature	0	100	0	0	0
4470	Laundry	3,952	4,523	5,000	3,565	5,000
4670	Shelter Reservations	104,054	98,827	110,000	63,637	105,000
4600, 4690	Programmed Events	1,357	4,190	1,700	5,305	4,000
4045	Athletic Field Use Fees	6,055	9,203	7,000	7,875	7,000
4675, 4080	Boat/RV Storage	145,382	119,685	125,000	102,351	125,000
4230	Entrance Fees	54,318	46,803	50,000	33,626	50,000
4500	Disc Golf	2,672	2,387	4,000	2,645	4,000
	<b>TOTAL USER FEES</b>	<b>706,124</b>	<b>753,657</b>	<b>747,700</b>	<b>778,440</b>	<b>795,000</b>
4640, 4661	Retail Operations	29,285	29,942	35,000	32,322	35,000
4790	Vending Machine Operation	780	0	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>30,065</b>	<b>29,942</b>	<b>35,000</b>	<b>32,322</b>	<b>35,000</b>
4255, 4601	Firewood/Propane	22,888	26,699	23,000	26,066	25,000
4510	Miscellaneous Revenue	2,461	3,495	0	3,220	0
4636	Rental Device Commission	600	350	600	475	600
	<b>TOTAL OTHER REVENUE</b>	<b>25,948</b>	<b>30,544</b>	<b>23,600</b>	<b>29,761</b>	<b>25,600</b>
	<b>TOTAL REVENUES</b>	<b>\$762,137</b>	<b>\$814,143</b>	<b>\$806,300</b>	<b>\$840,522</b>	<b>\$855,600</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$344,588	\$360,418	\$343,248	\$299,280	\$362,551
5020	Part-Time Salaries	146,868	139,592	146,302	117,118	151,029
5030	FICA	36,403	37,502	37,524	29,678	39,363
5040	Hospitalization	46,984	40,270	49,482	43,793	58,044
5060	Life Insurance	2,461	2,505	2,451	1,940	2,748
5050	Retirement	88,977	85,921	89,245	70,435	68,885
5070	Unemployment Tax	1,554	1,183	1,562	763	1,600
	<b>TOTAL PERSONNEL SERVICES</b>	<b>667,833</b>	<b>667,391</b>	<b>669,813</b>	<b>563,007</b>	<b>684,220</b>
5230	Gas and Diesel	34,153	13,947	24,000	10,311	20,000
5430	Park Police	0	0	0	1,350	0
5490	Programs and Promotions	861	1,131	750	2,670	4,000
5570	Uniforms	656	2,004	1,400	776	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>35,670</b>	<b>17,082</b>	<b>26,150</b>	<b>15,107</b>	<b>25,400</b>
5180	Equipment/Vehicle Maintenance	29,213	27,401	27,000	30,749	30,000
5190	Facility Op. & Maintenance	73,320	71,684	75,000	65,954	75,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>102,533</b>	<b>99,085</b>	<b>102,000</b>	<b>96,703</b>	<b>105,000</b>
5290	Insurance - Vehicle	2,006	2,204	2,462	2,219	2,288
	<b>TOTAL INSURANCE</b>	<b>2,006</b>	<b>2,204</b>	<b>2,462</b>	<b>2,219</b>	<b>2,288</b>
5520, 5537	Retail Operations	20,961	22,295	17,500	18,663	17,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>20,961</b>	<b>22,295</b>	<b>17,500</b>	<b>18,663</b>	<b>17,500</b>
5580-001	Telephone	2,977	3,581	3,500	3,066	3,500
5580-002	Electricity	59,914	54,869	62,000	53,988	62,000
5580-004	Water/Sewer	16,203	8,724	25,000	7,597	25,000
5580-008	Propane	16,821	13,394	14,500	11,261	14,500
5580-016	Cable/Internet	2,483	3,263	2,600	2,657	3,000
	<b>TOTAL UTILITIES</b>	<b>98,398</b>	<b>83,831</b>	<b>107,600</b>	<b>78,568</b>	<b>108,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$927,400</b>	<b>\$891,889</b>	<b>\$925,524</b>	<b>\$774,267</b>	<b>\$942,409</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$165,263)</b>	<b>(\$77,746)</b>	<b>(\$119,224)</b>	<b>\$66,255</b>	<b>(\$86,809)</b>

# BULL RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to develop and refine guidelines and SOP's for an overall park and facility maintenance program.
- Establish and maintain a minimum of (5) community partnerships.
- Continue to implement plan to preserve a sustainable park trails network by conducting a minimum of (2) volunteer work days.
- Refine the volunteer program to improve the quality of the park.
- Implement an improvement and marketing plan for the disc golf course.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.

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



Objectives:

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

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



Objectives:

- Continue to implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Evaluate camper surveys and implement at least (3) strategies to improve the customer experience.

**Goal Four: Provide a superior family camping experience.**



Objectives:

- Take part in a minimum of (2) outreach events.
- Develop and implement a minimum of (2) new strategies to increase off-peak usage.
- Continue to utilize Facebook, Nova Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% (gross) from previous year.
- Develop a minimum of (2) new programs to engage campground customers..

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



Objectives:

- Implement (2) new marketing strategies to attract new storage customers.
- Develop an effective marketing strategy to promote rental shelters.
- Utilize Active Works Outdoors and Active Network to reach our growing customer base and to help generate increased visitation within the park.

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Conducted trail cleanup day with CHS.
- ✓ Conducted Day to Serve trail and playground cleanup day.
- ✓ Partnered with the Virginia Bluebird Society and the Clifton Horse Society.
- ✓ Partnered with Boy Scouts to complete 5 Eagle Scout Projects
- ✓ Partnered with Isaac Walton for trail cleanup.
- ✓ Developed a written plan prioritizing improvements to existing park structures.

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



### Highlights

- ✓ Hosted (5) special event programs
- ✓ Offered (5) naturalist lead programs
- ✓ Created and implemented an interpretive program utilizing the Civil War huts.

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



### Highlights

- ✓ Hosted (5) customer service training sessions for staff
- ✓ Developed a system that implements effective recruitment and retention strategies for qualified staff.
- ✓ Developed an online survey for camping customers.
- ✓ Created an in-house audit program to evaluate the performance of seasonal staff.

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



### Highlights

- ✓ Implemented plan to promote better access to the Occoquan Water Trail
- ✓ Maintained Boat and RV lots at 95% capacity.

**Goal Five: Provide a superior family camping experience.**



### Highlights

- ✓ Implemented a year round comprehensive programming calendar and schedule of events and activities
- ✓ Participated in the Camping and RV Expo.
- ✓ Developed a plan for campground development
- ✓ Developed (4) new programs to engage campground customers
- ✓ Increased product selection and reconfigured camp store retail area to increase sales

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of non –jurisdiction vehicle entries	8,367	7,483	8,000	4,776	8,000
• Number of nightly camping rentals	8,963	9,866	10,000	7,333	10,000
• Number of group campers	N/A	*	2,000	*	*
• Boat/RV storage usage (expanded to 208 capacity)	208	208	208	208	208
• Number of picnic shelter rentals	702	520	700	285	700
• Number of cabin rentals	814	832	1,000	786	1,000
• Number of pavilion rentals	N/A	N/A	30	N/A	30
• Volunteer hours received	7,689	6,742	10,000	3,853	8,000

# 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 387,983	\$ 383,350	\$ 388,600	1.4%
Retail Operations	141,528	144,000	146,000	1.4%
Other Revenue	2,460	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 531,971</b>	<b>\$ 527,350</b>	<b>\$ 534,600</b>	<b>1.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 183,816	\$ 193,210	\$ 196,673	1.8%
Maintenance Costs	70,650	56,828	56,828	0.0%
Retail Operations	46,407	58,000	59,000	1.7%
Utilities	16,089	16,500	16,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 316,961</b>	<b>\$ 324,538</b>	<b>\$ 329,001</b>	<b>1.4%</b>
<b>Net Income</b>	<b>\$ 215,010</b>	<b>\$ 202,812</b>	<b>\$ 205,599</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.41	8.60	8.75	9.01	9.07



## ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-080</b>	<b>BULL RUN ATLANTIS WATERPARK</b>					
	<b>REVENUES</b>					
4550	Admissions	\$268,903	\$310,615	\$285,000	\$219,637	\$300,000
4560	Discount Passes	36	0	0	0	0
4570	Group Admissions	69,839	59,748	80,000	69,986	70,000
4490	Locker Rental	0	624	350	530	600
4580	Waterpark Passes	15,574	16,996	18,000	13,894	18,000
	<b>TOTAL USER FEES</b>	<b>354,353</b>	<b>387,983</b>	<b>383,350</b>	<b>304,047</b>	<b>388,600</b>
4640	Retail Operations	127,950	137,502	140,000	102,604	140,000
4660	Swim Merchandise	2,106	4,025	4,000	3,432	6,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>130,057</b>	<b>141,528</b>	<b>144,000</b>	<b>106,036</b>	<b>146,000</b>
4482	Lifeguard Training Fees	810	2,460	0	470	0
	<b>TOTAL OTHER REVENUE</b>	<b>810</b>	<b>2,460</b>	<b>0</b>	<b>470</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$485,219</b>	<b>\$531,971</b>	<b>\$527,350</b>	<b>\$410,553</b>	<b>\$534,600</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$154,554	\$169,177	\$178,156	\$146,732	181,349
5030	FICA	11,823	12,942	13,629	11,207	13,873
5070	Unemployment Tax	1,532	1,696	1,425	1,031	1,451
	<b>TOTAL PERSONNEL SERVICES</b>	<b>167,910</b>	<b>183,816</b>	<b>193,210</b>	<b>158,971</b>	<b>196,673</b>
5180	Equipment/Vehicle Maintenance	(304)	0	0	0	0
5190	Facility Op. & Maintenance	56,885	70,650	56,828	44,243	56,828
	<b>TOTAL MAINTENANCE COSTS</b>	<b>56,581</b>	<b>70,650</b>	<b>56,828</b>	<b>44,243</b>	<b>56,828</b>
5520, 5536, 5538	Retail Operations	40,083	46,182	56,000	40,626	56,000
5535	Swim Merchandise	564	225	2,000	2,850	3,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>40,646</b>	<b>46,407</b>	<b>58,000</b>	<b>43,476</b>	<b>59,000</b>
5580-001	Telephone	319	890	500	341	500
5580-002	Electricity	11,752	13,525	14,500	5,669	14,500
5580-016	Cable/Internet	1,044	1,674	1,500	1,117	1,500
	<b>TOTAL UTILITIES</b>	<b>13,114</b>	<b>16,089</b>	<b>16,500</b>	<b>7,127</b>	<b>16,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$278,251</b>	<b>\$316,961</b>	<b>\$324,538</b>	<b>\$253,817</b>	<b>\$329,001</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$206,968</b>	<b>\$215,010</b>	<b>\$202,812</b>	<b>\$156,736</b>	<b>\$205,599</b>

# ATLANTIS WATERPARK AT BULL RUN

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the membership program.
- Incorporate a minimum of (4) membership incentives per season.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.

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



Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Refine a system that implements effective recruitment, hiring and retention strategies for qualified staff.
- Develop and implement a “manager in training” program for incoming WSO’s, Pool Managers and Concession Supervisors.
- Refine orientation and in-service training techniques for all positions.
- Review and update facility SOPs to ensure a safe environment for staff and guests
- Implement a Junior Lifeguard program.

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



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase off peak visitation through social media promotions and sales opportunities.
- Increase cross promotion of park activities to waterpark users.

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



Objectives:

- Increase overall gross food and beverage sales by 5% from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system
- Develop a staff training program to provide consistent food and beverage products and services
- Refine and market group and party food and retail offerings.
- Increase swim merchandise gross sales by 5% from previous year and implement an effective inventory management system to reduce waste and meet customer needs.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to continue and expand facility theming.
- Continue to update and implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

# ATLANTIS WATERPARK AT BULL RUN

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Reached out to all annual pass members current and expired through an e-blast program during the offseason to encourage renewal.
- ✓ Implemented May Days in order to encourage pre-season pass sales, photo taking for passholders, and to encourage renewal.
- ✓ Offered pass sales through Groupon that generated new pass sales.
- ✓ Promoted annual waterpark passes to all light show guests with handouts at the ticket booths.

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



### Highlights

- ✓ Maintained NASCO gold rating.
- ✓ Host the aquatics holiday party in an effort to retain and hire and gain referrals for new employees.
- ✓ Staff members completed NASCO Safety School training.
- ✓ Increased NASCO score by 20+ points during the season
- ✓ Trained two first year WSOs that will be returning.

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



### Highlights

- ✓ Created a group mailer to send to both new and returning groups to gain interest.
- ✓ Visited potential group customers in person throughout the area.
- ✓ A Calendar of Events was implemented to increase after 4pm weekday visitation.
- ✓ Held Family Fun Night three times during the season.
- ✓ Created new birthday party area to increase birthday revenue.

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



### Highlights

- ✓ Employees obtained Serv-Safe certification.
- ✓ Completed concessions and admissions renovations and trained all staff on new operational procedures.
- ✓ Increased retail operations by 200%.
- ✓ Refined the group meal plan to streamline the process.

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



### Highlights

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

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul- Dec 2016)	FY 2018 TARGET
• Number of general admissions	34,151	36,247	37,000	25,968	37,000
• Number of youth group participants	13,976	12,324	13,000	10,264	13,000
• Number of Annual Waterpark Passes sold	190	95	216	46	216
• Number of birthday party participants	760	779	1,300	509	1,000
• Number of birthday parties	57	41	81	30	75
• Average amount customers spent on food, beverages & retail	\$2.69	\$2.83	\$2.81	\$2.87	\$2.85

# BULL RUN SPECIAL EVENTS CENTER

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 119,644	\$ 155,000	\$ 155,000	0.0%
Other Revenue	91,334	52,500	70,000	33.3%
<b>TOTAL REVENUE</b>	<b>\$ 210,978</b>	<b>\$ 207,500</b>	<b>\$ 225,000</b>	<b>8.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 76,541	\$ 69,963	\$ 75,476	7.9%
Operating Costs	74,844	41,700	75,200	80.3%
Maintenance Costs	12,315	18,000	18,000	0.0%
Utilities	963	1,044	1,044	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 164,663</b>	<b>\$ 130,707</b>	<b>\$ 169,720</b>	<b>29.8%</b>
<b>Net Income</b>	<b>\$ 46,316</b>	<b>\$ 76,793</b>	<b>\$ 55,280</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time	.70	.70	.70	.75	.94

## BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-075</b>	<b>BULL RUN SPECIAL EVENTS CENTER</b>					
	<b>REVENUES</b>					
4124	Center Rental	\$147,145	\$119,644	\$135,000	\$109,588	\$135,000
4600	Programmed Events	0	0	20,000	415	20,000
	<b>TOTAL USER FEES</b>	<b>147,145</b>	<b>119,644</b>	<b>155,000</b>	<b>110,003</b>	<b>155,000</b>
4510, 4532	Miscellaneous Revenue	2,730	18,581	0	30,888	20,000
4821	Equipment Rental	70,496	62,614	45,000	51,208	50,000
4820	NVRPA Equipment Rental	7,200	10,140	7,500	3,000	0
	<b>TOTAL OTHER REVENUE</b>	<b>80,426</b>	<b>91,334</b>	<b>52,500</b>	<b>85,096</b>	<b>70,000</b>
	<b>TOTAL REVENUES</b>	<b>\$227,571</b>	<b>\$210,978</b>	<b>\$207,500</b>	<b>\$195,099</b>	<b>\$225,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$32,290	\$34,321	\$34,533	\$32,780	\$35,780
5020	Part-Time Salaries	18,360	20,440	16,127	16,900	21,485
5030	FICA	3,723	3,940	3,876	3,422	4,381
5040	Hospitalization	4,656	8,741	6,072	10,047	6,560
5060	Life Insurance	233	254	247	195	271
5050	Retirement	8,380	8,766	8,979	7,418	6,798
5070	Unemployment Tax	137	79	129	51	200
	<b>TOTAL PERSONNEL SERVICES</b>	<b>67,779</b>	<b>76,541</b>	<b>69,963</b>	<b>70,813</b>	<b>75,476</b>
5186	Equipment Rental	52,425	58,238	31,500	35,373	45,000
5470	Production Costs	1,200	150	0	0	0
5490	Programs & Promotions	0	405	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense	2,730	16,050	0	36,475	20,000
5570	Uniforms	0	0	200	200	200
	<b>TOTAL OPERATING COSTS</b>	<b>56,355</b>	<b>74,844</b>	<b>41,700</b>	<b>72,048</b>	<b>75,200</b>
5190	Facility Op. & Maintenance	18,809	12,315	18,000	9,544	18,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>18,809</b>	<b>12,315</b>	<b>18,000</b>	<b>9,544</b>	<b>18,000</b>
5580-016	Cable/Internet	1,044	963	1,044	1,117	1,044
	<b>TOTAL UTILITIES</b>	<b>1,044</b>	<b>963</b>	<b>1,044</b>	<b>1,117</b>	<b>1,044</b>
	<b>TOTAL EXPENSES</b>	<b>\$143,986</b>	<b>\$164,663</b>	<b>\$130,707</b>	<b>\$153,522</b>	<b>\$169,720</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$83,585</b>	<b>\$46,316</b>	<b>\$76,793</b>	<b>\$41,577</b>	<b>\$55,280</b>

# BULL RUN SPECIAL EVENTS CENTER

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## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Host a minimum of (5) major events.
- Host a minimum of (15) small events.
- Research and create a cost/benefit analysis of in house trash, parking, and first aid services.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Attract a minimum of (2) new events.
- Create, organize and implement an internally managed special event.
- Research and generate (5) new event management leads to market the venue.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback which includes capturing visitor demographics.
- Implement strategies and training techniques developed by the Customer Service Committee.

### Strategic Plan Categories



Places



People



Finance



Messages

# BULL RUN SPECIAL EVENTS CENTER

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Through December 2016 have hosted 15 small events. (under \$10,000 revenue)
  - Sundae 5k, Bull Run Bargains, Fiesta Boliviana, The Called Revival, MG Car Club, PR Kickoff, Paradise Summer Madness, PWCPS Cross County x5, CHS Judged Pleasure Ride, Glory Days Invitational, Blood and Guts Run
- ✓ Through December 2016 have hosted 6 major events. (over \$10,000 revenue)
  - Festival Peruano, Pakistan Festival, Punjabi Mela, Virginia Wine Festival. NOVA Pride, NOVA Fall Brewfest
- ✓ Through December 2016 have hosted 6 new events.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Total revenue of Special Events Center	\$227,571	\$210,978	\$207,500	\$141,230	\$225,000

# BULL RUN FESTIVAL OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 801,342	\$ 698,000	\$ 804,000	15.2%
Retail Operations	6,530	10,000	10,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 807,872</b>	<b>\$ 708,000</b>	<b>\$ 814,000</b>	<b>15.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 125,905	\$ 137,215	\$ 184,413	34.4%
Operating Costs	152,501	112,000	137,000	22.3%
Retail Operations	5,206	6,000	6,300	5.0%
Utilities	2,280	5,000	2,500	-50.0%
<b>TOTAL EXPENSES</b>	<b>\$ 285,892</b>	<b>\$ 260,215</b>	<b>\$ 330,213</b>	<b>26.9%</b>
<b>Net Income</b>	<b>\$ 521,980</b>	<b>\$ 447,785</b>	<b>\$ 483,787</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The net income is budgeted to increase due to actual revenue over the past few years. A new full time crew leader position was added in FY 18.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	1.50
Part-Time	2.87	2.95	3.21	3.24	3.24



## BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-078</b>	<b>BULL RUN LIGHT SHOW REVENUES</b>					
4485	Light Show Vehicle Entries	\$626,414	\$717,065	\$640,000	\$797,423	\$725,000
4655	Santa Pictures	7,822	10,894	10,000	15,095	13,000
4685	Programmed Events-Stampede	11,492	15,479	15,000	15,696	16,000
4694	Sponsorships	1,300	0	0	0	0
4800	Vendor Fees	26,623	57,904	33,000	51,787	50,000
	<b>TOTAL USER FEES</b>	<b>673,651</b>	<b>801,342</b>	<b>698,000</b>	<b>880,001</b>	<b>804,000</b>
4640	Retail Operations	8,417	6,530	10,000	8,237	10,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>8,417</b>	<b>6,530</b>	<b>10,000</b>	<b>8,237</b>	<b>10,000</b>
	<b>TOTAL REVENUES</b>	<b>\$682,068</b>	<b>\$807,872</b>	<b>\$708,000</b>	<b>\$888,238</b>	<b>\$814,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$32,290	\$33,684	\$34,533	\$27,423	\$70,043
5020	Part-Time Salaries	62,765	69,762	78,087	65,158	76,953
5030	FICA	7,158	7,752	8,615	6,753	11,245
5040	Hospitalization	4,054	5,188	6,072	7,680	11,688
5060	Life Insurance	233	254	247	195	531
5050	Retirement	8,380	8,766	8,979	6,775	13,308
5070	Unemployment Tax	485	500	681	320	644
	<b>TOTAL PERSONNEL SERVICES</b>	<b>115,363</b>	<b>125,905</b>	<b>137,215</b>	<b>114,305</b>	<b>184,413</b>
5520	Retail Operations	3,434	4,963	5,000	4,665	5,000
5539	Retail Santa Pictures	114	243	1,000	542	1,300
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3,548</b>	<b>5,206</b>	<b>6,000</b>	<b>5,207</b>	<b>6,300</b>
5230	Gas & Diesel	0	7,202	10,000	6,764	10,000
5470	Production Costs	120,404	132,854	90,000	159,380	115,000
5490	Programs & Promotions	9,736	12,446	12,000	12,419	12,000
	<b>TOTAL OPERATING COSTS</b>	<b>130,140</b>	<b>152,501</b>	<b>112,000</b>	<b>178,563</b>	<b>137,000</b>
5580-002	Electricity	2,451	2,280	2,500	2,257	2,500
5580-008	Propane	1,590	0	2,500	0	0
	<b>TOTAL UTILITIES</b>	<b>4,041</b>	<b>2,280</b>	<b>5,000</b>	<b>2,257</b>	<b>2,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$253,093</b>	<b>\$285,892</b>	<b>\$260,215</b>	<b>\$300,332</b>	<b>\$330,213</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$428,975</b>	<b>\$521,980</b>	<b>\$447,785</b>	<b>\$587,906</b>	<b>\$483,787</b>

# BULL RUN FESTIVAL OF LIGHTS

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## STRATEGIC GOALS & OBJECTIVES FY 2018

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



### Strategic Plan Categories



Objectives:

- Create a dynamic pricing model built around the historically busiest days.
- Develop an annual plan for consistent and continued event improvements.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback which includes capturing visitor demographics.
- Develop a minimum of two (2) strategies to promote the FOL outside the northern Virginia region.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Implement strategies and training techniques developed by the Customer Service Committee.
- Draft a business manual to supplement NOVA Parks cash handling policies and procedures.
- Create an operation, installation and take down manual.
- Develop and implement a defined plan to increase off-peak and weekday visitation.
- Optimize new maintenance position by identifying clear job responsibilities and outlining immediate priorities.

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Reconfigured Santa photo setup for a better customer experience.
- ✓ Partnered with the Trigger Agency to capture visitor demographics including email addresses and zip codes.
- ✓ Created and implemented staff incentive plan for the light show.
- ✓ Staff refurbished and converted a number of the smaller displays to new LED lights.
- ✓ Twelve of the larger displays were refurbished and converted to 120V by MOSCA Design.
- ✓ Implemented new traffic control strategies to keep vehicles moving at a proper pace throughout the show.
- ✓ All staff attended Customer Service Level I training.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of light show vehicle entries	34,085	38,193	36,000	40,888	36,000

# BULL RUN SHOOTING CENTER

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 772,347	\$ 771,500	\$ 776,500	0.6%
Retail Operations	308,531	355,000	345,000	-2.8%
Other Revenue	111,599	90,000	90,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,192,477</b>	<b>\$ 1,216,500</b>	<b>\$ 1,211,500</b>	<b>-0.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 436,642	\$ 460,917	\$ 476,430	3.4%
Operating Costs	227,794	284,650	286,650	0.7%
Maintenance Costs	40,470	40,328	40,328	0.0%
Insurance	630	615	654	6.2%
Retail Operations	211,657	245,100	238,100	-2.9%
Utilities	18,266	19,600	19,800	1.0%
<b>TOTAL EXPENSES</b>	<b>\$ 935,460</b>	<b>\$ 1,051,210</b>	<b>\$ 1,061,962</b>	<b>1.0%</b>
<b>Net Income</b>	<b>\$ 257,017</b>	<b>\$ 165,290</b>	<b>\$ 149,538</b>	

## BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time	7.99	9.11	9.11	9.35	9.60

## BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	ACTUAL FY 2017	ADOPTED FY 2018
<b>3-090</b>	<b>BULL RUN SHOOTING CENTER</b>					
	<b>REVENUES</b>					
4040	Archery Target Fees	\$28,829	\$25,111	\$30,000	\$23,106	\$30,000
4390	Gun Rental	52,852	56,322	55,000	45,546	55,000
4745	Shooting Tournament Fees	102,740	53,030	60,000	33,535	60,000
4730	Target Sales	615,931	636,491	625,000	570,236	630,000
4670	Shelter Reservations	0	1,393	1,500	1,338	1,500
	<b>TOTAL USER FEES</b>	<b>800,352</b>	<b>772,347</b>	<b>771,500</b>	<b>673,761</b>	<b>776,500</b>
4010	Ammunition	262,725	242,916	270,000	187,070	260,000
4640	Retail Operations	84,954	65,615	85,000	45,332	85,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>347,680</b>	<b>308,531</b>	<b>355,000</b>	<b>232,402</b>	<b>345,000</b>
4475	Lessons	90,357	109,472	90,000	82,835	90,000
4495	Memberships	(475)	0	0	0	0
4510	Miscellaneous Revenue	2,458	2,127	0	1,260	0
	<b>TOTAL OTHER REVENUE</b>	<b>92,340</b>	<b>111,599</b>	<b>90,000</b>	<b>84,095</b>	<b>90,000</b>
	<b>TOTAL REVENUES</b>	<b>\$1,240,372</b>	<b>\$1,192,477</b>	<b>\$1,216,500</b>	<b>\$990,258</b>	<b>\$1,211,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$118,061	\$126,815	\$130,613	\$114,166	\$135,851
5020	Part-Time Salaries	207,178	229,917	236,559	208,591	\$241,835
5030	FICA	24,736	26,912	28,155	23,019	\$28,960
5040	Hospitalization	12,066	17,633	28,693	33,005	\$40,898
5060	Life Insurance	863	945	933	737	\$1,029
5050	Retirement	30,640	32,722	33,959	26,745	\$25,812
5070	Unemployment Tax	1,772	1,698	2,004	1,034	\$2,047
	<b>TOTAL PERSONNEL SERVICES</b>	<b>395,315</b>	<b>436,642</b>	<b>460,917</b>	<b>407,298</b>	<b>476,430</b>
5230	Gas and Diesel	3,441	1,391	4,000	1,384	4,000
5490	Programs and Promotions	0	218	250	0	250
5563	Shooting Tournament	71,021	20,829	30,000	13,655	30,000
5564	Targets	257,979	204,995	250,000	172,870	252,000
5570	Uniforms	680	361	400	393	400
	<b>TOTAL OPERATING COSTS</b>	<b>333,121</b>	<b>227,794</b>	<b>284,650</b>	<b>188,302</b>	<b>286,650</b>
5180	Equipment/Vehicle Maintenance	13,947	14,865	15,000	12,550	15,000
5190	Facility Op. & Maintenance	25,703	25,605	25,328	20,173	25,328
	<b>TOTAL MAINTENANCE COSTS</b>	<b>39,650</b>	<b>40,470</b>	<b>40,328</b>	<b>32,723</b>	<b>40,328</b>
5290	Insurance - Vehicle	573	630	615	634	654
	<b>TOTAL INSURANCE</b>	<b>573</b>	<b>630</b>	<b>615</b>	<b>634</b>	<b>654</b>
5520	Retail Operations	60,462	50,909	56,100	42,010	56,100
5520-050	Ammunition	203,528	160,748	189,000	125,369	182,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>263,990</b>	<b>211,657</b>	<b>245,100</b>	<b>167,379</b>	<b>238,100</b>
5580-001	Telephone	1,606	1,461	1,600	1,716	1,600
5580-002	Electricity	15,595	14,639	16,000	10,362	16,000
5580-016	Cable/Internet	1,915	2,167	2,000	2,045	2,200
	<b>TOTAL UTILITIES</b>	<b>19,116</b>	<b>18,266</b>	<b>19,600</b>	<b>14,123</b>	<b>19,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,051,765</b>	<b>\$935,460</b>	<b>\$1,051,210</b>	<b>\$810,459</b>	<b>\$1,061,962</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$188,607</b>	<b>\$257,017</b>	<b>\$165,290</b>	<b>\$179,799</b>	<b>\$149,538</b>

# BULL RUN SHOOTING CENTER

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Evaluate and improve communication with park visitors through signage reviews and updating informational kiosks monthly.
- Work closely with the friends group on their delivery of at least (3) quality Friends sponsored fundraising events.
- Develop park inspection forms through Hiperweb and conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment and target machines, date of purchase and any additional applicable information.

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



Objectives:

- Host a minimum of (8) NSCA registered target events.
- Offer a minimum of (1) new program or special event.
- Maintain current and establish at least one new community partnership to expand public outreach and programming opportunities.
- Create and maintain a minimum of (2) BRSC hosted shooting leagues.

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



Objectives:

- Ensure all staff maintains all safety certifications through measurable training and reviews.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Initiate an in-house audit program to evaluate the performance of seasonal staff.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities.
- Ensure all range staff is trained in safe range operations through a formal in-house or external program.

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



Objectives:

- Offer a minimum of (4) Learn to Shoot courses each weekend.
- Host a minimum of (60) group outings that includes a minimum of (10) clients.
- Develop and implement a plan that utilizes (2) new strategies to reach perspective league and tournament clients.
- Maintain a minimum of (1) in-house archery league.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Purchased several new sporting clays machines and a new card reader system.
- ✓ Partnered with Friends of BRSC to host two fundraiser tournaments.

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



**Highlights**

- ✓ Hosted wobble trap league and several “fun” shoots
- ✓ Help (9) registered target Sporting Clays Tournaments
- ✓ Taught more than 900 new students in our Learn To Shoot class.

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



**Highlights**

- ✓ All staff attended Level I Customer Service Training.
- ✓ Utilized customer service incentive plan to encourage best practices.

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



**Highlights**

- ✓ Created new inventory guidelines for the pro shop.
- ✓ Hosted 34 corporate outings and 156 lessons.
- ✓ Maintained two archery leagues.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL (July-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Number of targets thrown (25 targets per round)	2,005,655	2,511,475	2,300,000	1,343,930	2,500,000
• Number of archery lane rentals	7,006	4,989	7,200	3,228	7,000
• Ammunition shotgun shell boxes (25 shells/box)	34,374	33,506	34,000	15,378	34,000
• Number of participants-Learn to Shoot Program	1,981	3,552	3,200	902	3,200
• Number of corporate outings	87	74	85	34	85
• Number of corporate outing participants	900	886	700	408	900
• Per round average on pro shop sales (including ammo)	\$4.34	\$3.07	\$3.80	\$2.79	\$3.59

# BULL RUN MARINA

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 4,882	\$ 8,500	\$ 8,500	0.0%
Other Revenue	11,840	11,000	11,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 16,722</b>	<b>\$ 19,500</b>	<b>\$ 19,500</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 12,108	\$ 19,005	\$ 17,906	-5.8%
Maintenance Costs	7,112	7,500	7,500	0.0%
Utilities	1,975	1,500	1,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 21,195</b>	<b>\$ 28,005</b>	<b>\$ 26,906</b>	<b>-3.9%</b>
<b>Net Income</b>	<b>\$ (4,473)</b>	<b>\$ (8,505)</b>	<b>\$ (7,406)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
<b>Full-Time – 2 positions split with Fountainhead &amp; Sandy Run Parks</b>	.20	.20	.20	.20	.20
<b>Part -Time</b>	0	0	0	0	0



## BULL RUN MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-060</b>	<b>BULL RUN MARINA REVENUES</b>					
4080	Boat Storage	\$2,903	\$3,236	\$7,500	\$5,507	\$7,500
4673	Rowing Camps	306	1,646	1,000	6,475	1,000
	<b>TOTAL USER FEES</b>	<b>3,209</b>	<b>4,882</b>	<b>8,500</b>	<b>11,981</b>	<b>8,500</b>
4640, 4285	Miscellaneous Revenue	11,135	11,840	11,000	6,350	11,000
	<b>TOTAL OTHER REVENUE</b>	<b>11,135</b>	<b>11,840</b>	<b>11,000</b>	<b>6,350</b>	<b>11,000</b>
	<b>TOTAL REVENUES</b>	<b>\$14,344</b>	<b>\$16,722</b>	<b>\$19,500</b>	<b>\$18,331</b>	<b>\$19,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$4,887	\$6,992	\$13,113	\$9,094	\$13,339
5030	FICA	777	949	1,010	708	1,027
5040	Hospitalization	467	795	1,378	794	905
5060	Life Insurance	76	83	94	64	101
5050	Retirement	2,659	3,280	3,409	2,457	2,534
5070	Unemployment Tax	16	8	0	8	0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>8,881</b>	<b>12,108</b>	<b>19,005</b>	<b>13,124</b>	<b>17,906</b>
5230	Gas and Diesel	0	0	0	106	0
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106</b>	<b>0</b>
5190	Facility Op. & Maintenance	4,184	2,773	3,000	5,489	3,000
5252	Gate keys	5,482	4,339	4,500	6,650	4,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>9,666</b>	<b>7,112</b>	<b>7,500</b>	<b>12,139</b>	<b>7,500</b>
5580-001	Telephone	0	0	0	0	0
5580-002	Electricity	2,219	1,975	1,500	1,662	1,500
	<b>TOTAL UTILITIES</b>	<b>2,219</b>	<b>1,975</b>	<b>1,500</b>	<b>1,662</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$20,766</b>	<b>\$21,195</b>	<b>\$28,005</b>	<b>\$27,031</b>	<b>\$26,906</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$6,422)</b>	<b>(\$4,473)</b>	<b>(\$8,505)</b>	<b>(\$8,700)</b>	<b>(\$7,406)</b>

# BULL RUN MARINA

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## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Develop a plan to create and install interpretive point signage on the Bull Run/Occoquan Trail.
- Establish and maintain a minimum of (3) community partnerships.
- Refine the plan for consistent and continued site improvements.
- Develop natural resource management and restoration plans focused on the preservation of native plant and animal species.
- Develop a strategy for hiking/equestrian trail restoration, development, and interpretation.



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



Objectives:

- Develop a minimum of (2) public recreation or environmental programs.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Improved line of sight at trail crossing by providing clearing.
- ✓ Replacing one dock.
- ✓ Continued partnership with Potomac Appalachian Trail Club.

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



**Highlights**

- ✓ Implemented Roving Park Naturalist programs.
- ✓ Updated memorandums of understanding with scholastic rowing groups that use the marina.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Number of crew boats stored	21	25	26	26	26
• Number of keys sold for boat launching	580	591	550	58	550
• Number of rowing camp participants	80	80	80	0	80
• Peak season(March-May) usage by rowers and coaches	200	200	200	0	200

# CAMERON RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 137,723	\$ 156,000	\$ 148,000	-5.1%
Retail Operations	7,966	9,500	9,500	0.0%
Other Revenue	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 145,689</b>	<b>\$ 165,500</b>	<b>\$ 157,500</b>	<b>-4.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 304,137	\$ 331,970	\$ 330,968	-0.3%
Operating Costs	3,580	5,600	5,600	0.0%
Maintenance Costs	33,651	36,414	36,414	0.0%
Insurance	630	615	654	6.2%
Retail Operations	1,853	3,550	3,800	7.0%
<b>TOTAL EXPENSES</b>	<b>\$ 343,851</b>	<b>\$ 378,150</b>	<b>\$ 377,436</b>	<b>-0.2%</b>
<b>Net Income</b>	<b>\$ (198,162)</b>	<b>\$ (212,650)</b>	<b>\$ (219,936)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 BUDGET (FTE)	FY 2018 APPROVED (FTE)
Full-Time	3	3	3	3	3
Part-Time	4.95	4.95	4.85	4.85	4.85

## CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-110</b>	<b>CAMERON RUN REGIONAL PARK</b>					
	<b>REVENUES</b>					
4670	Shelter Reservations	\$11,538	\$12,131	\$15,000	\$7,009	\$15,000
4600	Programmed Events	1,800	1,568	\$3,000	3,117	\$3,000
4060	Batting Cage Fees	55,289	59,915	63,000	35,472	60,000
4500	Miniature Golf	69,104	64,109	75,000	41,481	70,000
	<b>TOTAL USER FEES</b>	<b>137,731</b>	<b>137,723</b>	<b>156,000</b>	<b>87,079</b>	<b>148,000</b>
4640	Retail - Food	1,419	3,923	4,500	3,319	9,500
4790	Vending Machine Operation	2,846	4,043	5,000	2,299	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>4,265</b>	<b>7,966</b>	<b>9,500</b>	<b>5,618</b>	<b>9,500</b>
4510	Miscellaneous Revenue	219	0	0	0	0
4636	Rental Device Commission	0	0	0	50	0
	<b>TOTAL OTHER REVENUE</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$142,215</b>	<b>\$145,689</b>	<b>\$165,500</b>	<b>\$92,747</b>	<b>\$157,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$154,090	\$150,375	\$159,538	\$138,641	\$165,947
5020	Part-Time Salaries	86,181	79,490	91,361	62,192	91,906
5030	FICA	17,609	17,351	19,259	14,345	19,791
5040	Hospitalization	22,430	16,089	18,294	16,143	19,634
5060	Life Insurance	1,123	1,125	1,139	889	1,258
5050	Retirement	37,373	38,862	41,480	31,697	31,530
5070	Unemployment Tax	1,258	844	899	405	903
	<b>TOTAL PERSONNEL SERVICES</b>	<b>320,064</b>	<b>304,137</b>	<b>331,970</b>	<b>264,313</b>	<b>330,968</b>
5230	Gas and Diesel	3,530	2,791	5,000	1,152	5,000
5570	Uniforms	214	789	600	398	600
	<b>TOTAL OPERATING COSTS</b>	<b>3,744</b>	<b>3,580</b>	<b>5,600</b>	<b>1,550</b>	<b>5,600</b>
5180	Equipment/Vehicle Maintenance	2,562	2,575	3,000	1,194	3,000
5190	Facility Op. & Maintenance	25,041	31,076	33,414	33,783	33,414
	<b>TOTAL MAINTENANCE COSTS</b>	<b>27,603</b>	<b>33,651</b>	<b>36,414</b>	<b>34,977</b>	<b>36,414</b>
5290	Insurance - Vehicle	573	630	615	634	654
	<b>TOTAL INSURANCE</b>	<b>573</b>	<b>630</b>	<b>615</b>	<b>634</b>	<b>654</b>
5520	Retail - Food	(200)	767	1,800	4,406	3,800
5586	Vending Machines	1,255	1,086	1,750	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,054</b>	<b>1,853</b>	<b>3,550</b>	<b>4,406</b>	<b>3,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$353,038</b>	<b>\$343,851</b>	<b>\$378,150</b>	<b>\$305,880</b>	<b>\$377,436</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$210,823)</b>	<b>(\$198,162)</b>	<b>(\$212,650)</b>	<b>(\$213,133)</b>	<b>(\$219,936)</b>

# CAMERON RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Continue to implement the improvement plan for the miniature golf course and batting cage.
- Continue to revise and implement guidelines and SOP's for an overall park and facility maintenance program.
- Refine the landscape improvement and maintenance plan.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Develop and implement an improvement plan for Lake Cook area once construction is complete.

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



Objectives:

- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage.
- Implement at least (2) park special events or programs.
- Continue to seek participation in Save Cameron Run campaign.

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



Objectives:

- Continue to implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment and any identifying information. (including waterpark)

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



Objectives:

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

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Improved Lake Cook parking lot area by removing cement barrier and rock pile.
- ✓ Revised checklists and year round plan for parkland management.
- ✓ Removed invasive plants around miniature golf course to provide more space for natives to grow.

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



### Highlights

- ✓ Created Friends of Cameron Run group and hosted informational session to raise awareness of lease renewal.
- ✓ Park hosted the 5<sup>th</sup> annual Easter Egg Hunt, Golfing with Ghosts, Kid's Fishing Day at Lake Cook, 2<sup>nd</sup> Annual Cameron Run Rocks, and is home to the Girl Scout Cookie Distribution.

