



# FY2025 Adopted Budget

July 1, 2024 – June 30, 2025

**Instructions for navigating the FY25 Budget pdf document:**

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

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

# **NOVA PARKS**

NORTHERN VIRGINIA REGIONAL  
PARK AUTHORITY

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

[WWW.NOVAPARKS.COM](http://WWW.NOVAPARKS.COM)



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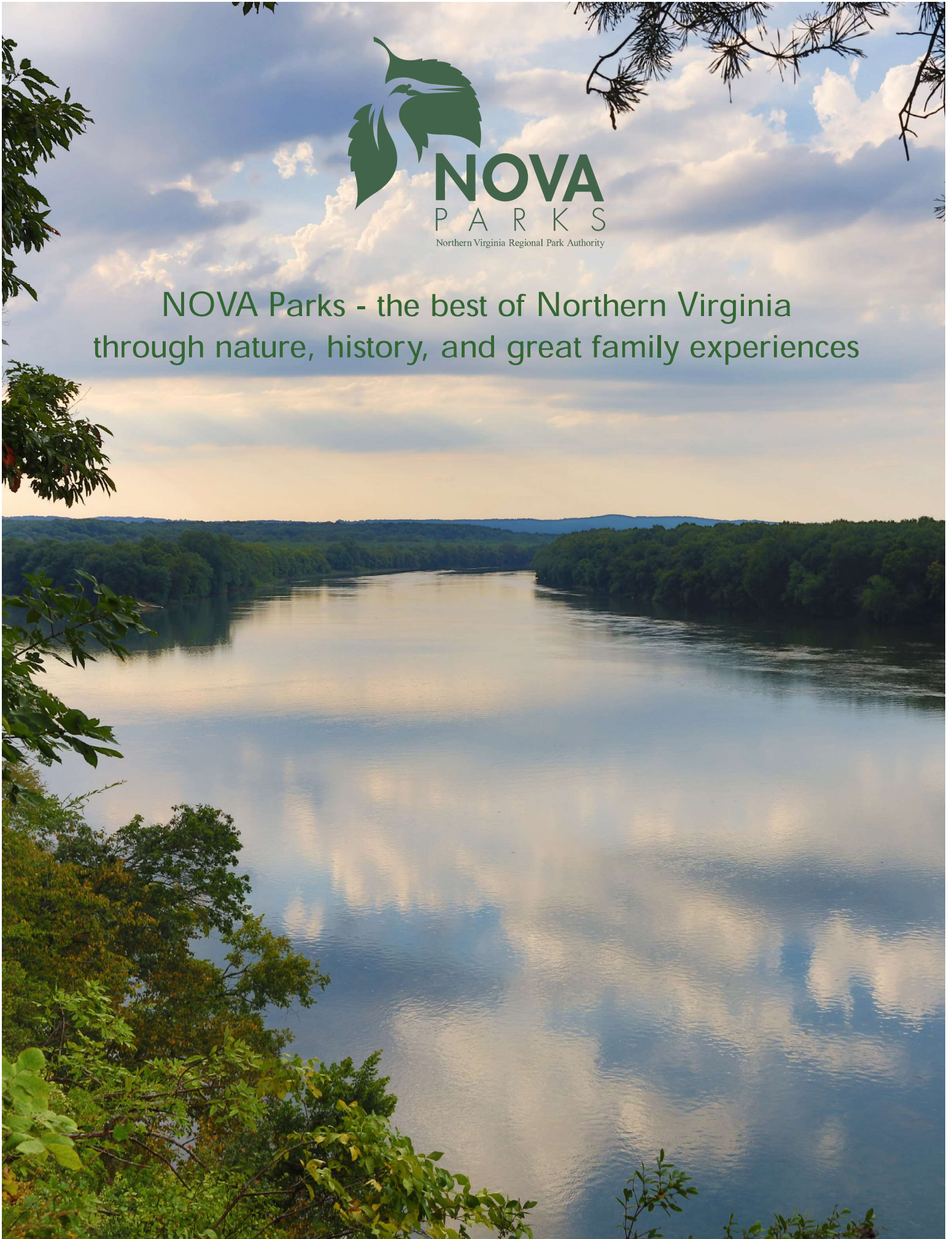
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Executive Director





NOVA Parks - the best of Northern Virginia  
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*Distinguished  
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For the Fiscal Year Beginning

**July 1, 2023**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Northern Virginia Regional Park Authority, Virginia for its annual budget for the fiscal year beginning July 1, 2023. 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 2025 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

## Fiscal Year 2025 Budget Message

July 1, 2024 - June 30, 2025

NOVA Parks (Northern Virginia Regional Park Authority) is very much an agency on the move. We are growing and developing in ways that benefit the entire Northern Virginia community. The operating budget (General and Enterprise Funds combined) has increased 7.6% over last year's budget to \$39,551,997.

### Expenses:

The growth of NOVA Parks is the result of a forward-thinking Strategic Plan. In our plan, we said we would acquire more parkland and that we would create new cutting-edge, innovative park facilities. For FY'2025, we are funding the operations of Cattail Regional Park, which we acquired in December of 2023. We have added three new parks through donations and grants in the last two years. We are also funding the operation of Reservoir Park at Beaverdam in FY'2025. This new park has fantastic new facilities and innovative and sustainable design. The park development was funded through a partnership with Loudoun Water and will have facilities for high school crew, nature education, boat rentals, picnic shelters, hiking trails, and more.

In addition to the new facilities we have increased the funding allocated to maintenance by 12.7% to cover both the increased cost of materials and a higher standard of maintenance that we are implementing.

The greatest increase in our expenses comes in the area of Human Resources. As a result of our Strategic Plan and the changes in the employment market, we completed a compensation study last year and implemented adjustments to ensure our team is compensated at a competitive rate. This fiscal year will be the first to fully fund these changes. Health insurance and retirement plan contributions also saw sizable increases for our full-time employees.

As a park agency reliant on seasonal operations, we have a large contingent of part-time and seasonal employees. In the middle of the summer, the number of part-time and seasonal employees is nearly 1,000. In order to attract the team, we need to provide services to the public, and keep our minimum wage at least \$1/hour higher than the state minimum wage. We have budgeted to keep pace with the increasing state minimum wage.

We continue to be able to fund our debt service for the redevelopment of Occoquan and Upton Hill Regional Parks through our operations, which is a sign of strong financial management.



The increased costs are a challenge, but they are largely driven by the increased use of our parks. Growing park facilities and maintenance and assuring that we have the talent needed to serve the public well are worthwhile investments.

**Revenues:**

The greatest challenge in a 7.6% growth in expenses is that the contribution from our member jurisdictions only went up by 2% due to little population growth across the region and a lower rate of inflation after several years of higher inflation. While contributions from the local governments are important, NOVA Parks has long relied on our entrepreneurial ability to fund the growth and development of the regional park system. This year, we will be just below 89% self-funded operations.

Two of our largest revenue generators over the last few years, light shows and event facility rentals, are each approaching capacity with little growth potential. We have budgeted less than a 1% increase in light shows and a 3% increase in event facility rentals. Having limited growth potential in these two significant areas of operations puts more pressure on the rest of the system to provide the needed growth.

We are budgeting an almost 20% increase over last year's budget for golf. This is an area that was in steady decline from 2007 to 2019 but has seen a remarkable resurgence since COVID. With changes in menus and better-negotiated food prices, we anticipate a 9% increase in food concession revenue as well as increased margins. Aquatics are also budgeted to go up with increased demand. Interest income, which has only recently become significant, is helping to cover some of our General Fund expenses.

**Conclusion:**

As you will see in the following Executive Summary graphs, in every category the use of the parks has increased dramatically since the pandemic. Much of the increased expense this year is a response to this increased use. We are taking steps to assure that we have the talent to run the parks and programs that the public wants. We are keeping pace with the increased cost of doing business. Additionally, we are investing in maintenance, to ensure that our facilities can serve the public well with the higher use. And finally, we are working with direction and focus to achieve the Strategic Plan and grow the regional park system.

The list of ways that NOVA Parks enhances our community is far too long to list in this message, but I encourage the readers to look at our Strategic Plan on page A-3 to see the extensive ways we are building a brighter future for everyone in the region.

Sincerely,



Paul Gilbert

Executive Director



# 2023-2027 STRATEGIC PLAN

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



## INTRODUCTION

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

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

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

### A Unique Team and Culture

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

## PLAN HIGHLIGHTS

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





## **NOVA Parks Vision 2027**

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

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

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

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

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

## **GOALS AND OBJECTIVES**

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

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

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



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

**Goals:**

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

**Objectives:**

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

**Goals and Objectives for NOVA Parks**

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

**Strategic Pillar 1: Environment**

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

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

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

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

**Strategic Pillar 2: Belonging**

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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





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

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

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

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

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

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

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

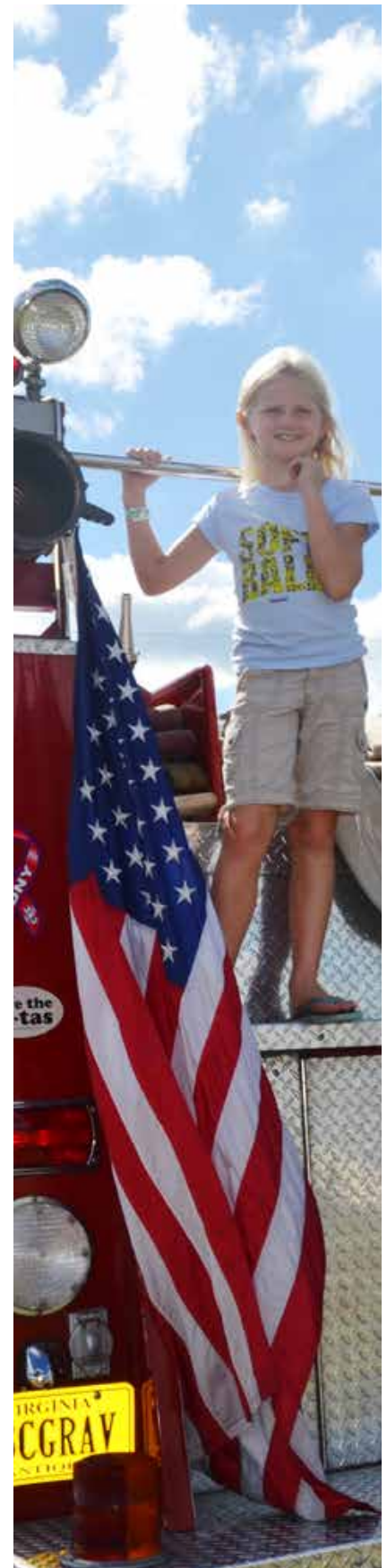
**Objective 2.6.1** – Initiate leadership planning for regional efforts to mark the 250th anniversary of the Declaration of Independence in 2023, and support through 2026.

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

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

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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





### **Strategic Pillar 4: Building the Future**

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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







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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## Strategic Plan Linkage to the FY 2025 Budget

A Strategic Plan for 2023-2027 was adopted by the NOVA Parks Board in July of 2022. This plan plays an integral role in shaping the budget and the future of NOVA Parks. Strategic goals and objectives were developed for each cost center last year upon implementation of the plan. These have been updated for FY 2025 and are included in individual cost center budget pages, located behind the Enterprise Fund tab in this document. These goals are linked to the following pillars of the 2023-2027 Strategic Plan:

### STRATEGIC PILLARS



**ENVIRONMENT**



**BELONGING**



**OUR TEAM**



**BUILDING THE FUTURE**



**REVENUE & EFFICIENCY**



## BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2025 Operating Budget is \$39,551,997, which is an increase of \$2,787,579 or 7.6% over the FY 2024 Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

<b><u>FY 2025 ADOPTED BUDGET - SUMMARY</u></b>			
	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ADOPTED</b>	<b>FY 2025 ADOPTED</b>
General Fund Revenue	\$ 4,063,263	\$ 4,400,038	\$ 4,488,492
Enterprise Fund Revenue	\$ 32,797,115	\$ 30,836,709	\$ 33,191,986
<b>TOTAL REVENUE</b>	<b>\$ 36,860,378</b>	<b>\$ 35,236,747</b>	<b>\$ 37,680,478</b>
Enterprise Fund - Transfers In	\$ 449,076	\$ 539,083	\$ 604,256
General Fund - Transfers In	\$ 747,610	\$ 988,589	1,267,263
<b>TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE</b>	<b>\$ 38,057,062</b>	<b>\$ 36,764,418</b>	<b>\$ 39,551,997</b>
General Fund Expenditures	\$ 4,791,878	\$ 5,388,627	\$ 5,755,755
Enterprise Fund Expenses	\$ 29,260,209	\$ 31,350,792	\$ 33,771,242
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$ 34,052,087</b>	<b>\$ 36,739,418</b>	<b>\$ 39,526,997</b>
Transfers Out	\$ (96,301)	\$ —	\$ —
Adjustments/Reserve Activity	\$ (1,035,624)	\$ 25,000	\$ 25,000
<b>TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE</b>	<b>\$ 32,920,162</b>	<b>\$ 36,764,418</b>	<b>\$ 39,551,997</b>
<b>OPERATING INCOME</b>	<b>\$ 5,136,900</b>	<b>\$ —</b>	<b>\$ —</b>

### **GENERAL FUND**

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

### **REVENUES**

General Fund revenues are budgeted at \$5,755,755, including transfers in the FY 2025 Budget. This is an increase of \$367,128 or 6.8% compared to the FY 2024 Budget.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2025 is \$2.23, and will provide a 2% increase based on this rate and population change. NOVA Parks has made a concerted effort through the years to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 15% of total revenue, and in FY 2025, only 11.3% of total revenue is budgeted from the member jurisdictions.

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

- a transfer budgeted from the Capital Fund, totaling \$1,227,263. This transfer includes the cost of capital development support from the General Fund which is \$1,027,263. The remaining \$200,000 is a transfer of interest earnings.
- a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2025.

## EXPENDITURES

General Fund expenditures are budgeted at \$5,755,755 which is an 6.8% increase compared to the FY 2024 Budget. There are a number of budget initiatives in the General Fund that increase budgeted expenditures.

Personnel costs comprise 75% of General Fund expenditures which makes this fund especially sensitive to investments in our workforce. In FY 2025 there is an 8% increase budgeted in personnel costs including the following:

- Compensation Investments
  - First full-year of implementation of the recent compensation study approved by the Board in FY 24
  - 3.1% Market Rate Adjustment for full-time employees
  - Annual step-increases are included for eligible full-time employees
  - Employer share of health insurance budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance companies.
  - A retirement rate contribution of 22.3% of employee salaries is included in the budget based on actuarial guidance. This is an increase from the current rate of 21%. The rate increase has an impact of \$37,124 in this fund, with an additional \$89,693 increase due to full-time salary adjustments listed above.
- New Positions - Position changed from Part-Time to Full-Time
  - Accounting Specialist Position – This new full-time position replaces a current part-time position that is currently budgeted for 1,750 hours a year. The increase in expense is estimated at \$40,000.
- General Fund operating costs other than personnel remained fairly constant in most areas with the FY 2025 Budget. The main areas budgeted for an increase include:
  - Audit fee increases by 9% or \$6,750 and includes funding for an IT audit in FY 25 based on recent Board action to initiate such audits in the future.
  - Insurance rate increase of 23% or \$36,155. due to property and liability insurance increases based on the addition of buildings and operations at Cattail and Beavertdam, as well as rates combined with the previous three year experience modifier.
  - Professional Services includes an increase of 25% or \$50,000 based on trends in recent years and anticipated future needs.
  - The System Support account includes IT needs with an agency-wide focus as well as software as a service (SAAS) needs for administrative departments. This account includes a 7% increase or \$25,000.
  - A contingency of \$100,000 included in the General Fund. This provides an additional buffer and will be used before considering the use of reserve funds.



## **ENTERPRISE FUND**

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

### **REVENUES**

Enterprise Fund revenues are budgeted at \$33,796,242 for FY 2025, including transfers. This is an increase of \$2,420,450 or 7.8% increase compared to the FY 24 Budget. The FY 2025 revenue estimates are based on trends that have emerged since the pandemic, with estimation on whether these trends will continue to the same level in the future. The budgeted revenues factor in rate increases that were adopted for calendar year 2024.

- User Fee revenue is budgeted to increase by 8% or \$1,689,722 compared to the FY 2024 Budget.
  - **Golf Course User Fees** - Golf Course activity continues to remain strong at this point and revenue is budgeted to increase by 20% or \$887,808 compared to the FY 2024 Budget. While this is a substantial increase compared to the budget, it is close to the current trend of golf activity, which has remained at record levels even after the pandemic. The increase also takes into account rate increases that took effect in January 2024. Additionally, golf is very reliant on weather, so a key month with bad weather can translate to much lower revenue.
  - **Aquatics User Fees** - These are budgeted to be 9% higher than the FY 2024 Budget. This brings Aquatics revenue up to its highest level ever. The strong 2023 waterpark season combined with recent rate adjustments are the primary reasons for the budgeted increase.
  - **Facility Rental User Fees** - These are mostly comprised of the rental of our event facilities, not including the catering portion of the events. Additionally, shelter reservations are included in this category. These revenues are budgeted to increase by 4% or \$111,190. Events are expected to level off after the post-pandemic high and shelter reservation revenue is expected to increase due to recent rate adjustments.
  - **Marine User Fees** - This includes boat rental, launch & parking fees, regattas, rowing camps and boat storage. These are budgeted to increase by 6.2% or \$53,631. Most of this revenue is anticipated to remain consistent, but the main exception is the increased activities at Beaverdam which account for most of the increased revenue.
  - **Camping/Cottage User Fees** - Overall, this revenue is budgeted to remain consistent in FY 25, with an increase of 3.4% or \$76,000. Camping, cabin and cottage revenue has increased 48% since prior to the pandemic and it is now leveling off. The increased revenue is due mostly to recent rate adjustments.
  - **Skeet, Trap & Archery User Fees** - This revenue is expected to remain close to current levels, with a 2.4% or \$19,000 increase in the budget. This slight increase is attributable to rate adjustments.

- **Light Shows/Special Event User Fees** - This category is mainly comprised of the three holiday light shows, but it also includes revenue from the Temple Hall Fall Festival and other programmed events throughout NOVA Parks. This category is budgeted to remain at current levels with a 0.7% or \$31,075 increase. This revenue source has more than doubled since FY 2019 and is leveling off after the high visitation during the pandemic.
- **Other Park User Fees** - A variety of activities are included in this category including Climb UPton that opened in FY 2022 at Upton Hill Regional Park. Additional activities include boat/RV storage, park entrance fees, batting cages, miniature golf and equipment rental. This category is budgeted to increase by \$216,018 or 8.3%. A significant portion of this increase is at Meadowlark Botanical Gardens with a combination of high garden admissions/memberships and rate adjustments starting in calendar year 2024. There are also slight increases in Boat/RV storage revenue as well camp revenue. Climb UPton is budgeted with revenue consistent with current FY 24 budget levels.
- Retail Operations revenue is budgeted to total almost \$8 million which represents an increase of 9% or \$654,575. This is due to increases in event facility catering as well as general retail increases at other parks, waterparks and golf courses. This budgeted revenue for FY 2025 brings retail operations \$1.8 million higher than pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses.
  - Some of the main categories of retail revenue include:
    - Catering revenue is budgeted at \$2.6 million which is a \$293,000 or 12.7% increase.
    - Retail - Food revenue is budgeted at \$2.6 million which is an increase of \$244,160 or 10.5%.
    - Retail - Alcohol revenue is budgeted at \$1.2 million which is an increase of \$26,215 or 2.3%
    - Retail - Merchandise is budgeted at \$166,800 which represents an 11.9% or \$17,700 increase.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a less than 1% decrease or \$7,875.
- The Other Revenue category remains steady in the FY 2025 Budget at \$1.3 million. This source includes a variety of revenues that do not fit within any other category.

Operating expenses in the Enterprise Fund are budgeted at \$33,771,242 with an 7.8% increase compared to the FY 2024 Budget.

Personnel costs comprise 58% of Enterprise Fund expenses and in FY 2025 there is an 8% increase budgeted in personnel costs including the following:

- Compensation Investments
  - First full-year of implementation of the recent compensation study approved by the Board in FY 24
  - 3.1% Market Rate Adjustment for full-time employees
  - Annual step-increases are included for eligible full-time employees
  - Employer share of health insurance budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance companies.

- A retirement rate contribution of 22.3% of employee salaries is included in the budget based on actuarial guidance. This is an increase from the current rate of 21%. The rate increase has an impact of \$113,427 in this fund.
- Part-time rate increases
  - Current part-time rates are at a minimum of \$13 an hour, which is \$1 an hour higher than the current \$12 Virginia minimum wage that took effect in January 2023. The FY 25 budget proposes the following:
    - Part time rate adjustments to bring all part time to at least \$13.50 an hour for the start of FY 25 and the ending months of FY 24. This rate is \$1.50 an hour higher than the current Virginia minimum.
    - Additional funding is included in the Compensation Initiatives account for potential minimum wage increases in the State of Virginia and other compensation related items.
- There are no new full-time positions proposed in the Enterprise Fund for FY 2025
  - While there are no new full-time positions, the part-time component has increased by \$477,681 or 8%.
  - This increase is a combination of part-time rate adjustments and additional part-time hours throughout the parks.
- Operating costs are budgeted to increase by 6.2% or \$271,406 compared to the FY 2024 Budget.
  - Most of the changes are due to costs associated with variations in park usage and programming such as credit card charges, point-of-sale technology fees, contract employment and production costs.
  - The Swimming Pool Safety Program account was increased from \$30,000 to \$60,000 to reflect the true cost of this important initiative.
  - A Compensation Funding Initiatives account is included in the budget in order to help fund potential minimum wage increases
  - There is a \$50,000 Contingency in the Enterprise Fund for FY 2025, in addition to a \$100,000 Contingency in the General Fund.
  - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$45,000.
- Maintenance costs are budgeted to increase by 13.1% or \$443,522 in the Enterprise Fund. With a combination of inflationary increases and additional maintenance needs, each cost center was evaluated and increases were allocated based on each facility type and specific park needs.
- Insurance is budgeted to increase slightly by \$7,348 or 3.3%. This is due to a combination of an increase in Liquor Liability and vehicle Insurance and a decrease in Workers Compensation insurance cost.
- Retail operations expense is budgeted to increase by 6.8%, which is related to the increased level of retail revenue.
- Utilities are budgeted to increase 5%, with most of the increase in electricity, natural gas and internet/cable.
- Debt Payments (principal and interest) are included in the Enterprise Fund budget for the following:
  - \$814,640 for the Jean R. Packard Center at Occoquan
  - \$225,653 for Upton Hill and Climb UPTon
  - \$121,083 for Pohick Bay Property



- In addition to the expenses listed above, the Enterprise Fund includes a budgeted transfer of \$25,000 to Board Authorized Reserves for FY 2025.

## **RESERVES**

The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be at \$3.8 million at the start of FY 2025. Our financial policies state that these reserves should be between 8% and 15% of revenue for the upcoming budget year, and at the start of FY 2025 these reserves are anticipated to be at 10%.

The Strategic Opportunity Reserve was established in 2021 to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks mission and stimulate economic growth. Additional funding for the Strategic Opportunity Reserve may be authorized by the Board once the Designated Set-Aside reaches the 15% target. The current level of the Strategic Opportunity Reserve is \$2.9 million. The combination of the Designated-Set Aside and Strategic Opportunity Reserve is expected to total 18% of FY 2025 Budgeted Revenues, excluding transfers at the start of the fiscal year.

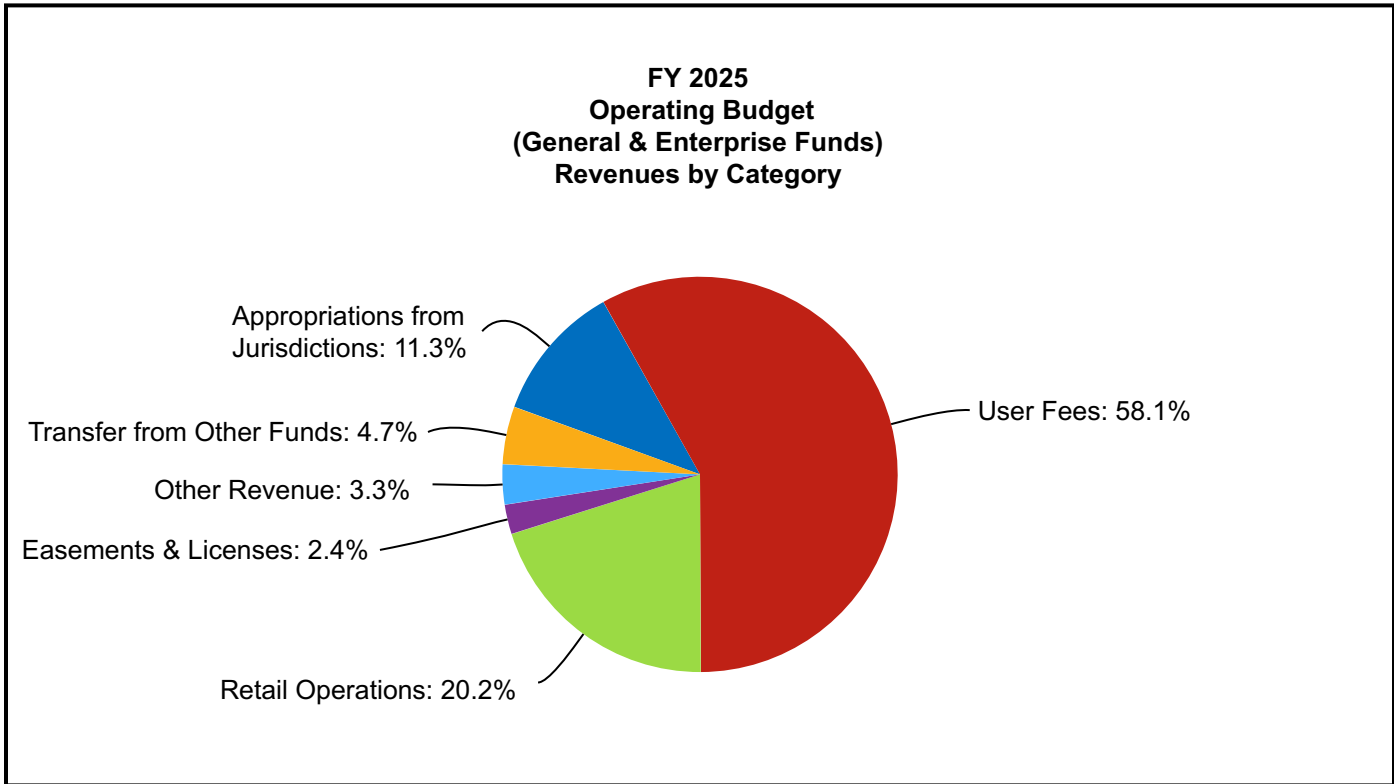
Fund Balance is included in the General and Enterprise Funds. This is the operating balance of the funds after any transfers or contributions to the Designated Set-Aside. The General Fund is budgeted with a fund balance of \$64,220 and the Enterprise includes \$287,146.

In addition to the above reserves, the FY 2025 Budget includes a total of \$150,000 in contingency funding which is budgeted with \$100,000 in the General Fund and \$50,000 in the Enterprise Fund. This serves as an additional buffer in challenging times due to weather or other unforeseen events.

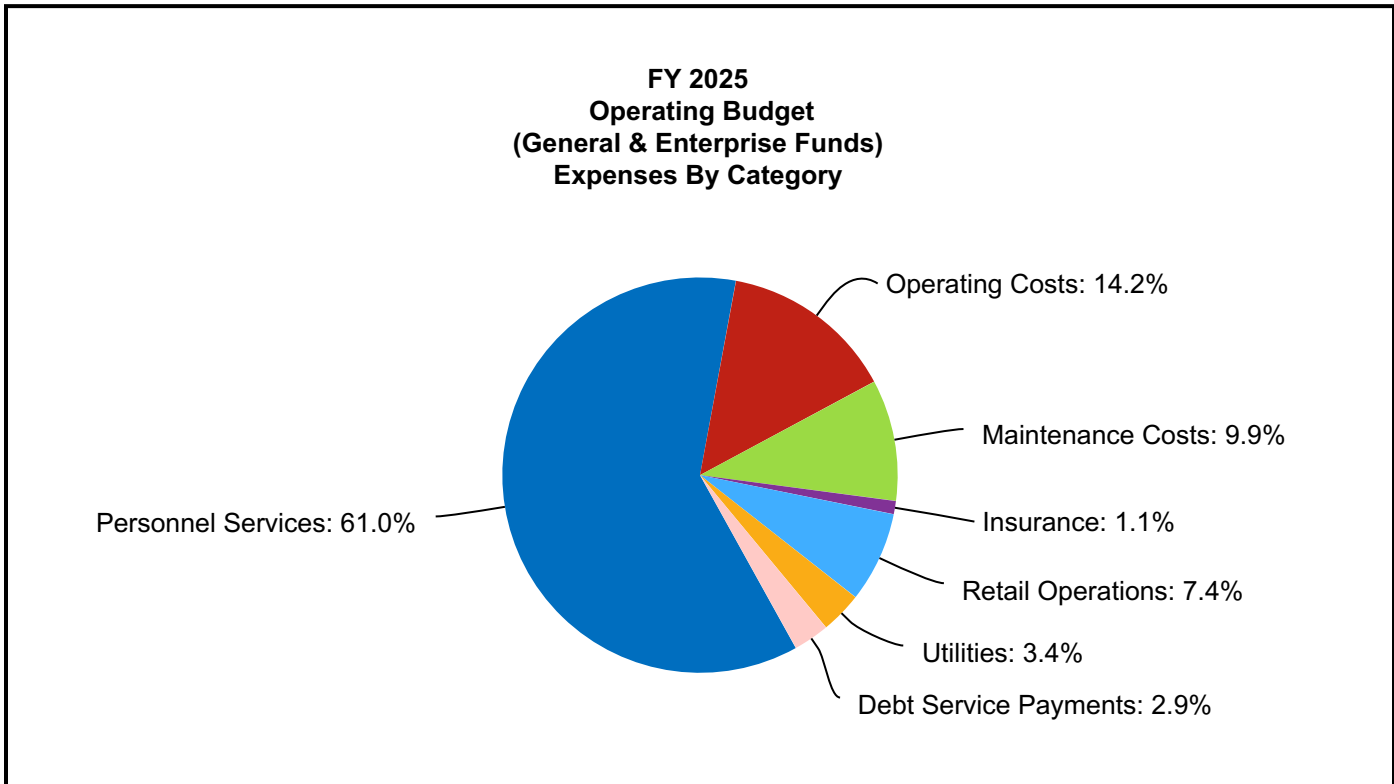
## **CAPITAL ENDOWMENT**

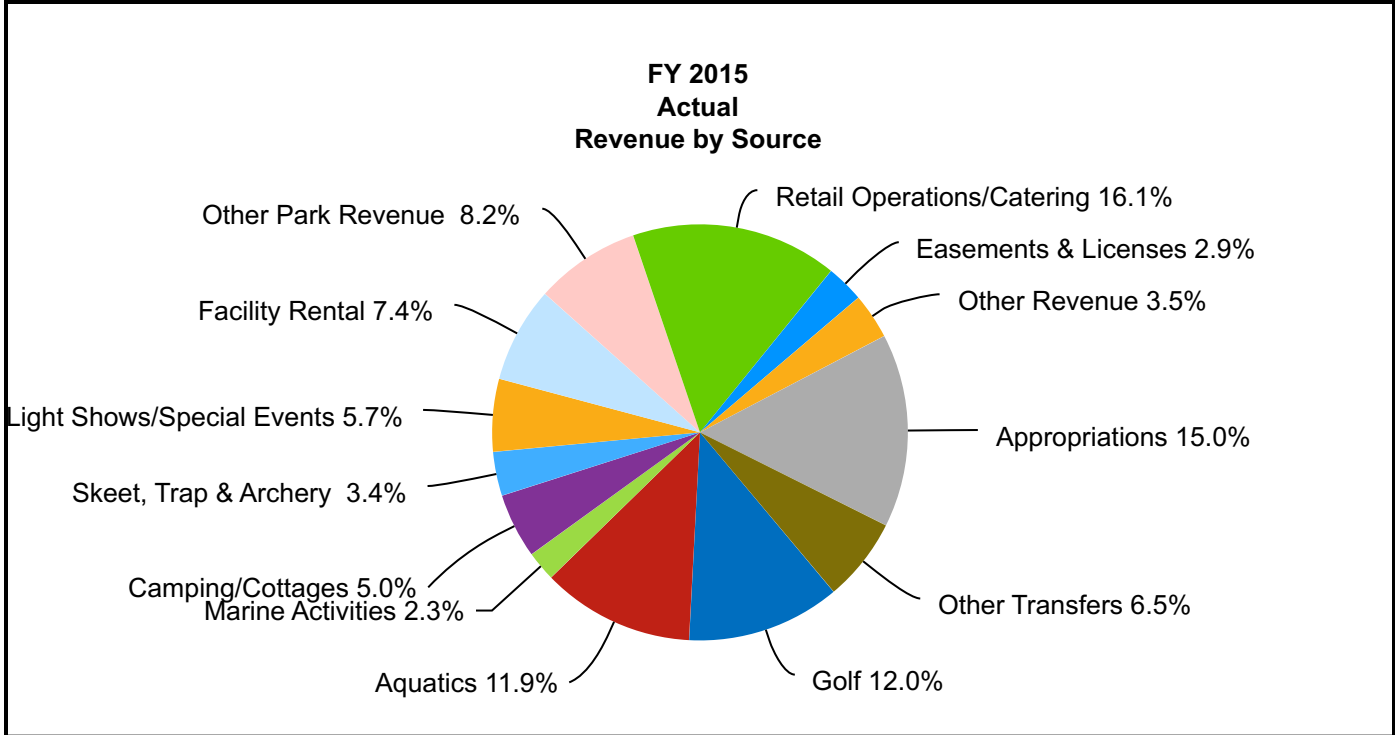
A new Capital Endowment held at the Community Foundation for Northern Virginia was established in July of 2022. The purpose of this endowment is to create a perpetual legacy of funding NOVA Parks Capital Fund projects. The endowment is funded both through non-recurring license fees and new nutrient mitigation banking credits.