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



### Highlights

- ✓ Purchased new batting cage helmets with faceguards to ensure safety of guests.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Offered multiple customer service trainings.

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



### Highlights

- ✓ Expanded food options and increased sales at miniature golf and batting cages.
- ✓ Replaced old signage with new themed signs to ensure continuity of guest experience.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Batting cage rounds	49,200	49,142	56,250	19,881	53,000
• Miniature golf rounds	10,026	12,950	15,000	10,225	15,000
• Picnic shelter rentals	36	41	40	29	40
• Number of programmed events	10	10	20	8	18
• Number of park birthday party guests	280	220	350	40	220

# GREAT WAVES WATERPARK AT CAMERON RUN

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,495,943	\$ 1,375,500	\$ 1,394,500	1.4%
Retail Operations	548,456	550,000	562,000	2.2%
Other Revenue	1,045	-	-	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,045,444</b>	<b>\$ 1,925,500</b>	<b>\$ 1,956,500</b>	<b>1.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 525,643	\$ 505,262	\$ 521,679	3.2%
Operating Costs	538	1,700	1,700	0.0%
Maintenance Costs	155,914	146,414	157,000	7.2%
Retail Operations	246,053	201,500	206,100	2.3%
Utilities	266,558	156,000	205,500	31.7%
<b>TOTAL EXPENSES</b>	<b>\$ 1,194,705</b>	<b>\$ 1,010,876</b>	<b>\$ 1,091,979</b>	<b>8.0%</b>
<b>Net Income</b>	<b>\$ 850,739</b>	<b>\$ 914,624</b>	<b>\$ 864,521</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The utilities budget was increased to better reflect actual water and sewer costs.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	1	1	1	1	1
Part-Time	18.15	18.54	20.40	20.60	21.05



## GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-120</b>	<b>GREAT WAVES WATERPARK at CAMERON RUN</b>					
	<b>REVENUES</b>					
4550	Admissions	\$1,052,921	\$1,243,908	\$1,125,000	\$967,507	\$1,140,000
4060	Batting Cage Fees	221	0	0	0	0
4093	Cabana Rental	4,900	6,550	6,500	4,900	6,500
4421	Play Features	20,416	14,182	20,000	6,939	16,000
4490	Locker Rental	35	4,917	5,000	8,054	10,000
4600	Programmed Events	4,515	3,112	4,000	2,835	4,000
4570	Group Admissions	140,201	137,750	135,000	100,444	135,000
4580	Waterpark Passes	58,832	56,367	55,000	42,874	55,000
4670	Shelter Reservations	23,755	29,158	25,000	18,543	28,000
	<b>TOTAL USER FEES</b>	<b>1,305,796</b>	<b>1,495,943</b>	<b>1,375,500</b>	<b>1,152,095</b>	<b>1,394,500</b>
4640,4652,4654	Retail Operations	458,606	524,412	525,000	381,170	535,000
4660	Swim Merchandise	16,809	24,044	25,000	18,511	27,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>475,414</b>	<b>548,456</b>	<b>550,000</b>	<b>399,681</b>	<b>562,000</b>
4482	Lifeguard Training Fees	1,560	1,045	0	755	0
	<b>TOTAL OTHER REVENUE</b>	<b>1,560</b>	<b>1,045</b>	<b>0</b>	<b>755</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$1,782,770</b>	<b>\$2,045,444</b>	<b>\$1,925,500</b>	<b>\$1,552,532</b>	<b>\$1,956,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$45,806	\$56,389	\$45,789	\$38,367	\$49,598
5020	Part-Time Salaries	378,243	419,549	400,995	328,662	414,064
5030	FICA	25,112	26,465	34,179	19,616	35,470
5040	Hospitalization	5,160	7,482	8,802	7,943	9,379
5060	Life Insurance	397	407	327	258	376
5050	Retirement	11,887	12,549	11,905	9,330	9,424
5070	Unemployment Tax	2,982	2,801	3,264	1,783	3,369
	<b>TOTAL PERSONNEL SERVICES</b>	<b>469,587</b>	<b>525,643</b>	<b>505,262</b>	<b>405,959</b>	<b>521,679</b>
5490	Programs and Promotions	0	0	1,500	605	1,500
5570	Uniforms	0	538	200	89	200
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>538</b>	<b>1,700</b>	<b>694</b>	<b>1,700</b>
5180	Equipment/Vehicle Maintenance	493	256	2,000	1,000	2,000
5190	Facility Op. & Maintenance	165,351	155,658	144,414	94,327	155,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>165,844</b>	<b>155,914</b>	<b>146,414</b>	<b>95,328</b>	<b>157,000</b>
5520, 5536	Retail Operations	152,801	234,217	189,000	160,979	192,600
5538						
5535	Swim Merchandise	15,340	11,836	12,500	7,196	13,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>168,141</b>	<b>246,053</b>	<b>201,500</b>	<b>168,175</b>	<b>206,100</b>
5580-001	Telephone	3,076	3,362	3,500	2,677	3,500
5580-002	Electricity	52,840	58,216	60,000	51,776	60,000
5580-004	Water/Sewer	197,138	196,538	80,000	92,829	130,000
5580-008	Propane	819	643	2,500	2,178	4,000
5580-016	Internet/Cable	8,069	7,798	10,000	6,748	8,000
	<b>TOTAL UTILITIES</b>	<b>261,943</b>	<b>266,558</b>	<b>156,000</b>	<b>156,209</b>	<b>205,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,065,516</b>	<b>\$1,194,705</b>	<b>\$1,010,876</b>	<b>\$826,364</b>	<b>\$1,091,979</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$717,254</b>	<b>\$850,739</b>	<b>\$914,624</b>	<b>\$726,168</b>	<b>\$864,521</b>

# GREAT WAVES WATERPARK AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



#### Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.

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



#### Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Refine a system that implements effective recruitment, hiring and retention strategies for qualified staff.
- Develop and implement a “manager in training” program for incoming WSO’s, Pool Managers and Concession Supervisors.
- Refine orientation and in-service training techniques for all positions.
- Review and update facility SOPs to ensure a safe environment for staff and guests.

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



#### Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase off peak visitation through social media promotions and sales opportunities.
- Increase cross promotion of park activities to waterpark users.

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



#### Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Develop a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Increase swim merchandise sales by 3% (gross) from previous year.
- Implement an effective inventory management system to reduce waste and meet customer needs.

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



#### Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to continue and expand facility theming.
- Continue to update and implement a system to receive consistent customer feedback.

# GREAT WAVES WATERPARK AT CAMERON RUN

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Implemented "May Days" in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- ✓ Offered pass sales through Groupon that generated new pass sales.

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



### Highlights

- ✓ Trained and certified additional onsite instructors to increase number of experienced trainers.
- ✓ Play pool slides were sanded and gel-coated to provide safer surface for riders.
- ✓ Maintained NASCO Gold Standard certification.

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



### Highlights

- ✓ Implemented specialty promotional days to increase visitation during off peak days and times.
- ✓ Developed and implemented strategies to maximize group participation, including increasing the group database, tracking group sales monthly, and sending an eblast to the database.
- ✓ Developed a weekday Big Splash birthday party package.
- ✓ Developed and implemented standard operating procedures for Active Network to ensure consistency and ease of registration for groups, birthdays, and passholders.

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



### Highlights

- ✓ Introduced new menu items at Surfside Pizza and Soft Serve to increase variety of options.
- ✓ Expanded variety of merchandise and redesigned displays in our retail store.
- ✓ Refined the group meal plan to streamline the process.

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



### Highlights

- ✓ Worked with the Aquatics Team to develop strategies to improve survey results on bathroom cleanliness and concessions speed of service.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Surveyed customers to obtain feedback on future park improvements.
- ✓ All staff attended Customer Service training.
- ✓ Revised winterization manual and SOPs to ensure smooth start up.
- ✓ Improved landscaping around the baby pool area and continued to replace invasive grasses

## MEASURABLE RESULTS

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

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL <small>6 months (Jul-Dec 2016)</small>	FY 2018 TARGET
• General admissions	92,399	90,578	85,000	78,457	88,000
• Youth group participants	12,040	12,989	12,500	8,792	12,200
• Annual Waterpark Passes sold	649	772	675	209	675
• Annual Waterpark Pass entries*	N/A	N/A	2,200	399	1,000
• Group shelter rentals	34	41	45	28	40
• Birthday parties	129	141	140	110	130
• Birthday participants	1,313	2490	2,500	2,229	2,500
• Paradise Play admissions	3,867	3761	2,500	3,689	4,000
• Avg. amt. customers spent on food, beverages and retail	\$4.52	\$5.15	\$5.60	\$4.55	\$5.52

# CATERING AND EVENT SERVICES

## PROGRAM OVERVIEW

Catering and Event Services provides food and beverage options for corporate and social catering events throughout NOVA Parks, primarily Great Waves at Cameron Run, Algonkian Park and the Barn at Bull Run. Catering services will continue to be offered at all sites with primary concentration on large corporate picnics. Event planning and inflatable rentals are offered to groups. Catering services also provides support for special events held by parks throughout the year.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
Retail Operations	317,693	350,000	350,755	0.2%
Other Revenue	14,712	18,000	18,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 332,406</b>	<b>\$ 368,000</b>	<b>\$ 368,755</b>	<b>0.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 129,869	\$ 151,393	\$ 155,357	2.6%
Operating Costs	9,662	15,900	11,700	-26.4%
Maintenance Costs	15,157	15,500	17,650	13.9%
Insurance	2,007	3,115	2,131	
Retail Operations	86,622	109,500	110,915	1.3%
Utilities	1,522	1,800	1,800	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 244,838</b>	<b>\$ 297,208</b>	<b>\$ 299,553</b>	<b>0.8%</b>
<b>Net Income</b>	<b>\$ 87,568</b>	<b>\$ 70,791</b>	<b>\$ 69,202</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full Time	1	1	1	1	1
Part Time	1.70	2.07	2.28	2.28	2.28

## CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-125</b>	<b>CATERING AND EVENT SERVICES REVENUES</b>					
4820	NVRPA Equipment Rental	\$694	\$1,350	\$1,500	\$3,500	\$6,500
4821	Equipment Rental	12,306	5,560	8,000	1,695	3,000
4822	NVRPA Event Staffing	7,235	7,802	8,500	5,144	8,500
	<b>TOTAL OTHER REVENUE</b>	<b>\$20,235</b>	<b>\$14,712</b>	<b>\$18,000</b>	<b>\$10,339</b>	<b>\$18,000</b>
4200	Catering Food Truck	19,737	30,414	25,000	22,173	38,000
4115	Catering-Great Blue Heron	250,034	235,784	275,000	164,432	265,000
4682	Service Charge	19,020	21,882	20,000	12,329	17,755
4640,4641,4647	Retail - Alcoholic Beverages	27,151	29,612	30,000	16,445	30,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>315,942</b>	<b>317,693</b>	<b>350,000</b>	<b>215,379</b>	<b>350,755</b>
	<b>TOTAL REVENUES</b>	<b>\$336,177</b>	<b>\$332,406</b>	<b>\$368,000</b>	<b>\$225,718</b>	<b>\$368,755</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$48,655	\$52,899	\$56,592	\$51,710	\$62,467
5020	Part-Time Salaries	45,094	50,234	65,055	37,245	65,085
5030	FICA	7,109	7,832	9,306	6,394	9,758
5040	Hospitalization	4,596	4,304	4,746	4,306	5,128
5060	Life Insurance	349	438	404	330	474
5050	Retirement	12,628	13,623	14,714	12,087	11,869
5070	Unemployment Tax	494	540	576	294	577
	<b>TOTAL PERSONNEL SERVICES</b>	<b>118,925</b>	<b>129,869</b>	<b>151,393</b>	<b>112,366</b>	<b>155,357</b>
5146	Contract Employment	0	0	900	0	900
5230	Gas and Diesel	6,290	4,301	8,000	3,594	8,000
5186	Equipment Rental	11,458	5,161	6,800	3,471	2,600
5570	Uniforms	120	199	200	0	200
	<b>TOTAL OPERATING COSTS</b>	<b>17,868</b>	<b>9,662</b>	<b>15,900</b>	<b>7,065</b>	<b>11,700</b>
5180	Equipment/Vehicle Maintenance	3,064	1,597	2,500	525	2,500
5190	Facility Op. & Maintenance	13,897	13,560	13,000	8,095	15,150
	<b>TOTAL MAINTENANCE COSTS</b>	<b>16,961</b>	<b>15,157</b>	<b>15,500</b>	<b>8,621</b>	<b>17,650</b>
5265	Insurance - Liquor Liability	1,072	1,062	2,500	501	1,150
5290	Insurance - Vehicle	860	945	615	951	981
	<b>TOTAL INSURANCE</b>	<b>1,932</b>	<b>2,007</b>	<b>3,115</b>	<b>1,452</b>	<b>2,131</b>
5520	Retail -Food	105,008	75,591	90,000	48,912	86,735
5521	Retail - Alcoholic Beverages	6,479	0	10,500	351	10,500
5200	Catering Food Truck	6,362	11,030	9,000	8,470	13,680
	<b>TOTAL RETAIL OPERATIONS</b>	<b>117,849</b>	<b>86,622</b>	<b>109,500</b>	<b>57,733</b>	<b>110,915</b>
5580-008	Propane	2,245	1,522	1,800	877	1,800
	<b>TOTAL UTILITIES</b>	<b>2,245</b>	<b>1,522</b>	<b>1,800</b>	<b>877</b>	<b>1,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$275,780</b>	<b>\$244,838</b>	<b>\$297,208</b>	<b>\$188,113</b>	<b>\$299,553</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$60,397</b>	<b>\$87,568</b>	<b>\$70,791</b>	<b>\$37,604</b>	<b>\$69,202</b>

# CATERING AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Continue to refine and implement marketing plan for corporate and special event catering.
- Increase client leads of the Catering and Event Services through a minimum of (2) new and innovative promotional programs.
- Continue to conduct bi-annual review of all distributors/suppliers to determine best pricing and service.
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Continue to track expenses and part-time labor as part of an internal cost analysis system.
- Refine standard ordering guidelines to ensure expense controls and maximization of revenue.
- Review and refine guidelines and SOP's for training catering and food truck staff. Refine 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
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Initiate a focused effort to consistently promote the Great Blue Heron Catering brand at all park facilities and events.
- Continue to consistently review menu and add on service options.
- Continue to refine plan to increase the service potential of the Park Street Eats Food Truck, including a minimum of (4) large scale special events and a minimum of (50) operating days within the NOVA Parks system.
- Develop and implement an internal concessions audit program to include random inspections of waterpark concessions operations and tracking of write-offs throughout the season
- Continue to prepare annual concessions analyses for each waterpark location

### Strategic Plan Categories



Places



People



Finance



Messages

# CATERING AND EVENT SERVICES

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Refined and implemented marketing plan for the Catering and Event Services Department, which included a combination of mailers, email correspondence, website, letters and promotional material.
- ✓ New promotional programs have included discounted catering rates for Algonkian Shelter 1 and Occoquan Shelter 4 and new food truck menus for upscale add-on services.
- ✓ Compared pricing of current food service vendor to bids from other food service distributors, as well as Costco and Restaurant Depot.
- ✓ Updated and revised all catering offerings to ensure pricing margins are in line with the established budget.
- ✓ Continued to track expenses and part time labor as part of an internal cost analysis system.
- ✓ Refined standard ordering guidelines to ensure expense controls and maximization of revenue.
- ✓ Implemented various SOP guidelines for the training of catering staff and food truck staff. Implemented an orientation program to ensure all members were trained in these guidelines.
- ✓ Continued to hold in house training programs for ServSafe and TIPs alcohol training.
- ✓ Have explored additional office presence during the busy catering months for additional administrative support. Key staff have been trained to supervise smaller scale catering events.
- ✓ The Great Blue Heron brand has been included in all menus that are online and sent via email to potential clients. PDF and print based menus have been distributed to park locations
- ✓ Continued to consistently review catering menus and add-on service options.
- ✓ Continue to increase client database.
- ✓ Implemented special events food truck menus for the NOVA Parks system. Implemented new food truck add-on services for corporate catering and wedding events. Distributed the food truck request form for the parks to use for special event requests.
- ✓ Developed catering and alcohol menus for catered wedding events at Aldie Mill and Brambleton Golf Course.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of catered events	111	126	140	72	140
• Number of people provided catering and retail services	18,951	20,901	26,000	11,255	26,000
• Number of Food Truck events	7	7	5	4	15
• Amount of catering shelter revenue	\$31,122	39,875	\$38,000	\$24,010	\$38,000
• Amount of catering admission revenue	\$48,279	46,822	\$52,000	\$29,515	\$52,000

# CARLYLE HOUSE HISTORIC PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 96,005	\$ 89,200	\$ 81,400	-8.7%
Retail Operations	14,277	11,000	13,000	18.2%
Other Revenue	10,030	7,476	7,476	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 120,312</b>	<b>\$ 107,676</b>	<b>\$ 101,876</b>	<b>-5.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 257,216	\$ 262,641	\$ 254,262	-3.2%
Operating Costs	10,600	10,575	10,575	0.0%
Maintenance Costs	25,896	25,828	25,828	0.0%
Retail Operations	8,842	6,380	7,540	18.2%
Utilities	19,262	20,180	20,980	4.0%
<b>TOTAL EXPENSES</b>	<b>\$ 321,817</b>	<b>\$ 325,604</b>	<b>\$ 319,185</b>	<b>-2.0%</b>
<b>Net Income</b>	<b>\$ (201,505)</b>	<b>\$ (217,928)</b>	<b>\$ (217,309)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time	2.77	2.81	2.77	2.41	2.45



## CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-130</b>	<b>CARLYLE HOUSE HISTORIC PARK</b>					
	<b>REVENUES</b>					
4101	Camps	\$8,752	\$8,085	\$12,300	\$469	\$0
4600	Programmed Events	16,321	18,198	\$13,500	14,237	16,000
4240	Carlyle House Rental	17,783	31,095	30,000	21,925	30,000
4230	Entrance Fees	29,433	38,127	33,000	37,312	35,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	450	500	400	225	400
	<b>TOTAL USER FEES</b>	<b>72,739</b>	<b>96,005</b>	<b>89,200</b>	<b>74,168</b>	<b>81,400</b>
4640, 4090	Retail Operations	10,457	14,277	11,000	12,691	13,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>10,457</b>	<b>14,277</b>	<b>11,000</b>	<b>12,691</b>	<b>13,000</b>
4050	Bank Building Rental	3,384	3,876	3,876	3,876	3,876
4270	Garden Guild/Docent Activities	300	840	600	0	600
	<b>TOTAL OTHER REVENUE</b>	<b>3,684</b>	<b>4,716</b>	<b>4,476</b>	<b>3,876</b>	<b>4,476</b>
4910	Transfer Carlyle House Friends Fund	3,785	5,314	3,000	4,240	3,000
	<b>TOTAL TRANSFER / OTHER FUNDS</b>	<b>3,785</b>	<b>5,314</b>	<b>3,000</b>	<b>4,240</b>	<b>3,000</b>
	<b>TOTAL REVENUES</b>	<b>\$90,665</b>	<b>\$120,312</b>	<b>\$107,676</b>	<b>\$94,975</b>	<b>\$101,876</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$115,740	\$123,856	\$128,518	\$105,104	\$122,673
5020	Part-Time Salaries	72,053	75,128	71,799	55,586	72,100
5030	FICA	14,168	15,013	15,336	11,333	14,912
5040	Hospitalization	7,915	9,935	11,969	16,525	19,650
5060	Life Insurance	833	841	918	666	930
5050	Retirement	30,038	31,880	33,415	23,847	23,308
5070	Unemployment Tax	683	561	686	357	689
	<b>TOTAL PERSONNEL SERVICES</b>	<b>241,430</b>	<b>257,216</b>	<b>262,641</b>	<b>213,419</b>	<b>254,262</b>
5220	Garden Guild/Docent Activities	469	129	600	305	600
5230	Gas & Diesel	99	45	75	18	75
5490	Programs and Promotions	7,448	10,226	9,500	8,409	9,500
5570	Uniforms	167	200	400	75	400
	<b>TOTAL OPERATING COSTS</b>	<b>8,182</b>	<b>10,600</b>	<b>10,575</b>	<b>8,805</b>	<b>10,575</b>
5190	Facility Op. & Maintenance	24,550	25,896	25,828	18,864	25,828
	<b>TOTAL MAINTENANCE COSTS</b>	<b>24,550</b>	<b>25,896</b>	<b>25,828</b>	<b>18,864</b>	<b>25,828</b>
5520	Retail Operations	6,784	8,842	6,380	8,053	7,540
	<b>TOTAL RETAIL OPERATIONS</b>	<b>6,784</b>	<b>8,842</b>	<b>6,380</b>	<b>8,053</b>	<b>7,540</b>
5580-001	Telephone	3,375	3,787	3,500	3,000	3,500
5580-002	Electricity	13,511	11,445	13,000	10,891	13,000
5580-004	Water/Sewer	2,994	2,912	2,200	2,374	3,000
5580-016	Internet/Cable	1,328	1,117	1,480	1,128	1,480
	<b>TOTAL UTILITIES</b>	<b>21,208</b>	<b>19,262</b>	<b>20,180</b>	<b>17,393</b>	<b>20,980</b>
	<b>TOTAL EXPENSES</b>	<b>\$302,154</b>	<b>\$321,817</b>	<b>\$325,604</b>	<b>\$266,534</b>	<b>\$319,185</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$211,489)</b>	<b>(\$201,505)</b>	<b>(\$217,928)</b>	<b>(\$171,559)</b>	<b>(\$217,309)</b>

# CARLYLE HOUSE HISTORIC PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Maintain at least (2) innovative programming partnerships with other area historic sites.
- Expand the year-round comprehensive programming schedule.
- Create a minimum of (2) new programming opportunities that produce new revenue streams.
- Implement a minimum of (2) new strategies to meet rental revenue goals.
- Conduct a minimum of (4) SOL based programs.

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



Objectives:

- Continue and increase cross-agency marketing for facility rentals.
- Conduct (4) mandatory staff trainings per year for museum supervisors.
- Work closely with the Friends of Carlyle House on their delivery of quality public programs and fundraising.
- Implement (2) new strategies for recruiting, training, or retaining volunteers.
- Develop and implement a part time and full time labor plan to ensure adequate coverage and programming potential.
- Complete the museum self-assessment in preparation for AAM re-accreditation.
- Develop and implement a minimum of (1) new educational and interactive exhibit.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Develop and implement purchasing and inventory guidelines for retail.
- Develop a promotion and sales plan to increase retail revenues by 5% (gross) from previous year.
- Develop park inspection forms through Hiperweb and conduct routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ The annual Candlelight Tours with Gadsby's Tavern Museum and the Lee-Fendall House were extremely successful, with approximately 675 attendees.
- ✓ Staff worked closely with Visit Alexandria and other historic sites to promote visitation related to the PBS series *Mercy Street*, including related programming such as "Love and Romance Between the Lines".
- ✓ Added a very popular "Mansion House Whiskey Tasting" to the programming schedule.
- ✓ Created partnerships with local vendors that provided food and dessert options for our summer concert series, and several special events.
- ✓ Purchased new lighting for the Magnolia Terrace tent.
- ✓ Purchased new materials, such as signage and chalkboards, to create a nicer rental/event ambiance.

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



### Highlights

- ✓ Museum supervisors attend quarterly training sessions.
- ✓ Historic Site Specialist attending the Virginia Association of Museums Conference.
- ✓ Have increased participation and involvement by Junior League of Washington.
- ✓ The Friends of Carlyle House (FOCH) Annual Appeal raised funds to create a new exhibit in the cellar of the museum.
- ✓ Long-term leak in classroom area was repaired.
- ✓ Exterior trim and some interior spaces of Carlyle House were painted.
- ✓ We have streamlined the docent training process, allowing for new docents to come on board more quickly than they have in the past.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Daily tour attendance	7,407	10,065	8,000	5,022	9,000
• School tour attendance	775	1,059	850	864	850
• Scout tours	52	40	50	0	50
• Special events attendance	5,266	5,899	4,200	2,397	4,200
• Facility rentals	17	28	30	14	30
• Volunteer hours	4,677	4,446	4,500	1,540	4,500
• Average amount spent on resale items	\$1.41	\$1.42	\$1.38	\$1.52	\$1.44
• Camp Participants	42	42	46	32	0

# FOUNTAINHEAD REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 231,226	\$ 238,500	\$ 231,500	-2.9%
Retail Operations	51,436	56,000	56,000	0.0%
Other Revenue	22,542	20,736	20,412	-1.6%
<b>TOTAL REVENUE</b>	<b>\$ 305,204</b>	<b>\$ 315,236</b>	<b>\$ 307,912</b>	<b>-2.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 142,402	\$ 163,331	\$ 164,202	0.5%
Operating Costs	1,211	2,900	2,900	0.0%
Maintenance Costs	19,647	21,328	21,328	0.0%
Insurance	630	308	327	6.2%
Retail Operations	33,492	36,960	36,960	0.0%
Utilities	7,377	9,600	9,600	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 204,759</b>	<b>\$ 234,427</b>	<b>\$ 235,317</b>	<b>0.4%</b>
<b>Net Income</b>	<b>\$ 100,445</b>	<b>\$ 80,809</b>	<b>\$ 72,595</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time – 2 positions split with Bull Run Marina & Sandy Run Parks	.90	.90	.90	.90	.90
Part-Time	3.64	3.51	3.63	3.56	3.72

## FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-140</b>	<b>FOUNTAINHEAD REGIONAL PARK REVENUES</b>					
4070	Boat Rental	\$176,713	\$169,036	\$177,000	\$114,485	\$170,000
4530	Launch & Parking Fees	49,348	48,668	49,000	34,846	49,000
4600	Programmed Events	4,409	6,850	5,500	2,692	5,500
4670	Shelter Reservations	3,095	3,513	3,500	2,675	3,500
4500	Miniature Golf	3,618	3,160	3,500	1,785	3,500
	<b>TOTAL USER FEES</b>	<b>237,182</b>	<b>231,226</b>	<b>238,500</b>	<b>156,484</b>	<b>231,500</b>
4640	Retail Operations	54,258	51,436	56,000	25,852	56,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>54,258</b>	<b>51,436</b>	<b>56,000</b>	<b>25,852</b>	<b>56,000</b>
4420	House Rental	12,912	12,912	13,236	10,760	12,912
4510	Miscellaneous Revenue	5,934	9,630	7,500	2,211	7,500
	<b>TOTAL OTHER REVENUE</b>	<b>18,846</b>	<b>22,542</b>	<b>20,736</b>	<b>12,971</b>	<b>20,412</b>
	<b>TOTAL REVENUES</b>	<b>\$310,286</b>	<b>\$305,204</b>	<b>\$315,236</b>	<b>\$195,306</b>	<b>\$307,912</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$25,212	\$35,295	\$58,534	\$46,494	\$59,659
5020	Part-Time Salaries	69,577	74,691	72,100	49,280	77,020
5030	FICA	8,866	9,978	10,021	7,209	10,484
5040	Hospitalization	1,869	6,695	6,350	3,886	4,524
5060	Life Insurance	336	456	418	288	452
5050	Retirement	11,650	14,673	15,219	10,928	11,335
5070	Unemployment Tax	602	615	689	324	728
	<b>TOTAL PERSONNEL SERVICES</b>	<b>118,111</b>	<b>142,402</b>	<b>163,331</b>	<b>118,410</b>	<b>164,202</b>
5230	Gas and Diesel	3,162	933	2,000	590	2,000
5490	Programs and Promotions	0	0	500	0	500
5570	Uniforms	390	278	400	397	400
	<b>TOTAL OPERATING COSTS</b>	<b>3,552</b>	<b>1,211</b>	<b>2,900</b>	<b>987</b>	<b>2,900</b>
5180	Equipment/Vehicle Maintenance	2,808	1,079	2,000	2,769	2,000
5190	Facility Op. & Maintenance	18,434	18,085	18,828	17,855	18,828
5510	Rental House Maintenance	585	482	500	242	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>21,827</b>	<b>19,647</b>	<b>21,328</b>	<b>20,866</b>	<b>21,328</b>
5290	Insurance - Vehicle	573	630	308	634	327
	<b>TOTAL INSURANCE</b>	<b>573</b>	<b>630</b>	<b>308</b>	<b>634</b>	<b>327</b>
5520	Retail Operations	42,827	33,492	36,960	21,300	36,960
	<b>TOTAL RETAIL OPERATIONS</b>	<b>42,827</b>	<b>33,492</b>	<b>36,960</b>	<b>21,300</b>	<b>36,960</b>
5580-001	Telephone	1,104	1,161	1,400	777	1,400
5580-002	Electricity	6,005	5,085	7,000	4,419	7,000
5580-016	Internet/cable	1,051	1,131	1,200	990	1,200
	<b>TOTAL UTILITIES</b>	<b>8,160</b>	<b>7,377</b>	<b>9,600</b>	<b>6,186</b>	<b>9,600</b>
	<b>TOTAL EXPENSES</b>	<b>\$195,051</b>	<b>\$204,759</b>	<b>\$234,427</b>	<b>\$168,383</b>	<b>\$235,317</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$115,236</b>	<b>\$100,445</b>	<b>\$80,809</b>	<b>\$26,923</b>	<b>\$72,595</b>

# FOUNTAINHEAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to develop and refine guidelines and SOP's for an overall park and facility maintenance program.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Establish and maintain a minimum of (3) community partnerships.
- Evaluate and refine the signage plan for the park.
- Continue to work with MORE and PATC to evaluate and improve the hiking, biking, and equestrian trails.



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



Objectives:

- Host a minimum of (4) special events or programs.
- Develop and implement at least (1) new program or event.
- Offer a minimum of (3) naturalist lead programs.
- Develop and implement a programming schedule that encourages off-peak visitation.

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



Objectives:

- Implement a system for effective recruitment and retention strategies for qualified staff.
- Continue to implement an in-house audit program to evaluate the performance of seasonal staff.
- Develop and implement a plan to provide consistent information on social media and the website.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

- Continue to work with volunteer groups to facilitate bike use on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Develop operational SOPs and guidelines to improve marina operations.
- Implement at least (1) new strategy to meet revenue goals for mini golf and shelter rentals.
- Implement at least (3) new strategies to increase boat rentals.

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ MORE conducted several mountain bike trail maintenance days.
- ✓ Installed new signage on portions of the mountain bike trail and the Bull Run Occoquan Trail.

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



### Highlights

- ✓ Hosted a variety of programs in conjunction with the Roving Naturalist including paddle tours, night programs, and hikes.
- ✓ Continue to host the Fountainhead Bass Club tournaments.
- ✓ Hosted the Virginia Search and Rescue Dog Association training.
- ✓ Collaborated with Fairfax County Fire and Rescue on safety operations.
- ✓ Hosted Fairfax County Police Search and Rescue Training.
- ✓ Collaborated with the Northern Virginia Archers on plans for the site.

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



### Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Hosted customer service trainings.

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



### Highlights

- ✓ Opened a portion of the Bull Run Occoquan Trail to bike use.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of jon boat rentals	3,571	3,213	3,600	1,729	3,200
• Number of boat ramp launches (daily type)	1,033	930	1,200	500	1,000
• Number of boat shore launches	1,785	1,669	1,800	1,052	1,800
• Number of season ramp launch passes sold	212	224	240	42	225
• Number of season shore launch passes sold	437	409	450	131	400
• Number of canoe rentals	927	1,014	1,000	538	1,000
• Number of motor rentals	1,466	1,341	1,500	688	1,400
• Number of kayak rentals	5,048	5,527	5,000	3,466	5,800
• Number of miniature golf rounds	1,457	1,043	1,250	491	1,000
• Number of picnic shelter rentals	33	31	35	23	35
• Average revenue retail per boat rental and daily launch	\$4.39	\$4.16	\$4.44	\$3.00	\$3.94
• Number of volunteer hours	350	816	400	N/A	400

# HEMLOCK OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
Other Revenue	75,768	75,768	75,768	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 75,768</b>	<b>\$ 75,768</b>	<b>\$ 75,768</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Maintenance Costs	1,570	2,400	2,400	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,570</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>0.0%</b>
<b>Net Income</b>	<b>\$ 74,197</b>	<b>\$ 73,368</b>	<b>\$ 73,368</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	NA	NA	NA	NA	NA
Part-Time	NA	NA	NA	NA	NA



## HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-150</b>	<b>HEMLOCK OVERLOOK REVENUES</b>					
4510	Miscellaneous Revenue	\$768	\$768	\$768	\$0	\$768
4672	Revenue Share from Partnership	75,000	75,000	75,000	75,000	75,000
	<b>TOTAL OTHER REVENUE</b>	<b>75,768</b>	<b>75,768</b>	<b>75,768</b>	<b>75,000</b>	<b>75,768</b>
	<b>TOTAL REVENUES</b>	<b>\$75,768</b>	<b>\$75,768</b>	<b>\$75,768</b>	<b>\$75,000</b>	<b>\$75,768</b>
	<b>EXPENSES</b>					
5190	Facility Op. & Maintenance	\$1,771	\$1,570	\$2,400	\$724	\$2,400
	<b>TOTAL MAINTENANCE</b>	<b>1,771</b>	<b>1,570</b>	<b>2,400</b>	<b>724</b>	<b>2,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,771</b>	<b>\$1,570</b>	<b>\$2,400</b>	<b>\$724</b>	<b>\$2,400</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$73,997</b>	<b>\$74,197</b>	<b>\$73,368</b>	<b>\$74,276</b>	<b>\$73,368</b>

## **HEMLOCK OVERLOOK REGIONAL PARK**

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### **STRATEGIC GOALS & OBJECTIVES FY 2018**

Due to the contractual nature of this cost center, there are no FY 2018 Strategic Goals and Objectives..

# HEMLOCK OVERLOOK REGIONAL PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

Due to the contractual nature of this cost center, there are no FY 2017 Strategic Goal Highlights.

### MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• School & community group participants**	12,452	12,565	15,125	8,620	14,942
• Professional, corporate, and university group participants*	3,680	3,877	2,420	1,454	4,652
• Summer Camp participants**	5,284	4,973	6,655	4,696	6,000

\* \*\* Provided as user days

# MEADOWLARK BOTANICAL GARDENS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 295,534	\$ 251,000	\$ 267,000	6.4%
Retail Operations	31,790	25,500	30,500	19.6%
Other Revenue	2,257	1,000	1,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 329,581</b>	<b>\$ 277,500</b>	<b>\$ 298,500</b>	<b>7.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 748,296	\$ 764,068	\$ 785,260	2.8%
Operating Costs	10,079	12,400	12,400	0.0%
Maintenance Costs	91,391	99,000	99,000	0.0%
Insurance	945	923	981	6.2%
Retail Operations	18,439	15,000	18,000	20.0%
Utilities	44,497	52,400	52,400	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 913,647</b>	<b>\$ 943,791</b>	<b>\$ 968,041</b>	<b>2.6%</b>
<b>Net Income</b>	<b>\$ (584,066)</b>	<b>\$ (666,291)</b>	<b>\$ (669,541)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	7.5	7.5	7.5	7.5	7.5
Part-Time	6.66	6.68	6.78	6.97	7.61

## MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-180</b>	<b>MEADOWLARK BOTANICAL GARDENS</b>					
	<b>REVENUES</b>					
4020	Misc Rev / Annual Dues	\$61,244	\$81,011	\$72,000	\$63,945	\$75,000
4101	Camps	21,090	36,165	23,000	31,835	26,000
4600	Programmed Events	5,879	11,023	6,000	7,600	6,000
4812, 4810	Visitor Center Rental/Photographer Fees	13,654	13,575	10,000	9,950	10,000
4230	Entrance Fees	145,307	153,760	140,000	120,910	150,000
	<b>TOTAL USER FEES</b>	<b>247,174</b>	<b>295,534</b>	<b>251,000</b>	<b>234,241</b>	<b>267,000</b>
4640	Retail Operations	28,630	31,084	25,000	24,216	30,000
4646	ML Bell Garden Postcards	784	706	500	280	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>29,414</b>	<b>31,790</b>	<b>25,500</b>	<b>24,496</b>	<b>30,500</b>
4181	Meadowlark Escrow Interest Transfer	6,158	2,257	1,000	0	1,000
	<b>TOTAL OTHER REVENUE</b>	<b>6,158</b>	<b>2,257</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
	<b>TOTAL REVENUES</b>	<b>\$282,746</b>	<b>\$329,581</b>	<b>\$277,500</b>	<b>\$258,737</b>	<b>\$298,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$364,443	\$376,221	\$389,516	\$340,505	\$407,773
5020	Part-Time Salaries	143,382	168,653	152,365	136,843	174,702
5030	FICA	36,913	39,952	41,459	33,107	44,565
5040	Hospitalization	67,923	61,828	75,034	65,635	75,834
5060	Life Insurance	2,631	2,809	2,781	2,205	3,091
5050	Retirement	94,136	97,143	101,274	80,150	77,477
5070	Unemployment Tax	1,971	1,689	1,639	937	1,818
	<b>TOTAL PERSONNEL SERVICES</b>	<b>711,399</b>	<b>748,296</b>	<b>764,068</b>	<b>659,382</b>	<b>785,260</b>
5230	Gas and Diesel	3,682	3,716	5,000	2,509	5,000
5380	Membership Events	924	0	1,000	0	1,000
5490	Programs and Promotions	3,192	4,781	5,000	2,945	5,000
5570	Uniforms	1,281	1,582	1,400	645	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>9,078</b>	<b>10,079</b>	<b>12,400</b>	<b>6,100</b>	<b>12,400</b>
5180	Equipment/Vehicle Maintenance	9,483	10,310	14,000	11,608	14,000
5190	Facility Op. & Maintenance	41,425	42,781	45,000	39,932	45,000
5215	Garden Maintenance	31,256	38,301	40,000	27,567	40,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>82,164</b>	<b>91,391</b>	<b>99,000</b>	<b>79,107</b>	<b>99,000</b>
5290	Insurance - Vehicle	860	945	923	951	981
	<b>TOTAL INSURANCE</b>	<b>860</b>	<b>945</b>	<b>923</b>	<b>951</b>	<b>981</b>
5520	Retail Operations	101,102	18,439	15,000	13,815	18,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>101,102</b>	<b>18,439</b>	<b>15,000</b>	<b>13,815</b>	<b>18,000</b>
5580-001	Telephone	4,620	5,597	3,000	2,515	3,000
5580-002	Electricity	35,198	28,315	35,000	30,926	35,000
5580-003	Natural Gas	7,001	3,692	8,000	4,541	8,000
5580-004	Water/Sewer	4,518	4,835	5,000	5,040	5,000
5580-008	Propane Gas	0	0	400	0	400
5580-016	Cable/Internet	1,293	2,058	1,000	1,217	1,000
	<b>TOTAL UTILITIES</b>	<b>52,630</b>	<b>44,497</b>	<b>52,400</b>	<b>44,239</b>	<b>52,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$957,232</b>	<b>\$913,647</b>	<b>\$943,791</b>	<b>\$803,593</b>	<b>\$968,041</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$674,486)</b>	<b>(\$584,066)</b>	<b>(\$666,291)</b>	<b>(\$544,857)</b>	<b>(\$669,541)</b>

# MEADOWLARK BOTANICAL GARDENS

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



#### Objectives:

- Implement features to the garden, including the Long House and gardens.
- Develop complementary programming plan for the garden.
- Develop a marketing strategy and outreach plan to promote the garden.
- Develop a maintenance and programming staffing plan.

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



#### Objectives:

- Develop camp orientation and training standards.
- Review and refine the year-round comprehensive programming schedule.
- Refine camp programming to meet the needs of the customer and maximize revenues.
- Develop and implement at least (2) new programs.
- Develop and implement a part time and full time labor plan to ensure adequate coverage and programming potential.
- Develop and implement a retail operations plan.
- Implement a minimum of (2) new strategies to meet rental revenue goals.

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



#### Objectives:

- Continue focused collection development in the Korean Bell Garden.
- Continue to implement the invasive management plan.
- Enter all native collection data in IrisBG for initial peer review.
- Initiate systematic catalogue of the Daylily Collection for future certification.
- Complete Bonsai exhibit landscaping and screening from maintenance area.
- Remove cherry trees from dam areas and continue replacement in nearby non-dam sites.
- Remove invasive Russian Olive trees.

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



#### Objectives:

- Develop garden inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Implement the master plan for consistent and targeted facility improvements.
- Continue to build, implement and evaluate a successful volunteer program.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

# MEADOWLARK BOTANICAL GARDENS

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



**Highlights:**

- ✓ Contractor selected to do site and trail work.

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



**Highlights:**

- ✓ Public school education tours are maximized.
- ✓ Meadowlark continues to provide grant funded Title I school tours.
- ✓ Camp Grow continues to expand with increased enrollment and programming for older campers.
- ✓ Continuing to coordinate with George Mason University, Northern Virginia Community College, Lifetime Learning Institute, Northern Virginia Audubon Society, and NOVA Outside to offer cooperative educational offerings.