### Where the money comes from...



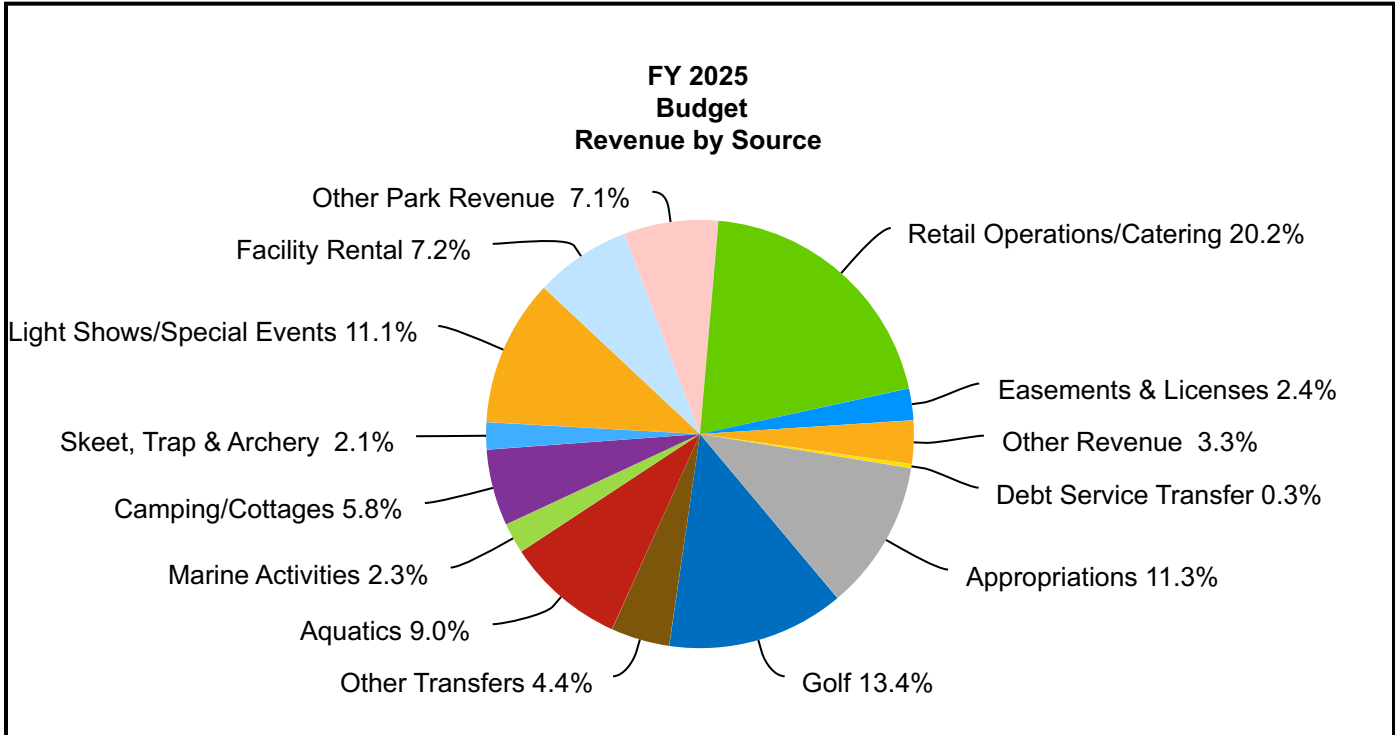
### Where the money goes...





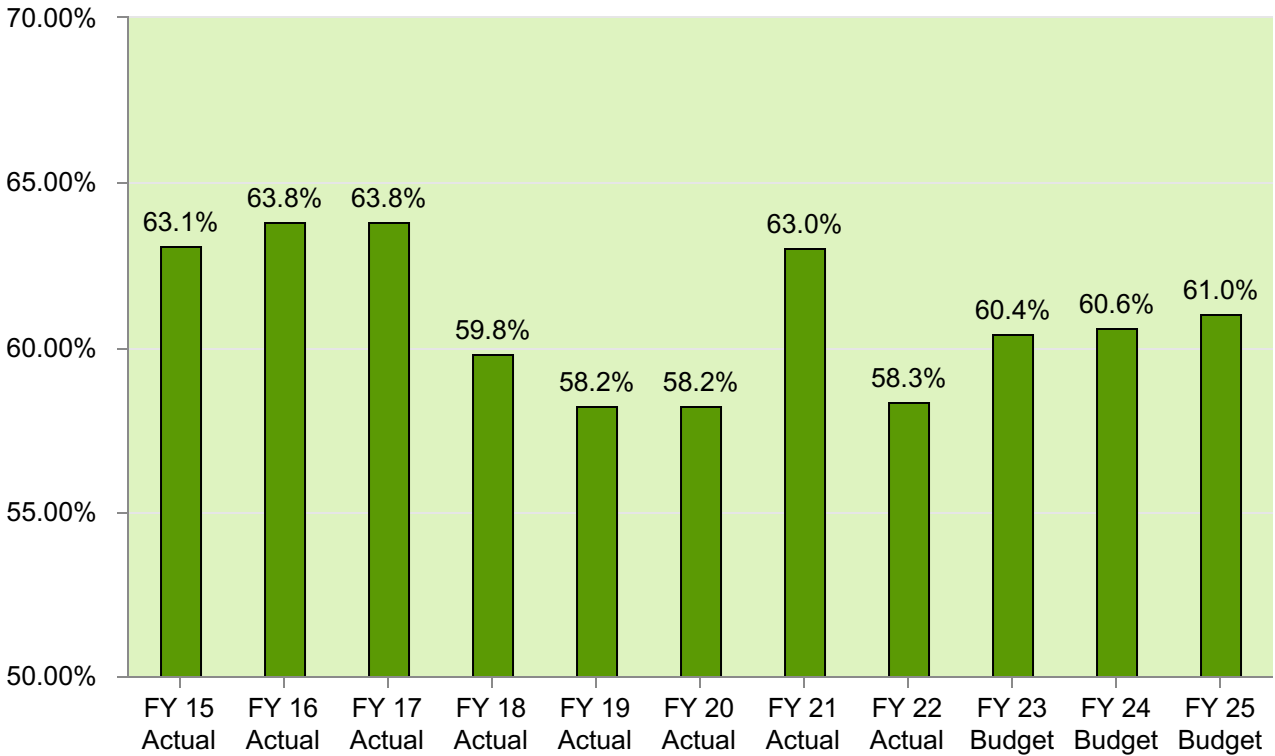
#### CHANGING TRENDS IN REVENUE SOURCES...

These two graphs show the changing face of NOVA PARKS revenue sources in recent years. The reliance on revenue from Appropriations from Jurisdictions has been decreasing over time. Light shows and event facilities/retail operations/catering are contributing a larger share of revenue than they have in the past. In FY 2015 these facility types were 29% of revenue and now they comprise 39% of revenue. Golf revenue percentage has increased and aquatics revenue has slightly decreased as a percent of all revenue.



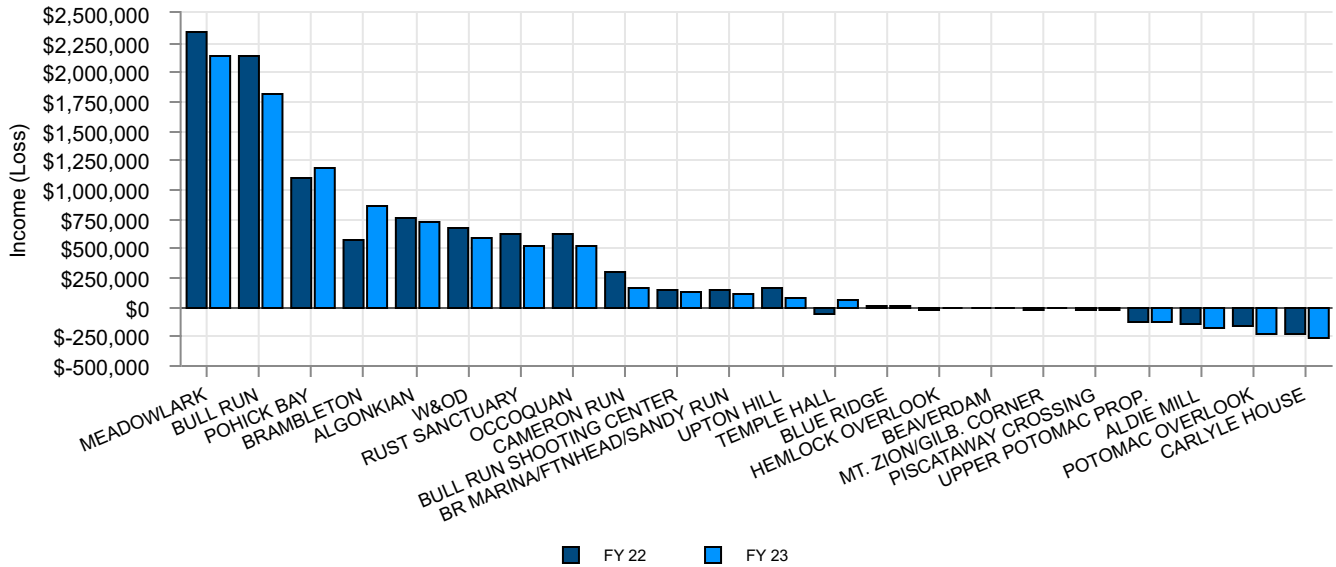


**Salaries & Benefits as a Percent  
of Total Operating Costs**



This chart shows the variations in personnel costs as a percentage of overall expenses. Prior to FY 18, the retirement rate was higher and this impacted overall personnel costs. The lower retirement rate and low inflation kept personnel costs down in FY 18 and FY 19. The pandemic impacted operations and hiring during the pandemic years of FY 20 and FY 21. The lower rate in FY 22 is partially due to difficulty in filling positions. The increases in the FY 23 through FY 25 reflect higher inflation adjustments and a focus on compensation initiatives.

**Income (Loss) by Park  
FY 2022 compared to FY 2023**



This graph shows the net income/loss of each major park for FY 2022 and FY 2023. These years directly followed the pandemic and show the trends during this time. The parks with golf courses, light shows and event facilities were the most prosperous during both of the years.

	FY 2022	FY 2023
MEADOWLARK	\$ 2,353,200	\$ 2,143,712
BULL RUN	2,142,561	1,817,727
POHICK BAY	1,097,643	1,182,158
BRAMBLETON	569,602	867,995
ALGONKIAN	753,139	721,772
W&OD	670,762	588,143
RUST NATURE SANCTUARY & MANOR HOUSE	627,295	519,707
OCCOQUAN	625,717	514,905
CAMERON RUN	305,434	158,649
BULL RUN SHOOTING CENTER	141,455	147,871
BR MARINA/FTNHEAD/SANDY RUN	150,443	108,494
UPTON HILL	162,910	84,822
TEMPLE HALL	(58,085)	57,998
BLUE RIDGE	2,919	6,207
HEMLOCK OVERLOOK	(16,377)	(2,312)
RESERVOIR PARK AT BEAVERDAM	2,516	(8,382)
MT. ZION/GILB. CORNER	(20,342)	(14,017)
PISCATAWAY CROSSING	(19,702)	(25,240)
UPPER POTOMAC PROP.	(125,030)	(131,231)
ALDIE MILL	(144,048)	(176,750)
POTOMAC OVERLOOK	(166,515)	(229,774)
CARLYLE HOUSE	(233,227)	(252,845)

## FY 2025 COMBINED FUND SUMMARY

<b>REVENUE AND OTHER SOURCES</b>			
	<b>GENERAL FUND</b>	<b>ENTERPRISE FUND</b>	<b>TOTAL</b>
Appropriations from Jurisdictions	\$ 4,479,492	\$ 0	\$ 4,479,492
User Fees	0	22,963,084	<b>22,963,084</b>
Retail Operations	0	7,988,610	<b>7,988,610</b>
Easements and Licenses	0	953,414	<b>953,414</b>
Other Revenue	9,000	1,286,878	<b>1,295,878</b>
Transfers	1,267,263	604,256	<b>1,871,519</b>
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$ 5,755,755</b>	<b>\$ 33,796,242</b>	<b>\$ 39,551,997</b>

<b>EXPENSES AND OTHER USES</b>			
	<b>GENERAL FUND</b>	<b>ENTERPRISE FUND</b>	<b>TOTAL</b>
Personnel Services	\$ 4,372,361	\$ 19,733,167	\$ <b>24,105,528</b>
Operating Costs	1,026,525	4,603,013	<b>5,629,538</b>
Maintenance Costs	99,000	3,825,700	<b>3,924,700</b>
Insurance	193,548	231,702	<b>425,250</b>
Retail Operations	0	2,933,683	<b>2,933,683</b>
Utilities	64,322	1,282,600	<b>1,346,922</b>
Debt Service Payments	0	1,161,376	<b>1,161,376</b>
Contribution to Board Authorized Reserves	0	25,000	<b>25,000</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 5,755,755</b>	<b>\$ 33,796,242</b>	<b>\$ 39,551,997</b>



**COMBINED OPERATING FUND REVENUES AND OTHER SOURCES**

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Appropriations from Jurisdictions	\$ 3,893,471	\$ 4,090,455	\$ 4,391,038	\$ 4,391,037	\$ 4,479,492
User Fees	21,381,232	21,942,700	21,273,362	18,665,376	22,963,084
Retail Operations	7,307,473	8,280,346	7,334,035	6,769,856	7,988,610
Easements and Licenses	938,404	916,876	961,289	961,289	953,414
Other Revenue*	2,330,008	1,630,002	1,277,023	1,025,892	1,295,878
<b>TOTAL REVENUE</b>	<b>\$35,850,587</b>	<b>\$ 36,860,378</b>	<b>\$ 35,236,746</b>	<b>\$31,813,450</b>	<b>\$37,680,478</b>
Transfers In	1,464,627	747,690	991,589	1,236,443	1,270,263
Transfer from Restricted License Fee Fund	327,912	327,912	415,000	415,000	480,173
Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
<b>TOTAL TRANSFERS IN</b>	<b>\$ 1,792,539</b>	<b>\$ 1,196,685</b>	<b>\$ 1,527,672</b>	<b>\$ 1,651,443</b>	<b>\$ 1,871,519</b>
<b>TOTAL RESOURCES</b>	<b>\$37,643,127</b>	<b>\$ 38,057,062</b>	<b>\$ 36,764,418</b>	<b>\$33,464,893</b>	<b>\$39,551,997</b>

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

**COMBINED OPERATING FUND EXPENSES AND OTHER USES**

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Personnel Services	\$17,668,626	\$ 20,293,278	\$ 22,273,265	\$18,243,004	\$24,105,528
Operating Costs	4,869,342	5,181,781	5,409,917	4,404,023	5,629,538
Maintenance Costs	3,218,704	3,553,429	3,481,578	3,062,747	3,924,700
Insurance	308,571	328,522	381,747	355,507	425,250
Retail Operations	2,651,036	2,923,632	2,747,148	2,230,480	2,933,683
Utilities	1,080,730	1,236,948	1,285,556	1,030,252	1,346,922
Debt Service	526,199	534,497	1,160,208	400,245	1,161,376
<b>TOTAL EXPENSES</b>	<b>\$30,323,208</b>	<b>\$ 34,052,087</b>	<b>\$ 36,739,418</b>	<b>\$29,726,258</b>	<b>\$39,526,997</b>
Transfer to General Fund - Central Maintenance	720,000	0	0	0	0
Transfer to Balance General Fund	(50,175)	(96,301)	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 669,825</b>	<b>\$ (96,301)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSE AND OTHER USES</b>	<b>\$30,993,033</b>	<b>\$ 33,955,786</b>	<b>\$ 36,739,418</b>	<b>\$29,726,258</b>	<b>\$39,526,997</b>
Donation Adjustment/Reserve Activity	322,667	(1,035,624)	0	0	0
<b>COMBINED OPERATING FUND INCOME</b>	<b>\$ 6,327,427</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 3,738,635</b>	<b>\$ 25,000</b>
Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
Transfer to Retirement Plan	632,742	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Strategic Opportunity Fund	0	513,690	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>\$ 6,327,427</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
<b>COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,738,635</b>	<b>\$ 0</b>

# OVERALL REVENUE SUMMARY AND ANALYSIS

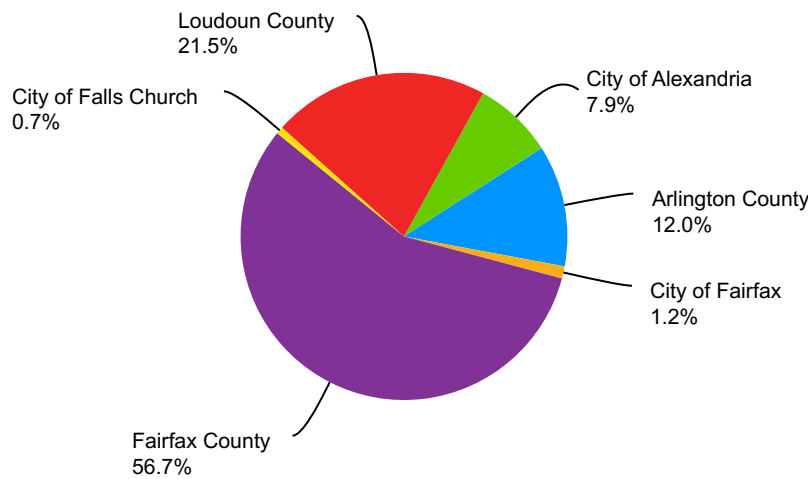
## APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 11.3% of total operating revenues in the FY 2025 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 2025, the operating per capita rate is \$2.23 and the capital per capita rate is \$3.03. The appropriation level requested is a combination of the per capita rate times the population.

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

**Appropriations Revenue by Jurisdiction**



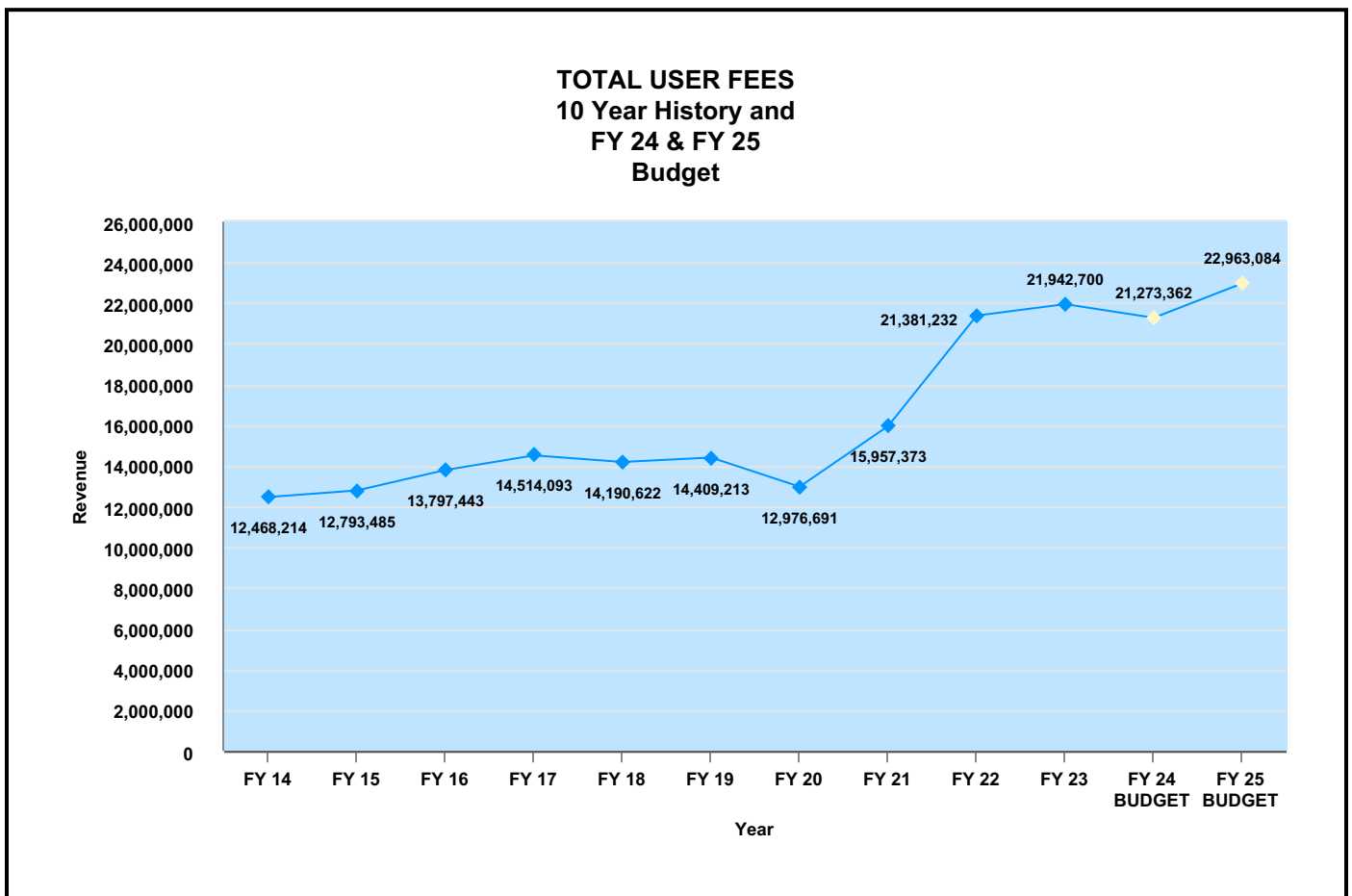
	OPERATING APPROPRIATION		
	Population*	Cost per Capita	Appropriation
<b>City of Alexandria</b>	158,128	\$2.23	\$ 352,625
<b>Arlington County</b>	241,283	\$2.23	538,061
<b>City of Fairfax</b>	24,003	\$2.23	53,527
<b>Fairfax County</b>	1,139,755	\$2.23	2,541,654
<b>City of Falls Church</b>	14,566	\$2.23	32,482
<b>Loudoun County</b>	431,006	\$2.23	961,143
<b>Total</b>	<b>2,008,741</b>		<b>4,479,492</b>

*The population for the FY 2025 Budget is based on July 2022 estimates: University of Virginia Weldon Cooper Center, Demographics Research Group.(2020) Virginia Population Estimates. Retrieved from <https://demographics.coopercenter.org/virginia-population-estimates>.*

## USER FEES

User Fees in the Enterprise Fund are the largest revenue source with 58% of total NOVA Parks operating revenue expected from that source in FY 2025. This revenue source is the key to financial stability for NOVA Parks. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including the weather, the economy and recreational trends.

The following graph shows the total revenue for User Fees for ten years through FY 2023. It also includes budget data for FY 2024 and FY 2025. In FY 2025, User Fees are budgeted to total almost \$23 million. The current FY 2024 budget includes \$21.2 million in User Fees and based on year-to-date trends, it is anticipated to exceed the budgeted amount, potentially reaching over \$22 million of revenue, depending on activity and weather for the remainder of the fiscal year.

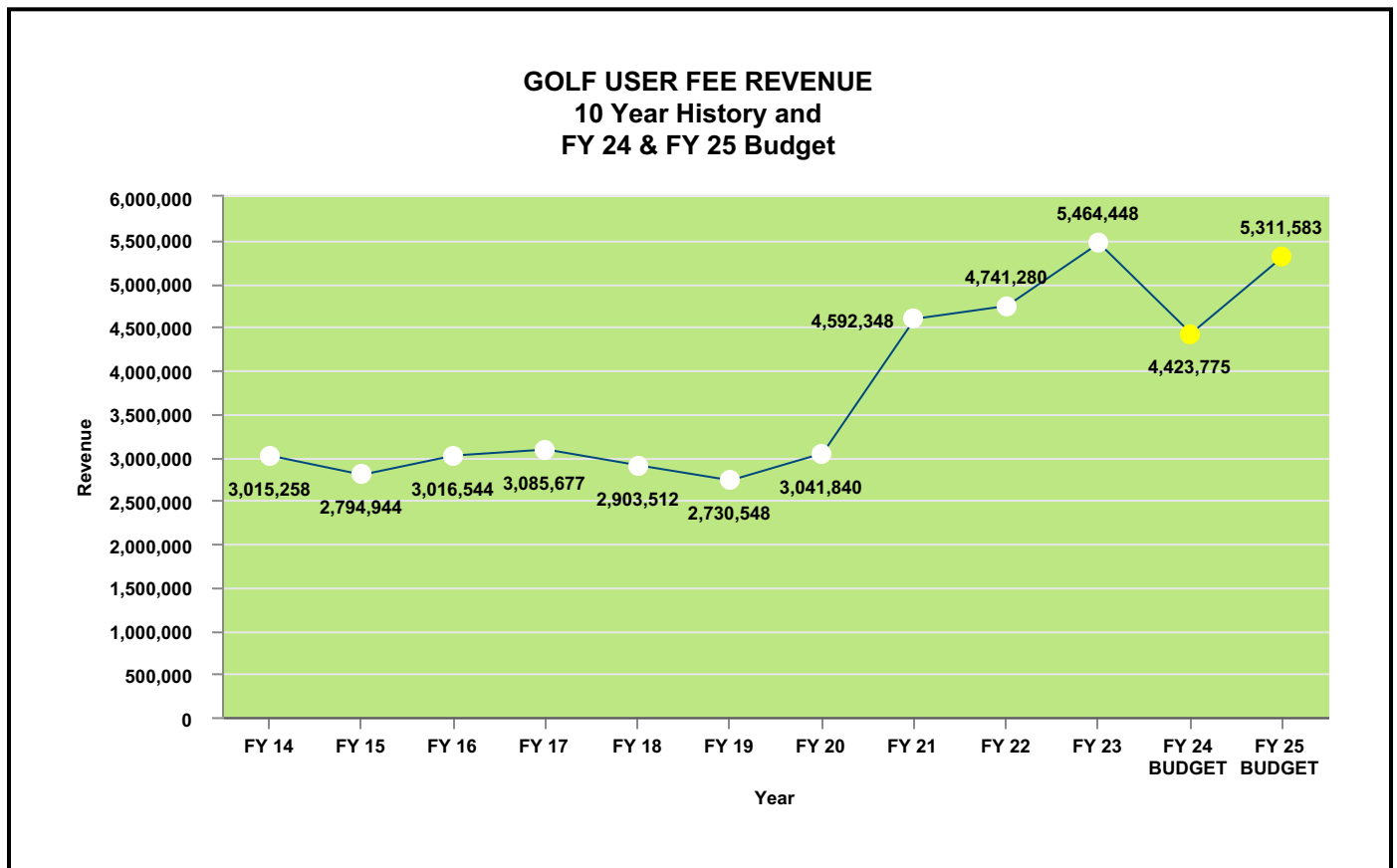




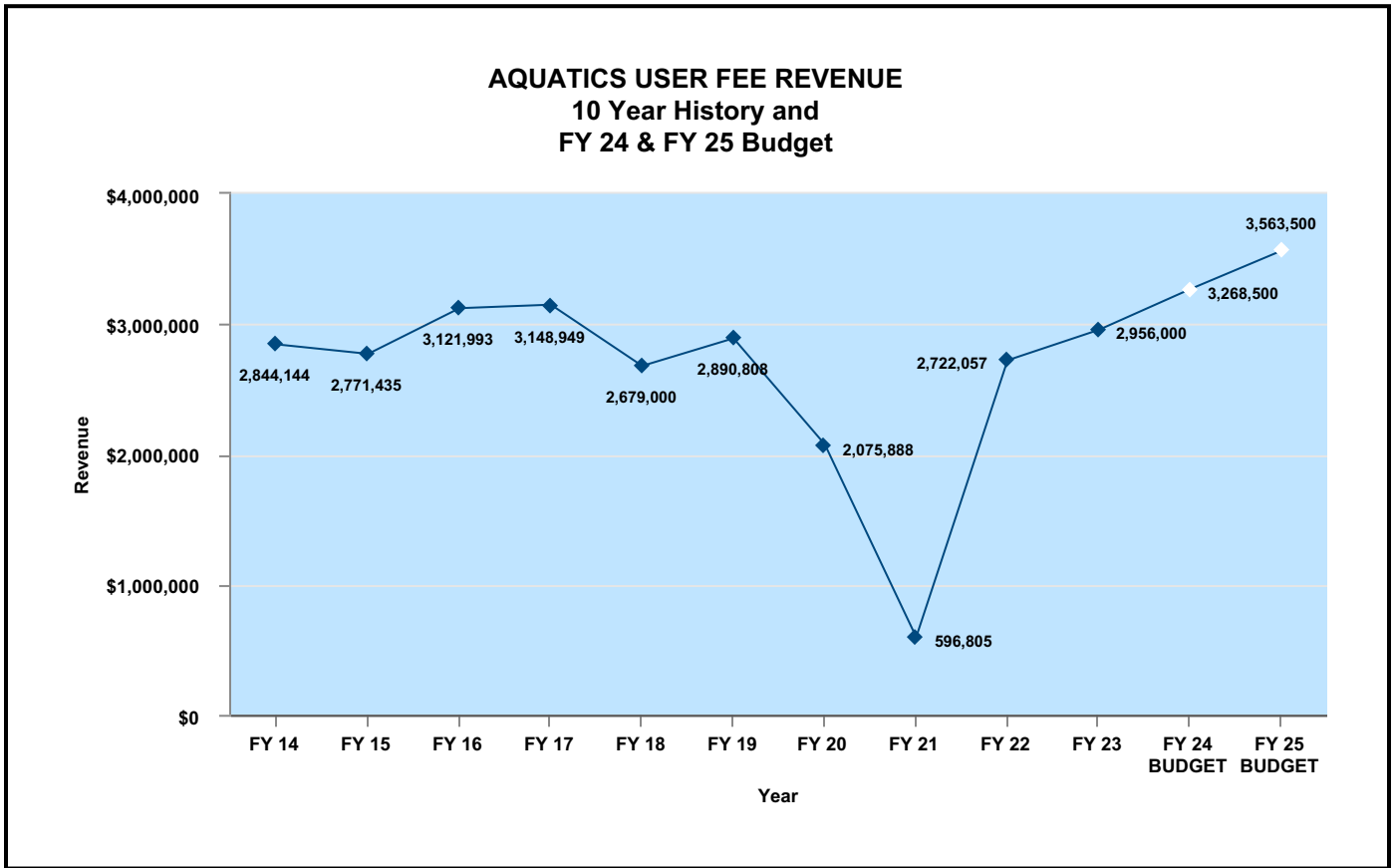
## GOLF USER FEES

Golf Revenue is the largest user fee based revenue source budgeted for FY 2025, at 23.1% of all user fee revenue. The golf industry throughout the nation experienced a pattern of reduced play for many years, but during the COVID-19 pandemic, golf saw a resurgence. This trend continues and while it is unknown how long this will endure, the short-term level of play looks promising.