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



**Highlights:**

- ✓ All plant collections have been identified and labeled to provide a self-guided educational experience for guests.
- ✓ Transformed the very visible Lake Caroline bed into a walk-through native plant collection which included removal of all invasives – a benefit to our guests and numerous pollinators.
- ✓ Completed significant restoration of picnic area landscaping to include major overgrowth removal and the planting of deer resistance species.
- ✓ Many aging plant collections were inventoried, cleared of overgrowth and aged materials, and replanted.
- ✓ Complete transformation of entrance sign bed using low maintenance xeriscaping methods.

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



**Highlights:**

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Offered multiple customer service trainings.
- ✓ Reestablished animal educational area in Visitor Center – a favorite of young visitors.
- ✓ The improved children's reading area is well used.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Memberships	2,020	4000	4,300	4,300	4,600
• Admissions (including members)	59,300	60,000	70,000	7,500	77,000
• Program participants	6,650	6000	6,500	3,250	6,500
• Camp Grow participants	94	140	100	N/A	120
• School programs-number of students	2,140	2100	2,300	1,550	2,300
• Average amount visitors spend on resale items	\$.49	\$.53	\$.36	\$.36	\$.36
• Volunteer hours received	3,716	3,200	3,400	1,972	1,600

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 777,980	\$ 566,000	\$ 646,000	14.1%
Retail Operations	97,516	75,000	85,000	13.3%
<b>TOTAL REVENUE</b>	<b>\$ 875,495</b>	<b>\$ 641,000</b>	<b>\$ 731,000</b>	<b>14.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 37,290	\$ 55,106	\$ 57,146	3.7%
Operating Costs	99,512	93,000	108,000	16.1%
Retail Operations	32,619	32,500	36,500	12.3%
Utilities	371	3,800	3,800	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 169,791</b>	<b>\$ 184,406</b>	<b>\$ 205,446</b>	<b>11.4%</b>
<b>Net Income</b>	<b>\$ 705,704</b>	<b>\$ 456,594</b>	<b>\$ 525,554</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The budgeted net income increases by \$68,960, from the FY 2017 budget, based on actual revenues over the past few years for the Winter Walk of Lights.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	2.24	2.24	2.34	2.38	2.34



## MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-185</b>	<b>MEADOWLARK LIGHT SHOW</b>					
	<b>REVENUES</b>					
4486	Admissions	\$492,172	\$771,234	\$560,000	\$677,451	\$640,000
4488	Group Admissions	3,505	6,746	6,000	7,769	6,000
	<b>TOTAL USER FEES</b>	<b>495,677</b>	<b>777,980</b>	<b>566,000</b>	<b>685,219</b>	<b>646,000</b>
4642	Retail-Food	38,496	65,885	50,000	66,941	60,000
4640	Retail Operations	19,093	31,631	25,000	27,118	25,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>57,590</b>	<b>97,516</b>	<b>75,000</b>	<b>94,059</b>	<b>85,000</b>
	<b>TOTAL REVENUES</b>	<b>\$553,267</b>	<b>\$875,495</b>	<b>\$641,000</b>	<b>\$779,279</b>	<b>\$731,000</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$33,498	\$37,287	\$50,749	\$44,885	\$52,630
5030	FICA	5	3	3,951	(8)	4,095
5070	Unemployment	0	0	406	0	421
	<b>TOTAL PERSONNEL SERVICES</b>	<b>33,502</b>	<b>37,290</b>	<b>55,106</b>	<b>44,878</b>	<b>57,146</b>
5470, 5151	Light Show Production Costs	73,232	98,732	90,000	89,943	108,000
5490	Programs and Promotions	1,049	780	3,000	1,097	0
	<b>TOTAL OPERATING COSTS</b>	<b>74,281</b>	<b>99,512</b>	<b>93,000</b>	<b>91,040</b>	<b>108,000</b>
5520-015	Retail-Food	13,939	20,217	20,000	14,737	24,000
5520-000	Retail Operations	10,499	12,401	12,500	12,735	12,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>24,437</b>	<b>32,619</b>	<b>32,500</b>	<b>27,472</b>	<b>36,500</b>
5580-002	Electricity	377	371	3,500	0	3,500
5580-008	Propane	0	0	300	0	300
	<b>TOTAL UTILITIES</b>	<b>377</b>	<b>371</b>	<b>3,800</b>	<b>0</b>	<b>3,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$132,598</b>	<b>\$169,791</b>	<b>\$184,406</b>	<b>\$163,389</b>	<b>\$205,446</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$420,669</b>	<b>\$705,704</b>	<b>\$456,594</b>	<b>\$615,889</b>	<b>\$525,554</b>

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

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## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Refine the plan for consistent and continued event improvements.
- Continue to improve the food and beverage operation to meet growing demand.
- Refine the marketing plan annually.
- Continue to implement a defined plan to increase off-peak and weekday visitation.
- Update the operations, installation and take down manual and timeline.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (1) in-house training program.
- Develop and implement a detailed parking plan for peak nights.
- Develop and implement training guidelines for all positions.
- Refine the emergency action plan for the event operations.
- Explore a demand pricing model for consideration.

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Conducted site tours and brainstorming in order to continue to refine the plan for the show.
- ✓ Issued a new Request for Proposal for installation of tree lights.
- ✓ Refined food and beverage operations to ensure timely service and increased revenues.
- ✓ Continued to refine retail plan including improving the Garden's gift shop items.
- ✓ Continued to implement off-peak visitation plan including expanding spirit nights and implementing a tiered coupon plan.
- ✓ Updated operations, installation and take down manual and timeline.
- ✓ Developed training guidelines for maintenance staff and parking staff.
- ✓ Facebook continues to be the primary communication tool during the show, to advertise value added events and respond to customer inquiries about crowds, weather, and events.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of light show entries	46,499	74,000	55,000	61,000	69,000
• Average amount visitors spend on food & retail items	\$1.12	1.30	\$1.36	\$1.46	\$1.23

# 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 758,881	\$ 762,000	\$ 770,000	1.0%
Retail Operations	1,204,689	1,045,250	1,130,000	8.1%
Other Revenue	81,273	89,000	89,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,044,843</b>	<b>\$ 1,896,250</b>	<b>\$ 1,989,000</b>	<b>4.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 616,452	\$ 612,059	\$ 624,069	2.0%
Operating Costs	125,869	84,600	99,025	17.1%
Maintenance Costs	81,001	84,500	84,500	0.0%
Insurance	5,311	8,000	5,800	-27.5%
Retail Operations	426,326	370,000	390,000	5.4%
Utilities	38,808	47,500	47,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,293,767</b>	<b>\$ 1,206,659</b>	<b>\$ 1,250,894</b>	<b>3.7%</b>
<b>Net Income</b>	<b>\$ 751,076</b>	<b>\$ 689,591</b>	<b>\$ 738,106</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	4.5	4.5	4.5	4.5	4.5
Part-Time	6.83	7.07	8.42	8.82	8.25

## MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-170</b>	<b>MEADOWLARK ATRIUM AND EVENT SERVICES</b>					
	<b>REVENUES</b>					
4600	Programmed Events	\$40	\$0	\$0	\$155	\$0
4135	Atrium Rental	820,332	731,487	\$740,000	570,724	\$750,000
4443	Kitchen Use Fee	2,250	9,750	5,000	3,750	5,000
4487	Reservations-Lilac Pavilion Rental	4,333	5,670	5,000	1,045	5,000
4290	Reservations - Gazebo Rental	9,988	11,974	12,000	5,337	10,000
	<b>TOTAL USER FEES</b>	<b>836,942</b>	<b>758,881</b>	<b>762,000</b>	<b>581,012</b>	<b>770,000</b>
4821	Equipment Rental	98,206	74,776	80,000	62,237	80,000
4822	NVRPA Event Staffing	5,128	3,100	5,000	1,480	5,000
4693	Special Services	4,652	3,397	4,000	2,855	4,000
	<b>TOTAL OTHER REVENUE</b>	<b>107,987</b>	<b>81,273</b>	<b>89,000</b>	<b>66,572</b>	<b>89,000</b>
4115	Catering	784,311	769,564	715,000	627,012	750,000
4682	Service Charge	155,166	157,099	120,250	130,694	130,000
4640,4641 4647	Retail - Alcoholic Beverages	247,410	278,027	210,000	241,522	250,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,186,888</b>	<b>1,204,689</b>	<b>1,045,250</b>	<b>999,228</b>	<b>1,130,000</b>
	<b>TOTAL REVENUES</b>	<b>\$2,131,817</b>	<b>\$2,044,843</b>	<b>\$1,896,250</b>	<b>\$1,646,812</b>	<b>\$1,989,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$205,625	\$217,597	\$222,645	\$193,148	\$235,242
5020	Part-Time Salaries	296,977	282,118	268,075	275,733	268,644
5030	FICA	38,044	37,698	37,540	33,705	38,547
5040	Hospitalization	13,612	19,732	21,923	27,007	32,754
5060	Life Insurance	1,469	1,635	1,590	1,258	1,784
5050	Retirement	53,350	56,132	57,888	45,671	44,696
5070	Unemployment Tax	2,305	1,540	2,397	1,087	2,401
	<b>TOTAL PERSONNEL SERVICES</b>	<b>611,383</b>	<b>616,452</b>	<b>612,059</b>	<b>577,608</b>	<b>624,069</b>
5186	Equipment Rental	94,016	65,971	77,600	56,186	77,600
5146	Contract Employment	12,507	56,351	2,500	34,419	16,925
5490	Programs and Promotions	1,358	2,567	3,500	2,385	3,500
5570	Uniforms	413	979	1,000	381	1,000
	<b>TOTAL OPERATING COSTS</b>	<b>108,293</b>	<b>125,869</b>	<b>84,600</b>	<b>93,370</b>	<b>99,025</b>
5180	Equipment/Vehicle Maintenance	803	204	2,500	1,285	2,500
5190	Facility Op. & Maintenance	64,888	63,903	65,000	65,178	65,000
5215	Garden Maintenance	16,931	16,894	17,000	16,627	17,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>82,622</b>	<b>81,001</b>	<b>84,500</b>	<b>83,090</b>	<b>84,500</b>
5143	Catering	327,847	290,719	286,000	274,912	300,000
5521	Retail - Alcoholic Beverages	128,990	135,607	84,000	110,975	90,000
	<b>TOTAL RETAIL</b>	<b>456,837</b>	<b>426,326</b>	<b>370,000</b>	<b>385,886</b>	<b>390,000</b>
5265	Insurance - Liquor Liability	5,360	5,311	8,000	2,505	5,800
	<b>TOTAL INSURANCE</b>	<b>5,360</b>	<b>5,311</b>	<b>8,000</b>	<b>2,505</b>	<b>5,800</b>
5580-001	Telephone	1,865	360	3,000	2,405	3,000
5580-002	Electricity	28,248	29,112	30,000	25,986	30,000
5580-003	Natural Gas	8,173	4,851	9,000	5,723	9,000
5580-004	Water/Sewer	4,042	4,224	4,500	3,847	4,500
5580-016	Cable/Internet	459	261	1,000	1,037	1,000
	<b>TOTAL UTILITIES</b>	<b>42,787</b>	<b>38,808</b>	<b>47,500</b>	<b>38,998</b>	<b>47,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,307,282</b>	<b>\$1,293,767</b>	<b>\$1,206,659</b>	<b>\$1,181,458</b>	<b>\$1,250,894</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$824,535</b>	<b>\$751,076</b>	<b>\$689,591</b>	<b>\$465,354</b>	<b>\$738,106</b>

# MEADOWLARK ATRIUM AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Continue to increase client leads through monthly strategies.
- Establish a consistent presence on social media- Facebook, Instagram, and Pinterest.
- Implement at least (3) new social media strategies to increase rentals and/or food & beverage sales.
- Host a minimum of (2) Open House events.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition and social media.
- Develop and implement a plan for consistent follow up and response to online and mail survey reviews.
- Refine plan that focuses on attracting nontraditional rental business.
- Continue to develop a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Implement a continuous hospitality internship program.
- Research and implement a facility virtual tour.
- Continue to implement facility improvements.
- Develop and implement a staging plan for the facility.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Evaluate, update, and implement the plan for consistent and continued site improvements.
- Continue an in-house audit program to evaluate the performance of seasonal staff.
- Establish and implement facility standards for maintenance and cleanliness.
- Develop inspection forms through Hiperweb to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

### Strategic Plan Categories



Places



People



Finance



Messages

# MEADOWLARK ATRIUM AND EVENT SERVICES

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Hosted (2) Open House events following attendance of the Bridal Showcase at Eagle Bank Arena.
- ✓ Re-approached local funeral homes and churches in Vienna to promote Celebration of Life events.
- ✓ Attended International Event Planners Society mixer in Washington D.C.
- ✓ Continued providing alternative site information to encourage cross agency promotion. Meeting with new employees to encourage facilitation of cross agency promotion.
- ✓ IPAD purchased and info loaded to use this as a portable digital sales tool we use at Bridal Shows, Site Tours, Pre-Event Walk through, etc.
- ✓ Quarterly review with Food & Beverage Manager and Executive Chef for menu development and bi-annual review process complete. Menus and pricing updated and complete.
- ✓ Increased posting to Atrium social media to average 4 to 5 times a week.
- ✓ Created Wedding Spot profile.
- ✓ Expanded creativity of Bridal Show Basket to include items specific to the groom.
- ✓ E-blast created and distributed to all Holiday Party private event rentals thanking them and encouraging return.
- ✓ Increased sales initiative and offered 50% off Mondays and Tuesday in December 2016 which resulted in the highest number of private event rentals in The Atrium's history.

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



### Highlights

- ✓ Submitted suggestions for continued site improvements through 5 year capital request.
- ✓ Atrium Facilities Manager and Executive Chef attended Supervisor Management School.
- ✓ Staggered work schedule for Atrium Facilities Manager and Events Coordinator to expand office coverage to enhance the overall customer experience.
- ✓ Created compressed file of premium photos for brides to include on their bridal website, invitations, social media, etc.
- ✓ Atrium intern secured for Spring 2017.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Total Atrium events/rentals	146	133	155	N/A	155
• Atrium social events	134	119	135	80	135
• Percentage of Atrium Social Events catered by Great Blue Heron					95%
• Annual attendance-social event guests	21,170	17,955	25,000	10,800	20,925
• Number of gazebo rentals	33	49	45	14	45

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

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 3,141	\$ 4,000	\$ 2,800	-30.0%
Other Revenue	464	464	464	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 3,605</b>	<b>\$ 4,464</b>	<b>\$ 3,264</b>	<b>-26.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 587	\$ 657	\$ -	-100.0%
Operating Costs	216	2,000	2,000	0.0%
Maintenance Costs	4,961	8,000	8,000	0.0%
Utilities	2,252	1,500	1,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 8,017</b>	<b>\$ 12,157</b>	<b>\$ 11,500</b>	<b>-5.4%</b>
<b>Net Income</b>	<b>\$ (4,412)</b>	<b>\$ (7,693)</b>	<b>\$ (8,236)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	.05	.05	.05	.03	0



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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-200</b>	<b>MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK</b>					
	<b>REVENUES</b>					
4101	Camps	\$0	\$0	\$1,200	\$0	\$0
4131	Church Rental	212	600	400	800	400
4230	Entrance Fees	31	71	0	0	0
4600	Programmed Events	217	2,470	2,400	589	2,400
	<b>TOTAL USER FEES</b>	<b>460</b>	<b>3,141</b>	<b>4,000</b>	<b>1,389</b>	<b>2,800</b>
4605	Farm Rental Lease	0	464	464	464	464
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>464</b>	<b>464</b>	<b>464</b>	<b>464</b>
	<b>TOTAL REVENUES</b>	<b>\$460</b>	<b>\$3,605</b>	<b>\$4,464</b>	<b>\$1,853</b>	<b>\$3,264</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$0	\$576	\$606	\$152	\$0
5030	FICA	0	12	46	(12)	0
5070	Unemployment Tax	0	0	5	0	0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>587</b>	<b>657</b>	<b>140</b>	<b>0</b>
5490	Programs and Promotions	443	216	2,000	1,384	2,000
	<b>TOTAL OPERATING COSTS</b>	<b>443</b>	<b>216</b>	<b>2,000</b>	<b>1,384</b>	<b>2,000</b>
5190	Facility Op. & Maintenance	6,067	4,961	8,000	8,492	8,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>6,067</b>	<b>4,961</b>	<b>8,000</b>	<b>8,492</b>	<b>8,000</b>
5580-001	Telephone					
5580-002	Electricity	2,674	2,252	1,500	1,510	1,500
	<b>TOTAL UTILITIES</b>	<b>2,674</b>	<b>2,252</b>	<b>1,500</b>	<b>1,510</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$9,184</b>	<b>\$8,017</b>	<b>\$12,157</b>	<b>\$11,525</b>	<b>\$11,500</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$8,724)</b>	<b>(\$4,412)</b>	<b>(\$7,693)</b>	<b>(\$9,672)</b>	<b>(\$8,236)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



Places



People



Finance



Messages

### Mt. Zion Historic Park:

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



Objectives:

- Create a program based on the historic Civil War graffiti inside Mt. Zion Church.
- Conduct a minimum of (3) SOL based programs.
- Host a minimum of (5) special events or lectures.
- Maintain a minimum of (5) community partnerships.

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



Objectives:

- Create an interpretive display area for the Old Carolina Road at Mt. Zion.
- Modify preservation plan for consistent and continued site improvements and maintenance.
- Implement strategies and training techniques developed by the Customer Service Committee.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

### Gilbert's Corner Regional Park:

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



Objectives:

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

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



Objectives:

- Develop guidelines and SOP's for an overall facility maintenance program.
- Work closely with the holders of the existing wetlands easements.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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

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



#### **Highlights**

- ✓ Hosted a Civil War Living History program involving a record number of participants in period clothing over the course of one summer weekend.
- ✓ Increased our number of volunteers by more than 50%

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



#### **Highlights**

- ✓ Hosted Park Clean Up Day that combined volunteer efforts with a lecture, boy scout badge requirement and SOL-based program.
- ✓ Improvements made to parking area.

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

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



#### **Highlights**

- ✓ Installed new NOVA Parks interpretive sign.

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



#### **Highlights**

- ✓ Continued successful partnership with Virginia Chapter of American Chestnut Foundation for care of Chestnut Orchard on the property.
- ✓ Strengthened partnership with Piedmont Environmental Council (PEC).
- ✓ Improvements made to parking area.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Special event & program attendance	762	370	850	328	850
• Rental event attendance	37	80	100	50	100
• School program attendance	1,302	1,551	800	0	800
• Volunteer hours	625	451	500	49	600

# OCOQUAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 209,338	\$ 184,000	\$ 165,500	-10.1%
Retail Operations	1,743	2,500	1,500	-40.0%
Other Revenue	4,785	3,000	3,000	0.0%
Transfer from Restricted Fund			813,669	-
<b>TOTAL REVENUE</b>	<b>\$ 215,865</b>	<b>\$ 189,500</b>	<b>\$ 983,669</b>	<b>419.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 277,185	\$ 292,928	\$ 375,136	28.1%
Operating Costs	4,835	11,700	8,700	-25.6%
Maintenance Costs	34,783	47,000	47,000	0.0%
Insurance	1,260	1,231	1,308	6.2%
Retail Operations	1,871	1,500	850	-43.3%
Utilities	31,265	29,300	29,300	0.0%
Debt Service			813,669	-
<b>TOTAL EXPENSES</b>	<b>\$ 351,198</b>	<b>\$ 383,659</b>	<b>\$ 1,275,963</b>	<b>232.6%</b>
<b>Net Income</b>	<b>\$ (135,333)</b>	<b>\$ (194,159)</b>	<b>\$ (292,294)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget reflects the startup of the redevelopment at Occoquan Regional Park. It includes the first full year of debt service, two additional full time employees for a partial year, and takes into consideration impacts at the park during construction.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	1	1	1	1	3
Part-Time	6.39	5.92	5.71	5.04	4.86

## OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	ACTUAL FY 2017	ADOPTED FY 2018
<b>3-210</b>	<b>OCCOQUAN REGIONAL PARK REVENUES</b>					
4460	Launch Fees	\$17,274	\$24,344	\$25,000	\$20,185	\$25,000
4690	Programmed Events	7,321	6,913	2,500	1,110	2,500
4670	Shelter Reservations	30,946	32,584	12,500	12,908	0
4045	Athletic Field Use Fees	10,705	14,990	0	9,551	0
4060	Batting Cage Fees	13,677	16,472	22,000	10,110	16,000
4070	Boat Rental	12,086	13,784	12,000	14,215	12,000
4080	Boat Storage	110,370	100,250	110,000	86,360	110,000
	<b>TOTAL USER FEES</b>	<b>202,380</b>	<b>209,338</b>	<b>184,000</b>	<b>154,438</b>	<b>165,500</b>
4640	Retail - Food	66	(176)	0	38	500
4790	Vending Machine Operation	2,684	1,919	2,500	982	1,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>2,750</b>	<b>1,743</b>	<b>2,500</b>	<b>1,020</b>	<b>1,500</b>
4421	Play Features	0	50	0	0	0
4440	Interest	0	0	0	23,364	0
4475	Lessons	3,360	2,865	3,000	2,625	3,000
4510	Miscellaneous Revenue	3,997	1,545	0	0	0
4636	Rental Device Commission	175	325	0	50	0
	<b>TOTAL OTHER REVENUE</b>	<b>7,531</b>	<b>4,785</b>	<b>3,000</b>	<b>26,039</b>	<b>3,000</b>
4950	Transfer from Restricted Fund					813,669
	<b>TOTAL TRANSFER FROM OTHER FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>813,669</b>
	<b>TOTAL REVENUES</b>	<b>\$212,661</b>	<b>\$215,865</b>	<b>\$189,500</b>	<b>\$181,498</b>	<b>\$983,669</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$87,324	\$91,041	\$91,551	\$79,719	\$146,521
5020,5025	Part-Time Salaries	118,189	124,122	131,347	104,891	129,327
5030,5035	FICA	15,131	15,930	17,121	12,902	21,171
5040	Hospitalization	20,641	21,109	27,345	22,372	47,963
5060	Life Insurance	628	680	654	519	1,111
5050	Retirement	22,663	23,483	23,803	18,840	27,839
5070	Unemployment Tax	915	820	1,107	434	1,203
	<b>TOTAL PERSONNEL SERVICES</b>	<b>265,490</b>	<b>277,185</b>	<b>292,928</b>	<b>239,676</b>	<b>375,136</b>
5230	Gas and Diesel	6,204	4,359	11,000	3,109	8,000
5490	Programs and Promotions	0	400	500	0	500
5570	Uniforms	258	77	200	203	200
	<b>TOTAL OPERATING COSTS</b>	<b>6,462</b>	<b>4,835</b>	<b>11,700</b>	<b>3,312</b>	<b>8,700</b>
5180	Equipment/Vehicle Maintenance	10,086	11,571	12,000	7,927	12,000
5190	Facility Op. & Maintenance	35,441	23,212	35,000	24,269	35,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>45,527</b>	<b>34,783</b>	<b>47,000</b>	<b>32,196</b>	<b>47,000</b>
5290	Insurance - Vehicle	1,146	1,260	1,231	1,268	1,308
	<b>TOTAL INSURANCE</b>	<b>1,146</b>	<b>1,260</b>	<b>1,231</b>	<b>1,268</b>	<b>1,308</b>
5520	Retail - Food	1,400	126	0	(757)	250
5586	Vending Machines	1,371	1,745	1,500	510	600
	<b>TOTAL RETAIL OPERATIONS</b>	<b>2,771</b>	<b>1,871</b>	<b>1,500</b>	<b>(247)</b>	<b>850</b>
5580-001	Telephone	4,263	4,836	4,100	3,063	4,100
5580-002	Electricity	22,914	17,545	20,000	14,595	20,000
5580-004	Water/Sewer	2,863	7,223	2,500	7,202	2,500
5580-008	Propane Gas	3,418	1,661	2,700	1,654	2,700
	<b>TOTAL UTILITIES</b>	<b>33,457</b>	<b>31,265</b>	<b>29,300</b>	<b>26,514</b>	<b>29,300</b>
2425	Note Payble VRA Principal	0	0	0	0	220,000
5322	Interest Expense VRA Note	0	0	0	292,640	593,669
	<b>TOTAL DEBT SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,640</b>	<b>813,669</b>
	<b>TOTAL EXPENSES</b>	<b>354,853</b>	<b>351,198</b>	<b>383,659</b>	<b>595,358</b>	<b>1,275,963</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(142,192)</b>	<b>(135,333)</b>	<b>(194,159)</b>	<b>(413,861)</b>	<b>(292,294)</b>

# OCOQUAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Establish and maintain a minimum of (5) community partnerships.
- Develop a plan for consistent and continued site improvements.
- Continue to develop and refine guidelines and SOP's for an overall park and facility maintenance program.
- Create a strategic plan for maximizing revenue during construction transition.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Complete installation of 40 mile markers along the Occoquan Water Trail.
- Continue to Implement the Invasive Management Plan.

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



Objectives:

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

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Implement a system that provides effective recruitment and retention strategies for qualified staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Park facilities.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information. (including new building when complete)

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



Objectives:

- Improve and expand kayak and boat rental location and opportunities.
- Create and implement a plan to expand opportunities for special events and field rentals.
- Develop and implement an improvement plan for the batting cage.

**Goal Five: Facilitate implementation of park master plan.**



Objectives:

- Develop and implement an operations and staffing plan for the new amenities at the park.
- Develop and implement a marketing plan for The River View, Brickmakers Café, and The Pavilion.
- Host a minimum of (1) open house.
- Implement a plan that incorporates (2) new ways to build relationships with local vendors and businesses in order to grow the café and event venues.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Began implementing an invasive management plan.
- ✓ Maintain over 20 community partnerships.
- ✓ Removed old signage, benches, kiosks and fencing to make way for new construction

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



**Highlights**

- ✓ Hosted a variety of community events including Occoquan River Fest, Pet Appreciation Day, Community Yard Sale, and Winterfest.
- ✓ Continued to host both Fairfax and Prince William County Cross Country meets.
- ✓ Roving Naturalist offered several paddle tours and programs at the park.

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



**Highlights**

- ✓ Continue to provide leadership in agency wide Customer Service Initiative.
- ✓ Established a thriving Facebook page for the park.
- ✓ Implemented agency-wide customer service initiatives including monthly strategies and an incentive program.
- ✓ Offered several Level 2 customer service trainings on internal customer service.

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



**Highlights**

- ✓ Continuing to evaluate and expand boat rental opportunities.
- ✓ Installed token machine at batting cages to improve customer service and maximize revenues.

**Goal Five: Facilitate implementation of park master plan.**



**Highlights**

- ✓ Working with staff to finalize staffing, operating standards, budgets, and marketing plans for The River View, Brickmakers Café, and the Pavilion.

**MEASURABLE RESULTS**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Boat/RV storage usage	133	150	145	142	145
• Number of boat launches	2,066	3,043	3,200	1,340	2,800
• Number of batting cage rounds	13,667	10,980	14,500	5,060	10,600
• Number of picnic shelter rentals	N/A	223	80	121	32
• Number of volunteer hours	2,734	3,600	4,000	1,200	2,500
• Number of boat rentals	1,007	1,060	1,100	1,280	1,200

# POHICK BAY REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 602,400	\$ 569,000	\$ 645,500	13.4%
Retail Operations	34,675	32,000	35,000	9.4%
Other Revenue	54,199	36,200	38,200	5.5%
<b>TOTAL REVENUE</b>	<b>\$ 691,273</b>	<b>\$ 637,200</b>	<b>\$ 718,700</b>	<b>12.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 596,762	\$ 625,556	\$ 648,593	3.7%
Operating Costs	11,372	18,700	21,200	13.4%
Maintenance Costs	62,710	60,500	60,500	0.0%
Insurance	1,574	1,538	1,635	6.2%
Retail Operations	24,755	16,000	17,500	9.4%
Utilities	46,772	49,660	50,160	1.0%
<b>TOTAL EXPENSES</b>	<b>\$ 743,945</b>	<b>\$ 771,955</b>	<b>\$ 799,588</b>	<b>3.6%</b>
<b>Net Income</b>	<b>\$ (52,672)</b>	<b>\$ (134,755)</b>	<b>\$ (80,888)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes increased revenue due to increased camping and cabin rentals and the expansion of spaces available for RV storage.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	5	5	6	6	6
Part-Time	6.14	6.33	6.04	6.04	6.68



## POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-260</b>	<b>POHICK BAY REGIONAL PARK REVENUES</b>					
4095	Cabin Rentals	\$50,197	\$85,945	\$80,000	\$135,107	\$90,000
4100	Camping Fees	383,817	424,414	395,000	454,422	430,000
4421	Inflatable Play Features	0	50	0	0	0
4470	Laundry	4,224	4,708	4,500	4,972	4,500
4600	Programmed Events	1,961	4,524	1,500	1,471	1,500
4670	Shelter Reservations	20,171	19,408	22,000	13,003	20,000
4750	RV Storage	28,115	25,856	30,000	28,820	65,000
4230	Entrance Fees	19,321	28,842	27,000	21,845	27,000
4500	Miniature Golf & Disc Golf	7,480	8,652	9,000	8,229	7,500
	<b>TOTAL USER FEES</b>	<b>515,286</b>	<b>602,400</b>	<b>569,000</b>	<b>667,870</b>	<b>645,500</b>
4640, 4661	Retail Operations	27,212	32,992	32,000	32,404	35,000
4790	Vending Machine Operation	2,665	1,683	0	4	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>29,878</b>	<b>34,675</b>	<b>32,000</b>	<b>32,408</b>	<b>35,000</b>
4636	Rental Device Commission	125	144	0	150	0
4420	House Rental	25,425	28,050	13,200	13,350	13,200
4255, 4601	Firewood/Propane	21,265	26,005	23,000	24,412	25,000
4510	Miscellaneous Revenue	0	0	0	1,464	0
	<b>TOTAL OTHER REVENUE</b>	<b>46,815</b>	<b>54,199</b>	<b>36,200</b>	<b>39,376</b>	<b>38,200</b>
	<b>TOTAL REVENUES</b>	<b>\$591,979</b>	<b>\$691,273</b>	<b>\$637,200</b>	<b>\$739,654</b>	<b>\$718,700</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$286,697	\$308,639	\$318,217	\$276,895	\$332,934
5020	Part-Time Salaries	144,817	131,722	136,987	100,654	150,944
5030	FICA	32,407	32,981	34,891	26,573	37,085
5040	Hospitalization	31,480	40,309	49,020	48,245	60,305
5060	Life Insurance	2,005	2,314	2,273	1,796	2,524
5050	Retirement	74,407	79,657	82,736	64,879	63,257
5070	Unemployment Tax	1,593	1,139	1,432	685	1,544
	<b>TOTAL PERSONNEL SERVICES</b>	<b>573,405</b>	<b>596,762</b>	<b>625,556</b>	<b>519,726</b>	<b>648,593</b>
5230	Gas and Diesel	11,386	8,994	16,000	7,546	16,000
5490	Programs and Promotions	904	1,186	1,500	1,508	4,000
5570	Uniforms	588	1,192	1,200	913	1,200
	<b>TOTAL OPERATING COSTS</b>	<b>12,877</b>	<b>11,372</b>	<b>18,700</b>	<b>9,967</b>	<b>21,200</b>
5180	Equipment/Vehicle Maintenance	12,881	14,363	13,000	14,676	13,000
5190	Facility Op. & Maintenance	46,723	47,837	47,000	39,603	47,000
5510	Rental House Maintenance	588	509	500	453	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>60,192</b>	<b>62,710</b>	<b>60,500</b>	<b>54,732</b>	<b>60,500</b>
5290	Insurance - Vehicle	1,433	1,574	1,538	1,585	1,635
	<b>TOTAL INSURANCE</b>	<b>1,433</b>	<b>1,574</b>	<b>1,538</b>	<b>1,585</b>	<b>1,635</b>
5520	Retail Operations	21,357	24,755	16,000	20,071	17,500
5586	Vending Machines	860	0	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>22,216</b>	<b>24,755</b>	<b>16,000</b>	<b>20,071</b>	<b>17,500</b>
5580-001	Telephone	3,179	3,397	3,000	2,466	3,500
5580-002	Electricity	35,618	39,005	40,000	35,313	40,000
5580-004	Water/Sewer	348	396	1,200	853	1,200
5580-008	Propane	3,293	0	0	0	0
5580-009	Heating Oil	1,796	604	2,000	1,089	2,000
5580-016	Internet/Cable	2,493	3,370	3,460	2,792	3,460
	<b>TOTAL UTILITIES</b>	<b>46,728</b>	<b>46,772</b>	<b>49,660</b>	<b>42,515</b>	<b>50,160</b>
	<b>TOTAL EXPENSES</b>	<b>\$716,851</b>	<b>\$743,945</b>	<b>\$771,955</b>	<b>\$648,595</b>	<b>\$799,588</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$124,872)</b>	<b>(\$52,672)</b>	<b>(\$134,755)</b>	<b>\$91,059</b>	<b>(\$80,888)</b>

# POHICK BAY REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to develop and refine guidelines and SOP's for an overall park and facility maintenance program.
- Establish and maintain a minimum of (3) community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Refine the volunteer program to improve the quality of the park.
- Implement an improvement plan for the mini golf and disc golf course.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.



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



Objectives:

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

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



Objectives:

- Continue to implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Evaluate camper surveys and implement at least (3) strategies to improve the customer experience.

**Goal Four: Provide a superior family camping experience.**



Objectives:

- Take part in a minimum of (2) outreach events.
- Develop a defined plan to increase off-peak usage.
- Continue to utilize Facebook, Nova Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5%.
- Market and evaluate the effectiveness of "The Pohick Pass".
- Market and develop the new tee-pee area.
- Develop a 5 year plan for consistent and continued campground improvements.

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



Objectives:

- Implement (3) new marketing strategies to attract new storage customers.
- Develop and implement a plan to increase small shelter rentals and classic birthday parties.
- Develop an effective marketing strategy to promote rental shelters.
- Utilize Active Works Outdoors and Active Network to reach our growing customer base and to help generate increased visitation within the park.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Worked with Fairfax County to install various “bait station” to test for insects that are not beneficial to our ecosystem as well as a program to help save the Ash trees from the Emerald Ash Borer Beetle.
- ✓ Performed hazardous tree removal from the campground and utilized wood for retail services.
- ✓ Continued partnership with the Virginia Blue Bird Society
- ✓ Conducted multiple Eagle Scout Projects.

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



**Highlights**

- ✓ Developed and implemented value added events and programming in the campground every weekend from Memorial Day until Labor Day.
- ✓ Pohick continues to use “The Nature Nook” as a tool for environmental education.

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



**Highlights**

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Hosted customer service trainings and also audited employees using “observation forms”.
- ✓ Developed an online survey for camping customers.
- ✓ Hosted 2 customer service training programs.

**Goal Four: Provide a superior family camping experience.**



**Highlights**

- ✓ Created and implemented calendar of events that can be seen online and a new brochure to be given at check-in.
- ✓ Retail expansion has continued and is being refined on an annual basis.
- ✓ Participated in Camping and RV EXPO
- ✓ Utilized a new “promo code” calendar that focuses on off peak times in the campground.
- ✓ Developed scheduled posts on Facebook to better market the park.

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



**Highlights**

- ✓ Gatehouse was opened on Fridays to capture more revenue and assist park patrons with questions.
- ✓ Created a family campsite, shelter, and group camping database to be used to cross market our facilities.

**MEASURABLE RESULTS**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of non-jurisdiction vehicle entries	3,078	4,330	4,400	2,632	4,200
• Number of nightly camping rentals	9,151	*	10,000	6,012	10,500
• Number of group campers	N/A	8,546	8,000	*	*
• RV storage usage (112 spaces available)	43	45	44	46	112
• Winter storage patrons for RV's/boats	44	42	40	32	45
• Number of miniature & disc golf rounds	2,399	2,592	3,100	1,487	3,000
• Picnic shelter rentals	194	162	185	75	195
• Number of nightly cabin rentals	700	*	1,150	718	1,200
• Volunteer hours received	579	3,137	1,200	1,092	1,200

# 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 893,863	\$ 906,500	\$ 911,500	0.6%
Retail Operations	165,700	173,000	173,000	0.0%
Other Revenue	11,342	10,000	3,000	-70.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,070,905</b>	<b>\$ 1,089,500</b>	<b>\$ 1,087,500</b>	<b>-0.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 671,072	\$ 667,995	\$ 656,760	-1.7%
Operating Costs	86,213	98,777	89,012	-9.9%
Maintenance Costs	172,429	185,586	186,586	0.5%
Insurance	684	1,263	1,331	5.4%
Retail Operations	71,464	79,700	79,700	0.0%
Utilities	30,931	33,300	32,300	-3.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,032,793</b>	<b>\$ 1,066,621</b>	<b>\$ 1,045,689</b>	<b>-2.0%</b>
<b>Net Income</b>	<b>\$ 38,112</b>	<b>\$ 22,879</b>	<b>\$ 41,811</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	7	6	6	5	5
Part-Time	7.97	8.36	7.62	7.75	7.49

## POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-240</b>	<b>POHICK BAY GOLF COURSE REVENUES</b>					
4210	Driving Range	\$63,258	\$75,573	\$75,000	\$59,461	\$75,000
4220	Cart Rental	205,189	196,808	215,000	140,624	215,000
4320	Golf Club Rental	2,503	2,585	3,000	1,705	3,000
4380	Green Fees	576,565	615,527	610,000	470,284	615,000
4400	Golf Handicap Program	2,904	3,030	3,000	2,081	3,000
4610	Pull Cart Rental	371	340	500	158	500
	<b>TOTAL USER FEES</b>	<b>850,789</b>	<b>893,863</b>	<b>906,500</b>	<b>674,312</b>	<b>911,500</b>
4641	Retail - Alcoholic Beverages	47,981	53,227	54,000	37,797	54,000
4640, 4642, 4643	Retail - Food	62,431	66,426	66,000	43,198	66,000
4650	Retail - Pro Shop	49,085	46,047	53,000	34,083	53,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>159,497</b>	<b>165,700</b>	<b>173,000</b>	<b>115,077</b>	<b>173,000</b>
4475	Lessons	14,956	11,342	10,000	1,950	3,000
4510	Miscellaneous Revenue	0	0	0	532	0
	<b>TOTAL OTHER REVENUE</b>	<b>14,956</b>	<b>11,342</b>	<b>10,000</b>	<b>2,482</b>	<b>3,000</b>
	<b>TOTAL REVENUES</b>	<b>\$1,025,242</b>	<b>\$1,070,905</b>	<b>\$1,089,500</b>	<b>\$791,871</b>	<b>\$1,087,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$306,597	\$315,524	\$290,223	\$251,685	\$302,665
5020	Part-Time Salaries	157,761	181,012	191,955	148,463	193,566
5030	FICA	34,156	36,776	36,953	28,232	38,028
5040	Hospitalization	54,344	52,611	69,518	50,392	60,928
5060	Life Insurance	2,131	2,404	2,072	1,644	2,294
5050	Retirement	80,244	81,522	75,458	59,660	57,506
5070	Unemployment Tax	1,594	1,223	1,816	748	1,773
	<b>TOTAL PERSONNEL SERVICES</b>	<b>636,827</b>	<b>671,072</b>	<b>667,995</b>	<b>540,823</b>	<b>656,760</b>
5160	Golf Cart Rental	62,100	51,896	56,355	48,849	53,290
5138	Beverage Cart Rental	943	786	2,772	2,541	2,772
5230	Gas and Diesel	27,825	17,726	25,000	13,495	25,000
5260	Golf Handicap Program	4,450	4,850	4,450	4,850	4,450
5263	Instructor Fees	11,538	10,208	9,000	1,440	2,500
5570	Uniforms	1,020	747	1,200	483	1,000
	<b>TOTAL OPERATING COSTS</b>	<b>107,875</b>	<b>86,213</b>	<b>98,777</b>	<b>71,657</b>	<b>89,012</b>
5180	Equipment/Vehicle Maintenance	24,666	23,694	22,477	24,184	23,477
5190	Facility Op. & Maintenance	29,936	39,284	53,550	43,066	53,550
5240	Golf Course Maintenance	116,317	109,451	109,559	104,798	109,559
	<b>TOTAL MAINTENANCE COSTS</b>	<b>170,919</b>	<b>172,429</b>	<b>185,586</b>	<b>172,049</b>	<b>186,586</b>
5265	Insurance - Liquor Liability	580	54	340	270	350
5290	Insurance - Vehicle	573	630	923	634	981
	<b>TOTAL INSURANCE</b>	<b>1,153</b>	<b>684</b>	<b>1,263</b>	<b>904</b>	<b>1,331</b>
5521	Retail - Alcoholic Beverages	14,241	13,681	16,200	12,637	16,200
5520,5522	Retail - Food	26,906	27,443	26,400	21,032	26,400
5530	Retail - Pro Shop	28,214	30,340	37,100	22,634	37,100
	<b>TOTAL RETAIL OPERATIONS</b>	<b>69,362</b>	<b>71,464</b>	<b>79,700</b>	<b>56,303</b>	<b>79,700</b>
5580-001	Telephone	2,716	2,880	3,000	2,053	3,000
5580-002	Electricity	24,728	24,068	25,000	21,771	25,000
5580-004	Water/Sewer	1,222	1,087	1,800	1,289	1,800
5580-016	Internet/Cable	3,594	2,896	3,500	3,885	2,500
	<b>TOTAL UTILITIES</b>	<b>32,260</b>	<b>30,931</b>	<b>33,300</b>	<b>28,998</b>	<b>32,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,018,396</b>	<b>\$1,032,793</b>	<b>\$1,066,621</b>	<b>\$870,733</b>	<b>\$1,045,689</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$6,846</b>	<b>\$38,112</b>	<b>\$22,879</b>	<b>(\$78,862)</b>	<b>\$41,811</b>

# POHICK BAY GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



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



#### Objectives:

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

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



#### Objectives:

- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days and time blocks.
- Develop and implement a minimum of (2) strategies to promote league play and tournament offerings.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Implement a loyalty program to attract new and retain the latent golfer.
- Review, refine and implement a marketing plan to increase the number of "text club" members by 10%.
- Develop a content strategy for social media to attract daily play and improve customer engagement.
- Develop (3) new strategies to encourage online reservations.

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



#### Objectives:

- Work with BCG to update the annual comprehensive programming calendar and schedule of events and activities.
- Schedule a minimum of (2) on-site clinics and classes to the general public.
- Develop a minimum of (2) outreach programs with partner organizations.
- Refine goals, objectives and expectations for contracted golf instructors.

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



#### Objectives:

- Refine and update the master plan for consistent and targeted golf course and pro shop improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Continue to revise and implement guidelines, Hiperweb, and SOP's for an overall park and facility maintenance program.

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



#### Objectives:

- Develop and implement purchasing and inventory guidelines for golf pro shop.
- Develop a promotion and sales plan to increase retail revenues by 5% (gross) from previous year.
- Evaluate current food and beverage operations and develop efficiencies and opportunities to increase revenues by 5% (gross) from previous year.
- Provide a minimum of (2) training opportunities that focus on safe food handling and proper serving protocols.
- Develop and implement strategies to promote and increase online retail offerings.
- Increase online retail sales by 3% (gross) from previous year.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf and Member Guest Tournament.
- ✓ Conducted a review of membership offerings and held a strategy meeting with BCG to discuss proper placement in the local market.
- ✓ Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- ✓ Continued to utilize program postcards and targeted emails to encourage membership renewals and gave member expiration reminders in person.
- ✓ Developed new SOP's for the sale and processing of memberships.

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



**Highlights**

- ✓ Identified off peak days and time blocks and implemented targeted email campaigns to increase play during those time periods.
- ✓ Utilized text messaging and targeted emails to offer "demand pricing" at off peak times.
- ✓ Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- ✓ Refined our Revenue Playbook, a comprehensive calendar of events and promotions that is used as a marketing guide throughout the year.
- ✓ Reviewed and compared green fees with local competition. Adjusted fees to remain competitive and increase revenues.

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



**Highlights**

- ✓ The First Tee Program held two sessions with the focus on expanding youth participation.
- ✓ Hosted a VSGA Junior Tournament.

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



**Highlights**

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Offered multiple customer service trainings for staff.
- ✓ Golf course improvements include new drainage installed, bunkers rebuilt, new flower beds created, crape myrtles and evergreen trees planted throughout the course, and new tee station signs installed.
- ✓ Successful completion of Audubon International and Groundwater Greensite recertification.

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



**Highlights**

- ✓ Pro shop merchandise seasonal sale program has been implemented.
- ✓ New TVs were installed in the pro shop in an effort boost food and beverage sales.
- ✓ Met with retail representatives to identify trends and colors for the year in order to increase sales.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL</b> <small>6 months (Jul-Dec 2016)</small>	<b>FY 2018 TARGET</b>
• 18 hole golf rounds (paid)	19,403	20,196	19,000	9,864	19,000
• 18 hole golf rounds (members)	9,781	9,008	15,000	4,255	15,000
• Power cart rentals	20,017	20,528	21,000	10,442	18,000
• Number of driving range buckets sold	5,423	4,754	5,000	2,590	5,000
• Number of Annual Golf Memberships sold	76	59	75	34	75
• Number of Heron Club Memberships	21	57	50	33	75
• Per customer average on pro shop merchandise	\$1.68	\$1.41	\$1.56	\$1.74	\$1.56
• Per customer average of food & beverage	\$3.78	\$3.69	\$3.53	\$4.03	\$3.53
• Revenue per round of golf played	\$35.13	\$33.02	\$32.04	\$38.25	\$31.99
• Cost per round of golf played	\$34.90	\$31.85	\$31.49	\$39.70	\$30.76

# POHICK BAY MARINA

## PROGRAM OVERVIEW

Pohick Bay Marina features a boat launch facility for motorized boats, canoes, kayaks, and sailboats, providing access to the Potomac River. There are two concrete plank launch ramps with docks that can accommodate up to 8 boats at a time. The gravel shore launch area is for small watercraft such as personal watercraft, canoes, and kayaks. Patrons can rent paddleboats, paddleboards, canoes, kayaks, rowboats and sailboats from April through October. Paddle tour programs are available by reservation during the summer months. The marina also has two facilities for year-round boat storage. The Eagle's Nest rental deck, located at the marina building and overlooking Gunston Cove, can accommodate up to 80 seated guests. The marina area also has areas for fishing, numerous picnic tables, small rentable shelters and a playground for children.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 230,783	\$ 244,500	\$ 237,000	-3.1%
Retail Operations	6,785	5,000	7,500	50.0%
<b>TOTAL REVENUE</b>	<b>\$ 237,568</b>	<b>\$ 249,500</b>	<b>\$ 244,500</b>	<b>-2.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 21,536	\$ 23,046	\$ 28,556	23.9%
Maintenance Costs	7,756	7,500	7,500	0.0%
Retail Operations	1,710	2,000	3,000	50.0%
Utilities	8,171	8,000	8,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 39,173</b>	<b>\$ 40,546</b>	<b>\$ 47,056</b>	<b>16.1%</b>
<b>Net Income</b>	<b>\$ 198,395</b>	<b>\$ 208,954</b>	<b>\$ 197,444</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	1.21	1.21	1.25	1.25	1.43



## POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-250</b>	<b>POHICK BAY MARINA</b>					
	<b>REVENUES</b>					
4070, 4540, 4680	Boat Rental	\$46,597	\$50,303	\$57,500	\$37,612	\$50,000
4460	Launch & Parking Fees	42,331	45,548	45,000	32,008	45,000
4600	Programmed Events	4,864	2,898	5,500	4,524	5,500
4080	Boat Storage	124,277	120,758	125,000	147,598	125,000
4670	Shelter Reservations	9,234	11,276	11,500	7,478	11,500
	<b>TOTAL USER FEES</b>	<b>227,303</b>	<b>230,783</b>	<b>244,500</b>	<b>229,219</b>	<b>237,000</b>
4640	Retail Operations	1,634	6,785	5,000	5,860	7,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,634</b>	<b>6,785</b>	<b>5,000</b>	<b>5,860</b>	<b>7,500</b>
	<b>TOTAL REVENUES</b>	<b>\$228,937</b>	<b>\$237,568</b>	<b>\$249,500</b>	<b>\$235,079</b>	<b>\$244,500</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$20,022	\$19,842	\$21,250	\$15,566	\$26,331
5030	FICA	1,532	1,518	1,626	1,106	2,014
5070	Unemployment Tax	177	176	170	98	211
	<b>TOTAL PERSONNEL SERVICES</b>	<b>21,731</b>	<b>21,536</b>	<b>23,046</b>	<b>16,771</b>	<b>28,556</b>
5190	Facility Op. & Maintenance	6,433	7,756	7,500	4,863	7,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>6,433</b>	<b>7,756</b>	<b>7,500</b>	<b>4,863</b>	<b>7,500</b>
5520	Retail-Food	920	1,710	2,000	250	3,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>920</b>	<b>1,710</b>	<b>2,000</b>	<b>250</b>	<b>3,000</b>
5580-001	Telephone	1,817	1,763	1,500	360	1,500
5580-002	Electricity	6,078	6,408	6,500	4,836	6,500
	<b>TOTAL UTILITIES</b>	<b>7,895</b>	<b>8,171</b>	<b>8,000</b>	<b>5,197</b>	<b>8,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$36,978</b>	<b>\$39,173</b>	<b>\$40,546</b>	<b>\$27,081</b>	<b>\$47,056</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$191,959</b>	<b>\$198,395</b>	<b>\$208,954</b>	<b>\$207,999</b>	<b>\$197,444</b>

# POHICK BAY MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Maintain a minimum of (3) community partnerships.
- Continue to implement plan for marina improvements, including expanding, facility rentals & retail sales.
- Implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- Continue to implement the invasive plant management plan.

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



Objectives:

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

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



Objectives:

- Maintain boat storage lots at 95% capacity.
- Implement at least (2) new marketing strategies to attract new boat storage customers.
- Implement at least (2) new strategies to increase rental shelters by 3%.
- Implement a marketing plan to launch pass sales by 5% (gross) from previous year.
- Develop marina birthday packages that include both boat rentals and shelter rentals.
- Establish procedures for tracking and managing boat rental fleet.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Expanded operations in marina to include added retail offering frozen snacks, on the water essentials, fishing equipment and much more.
- ✓ Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.

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



**Highlights**

- ✓ Hosted the annual Dragon Festival In conjunction with the Chinese calendar.
- ✓ The annual Pirate Day saw an increase in attendance after scheduling a later event time.
- ✓ Offered numerous Stand-Up Paddle tours offering events for beginners as well as yoga paddles on the water.
- ✓ Developed "SUP Fitness" classes to appeal to our fitness based customers.
- ✓ Hosted several stand up paddle board and kayak tours included an Astronomy Tour, and a Pollination Tour.

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



**Highlights**

- ✓ Maintained and streamlined storage accounts to better serve customers and overall management of storage accounts.
- ✓ New kayaks were purchased to replace and improve the rental fleet.
- ✓ Maintained an email database for boat rental users.
- ✓ Implemented Active Outdoors Store Manager POS to streamline boat rentals and marina retail purchases for customers.

**MEASURABLE RESULTS**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Boat storage (153 storage sites available)	145	142	145	145	145
• Boat launches	5,260	4,538	6,000	2,242	5,000
• Total boat rentals	4,906	5,153	5,500	3,360	5,000
• Guided water tour participants	195	N/A	200	197	225
• Number of Eagle's Nest rentals	20	23	22	13	22
• Number of family shelter rentals	66	57	50	32	50

# 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 412,895	\$ 409,800	\$ 411,600	0.4%
Retail Operations	181,882	179,000	181,500	1.4%
Other Revenue	1,105	-	-	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 595,882</b>	<b>\$ 588,800</b>	<b>\$ 593,100</b>	<b>0.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 193,191	\$ 174,402	\$ 181,592	4.1%
Operating Costs	1,938	1,000	1,500	50.0%
Maintenance Costs	55,434	56,000	56,000	0.0%
Retail Operations	62,199	72,200	73,250	1.5%
Utilities	19,573	19,400	20,000	3.1%
<b>TOTAL EXPENSES</b>	<b>\$ 332,334</b>	<b>\$ 323,002</b>	<b>\$ 332,342</b>	<b>2.9%</b>
<b>Net Income</b>	<b>\$ 263,548</b>	<b>\$ 265,798</b>	<b>\$ 260,758</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	7.37	7.56	7.73	8.20	8.44

## PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-270</b>	<b>PIRATE'S COVE WATERPARK at POHICK BAY</b>					
	<b>REVENUES</b>					
4550	Admissions	\$292,084	\$321,973	\$310,000	\$249,099	\$320,000
4570	Group Admissions	53,967	61,336	56,000	40,830	56,000
4490	Locker Rental	0	794	300	485	600
4600	Programmed Events	983	0	500	2,773	2,500
4580	Waterpark Passes	30,867	22,274	35,000	17,672	28,000
4670	Shelter Reservations	7,581	6,518	8,000	2,445	4,500
	<b>TOTAL USER FEES</b>	<b>385,481</b>	<b>412,895</b>	<b>409,800</b>	<b>313,305</b>	<b>411,600</b>
4640	Retail Operations	166,159	176,471	173,000	128,300	175,000
4660	Swim Merchandise	5,064	5,411	6,000	5,693	6,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>171,224</b>	<b>181,882</b>	<b>179,000</b>	<b>133,993</b>	<b>181,500</b>
4482	Lifeguard Training Fee	1,170	1,105	0	(62)	0
	<b>TOTAL OTHER REVENUE</b>	<b>1,170</b>	<b>1,105</b>	<b>0</b>	<b>(62)</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$557,875</b>	<b>\$595,882</b>	<b>\$588,800</b>	<b>\$447,235</b>	<b>\$593,100</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$154,571	\$177,752	\$160,813	\$135,847	\$167,443
5030	FICA	11,825	13,598	12,302	10,383	12,809
5070	Unemployment Tax	1,492	1,842	1,287	979	1,340
	<b>TOTAL PERSONNEL SERVICES</b>	<b>167,888</b>	<b>193,191</b>	<b>174,402</b>	<b>147,208</b>	<b>181,592</b>
5490	Programs and Promotions	0	1,938	1,000	4,808	1,500
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>1,938</b>	<b>1,000</b>	<b>4,808</b>	<b>1,500</b>
5190	Facility Op. & Maintenance	63,300	55,434	56,000	34,986	56,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>63,300</b>	<b>55,434</b>	<b>56,000</b>	<b>34,986</b>	<b>56,000</b>
5520	Retail Operations	55,598	59,195	69,200	45,122	70,000
5535	Swim Merchandise	2,015	3,004	3,000	1,932	3,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>57,613</b>	<b>62,199</b>	<b>72,200</b>	<b>47,054</b>	<b>73,250</b>
5580-001	Telephone	505	806	1,400	1,232	1,000
5580-002	Electricity	18,310	17,974	17,000	16,100	18,000
5580-016	Internet/Cable	790	793	1,000	826	1,000
	<b>TOTAL UTILITIES</b>	<b>19,604</b>	<b>19,573</b>	<b>19,400</b>	<b>18,158</b>	<b>20,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$308,405</b>	<b>\$332,334</b>	<b>\$323,002</b>	<b>\$252,215</b>	<b>\$332,342</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$249,470</b>	<b>\$263,548</b>	<b>\$265,798</b>	<b>\$195,020</b>	<b>\$260,758</b>

# PIRATE'S COVE WATERPARK AT POHICK BAY

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



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



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.

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



Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Refine a system that implements effective recruitment, hiring and retention strategies for qualified staff.
- Develop and implement a “manager in training” program for incoming WSO's, Pool Managers and Concession Supervisors.
- Refine orientation and in-service training techniques for all positions.
- Review and update facility SOPs to ensure a safe environment for staff and guests.

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



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase off peak visitation through social media promotions and sales opportunities.
- Increase cross promotion of park activities to waterpark users.

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



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Develop a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Increase swim merchandise sales by 5% (gross) from previous year.
- Implement an effective inventory management system to reduce waste and meet customer needs.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to continue and expand facility theming.
- Continue to update and implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to ensure high quality facility maintenance standards are met.

# PIRATE'S COVE WATERPARK AT POHICK BAY

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Reached out to all annual pass members current and expired through an e-blast program during the offseason to encourage renewal.
- ✓ Implemented May Days in order to encourage pre-season pass sales, and photo taking for passholders.
- ✓ Offered pass sales through Groupon that generated new pass sales.

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



### Highlights

- ✓ Maintained a NASCO Gold Standard certification.
- ✓ Effectively implemented the manager in training program during the season which has prepared the waterpark for quality in-house staffing opportunities.
- ✓ Gave preseason SACC safety talks with pool management staff to ensure safety.
- ✓ Refined and improved orientation procedures.

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



### Highlights

- ✓ A Calendar of Events was implemented to increase after 4pm weekday visitation.
- ✓ New birthday area called Blackbeard's Cay was created to allow for more bookings.
- ✓ Pohick Pass was created and utilized to help cross promote the park and the waterpark.
- ✓ Developed and implemented standard operating procedures for Active Network to ensure consistency and ease of registration for groups, birthdays, and passholders.

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



### Highlights

- ✓ Implemented a par level database for all concessions food and paper products to ensure effective inventory management.
- ✓ Placed slat boards in retail area and expanded pirate-themed offerings.
- ✓ Created a timing system for all food products in our heat warmer in order to reduce the amount of excess food that was created.
- ✓ Refined the group meal plan to streamline the process.

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



### Highlights

- ✓ Phone scripts were created for attendants on how to answer and direct phone calls.
- ✓ Worked with the Aquatics Team to develop strategies to improve survey results on bathroom cleanliness and concessions speed of service.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL <small>6 months (Jul-Dec 2016)</small>	FY 2018 TARGET
• Number of general admissions	37,598	43,109	43,000	34,979	45,000
• Number of youth group participants	10,759	12,270	11,000	7,471	11,000
• Number of Annual Waterpark Passes sold	323	353	450	102	400
• Average amount customers spent on food & beverages	\$3.52	\$3.88	\$4.03	\$3.18	\$3.22
• Attendance at special programs	5,000	3682	3,200	2,700	3,500
• Number of volunteer hours	260	170	250	0	250

# POTOMAC OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 90,496	\$ 78,500	\$ 89,000	13.4%
Retail Operations	(10)	500	500	0.0%
Other Revenue	13,409	13,200	13,200	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 103,895</b>	<b>\$ 92,200</b>	<b>\$ 102,700</b>	<b>11.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 277,788	\$ 261,197	\$ 269,859	3.3%
Operating Costs	9,095	13,100	14,100	7.6%
Maintenance Costs	20,176	16,500	20,500	24.2%
Insurance	1,260	1,231	981	-20.3%
Retail Operations	-	250	250	0.0%
Utilities	11,548	13,880	13,880	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 319,868</b>	<b>\$ 306,158</b>	<b>\$ 319,569</b>	<b>4.4%</b>
<b>Net Income</b>	<b>\$ (215,972)</b>	<b>\$ (213,958)</b>	<b>\$ (216,869)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time	1.29	1.81	1.85	2.36	1.71



## POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-300</b>	<b>POTOMAC OVERLOOK REGIONAL PARK REVENUES</b>					
4600	Programmed Events	\$14,618	\$17,120	\$16,000	\$23,017	\$18,000
4101	Camps	57,944	70,870	60,000	74,908	68,500
4670	Shelter Reservations	2,020	2,506	2,500	1,560	2,500
	<b>TOTAL USER FEES</b>	<b>74,582</b>	<b>90,496</b>	<b>78,500</b>	<b>99,485</b>	<b>89,000</b>
4640	Retail Operations	0	(10)	500	233	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>(10)</b>	<b>500</b>	<b>233</b>	<b>500</b>
4420	House Rental	13,200	13,200	13,200	11,000	13,200
4260	Misc Rev - Friends of Pot O/L	0	150	0	0	0
4000	Misc Rev - Recycling	0	59	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>13,200</b>	<b>13,409</b>	<b>13,200</b>	<b>11,000</b>	<b>13,200</b>
	<b>TOTAL REVENUES</b>	<b>\$87,782</b>	<b>\$103,895</b>	<b>\$92,200</b>	<b>\$110,719</b>	<b>\$102,700</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$156,271	\$166,373	\$152,211	\$124,490	\$153,171
5020	Part-Time Salaries	30,104	39,666	36,267	41,129	41,944
5030	FICA	13,730	15,386	14,422	11,733	14,930
5040	Hospitalization	20,220	15,247	17,177	19,028	29,046
5060	Life Insurance	1,123	1,257	1,087	804	1,161
5050	Retirement	40,557	39,344	39,575	29,023	29,102
5070	Unemployment Tax	571	517	458	367	504
	<b>TOTAL PERSONNEL SERVICES</b>	<b>262,576</b>	<b>277,788</b>	<b>261,197</b>	<b>226,574</b>	<b>269,859</b>
5230	Gas and Diesel	2,606	1,785	3,500	1,000	3,500
5490	Programs and Promotions	8,826	7,080	9,000	6,421	5,000
5570	Uniforms	365	230	600	733	600
	Camps	0	0	0	0	5,000
	<b>TOTAL OPERATING COSTS</b>	<b>11,796</b>	<b>9,095</b>	<b>13,100</b>	<b>8,154</b>	<b>14,100</b>
5180	Equipment/Vehicle Maintenance	1,642	2,448	2,500	2,484	3,000
5190	Facility Op. & Maintenance	11,217	17,445	13,500	17,722	17,000
5510	Rental House Maintenance	330	284	500	243	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>13,188</b>	<b>20,176</b>	<b>16,500</b>	<b>20,449</b>	<b>20,500</b>
5290	Insurance - Vehicle	1,146	1,260	1,231	1,268	981
	<b>TOTAL INSURANCE</b>	<b>1,146</b>	<b>1,260</b>	<b>1,231</b>	<b>1,268</b>	<b>981</b>
5520	Retail Operations	0	0	250	(142)	250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>\$250</b>	<b>(142)</b>	<b>\$250</b>
5580-001	Telephone	3,066	2,681	2,900	2,476	2,900
5580-002	Electricity	6,280	5,752	6,000	6,004	6,000
5580-004	Water/Sewer	1,776	1,345	1,600	2,319	1,600
5580-008	Propane Gas	1,491	665	2,300	620	2,300
5580-016	Cable/Internet	775	1,105	1,080	1,107	1,080
	<b>TOTAL UTILITIES</b>	<b>13,388</b>	<b>11,548</b>	<b>13,880</b>	<b>12,525</b>	<b>13,880</b>
	<b>TOTAL EXPENSES</b>	<b>\$302,095</b>	<b>\$319,868</b>	<b>\$306,158</b>	<b>\$268,829</b>	<b>\$319,569</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$214,313)</b>	<b>(\$215,972)</b>	<b>(\$213,958)</b>	<b>(\$158,110)</b>	<b>(\$216,869)</b>

# POTOMAC OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement the invasive plant management plan.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Develop and implement a plan for the stage area.
- Develop and implement a plan for improved animal interpretation.
- Establish and maintain a minimum of (3) community partnerships.
- Develop a plan to refurbish the playground and picnic shelter area.
- Develop and implement a plan to enhance (i.e. increase educational opportunities, signage, , etc.) of at least (2) aspects of the Master Naturalist and Master Gardener gardens.

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



Objectives:

- Continue to conduct and enhance camp programming.
- Develop camp orientation and training standards.
- Review and refine the year-round comprehensive programming schedule.
- Manage and enhance the NOVA Parks Roving Naturalist program.
- Implement (3) new strategies to increase rentals by 5%.
- Develop and implement a minimum of (1) new educational and interactive exhibit.
- Develop and implement a retail operations plan.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Implement an in-house audit program to evaluate the performance of seasonal staff.
- Implement strategies and training techniques developed by the Customer Service Committee.
- Continue to build, implement and evaluate a successful volunteer program.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

# POTOMAC OVERLOOK REGIONAL PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Hosted community clean-up to help with invasive removal around Vernal Pools.
- ✓ Created a signage and education plan with Master Naturalists in the Shade Garden.
- ✓ New interpretive signs were designed and installed at the old barn site and throughout the park.
- ✓ Completed a large clean-out of the maintenance yard, clearing all debris and trash to create a more streamlined and professional park look.
- ✓ Added a new dumpster and recycling system on site, in order to continue and encourage cleanliness and recycling throughout the park.

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



### Highlights

- ✓ Twelve summer camps were offered and successfully conducted during 2016. 243 campers ranging in age from rising kindergarteners to rising high school juniors participated in these camps.
- ✓ Staff successfully offered and conducted Boy Scout merit badge programs.
- ✓ The annual Halloween Party was enhanced to include the first ever Haunted Nature Center and was a huge success.
- ✓ The community loved the addition of pancakes offered during the annual Santa visit.
- ✓ The Roving Naturalist program successfully conducted 145 nature programs to 8,377 participants across 14 parks.

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



### Highlights

- ✓ All Potomac Overlook staff participated in at least one Level 1 or Level 2 training.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Re-vamped the Nature Center volunteer program with comprehensive training and implementation of more accurate time log.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Public program/Special Event participants	1,118	1,152	1,500	665	1,250
• "Meet Me on a Sunday" weekly event participants	2,297	2,410	2,200	N/A	N/A
• School & Scout program participants	4,856	3,111	4,200	829	3,000
• Concert participants	1,271	909	1,600	232	500
• Number of birthday parties	58	94	45	19	45
• Birthday party participants	1,611	1,560	900	453	1,000
• Camp Overlook participants	165	203	175	248	260
• Offsite programming participants	24	8	15	35	20
• Number of shelter rentals	35	59	40	21	40
• Volunteer hours received	3,150	1,985	3,200	1,502	3,200

# RUST SANCTUARY

## PROGRAM OVERVIEW

Rust Sanctuary became a NOVA Parks managed property in 2013 through adoption of a 40 year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the park while the Audubon Naturalist Society continues to provide environmental education for youth.

NOVA Parks also began hosting wedding receptions and parties at Rust Sanctuary in 2013 and the venue quickly became a favorite in the area, particularly for couples seeking a picturesque outdoor setting for their wedding ceremony. Smaller events take place in the Manor House while groups of up to 200 use the spacious tent nearby. Great Blue Heron Catering provides food and beverage for more than half of the events at Rust Sanctuary.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 236,317	\$ 241,000	\$ 316,000	31.1%
Retail Operations	474,620	345,000	543,375	57.5%
Other Revenue	46,673	39,100	57,869	48.0%
<b>TOTAL REVENUE</b>	<b>\$ 757,610</b>	<b>\$ 625,100</b>	<b>\$ 917,244</b>	<b>46.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 206,952	\$ 234,622	\$ 318,957	35.9%
Operating Costs	89,751	77,485	99,420	28.3%
Maintenance Costs	56,231	41,500	66,500	60.2%
Insurance	2,439	6,308	2,677	-57.6%
Retail Operations	121,315	120,429	189,647	57.5%
Utilities	15,095	20,080	11,980	-40.3%
<b>TOTAL EXPENSES</b>	<b>\$ 491,783</b>	<b>\$ 500,424</b>	<b>\$ 689,181</b>	<b>37.7%</b>
<b>Net Income</b>	<b>\$ 265,828</b>	<b>\$ 124,676</b>	<b>\$ 228,063</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The Net Income is budgeted to increase more than \$100,000 compared to the FY 17 budget. A full time Events Coordinator position is added for FY 18.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	1	1	2
Part-Time	2.05	3.30	3.42	4.78	5.64

## RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-320</b>	<b>RUST SANCTUARY REVENUES</b>					
4240	Facility Rental-Manor House	\$180,586	\$236,087	\$240,000	\$218,699	\$315,000
4822	NVRPA Event Staffing	985	230	1,000	560	1,000
	<b>TOTAL USER FEES</b>	<b>181,571</b>	<b>236,317</b>	<b>241,000</b>	<b>219,259</b>	<b>316,000</b>
4420	Apartment Rental	8,825	9,600	9,600	8,000	9,600
4821	Equipment Rental	28,647	31,373	23,000	26,107	41,769
4693	Special Services	0	0	0	60	0
4081	Storage Rental (PEC & LWC)	3,000	2,700	3,000	1,800	3,000
4443	Outside Catering Fees	500	3,000	3,500	6,500	3,500
	<b>TOTAL OTHER REVENUE</b>	<b>40,972</b>	<b>46,673</b>	<b>39,100</b>	<b>42,467</b>	<b>57,869</b>
4115	Catering	207,467	312,796	240,000	280,725	362,250
4682	Service Charge	41,306	61,905	45,000	58,945	70,875
4640	Retail Operations	1	14	0	60	0
4641,4647	Retail - Alcoholic Beverages	63,712	99,905	60,000	112,448	110,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>312,486</b>	<b>474,620</b>	<b>345,000</b>	<b>452,178</b>	<b>543,375</b>
	<b>TOTAL REVENUES</b>	<b>\$535,030</b>	<b>\$757,610</b>	<b>\$625,100</b>	<b>\$713,904</b>	<b>\$917,244</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$0	\$30,445	\$32,697	\$28,197	\$71,979
5020	Part-Time Salaries	145,034	156,910	170,795	160,697	195,807
5030	FICA	(33)	13,805	15,567	13,316	20,486
5040	Hospitalization	0	4,596	5,406	6,296	14,785
5060	Life Insurance	0	213	233	184	546
5050	Retirement	0	400	8,501	(400)	13,676
5070	Unemployment Tax	0	583	1,422	384	1,678
	<b>TOTAL PERSONNEL SERVICES</b>	<b>145,001</b>	<b>206,952</b>	<b>234,622</b>	<b>208,674</b>	<b>318,957</b>
5186	Equipment Rental	24,210	54,031	49,885	54,689	71,820
5146	Contract Employment	13,068	34,132	24,000	26,809	24,000
5230	Gas & Diesel	566	494	1,300	268	1,300
5490	Programs and Promotions	2,371	795	2,000	1,824	2,000
5570	Uniforms	0	300	300	111	300
	<b>TOTAL OPERATING COSTS</b>	<b>40,214</b>	<b>89,751</b>	<b>77,485</b>	<b>83,700</b>	<b>99,420</b>
5180	Equipment/Vehicle Maintenance	510	1,444	1,500	901	1,500
5190	Facility Op. & Maintenance	44,556	54,787	40,000	57,967	65,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>45,066</b>	<b>56,231</b>	<b>41,500</b>	<b>58,867</b>	<b>66,500</b>
5143	Catering	84,267	106,420	96,429	98,039	145,547
5521	Retail - Alcohol Beverages	12,343	14,894	24,000	16,811	44,100
	<b>TOTAL RETAIL</b>	<b>96,610</b>	<b>121,315</b>	<b>120,429</b>	<b>114,850</b>	<b>189,647</b>
5265	Insurance - Liquor Liability	2,144	2,124	6,000	1,002	2,350
5290	Vehicle Insurance	287	315	308	317	327
	<b>TOTAL INSURANCE</b>	<b>2,431</b>	<b>2,439</b>	<b>6,308</b>	<b>1,319</b>	<b>2,677</b>
5580-001	Telephone	3,151	\$3,146	2,500	\$2,852	3,600
5580-002	Electricity	4,758	4,691	4,500	7,011	6,300
5580-008	Propane	123	717	600	899	600
5580-009	Heating Oil	8,737	6,282	12,000	0	1,000
5580-004	Water/Sewer	0	258	0	0	0
5580-016	Internet/Cable	480	0	480	0	480
	<b>TOTAL UTILITIES</b>	<b>17,248</b>	<b>15,095</b>	<b>20,080</b>	<b>10,762</b>	<b>11,980</b>
	<b>TOTAL EXPENSES</b>	<b>\$346,570</b>	<b>\$491,783</b>	<b>\$500,424</b>	<b>\$478,172</b>	<b>\$689,181</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$188,460</b>	<b>\$265,828</b>	<b>\$124,676</b>	<b>\$235,732</b>	<b>\$228,063</b>

# RUST SANCTUARY

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



#### Objectives:

- Improve marketing efforts by working with a minimum of two (2) tourism oriented associations to raise brand awareness.
- Host a minimum of (2) open house events.
- Take part in a minimum of (3) outreach events.
- Cultivate a superior customer experience with the delivery of at least (2) quality in-house or outside training opportunities that focus on customer service for key staff.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.
- Form a bi-annual review system of event industry trends and standards with a focus on local competition.
- Develop a business plan that focuses on attracting nontraditional rental business and off-peak corporate and social event rentals.
- Implement strategies and training techniques developed by the Customer Service Committee.
- Develop guidelines and SOP's for an overall facility maintenance program.

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



#### Objectives:

- Develop inspection forms through Hiperweb and conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Continue to develop a strategy to promote the NOVA Parks / Audubon Naturalist Society partnership and activities at Rust Sanctuary.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.
- Create and provide a minimum of (1) weekly public interpretive program hosted by NOVA Parks during the months of May - August.

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ Worked with GBH to improve communication among catering and venue staff and our clients.
- ✓ Continued to renovate areas of the house, grounds and tent to improve the look of the venue.
- ✓ Increased the number of open houses to three and participated in the Visit Loudoun venue tour.
- ✓ Hosted four new photographic style shoots with wedding professionals to increase exposure in print and online.
- ✓ Created a sales/customer service reference list geared specifically for wedding venues.
- ✓ Expanded our use of social media to now reach 1,000 people on a weekly basis.
- ✓ All event staff attended the Visit Loudoun Wedding Conference.
- ✓ Began the use of direct mail to local businesses for holiday parties.

**Goal Two: Preserve and protect the sanctuary lands and facilities.**



**Highlights**

- ✓ Held three interpretive programs for the public in partnership with Audubon Naturalist Society.
- ✓ Facility renovations included plaster damage repaired in the parlor, new gutters and downspouts, exterior wood trim painted on the manor house; tent floor coated with epoxy sealer and improvements to the parking lots.
- ✓ A trail wayfinding system has been put in place to encourage hiking.
- ✓ Volunteers planted 75 trees, some of which were propagated by a volunteer at no cost to NOVA Parks.
- ✓ Replaced the fence at the tent pad.
- ✓ Renovated the upstairs bathroom and one of the bedrooms for use by guests.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
<b>Social Rentals</b>					
• Prime months (May, June, September, October)	27	38	42	21	50
• Non-Prime months (March, April, July, August)	12	18	20	16	25
• Winter months (November, December, January, February)	4	3	5	7	10
• House and grounds rentals	10	11	17	11	20
• Tent, house and grounds Rentals	33	48	50	33	65
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	30	30	100	20	40
• Number of Naturalist Programs	3	3	5	0	6

# 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 171,393	\$ 225,500	\$ 225,500	0.0%
Other Revenue	26,621	28,192	28,192	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 198,014</b>	<b>\$ 253,692</b>	<b>\$ 253,692</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 110,518	\$ 119,691	\$ 121,638	1.6%
Operating Costs	2,438	4,000	4,000	0.0%
Maintenance Costs	42,876	31,500	31,500	0.0%
Insurance	315	615	654	6.2%
Utilities	12,568	9,050	13,250	46.4%
<b>TOTAL EXPENSES</b>	<b>\$ 168,715</b>	<b>\$ 164,856</b>	<b>\$ 171,042</b>	<b>3.8%</b>
<b>Net Income</b>	<b>\$ 29,298</b>	<b>\$ 88,836</b>	<b>\$ 82,650</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time – 2 positions split with Bull Run Marina & Fountainhead Parks	.90	.90	.90	.90	.90
Part-Time, Year Round	1.39	1.39	1.23	1.23	.96



## SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-350</b>	<b>SANDY RUN REGIONAL PARK REVENUES</b>					
4080	Crew Boat Storage	\$115,295	\$100,092	\$132,000	\$135,794	\$132,000
4160	Daily User Fees	1,530	5,870	3,000	2,130	3,000
4530	Launch & Parking Fees	15,648	16,860	16,500	12,079	16,500
4630	Regatta Fees	43,130	38,442	55,000	44,587	55,000
4673	Rowing Camps	7,145	10,128	19,000	8,304	19,000
	<b>TOTAL USER FEES</b>	<b>182,749</b>	<b>171,393</b>	<b>225,500</b>	<b>202,893</b>	<b>225,500</b>
4420	House Rental	27,192	26,226	27,192	22,660	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	860	395	1,000	918	1,000
	<b>TOTAL OTHER REVENUE</b>	<b>28,052</b>	<b>26,621</b>	<b>28,192</b>	<b>23,578</b>	<b>28,192</b>
	<b>TOTAL REVENUES</b>	<b>\$210,801</b>	<b>\$198,014</b>	<b>\$253,692</b>	<b>\$226,471</b>	<b>\$253,692</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$74,096	\$85,726	\$59,387	\$58,722	\$60,392
5020	Part-Time Salaries	10,608	1,264	31,174	17,742	33,113
5030	FICA	4,417	4,439	6,963	5,297	7,188
5040	Hospitalization	2,333	3,640	6,053	6,268	8,747
5060	Life Insurance	351	380	424	291	458
5050	Retirement	12,279	15,008	15,440	10,461	11,475
5070	Unemployment Tax	198	61	249	168	265
	<b>TOTAL PERSONNEL SERVICES</b>	<b>104,282</b>	<b>110,518</b>	<b>119,691</b>	<b>98,948</b>	<b>121,638</b>
5230	Gas and Diesel	3,568	2,438	4,000	1,431	4,000
	<b>TOTAL OPERATING COSTS</b>	<b>3,568</b>	<b>2,438</b>	<b>4,000</b>	<b>1,431</b>	<b>4,000</b>
5180	Equipment/Vehicle Maintenance	4,449	1,567	3,000	3,822	3,000
5190	Facility Op. & Maintenance	23,919	36,792	27,500	46,157	27,500
5510	Rental House Maintenance	4,942	4,517	1,000	2,258	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>33,309</b>	<b>42,876</b>	<b>31,500</b>	<b>52,237</b>	<b>31,500</b>
5290	Insurance - Vehicle	287	315	615	317	654
	<b>TOTAL INSURANCE</b>	<b>287</b>	<b>315</b>	<b>615</b>	<b>317</b>	<b>654</b>
5580-001	Telephone	7,162	6,974	2,000	6,500	6,200
5580-002	Electricity	4,814	4,766	6,200	3,579	6,200
5580-016	Internet/Cable	759	828	850	0	850
	<b>TOTAL UTILITIES</b>	<b>12,735</b>	<b>12,568</b>	<b>9,050</b>	<b>10,079</b>	<b>13,250</b>
	<b>TOTAL EXPENSES</b>	<b>\$154,180</b>	<b>\$168,715</b>	<b>\$164,856</b>	<b>\$163,013</b>	<b>\$171,042</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$56,621</b>	<b>\$29,298</b>	<b>\$88,836</b>	<b>\$63,458</b>	<b>\$82,650</b>

# SANDY RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Maintain a minimum of (4) community partnerships.
- Develop methods and guidelines to preserve a sustainable park trail network.
- Implement a plan for consistent and continued site improvements.
- Develop natural resource management and restoration plans focused on the preservation of native plant and animal species.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.

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



Objectives:

- Promote daily, non-peak time use from outside and nontraditional user groups.
- Work with teams and clubs to implement camps and programs that complement the use of the park.

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



Objectives:

- Work closely with VASRA, clubs and schools on their delivery of a quality rowing program.
- Continue to effectively communicate with neighbors and user groups.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (1) in-house training program.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

# SANDY RUN REGIONAL PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Implemented new park signage.
- ✓ Coordinated drainage ditch repair.
- ✓ Repaired crew boat dock.
- ✓ Coordinated repairs to the trail from the park to the grandstands.

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



### Highlights

- ✓ Evaluated proposals for a comprehensive rower and coxswain program for rower development.