For FY 2025, the budget includes a 20% increase. While this is a substantial increase compared to the budget, it is close to the current trend of golf activity, which has remained at record levels even after the pandemic. The increase also takes into account rate increases that took effect in January 2024. Additionally, golf is reliant on weather, so a key month with bad weather can translate to much lower revenue.



## AQUATICS USER FEES

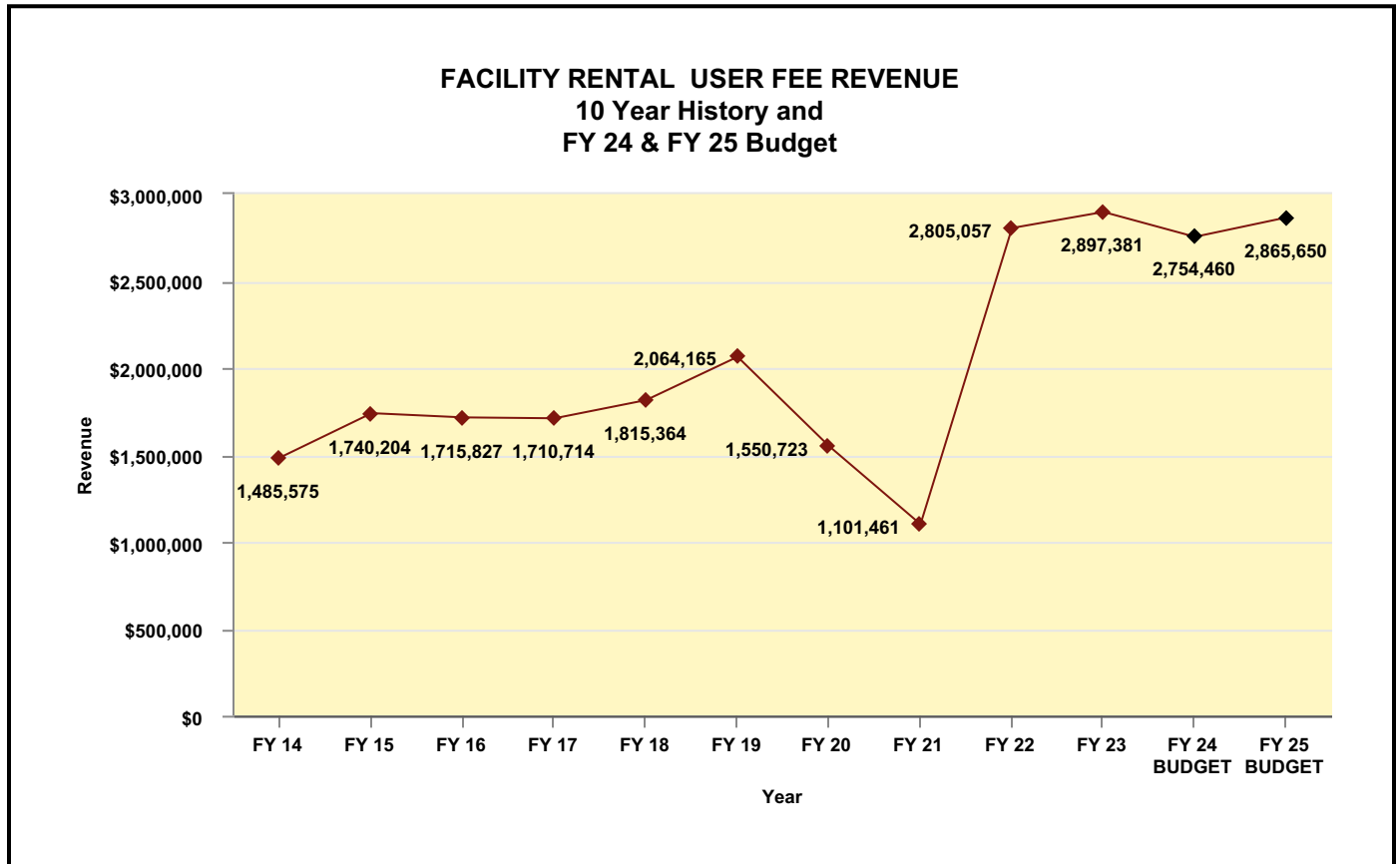


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.5% of total NOVA Parks enterprise revenue and 15.5% of user fee revenue in FY 2025.

After major disruptions during the pandemic, the waterparks experienced a more normal pattern during the most recent waterpark season. This is expected to continue and combined with fee adjustments revenue is budgeted at it highest level ever. This is illustrated in the above graph in FY 2019 and the FY 2025 Budget.

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

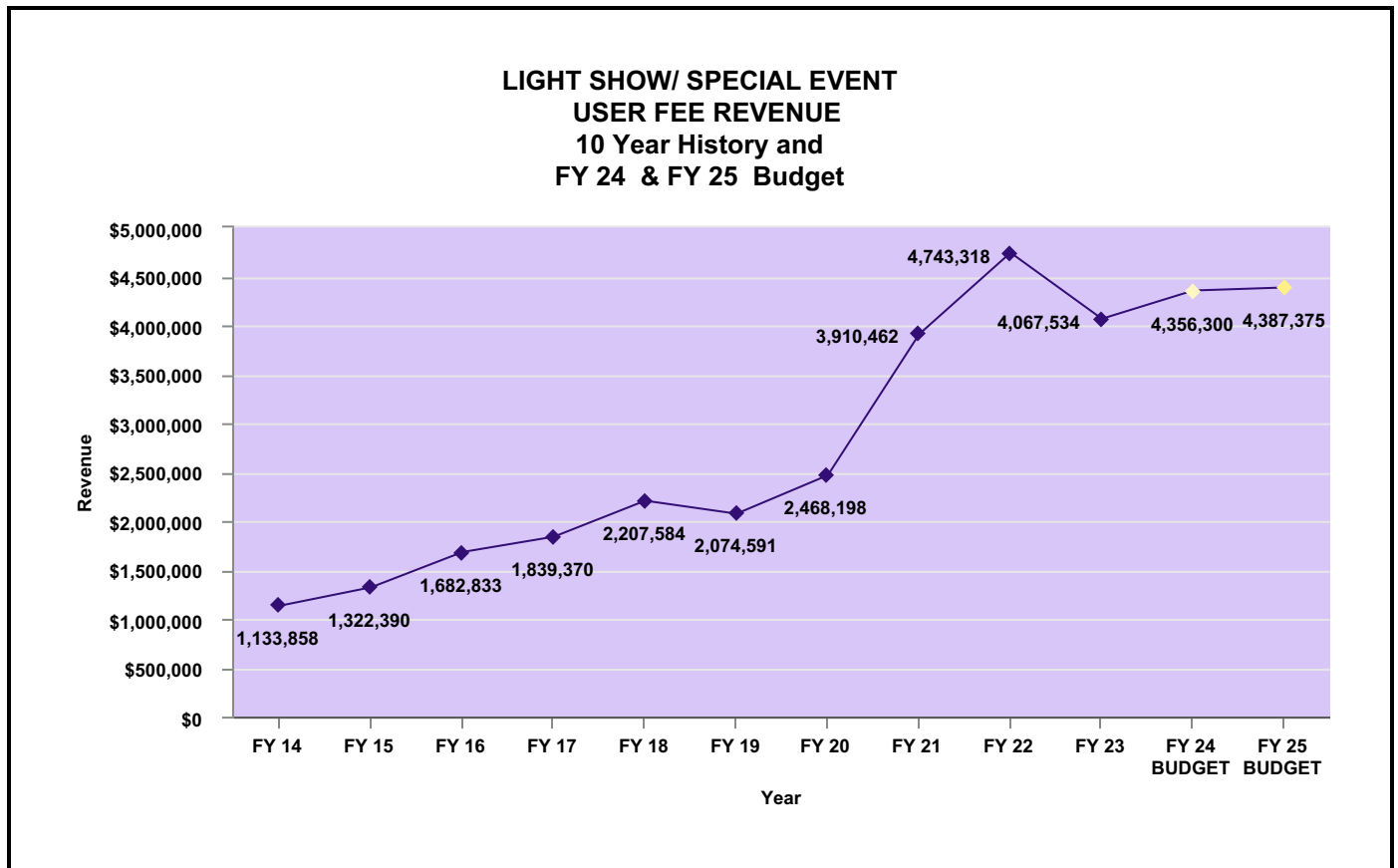
Facility Rentals are the fourth largest user fee category and comprise 12.5% of user fee revenue. This category is mostly supported by the event facilities which include Meadowlark Atrium, Occoquan Riverview, Rust Manor House and Algonkian Woodlands. In addition to these facilities, shelter reservations and other rental sites are also included in this category. While the pandemic and associated restrictions severely reduced this revenue starting in March 2020 and continuing through FY 2021, current event and wedding bookings are strong and in demand, but seem to be leveling off after the post-pandemic highs. Based on this, the FY 2025 Budget includes revenue that is consistent with the trends of the past two years.





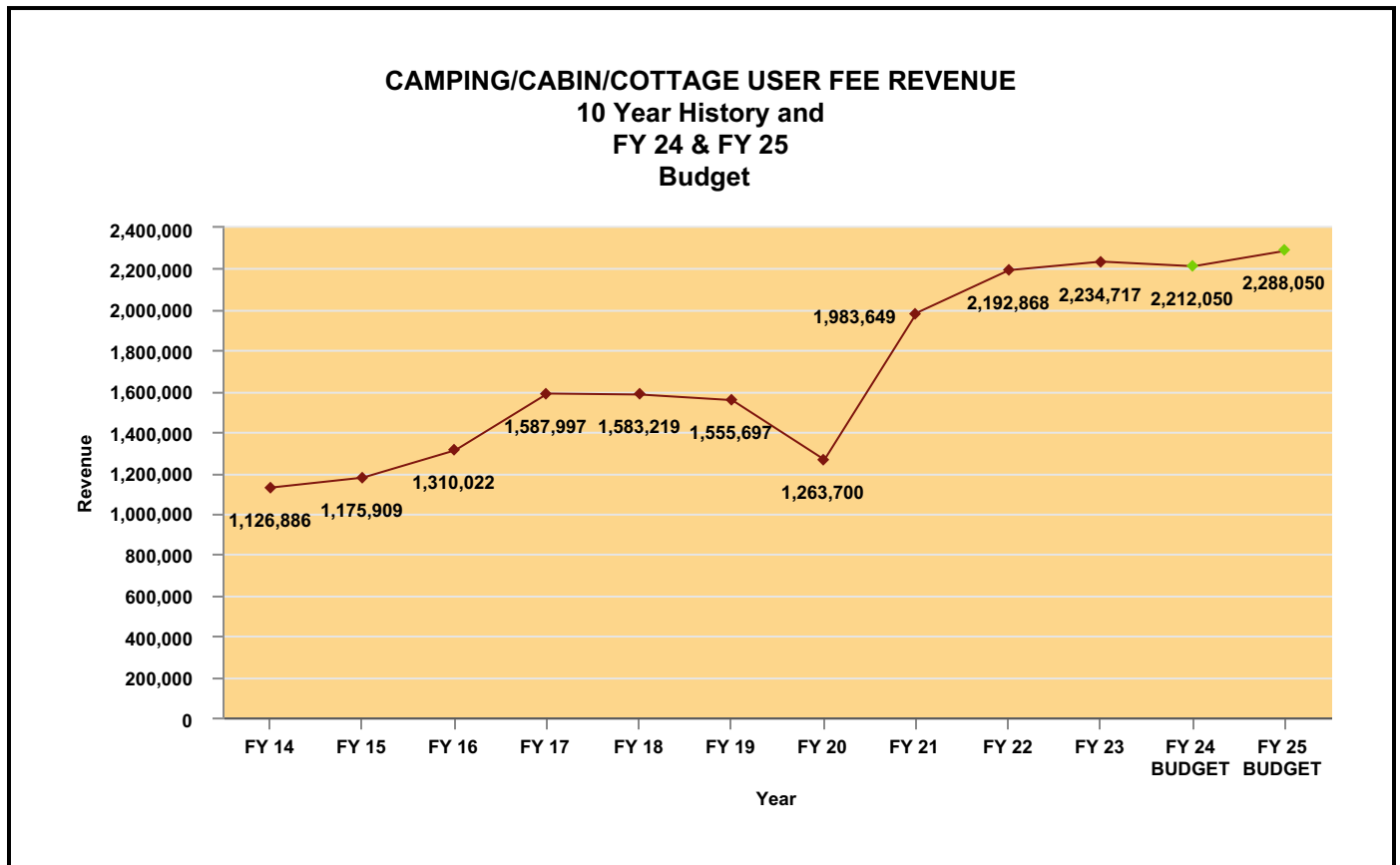
## LIGHT SHOW/SPECIAL EVENT USER FEES

This category includes the Bull Run Festival of Lights, Meadowlark Winter Walk of Lights, Cameron Run Ice and Lights, Temple Hall Fall Festival and the Bull Run Special Event Center. This rapidly increasing category has grown to almost 4 times where it was a decade ago and is at almost \$4 million at this point in FY 2024. Revenue is not anticipated to reach the record-level experienced during the pandemic, but is budgeted at \$4.4 million.



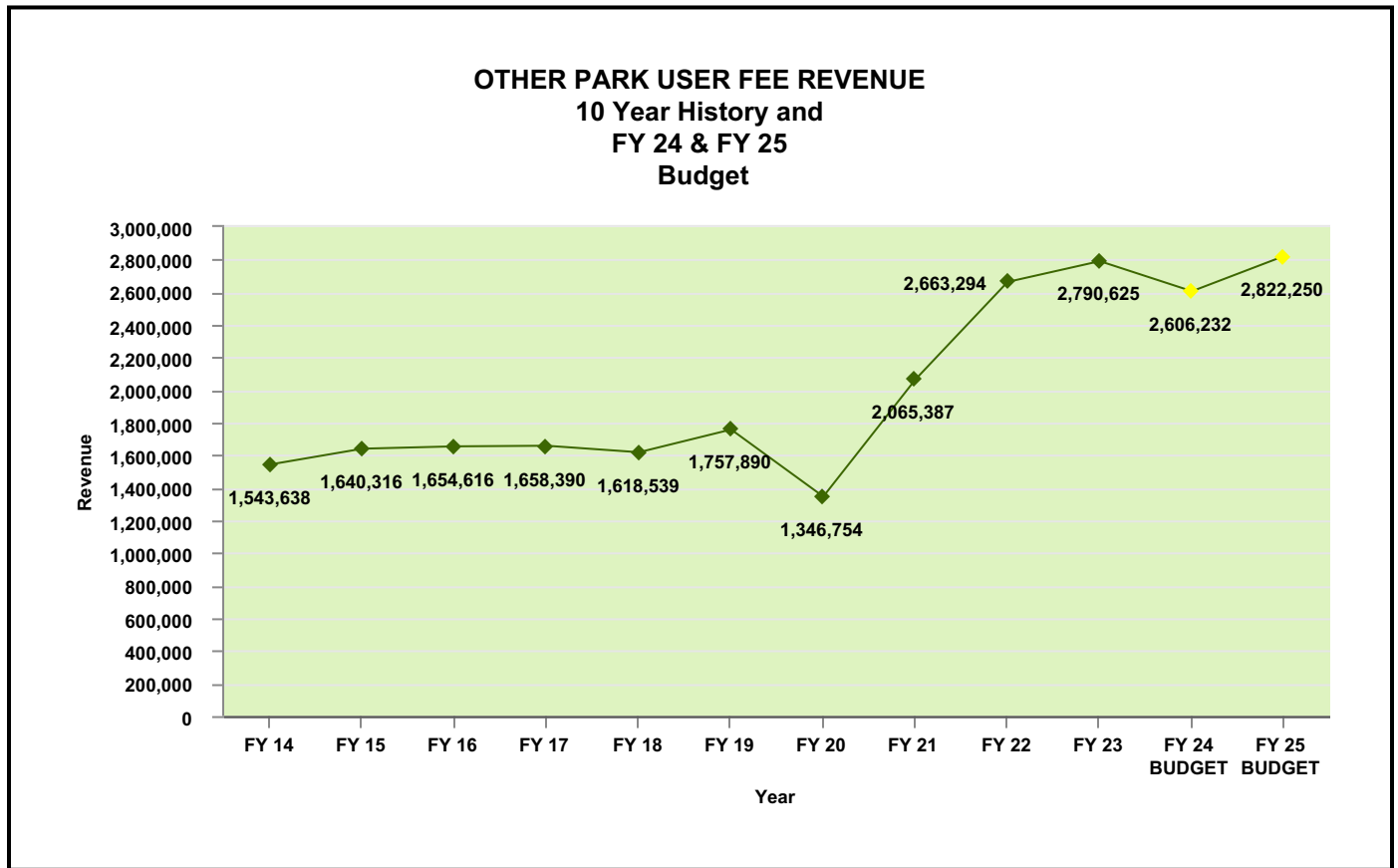
## CAMPING/CABIN/COTTAGE USER FEES

This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that has proven that by enhancing facilities we can improve financial performance, as well as improve service to the public. The combination of online booking capability, enhancements, rate adjustments and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cabin/cottage user fees to a budget of \$2.3 million dollars in FY 2025, slightly higher than the actual revenue from the past few years.