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



### Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Hosted a successful pre-season coaches safety meeting with 100% attendance from participating schools.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Peak season daily practice (March-May) usage by rowers and coaches	875	875	875	0	875
• Number of adult rowers annually	3,800	3,800	3,800	1,900	3,800
• Number of boats stored	197	197	197	197	197
<b>Daily Fees:</b>					
• Number of spring break programs	6	6	7	0	6
• Average attendance at each spring break program	35	35	35	0	35
• Number of Summer and Fall camps	20	20	20	20	20
• Number of Summer and Fall camp participants	825	825	825	825	825
<b>Regattas:</b>					
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	7,500	7,500	7,500	0	7,500
• Number of VASRA scholastic regattas	7	8	9	0	9
• Number of club regatta competitors	4,000	4,000	4,000	0	4,000
• Number of club regattas	4	4	4	0	4
• Number of collegiate regatta competitors	2,200	1,750	1,750	0	1,750
• Number of collegiate regattas	3	2	2	0	2
• Total number of regatta spectators	13,700	14,000	14,000	0	14,000

# TEMPLE HALL FARM REGIONAL PARK

## PROGRAM OVERVIEW

Temple Hall Farm Regional Park is a 286-acre working farm in Loudoun County. The park provides programs and farm tours to the general public as well as groups with a focus on the region's rich farming heritage. The park also features a LEED certified Visitors Center complete with animal and interpretive exhibits.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 19,904	\$ 15,500	\$ 17,000	9.7%
Retail Operations	32	-	-	0.0%
Other Revenue	191,139	139,808	193,614	38.5%
Transfer from the Enterprise Fund	50,000	-	-	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 261,074</b>	<b>\$ 155,308</b>	<b>\$ 210,614</b>	<b>35.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 286,674	\$ 266,397	\$ 271,809	2.0%
Operating Costs	55,398	70,400	71,400	1.4%
Maintenance Costs	55,032	47,828	56,828	18.8%
Insurance	3,160	1,231	1,308	6.2%
Retail Operations	816	-	-	0.0%
Utilities	13,144	12,000	15,000	25.0%
<b>TOTAL EXPENSES</b>	<b>\$ 414,223</b>	<b>\$ 397,856</b>	<b>\$ 416,344</b>	<b>4.6%</b>
<b>Net Income</b>	<b>\$ (153,148)</b>	<b>\$ (242,548)</b>	<b>\$ (205,730)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue from Interest earnings was increased by \$46,806 in the FY 18 Budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	2.25	2.25	2.25	2.25	2.25
Part-Time	1.19	1.19	1.19	1.19	1.19

# TEMPLE HALL FARM REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015*	ACTUAL FY 2016*	ADOPTED FY 2017*	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-380</b>	<b>TEMPLE HALL FARM REGIONAL PARK REVENUES</b>					
4101	Camps	\$0	\$0	\$2,000	\$0	\$0
4230	Entrance Fees	0	0	0	100	\$0
4412-001	Hay Rides - Tractor	3,830	7,702	4,500	5,746	6,000
4732	Tent Rentals	1,585	0	0	0	0
4670	Shelter Reservations	1,797	3,839	3,000	2,396	3,000
4812	Visitor Center Rental	723	5,608	5,000	300	5,000
4600	Programmed Events	2,951	2,755	1,000	2,000	3,000
	<b>TOTAL USER FEES</b>	<b>10,886</b>	<b>19,904</b>	<b>15,500</b>	<b>10,542</b>	<b>17,000</b>
4015	Animals	8,494	6,414	4,000	11,112	4,000
4140	Crop Sales	29,285	27,946	30,000	44,168	37,000
4170	Donations	0	0	0	0	0
4420	House Rental	56,868	55,088	55,808	47,007	55,808
4440	Interest	64,955	62,475	50,000	1,774	96,806
4440	Interest Transf. fr. Farm Development	133	476	0	72	0
4440	Change in Market Value	(19,134)	36,705	0	0	0
4410, 4510	Miscellaneous Revenue	1,343	2,035	0	723	0
	<b>TOTAL OTHER REVENUE</b>	<b>141,944</b>	<b>191,139</b>	<b>139,808</b>	<b>104,856</b>	<b>193,614</b>
4920	Transfer from the Enterprise Fund	50,000	50,000	0	0	0
4640	Retail Operations	(3)	32	0	10	0
	<b>TOTAL REVENUES</b>	<b>\$202,827</b>	<b>\$261,074</b>	<b>\$155,308</b>	<b>\$115,409</b>	<b>\$210,614</b>
	<b>EXPENSES</b>					
5010	Full Time Salaries	\$173,712	\$186,383	\$148,234	\$153,220	\$153,357
5020	Part Time Salaries	35,415	31,727	29,144	29,153	30,544
5030	FICA	12,535	13,075	13,569	10,383	14,068
5040	Hospitalization	30,534	16,429	35,491	1,629	43,169
5060	Life Insurance	1,175	1,254	1,059	894	1,163
5050	Retirement	36,552	37,492	38,541	29,924	29,138
5070	Unemployment Tax	430	313	359	182	370
	<b>TOTAL PERSONNEL SERVICES</b>	<b>290,353</b>	<b>286,674</b>	<b>266,397</b>	<b>225,385</b>	<b>271,809</b>
5130	Audit Fee	900	900	0	0	0
5200	Feed	12,716	8,050	8,000	11,515	9,000
5210	Fertilizer	20,967	23,028	22,000	25,401	22,000
5230	Gas and Oil	10,470	5,931	11,000	3,551	11,000
5350	Livestock Purchases	3,273	4,000	4,000	1,095	4,000
5490	Programs & Promotions	726	1,178	1,000	631	1,000
5540	Seeds & Plants	19,209	1,712	15,000	12,249	15,000
5570	Uniforms	234	381	400	230	400
5590	Vet & Medicine	6,025	10,218	9,000	3,119	9,000
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>74,520</b>	<b>55,398</b>	<b>70,400</b>	<b>57,789</b>	<b>71,400</b>
5180	Equipment/Vehicle Maintenance	19,366	27,599	11,000	24,319	20,000
5190	Facility Op. & Maintenance	28,521	24,805	29,828	23,150	29,828
5195	Facility Op. & Maintenance-Cabin		0	5,000	0	5,000
5510	Rental House Maintenance	4,070	2,628	2,000	2,635	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>51,957</b>	<b>55,032</b>	<b>47,828</b>	<b>50,103</b>	<b>56,828</b>
5270	Insurance - Liability & Property	1,900	1,900	0	0	0
5290	Insurance - Vehicle	1,146	1,260	1,231	1,268	1,308
	<b>TOTAL INSURANCE</b>	<b>3,046</b>	<b>3,160</b>	<b>1,231</b>	<b>1,268</b>	<b>1,308</b>
5535	Retail Merchandise	344	816	0	2,141	0
	<b>Total Retail Operations</b>	<b>344</b>	<b>816</b>	<b>0</b>	<b>2,141</b>	<b>0</b>
5580-002	Electricity	13,410	13,144	12,000	10,454	12,000
5580-001	Telephone	0	0	0	625	1,500
5580-016	Internet/Cable	0	0	0	625	1,500
	<b>TOTAL UTILITIES</b>	<b>13,410</b>	<b>13,144</b>	<b>12,000</b>	<b>11,704</b>	<b>15,000</b>
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$433,629</b>	<b>\$414,223</b>	<b>\$397,856</b>	<b>\$348,390</b>	<b>\$416,344</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$230,802)</b>	<b>(\$153,148)</b>	<b>(\$242,548)</b>	<b>(\$232,982)</b>	<b>(\$205,730)</b>

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

# TEMPLE HALL FARM REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Work with existing partners to deliver a minimum of (2) new public programs.
- Create a defined plan that provides a minimum of (2) new strategies to increase visitor's center rental business.
- Implement a year round comprehensive programming calendar and schedule of events.
- Develop and implement a marketing plan utilizes a minimum of (2) new strategies to promote all programming and event opportunities.

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



Objectives:

- Develop park inspection forms utilizing Hiperweb software and conduct weekly and monthly routine maintenance inspections of facilities and equipment. (All properties)
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information. (All properties)
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Continue to implement a sustainable long term animal exhibit plan.
- Establish and maintain a minimum of (8) community partnerships.

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



Objectives:

- Develop a plan that utilizes partnerships to market events and programs.
- Develop a system that implements a minimum of (2) effective recruitment and retention strategies for qualified staff.
- Implement strategies and training techniques developed by the Customer Service Committee.
- Create a defined plan that focuses on the pavilion rental business.

# TEMPLE HALL FARM REGIONAL PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ In partnership with Legacy Farms staff created a garden for adults with disabilities.
- ✓ A greenhouse is being constructed to aid the gardening effort and to increase the amount of programming possible in the Legacy Farms Garden.
- ✓ Delivered interpretive programming to almost 2000 students.

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



### Highlights

- ✓ Implemented guidelines for overall facility maintenance.
- ✓ Maintained (5) community partnerships.
- ✓ The staff has been done extensive work around the farm to maintain the structures and facilities including removal of debris and old equipment.
- ✓ A new barn building has been constructed that will allow the staff to store equipment and give the farm a cleaner appearance.

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



### Highlights

- ✓ Developed and implemented strategies to increase pavilion and visitors center rentals.
- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Created a customizable farm tour experience allowing staff to tailor to age, ability and interest level.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• School tour attendance	1,913	1,751	2,200	632	2,200
• Special events attendance	2,154	1,478	2,200	301	2,200

# TEMPLE HALL CORN MAIZE

## PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival and Corn Maize has become a popular fall tradition. The Fall Festival includes the Corn Maize, the Billy Goat Bounce jumping pillows, the corn cannon, pumpkin blasters, paintball gallery, cow train ride, pig races, corn box, hay bale climb, duck races, pumpkin patch, pumpkin sales, concession food service, playground, giant spider web, and hayrides. A self-guided interpretive walk covering our heritage breed farm animals is also included. The Corn Maize is 24 acres in size and is the largest one in Virginia.

## REVENUE & EXPENSE SUMMARY

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2018 BUDGET</b>	<b>% CHANGE 2017-2018</b>
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 158,032	\$ 167,500	\$ 167,500	0.0%
Retail Operations	99,983	108,000	110,000	1.9%
<b>TOTAL REVENUE</b>	<b>\$ 258,015</b>	<b>\$ 275,500</b>	<b>\$ 277,500</b>	<b>0.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 40,547	\$ 53,361	\$ 55,391	3.8%
Operating Costs	59,254	67,450	64,950	-3.7%
Retail Operations	54,562	46,000	47,722	3.7%
<b>TOTAL EXPENSES</b>	<b>\$ 154,364</b>	<b>\$ 166,811</b>	<b>\$ 168,063</b>	<b>0.8%</b>
<b>Net Income</b>	<b>\$ 103,651</b>	<b>\$ 108,689</b>	<b>\$ 109,437</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	<b>FY 2014 APPROVED (FTE)</b>	<b>FY 2015 APPROVED (FTE)</b>	<b>FY 2016 APPROVED (FTE)</b>	<b>FY 2017 APPROVED (FTE)</b>	<b>FY 2018 BUDGET (FTE)</b>
Full-Time	0	0	0	0	0
Part-Time	1.78	2.05	2.92	2.92	2.92



## TEMPLE HALL CORN MAIZE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-385</b>	<b>TEMPLE HALL CORN MAIZE</b>					
	<b><u>REVENUES</u></b>					
4412-001,002	Amusement Farm Rides	\$1,715	\$1,217	\$2,500	\$1,149	\$2,500
4491	Corn Maze Admissions	142,461	156,815	165,000	159,868	165,000
	<b>TOTAL USER FEES</b>	<b>144,176</b>	<b>158,032</b>	<b>167,500</b>	<b>161,017</b>	<b>167,500</b>
4640	Blast Zone	782	10,432	10,000	9,920	10,000
4642	Retail Operations - Food	50,286	41,287	50,000	49,993	50,000
4660	Retail Operations - Merchandise	31,592	32,239	30,000	23,719	30,000
4606	Retail Operations - Pumpkin Sales	18,301	16,024	18,000	21,890	20,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>100,961</b>	<b>99,983</b>	<b>108,000</b>	<b>105,522</b>	<b>110,000</b>
	<b>TOTAL REVENUES</b>	<b>\$245,136</b>	<b>\$258,015</b>	<b>\$275,500</b>	<b>\$266,539</b>	<b>\$277,500</b>
	<b><u>EXPENSES</u></b>					
5020	Part Time Salaries	\$44,336	\$37,295	\$49,203	\$22,325	\$51,075
5030	FICA	3,392	2,853	3,764	1,708	3,907
5070	Unemployment Tax	452	399	394	133	409
	<b>TOTAL PERSONNEL SERVICES</b>	<b>48,180</b>	<b>40,547</b>	<b>53,361</b>	<b>24,167</b>	<b>55,391</b>
5151	Corn Maze Commission	5,746	6,173	6,450	6,300	6,450
5152	Corn Maze Operation	27,186	38,793	29,000	34,082	29,000
5210	Fertilizer	208	9,461	18,000	11,159	18,000
5230	Gas and Oil	1,638	672	4,000	1,461	3,000
5540	Seeds & Plants	5,007	4,156	10,000	4,595	8,500
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>39,784</b>	<b>59,254</b>	<b>67,450</b>	<b>57,596</b>	<b>64,950</b>
5525	Retail - Food	25,025	26,457	20,000	23,029	20,000
5535	Retail - Merchandise	12,270	12,980	10,500	14,676	10,500
5520	Retail - Pumpkins	17,910	15,125	15,500	14,115	17,222
	<b>TOTAL RETAIL OPERATIONS</b>	<b>55,204</b>	<b>54,562</b>	<b>46,000</b>	<b>51,821</b>	<b>47,722</b>
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$143,168</b>	<b>\$154,364</b>	<b>\$166,811</b>	<b>\$133,584</b>	<b>\$168,063</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$101,968</b>	<b>\$103,651</b>	<b>\$108,689</b>	<b>\$132,955</b>	<b>\$109,437</b>

# TEMPLE HALL CORN MAIZE

## STRATEGIC GOALS & OBJECTIVES FY 2018

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



Objectives:

- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement plan for consistent and continued site improvements.
- Cultivate a superior customer experience with the delivery of at least (2) quality in-house or outside training opportunities that focus on customer service for key staff.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Create a defined plan that utilizes a minimum of (3) new strategies to increase awareness and attendance.
- Form a yearly review system of industry trends and standards with a focus on local competition.
- Create and implement a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Create a comprehensive calendar and schedule of events.
- Create SOP's for storage, setup and takedown of maize operations.



**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights**

- ✓ All staff completed level one customer service training and all Full-time staff has received level 2 customer service training.
- ✓ Staff has utilizing strategies and techniques developed by the Customer Service Committee.
- ✓ Improvements this year included new hayride wagons and new F&B initiatives.
- ✓ Effectively marketed event using community partnerships and social media channels such as our website, Facebook and Instagram
- ✓ Promoted a host of special events geared towards attracting group attendance including scouting picnics, sports team events, fund raising opportunities, corporate programs and private parties.
- ✓ Utilized social media and GREAT Cards to receive customer feedback.
- ✓ Created a schedule of events, entertainment and programs.
- ✓ Staff continues to focus on monitoring and learning trends and standards in the local completion.

**MEASURABLE RESULTS**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 ACTUAL
• Corn Maize attendance	14,306	13,499	17,500	14,058	17,500
• Retail/Food per customer	\$6.98	\$7.40	\$6.17	\$7.40	\$6.29

# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## PROGRAM OVERVIEW

### **UPPER POTOMAC PROPERTIES:**

The Upper Potomac Properties provide land and water protection while ensuring an aesthetically pleasing setting. These properties include the following resources:

**Ball's Bluff Battlefield Regional Park**-a 223-acre park in Loudoun County with a parking lot and trails with interpretive signage. The park surrounds Ball's Bluff National Cemetery, which is owned by the U.S Department of Veterans Affairs. Ball's Bluff is the site of an 1861 Civil War battle.

**Red Rock Wilderness Regional Park**-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 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 150 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
Retail Operations	196	100	100	0.0%
Other Revenue	36,740	43,940	43,940	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 36,936</b>	<b>\$ 44,040</b>	<b>\$ 44,040</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 80,673	\$ 123,039	\$ 126,685	3.0%
Operating Costs	381	900	900	0.0%
Maintenance Costs	18,902	23,000	22,000	-4.3%
Insurance	315	308	327	6.2%
Retail Operations	-	40	40	0.0%
Utilities	1,113	200	200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 101,384</b>	<b>\$ 147,487</b>	<b>\$ 150,152</b>	<b>1.8%</b>
<b>Net Income</b>	<b>\$ (64,447)</b>	<b>\$ (103,447)</b>	<b>\$ (106,112)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	.35	.35	.35	.35	.47

## UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-340</b>	<b>UPPER POTOMAC PROPERTIES REVENUES</b>					
4090	Retail Operations	\$0	\$196	\$100	\$19	\$100
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>196</b>	<b>100</b>	<b>19</b>	<b>100</b>
4420	House Rental	25,075	29,240	28,800	20,153	28,800
4600	Programmed Events	2,935	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>28,010</b>	<b>29,240</b>	<b>28,800</b>	<b>20,153</b>	<b>28,800</b>
	<b>TOTAL REVENUES</b>	<b>\$28,010</b>	<b>\$29,436</b>	<b>\$28,900</b>	<b>\$20,172</b>	<b>\$28,900</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$40,501	\$38,139	\$74,247	\$39,620	\$78,078
5020	Part-Time Salaries	6,075	5,268	7,590	5,309	10,338
5030	FICA	5,677	5,539	6,298	5,105	6,801
5040	Hospitalization	12,856	12,280	14,910	13,460	15,887
5060	Life Insurance	530	534	530	421	592
5050	Retirement	18,647	18,791	19,304	15,774	14,835
5070	Unemployment Tax	178	121	159	117	153
	<b>TOTAL PERSONNEL SERVICES</b>	<b>84,463</b>	<b>80,673</b>	<b>123,039</b>	<b>79,806</b>	<b>126,685</b>
5230	Gas and Diesel	4	69	500	1,231	500
5570	Uniforms	459	312	400	468	400
	<b>TOTAL OPERATING COSTS</b>	<b>464</b>	<b>381</b>	<b>900</b>	<b>1,699</b>	<b>900</b>
5180	Equipment/Vehicle Maintenance	991	1,798	1,000	4,468	0
5190	Facility Op. & Maintenance	5,485	14,928	11,000	12,654	11,000
5510	Rental House Maintenance	1,561	2,176	1,000	1,007	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>8,036</b>	<b>18,902</b>	<b>13,000</b>	<b>18,129</b>	<b>12,000</b>
5290	Insurance - Vehicle	287	315	308	317	327
	<b>TOTAL INSURANCE</b>	<b>287</b>	<b>315</b>	<b>308</b>	<b>317</b>	<b>327</b>
5520	Retail Operations	0	0	40	0	40
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>
5580-002	Electricity	133	554	200	112	200
5580-009	Heating Oil	0	559	0	0	0
	<b>TOTAL UTILITIES</b>	<b>133</b>	<b>1,113</b>	<b>200</b>	<b>112</b>	<b>200</b>
	<b>TOTAL EXPENSES</b>	<b>\$93,383</b>	<b>\$101,384</b>	<b>\$137,487</b>	<b>\$100,063</b>	<b>\$140,152</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$65,373)</b>	<b>(\$71,947)</b>	<b>(\$108,587)</b>	<b>(\$79,892)</b>	<b>(\$111,252)</b>

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-360</b>	<b>SPRINGDALE REVENUES</b>					
4420	House Rental	0	7,500	15,140	15,450	15,140
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>7,500</b>	<b>15,140</b>	<b>15,450</b>	<b>15,140</b>
	<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$7,500</b>	<b>\$15,140</b>	<b>\$15,450</b>	<b>\$15,140</b>
	<b>EXPENSES</b>					
5190	Facility Op. & Maintenance	0	0	10,000	0	10,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$0</b>	<b>\$7,500</b>	<b>\$5,140</b>	<b>\$15,450</b>	<b>\$5,140</b>

# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Ball's Bluff Battlefield Regional Park:



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



Objectives:

- Continue to cultivate, implement and evaluate a successful volunteer program.
- Maintain an effective and progressive relationship with the Friends of Ball's Bluff.
- Host a minimum of (4) special events or public programs.
- Continue to create and implement a comprehensive programming calendar and schedule of events and activities.

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



Objectives:

- Conduct at least (2) public outreach opportunity to facilitate maintenance and beautification projects within the park.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement strategies and training techniques developed by the Customer Service Committee.

# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Illumination held on the anniversary of the battle.
- ✓ Living history event hosted.
- ✓ Veterans Day ceremony conducted.
- ✓ (5) Special event tours hosted.
- ✓ Cannon and Gun firing demonstrations held.

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



### Highlights

- ✓ Two volunteer workdays were held at Ball's Bluff in partnership with the FOBB.
- ✓ Trees were cleared at Ball's Bluff to enhance the battlefield clearing to better interpret the battle.
- ✓ New signs were added to existing trails and several new trails have been cleared.
- ✓ A storage shed has been added at the Jackson house to allow tools and equipment to be more accessible to the Friends of Balls Bluff group when they do volunteer projects.
- ✓ Parking lot improvements have been made at Red Rock.

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Number of visitors on tours at Ball's Bluff	1,380	1,500	1,500	490	1,500
• Number of visitors for special events	590	600	650	340	700
• Number of Ball's Bluff Battlefield volunteer hours	865	1,000	1,000	370	1,000

# UPTON HILL REGIONAL PARK

## PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington County/Fairfax County line, just east of Seven Corners. This 27-acre park offers a welcome piece of woods in the otherwise densely developed area of North Arlington. In addition to hiking trails, picnic areas, open fields, a natural amphitheater and a playground, Upton Hill offers recreational amenities such as a deluxe miniature golf course, batting cages, a horseshoe pit and a bocce ball court. Almost all of the park's revenue comes from the miniature golf course and batting cages. The park also offers free concerts, special events, birthday party packages, volunteer opportunities and charity events.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 246,249	\$ 238,400	\$ 238,400	0.0%
Retail Operations	10,938	10,000	13,000	30.0%
<b>TOTAL REVENUE</b>	<b>\$ 257,187</b>	<b>\$ 248,400</b>	<b>\$ 251,400</b>	<b>1.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 302,361	\$ 319,765	\$ 292,023	-8.7%
Operating Costs	3,014	4,500	4,500	0.0%
Maintenance Costs	29,653	33,414	33,414	0.0%
Insurance	630	615	654	6.2%
Retail Operations	(177)	4,000	5,200	30.0%
Utilities	11,255	11,600	11,650	0.4%
<b>TOTAL EXPENSES</b>	<b>\$ 346,736</b>	<b>\$ 373,895</b>	<b>\$ 347,441</b>	<b>-7.1%</b>
<b>Net Income</b>	<b>\$ (89,549)</b>	<b>\$ (125,495)</b>	<b>\$ (96,041)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full Time	3	3	3	3	3
Part Time	3.03	3.78	3.23	3.37	3.46



## UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-400</b>	<b>UPTON HILL REGIONAL PARK REVENUES</b>					
4600	Programmed Events	\$1,483	\$1,612	\$1,200	\$1,315	\$1,200
4636	Rental Device Commission	100	100	200	100	200
4670	Shelter Reservations	10,418	10,957	12,000	6,280	12,000
4060	Batting Cage Fees	103,563	104,465	103,000	57,406	103,000
4500	Miniature Golf	120,301	129,115	122,000	80,578	122,000
	<b>TOTAL USER FEES</b>	<b>235,865</b>	<b>246,249</b>	<b>238,400</b>	<b>145,679</b>	<b>238,400</b>
4640	Retail Operations	8,948	10,938	10,000	8,153	13,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>8,948</b>	<b>10,938</b>	<b>10,000</b>	<b>8,153</b>	<b>13,000</b>
	<b>TOTAL REVENUES</b>	<b>\$244,812</b>	<b>\$257,187</b>	<b>\$248,400</b>	<b>\$153,832</b>	<b>\$251,400</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$157,895	\$157,973	\$162,679	\$138,733	\$153,173
5020	Part-Time Salaries	60,458	60,541	62,733	47,680	65,182
5030	FICA	16,196	16,215	17,310	13,411	16,771
5040	Hospitalization	24,805	25,090	32,915	26,778	25,945
5060	Life Insurance	1,153	1,085	1,161	876	1,161
5050	Retirement	40,978	40,800	42,297	31,164	29,103
5070	Unemployment Tax	807	656	670	365	689
	<b>TOTAL PERSONNEL SERVICES</b>	<b>302,291</b>	<b>302,361</b>	<b>319,765</b>	<b>259,007</b>	<b>292,023</b>
5230	Gas and Diesel	2,461	2,026	3,000	1,384	3,000
5490	Programs and Promotions	745	508	900	692	900
5570	Uniforms	466	480	600	588	600
	<b>TOTAL OPERATING COSTS</b>	<b>3,672</b>	<b>3,014</b>	<b>4,500</b>	<b>2,663</b>	<b>4,500</b>
5180	Equipment/Vehicle Maintenance	1,944	3,191	2,000	1,335	2,000
5190	Facility Op. & Maintenance	28,216	26,463	31,414	16,555	31,414
	<b>TOTAL MAINTENANCE COSTS</b>	<b>30,160</b>	<b>29,653</b>	<b>33,414</b>	<b>17,890</b>	<b>33,414</b>
5290	Insurance - Vehicle	573	630	615	634	654
	<b>TOTAL INSURANCE</b>	<b>573</b>	<b>630</b>	<b>615</b>	<b>634</b>	<b>654</b>
5520	Retail Operations	3,848	(177)	4,000	2,719	5,200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3,848</b>	<b>(177)</b>	<b>4,000</b>	<b>2,719</b>	<b>5,200</b>
5580-001	Telephone	639	700	650	467	700
5580-002	Electricity	7,496	6,114	6,000	5,319	6,000
5580-004	Water/Sewer	4,474	3,551	4,300	3,596	4,300
5580-016	Internet/Cable	649	889	650	456	650
	<b>TOTAL UTILITIES</b>	<b>13,259</b>	<b>11,255</b>	<b>11,600</b>	<b>9,839</b>	<b>11,650</b>
	<b>TOTAL EXPENSES</b>	<b>\$353,803</b>	<b>\$346,736</b>	<b>\$373,895</b>	<b>\$292,753</b>	<b>\$347,441</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$108,990)</b>	<b>(\$89,549)</b>	<b>(\$125,495)</b>	<b>(\$138,921)</b>	<b>(\$96,041)</b>

# UPTON HILL REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Continue to implement an improvement plan for the miniature golf course and batting cage.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to revise and implement guidelines and SOPs for an overall park and facility maintenance program.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Continue to implement trail maintenance standards.
- Continue to develop a volunteer program to assist in invasive management and trail maintenance.

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



Objectives:

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

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



Objectives:

- Continue to implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

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

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

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



**Highlights:**

- ✓ Enhanced two trailheads in the lower park with new boarders. New signage was installed along with a new doggie station.
- ✓ One new Eagle Scout project has been scheduled. The project is the building of a new foot bridge over a drainage that passes through the trail system.
- ✓ New grass was planted on the mini-golf course where several bare spots were located and the batting cage underwent a much needed paint job to the batting stall lines and batters boxes.
- ✓ Conducted a survey with park users and attended civic associated meeting to receive patron feedback; feedback was position concerning proposed park improvements.
- ✓ Edited trail map with new copies made available to park users. The new map will also be placed on the Upton Hill webpage.
- ✓ Filled the playground area in the lower park with woodchips to make for a safer area for park visitors

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



**Highlights:**

- ✓ Held the Halloween Golf event and participation has grown over the past 2 years. The Egg Hunt event and Earth Day volunteer event have also been improved and has attracted more participants.
- ✓ The Naturalist visited the park twice and is scheduled to attend the Egg Hunt in the spring.

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



**Highlights:**

- ✓ Management staff has been trained in Level Two customer service and will also be conducting in-house customer service trainings throughout the year.

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



**Highlights:**

- ✓ Installed new shade structure, stained and installed new signage at the Classic Party deck.
- ✓ Created new picnic area to accommodate more group events in the park

<b><u>MEASURABLE RESULTS</u></b>	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Number of miniature golf rounds	21,391	34,501	25,000	21,215	27,000
• Number of batting cage rounds	103,000	180,959	100,000	76,401	110,000
• Number of picnic shelter rentals	58	55	75	33	80
• Number of special event participants	209	160	250	160	280
• Number of birthday parties	37	44	30	24	30
• Number of birthday party participants	419	460	400	325	350
• Volunteer hours received	74	90	400	80	300

# OCEAN DUNES WATERPARK AT UPTON HILL

## PROGRAM OVERVIEW

Ocean Dunes Waterpark at Upton Hill is a popular destination in densely-populated North Arlington. This beach-themed waterpark provides a peaceful vacation feel in the hectic Northern Virginia region, with large pelican figures, coastal landscaping and décor, and a 14-foot lighthouse decoration. The aquatic facility is comprised of a large play pool, 25-meter lap pool, splash pad with a large dumping bucket and slides, a baby pool, dual 26-foot tall water slides, and a snack bar. The facility also offers group and private swim lessons, birthday party packages and special events.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 438,055	\$ 457,350	\$ 447,350	-2.2%
Retail Operations	132,226	136,000	136,000	0.0%
Other Revenue	15,974	35,000	30,000	-14.3%
<b>TOTAL REVENUE</b>	<b>\$ 586,255</b>	<b>\$ 628,350</b>	<b>\$ 613,350</b>	<b>-2.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 146,915	\$ 161,647	\$ 163,365	1.1%
Maintenance Costs	51,795	53,000	53,000	0.0%
Retail Operations	54,342	55,000	55,000	0.0%
Utilities	29,363	28,100	28,100	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 282,415</b>	<b>\$ 297,747</b>	<b>\$ 299,465</b>	<b>0.6%</b>
<b>Net Income</b>	<b>\$ 303,840</b>	<b>\$ 330,603</b>	<b>\$ 313,885</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	6.89	7.13	7.24	7.24	7.24

## OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-420</b>	<b>UPTON HILL-OCEAN DUNES WATERPARK REVENUES</b>					
4550	Admissions	\$281,030	\$295,392	\$292,000	\$215,178	\$292,000
4570	Group Admissions	42,066	51,724	45,000	48,695	45,000
4490	Locker Rental	464	543	350	357	350
4580	Waterpark Passes	101,764	90,397	120,000	64,192	110,000
	<b>TOTAL USER FEES</b>	<b>425,324</b>	<b>438,055</b>	<b>457,350</b>	<b>328,423</b>	<b>447,350</b>
4640	Retail Operations	120,866	128,580	130,000	83,740	130,000
4660	Swim Merchandise	5,779	3,646	6,000	4,527	6,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>126,645</b>	<b>132,226</b>	<b>136,000</b>	<b>88,268</b>	<b>136,000</b>
4475	Lessons	35,424	14,754	35,000	24,320	30,000
4482	Lifeguard Training Fee	780	1,220	0	120	0
	<b>TOTAL OTHER REVENUE</b>	<b>36,204</b>	<b>15,974</b>	<b>35,000</b>	<b>24,440</b>	<b>30,000</b>
	<b>TOTAL REVENUES</b>	<b>\$588,173</b>	<b>\$586,255</b>	<b>\$628,350</b>	<b>\$441,131</b>	<b>\$613,350</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$136,107	\$135,099	\$149,052	98,126	\$150,636
5030	FICA	10,412	10,335	11,403	7,503	11,524
5070	Unemployment Tax	1,355	1,481	1,192	713	1,205
	<b>TOTAL PERSONNEL SERVICES</b>	<b>147,875</b>	<b>146,915</b>	<b>161,647</b>	<b>106,341</b>	<b>163,365</b>
5180	Equipment/Vehicle Maintenance	184	0	0	0	0
5190	Facility Op. & Maintenance	53,544	51,450	53,000	35,951	53,000
5263	Instructor Fees	0	345	0	0	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>53,728</b>	<b>51,795</b>	<b>53,000</b>	<b>35,951</b>	<b>53,000</b>
5520	Retail Operations	45,716	52,183	52,000	34,645	52,000
5535	Swim Merchandise	3,994	2,160	3,000	2,467	3,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>49,710</b>	<b>54,342</b>	<b>55,000</b>	<b>37,112</b>	<b>55,000</b>
5580-001	Telephone	1,884	1,934	2,000	1,882	2,000
5580-002	Electricity	19,635	19,085	18,500	15,861	18,500
5580-004	Water/Sewer	5,152	6,582	5,500	4,972	5,500
5580-016	Internet/Cable	1,935	1,761	2,100	1,811	2,100
	<b>TOTAL UTILITIES</b>	<b>28,606</b>	<b>29,363</b>	<b>28,100</b>	<b>24,527</b>	<b>28,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$279,918</b>	<b>\$282,415</b>	<b>\$297,747</b>	<b>\$203,931</b>	<b>\$299,465</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$308,255</b>	<b>\$303,840</b>	<b>\$330,603</b>	<b>\$237,200</b>	<b>\$313,885</b>

# OCEAN DUNES WATERPARK AT UPTON HILL

## STRATEGIC GOALS & OBJECTIVES FY 2018

### Strategic Plan Categories



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



Objectives:

- Annually update and refine the marketing plan to increase pass sales both in season and out of season.
- Analyze survey data to assess and improve the membership program.
- Train staff on efficient sales procedures to streamline the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Improve tracking of passholder visitation and ensure that all passholders have their picture taken.

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



Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Refine a system that implements effective recruitment, hiring and retention strategies for qualified staff.
- Develop and implement a “manager in training” program for incoming WSO's, Pool Managers and Concession Supervisors.
- Refine orientation and in-service training techniques for all positions.
- Review and update facility SOPs to ensure a safe environment for staff and guests.

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



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase off peak visitation through social media promotions and sales opportunities.
- Increase cross promotion of park activities to waterpark users.
- Continue to enhance the private and semi-private swim lesson program.
- Improved the Snack Shack side service window viability.

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



Objectives:

- Increase overall food and beverage sales by 2% (gross) from previous year.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Develop a staff training program to provide consistent food and beverage products and services.
- Refine and market group and party food and retail offerings.
- Increase swim merchandise sales by 5% (gross) from previous year.
- Implement an effective inventory management system to reduce waste and meet customer needs.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to continue and expand facility theming.
- Continue to update and implement a system to receive consistent customer feedback.
- Update all assets in Hiperweb to ensure high quality facility maintenance standards are met.

# OCEAN DUNES WATERPARK AT UPTON HILL

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



**Highlights:**

- ✓ Produced Annual Waterpark Pass promotional material in Spanish.
- ✓ Offered pass sales through Groupon that generated new pass sales.
- ✓ Continued to expand passholder incentives.
- ✓ Aquatics Team implemented a successful off-season Big Chill sale, evaluated the benefits to passholders, and developed a plan for spring and summer sales techniques.
- ✓ Reached out to all annual pass members current and expired through an e-blast program during the offseason to encourage renewal.
- ✓ Implemented May Days in order to encourage pre-season pass sales, photo taking for passholders, and to encourage renewal.
- ✓ Offered pass sales through Groupon that generated new pass sales.

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



**Highlights:**

- ✓ Implemented new scheduling software which made scheduling lifeguards more effective and efficient.
- ✓ Maintained NASCO Gold Standard Certification.

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



**Highlights:**

- ✓ Restructured the private and semi-private swim lesson program to meet the needs of the customer.
- ✓ Developed and implemented standard operating procedures for Active Network to ensure consistency and ease of registration for groups, birthdays, and passholders.
- ✓ A Calendar of Events was implemented to increase after 4pm weekday visitation.

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



**Highlights:**

- ✓ Implemented improved concessions training in order to improve speed of service.
- ✓ Staff has also been trained in merchandising, selling and up selling swim merchandise.
- ✓ Improved the Snack Shack side service window by posting menus and signage to make it more visible to increase concession sales to park users.
- ✓ Developing standards for write-offs to improve concessions efficiency.

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



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

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL <small>6 months (Jul-Dec 2016)</small>	FY 2018 TARGET
• Number of general admissions	33,647	30,842	35,000	35,797	36,500
• Number of youth group participants	8,487	9,286	8,000	8,375	8,500
• Number of Waterpark Passes sold	1,342	966	1,500	932	1,200
• Number of swim lesson sessions	59	43	50	27	35
• Number of private swim lessons	256	80	250	107	200
• Average amount customers spent on f/b & merchandise	\$2.91	\$3.60	\$3.06	\$3.67	\$2.80
• Number of Daily All Facility Discount Passes sold	1,906	1,581	2,000	2,357	2,400
• Number of birthday parties	125	123	120	124	130
• Number of waterpark birthday party participants	1,350	1,252	1,200	1,437	1,500

# 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 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
Easements & Licenses	\$ 704,644	\$ 730,976	\$ 767,723	5.0%
Retail Operations	1,941	3,000	2,000	-33.3%
Other Revenue	4,425	3,000	3,000	0.0%
Transfer from Restricted Fund	327,912	327,912	327,912	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,038,922</b>	<b>\$ 1,064,888</b>	<b>\$ 1,100,635</b>	<b>3.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 434,764	\$ 472,113	\$ 471,263	-0.2%
Operating Costs	14,365	27,800	27,800	0.0%
Maintenance Costs	40,504	46,000	48,000	4.3%
Insurance	1,889	1,846	1,962	6.2%
Retail Operations	200	1,500	1,000	-33.3%
Utilities	10,794	13,500	13,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 502,515</b>	<b>\$ 562,759</b>	<b>\$ 563,524</b>	<b>0.1%</b>
<b>Net Income</b>	<b>\$ 536,406</b>	<b>\$ 502,129</b>	<b>\$ 537,111</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	4	4	4	4	4
Part-Time	2.94	2.94	2.94	2.94	2.94



## W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
<b>3-450</b>	<b>W&amp;OD RAILROAD REGIONAL PARK REVENUES</b>					
4480	License Fees	\$15,416	3,028	\$25,000	32,901	\$25,000
	Rents, Easements & Licenses:					
4770	Non-Recurring	37,855	24,281	10,000	16,204	10,000
4780	Recurring	629,152	677,334	695,976	666,453	732,723
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>682,424</b>	<b>704,644</b>	<b>730,976</b>	<b>715,557</b>	<b>767,723</b>
4090, 4640	Retail Operations	1,811	1,941	3,000	232	2,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,811</b>	<b>1,941</b>	<b>3,000</b>	<b>232</b>	<b>2,000</b>
4535	Permit Fees	3,800	4,425	3,000	3,300	3,000
	<b>TOTAL OTHER REVENUE</b>	<b>3,800</b>	<b>4,425</b>	<b>3,000</b>	<b>3,300</b>	<b>3,000</b>
4250	Transfer from Restricted Fund	327,912	327,912	327,912	327,912	327,912
	<b>TOTAL TRANSFERS FR OTHER FUNDS</b>	<b>327,912</b>	<b>327,912</b>	<b>327,912</b>	<b>327,912</b>	<b>327,912</b>
	<b>TOTAL RESOURCES</b>	<b>\$1,015,947</b>	<b>\$1,038,922</b>	<b>\$1,064,888</b>	<b>\$1,047,001</b>	<b>\$1,100,635</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$250,499	\$262,124	\$264,795	223,632	\$272,429
5020	Part-Time Salaries	71,521	55,205	82,008	59,849	82,744
5025	Donation Internship	408	264	0	144	0
5030	FICA	24,329	23,944	26,598	20,326	27,238
5040	Hospitalization	24,221	23,571	27,096	28,042	34,140
5060	Life Insurance	1,802	1,959	1,890	1,499	2,065
5050	Retirement	65,408	67,247	68,847	52,994	51,761
5070	Unemployment Tax	783	450	880	394	886
	<b>TOTAL PERSONNEL SERVICES</b>	<b>438,971</b>	<b>434,764</b>	<b>472,113</b>	<b>386,881</b>	<b>471,263</b>
5230	Gas and Diesel	13,641	9,897	17,000	8,695	17,000
5330	License Fees	2,930	4,180	10,000	11,899	10,000
5570	Uniforms	406	288	800	584	800
	<b>TOTAL OPERATING COSTS</b>	<b>16,977</b>	<b>14,365</b>	<b>27,800</b>	<b>21,177</b>	<b>27,800</b>
5180	Equipment/Vehicle Maintenance	14,046	10,276	14,000	9,017	15,000
5190	Facility Op. & Maintenance	25,978	30,228	32,000	26,052	33,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>40,025</b>	<b>40,504</b>	<b>46,000</b>	<b>35,068</b>	<b>48,000</b>
5290	Insurance - Vehicle	1,719	1,889	1,846	1,902	1,962
	<b>TOTAL INSURANCE</b>	<b>1,719</b>	<b>1,889</b>	<b>1,846</b>	<b>1,902</b>	<b>1,962</b>
5520	Retail Operations	664	200	1,500	72	1,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>664</b>	<b>200</b>	<b>1,500</b>	<b>72</b>	<b>1,000</b>
5580-001	Telephone	4,477	4,853	4,300	3,849	4,300
5580-002	Electricity	4,966	4,693	5,500	3,189	5,500
5580-003	Natural Gas	3,815	757	3,000	1,400	3,000
5580-004	Water/Sewer	804	491	700	703	700
	<b>TOTAL UTILITIES</b>	<b>14,061</b>	<b>10,794</b>	<b>13,500</b>	<b>9,140</b>	<b>13,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$512,417</b>	<b>\$502,515</b>	<b>\$562,759</b>	<b>\$454,240</b>	<b>\$563,524</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$503,529</b>	<b>\$536,406</b>	<b>\$502,129</b>	<b>\$592,761</b>	<b>\$537,111</b>

# W&OD RAILROAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018



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



Objectives:

- Develop trail inspection forms utilizing Hiperweb software and conduct weekly and monthly routine maintenance inspections of facilities and equipment.
- Develop a plan that details how deficiencies found in routine inspections will be corrected.
- Conduct a minimum of (2) public outreach opportunity that focuses on invasive plant removal.
- Develop a plan for consistent and continued trail improvements through utilization of user feedback and outside engineering study recommendations.
- Establish and maintain a minimum of (4) community partnerships.

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



Objectives:

- Host a minimum of (3) public interpretive programs.
- Participate in a minimum of (2) public outreach programs.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.
- Develop a minimum of (3) new interpretive and/or education stops

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**



Objectives:

- Develop a system that implements a minimum of (2) new membership retention strategies utilizing Active Network online sales.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) community partnerships.

**Goal Four: Remain a leader in safety of multi-use trails.**



Objectives:

- Develop a minimum of (3) new strategies to utilize social media to promote trail safety.
- Develop a plan for consistent review, implementation, education and promotion of safety related improvements and implement a minimum of (2) trail safety improvements per year recommended from the trail improvement workshop.
- Host a minimum of (4) public outreach events focusing on trail safety.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

- Develop a minimum of (2) strategies to create consistent brand awareness.
- Implement the strategies and training techniques developed by the Customer Service Committee.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks facilities.

# W&OD RAILROAD REGIONAL PARK

## FY 2017 STRATEGIC GOAL HIGHLIGHTS

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



### Highlights

- ✓ Maintained (3) community partnerships.
- ✓ Participated in invasive species removal with Arlington County.
- ✓ Worked with Loudoun County Public Schools on educational event.
- ✓ Participated in invasive removal / trash pickup with Loudoun County Public Schools
- ✓ Working with Dominion Power to remove invasive plants and install native wildflower areas

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



### Highlights

- ✓ Hosted (3) public interpretive programs.
- ✓ Held trail hike for local Meetup group.
- ✓ "Falls Colors Bike Hike" conducted
- ✓ Trail hike for local Meetup group.
- ✓ Bike rodeo conducted at local elementary school in Leesburg

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**



### Highlights

- ✓ FOWOD sponsored 5K race.
- ✓ Partnerships include Boy Scouts, Whole Foods and bicycle shops.
- ✓ Working with FOWOD to expand the number of fundraising events on the trail.
- ✓ Several FOWOD-sponsored projects for the trail conducted.

**Goal Four: Remain a leader in safety of multi-use trails.**



### Highlights

- ✓ Conducted bridge and culvert inspections and performed needed repairs.
- ✓ Installing new trail safety signage.
- ✓ Utilized social media to promote safe behavior by all user groups.
- ✓ Participated in trail events where users pledge to conduct themselves safely.
- ✓ Worked with contractor to identify dead / problematic trees threatening trail users

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



### Highlights

- ✓ Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- ✓ Installed new water fountains in Reston and Vienna

## MEASURABLE RESULTS

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2017 ACTUAL 6 months (Jul-Dec 2016)	FY 2018 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	1,000,000+	2,000,000+
• Number of FOWOD members	442	472	525	437	500
• Operating cost per linear foot of trail (400,000 ft. of trail)	\$1.25	\$1.26	\$1.41	\$1.39	\$1.40
• Volunteer hours received	9,060	5,248	6,000	2,538	6,000
	C-163				

# WHITE'S FORD REGIONAL PARK

## PROGRAM OVERVIEW

One of NOVA Parks' newest parks, this 294 acre property located along the banks of the Potomac River north of Leesburg will offer both historical and natural conservation and passive recreational opportunities. Long term plans include access to the Potomac River via a public launch ramp, a public campground, picnic areas, hiking trails, and interpretation of the rich history of the property once owned by Col. Elijah V. White, a noted local Civil War figure.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 781	\$ 500	\$ 800	60.0%
Other Revenue	13,969	43,000	55,000	27.9%
<b>TOTAL REVENUE</b>	<b>\$ 14,750</b>	<b>\$ 43,500</b>	<b>\$ 55,800</b>	<b>28.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 28,747	\$ 31,282	\$ 31,617	1.1%
Operating Costs	23,060	36,000	53,500	48.6%
Maintenance Costs	50	4,000	4,000	0.0%
Utilities	-	-	-	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 51,857</b>	<b>\$ 71,282</b>	<b>\$ 89,117</b>	<b>25.0%</b>
<b>Net Income</b>	<b>\$ (37,107)</b>	<b>\$ (27,782)</b>	<b>\$ (33,317)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time	0	0	0	0	0

## WHITE'S FORD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-470</b>	<b>WHITE'S FORD REGIONAL PARK</b>					
	<b>REVENUES</b>					
4460	Boat Launch	\$0	\$781	\$500	\$232	\$800
	<b>TOTAL USER FEES</b>	<b>0</b>	<b>781</b>	<b>500</b>	<b>232</b>	<b>800</b>
4140	Crop Sales	24,649	11,969	40,000	27,530	52,000
4605	Property Lease	3,000	2,000	3,000	2,000	3,000
	<b>TOTAL OTHER REVENUE</b>	<b>27,649</b>	<b>13,969</b>	<b>43,000</b>	<b>29,530</b>	<b>55,000</b>
	<b>TOTAL REVENUES</b>	<b>\$27,649</b>	<b>\$14,750</b>	<b>\$43,500</b>	<b>\$29,762</b>	<b>\$55,800</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$22,436	\$20,701	\$21,938	\$18,174	\$23,305
5020	Part-Time Salaries	(39)	0	0	0	0
5030	FICA	1,692	1,565	1,678	1,295	1,783
5040	Hospitalization	1,603	1,199	1,806	1,629	1,924
5060	Life Insurance	0	0	156	70	177
5050	Retirement	796	5,258	5,704	4,501	4,428
5070	Unemployment	42	25	0	18	0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>26,531</b>	<b>28,747</b>	<b>31,282</b>	<b>25,686</b>	<b>31,617</b>
5210	Fertilizer	3,786	22,098	24,000	20,333	34,500
5540	Seeds and Plants	9,631	128	10,500	6,366	17,500
5230	Gas and Diesel	554	834	1,500	696	1,500
	<b>TOTAL OPERATING COSTS</b>	<b>13,971</b>	<b>23,060</b>	<b>36,000</b>	<b>27,395</b>	<b>53,500</b>
5190	Facility Op. & Maintenance	1,354	50	4,000	1,070	4,000
5510	Rental House Maintenance	0	0	0	0	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>1,354</b>	<b>50</b>	<b>4,000</b>	<b>1,070</b>	<b>4,000</b>
5580-002	Electricity	(5)	0	0	0	0
	<b>TOTAL UTILITIES</b>	<b>(5)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$41,850</b>	<b>\$51,857</b>	<b>\$71,282</b>	<b>\$54,151</b>	<b>\$89,117</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$14,201)</b>	<b>(\$37,107)</b>	<b>(\$27,782)</b>	<b>(\$24,389)</b>	<b>(\$33,317)</b>

# WHITE'S FORD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2018

**Goal One:** *Continue to develop a new regional park with a focus on protecting the land and educating visitors on its cultural and historic significance while providing recreational opportunities.*



Objectives:

- Develop a plan for park development and continued site improvements.
- Continue to implement a complete interpretive plan for both natural and historic resources.
- Establish and maintain a minimum of (4) community partnerships.
- Evaluate and improve communication with park visitors through park signage reviews and updating informational kiosks quarterly.
- Conduct at least (1) public outreach opportunity to facilitate maintenance and beautification projects within the park.

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



Objectives:

- Work closely with the holders of the existing wetlands easements.
- Work with the state forester to implement the prescribed planting plan.

### Strategic Plan Categories



Places



People



Finance



Messages

**FY 2017 STRATEGIC GOAL HIGHLIGHTS**

**Goal One:** *Develop a new regional park with a focus on protecting the land and educating visitors on its cultural and historic significance while providing recreational opportunities.*



**Highlights**

- ✓ Partnered with Loudoun County Sesquicentennial Committee to install (2) interpretive signs.
- ✓ Maintained partnership with Potomac Heritage Trail Association.
- ✓ Developed plan with Potomac Conservancy to plant 400 new trees.
- ✓ Partnered with the Lockett's business association to promote the park.

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



**Highlights**

- ✓ Developed SOP's for fee based activities.
- ✓ Conducted a vegetation clean up around the Elijah White house with volunteer help.

**MEASURABLE RESULTS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 TARGET</b>	<b>FY 2017 ACTUAL 6 months (Jul-Dec 2016)</b>	<b>FY 2018 TARGET</b>
• Number of launches	150	135	150	19(paid) and 100+ unpaid	150

# ADMINISTRATION – ENTERPRISE FUND

## PROGRAM OVERVIEW

This cost-center was established to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. Prior to the establishment of this cost center, these items were often budgeted in the General Fund, even when they impacted only the enterprise operations. This cost-center is also the mechanism used to enact transfers between the Enterprise Fund and other funds and reserves.

## REVENUE & EXPENSE SUMMARY

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE 2017-2018
<b>REVENUE BY SOURCE</b>				
Other Revenue	57,935	6,000	31,000	416.7%
<b>TOTAL REVENUE</b>	<b>\$ 57,935</b>	<b>\$ 6,000</b>	<b>\$ 31,000</b>	<b>416.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 777,626	\$ 799,298	\$ 772,671	-3.3%
Operating Costs	989,701	1,187,669	1,482,435	24.8%
Maintenance Costs	102,051	125,000	150,000	20.0%
Insurance	127,781	132,525	150,327	-
Central Maintenance Transfer	524,816	610,523	610,523	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 2,521,975</b>	<b>\$ 2,855,015</b>	<b>\$ 3,165,956</b>	<b>10.9%</b>
<b>Net Income</b>	<b>\$ (2,464,040)</b>	<b>\$ (2,849,015)</b>	<b>\$ (3,134,956)</b>	
<b>TRANSFERS TO OTHER FUNDS</b>	<b>\$ 1,640,040</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)	FY 2017 APPROVED (FTE)	FY 2018 BUDGET (FTE)
Full-Time	5.85	6.85	6.85	6.85	6.85
Part-Time	.81	.23	.23	.23	.23



## ADMINISTRATION – ENTERPRISE FUND

ACCOUNT	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>3-720</b>	<b>ADMINISTRATION - ENTERPRISE FUND REVENUES</b>					
4516	Reservation Fees-POS Active	\$0	\$28,142	\$0	\$49,854	\$25,000
4430, 4510	Miscellaneous Revenue	6,957	13,555	0	43,165	0
4970	Transfer from Board Auth. Reserve	25,000	0	0	0	0
4440	Interest	595	16,238	6,000	0	6,000
	<b>TOTAL OTHER REVENUE</b>	<b>32,553</b>	<b>\$57,935</b>	<b>6,000</b>	<b>\$93,019</b>	<b>\$31,000</b>
	<b>TOTAL REVENUES</b>	<b>\$32,553</b>	<b>\$57,935</b>	<b>\$6,000</b>	<b>\$93,019</b>	<b>\$31,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$512,269	\$535,909	\$546,294	\$476,089	\$558,178
5020	Part-Time Salaries	13,546	8,275	5,933	0	5,933
5030	FICA	38,694	40,054	42,314	33,445	43,224
5040	Hospitalization	46,167	50,993	58,390	45,650	54,621
5060	Life Insurance	3,650	3,981	3,900	3,021	4,231
5050	Retirement	137,879	138,055	142,036	110,506	106,054
5070	Unemployment Tax	643	359	431	312	431
	<b>TOTAL PERSONNEL SERVICES</b>	<b>752,848</b>	<b>777,626</b>	<b>799,298</b>	<b>669,023</b>	<b>772,671</b>
5155	Credit Card Charges	344,821	356,349	357,124	307,476	388,385
5230	Gas and Diesel				1,465	1,500
5380	POS Transaction Fees	39,561	144,484	125,000	138,625	200,000
5149	Contingency	0	0	0	0	150,000
5330	License Fees	1,860	1,860	2,200	1,835	2,200
5500	Public Information	422,009	423,081	471,000	348,122	513,000
5546	Strategic Plan Initiatives	296	12,180	0	0	128,000
	Reorganization			132,995		0
5400	Training for Field Staff	44,267	44,651	85,000	42,174	85,000
5490	Naturalist Programs	159	0	0	0	0
5493	Promotional Items-Uniforms	7,945	6,583	14,000	2,600	14,000
5570	Uniforms	637	514	350	72	350
	<b>TOTAL OPERATING COSTS</b>	<b>861,554</b>	<b>989,701</b>	<b>1,187,669</b>	<b>842,369</b>	<b>1,482,435</b>
5180	Equipment/Vehicle Maintenance	0	0	0	27	0
5190	Facility Op. & Maintenance	0	0	0	116	0
5370	Major Contract Maintenance	119,955	102,051	125,000	136,527	150,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>119,955</b>	<b>102,051</b>	<b>125,000</b>	<b>136,670</b>	<b>150,000</b>
5290	Insurance - Vehicle	0	0	0	0	327
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>327</b>
5300	Workers Comp	97,305	127,781	132,525	137,686	150,000
	<b>TOTAL INSURANCE</b>	<b>97,305</b>	<b>127,781</b>	<b>132,525</b>	<b>137,686</b>	<b>150,000</b>
5580-001	Telephone	0	0	0	384	3,500
	<b>TOTAL TELEPHONE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>384</b>	<b>3,500</b>
5905	Trans. - Gen. Fund for Central Maint.	489,636	524,816	610,523	0	610,523
	<b>TOTAL EXPENSES</b>	<b>\$2,321,298</b>	<b>\$2,521,975</b>	<b>\$2,855,015</b>	<b>\$1,786,133</b>	<b>\$3,165,956</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$2,288,745)</b>	<b>(\$2,464,040)</b>	<b>(\$2,849,015)</b>	<b>(\$1,693,114)</b>	<b>(\$3,134,956)</b>
5147	Transfer to the Designated Set Aside	75,000	0	0	0	0
5910	Transfer to Capital Fund	409,507	410,319	0	0	0
5900	Transfer to the General Fund	(91,207)	(51,238)	0	0	0
5955	Transfer to Retirement Fund	204,753	492,383	0	0	0
5960	Transfer to Temple Hall Operating Fund	50,000	50,000	0	0	0
	Transfer to Board Authorized Reserves	25,000	0	25,000	0	25,000
3062	Transfer to Performance Incentive Plan	68,251	328,256	0	0	0
	Transfer to Sustainability Reserve		410,319			
	<b>TOTAL TRANSFER TO OTHER FUNDS</b>	<b>\$741,304</b>	<b>\$1,640,040</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>
	Donation Adjustment	0	57,117	0	0	0
	<b>TOTAL EXPENSES &amp; OTHER USES</b>	<b>\$3,062,602</b>	<b>\$4,219,132</b>	<b>\$2,880,014</b>	<b>\$1,786,133</b>	<b>\$3,190,956</b>
	<b>Operating Income Loss</b>	<b>(3,030,049)</b>	<b>(4,161,197)</b>	<b>(2,874,014)</b>	<b>(1,693,114)</b>	<b>(3,159,956)</b>

## **ADMINISTRATION – ENTERPRISE FUND**

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### **STRATEGIC GOALS & OBJECTIVES FY 2018**

Enterprise Administration does not include specific Strategic Goals and Objectives for the Enterprise Fund these are included in each individual operational cost center.

## **ADMINISTRATION – ENTERPRISE FUND**

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### **FY 2017 STRATEGIC GOAL HIGHLIGHTS**

Enterprise Administration does not include specific Strategic Goal Highlights. For the Enterprise Fund these are included in each individual operational cost center.



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

	Equipment	FY 2018 Approved
<b>ALGONKIAN GOLF COURSE</b>		
	Benches	\$1,455
	Patio Furniture	6,380
		<u><b>\$7,835</b></u>
<b>ALGONKIAN GOLF COURSE MAINTENANCE</b>		
	Greens Mower	\$35,000
	Fertilizer Spreader	6,000
		<u><b>\$41,000</b></u>
<b>ALGONKIAN VOLCANO ISLAND WATERPARK</b>		
	Funbrellas	\$9,000
	Portable Lifeguard Chairs	4,000
		<u><b>\$13,000</b></u>
<b>ALGONKIAN COTTAGES</b>		
	32 inch TV(s)	\$1,700
	50 inch TV(s)	760
	Futons	1,600
	Décor	4,000
	Light Fixtures	1,496
		<u><b>\$9,556</b></u>
<b>ALGONKIAN PARK</b>		
	Trailer Mounted Power Washer	\$7,500
		<u><b>\$7,500</b></u>
<b>WOODLANDS AT ALGONKIAN</b>		
	Pergola	\$7,000
	Chair Cushions	1,600
	Light Fixtures	1,250
	Misc Furnishings	1,360
	Aluminum Tables	7,350
		<u><b>\$18,560</b></u>
<b>BRAMBLETON GOLF COURSE MAINTENANCE</b>		
	Greens Mower	\$35,000
	Heavy Duty Service Vehicle	25,000
		<u><b>\$60,000</b></u>

# CAPITAL EQUIPMENT BUDGET

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Account Number:  
2-000-6020-000

## Equipment

FY 2018  
Approved

### BULL RUN PARK

Grounds Mower	\$61,750
Multi Process Welder	1,500
Bill Counter	1,500
Kiosks	5,000
Cabin Mattresses and Furnishings	12,000
	<hr/>
	<b>\$81,750</b>

### BULL RUN ATLANTIS WATERPARK

Deck Chairs	\$4,000
Security System	6,000
Funbrella Replacements	4,400
Diaphragm Chlorinator	2,300
Picnic Tables	5,000
	<hr/>
	<b>\$21,700</b>

### BULL RUN LIGHT SHOW

Tent Sides	\$1,500
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	<b>\$1,500</b>

### BULL RUN SHOOTING CENTER

Trash Can Containers	\$3,800
Picnic Tables	1,414
Sporting Clays Traps	20,000
Wireless Trap Release	1,449
Skeet Machines (Pair)	4,050
Winch	2,500
	<hr/>
	<b>\$33,213</b>

### BULL RUN SPECIAL EVENTS

Stage roof cover	\$8,000
Logo Trash cans	3,000
	<hr/>
	<b>\$11,000</b>

### CAMERON RUN REGIONAL PARK

Trash Cans	\$5,726
Power washer	1,000
Token Machine for Batting Cage	5,150
	<hr/>
	<b>\$11,876</b>

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

### Equipment

FY 2018  
Approved

#### GREAT WAVES AT CAMERON RUN

Ice maker and bin	\$3,651
Picnic tables for concessions area	9,130
Freezer	1,579
Deck Chairs	5,750
	<hr/>
	<b>\$20,110</b>

#### CATERING & EVENT SERVICES

Food warming cabinet	\$4,000
Catering Smallwares	2,500
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	<b>\$6,500</b>

#### FOUNTAINHEAD PARK

Kayaks	\$11,250
	<hr/>
	<b>\$11,250</b>

#### MEADOWLARK ATRIUM & GREAT BLUE HERON CATERING

Catering Smallwares	\$3,500
Warming Cabinet	4,000
Lilac Room Furniture	3,500
Tables, chairs, chair seats, table carts, etc.	5,000
	<hr/>
	<b>\$16,000</b>

#### MEADOWLARK GARDENS

Utility Vehicle	\$7,800
	<hr/>
	<b>\$7,800</b>

#### OCCOQUAN PARK

6 ft. steel picnic tables	\$10,160
8 ft. steel picnic tables	5,224
	<hr/>
	<b>\$15,384</b>

#### POHICK BAY GOLF COURSE

Ice Machine	\$3,000
Fairway Mower	\$46,161
Heavy Duty Service Vehicle	25,000
	<hr/>
	<b>\$74,161</b>

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

## Equipment

FY 2018  
Approved

### POHICK BAY REGIONAL PARK

60" Mower	\$11,500
Back Pack Blower	900
Washer & Dryers	3,400
Utility Vehicle	8,000
Grills	5,250
	<b>\$29,050</b>

### POHICK BAY WATERPARK

Picnic tables	\$5,100
Deck furniture	6,500
Funbrellas	4,000
	<b>\$15,600</b>

### POHICK BAY MARINA

Stand-Up Paddle Boards	\$4,350
Lifejackets	900
Stand-Up Paddle Board Equipment	1,150
Kayaks & Paddles	4,500
Water Weedsicle	4,000
Tables & Charis	2,000
Grills	1,400
	<b>\$18,300</b>

### POTOMAC OVERLOOK

Trailer	\$1,500
Equipment Shed	7,700
Safe	1,650
String Trimmer	600
Walk Behind Blower	2,000
LCD Projector	1,800
	<b>\$15,250</b>

### RUST NATURE SANCTUARY

Snow Blower	\$1,000
New Food Warmer	2,000
House Furniture	3,000
In-Ground Outdoor Benches	2,400
Portable Benches	1,500
Tent Doors	6,000
Ice Bins	1,500
	<b>\$17,400</b>



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

	FY 2018 Approved
<b>Equipment</b>	
<b>SANDY RUN</b>	
Utility Vehicle	\$14,300
	<b>\$14,300</b>
<b>Temple Hall Farm</b>	
Zero Turn mower 72"	\$12,500
Run in sheds w/ metal roof for livestock	12,000
	<b>\$24,500</b>
<b>Temple Hall Corn Maize</b>	
Pumpkin Cannon	\$6,800
Counter top beverage refrigerator	1,600
Merchandise Displays	2,500
	<b>\$10,900</b>
<b>UPPER POTOMAC</b>	
String Trimmer	\$600
Log splitter	1,275
ATV trailer w/dump bed	650
	<b>\$2,525</b>
<b>UPTON HILL PARK</b>	
Hot Dog Roller	\$1,680
Chairs	600
Token Machine for Batting Cage	5,150
	<b>\$7,430</b>
<b>W&amp;OD Trail</b>	
Hydraulic lift / tilt trailer	\$7,000
275 gallon de-icer tank (two tanks)	2,400
	<b>\$9,400</b>
<b>TOTAL FACILITIES EQUIPMENT - PARKS</b>	<b>\$634,350</b>
<b>CENTRAL MAINTENANCE EQUIPMENT</b>	
Laser & transit system	\$1,000
Mechanics tool box	1,250
Auto mechanics tools	750
Metal Working Combo Lathe/Mill/drills	2,750
<b>Total Central Maintenance</b>	<b>\$5,750</b>
<b>TOTAL PARKS &amp; CENTRAL MAINTENANCE FACILITIES EQUIPMENT</b>	<b>\$640,100</b>

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

Equipment

FY 2018  
Approved

## HEADQUARTERS AND PARKS OFFICE EQUIPMENT

Printers	\$1,500
Misc Equipment	5,000
Network Printer	4,000
Computers and Monitors	30,750
Computer and Monitor - Marketing	1,100
Computer and Monitor - Planning and Development	1,100
Server	20,000
PBX Replacements	5,000
Laptops	2,400
POS Systems	4,050
<b>Total Headquarters and Parks Office Equipment</b>	<b>\$74,900</b>

## TOTAL PARKS & CM EQUIPMENT

**\$640,100**

## TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT

**\$74,900**

## TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)

**\$715,000**

## TOTAL VEHICLE REQUESTS

**\$110,000**

## TOTAL VEHICLES & EQUIPMENT

**\$825,000**

## CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2016 ACTUAL	FY 2016 PRIOR YEAR OBLIGATIONS	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
<b>BEGINNING BALANCE</b>	<b>\$4,260,514</b>	<b>\$4,429,529</b>	<b>\$2,877,381</b>	<b>(\$158,607)</b>	<b>\$11,192</b>	<b>\$53,862</b>	<b>(\$185,288)</b>
<b>Revenue</b>							
Total Appropriations	4,955,662	0	5,001,046	5,046,260	5,082,069	5,116,219	5,175,458
Total Other Revenue	398,847	0	15,584,440	2,650,000	500,000	0	0
Total Transfers from Other Funds	1,490,832	0	987,317	750,165	520,000	520,000	520,000
<b>Total Revenue</b>	<b>6,845,341</b>	<b>0</b>	<b>21,572,803</b>	<b>8,446,425</b>	<b>6,102,069</b>	<b>5,636,219</b>	<b>5,695,458</b>
<b>Total Beginning Balance + Revenues</b>	<b>11,105,855</b>	<b>4,429,529</b>	<b>24,450,184</b>	<b>8,287,818</b>	<b>6,113,261</b>	<b>5,690,081</b>	<b>5,510,170</b>
<b>Expenditures</b>							
Equipment and Vehicles	702,782	21,884	825,000	825,000	825,000	825,000	825,000
Development	3,917,382	1,528,548	23,440,791	7,126,626	4,884,399	4,650,369	4,285,170
Land Acquisition	2,006,700	1,717	325,000	325,000	350,000	400,000	400,000
Interest Transfer to General Fund	49,460	0	18,000	0	0	0	0
<b>Total Capital Expenditures</b>	<b>6,676,324</b>	<b>1,552,149</b>	<b>24,608,791</b>	<b>8,276,626</b>	<b>6,059,399</b>	<b>5,875,369</b>	<b>5,510,170</b>
<b>Subtotal</b>	<b>\$4,429,529</b>	<b>\$2,877,381</b>	<b>-\$158,607</b>	<b>\$11,192</b>	<b>\$53,862</b>	<b>(\$185,288)</b>	<b>\$0</b>
<b>Ending Balance</b>	<b>\$4,429,529</b>	<b>\$2,877,381</b>	<b>-\$158,607</b>	<b>\$11,192</b>	<b>\$53,862</b>	<b>(\$185,288)</b>	<b>\$0</b>
<b>FY 2016 Obligations Outstanding</b>	<u>1,552,149</u>						
<b>FY 2017 Beginning Balance</b>	<u>\$2,877,381</u>						

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the U.S. Bureau of the Census. For FY18, population figures are based on July, 2015 population updates. The per capita cost of \$2.57 will remain the same as in the past several years to ensure that the appropriations request to member jurisdictions remains fiscally reasonable.

Jurisdiction	FY 2017 BUDGET	FY 2018 BUDGET
City of Alexandria	\$386,978	\$394,523
Arlington County	583,154	588,951
City of Fairfax	62,921	61,713
Fairfax County	3,000,000	3,000,000
City of Falls Church	34,955	35,702
Loudoun County	933,038	965,367
<b>Total</b>	<b>\$5,001,046</b>	<b>\$5,046,260</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 that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands Road Renovation	\$30,000	Major renovations to the entry road to the Woodlands
Bull Run Light Show	10,000	Additional light displays and features to increase attendance and generate more revenue
Bull Run Campground	30,000	Construct two deluxe cabins with showers and bathrooms
Fountainhead Marina Building Renovations	5,000	Building renovation and access routes to fishing piers and boat launch area
Headquarters Automated Systems	20,000	Website development, facility maintenance tracking system and miscellaneous automated system needs
Meadowlark Atrium	30,000	Interior renovations, roof repairs entry circle garden and miscellaneous improvements
Meadowlark Garden Development	5,000	General garden improvements
Meadowlark Children's Garden	15,000	Development of the Children's Garden at Meadowlark
Meadowlark Light Show	15,000	Additional light displays to generate more revenue
Occoquan Park Improvements	297,883	Development of the Jean R. Packard Center, new shelter area, waterfront enhancements and miscellaneous park improvements
Occoquan Concession Renovations	2,000	Renovate back concession area with new counters, planter removal and landscaping
Pohick Bay Boat & RV Storage	45,000	Conversion of existing field and old house rental site provides additional storage revenue
Pohick Bay Camping Cabins	37,000	Construct six new rustic camping cabins
Pohick Bay Campground	15,000	Upgrade electrical service at Pohick Bay Campground
Temple Hall Maize/Festival Improvements	13,000	Improvements will increase attendance and revenue
Upton Hill Adventure Climbing Course	50,000	Add new park features/attractions
Park Energy Projects	5,000	Provides savings to energy costs
<b>TOTAL EST. ANNUAL OPERATING IMPACT</b>	<b>\$624,883</b>	

## CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2016 ACTUAL	FY 16 PRIOR YEAR OBLIGATION	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
BEGINNING BALANCE	2-000-3090-000	\$4,260,514	\$4,429,529	\$2,877,381	-\$158,607	\$11,192	\$53,862	-\$185,288
<b>CAPITAL FUND REVENUES</b>								
Appropriations:								
City of Alexandria	2-000-4030-020	\$382,652		\$386,978	\$394,523	\$401,427	\$408,452	\$415,600
Arlington County	- 010	578,008		583,154	588,951	599,258	605,251	611,303
City of Fairfax	- 030	61,611		62,921	61,713	62,793	63,735	64,691
Fairfax County	- 050	3,000,000		3,000,000	3,000,000	3,000,000	3,000,000	3,024,491
City of Falls Church	- 040	34,716		34,955	35,702	36,327	36,872	37,425
Loudoun County	- 060	898,675		933,038	965,367	982,260	1,001,906	1,021,944
<b>Total Appropriations</b>		<b>\$4,955,662</b>	<b>\$0</b>	<b>\$5,001,046</b>	<b>\$5,046,260</b>	<b>\$5,082,069</b>	<b>\$5,116,219</b>	<b>\$5,175,458</b>
Grants-Federal	2-000-4340-000	33,282						
	2-000-4345-000							
Grants-Other								
Grants-State	2-000-4350-000	301,671						
Interest	2-000-4440-000	49,460		18,000				
Accrued Interest	2-000-4440-004	(248)						
Change in Market Value	2-000-4440-030	14,682						
Fairfax County Contribution-Jean R. Packard Occoquan Center	2-000-4030-005			300,000				
Revenue Bond-Occoquan Development	2-000-4712-000			14,525,000				
Occoquan Trail Grant-Federal	2-000-4340-000			250,000				
Occoquan Solar Funding from NOVA Parks Designated Set Aside				0				
Springdale LWCF Acquisition Grant-Federal	2-000-4340-000			398,440				
Gateway Regional Park-Trail Underpass Grant	2-000-4340-000			93,000				
Grants and Miscellaneous Income for Beaverdam Development						500,000		
Developer Contribution for Beaverdam Development					150,000			
Revenue Bond-Adventure Course at Upton Hill	2-000-4713-000				2,500,000			
<b>Total Other Revenue</b>		<b>398,847</b>	<b>0</b>	<b>15,584,440</b>	<b>2,650,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>
Transfer from Damman Reserve for Children's Garden	2-000-4953-000	13,265		377,317				
Transfer from Developer Contributions Reserve	2-000-4955-000				230,165			
Transfer from Reserve for use of Hemlock Escrow on New Shelter		47,758						
Transfer from Reserve for use of Hemlock Escrow other Hemlock Projects		4,753						
Transfer from Reserve for Meadowlark Escrow		114,736						
Transfer Meadowlark Donations for Garden Development	2-000-4925-000			85,000	20,000	20,000	20,000	20,000
Transfer from Enterprise Fund	2-000-4920-000	410,319		0	0	0	0	0
Transfer from Restricted Fund	2-000-4950-000	900,000		525,000	500,000	500,000	500,000	500,000
<b>Total Transfers</b>	2-000-4953-000	<b>1,490,832</b>	<b>0</b>	<b>987,317</b>	<b>750,165</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>
<b>Total Revenue</b>		<b>\$6,845,341</b>	<b>\$0</b>	<b>\$21,572,803</b>	<b>\$8,446,425</b>	<b>\$6,102,069</b>	<b>\$5,636,219</b>	<b>\$5,695,458</b>
<b>TOTAL BEGINNING BALANCE &amp; CAPITAL FUND REVENUES</b>		<b>\$11,105,855</b>	<b>\$4,429,529</b>	<b>\$24,450,184</b>	<b>\$8,287,818</b>	<b>\$6,113,261</b>	<b>\$5,690,081</b>	<b>\$5,510,170</b>

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2016 ACTUAL	FY 16 PRIOR YEAR OBLIGATION	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
<b>CAPITAL FUND EXPENDITURES</b>								
<b>EQUIPMENT :</b>								
Facilities Equipment	2-000-6020-000	\$526,012	\$21,884	\$577,300	\$825,000	\$825,000	\$825,000	\$825,000
Maintenance Equipment	2-000-6010-000	17,642		17,750				
Office Equipment	2-000-6000-000	5,024		104,950				
Vehicles	2-000-6030-000	154,104		125,000				
<b>Subtotal Equipment</b>		<b>\$702,782</b>	<b>\$21,884</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>
<b>DEVELOPMENT:</b>								
<b>Aldie Mill Historic Park</b>								
Renovations - Country Mill	2-005-6599-000			95,000				
Goose Creek Stone Bridge in Upperville	2-005-6544-000			12,000				
<b>Algonkian Cottages</b>								
Replace old windows with bad seals	2-040-6780-000		11,319					
<b>Algonkian Regional Park</b>								
Water System Renovation	2-035-7320-000	270,693						
Replace 3 dilapidated shelters on existing slabs	2-035-7055-000	900						
<b>The Woodlands at Algonkian Park</b>								
Renovations - Conference Center Entrance and RV Lot	2-030-6980-000			50,000	350,000			
<b>Beaverdam Reservoir</b>								
Design, permit and full develop	2-042-6542-000			260,000	375,000	2,100,000	1,725,000	230,000
Complete assessment of old structures on west side of Beaverdam	2-042-6542-000			50,000				
<b>Blue Ridge Regional Park</b>								
Repair retaining wall	2-045-6780-000	9,899						
<b>Brambleton Golf Course</b>								
Replace maintenance building roof and repair siding and insulation	2-055-6780-000	75,390						
Replace roof on proshop and golf cart buildings	2-055-6841-000						60,000	
<b>Bull Run Regional Park</b>								
Cabins/Camping	2-070-6230-000	66,640		25,000	275,000			
Sewer System	2-070-7054-000			30,000				
Renovations-Camp Store (Roof)	2-070-6791-000			15,000				
Renovations-Shelter	2-070-6906-000	6,852						
Bull Run Maintenance Renovations	2-070-6850-000			150,000				
Renovations-Building	2-070-6780-000	29,644						

## CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2016 ACTUAL	FY 16 PRIOR YEAR OBLIGATION	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
<b>Atlantis Waterpark at Bull Run</b>								
Renovations - Pool	2-080-6900-000	132,099	950					
<b>Bull Run Light Show</b>								
Light Show Improvements	2-078-6226-000	70,262	90,794	0	30,000	30,000	30,000	30,000
<b>Bull Run Special Events Center</b>								
Renovations-Electrical	2-075-6827-000	63,516						
<b>Bull Run Marina</b>								
Replace launch dock	2-060-6823-000			25,000				
<b>Bull Run Shooting Center</b>								
Renovations to clubhouse roof, repair or replace retaining wall at basement exit	2-090-7390-000	21,164						
<b>Great Waves Waterpark at Cameron Run</b>								
Renovations-Snack Bar	2-120-6912-000	(348)						
Renovations - Pool Building	2-120-6900-000	518						
<b>Carlyle House Historic Park</b>								
Renovations - Building	2-130-6780-000	62,312	2,954	58,338				
Add humidification system to house	2-130-6780-000			15,000				
<b>Fountainhead</b>								
Marina Building Renovations	2-140-6780-000	1,284	10,065	90,000				
<b>Gateway Regional Park</b>								
Trail Underpass Connection	2-450-7213-000	52,786		425,000				
<b>Headquarters</b>								
Automated Systems	2-700-6120-000	142,644	20,200	75,000	75,000	75,000	75,000	75,000
Building Renovations	2-700-6780-000	16,992		5,000				
<b>Hemlock Overlook Regional Park</b>								
Escrow Contribution	2-150-6536-000	14,753		15,000	15,000	15,000	15,000	15,000
Shelter	2-150-7055-000	41,768						
<b>Meadowlark Atrium and Event Services</b>								
Renovations - Building Interior	2-170-6780-000	5,783		73,038	100,000			
Replace Flat Roof Portion of Atrium Roof	2-170-6780-000			30,000				
Parking Expansion	2-180-7020-000			338,039	111,961		0	

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2016 ACTUAL	FY 16 PRIOR YEAR OBLIGATION	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
<b>Meadowlark Botanical Gardens</b>								
Garden Development - misc. projects (donation funding from FY 17)	2-180-6480-000	83,940		20,000	20,000	20,000	20,000	20000
Garden Development-Repair and Enhance Garden Trails	2-180-7212-000			50,000				
Children's Garden	2-180-6235-000	13,265		377,317				
Renovations - Greenhouse	2-180-6531-000	2,800		15,000				
Renovations-Building-Repair deteriorated walls in historic log cabin	2-180-6790-000			15,000				
Renovations - Visitor Center	2-180-6930-000	27,996		175,000				
<b>Meadowlark Gardens Winter Walk of Lights</b>								
Light Show Improvements	2-185-6226-000	67,408	3,866	50,000	30,000	30,000	30,000	30,000
<b>Mount Defiance</b>								
Mount Defiance-Infrastructure	2-200-6542-000	14,618	15,250	0				
Mtount Defiance-Infrastructure	2-005-6542-000			118,988				
<b>Mt. Zion Historic Park/Gilbert's Corner Regional Park</b>								
Infrastructure	2-200-6542-000	22,479	4,106					
<b>Occoquan Regional Park</b>								
Occoquan Jean R, Packard Center	2-210-6220-000	408,177	428,213	14,650,000	300,000			
Interpretive Educational Facility	2-210-6220-000			300,000				
Replace Park Signs	2-210-6220-000			20,000				
Add guard rails along entrance drive	2-210-7020-000	53,940						
Renovate back concession area with new counters, planter removal, landscaping, etc.	2-210-6912-000				75,000			
Expand upper boat and RV lot at back of park per master plan	2-210-6193-000			100,000				
Removal of Old Maintenance Building & Construct New Building	2-210-6592-000			150,000			0	
Seawall Reconstruction	2-210-6542-000			1,200,000				
Play Features	2-210-6710--000				225,000	0	0	0
<b>Pohick Bay Golf Course</b>								
Course Renovations	2-240-6841-000							
Irrigation Pond Improvements	2-240-6561-000	6,950						
Renovations- Club House	2-240-6800-000	28,020						



## CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2016 ACTUAL	FY 16 PRIOR YEAR OBLIGATION	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
<b>Pohick Bay Regional Park</b>								
Campground-Renovations	2-260-6790-000	32,109	1,550					
Trail Improvements	2-260-7212-000							
Boat/RV Storage	2-260-6193-000	12,149	3,000	250,000				
Campground-Upgrade electric service	2-260-6355-000			150,000			0	
Campground-Replace old water line from well to Comfort Station #1	2-260-7054-000			15,000				
Campground-Connect to Public Water at Campground or upgrade well	2-260-7054-000			35,000				
Campground-Construct 6 New Rustic Cabins	2-260-6230-000				10,000	180,000	180,000	
<b>Pirate's Cove Waterpark at Pohick Bay</b>								
Renovations-Pool Building	2-270-6900-000							
Theming	2-270-7152-000							
<b>Potomac Overlook Regional Park</b>								
Miscellaneous Improvements	2-300-6545-000							
Construct New Entrance Ramp and Replace Old Windows	2-300-6860-000	213		40,000				
<b>Rust Sanctuary</b>								
Renovations-Manor House	2-320-6850-000	113,960	5,280					
Purchase Backup Replacement Tent	2-320-6390-000			25,000				
<b>Sandy Run Regional Park</b>								
<b>Judges Stand</b> -Restore and armor embankment near Judge's stand to stop erosion	2-350-6524-000	10,000		25,000				
<b>Boathouse</b> -Install replacement boat racks in at least one boathouse	2-350-6754-000				40,000			
<b>Boathouse</b> -Replace deteriorated siding on boathouses	2-350-6754-000			50,000				
<b>Springdale Park</b>								
Design and Construction Engineering Plan	2-360-6542-000	2,777	2,265					
<b>Temple Hall Farm</b>								
Maize Improvements	2-380-6594-000	11,195		20,000	15,000	15,000	15,000	15,000
Maize Improvements-Install big swing or other new feature	2-380-6594-000				40,000			
Equipment Storage Building	2-380-7140-000	10,444	67,427	18,998				
Renovations-Building	2-380-6780-000	300						
<b>Tinner Hill</b>								
Development-Tinner Hill Regional Park	2-450-7155-000	31,378						

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2016 ACTUAL	FY 16 PRIOR YEAR OBLIGATION	FY 2017 REVISED	FY 2018	FY 2019	FY 2020	FY 2021
<b>Upton Hill Park Regional Park</b>								
Renovations - Building	2-400-6780-000	10,997	107,332	50,000				
Adventure Climbing Course	2-400-6096-000	3,560	1,440	100,000	2,500,000			
<b>Ocean Dunes Waterpark at Upton Hill</b>								
Shade Covering	2-420-6780-000	7,274						
Renovations - Pool bldg restrooms including new, exterior exits.	2-420-6820-000	806						
<b>W&amp;OD Railroad Regional Park</b>								
Meadowlark Connector Trail	2-450-6261-000							
Trail Improvements	2-450-7212-000	192,792	282,895	1,259,724	500,000	500,000	500,000	500,000
Embankment Restoration	2-450-6346-000	46,398	264,090	52,461				
Sterling Blvd. Bridge Planning							100,000	
<b>General Parks</b>								
ADA Improvements	2-000-6095-000	96,656	87,316	400,000	400,000	400,000	400,000	400,000
Capital Maintenance	2-000-6052-000	138,557		403,355	225,000	75,000	75,000	75,000
Interpretation	2-000-6543-000	5,840	8,300	25,000	25,000	25,000	25,000	25,000
Development Support	2-000-6340-010	458,450		471,110	494,665	519,399	545,369	572,637
Golf Course Improvements	2-000-6841-000	158,817	16,578	150,000	175,000	175,000	175,000	175,000
Park Branding/Informational Kiosks	2-000-6652-000	35,325	80,007	50,000	50,000	50,000		
Park Energy Projects	2-000-6358-000	35,957		35,000	50,000	50,000	50,000	50,000
Park Entrance Signs	2-000-6647-000	4,313	1,066	54,723				
Planning - General	2-000-6660-000	164,471	5,404	250,000	205,000	210,000	215,000	220,000
	2-000-6660-010							
Rental House Maintenance	2-000-6848-000	17,314		30,000	40,000	40,000	40,000	40,000
Riparian and Buffer Plantings	2-000-6976-000			25,000	25,000	25,000	25,000	25,000
Roads & Parking	2-000-7020-000	59,371		152,700	150,000	150,000	150,000	150,000
Waterpark Capital Maintenance/Repairs	2-000-7340-000	440,818	6,882	225,000	200,000	200,000	200,000	200,000
Future Park Facility Enhancements & Renovations								
All Parks	2-000-6585-000							1,437,533
<b>Subtotal Development</b>		<b>\$3,917,382</b>	<b>\$1,528,548</b>	<b>\$23,440,791</b>	<b>\$7,126,626</b>	<b>\$4,884,399</b>	<b>\$4,650,369</b>	<b>\$4,285,170</b>
<b>LAND ACQUISITION</b>								
Administrative Fees	2-000-6050-020	\$24,979	\$1,717					
Land Acquisition	2-000-6051-000	1,981,720		325,000	325,000	350,000	400,000	400,000
Interest Expense Gilbert's Corner	2-000-6051-000							
Debt Service Gilbert's Corner	2-000-5163-000							
<b>Subtotal Land Acquisition</b>		<b>\$2,006,700</b>	<b>\$1,717</b>	<b>\$325,000</b>	<b>\$325,000</b>	<b>\$350,000</b>	<b>\$400,000</b>	<b>\$400,000</b>
Interest transfer to General Fund	2-000-5900-000	49,460		18,000				
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$6,676,324</b>	<b>\$1,552,149</b>	<b>\$24,608,791</b>	<b>\$8,276,626</b>	<b>\$6,059,399</b>	<b>\$5,875,369</b>	<b>\$5,510,170</b>

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b>Aldie Mill</b>					
<u>Renovation-Country Mill</u>					
Complete dam and head race repairs.	95,000				
 <u>Goose Creek Stone Bridge in Upperville</u>					
Commission permit and park signage.	12,000				
 <b>Algonkian Woodlands Event Center</b>					
<u>Renovation - Algonkian Woodlands Entrance and RV Lot</u>					
Construct new landscaped entrance approach and drop off area at the Woodlands and RV lot screening or relocation. FY17 funds for planning and permitting and FY18 for construction.	50,000	350,000			
 <b>Beaverdam Reservoir</b>					
<u>New Park Infrastructure and Facility Development</u>					
Design, permit and develop park facilities.	260,000	375,000	2,100,000	1,725,000	230,000
Assess, and renovate or remove old structures.	50,000				
 <b>Brambleton Golf Course</b>					
<u>Renovation - Pro Shop and Golf Cart Buildings</u>					
Replace roof on proshop and golf cart buildings.				60,000	
 <b>Bull Run Marina</b>					
<u>Floating Dock</u>					
Replacement of crew launch dock.	25,000				
 <b>Bull Run Regional Park</b>					
<u>Sewer System Renovations</u>					
Complete camera inspection of sewer lines and plan repairs as necessary.	30,000				
 <u>Campground</u>					
Replace campstore roof.	15,000				
Construct two deluxe cabins with showers and bathrooms similar to the Pohick Bay deluxe cabins. FY17 funds for planning and permitting and FY18 for construction.	25,000	275,000			
 <u>Maintenance Renovations</u>					
Construction of new fully enclosed storage building and work area to support park and light show.	150,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b>Bull Run Light Show</b>					
<u>Light Show Improvements</u>					
Additional light displays and electrical upgrades at gate area.		30,000	30,000	30,000	30,000
<b>Carlyle House Historic Park</b>					
<u>Renovations-Building</u>					
Miscellaneous enhancement projects.	58,338				
Add humidification system to house	15,000				
<b>Fountainhead Regional Park</b>					
<u>Marina Building Renovations</u>					
Replace the deteriorated marine stairs and access routes from marina building to fishing piers and boat launch area.	90,000				
<b>Gateway Regional Park</b>					
<u>Trail Underpass Connection</u>					
Construct trail underpass to connect Gateway with Accotink Trail and Thaiss Park.	425,000				
<b>Headquarters</b>					
<u>Automated Systems</u>					
Miscellaneous automated system projects and improved technology.	75,000	75,000	75,000	75,000	75,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects.	5,000				
<b>Hemlock Overlook Regional Park</b>					
<u>Escrow Contribution</u>					
Contribution to Hemlock facilities renovation and major maintenance account per agreement with facility operator.	15,000	15,000	15,000	15,000	15,000
<b>Meadowlark Atrium and Event Services</b>					
<u>Renovations-Building</u>					
Renovations and enhancements to aging and dated design elements in the facility.	73,038	100,000			
<u>Roof</u>					
Replace flat portion of Atrium roof.	30,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b>Meadowlark Botanical Gardens</b>					
<u>Garden Development</u>					
Miscellaneous garden development projects.	20,000	20,000	20,000	20,000	20,000
<u>Trail System</u>					
Repair and enhancement of trail system throughout the gardens.	50,000				
<u>Children's Garden</u>					
Construction of first phase of children's garden.	377,317				
<u>Meadowlark Greenhouse Renovations</u>					
Greenhouse renovations.	15,000				
Repair deteriorated walls in historic log cabin.	15,000				
<u>Meadowlark Visitor Center</u>					
Replace deteriorated brick entrance and walkways at visitor center and make ADA compatible.	175,000				
<u>Parking Expansion</u>					
Design, permit and construct expanded parking.	338,039	111,961		0	
<b>Meadowlark Gardens Winter Walk of Lights</b>					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements.	50,000	30,000	30,000	30,000	30,000
<b>Mount Defiance</b>					
<u>Park and Facility Development</u>					
Miscellaneous improvements and barn roof replacement.	118,988				
<b>Occoquan Regional Park</b>					
<u>Occoquan Jean R. Packard Center</u>					
Construct waterfront multi-use building, large shelter rental area, trail network and miscellaneous park improvements.	14,650,000	300,000			
<u>Interpretive/Educational elements of Packard Center</u>					
Construct Interpretive and educational element of the Jean R. Packard Occoquan Center.	300,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b>Occoquan Regional Park (Continued)</b>					
<u>Directional Signs</u>					
Replace park directional and informational signs.	20,000				
<u>Play Features</u>					
Installation of new play features throughout the park.		225,000		0	0
<u>Boat and RV Lot</u>					
Design and construct screening.	100,000				
<u>Old Maintenance Building</u>					
Remove and construct new building in appropriate location.	150,000			0	
<u>Seawall</u>					
Reconstruction of Seawall.	1,200,000				
<u>Building Renovations</u>					
Renovate back concession with interior renovations and landscaping.		75,000			
<b>Pohick Bay Regional Park</b>					
<u>Campground Renovations</u>					
Installation of upgraded electric service.	150,000			0	
<u>Water System Renovations</u>					
Replace water line from well to Comfort Station #1.	15,000				
<u>Public Water Campground</u>					
Improvements to park water system.	35,000				
<u>Camping Cabins</u>					
Construct six new rustic camping cabins. FY18 monies for planning and permitting with construction in two phases the following years.		10,000	180,000	180,000	
<u>Boat/RV Storage</u>					
Convert field and old house rental site near Camp Wilson to boat and RV storage.	250,000				
<b>Potomac Overlook Nature Center</b>					
<u>Renovations/Improvements</u>					
Construct new entrance ramp and replace nature center windows.	40,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b>Rust Sanctuary</b>					
<u>Event Management</u>					
New event tent.	25,000				
<b>Sandy Run Regional Park</b>					
<u>Judges' Stand</u>					
Restore and armor embankment near judges stand to stop erosion.	25,000				
<u>Boathouse</u>					
Install replacement boat racks in one boathouse.		40,000			
Replace deteriorated siding on boathouses.	50,000				
<b>Temple Hall Regional Park</b>					
<u>Maize Improvements</u>					
Additional maize features and improvements.	20,000	15,000	15,000	15,000	15,000
Install big swing or other new major attraction.		40,000			
<u>Equipment Storage Building</u>					
Construction of farm equipment storage building.	18,998				
<b>Upton Hill Regional Park</b>					
<u>Building Renovations</u>					
Renovate pool office, replace windows/skylights and improve visibility to pool area.	50,000				
Design, permit and construct adventure/climbing course.	100,000	2,500,000			
<b>W&amp;OD Railroad Regional Park</b>					
<u>Embankment Restoration</u>					
Restoration to trail embankment in Vienna along Piney Branch.	52,461				
<u>Trail Improvements</u>					
Continue improvements to widen and resurface deteriorated portions of the 45-mile trail and other miscellaneous improvements to include a dual trail pilot project, various trail safety enhancements and bridge deck replacement.	1,259,724	500,000	500,000	500,000	500,000
Sterling Blvd Bridge Planning				100,000	
<b>ADA Improvements</b>					
Miscellaneous improvements to meet ADA standards and make facilities more accessible.	400,000	400,000	400,000	400,000	400,000

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b><u>Park Development Support</u></b>					
This account funds portions of salaries and benefits of staff that directly manage capital projects.	471,110	494,665	519,399	545,369	572,637
<b><u>Golf Course Improvements</u></b>					
Miscellaneous capital improvements such as repairing drainage problems, renovating tees, and improving course image through landscaping, signage and other entrance area improvements.	150,000	175,000	175,000	175,000	175,000
<b><u>Capital Maintenance</u></b>					
Fund used primarily for renovations and upgrades to aging park facilities.	403,355	225,000	75,000	75,000	75,000
<b><u>Interpretation</u></b>					
Miscellaneous interpretive projects throughout the park system.	25,000	25,000	25,000	25,000	25,000
<b><u>Park Branding/Informational Kiosks</u></b>					
Funds for the design and installation of uniform informational kiosks near the entrances of our major parks.	50,000	50,000	50,000		
<b><u>Park Energy Projects</u></b>					
Various improvements throughout park system to reduce energy costs.	35,000	50,000	50,000	50,000	50,000
<b><u>Park Signs</u></b>					
Various park entrance signs and retrofit of existing signs to include NOVA Parks name.	54,723				
<b><u>Park General Planning</u></b>					
This account funds salary and benefits of NVRPA's strategic initiatives project planner, and miscellaneous planning projects.	250,000	205,000	210,000	215,000	220,000
<b><u>Park Rental House Improvements</u></b>					
Miscellaneous improvements to park rental houses.	30,000	40,000	40,000	40,000	40,000
<b><u>Park Riparian and Buffer Plantings</u></b>					
Plant trees and vegetation to enhance and improve habitats at various parks.	25,000	25,000	25,000	25,000	25,000
<b><u>Park Road and Parking Renovations</u></b>					
Miscellaneous improvements to road and parking areas throughout the park system.	152,700	150,000	150,000	150,000	150,000



## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2017</u> Revised	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
<b><u>Waterpark Capital Maintenance</u></b>					
Miscellaneous waterpark repairs and renovations.	225,000	200,000	200,000	200,000	200,000
<b><u>Future Park Facility Enhancements and Renovations</u></b>					
Funds to be allocated for park improvements at existing parks.					1,437,533
<b><u>Vehicles and Equipment</u></b>					
Includes new and replacement equipment at all parks, Central Maintenance and Headquarters.	825,000	825,000	825,000	825,000	825,000
<b><u>Park Land and Easement Acquisition</u></b>					
Provide funds for various land and easement acquisition projects.	325,000	325,000	350,000	400,000	400,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>24,590,791</b>	<b>8,276,626</b>	<b>6,059,399</b>	<b>5,875,369</b>	<b>5,510,170</b>
Interest transfer to the General Fund	\$18,000	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$24,608,791</b>	<b>\$8,276,626</b>	<b>\$6,059,399</b>	<b>\$5,875,369</b>	<b>\$5,510,170</b>



## HISTORY OF NOVA PARKS

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

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

Land acquisition was the young agency's first goal as the Board worked to gradually acquire, parcel by parcel, the 5,000-acre Bull Run-Occoquan stream valley, including virtually the entire Fairfax County shore of the Occoquan Reservoir. Today, NOVA Parks holds more than 12,200 acres of open space and operates a system of 32 Regional Parks. The Authority's parks include such diverse properties as the nation's premier rails-to-trails project, the Washington & Old Dominion Railroad Regional Park; the Carlyle House, a colonial mansion and museum in Old Town Alexandria; *Great Waves* at Cameron Run Regional Park, the unique water playground in Alexandria; a Civil War battlefield in Loudoun County; Aldie Mill, a working 19<sup>th</sup> century gristmill; 95 acres of landscaped and natural gardens near Vienna; campgrounds; three par-72, 18-hole, championship golf courses; and historically significant properties on Lorton's Mason Neck peninsula, on the upper Potomac River and along the Occoquan River. In the last decade around 1,500 new acres of parkland have been added.

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

# FACILITY FEATURES GUIDE

## FEATURES GUIDE

FACILITIES	PARKS																									
	Aldie Mill / Mt. Defiance	Algonkian	Ball's Bluff - an Upper Potomac Prop	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowlark Gardens	Mt. Zion / Gilbert's Corner Propertie	Occoquan	Pohick Bay	Potomac Overlook	Red Rock - an Upper Potomac Prop	Rust Manor House & Sanctuary	Sandy Run	Temple Hall Farm	Tinner Hill	Upton Hill	White's Ford	W&OD
18-Hole Golf Course/Driving Range		X			X												X									
Family Vacation Cabins								X									X									
Family Vacation Cottages		X																								
Mini-Golf Course		X							X		X						X							X		
Disc Golf Course								X									X									
Outdoor Swimming Pool		X						X	X								X							X		
Wave Pool								X																		
Water Slide		X						X	X								X							X		
Water Play Ground		X						X	X								X							X		
Rental Picnic Shelters / Picnic Areas		X						X	X		X	X				X	X	X				X	X	X		
Camping-Family & Group					X			X									X									
Meeting & Reception Room(s)	X	X								X				X	X			X		X						
Gazebos for Weddings		X			X					X				X		X			X							
Crew Practice & Racing		X	X			X										X					X					
Boat/RV Storage		X						X								X	X									
Boat Launch		X	X			X					X					X	X								X	
Jon Boat Rentals											X						X									
Electric Motor Rentals											X															
Fishing Pier								X		X						X										
Canoe/Kayak Rentals										X						X	X									
Sporting Clays, Skeet & Trap								X																		
Archery Range								X																		
Archery & Gun Pro Shop								X																		
Food/Drink Concessions		X			X		X	X		X			X				X							X		
Historic Battlefield	X		X													X										
Historic Church																X										
Historic Museum	X									X																
Holiday Light Show								X						X												
Interpretive Farm																							X			
Special Events Center								X																		
Nature Center														X			X	X								
Outdoor Learning Center													X													
Walking/Hiking Trails		X	X	X	X		X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Horse Trails		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
Softball / Baseball Fields																X										
Batting Cage									X							X								X		
Visitor's Center														X								X				
Volleyball Court		X							X																	
Botanical / Display Gardens										X				X				X								

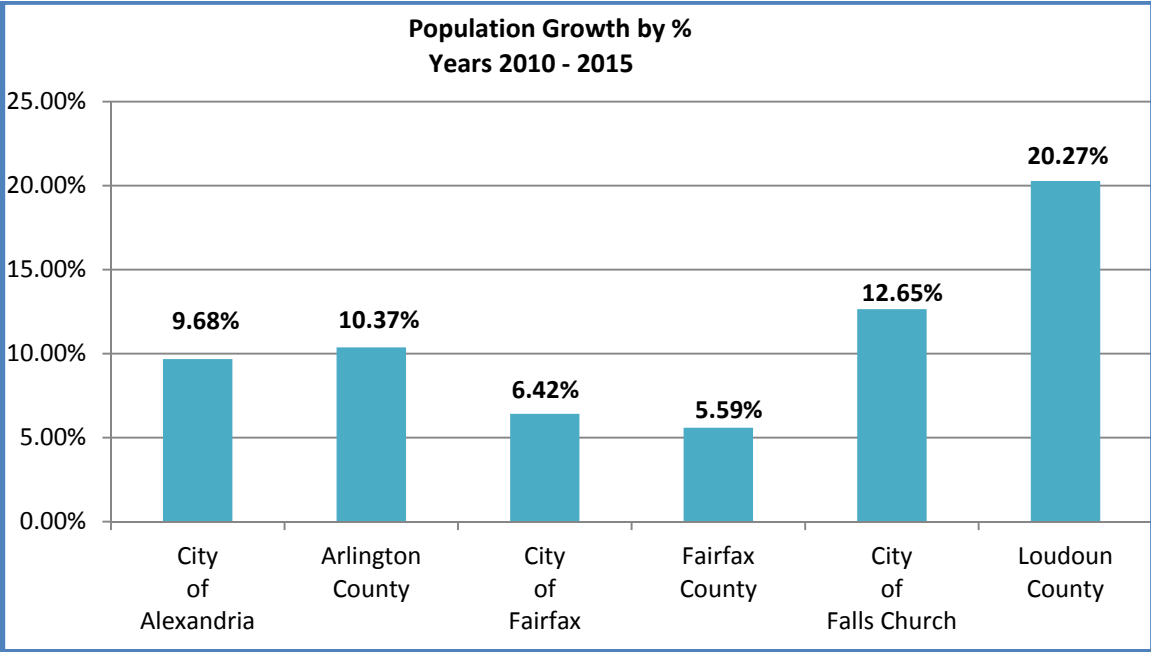
\* Hemlock Overlook is operated in cooperation with Adventure Links

# REGIONAL DEMOGRAPHICS

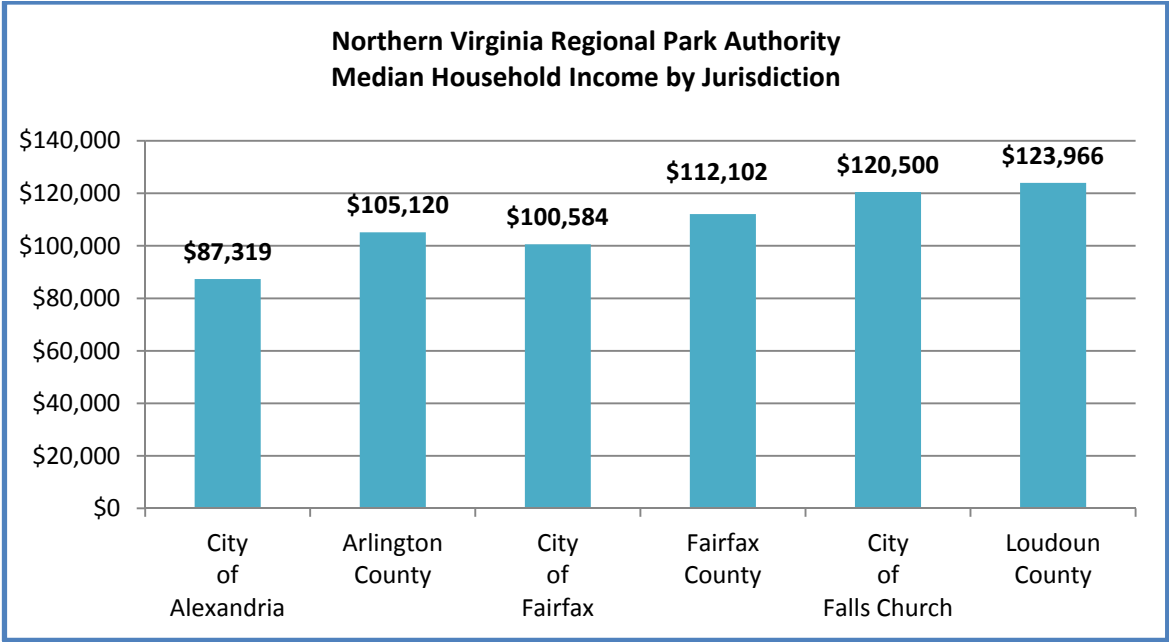
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria –	153,511
Arlington County –	229,164
City of Fairfax –	224,013
Fairfax County –	1,142,234
City of Falls Church –	13,892
Loudoun County-	375,629
<b>Total Population –</b>	<b>1,938,443</b>

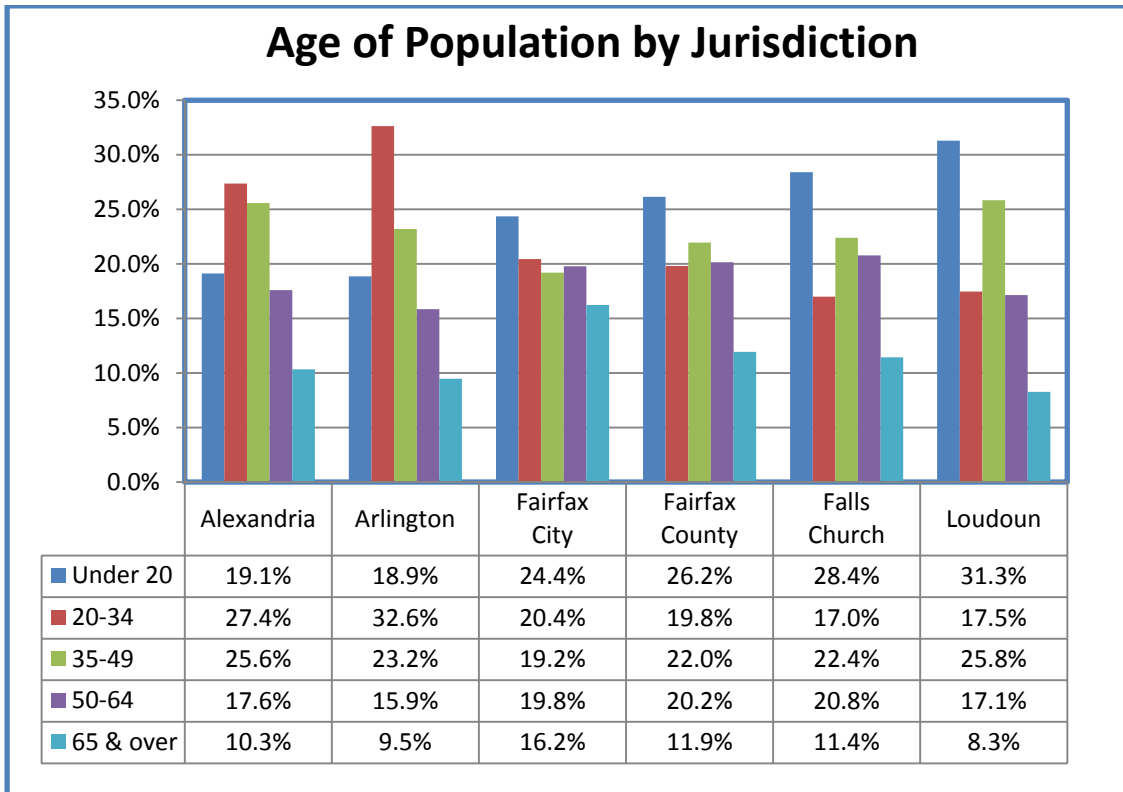
*This Population data is based on US Census Bureau data for Annual Estimates of the Resident Population as of July 2015, with a release date of March 2016. This population information may differ from the population used to determine member jurisdiction appropriations in this budget.*



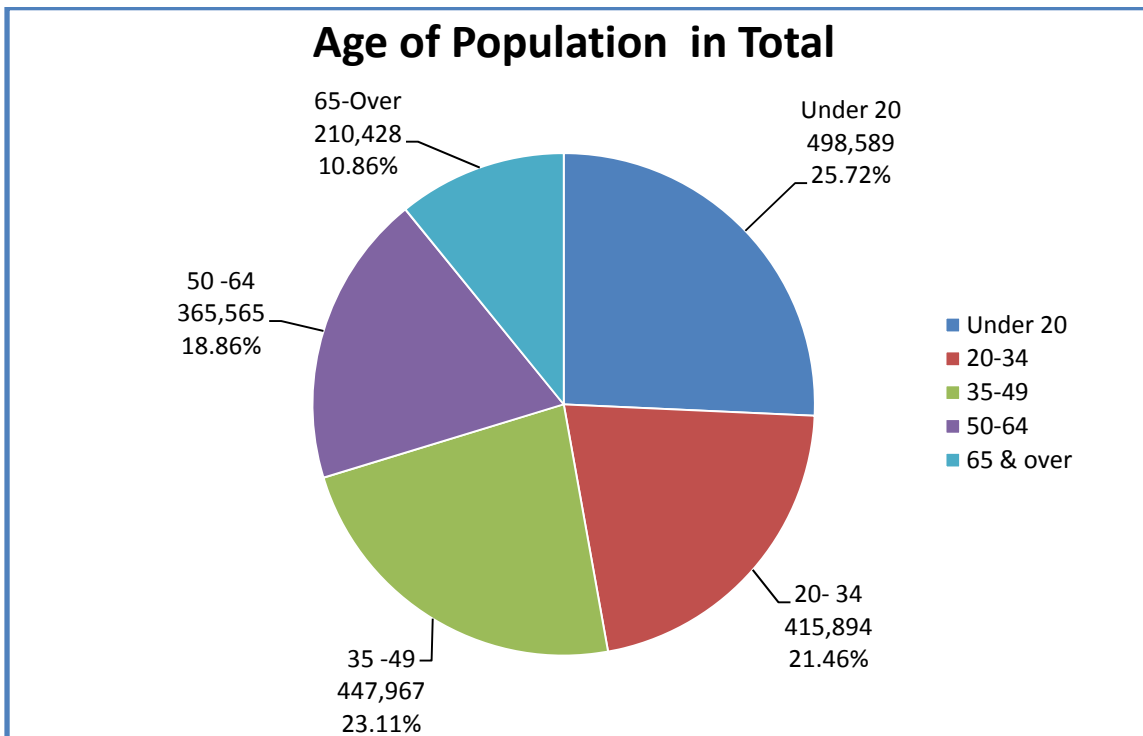
The jurisdictions' that make up NOVA Parks, population grew by 9.11% from 2010 through 2015. The most notable jurisdiction is Loudoun County which increased by 20.27%



# REGIONAL DEMOGRAPHICS



It is important for NOVA Parks to be aware of the unique characteristics that define each of our jurisdictions. In respect to population age, Loudoun County has the highest concentration of children, with 31.3% of the population under 20. The age range of 20-34 is most prevalent in Arlington County (32.6%) and the City of Alexandria (27.4%).



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 11%.

# SPECIAL FUND BUDGETS

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## FY 2018 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has a number of special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

**Temple Hall Farm Endowment Budget-** The Temple Hall Farm Endowment Budget includes activity related to the Temple Hall Endowment. Recently, this activity has been mostly interest earnings and transfers. FY 18 marks the first year that part of the endowment will be transferred to the Community Foundation. In FY 18, it is anticipated that \$1,250,000 will be transferred, with additional transfers of the endowment taking place over the next four years, until the entire endowment is reflected within the Community Foundation.

**Restricted Fund-** This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends, the Occoquan Water Trail League and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services. In FY 18 this budget includes a transfer to the Enterprise Fund of \$813,669 for debt payments for the first full year of the Jean R. Packard Center at Occoquan.

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

**Self-Insurance Fund-** While this fund is titled "Self-Insurance", this name is not reflective of the purpose and activities of the Fund. Revenue in this fund is from interest earned on fund investments and an insurance premium transfer from the General Fund. Expenses have included insurance claim investigations, claim payments, professional services, swimming pool safety program, other training and a transfer to the General Fund to cover the salary and benefits of the Risk Manager position and the seasonal aquatics safety officer.

During FY 18, the Self Insurance Fund is expected to be phased out as we are now covered through commercial insurance for the areas this fund was established to self-insure. It is expected that only \$60,000 will remain at the beginning of FY 18. This funding will be used to partially cover the risk management personnel costs until the fund is depleted.

**Friends of the Carlyle House Budget-** In accordance with the Constitution of the Friends of the Carlyle House, the NOVA Parks Board must give final approval to this Budget.

# TEMPLE HALL ENDOWMENT

## TEMPLE HALL FARM ENDOWMENT BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	ACTUAL FY 2017	ADOPTED FY 2018
	<b>BEGINNING BALANCE</b>	<b>\$4,840,286</b>	<b>\$4,840,286</b>	<b>\$4,840,286</b>	<b>\$4,840,286</b>	<b>\$4,840,286</b>
<b>5-380</b>						
	<b><u>REVENUES</u></b>					
4170	Donations	\$0	\$0	\$0	\$0	\$0
4440-000, 4440-004	Interest	64,955	62,474	50,000	55,321	96,806
4440-003	Change in Market Value	(19,134)	36,705	0	(92,118)	0
	<b>TOTAL REVENUES</b>	<b>\$45,821</b>	<b>\$99,179</b>	<b>\$50,000</b>	<b>(\$36,797)</b>	<b>\$96,806</b>
	<b><u>EXPENSES</u></b>					
	Interest Transf. to Enterprise Fund-Temple Hall Farm	\$64,955	\$62,474	\$50,000	0	\$96,806
	Change in Market Value Transfer	(19,134)	36,705	0	0	0
	Transfer to Community Foundation	0	0	0	0	1,250,000
	<b>TOTAL EXPENSES</b>	<b>\$45,821</b>	<b>\$99,179</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$1,346,806</b>
	<b>ENDING BALANCE</b>	<b>\$4,840,286</b>	<b>\$4,840,286</b>	<b>\$4,840,286</b>	<b>\$4,803,489</b>	<b>\$3,590,286</b>



# RESTRICTED FUND

## RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
	<b>BEGINNING BALANCE*</b>	<b>\$3,754,987</b>	<b>\$3,381,151</b>	<b>\$3,100,000</b>	<b>\$3,149,512</b>	<b>\$3,100,000</b>
	<b>REVENUES</b>					
6-000-4250-000	AT&T Fiberoptics License Fee	\$588,016	\$588,016	\$588,016	\$598,220	\$608,424
6-090-4495-000	BRSC Friends - Memberships	1,875	310	2,000	697	2,000
6-090-4171-000	BRSC-Donations	2,270	2,940	0	5,470	0
6-340-4170-000	Balls Bluff Battlefield Friends	9,672	5,092	1,800	7,164	1,800
6-340-4495-XXX						
6-340-4640-XXX						
6-140-4495-000	OWL Income	5,982	5,096	2,000	0	2,000
6-000-4440-000	Interest	39,812	40,995	40,000	33,104	40,000
6-000-4440-005	Interest-Accrued	698	(373)	0	4,619	0
6-000-4440-030	Change in Market Value	(11,481)	22,023	0	(55,035)	0
6-000-4250-020	Williams Fiberoptics License Fee	411,391	420,428	420,429	420,428	420,429
6-450-4170-000	FOWOD Donations	5,259	1,549	0	3,346	0
6-450-4440-000	Interest FOWOD	54	145	0	268	150
6-450-4495-000	W&OD Friends	\$23,857	23,416	28,000	17,260	28,000
	Wetlands Mitigation Fund					
6-455-4818-000	Revenue	11,760	0	2,000	10,360	2,000
	Wetlands Mitigation Fund					
6-455-4440-020	Interest	57	185	50	330	50
	<b>TOTAL REVENUES</b>	<b>\$1,089,223</b>	<b>\$1,109,823</b>	<b>\$1,084,295</b>	<b>\$1,046,231</b>	<b>\$1,104,853</b>
	<b>EXPENSES</b>					
6-090-5415-000	BRSC Friends - Misc. Expenses	0	370	4,000	8,507	4,000
6-340-5175-000	Balls Bluff Battlefield Friends	2,634	3,139	0	7,187	0
6-140-5175-000	OWL Friends - Misc. Expenses	3,808	600	10,000	0	10,000
6-140-5255-000	OWL-REI Grant New	849	0	0	0	0
6-000-5142-000	W&OD Bridge Inspections	0	41,957	45,000	0	45,000
6-450-XXXX-XXX						
	W&OD Friends	37,724	24,778	48,500	16,180	48,500
6-000-5370-000	W&OD Major Maintenance	0	0	75,000	0	75,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	W&OD Railroad Station					
6-000-6747-000	Renovation	0	0	0	0	0
	<b>TOTAL EXPENSES</b>	<b>\$45,014</b>	<b>\$70,845</b>	<b>\$207,500</b>	<b>\$31,874</b>	<b>\$207,500</b>
6-000-5910-000	Transfer to Capital Fund	1,050,000	900,000	500,000	0	500,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	327,912	327,912	327,912	327,912
	Transfer to Enterprise Fund for					
	Occoquan					813,669
6-000-5900-000	Interest Transfer to General Fund	40,133	42,705	40,000	33,116	40,000
	<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>\$1,418,045</b>	<b>\$1,270,617</b>	<b>\$867,912</b>	<b>\$361,028</b>	<b>\$1,681,581</b>
	<b>TOTAL EXPENDITURES/TRANSFERS</b>	<b>\$1,463,059</b>	<b>\$1,341,462</b>	<b>\$1,075,412</b>	<b>\$392,902</b>	<b>\$1,889,081</b>
	<b>ENDING BALANCE</b>	<b>\$3,381,151</b>	<b>\$3,149,512</b>	<b>\$3,108,883</b>	<b>\$3,802,842</b>	<b>\$2,315,772</b>

Note                    \*Beginning balance for FY 17 includes \$35,997 of Friends of the W&OD, \$945 Friends of Bull Run, \$14,464 Friends of BRSC, \$21,713 OWL funds, \$11,742 Friends of Balls Bluff & \$47,568 of Wetland Mitigation funds.

# FRIENDS OF W&OD

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

ACCOUNT NUMBERS	ACCOUNT DESCRIPTIONS	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR	
					ACTUAL FY 2017	ADOPTED FY 2018
	<b>Beginning Balance</b>	<b>\$44,396</b>	<b>\$35,843</b>	<b>\$25,000</b>	<b>\$36,175</b>	<b>\$35,000</b>
	<b>Revenue</b>					
	Annual Membership					
6-450- 4495	Dues	\$23,857	\$23,416	\$28,000	\$17,260	\$28,000
6-450- 4440	Interest	54	145	150	268	150
6-450- 4170	Donations	5,259	1,549	0	3,346	0
	<b>Total Revenues</b>	<b>\$29,171</b>	<b>\$25,110</b>	<b>\$28,150</b>	<b>\$20,874</b>	<b>\$28,150</b>
	<b>Expenses</b>					
6-450- 5190	Facility Op and Maint	\$20,327	\$15,186	\$22,000	\$13,050	\$22,000
6-450- 5380	Membership Events	890	3,296	4,000	2,756	4,000
6-450- 5418	Museum Collection	0	0	500	0	500
6-450- 5460	Postage	774	849	500	312	500
6-450- 5490	Programs & Promotions	4,223	1,046	5,000	0	5,000
6-450- 5500	Public Info	318	484	3,000	0	3,000
6-450- 5545	Specific Gifts	9,176	450	10,000	0	10,000
6-450- 5565	Trail Patrol	2,017	3,468	3,500	62	3,500
	<b>Total Expenses</b>	<b>\$37,724</b>	<b>\$24,778</b>	<b>\$48,500</b>	<b>\$16,180</b>	<b>\$48,500</b>
	<b>Ending Fund Balance</b>	<b>\$35,843</b>	<b>\$36,175</b>	<b>\$4,650</b>	<b>\$40,869</b>	<b>\$14,650</b>

# SELF INSURANCE FUND

## SELF-INSURANCE FUND BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
7-000-	<b>BEGINNING BALANCE</b>	<b>\$512,875</b>	<b>\$369,747</b>	<b>\$220,000</b>	<b>\$213,938</b>	<b>\$60,000</b>
	<b>REVENUES</b>					
4440	Interest	\$493	\$741	\$1,300	\$1,287	\$0
4930	Insurance Premium from Other Funds	15,000	15,000	15,000	0	0
	<b>TOTAL REVENUES</b>	<b>\$15,493</b>	<b>\$15,741</b>	<b>\$16,300</b>	<b>\$1,287</b>	<b>\$0</b>
	<b>EXPENSES</b>					
5310	Insurance Claim Investigations	\$0	\$0	\$900	\$2,266	\$0
5320	Insurance Claim Payments	9,340	10,671	10,000	878	0
5480	Professional Services	0	0	2,000	0	0
5555	Swimming Pool Safety Program	13,722	20,309	20,000	10,641	0
5900	Transfer to General Fund	135,560	140,570	141,942	118,290	60,000
	<b>TOTAL EXPENSES</b>	<b>\$158,622</b>	<b>\$171,550</b>	<b>\$174,842</b>	<b>\$132,074</b>	<b>\$60,000</b>
	<b>ENDING BALANCE</b>	<b>\$369,747</b>	<b>\$213,938</b>	<b>\$61,458</b>	<b>\$83,151</b>	<b>\$0</b>

# FRIENDS OF CARLYLE HOUSE

## I. OPERATING BUDGET

ACCOUNT DESCRIPTION		ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>BEGINNING BALANCE</b>		<b>\$43,690</b>	<b>\$43,725</b>	<b>\$40,000</b>	<b>\$49,615</b>	<b>\$40,000</b>
<b>REVENUES</b>						
8-000-4020-000	Annual Dues	\$4,395	\$10,380	\$10,000	\$9,095	\$12,000
8-000-4190-001	Donations-Museum Annual Appeal Education	0	15,600	0	11,590	6,500
8-000-4600-000	Programmed Events	4,014	4,614	6,500	4,578	10,000
<b>TOTAL REVENUES</b>		<b>\$8,409</b>	<b>\$30,594</b>	<b>\$16,500</b>	<b>\$25,263</b>	<b>\$28,500</b>
<b>EXPENSES</b>						
8-000-5143-000	Clerical Support	\$1,379	\$2,223	\$2,500	\$1,914	\$3,000
8-000-5158-000	Educational Activities	364	13,824	2,500	2,488	5,000
8-000-5380-000	Membership Events	1,857	3,346	2,500	1,725	5,000
8-000-5460-000	Office Supplies/Postage	346	155	500	41	500
8-000-5470-000	Printing/Publications	1,300	925	1,200	512	2,000
8-000-5490-000	Programs and Promotions	3,129	4,230	7,000	1,334	7,000
<b>TOTAL EXPENSES</b>		<b>\$8,374</b>	<b>\$24,703</b>	<b>\$16,200</b>	<b>\$8,014</b>	<b>\$22,500</b>
<b>ENDING BALANCE</b>		<b>\$43,725</b>	<b>\$49,615</b>	<b>\$40,300</b>	<b>\$66,865</b>	<b>\$46,000</b>

## II. COLLECTIONS PURCHASES BUDGET

ACCOUNT DESCRIPTION		ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>BEGINNING BALANCE</b>		<b>\$144,674</b>	<b>\$142,364</b>	<b>\$125,000</b>	<b>\$144,706</b>	<b>\$125,000</b>
<b>REVENUES</b>						
8-000-4190-000, 002, 010, 888	Donations - Museum Collection	\$11,665	\$2,529	\$12,000	\$935	\$6,500
8-000-4440-000	Interest	361	1,040	350	1,916	500
<b>TOTAL REVENUES</b>		<b>\$12,026</b>	<b>\$3,569</b>	<b>\$12,350</b>	<b>\$2,851</b>	<b>\$7,000</b>
<b>EXPENSES</b>						
8-000-6040-000	Museum Collection Purchases	\$1,775	(\$40)	\$25,000	1,506	\$25,000
8-000-6040-010	Museum Collection Maintenance	7,511	1,227	10,000	686	5,000
8-000-9040-000	Museum Collection Transfer to Enterprise Fund	5,050	40	0	0	0
<b>TOTAL EXPENSES</b>		<b>\$14,337</b>	<b>\$1,227</b>	<b>\$35,000</b>	<b>\$2,193</b>	<b>\$30,000</b>
<b>ENDING BALANCE</b>		<b>\$142,364</b>	<b>\$144,706</b>	<b>\$102,350</b>	<b>\$145,364</b>	<b>\$102,000</b>

## III. DOUG THURMAN FUND BUDGET

ACCOUNT DESCRIPTION		ACTUAL FY 2015	ACTUAL FY 2016	ADOPTED FY 2017	JUL-APR ACTUAL FY 2017	ADOPTED FY 2018
<b>BEGINNING BALANCE</b>		<b>\$139,125</b>	<b>\$136,657</b>	<b>\$130,000</b>	<b>\$132,766</b>	<b>\$127,000</b>
<b>EXPENSES</b>						
8-000-5144-000	Education	\$2,468	\$3,891	\$6,000	3,126	\$6,000
<b>TOTAL EXPENSES</b>		<b>\$2,468</b>	<b>\$3,891</b>	<b>\$6,000</b>	<b>\$3,126</b>	<b>\$6,000</b>
<b>ENDING BALANCE</b>		<b>\$136,657</b>	<b>\$132,766</b>	<b>\$124,000</b>	<b>\$129,640</b>	<b>\$121,000</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2015	ACTUAL FY2016	ADOPTED FY2017	JUL-APR FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND BY PARK</b>					
<b>Aldie Mill Historic Park/Mt. Defiance Historic Park</b>					
Aldie Mill Revenues	\$32,140	\$30,337	\$33,200	\$27,044	\$34,780
<b>Total Revenues</b>	<b>\$32,140</b>	<b>\$30,337</b>	<b>\$33,200</b>	<b>\$27,044</b>	<b>\$34,780</b>
Aldie Mill Expenses	\$126,610	\$125,708	\$142,423	\$112,612	\$144,636
<b>Total Expenses</b>	<b>\$126,610</b>	<b>\$125,708</b>	<b>\$142,423</b>	<b>\$112,612</b>	<b>\$144,636</b>
<b>Operating Income (Loss)</b>	<b>(\$94,470)</b>	<b>(\$95,371)</b>	<b>(\$109,223)</b>	<b>(\$85,568)</b>	<b>(\$109,856)</b>
<b>Algonkian Regional Park</b>					
<b>Revenue</b>					
Algonkian Park	\$340,181	\$289,244	\$288,800	\$227,234	\$286,900
Algonkian Golf	978,220	1,052,841	1,143,000	816,395	1,120,000
Volcano Island Waterpark at Algonkian	465,222	565,835	521,350	416,518	539,250
The Woodlands at Algonkian Park	680,146	673,612	678,700	372,069	675,150
Algonkian Cottages	340,498	317,412	315,900	292,714	323,900
<b>Total Revenues</b>	<b>\$2,804,267</b>	<b>\$2,898,944</b>	<b>\$2,947,750</b>	<b>\$2,124,930</b>	<b>\$2,945,200</b>
<b>Expenses</b>					
Algonkian Park	\$624,093	\$606,884	\$599,709	\$488,425	\$615,760
Algonkian Golf	1,002,030	952,844	1,083,300	868,083	1,016,015
Volcano Island Waterpark at Algonkian	253,350	278,706	297,360	192,623	303,424
The Woodlands at Algonkian Park	358,242	347,176	391,129	212,255	392,766
Algonkian Cottages	182,222	190,111	216,049	150,432	212,463
<b>Total Expenses</b>	<b>\$2,419,937</b>	<b>\$2,375,720</b>	<b>\$2,587,547</b>	<b>\$1,911,818</b>	<b>\$2,540,428</b>
<b>Operating Income (Loss)</b>	<b>\$384,330</b>	<b>\$523,223</b>	<b>\$360,203</b>	<b>\$213,113</b>	<b>\$404,772</b>
<b>Blue Ridge Regional Park</b>					
Blue Ridge Park Revenues	\$4,887	\$5,080	\$6,000	\$4,274	\$6,500
<b>Total Revenues</b>	<b>\$4,887</b>	<b>\$5,080</b>	<b>\$6,000</b>	<b>\$4,274</b>	<b>\$6,500</b>
Blue Ridge Park Expenses	\$2,467	\$4,504	\$3,200	\$3,840	\$3,700
<b>Total Expenses</b>	<b>2,467</b>	<b>4,504</b>	<b>3,200</b>	<b>3,840</b>	<b>3,700</b>
<b>Operating Income (Loss)</b>	<b>\$2,420</b>	<b>\$576</b>	<b>\$2,800</b>	<b>\$434</b>	<b>\$2,800</b>
<b>Beaverdam Property</b>					
Beaverdam Revenues	0	10,780	9,000	5,880	0
<b>Total Revenues</b>	<b>0</b>	<b>10,780</b>	<b>9,000</b>	<b>5,880</b>	<b>0</b>
Beaverdam Expenses	0	27,890	39,854	18,209	33,954
<b>Total Expenses</b>	<b>0</b>	<b>27,890</b>	<b>39,854</b>	<b>18,209</b>	<b>33,954</b>
<b>Operating Income (Loss)</b>	<b>\$0</b>	<b>(\$17,110)</b>	<b>(\$30,854)</b>	<b>(\$12,330)</b>	<b>(\$33,954)</b>
<b>Brambleton Golf Course</b>					
Brambleton Revenues	\$1,337,029	\$1,464,845	\$1,458,000	\$1,108,162	\$1,467,500
<b>Total Revenues</b>	<b>\$1,337,029</b>	<b>\$1,464,845</b>	<b>\$1,458,000</b>	<b>\$1,108,162</b>	<b>\$1,467,500</b>
Brambleton Expenses	\$1,277,473	\$1,294,999	\$1,363,499	\$1,053,105	\$1,339,528
<b>Total Expenses</b>	<b>\$1,277,473</b>	<b>\$1,294,999</b>	<b>\$1,363,499</b>	<b>\$1,053,105</b>	<b>\$1,339,528</b>
<b>Operating Income (Loss)</b>	<b>\$59,556</b>	<b>\$169,845</b>	<b>\$94,501</b>	<b>\$55,057</b>	<b>\$127,972</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2015	ACTUAL FY2016	ADOPTED FY2017	JUL-APR FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND BY PARK</b>					
<b>Bull Run Regional Park Revenue</b>					
Bull Run Regional Park	\$762,137	\$814,143	\$806,300	\$840,522	\$855,600
Atlantis Waterpark at Bull Run	485,219	531,971	527,350	410,553	534,600
Bull Run Special Events Center	227,571	210,978	207,500	195,099	225,000
Bull Run Light Show	682,068	807,872	708,000	888,238	814,000
<b>Total Revenues</b>	<b>\$2,156,995</b>	<b>\$2,364,965</b>	<b>\$2,249,150</b>	<b>\$2,334,413</b>	<b>\$2,429,200</b>
<b>Expenses</b>					
Bull Run Regional Park	\$927,400	\$891,889	\$925,524	\$774,267	\$942,409
Atlantis Waterpark at Bull Run	278,251	316,961	324,538	253,817	329,001
Bull Run Special Events Center	143,986	164,663	130,707	153,522	169,720
Bull Run Light Show	253,093	285,892	260,215	300,332	330,213
<b>Total Expenses</b>	<b>\$1,602,731</b>	<b>\$1,659,405</b>	<b>\$1,640,984</b>	<b>\$1,481,938</b>	<b>\$1,771,342</b>
<b>Operating Income (Loss)</b>	<b>\$554,264</b>	<b>\$705,560</b>	<b>\$608,166</b>	<b>\$852,475</b>	<b>\$657,858</b>
<b>Bull Run Shooting Center</b>					
Bull Run Shooting Center Revenues	\$1,240,372	\$1,192,477	\$1,216,500	\$990,258	\$1,211,500
<b>Total Revenues</b>	<b>\$1,240,372</b>	<b>\$1,192,477</b>	<b>\$1,216,500</b>	<b>\$990,258</b>	<b>\$1,211,500</b>
Bull Run Shooting Center Expenses	1,051,765	935,460	1,051,210	810,459	1,061,962
<b>Total Expenses</b>	<b>\$1,051,765</b>	<b>\$935,460</b>	<b>\$1,051,210</b>	<b>\$810,459</b>	<b>\$1,061,962</b>
<b>Operating Income (Loss)</b>	<b>\$188,607</b>	<b>\$257,017</b>	<b>\$165,290</b>	<b>\$179,799</b>	<b>\$149,538</b>
<b>Cameron Run Regional Park Revenue</b>					
Cameron Run Park	\$142,215	\$145,689	\$165,500	\$92,747	\$157,500
Great Waves Waterpark at Cameron Run	1,782,770	2,045,444	1,925,500	1,552,532	1,956,500
<b>Total Revenues</b>	<b>\$1,924,985</b>	<b>\$2,191,133</b>	<b>\$2,091,000</b>	<b>\$1,645,279</b>	<b>\$2,114,000</b>
<b>Expenses</b>					
Cameron Run Park	\$353,038	\$343,851	\$378,150	\$305,880	\$377,436
Great Waves Waterpark at Cameron Run	1,065,516	1,194,705	1,010,876	826,364	1,091,979
<b>Total Expenses</b>	<b>\$1,418,554</b>	<b>\$1,538,556</b>	<b>\$1,389,025</b>	<b>\$1,132,244</b>	<b>\$1,469,415</b>
<b>Operating Income (Loss)</b>	<b>\$506,431</b>	<b>\$652,576</b>	<b>\$701,975</b>	<b>\$513,035</b>	<b>\$644,585</b>
<b>Catering and Event Services</b>					
Catering Revenues	\$336,177	\$332,406	\$368,000	\$225,718	\$368,755
<b>Total Revenues</b>	<b>\$336,177</b>	<b>\$332,406</b>	<b>\$368,000</b>	<b>\$225,718</b>	<b>\$368,755</b>
Catering Expenses	\$275,780	\$244,838	\$297,208	\$188,113	\$299,553
<b>Total Expenses</b>	<b>\$275,780</b>	<b>\$244,838</b>	<b>\$297,208</b>	<b>\$188,113</b>	<b>\$299,553</b>
<b>Operating Income (Loss)</b>	<b>\$60,397</b>	<b>\$87,568</b>	<b>\$70,791</b>	<b>\$37,604</b>	<b>\$69,202</b>
<b>Carlyle House Historic Park</b>					
Carlyle House Revenues	\$90,665	\$120,312	\$107,676	\$94,975	\$101,876
<b>Total Revenues</b>	<b>\$90,665</b>	<b>\$120,312</b>	<b>\$107,676</b>	<b>\$94,975</b>	<b>\$101,876</b>
Carlyle House Expenses	\$302,154	\$321,817	\$325,604	\$266,534	\$319,185
<b>Total Expenses</b>	<b>\$302,154</b>	<b>\$321,817</b>	<b>\$325,604</b>	<b>\$266,534</b>	<b>\$319,185</b>
<b>Operating Income (Loss)</b>	<b>(\$211,489)</b>	<b>(\$201,505)</b>	<b>(\$217,928)</b>	<b>(\$171,559)</b>	<b>(\$217,309)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2015	ACTUAL FY2016	ADOPTED FY2017	JUL-APR FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND BY PARK</b>					
<b>Occoquan Reservoir Regional Parks</b>					
<b>Revenue</b>					
Bull Run Marina	\$14,344	\$16,722	\$19,500	\$18,331	\$19,500
Fountainhead	310,286	305,204	315,236	195,306	307,912
Sandy Run Regional Park	210,801	198,014	253,692	226,471	253,692
<b>Total Revenues</b>	<b>\$535,431</b>	<b>\$519,940</b>	<b>\$588,428</b>	<b>\$440,108</b>	<b>\$581,104</b>
<b>Expenses</b>					
Bull Run Marina	\$20,766	\$21,195	\$28,005	\$27,031	\$26,906
Fountainhead	195,051	204,759	234,427	168,383	235,317
Sandy Run Regional Park	154,180	168,715	164,856	163,013	171,042
<b>Total Expenses</b>	<b>\$369,997</b>	<b>\$394,669</b>	<b>\$427,288</b>	<b>\$358,427</b>	<b>\$433,265</b>
<b>Operating Income (Loss)</b>	<b>\$165,434</b>	<b>\$125,270</b>	<b>\$161,140</b>	<b>\$81,681</b>	<b>\$147,839</b>
<b>Hemlock Overlook Regional Park</b>					
Hemlock Overlook Revenues	\$75,768	\$75,768	\$75,768	\$75,000	\$75,768
<b>Total Revenues</b>	<b>\$75,768</b>	<b>\$75,768</b>	<b>\$75,768</b>	<b>\$75,000</b>	<b>\$75,768</b>
Hemlock Overlook Expenses	\$1,771	\$1,570	\$2,400	\$724	\$2,400
<b>Total Expenses</b>	<b>\$1,771</b>	<b>\$1,570</b>	<b>\$2,400</b>	<b>\$724</b>	<b>\$2,400</b>
<b>Operating Income (Loss)</b>	<b>\$73,997</b>	<b>\$74,197</b>	<b>\$73,368</b>	<b>\$74,276</b>	<b>\$73,368</b>
<b>Meadowlark Botanical Gardens</b>					
<b>Revenue</b>					
Meadowlark Gardens	\$282,746	\$329,581	\$277,500	\$258,737	\$298,500
Meadowlark Gardens Winter Walk of Lights	553,267	875,495	641,000	779,279	731,000
Meadowlark Atrium and Event Services	2,131,817	2,044,843	1,896,250	1,646,812	1,989,000
<b>Total Revenues</b>	<b>\$2,967,830</b>	<b>\$3,249,919</b>	<b>\$2,814,750</b>	<b>\$2,684,827</b>	<b>\$3,018,500</b>
<b>Expenses</b>					
Meadowlark Gardens	\$957,232	\$913,647	\$943,791	\$803,593	\$968,041
Meadowlark Gardens Winter Walk of Lights	132,598	169,791	184,406	163,389	205,446
Meadowlark Atrium and Event Services	1,307,282	1,293,767	1,206,659	1,181,458	1,250,894
<b>Total Expenses</b>	<b>\$2,397,112</b>	<b>\$2,377,205</b>	<b>\$2,334,856</b>	<b>\$2,148,441</b>	<b>\$2,424,381</b>
<b>Operating Income (Loss)</b>	<b>\$570,718</b>	<b>\$872,714</b>	<b>\$479,894</b>	<b>\$536,387</b>	<b>\$594,119</b>
<b>Mt. Zion Historic Park/Gilbert's Corner Regional Park</b>					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$460	\$3,605	\$4,464	\$1,853	\$3,264
<b>Total Revenues</b>	<b>\$460</b>	<b>\$3,605</b>	<b>\$4,464</b>	<b>\$1,853</b>	<b>\$3,264</b>
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$9,184	\$8,017	\$12,157	\$11,525	\$11,500
<b>Total Expenses</b>	<b>\$9,184</b>	<b>\$8,017</b>	<b>\$12,157</b>	<b>\$11,525</b>	<b>\$11,500</b>
<b>Operating Income (Loss)</b>	<b>(\$8,724)</b>	<b>(\$4,412)</b>	<b>(\$7,693)</b>	<b>(\$9,672)</b>	<b>(\$8,236)</b>
<b>Occoquan Regional Park</b>					
Occoquan Park Revenues	\$212,661	\$215,865	\$189,500	\$181,498	\$983,669
<b>Total Revenues</b>	<b>\$212,661</b>	<b>\$215,865</b>	<b>\$189,500</b>	<b>\$181,498</b>	<b>\$983,669</b>
Occoquan Park Expenses	\$354,853	\$351,198	\$383,659	\$595,358	\$1,275,963
<b>Total Expenses</b>	<b>\$354,853</b>	<b>\$351,198</b>	<b>\$383,659</b>	<b>\$595,358</b>	<b>\$1,275,963</b>
<b>Operating Income (Loss)</b>	<b>(\$142,192)</b>	<b>(\$135,333)</b>	<b>(\$194,159)</b>	<b>(\$413,861)</b>	<b>(\$292,294)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2015	ACTUAL FY2016	ADOPTED FY2017	JUL-APR FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND BY PARK</b>					
<b>Pohick Bay Regional Park Revenue</b>					
Pohick Bay Regional Park	\$591,979	\$691,273	\$637,200	\$739,654	\$718,700
Pohick Bay Golf Course	1,025,242	1,070,905	1,089,500	791,871	1,087,500
Pohick Bay Marina	228,937	237,568	249,500	235,079	244,500
Pirate's Cover Waterpark at Pohick Bay	557,875	595,882	588,800	447,235	593,100
<b>Total Revenues</b>	<b>\$2,404,034</b>	<b>\$2,595,628</b>	<b>\$2,565,000</b>	<b>\$2,213,840</b>	<b>\$2,643,800</b>
<b>Expenses</b>					
Pohick Bay Regional Park	\$716,851	\$743,945	\$771,955	\$648,595	\$799,588
Pohick Bay Golf Course	1,018,396	1,032,793	1,066,621	870,733	1,045,689
Pohick Bay Marina	36,978	39,173	40,546	27,081	47,056
Pirate's Cover Waterpark at Pohick Bay	308,405	332,334	323,002	252,215	332,342
<b>Total Expenses</b>	<b>\$2,080,630</b>	<b>\$2,148,245</b>	<b>\$2,202,123</b>	<b>\$1,798,624</b>	<b>\$2,224,674</b>
<b>Operating Income (Loss)</b>	<b>\$323,404</b>	<b>\$447,383</b>	<b>\$362,877</b>	<b>\$415,216</b>	<b>\$419,126</b>
<b>Potomac Overlook Regional Park</b>					
Potomac Overlook Revenues	\$87,782	\$103,895	\$92,200	\$110,719	\$102,700
<b>Total Revenues</b>	<b>\$87,782</b>	<b>\$103,895</b>	<b>\$92,200</b>	<b>\$110,719</b>	<b>\$102,700</b>
Potomac Overlook Expenses	\$302,095	\$319,868	\$306,158	\$268,829	\$319,569
<b>Total Expenses</b>	<b>\$302,095</b>	<b>\$319,868</b>	<b>\$306,158</b>	<b>\$268,829</b>	<b>\$319,569</b>
<b>Operating Income (Loss)</b>	<b>(\$214,313)</b>	<b>(\$215,972)</b>	<b>(\$213,958)</b>	<b>(\$158,110)</b>	<b>(\$216,869)</b>
<b>Rust Sanctuary</b>					
Rust Sanctuary Revenues	\$535,030	\$757,610	\$625,100	\$713,904	\$917,244
<b>Total Revenues</b>	<b>\$535,030</b>	<b>\$757,610</b>	<b>\$625,100</b>	<b>\$713,904</b>	<b>\$917,244</b>
Rust Sanctuary Expenses	\$346,570	\$491,783	\$500,424	\$478,172	\$689,181
<b>Total Expenses</b>	<b>\$346,570</b>	<b>\$491,783</b>	<b>\$500,424</b>	<b>\$478,172</b>	<b>\$689,181</b>
<b>Operating Income (Loss)</b>	<b>\$188,460</b>	<b>\$265,828</b>	<b>\$124,676</b>	<b>\$235,732</b>	<b>\$228,063</b>
<b>Upper Potomac Properties</b>					
Upper Potomac Properties Revenues	\$28,010	\$29,436	\$28,900	\$20,172	\$28,900
Springdale Revenues		\$7,500	\$15,140	\$15,450	\$15,140
<b>Total Revenues</b>	<b>\$28,010</b>	<b>\$36,936</b>	<b>\$44,040</b>	<b>\$35,622</b>	<b>\$44,040</b>
Upper Potomac Properties Expenses	\$93,383	\$101,384	\$137,487	\$100,063	\$140,152
Springdale Expenses			\$10,000	\$0	\$10,000
<b>Total Expenses</b>	<b>\$93,383</b>	<b>\$101,384</b>	<b>\$147,487</b>	<b>\$100,063</b>	<b>\$150,152</b>
<b>Operating Income (Loss)</b>	<b>(\$65,373)</b>	<b>(\$64,447)</b>	<b>(\$103,447)</b>	<b>(\$64,442)</b>	<b>(\$106,112)</b>
<b>Upton Hill Regional Park</b>					
<b>Revenues</b>					
Upton Hill Park	\$244,812	\$257,187	\$248,400	\$153,832	\$251,400
Ocean Dunes Waterpark at Upton Hill	588,173	586,255	628,350	441,131	613,350
<b>Total Revenues</b>	<b>\$832,986</b>	<b>\$843,442</b>	<b>\$876,750</b>	<b>\$594,963</b>	<b>\$864,750</b>
<b>Expenses</b>					
Upton Hill Park	\$353,803	\$346,736	\$373,895	\$292,753	\$347,441
Ocean Dunes Waterpark at Upton Hill	279,918	282,415	297,747	203,931	299,465
<b>Total Expenses</b>	<b>\$633,721</b>	<b>\$629,151</b>	<b>\$671,642</b>	<b>\$496,684</b>	<b>\$646,906</b>
<b>Operating Income (Loss)</b>	<b>\$199,265</b>	<b>\$214,291</b>	<b>\$205,108</b>	<b>\$98,279</b>	<b>\$217,844</b>



## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY2015	ACTUAL FY2016	ADOPTED FY2017	JUL-APR FY 2017	ADOPTED FY 2018
<b>ENTERPRISE FUND BY PARK</b>					
<b>W&amp;OD Railroad Regional Park</b>					
W&OD Railroad Park Revenues	\$1,015,947	\$1,038,922	\$1,064,888	\$1,047,001	\$1,100,635
<b>Total Revenues</b>	<b>\$1,015,947</b>	<b>\$1,038,922</b>	<b>\$1,064,888</b>	<b>\$1,047,001</b>	<b>\$1,100,635</b>
W&OD Railroad Park Expenses	\$512,417	\$502,515	\$562,759	\$454,240	\$563,524
<b>Total Expenses</b>	<b>\$512,417</b>	<b>\$502,515</b>	<b>\$562,759</b>	<b>\$454,240</b>	<b>\$563,524</b>
<b>Operating Income (Loss)</b>	<b>\$503,529</b>	<b>\$536,406</b>	<b>\$502,129</b>	<b>\$592,761</b>	<b>\$537,111</b>
<b>White's Ford</b>					
White's Ford Revenues	\$27,649	\$14,750	\$43,500	\$29,762	\$55,800
<b>Total Revenues</b>	<b>\$27,649</b>	<b>\$14,750</b>	<b>\$43,500</b>	<b>\$29,762</b>	<b>\$55,800</b>
White's Ford Expenses	\$41,850	\$51,857	\$71,282	\$54,151	\$89,117
<b>Total Expenses</b>	<b>\$41,850</b>	<b>\$51,857</b>	<b>\$71,282</b>	<b>\$54,151</b>	<b>\$89,117</b>
<b>Operating Income (Loss)</b>	<b>(\$14,201)</b>	<b>(\$37,107)</b>	<b>(\$27,782)</b>	<b>(\$24,389)</b>	<b>(\$33,317)</b>
<b>Temple Hall Farm*</b>					
Temple Hall Farm Revenues	*	*	\$155,308	\$115,409	\$210,614
Temple Hall Corn Maize Revenues	*	*	\$275,500	\$266,539	\$277,500
<b>Total Revenues</b>	<b>*</b>	<b>*</b>	<b>\$430,808</b>	<b>\$381,947</b>	<b>\$488,114</b>
Temple Hall Farm Expenses	*	*	\$397,856	\$348,390	\$416,344
Temple Hall Corn Maize Expenses	*	*	\$166,811	\$133,584	\$168,063
<b>Total Expenses</b>	<b>*</b>	<b>*</b>	<b>\$564,667</b>	<b>\$481,974</b>	<b>\$584,407</b>
<b>Operating Income (Loss)</b>	<b>*</b>	<b>*</b>	<b>(\$133,859)</b>	<b>(\$100,027)</b>	<b>(\$96,293)</b>
<b>Enterprise Fund Administration</b>					
Admin - Enterprise Fund Revenues	\$32,553	\$57,935	\$6,000	\$93,019	\$31,000
<b>Total Revenues</b>	<b>\$32,553</b>	<b>\$57,935</b>	<b>\$6,000</b>	<b>\$93,019</b>	<b>\$31,000</b>
Admin - Enterprise Fund Expenses	\$2,321,298	\$2,521,975	\$2,855,015	\$1,786,133	\$3,165,956
<b>Total Expenses</b>	<b>\$2,321,298</b>	<b>\$2,521,975</b>	<b>\$2,855,015</b>	<b>\$1,786,133</b>	<b>\$3,165,956</b>
<b>Operating Income (Loss)</b>	<b>(\$2,288,745)</b>	<b>(\$2,464,040)</b>	<b>(\$2,849,015)</b>	<b>(\$1,693,114)</b>	<b>(\$3,134,956)</b>
<b>TOTAL REVENUES</b>	<b>\$18,683,657</b>	<b>\$20,125,493</b>	<b>\$19,907,471</b>	<b>\$17,164,995</b>	<b>\$21,589,699</b>
<b>TOTAL EXPENSES</b>	<b>17,942,352</b>	<b>18,428,336</b>	<b>19,882,471</b>	<b>16,012,218</b>	<b>21,564,699</b>
<b>Operating Income (Loss)</b>	<b>\$741,305</b>	<b>\$1,697,157</b>	<b>\$25,000</b>	<b>\$1,152,777</b>	<b>\$25,000</b>

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

## NOVA PARKS 10 YEAR 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 Ten Year Financial Forecast is a starting point in placing a strategic focus on our long term financial decisions.

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

- A Base 10 Year Forecast
- Scenarios that are individually applied to the base forecast.
- A combination of scenarios and additional forecast levels. These are looked at in the model in an interactive mode.
  
- The Base Model Ten Year Forecast was developed using the following assumptions:
  - The forecast for most revenue and expense account types was based on the 5 Year Average (FY 2012-FY 2016)
  
  - The main account types that vary from this assumption are as follows:
    - Appropriations Revenue increases by population only in the base model. There is no adjustment to the current per capita rate of \$1.89.
    - Retirement Expense was not based on the past 5 years, but was based on the most recent actuarial estimate provided in September 2016.
    - Special Event User Fee Revenue, Retail Operations Revenue/Expense all had a very high 5 Year Average, that may not be sustainable in the long term. The five year average was used for the first three years of the forecast and then modified to a more moderate increase for the remaining forecast years.
  
  - The forecast base year is the FY 2017 Budget.

**TEN YEAR FINANCIAL FORECAST BASE MODEL FY 2017-FY 2027**

**OPERATING BUDGET-GENERAL & ENTERPRISE FUNDS**

	2017B	2018F	2019F	2020F	2021F	2022F	2023F	2024F	2025F	2026F	2027F
<b>01-REVENUES &amp; OTHER SOURCES</b>	<b>25,022,233</b>	<b>26,319,802</b>	<b>27,768,679</b>	<b>29,422,580</b>	<b>30,793,401</b>	<b>32,251,351</b>	<b>33,802,684</b>	<b>35,454,145</b>	<b>37,213,009</b>	<b>39,087,125</b>	<b>41,084,962</b>
01-APPROPRIATION-ARLINGTON COUNTY	428,856	436,147	443,561	451,102	458,770	466,569	474,501	482,568	490,771	499,114	507,599
02-APPROPRIATION-CITY OF ALEXANDRIA	284,587	288,571	292,611	296,708	300,862	305,074	309,345	313,676	318,067	322,520	327,035
03-APPROPRIATION-CITY OF FAIRFAX	46,273	47,291	48,331	49,395	50,481	51,592	52,727	53,887	55,073	56,284	57,522
04-APPROPRIATION-CITY OF FALLS CHURCH	25,706	26,272	26,850	27,440	28,044	28,661	29,291	29,936	30,594	31,267	31,955
05-APPROPRIATION-FAIRFAX COUNTY	2,149,947	2,173,596	2,197,506	2,221,679	2,246,117	2,270,824	2,295,803	2,321,057	2,346,589	2,372,401	2,398,498
06-APPROPRIATION-LOUDOUN COUNTY	686,164	711,552	737,879	765,181	793,493	822,852	853,297	884,869	917,610	951,561	986,769
07-SKEET TRAP & ARCHERY USER FEES	770,000	833,910	903,125	978,084	1,059,265	1,147,184	1,242,400	1,345,519	1,457,197	1,578,145	1,709,131
08-SPECIAL EVENTS USER FEES	1,382,300	1,636,643	1,937,786	2,294,338	2,523,772	2,776,149	3,053,764	3,359,140	3,695,054	4,064,560	4,471,016
09-GOLF USER FEES	3,100,000	3,103,100	3,106,203	3,109,309	3,112,419	3,115,531	3,118,647	3,121,765	3,124,887	3,128,012	3,131,140
10-AQUATICS USER FEES	2,967,600	3,118,948	3,278,014	3,445,193	3,620,897	3,805,563	3,999,647	4,203,629	4,418,014	4,643,333	4,880,143
11-FACILITY RENTAL USER FEES	1,729,600	1,829,917	1,936,052	2,048,343	2,167,147	2,292,841	2,425,826	2,566,524	2,715,383	2,872,875	3,039,501
12-CAMPING/COTTAGE USER FEES	1,257,900	1,322,053	1,389,478	1,460,341	1,534,818	1,613,094	1,695,362	1,781,825	1,872,698	1,968,206	2,068,585
13-MARINE ACTIVITIES USER FEES	1,167,000	1,202,010	1,238,070	1,275,212	1,313,469	1,352,873	1,393,459	1,435,263	1,478,321	1,522,670	1,568,350
14-OTHER PARK USER FEES	1,328,750	1,437,708	1,555,600	1,683,159	1,821,178	1,970,514	2,132,096	2,306,928	2,496,096	2,700,776	2,922,240
15-RETAIL OPERATIONS	4,277,850	4,722,746	5,213,912	5,756,159	6,101,528	6,467,620	6,855,677	7,267,018	7,703,039	8,165,221	8,655,135
16-OTHER-REVENUE	946,584	983,501	1,021,857	1,061,710	1,103,116	1,146,138	1,190,837	1,237,280	1,285,534	1,335,669	1,387,761
17-EASEMENTS AND LICENSES	730,976	753,636	776,999	801,086	825,920	851,523	877,920	905,136	933,195	962,124	991,950
18-TRANSFERS-IN-CAPITAL FUND	618,763	631,138	643,761	656,636	669,769	683,164	696,828	710,764	724,979	739,479	754,269
19-TRANSFERS-IN-CARLYLE HS FUND	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585	3,657
23-TRANSFERS-IN-SELF INS FUND	141,942	60,000	-	-	-	-	-	-	-	-	-
27-TRANSFERS-IN-FROM RESTRICTED FUND	367,912	375,270	382,776	390,431	398,240	406,205	414,329	422,615	431,068	439,689	448,483
28-TRANSFERS-IN-TO GF CENTRAL MAINT.	610,523	622,733	635,188	647,892	660,850	674,067	687,548	701,299	715,325	729,632	744,224
<b>02-EXPENDITURES &amp; OTHER USES</b>	<b>24,997,225</b>	<b>25,568,883</b>	<b>26,791,461</b>	<b>28,082,013</b>	<b>29,365,167</b>	<b>30,712,437</b>	<b>32,127,320</b>	<b>33,613,524</b>	<b>35,174,974</b>	<b>36,815,831</b>	<b>38,540,503</b>
01-SALARIES AND WAGES	11,772,825	12,220,192	12,684,559	13,166,572	13,666,902	14,186,244	14,725,322	15,284,884	15,865,710	16,468,606	17,094,414
02-FICA	883,895	917,483	952,347	988,537	1,026,101	1,065,093	1,105,566	1,147,578	1,191,186	1,236,451	1,283,436
03-HOSPITALIZATION	1,064,195	1,104,634	1,146,611	1,190,182	1,235,409	1,282,354	1,331,084	1,381,665	1,434,168	1,488,666	1,545,236
04-RETIREMENT	2,020,812	1,488,210	1,544,762	1,603,463	1,664,395	1,727,642	1,793,292	1,861,437	1,932,172	2,005,594	2,081,807
05-LIFE INSURANCE	55,495	58,103	60,834	63,693	66,687	69,821	73,103	76,539	80,136	83,902	87,846
06-UNEMPLOYMENT TAX	38,883	39,661	40,454	41,263	42,088	42,930	43,789	44,664	45,558	46,469	47,398
07-OTHER-EXPENSES	795,070	861,061	932,529	1,009,929	1,093,753	1,184,534	1,282,851	1,389,327	1,504,641	1,629,527	1,764,777
08-FACILITY OPERATING COSTS	2,752,729	2,934,409	3,128,080	3,334,533	3,554,613	3,789,217	4,039,305	4,305,900	4,590,089	4,893,035	5,215,975
09-MAINTENANCE COSTS	2,247,872	2,382,744	2,525,709	2,677,252	2,837,887	3,008,160	3,188,649	3,379,968	3,582,766	3,797,732	4,025,596
10-INSURANCE	373,327	383,407	393,759	404,390	415,309	426,522	438,038	449,865	462,012	474,486	487,297
12-UTILITIES	983,445	1,016,882	1,051,456	1,087,206	1,124,171	1,162,392	1,201,914	1,242,779	1,285,033	1,328,724	1,373,901
14-RETAIL OPERATIONS	1,348,155	1,488,363	1,643,153	1,814,041	1,922,883	2,038,256	2,160,552	2,290,185	2,427,596	2,573,252	2,727,647
19-TRANSFERS-OUT-ENTERPRISE FUND	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,950
19-TRANSFERS-OUT-GF CM	610,523	622,733	635,188	647,892	660,850	674,067	687,548	701,299	715,325	729,632	744,224
<b>NET INCOME FORECAST</b>	<b>25,008</b>	<b>750,919</b>	<b>977,218</b>	<b>1,340,567</b>	<b>1,428,234</b>	<b>1,538,914</b>	<b>1,675,364</b>	<b>1,840,621</b>	<b>2,038,035</b>	<b>2,271,294</b>	<b>2,544,459</b>

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 ADOPTED (FTE)
<b>Headquarters</b>					
Full -Time	21.15	21.15	21.15	22.15	22.15
Part -Time	2.69	2.69	2.69	2.69	2.89
<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	.37	.40	.46	.60	.55
<b>Algonkian Regional Park</b>					
Full -Time	6	6	6	6	6
Part -Time	2.98	3.12	3.12	3.47	3.73
<b>Algonkian Golf Course</b>					
Full -Time	7	7	7	7	7
Part -Time	5.63	5.78	5.78	5.78	5.78
<b>Volcano Island Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	7.58	7.81	7.92	7.92	8.07
<b>The Woodlands Meeting &amp; Event Center</b>					
Full -Time	.50	.50	.50	.50	.50
Part -Time	1.33	2.80	2.35	2.28	2.80
<b>Algonkian Cottages</b>					
Full -Time	.50	.50	.50	.50	.50
Part -Time	2.98	2.98	2.98	2.98	2.98
<b>Beaverdam Property</b>					
Part -Time	0	0	1.03	1.03	1.03
<b>Brambleton Golf Course</b>					
Full -Time	8	8	8	8	8
Part -Time	7.27	7.27	7.27	7.27	7.27
<b>Bull Run Regional Park</b>					
Full -Time	7	7	7	7	7
Part -Time	6.38	6.29	6.29	7.33	6.48
<b>Bull Run Marina</b>					
Full -Time	.20	.20	.20	.20	.20
Part -Time	0	0	0	0	0
<b>Atlantis Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	8.41	8.60	8.75	9.01	9.07
<b>Bull Run Special Events Center</b>					
Full -Time	.50	.50	.50	.50	.50
Part -Time	.70	.70	.70	.75	.94

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 ADOPTED (FTE)
<b>Bull Run Light Show</b>					
Full -Time	.50	.50	.50	.50	1.50
Part -Time	2.87	2.95	3.21	3.24	3.24
<b>Bull Run Shooting Center</b>					
Full -Time	2	2	2	2	2
Part -Time	7.99	9.11	9.11	9.35	9.60
<b>Cameron Run Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	4.95	4.95	4.85	4.85	4.85
<b>Great Waves Waterpark</b>					
Full -Time	1	1	1	1	1
Part -Time	18.15	18.54	20.40	20.60	21.05
<b>Carlyle House Historic Park</b>					
Full -Time	2	2	2	2	2
Part -Time	2.77	2.81	2.77	2.41	2.45
<b>Catering Services</b>					
Full -Time	1	1	1	1	1
Part -Time	1.70	2.07	2.28	2.28	2.28
<b>Fountainhead Regional Park</b>					
Full -Time	.90	.90	.90	.90	.90
Part -Time	3.64	3.51	3.63	3.56	3.72
<b>Meadowlark Botanical Gardens</b>					
Full -Time	7.5	7.5	7.5	7.5	7.5
Part -Time	6.66	6.68	6.78	6.97	7.61
<b>Meadowlark Light Show</b>					
Full -Time	.0	0	0	0	0
Part -Time	2.24	2.24	2.34	2.38	2.34
<b>Meadowlark Atrium</b>					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	6.83	7.07	8.42	8.82	8.25
<b>Mt. Zion/Gilberts Corner Regional Park</b>					
Full -Time	0	0	0	0	0
Part -Time	.05	.05	.05	.03	0
<b>Occoquan Regional Park</b>					
Full -Time	1	1	1	1	3
Part -Time	6.39	5.92	5.71	5.04	4.86
<b>Pohick Bay Regional Park</b>					
Full -Time	5	5	6	6	6
Part -Time	6.14	6.33	6.04	6.04	6.68

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 APPROVED (FTE)	FY 2017 APPROVED (FTE)	FY 2018 ADOPTED (FTE)
<b>Pohick Bay Golf Course</b>					
Full -Time	7	6	6	5	5
Part -Time	7.97	8.36	7.62	7.75	7.49
<b>Pohick Bay Marina</b>					
Full -Time	0	0	0	0	0
Part -Time	1.21	1.21	1.25	1.25	1.43
<b>Pirate's Cove Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	7.37	7.56	7.73	8.20	8.44
<b>Potomac Overlook Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	1.29	1.81	1.85	2.36	1.71
<b>Rust Sanctuary</b>					
Full -Time	0	0	1	1	2
Part -Time	2.05	3.30	3.42	4.78	5.64
<b>Sandy Run Regional Park</b>					
Full -Time	.90	.90	.90	.90	.90
Part -Time	1.39	1.39	1.23	1.23	.96
<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 Corn Maize*</b>					
Full -Time	0	0	0	0	0
Part -Time	1.78	2.05	2.92	2.92	2.92
<b>Upper Potomac Properties</b>					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	.35	.35	.35	.35	.47
<b>Upton Hill Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	3.03	3.78	3.23	3.37	3.46
<b>Ocean Dunes Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	6.89	7.13	7.24	7.24	7.24
<b>W&amp;OD Railroad Regional Park</b>					
Full -Time	4	4	4	4	4
Part -Time	2.94	2.94	2.94	2.94	2.94
<b>White's Ford Regional Park</b>					
Full -Time	.50	.50	.50	.50	.50
Part -Time	0	0	0	0	0
<b>Enterprise Fund Administration</b>					
Full -Time	5.85	6.85	6.85	6.85	6.85
Part -Time	.81	.23	.23	.23	.23
<b>Total Full -Time Staffing</b>	<b>121.00</b>	<b>121.00</b>	<b>123.00</b>	<b>123.00</b>	<b>127.00</b>
<b>Total, Part-Time Staffing</b>	<b>154.96</b>	<b>162.07</b>	<b>165.49</b>	<b>170.49</b>	<b>172.64</b>

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

**Account** – A separate financial reporting unit for budgeting, management or accounting purposes to classify and group similar transactions.

**Active Network**-Web-based recreation management software handling point of sale and reservation transactions.

**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 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.

**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 Calendar** – The schedule of key dates which the Park Authority follows in the preparation and adoption of the budget.

**Budget Message** – A written summary of the proposed budget from the Executive Director. The message provides a summary of the most important aspects of the budget, and changes from previous years.

**Capital Budget** – Funds made available for the acquisition or construction of capital assets. The expenditure may be for new construction, addition, replacement, or renovations to land, infrastructure, buildings and park equipment.

**Capital Improvement Program (CIP)** – A five year plan 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 2016 Revised-FY 2020.

**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.

## GLOSSARY

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**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.

**Great Blue Heron Catering** – NVRPA 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 by taking into account the consumer price index along with a review of our jurisdictions' practices.

**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.



**NASCO** – National Aquatic Safety Company provides training and courses in aquatic safety, procedures, and techniques.

**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.

**Objective** – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget** – A budget for general revenues and expenses necessary for an entity to function.

**Operating Transfers** – The movement of monies from one fund to another to cover costs related to certain program operations.

**Organization Chart** – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

**Park Authority** – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

**Part-Time Position** – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months,

**Per Capita** – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

**Per Capita Rates** – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

**Performance Measurement** – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

**Position** – A budgeted authorization for employment, which can be either full-time or part-time, but may not exceed 1 FTE.

**PPEA** – The Virginia Public-Private Education Facilities and Infrastructure Act of 2002.

**Restricted 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.

## GLOSSARY

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**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 swimming pool 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.