## OTHER PARK USER FEES

A variety of activities are included in this category including Climb UPton that opened in FY 2022 at Upton Hill Regional Park. Additional activities include boat/RV storage, park entrance fees, batting cages, miniature golf and equipment rental. This category is budgeted at its highest level ever, at \$2.8 million. A significant portion of this increase is at Meadowlark Botanical Gardens with a combination of high garden admissions/memberships and rate adjustments starting in calendar year 2024. There are also slight increases in Boat/RV storage revenue as well camp revenue. Climb UPton is budgeted with revenue consistent with current FY 24 levels.



## RETAIL OPERATIONS

Retail Operations revenue is budgeted to total almost \$8 million which represents an increase of 9% or \$654,575. This is due to increases in event facility catering as well as general retail increases at other parks, waterparks and golf courses. This budgeted revenue for FY 2025 brings retail operations \$1.8 million higher than pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses.

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total just under \$3 million.

## **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 \$943,814 in FY 2025 which represents a slight decrease compared to the current year.

## **OTHER REVENUE**

The Other Revenue category includes a number of revenue sources that do not fit within a specific category. Items budgeted in this category include interest, house and building rental, contractual revenue, lessons, reservation fees and miscellaneous revenue. Because of the nature of some of the accounts in this category, the revenue level is difficult to predict reliably from year to year. For FY 2025 there is \$1,286,878 budgeted in this category in the Enterprise Fund.

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

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

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

- Capital Development Support - \$1,027,263, which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings - \$200,000 - transfer from the Capital Fund
- Interest Earnings - \$40,000 transfer from the Restricted License Fee Fund

These transfers total \$1,267,263 in the General Fund Budget for FY 2025. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- \$480,173 - Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park
- \$3,000 - Transfer from the Carlyle House Friends for clerical support
- \$121,083 - Transfer from the Capital Fund to cover debt service interest payments for property at Pohick Bay

These transfers total \$604,256 in the Enterprise Fund Budget for FY 2025. These details can be found on page C-5 as well as in the W&OD, Pohick Bay Regional Park and Carlyle House pages in section C of the budget.

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

The Enterprise Fund is budgeted to fully cover the debt service costs for Occoquan and ClimbUpton in FY 2025. Prior to FY 2023 transfers were budgeted from the Capital Fund and Restricted License Fee Fund to help cover these debt service costs. This full coverage from the Enterprise Fund is an indicator of the strong current financial position in this fund.



# FUND STRUCTURE AND BUDGET PROCESS

## **FUND STRUCTURE**

The Authority Budget is organized on the basis of funds, each of which is considered a separate accounting and reporting entity. Each fund is budgeted as a separate set of self-balancing accounts that comprise its revenues and expenditures or expenses. This budget document includes the two major operating funds of the Authority. Separate budgets are adopted for the Restricted License Fee Fund and budgets for friends groups that will be included in the appendix of the Adopted Budget.

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

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

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

### **Proprietary Funds**

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

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

### **Other Funds**

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

### **Basis of Accounting**

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

The Enterprise Fund uses the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred, regardless of when the related cash flows take place. The exception to this is the prepayment of quarterly or annual service contracts which are recorded as prepaid and expensed over the duration of the service contract. Nonexchange transactions, in which the Authority gives (or receives) value without directly receiving (or giving) equal value in exchange, include grants and donations. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

### **Basis of Budgeting**

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

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

## **BUDGET PROCESS**

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

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

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

Capital Budget data is developed with senior staff reviewing all manager requests with regard to Strategic Planning elements. Meetings are held and projects are prioritized. Finance Department and Budget staff work with Capital staff to determine total funds available for the five year budget plan and a Capital Plan is formulated. The Five Year Capital Budget is adopted at the September Board Meeting.

Copies are available for distribution to the public at large and the budget is published on our website [www.novaparks.com](http://www.novaparks.com) as well.

## **AMENDING THE BUDGET**

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

## COST CENTER/FUND MATRIX

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



# BUDGET CALENDAR

## FISCAL YEAR 2025 BUDGET PROCESS

July 2023	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2024 projects and any new projects to be initiated in FY 2025 through FY 2028.
August 2023	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2024-FY 2028 Five Year Capital Budget.
September 2023	Capital budget revenues finalized, projects revised for FY 2024 and determined for FY 2025-2028. Five Year Capital Budget approved by Board for FY 2024-FY 2028.  Operating and Capital appropriation requests for FY 2024 are adopted by the Board.
November 2023	Operating and Capital appropriation requests for FY 2025 are sent to jurisdictions for consideration in their proposed FY 2025 Budgets.  Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2025.
December 2023	Park Managers are asked to update Measurable Results based on last full fiscal year and first half of the current fiscal year.  Training is provided to Parks Staff on the budget process and OpenGov to kick-off the FY 2025 revenue and expense request process.  Part Time Personnel requests and justifications for FY 2025 are submitted by Park Managers to Operations Superintendents.
January 2024	Park Managers submit FY 2025 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 2025 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2024	Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director.  Park Managers are asked to update Goals and Objectives to ensure integration of the Strategic Plan and the Budget.  Park Managers are asked to submit Equipment Requests for FY 2025.
March 21, 2024	Proposed FY 2025 Operating Budget finalized and presented to the Board for review.
June 10, 2024	Adoption of FY 2025 Budget.
July 1, 2024	Fiscal Year 2025 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 2032, statistical and historic trend analysis and sensitivity analysis. This tool enables us to:
    - Create baseline and alternative revenue and spending forecasts
    - Analyze historic trends and correlations between financial, economic and operating data.
    - Test impact of proposed initiatives on current and projected fund balances

### REVENUE

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

### RESERVES

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

- The target for these operating reserves in total is between 8% and 15% of the combined adopted revenue of the General and Enterprise Funds exclusive of transfers for the upcoming fiscal year.
- In the event that these operating reserves are used to provide temporary funding and the balance drops below 8%, the reserves should be restored to at least 8% within three fiscal years following the fiscal year in which the event occurred.
- The Strategic Opportunity Reserve is established (May 2021) in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks mission and stimulate economic growth.
  - Funding for the Strategic Opportunity Reserve may be authorized by the Board once the Designated Set-Aside reaches the 15% target.

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

- Fund Balance is included in the General and Enterprise Funds. This is the operating balance of the funds after any transfers or contributions to the Designated Set-Aside.

## **LONG TERM DEBT**

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

## **CAPITAL BUDGET**

- Adopt annually in September, a Rolling 5 Year Capital Budget that helps guide future park planning and development. The Capital Budget outlines how NOVA Parks intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets.
- Capital projects 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 Assets must meet an initial individual cost threshold of \$5,000 and over.

## 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**

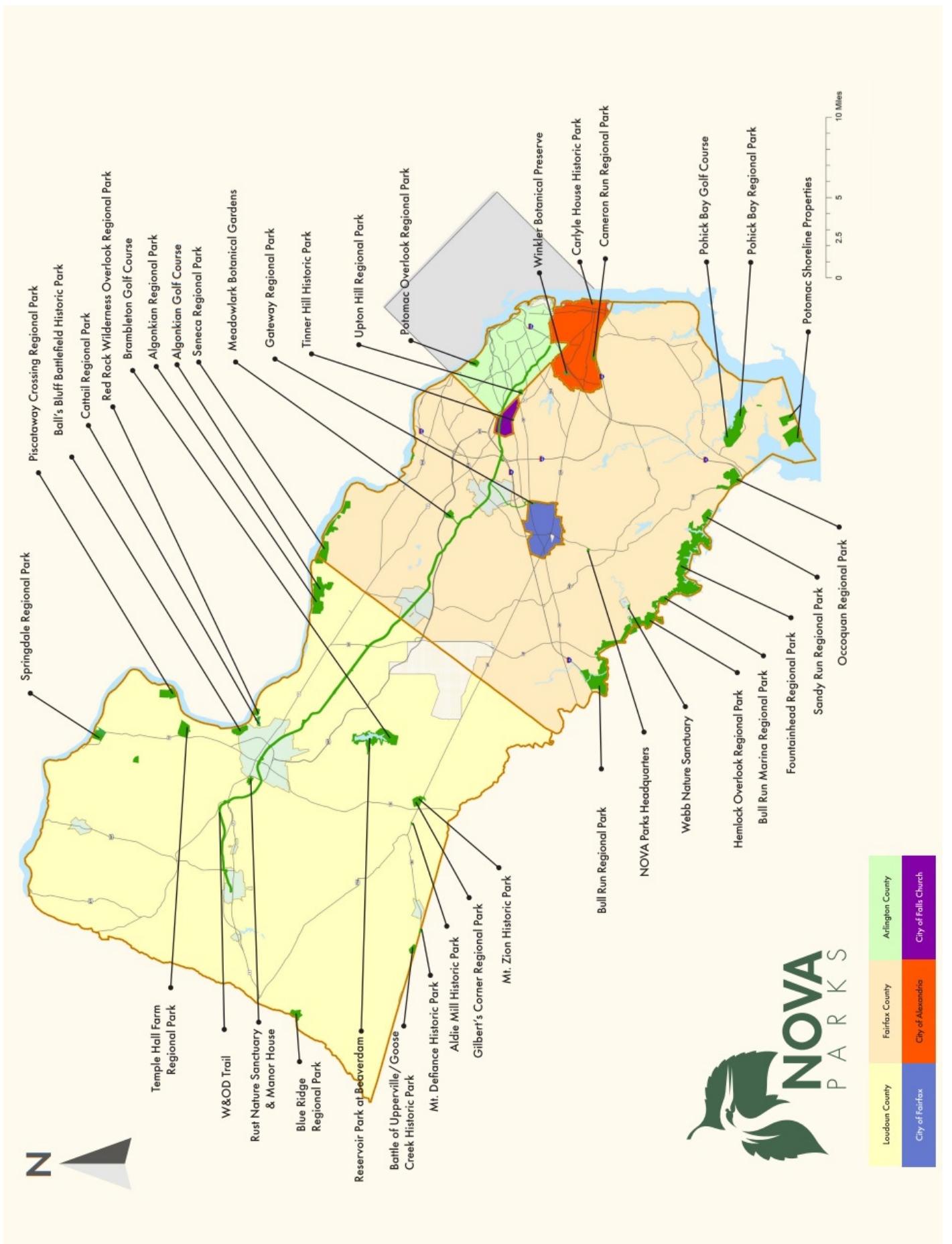
Interest rate risk is defined as the risk that changes in interest rates will adversely affect the fair value of investments.

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*









# GENERAL FUND SUMMARY

## GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Appropriations from Jurisdictions	\$ 3,893,471	\$ 4,090,455	\$ 4,391,038	\$ 4,391,037	\$ 4,479,492
Other Revenue*	42,387	(27,192)	9,000	1,242	9,000
<b>TOTAL REVENUE</b>	<b>\$ 3,935,858</b>	<b>\$ 4,063,263</b>	<b>\$ 4,400,038</b>	<b>\$ 4,392,279</b>	<b>\$ 4,488,492</b>
Transfers in**	1,464,485	747,610	988,589	821,443	1,267,263
<b>TOTAL TRANSFERS IN</b>	<b>1,464,485</b>	<b>747,610</b>	<b>988,589</b>	<b>821,443</b>	<b>1,267,263</b>
<b>TOTAL RESOURCES</b>	<b>5,400,343</b>	<b>4,810,873</b>	<b>5,388,627</b>	<b>5,213,722</b>	<b>5,755,755</b>

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

\*\*Transfers in:

- Capital Development Support : \$1,027,263- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$200,000 from the Capital Fund
- Interest Earnings on Investments: \$40,000 from the Restricted License Fee Fund
- Beginning in FY 23, there is no longer a transfer from the Enterprise Fund to the General Fund:to reimburse General Fund for a portion of Central Maintenance services . The Central Maintenance function is now included as part of the Enterprise Fund.

## GENERAL FUND EXPENDITURES AND OTHER USES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Personnel Services	\$ 4,338,431	\$ 3,762,335	\$ 4,059,237	\$ 3,531,213	\$ 4,372,361
Operating Costs	720,127	741,977	1,008,775	765,624	1,026,525
Maintenance Costs	148,074	87,906	99,400	68,509	99,000
Insurance	112,563	140,339	157,393	148,987	193,548
Utilities	79,910	59,321	63,822	45,215	64,322
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,399,106</b>	<b>\$ 4,791,878</b>	<b>\$ 5,388,627</b>	<b>\$ 4,559,548</b>	<b>\$ 5,755,755</b>
Adjustments/Reserve Activity	1,237	18,995	0	0	0
<b>TOTAL OTHER USES</b>	<b>\$ 1,237</b>	<b>\$ 18,995</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$ 5,400,343</b>	<b>\$ 4,810,873</b>	<b>\$ 5,388,627</b>	<b>\$ 4,559,548</b>	<b>\$ 5,755,755</b>

<b>OPERATING INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 654,174</b>	<b>\$ 0</b>
<b>(TOTAL REVENUE - TOTAL EXPENDITURES)</b>					

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>BEGINNING BALANCE</b>	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
<b>GENERAL FUND REVENUES</b>					
City of Alexandria	\$ 310,346	\$ 324,925	\$ 347,498	\$ 347,498	\$ 352,625
Arlington County	472,196	494,629	519,264	519,264	538,061
City of Fairfax	46,689	48,831	52,794	52,794	53,527
Fairfax County	2,229,880	2,338,173	2,508,279	2,508,279	2,541,654
City of Falls Church	27,945	29,769	32,005	32,005	32,482
Loudoun County	806,415	854,128	931,197	931,197	961,143
<b>TOTAL APPROPRIATIONS</b>	<b>3,893,471</b>	<b>4,090,455</b>	<b>4,391,038</b>	<b>4,391,037</b>	<b>4,479,492</b>
Interest	(909)	(92,584)	2,000	217	2,000
Miscellaneous Revenue	43,296	65,392	7,000	1,025	7,000
<b>TOTAL OTHER REVENUE</b>	<b>42,387</b>	<b>(27,192)</b>	<b>9,000</b>	<b>1,242</b>	<b>9,000</b>
<b>TOTAL REVENUES</b>	<b>3,935,858</b>	<b>4,063,263</b>	<b>4,400,038</b>	<b>4,392,279</b>	<b>4,488,492</b>
<b>TRANSFERS IN</b>					
Transfer from Capital Fund	778,567	822,711	948,589	790,490	1,227,263
Transfer from Restricted Fund - Interest	16,094	21,200	40,000	30,953	40,000
Transfer from Enterprise Fund	(50,175)	(96,301)	0	0	0
Transfer - Ent. Fund for Central Maint.	720,000	0	0	0	0
<b>TOTAL TRANSFERS IN</b>	<b>1,464,485</b>	<b>747,610</b>	<b>988,589</b>	<b>821,443</b>	<b>1,267,263</b>
<b>TOTAL RESOURCES</b>	<b>\$ 5,400,343</b>	<b>\$ 4,810,873</b>	<b>\$ 5,388,627</b>	<b>\$ 5,213,722</b>	<b>\$ 5,755,755</b>

## GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>GENERAL FUND EXPENDITURES</b>					
Full-Time Salaries	\$ 2,868,589	\$ 2,481,330	\$ 2,605,406	\$ 2,365,498	\$ 2,855,732
Part-Time Salaries	355,327	374,828	395,012	313,071	360,471
FICA	230,111	201,327	218,820	184,999	233,072
Hospitalization	311,716	241,885	260,576	225,629	258,163
Life Insurance	21,565	17,921	29,347	16,664	26,552
Retirement	549,132	444,525	547,135	424,922	636,828
Unemployment Tax	1,991	519	2,941	429	1,543
<b>TOTAL PERSONNEL SERVICES</b>	<b>4,338,431</b>	<b>3,762,335</b>	<b>4,059,237</b>	<b>3,531,213</b>	<b>4,372,361</b>
Audit Fee	61,500	65,825	72,750	69,112	79,500
Board Member Expenses	4,450	6,580	8,500	6,043	8,500
Community Foundation Support	100	0	4,025	5,000	4,025
Contingency	0	0	150,000	0	100,000
Credit Card Fees and Bank Charges	33,599	37,346	40,000	31,529	40,000
Gas and Diesel	30,881	8,810	11,000	7,116	11,000
HR Employee Relations	11,786	19,948	25,000	15,907	25,000
Membership Fees and Dues	11,759	12,844	14,000	8,628	14,000
Office Supplies	20,130	13,528	25,000	11,503	25,000
Personnel Recruitment	38,541	42,825	30,000	27,960	35,000
Postage	5,602	6,122	10,000	15,279	10,000
Printing and Publications	1,213	4,273	5,000	5,685	6,000
Professional Services	223,519	250,668	200,000	205,554	250,000
Public Information	269	0	0	0	0
Strategic Plan Initiatives	0	0	20,000	12	0
System Support	252,430	253,574	335,000	303,372	360,000
Training	13,738	12,255	35,000	3,089	35,000
Tuition Assistance	0	0	20,000	1,262	20,000
Uniforms	7,156	869	3,500	50,789	3,500
<b>TOTAL FACILITY OPERATING COSTS</b>	<b>720,127</b>	<b>741,977</b>	<b>1,008,775</b>	<b>765,624</b>	<b>1,026,525</b>
Equipment/Vehicle Maintenance	59,136	18,745	35,000	18,556	35,000
Facility Op. & Maintenance	88,939	69,161	64,400	49,953	64,000
<b>TOTAL MAINTENANCE COSTS</b>	<b>148,074</b>	<b>87,906</b>	<b>99,400</b>	<b>68,509</b>	<b>99,000</b>
Insurance - Property, Liability & Other	97,038	131,653	145,250	138,578	180,250
Insurance - Vehicle	13,152	7,005	7,143	7,900	8,298
Insurance - Workers Compensation	2,373	1,681	5,000	2,510	5,000
<b>TOTAL INSURANCE</b>	<b>112,563</b>	<b>140,339</b>	<b>157,393</b>	<b>148,987</b>	<b>193,548</b>
Telephone	22,206	20,355	20,670	17,177	20,670
Electricity	21,940	17,035	20,000	10,429	20,000
Natural Gas	4,900	5,156	5,152	3,823	5,152
Water/Sewer	2,590	2,169	2,000	1,601	2,500
Propane Gas	9,150	0	0	0	0
Heating Oil	2,405	0	0	0	0
Cable/Internet	16,719	14,607	16,000	12,185	16,000
<b>TOTAL UTILITIES</b>	<b>79,910</b>	<b>59,321</b>	<b>63,822</b>	<b>45,215</b>	<b>64,322</b>
<b>TOTAL GENERAL FUND EXPEND.</b>	<b>5,399,106</b>	<b>4,791,878</b>	<b>5,388,627</b>	<b>4,559,548</b>	<b>5,755,755</b>
Adjustments/Reserve Activity	1,237	18,995	0	0	0
<b>NET INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 654,174</b>	<b>\$ 0</b>
<b>ENDING BALANCE</b>	<b>\$ 64,220</b>	<b>\$ 64,220</b>	<b>\$ 64,220</b>	<b>\$ 718,394</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 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 3,762,335	\$ 4,059,237	\$ 4,372,361	7.7 %
Operating Costs	741,977	1,008,775	1,026,525	1.8 %
Maintenance Costs	87,906	99,400	99,000	(0.4)%
Insurance	140,339	157,393	193,548	23.0 %
Utilities	59,321	63,822	64,322	0.8 %
<b>TOTAL EXPENSES</b>	<b>\$ 4,791,878</b>	<b>\$ 5,388,627</b>	<b>\$ 5,755,755</b>	<b>6.8 %</b>

## BUDGET HIGHLIGHTS

- The budget includes a full-time Accounting Specialist position that replaces a part-time position that was budgeted for 1,750 hours. Property and liability insurance increases based on the addition of buildings and operations at Cattail and Beaverdam, as well as rates combined with the previous three year experience modifier.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	21.15	22.15	23.65	24.15	25.00
Part-Time	5.51	5.88	6.98	4.76	3.71

## HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>1-700</b>	<b>HEADQUARTERS EXPENDITURES</b>					
5010	Full-Time Salaries	\$2,086,590	\$2,481,330	\$ 2,605,406	\$2,365,498	\$ 2,855,732
5020	Part-Time Salaries	355,327	374,828	395,012	313,071	360,471
5030	FICA	172,587	201,327	218,820	184,999	233,072
5040	Hospitalization	209,474	241,885	260,576	225,629	258,163
5060	Life Insurance	14,838	17,921	29,347	16,664	26,552
5050	Retirement	403,926	444,525	547,135	424,922	636,828
5070	Unemployment Tax	1,574	519	2,941	429	1,543
	<b>TOTAL PERSONNEL SERVICES</b>	<b>3,244,316</b>	<b>3,762,335</b>	<b>4,059,237</b>	<b>3,531,213</b>	<b>4,372,361</b>
5130	Audit Fee	61,500	65,825	72,750	69,112	79,500
5140	Board Member Expenses	4,450	6,580	8,500	6,043	8,500
5188	Community Foundation Support	100	0	4,025	5,000	4,025
	Contingency	0	0	150,000	0	100,000
5155	Credit Card Fees and Bank Charges	33,599	37,346	40,000	31,529	40,000
5230	Gas and Diesel	10,674	8,810	11,000	7,116	11,000
5500-030	HR Employee Relations	11,786	19,948	25,000	15,907	25,000
5390	Membership Fees and Dues	11,759	12,844	14,000	8,628	14,000
5415	Misc. Expenses Friends Group	3,453	6,509	0	(2,217)	0
5420	Office Supplies	20,130	13,528	25,000	11,503	25,000
5440	Personnel Recruitment	38,541	42,825	30,000	27,960	35,000
5460	Postage	5,602	6,122	10,000	15,279	10,000
5470	Printing and Publications	1,213	4,273	5,000	5,685	6,000
5480	Professional Services	223,519	250,668	200,000	205,554	250,000
5500-010	Public Information	269	0	0	0	0
5546	Strategic Plan Initiatives	0	0	20,000	12	0
5560	System Support	252,430	253,574	335,000	303,372	360,000
5400	Training	13,588	12,255	35,000	3,089	35,000
5405	Tuition Assistance	0	0	20,000	1,262	20,000
5570	Uniforms	5,506	869	3,500	50,789	3,500
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>698,120</b>	<b>741,977</b>	<b>1,008,775</b>	<b>765,624</b>	<b>1,026,525</b>
5180	Equipment/Vehicle Maintenance	22,375	18,745	35,000	18,556	35,000
5190	Facility Op. & Maintenance	63,937	69,161	64,400	49,953	64,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>86,311</b>	<b>87,906</b>	<b>99,400</b>	<b>68,509</b>	<b>99,000</b>
5270	Insurance - Property, Liability & Other	97,038	131,653	145,250	138,578	180,250
5290	Insurance - Vehicle	5,896	7,005	7,143	7,900	8,298
5300	Insurance - Workers Compensation	2,373	1,681	5,000	2,510	5,000
	<b>TOTAL INSURANCE</b>	<b>105,307</b>	<b>140,339</b>	<b>157,393</b>	<b>148,987</b>	<b>193,548</b>
5580-001	Telephone	17,167	20,355	20,670	17,177	20,670
5580-002	Electricity	14,909	17,035	20,000	10,429	20,000
5580-003	Natural Gas	4,900	5,156	5,152	3,823	5,152
5580-004	Water/Sewer	2,590	2,169	2,000	1,601	2,500
5580-016	Internet/Cable	15,315	14,607	16,000	12,185	16,000
	<b>TOTAL UTILITIES</b>	<b>54,882</b>	<b>59,321</b>	<b>63,822</b>	<b>45,215</b>	<b>64,322</b>
	<b>TOTAL HEADQUARTERS EXPENDITURES</b>	<b>\$4,188,936</b>	<b>\$4,791,878</b>	<b>\$ 5,388,627</b>	<b>\$4,559,548</b>	<b>\$ 5,755,755</b>



# CENTRAL MAINTENANCE

## PROGRAM OVERVIEW

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

## EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ —	\$ —	—	-
Operating Costs	—	—	—	-
Maintenance Costs	—	—	—	-
Insurance	—	—	—	-
Utilities	—	—	—	-
<b>TOTAL EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>-</b>

## BUDGET HIGHLIGHTS

- Central Maintenance was included in the General Fund through FY 2022. Starting in FY 2023, this activity is reflected in the Enterprise Fund. as this is a better representation of where this activity takes place. This page is included in the General Fund for FY 2025 to show past information,

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	13.00	13.00	.00	.00	.00
Part-Time	0.00	0.00	0.00	0.00	0.00

## CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>1-710</b>	<b>CENTRAL MAINTENANCE</b>					
	<b>EXPENDITURES</b>					
5010	Full Time Salaries	\$ 781,998	\$ 0	\$ 0	\$ 0	0
5030	FICA	57,524	0	0	0	0
5040	Hospitalization	102,242	0	0	0	0
5060	Life Insurance	6,727	0	0	0	0
5050	Retirement	145,206	0	0	0	0
5070	Unemployment Tax	417	0	0	0	0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>1,094,115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5230	Gas and Diesel	20,208	0	0	0	0
5400	Training	150	0	0	0	0
5570	Uniforms	1,650	0	0	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>22,008</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	36,761	0	0	0	0
5190	Facility Op. & Maintenance	25,002	0	0	0	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>61,763</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5290	Insurance - Vehicle	7,256	0	0	0	0
	<b>TOTAL INSURANCE</b>	<b>7,256</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5580-001	Telephone	5,040	0	0	0	0
5580-002	Electricity	7,030	0	0	0	0
5580-009	Heating Oil	2,405	0	0	0	0
5580-008	Propane Gas	9,150	0	0	0	0
5580-016	Cable/Internet	1,404	0	0	0	0
	<b>TOTAL UTILITIES</b>	<b>25,028</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b>	<b>\$ 1,210,170</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0</b>



## ENTERPRISE FUND SUMMARY

### ENTERPRISE FUND REVENUES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
User Fees	\$ 21,381,232	\$ 21,942,700	\$ 21,273,362	\$ 18,665,376	\$ 22,963,084
Retail Operations	7,307,473	8,280,346	7,334,035	6,769,856	7,988,610
Easements and Licenses	938,404	916,876	961,289	908,390	953,414
Other Revenue*	2,287,621	1,657,193	1,268,023	1,024,650	1,286,878
<b>TOTAL REVENUE</b>	<b>\$ 31,914,731</b>	<b>\$ 32,797,115</b>	<b>\$ 30,836,709</b>	<b>\$ 27,368,272</b>	<b>\$ 33,191,986</b>
Transfers In **	142	81	3,000	415,000	3,000
Transfer from Restricted License Fee Fund	327,912	327,912	415,000	0	480,173
Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
<b>TOTAL TRANSFERS IN</b>	<b>\$ 328,054</b>	<b>\$ 449,076</b>	<b>\$ 539,083</b>	<b>\$ 415,000</b>	<b>\$ 604,256</b>
<b>TOTAL RESOURCES</b>	<b>\$ 32,242,785</b>	<b>\$ 33,246,191</b>	<b>\$ 31,375,792</b>	<b>\$ 27,783,271</b>	<b>\$ 33,796,242</b>

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

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

### ENTERPRISE FUND EXPENSES AND OTHER USES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Personnel Services	\$13,330,195	\$16,530,943	\$ 18,214,028	\$14,711,790	\$19,733,167
Operating Costs	4,149,215	4,439,804	4,401,142	3,638,399	4,603,013
Maintenance Costs	3,070,630	3,465,523	3,382,178	2,994,238	3,825,700
Insurance	196,008	188,183	224,354	206,520	231,702
Retail Operations	2,651,036	2,923,632	2,747,148	2,230,480	2,933,683
Utilities	1,000,820	1,177,627	1,221,734	985,037	1,282,600
Debt Service	526,199	534,497	1,160,208	400,245	1,161,376
<b>TOTAL EXPENSES</b>	<b>\$24,924,103</b>	<b>\$29,260,209</b>	<b>\$ 31,350,792</b>	<b>\$25,166,709</b>	<b>\$33,771,242</b>
Transfer to General Fund - Central Maintenance	720,000	0	0	0	0
Transfer to Balance General Fund	(50,175)	(96,301)	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 669,825</b>	<b>\$ (96,301)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$25,593,928</b>	<b>\$29,163,908</b>	<b>\$ 31,350,792</b>	<b>\$25,166,709</b>	<b>\$33,771,242</b>
Donation Adjustment/Reserve Activity	321,430	(1,054,619)	0	0	0
<b>OPERATING INCOME</b>	<b>\$ 6,327,427</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 2,616,565</b>	<b>\$ 25,000</b>
Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
Transfer to Retirement Plan	632,742	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
Transfer to Strategic Opportunity Reserve	0	513,690	0	0	0
Transfer to Designated Set Aside		0	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>\$ 6,327,427</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
<b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,616,565</b>	<b>\$ 0</b>

## ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>ENTERPRISE FUND REVENUES</b>					
Administration - Enterprise Fund	\$ 1,356,056	\$ 472,439	\$ 87,000	\$ 208,343	\$ 87,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	39,016	25,154	33,500	13,998	24,025
Algonkian Golf Course	1,739,282	2,047,703	1,609,420	1,622,871	1,915,500
Algonkian Regional Park	227,542	248,806	284,000	229,016	290,000
Volcano Island Waterpark at Algonkian	465,426	518,206	575,000	527,069	639,500
The Woodlands at Algonkian Park	855,198	708,491	712,415	626,894	741,380
Algonkian Cottages	347,246	352,292	335,600	271,152	335,600
Reservoir Park at Beaverdam	19,541	13,916	18,500	3,188	189,000
Blue Ridge Regional Park	7,879	9,285	8,000	6,798	8,000
Brambleton Golf Course	2,029,571	2,385,514	2,010,225	2,014,281	2,380,183
Bull Run Marina	30,633	19,217	26,145	14,903	25,276
Bull Run Regional Park	1,354,116	1,393,420	1,399,935	1,048,093	1,438,875
Atlantis Waterpark at Bull Run	535,354	557,750	614,900	544,774	669,100
Bull Run Special Events Center	472,095	494,068	445,000	217,458	326,000
Bull Run Light Show	2,300,247	2,144,173	2,110,000	2,247,548	2,140,000
Bull Run Shooting Center	1,217,941	1,331,627	1,360,100	1,045,602	1,391,500
Cameron Run Regional Park	96,545	88,286	110,000	54,028	110,000
Ice & Lights - The Winter Village at Cameron Run	379,295	319,921	345,000	370,135	385,500
Great Waves Waterpark at Cameron Run	1,575,841	1,821,008	1,915,500	1,614,923	2,097,500
Carlyle House Historic Park	95,198	91,390	123,600	65,403	127,100
Brickmakers Catering and Event Services	172,762	273,141	220,840	165,193	272,925
Fountainhead Regional Park	426,794	394,459	419,712	248,777	414,712
Hemlock Overlook Regional Park	8,650	21,370	25,000	0	75,000
Meadowlark Atrium and Event Services	2,191,752	2,789,475	2,184,500	2,394,119	2,300,120
Meadowlark Botanical Gardens	643,821	648,048	581,000	552,607	709,350
Meadowlark Gardens Winter Walk of Lights	2,030,410	1,643,331	1,919,000	1,860,444	1,929,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	1,598	830	3,421	255	3,421
Occoquan Regional Park	317,846	303,156	348,400	257,664	327,400
The River View at Occoquan	2,411,200	2,487,726	2,197,210	1,899,851	2,328,740
Brickmakers Café at Occoquan	463,363	480,504	484,800	318,067	478,000
Pohick Bay Golf Course	1,612,628	1,804,075	1,481,870	1,477,909	1,791,700
Pohick Bay Marina	279,092	270,675	309,173	209,419	288,000
Pohick Bay Regional Park	1,294,013	1,425,634	1,447,217	946,399	1,475,783
Pirate's Cove Waterpark at Pohick Bay	574,479	569,407	690,100	541,806	743,100
Potomac Overlook Regional Park	161,670	152,617	155,200	176,093	164,700
Winkler Botanical Preserve	0	137,116	155,000	29,463	157,500
Rust Nature Sanctuary & Manor House	1,495,153	1,562,298	1,150,475	1,164,777	1,350,320
Sandy Run Regional Park	298,160	327,064	291,192	260,269	316,692
Temple Hall Farm	140,764	198,307	192,383	63,992	194,883
Temple Hall Fall Festival	134,891	211,063	222,000	193,047	222,000
Upper Potomac Properties	20,323	29,086	28,800	24,000	28,800
Springdale Regional Park	23,651	24,891	29,540	48,611	29,540
Cattail Regional Park	0	0	0	6,900	44,100
Upton Hill Regional Park	575,064	589,648	677,850	385,931	681,850
Ocean Dunes Waterpark at Upton Hill	565,080	586,488	642,600	483,787	695,600
W&OD Railroad Regional Park	1,240,070	1,252,779	1,383,289	1,327,179	1,440,587
Piscataway Crossing Regional Park	15,531	20,341	11,380	237	11,380
<b>TOTAL AVAILABLE RESOURCES</b>	<b>32,242,785</b>	<b>33,246,191</b>	<b>31,375,792</b>	<b>27,783,271</b>	<b>33,796,242</b>



## ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>ENTERPRISE FUND EXPENSES</b>					
Administration - Enterprise Fund	3,529,564	\$ 3,021,324	\$ 3,570,226	\$ 2,727,562	\$ 3,738,951
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	183,064	201,903	213,363	157,148	227,130
Algonkian Golf Course	1,139,968	1,291,855	1,306,443	1,107,669	1,408,127
Algonkian Regional Park	691,490	779,054	797,383	705,432	887,171
Volcano Island Waterpark at Algonkian	367,037	422,558	430,643	335,065	478,866
The Woodlands at Algonkian Park	452,386	458,034	532,829	472,822	561,903
Algonkian Cottages	230,674	202,225	241,785	180,376	254,421
Reservoir Park at Beaverdam	17,025	22,297	47,839	19,109	304,881
Blue Ridge Regional Park	4,960	3,077	6,700	3,628	6,700
Brambleton Golf Course	1,459,969	1,517,518	1,536,401	1,343,875	1,714,261
Bull Run Marina	41,307	43,458	45,938	40,424	48,039
Bull Run Regional Park	1,315,511	1,417,557	1,383,088	1,238,770	1,475,734
Atlantis Waterpark at Bull Run	413,403	477,938	472,089	343,906	518,332
Bull Run Special Events Center	389,264	439,999	404,355	181,059	322,388
Bull Run Light Show	401,073	436,189	474,859	441,235	483,354
Bull Run Shooting Center	1,076,376	1,192,843	1,255,649	973,630	1,289,469
Cameron Run Regional Park	411,796	533,033	577,451	444,723	547,041
Ice & Lights - The Winter Village at Cameron Run	216,658	220,014	213,104	263,840	245,882
Great Waves Waterpark at Cameron Run	1,117,794	1,317,519	1,392,956	1,095,983	1,534,643
Carlyle House Historic Park	328,425	344,235	381,728	304,721	421,759
Brickmakers Catering and Event Services	192,383	238,823	267,061	168,997	283,004
Central Maintenance	0	1,380,996	1,389,189	1,262,986	1,501,437
Fountainhead Regional Park	371,139	393,047	335,832	281,036	359,425
Hemlock Overlook Regional Park	25,027	23,682	59,956	31,808	22,778
Meadowlark Atrium and Event Services	1,232,020	1,487,108	1,393,960	1,211,485	1,423,524
Meadowlark Botanical Gardens	1,027,857	1,161,462	1,237,404	1,031,238	1,360,277
Meadowlark Gardens Winter Walk of Lights	252,906	288,571	390,116	313,258	405,662
Mt. Zion Historic Park/Gilbert's Corner Regional Park	21,939	14,847	21,240	8,603	37,500
Occoquan Regional Park	487,338	539,361	677,525	473,321	690,593
The River View at Occoquan	1,669,747	1,868,219	2,184,331	1,565,764	2,388,003
Brickmakers Café at Occoquan	389,987	383,219	406,606	251,084	423,729
Pohick Bay Golf Course	1,157,567	1,258,687	1,233,338	1,144,349	1,355,953
Pohick Bay Marina	59,783	60,703	80,511	51,971	81,258
Pohick Bay Regional Park	1,042,874	1,113,779	1,234,516	966,479	1,309,220
Pirate's Cove Waterpark at Pohick Bay	402,344	454,465	465,309	357,851	513,707
Potomac Overlook Regional Park	328,185	382,391	399,516	351,208	436,310
Winkler Botanical Preserve	0	195,478	344,308	235,615	348,989
Rust Nature Sanctuary & Manor House	867,858	1,042,590	957,987	855,490	1,074,510
Sandy Run Regional Park	192,697	195,741	247,766	197,739	264,262
Temple Hall Farm	267,001	270,883	368,324	276,169	392,606
Temple Hall Fall Festival	66,739	80,489	105,865	92,215	119,168
Upper Potomac Properties	165,788	184,964	187,391	152,117	194,757
Springdale Regional Park	3,215	243	7,500	0	5,000
Cattail Regional Park	0	0	0	0	39,998
Upton Hill Regional Park	613,436	667,687	880,681	598,026	929,323
Ocean Dunes Waterpark at Upton Hill	363,813	423,627	426,724	321,499	471,083
W&OD Railroad Regional Park	569,308	664,637	717,184	559,326	827,495
Piscataway Crossing Regional Park	35,233	45,581	45,825	26,096	42,618
<b>TOTAL EXPENSES &amp; OTHER USES</b>	<b>\$25,593,928</b>	<b>\$29,163,910</b>	<b>\$ 31,350,792</b>	<b>\$25,166,708</b>	<b>\$33,771,242</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>BEGINNING BALANCE</b>	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
<b>ENTERPRISE FUND REVENUES</b>					
Driving Range	\$376,365	\$545,022	\$365,000	\$405,660	\$520,000
Electric/Gas Cart Rental	901,549	1,130,517	896,000	1,015,081	1,091,024
Golf Club Rental	9,069	11,390	3,000	8,604	9,500
Green Fees	3,428,084	3,751,132	3,134,175	3,010,291	3,665,409
Golf Handicap Program	19,265	16,148	19,300	12,133	17,650
Pull Cart Rental	6,949	10,239	6,300	10,008	8,000
<b>Total Golf Course User Fees</b>	<b>4,741,280</b>	<b>5,464,448</b>	<b>4,423,775</b>	<b>4,461,776</b>	<b>5,311,583</b>
Admissions	2,320,357	2,443,974	2,665,500	2,150,373	2,933,000
Cabana Rental	16,393	10,890	18,000	12,220	18,000
Group, Bounce Passes & Discount Passes	383,577	495,538	574,300	518,121	601,800
Locker Rental	1,731	5,598	10,700	5,212	10,700
<b>Total Aquatics User Fees</b>	<b>2,722,057</b>	<b>2,956,000</b>	<b>3,268,500</b>	<b>2,685,925</b>	<b>3,563,500</b>
Boat Rental	369,144	320,581	368,000	194,998	380,000
Crew Boat Storage	166,098	165,371	161,645	142,949	160,776
Launch & Parking Fees	266,980	307,356	295,400	183,416	332,400
Regatta & User Fees	37,274	21,088	15,000	18,428	15,500
Rowing Camps	20,451	16,689	20,000	27,408	25,000
<b>Total Marine User Fees</b>	<b>859,947</b>	<b>831,085</b>	<b>860,045</b>	<b>567,198</b>	<b>913,676</b>
Cabin Rentals	263,538	211,218	268,450	153,837	258,450
Camping Fees	1,572,095	1,656,842	1,597,000	1,190,762	1,681,000
Cottage Rentals	347,078	351,874	335,000	270,387	335,000
Laundry	10,157	14,783	11,600	10,641	13,600
<b>Total Camping/Cottage User Fees</b>	<b>2,192,868</b>	<b>2,234,717</b>	<b>2,212,050</b>	<b>1,625,627</b>	<b>2,288,050</b>
Shooting Tournament Fees	20,750	43,040	40,000	13,335	40,000
Target Sales	589,316	620,344	697,000	564,086	708,000
Gun Rental	43,344	37,525	55,000	32,751	63,000
<b>Total Skeet, Trap &amp; Archery User Fees</b>	<b>653,410</b>	<b>700,909</b>	<b>792,000</b>	<b>610,172</b>	<b>811,000</b>
Light Shows	4,330,756	3,639,713	3,903,000	3,909,842	3,918,000
Fall Festival	115,676	147,759	145,000	133,036	145,000
Programmed Events	160,834	154,515	187,800	127,261	184,375
Sponsors	0	0	0	150	0
Vendor Fees	136,052	125,547	120,500	157,995	140,000
<b>Total Special Events User Fees</b>	<b>4,743,318</b>	<b>4,067,534</b>	<b>4,356,300</b>	<b>4,328,134</b>	<b>4,387,375</b>
Atrium Rental	762,312	912,689	780,000	803,179	825,000
Carlyle House Rental	22,186	21,700	30,000	14,370	30,000
Center Rental	167,364	107,176	125,000	44,594	90,000
Church Rental	0	250	600	0	600
Manor House Rental	454,853	465,337	380,000	327,133	440,000
Algonkian Woodlands Rental	234,769	207,346	225,000	164,296	231,750
Mill Rental	4,033	1,700	2,500	600	0
River View Rental	765,468	788,015	780,000	553,356	780,000
Shelter Reservations	361,688	352,147	398,360	242,825	429,300
Visitor Center Rental	32,385	41,022	33,000	28,650	39,000
<b>Total Facility Rental User Fees</b>	<b>2,805,057</b>	<b>2,897,381</b>	<b>2,754,460</b>	<b>2,179,003</b>	<b>2,865,650</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Annual Dues	134,973	133,992	108,000	122,531	162,000
Athletic Field Use Fees	836	0	1,000	80	1,000
Batting Cage Fees	171,515	188,873	182,000	119,550	189,000
Boat/RV Storage	609,227	654,691	720,432	653,172	760,825
Camps	163,987	171,166	204,000	220,417	214,350
Climbing Feature Admissions	273,489	267,044	360,000	178,831	360,000
Entrance Fees	541,600	519,049	518,000	408,857	590,000
Equipment Rental	508,825	596,875	249,800	345,845	280,575
Inflatable Play Features	2,602	1,798	0	415	0
Miniature Golf	247,421	227,993	240,500	139,288	241,000
Permit Fees	6,250	9,250	6,500	4,500	6,500
Temple Hall Farm Rides	2,570	19,894	16,000	14,055	17,000
<b>Total Other Park User Fees</b>	<b>2,663,294</b>	<b>2,790,625</b>	<b>2,606,232</b>	<b>2,207,540</b>	<b>2,822,250</b>
<b>TOTAL USER FEES</b>	<b>21,381,232</b>	<b>21,942,700</b>	<b>21,273,362</b>	<b>18,665,376</b>	<b>22,963,084</b>
Retail - Ammunition	392,063	474,757	405,600	315,168	415,000
Retail - Alcoholic Beverages/Hard Liquor	1,252,871	1,423,745	1,148,175	1,124,583	1,174,390
Retail - Food (Includes Paper Products)	2,107,033	2,311,018	2,333,840	2,026,392	2,578,000
Retail - Great Blue Heron	2,322,943	2,726,148	2,303,500	2,158,371	2,596,500
Retail - Catering Food Truck	12,324	10,693	40,000	4,305	0
Administrative Fee	609,802	681,138	466,320	552,844	512,045
Retail - Algonkian Woodlands Catering	343,673	297,011	292,500	269,279	312,875
Retail - Pro Shop	208,531	243,502	195,000	203,680	233,000
Retail - Merchandise	58,233	112,335	149,100	114,973	166,800
<b>TOTAL RETAIL OPERATIONS</b>	<b>7,307,473</b>	<b>8,280,346</b>	<b>7,334,035</b>	<b>6,769,856</b>	<b>7,988,610</b>
License Fees	368	1,634	9,600	981	9,600
Rents & Easements	938,036	915,242	951,689	907,409	943,814
<b>TOTAL EASEMENTS AND LICENSES</b>	<b>938,404</b>	<b>916,876</b>	<b>961,289</b>	<b>908,390</b>	<b>953,414</b>
NVRPA Event Staffing	273,071	240,607	126,795	248,329	141,350
Contract Services	1,000	0	0	0	0
Event Services	0	0	0	52,790	144,000
Kitchen Use Fee	4,943	2,943	0	0	0
Firewood/Propane	68,557	62,918	75,000	41,432	70,000
Garden Guild/Docent Activities	421	100	600	34	600
Grants	0	216,806	120,000	0	216,806
House & Bank Building Rental	224,176	221,047	218,021	194,129	254,321
Insurance Proceeds	1,210,271	27,062	0	103,805	0
Interest	20,212	349,472	12,000	16,029	12,000
Temple Hall - Contribution	0	0	96,806	0	0
Interest-Occoquan	197	5,981	0	(6,186)	0
Lessons	141,567	123,933	153,000	122,193	157,000
Lifeguard Training Fee	0	0	0	0	0
Miscellaneous Revenue	180,422	311,535	351,801	200,992	126,801
Crop Sales	80,430	8,250	14,000	0	14,000
Hemlock Contractual Agreement	7,500	16,740	25,000	0	75,000
Reservation Fees	74,853	69,800	75,000	50,874	75,000
Sponsorship	0	0	0	228	0
<b>TOTAL OTHER REVENUE</b>	<b>2,287,621</b>	<b>1,657,193</b>	<b>1,268,023</b>	<b>1,024,650</b>	<b>1,286,878</b>
<b>TOTAL ENTERPRISE FUND REVENUES</b>	<b>\$ 31,914,729</b>	<b>\$ 32,797,115</b>	<b>\$ 30,836,709</b>	<b>\$ 27,368,271</b>	<b>\$ 33,191,986</b>
Transfer from Carlyle House Friends Fund	0	81	3,000	0	3,000
Transfer from Restricted License Fee Fund - FOWOD	142	0	0	0	0
Transfer from Restricted License Fee Fund	327,912	327,912	415,000	415,000	480,173
Transfer from Board Authorized Reserves	0	0	0	0	0
Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	<b>328,054</b>	<b>449,076</b>	<b>539,083</b>	<b>415,000</b>	<b>604,256</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 32,242,785</b>	<b>\$ 33,246,191</b>	<b>\$ 31,375,792</b>	<b>\$ 27,783,271</b>	<b>\$ 33,796,242</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>ENTERPRISE FUND EXPENSES</b>					
Full-time Salaries	\$ 6,313,686	\$ 8,004,410	\$ 8,138,711	\$ 7,358,971	\$ 8,778,304
Part-Time Salaries	4,127,285	4,943,502	5,914,988	3,946,194	6,392,670
FICA	771,154	951,871	1,073,258	807,216	1,158,252
Hospitalization	922,199	1,146,492	1,250,711	1,171,526	1,348,828
Life Insurance	54,288	69,051	92,781	64,473	83,043
Retirement	1,123,124	1,403,624	1,709,129	1,358,190	1,957,562
Unemployment Tax	18,458	11,993	34,449	5,221	14,509
<b>TOTAL PERSONNEL SERVICES</b>	<b>13,330,195</b>	<b>16,530,943</b>	<b>18,214,028</b>	<b>14,711,790</b>	<b>19,733,167</b>
Camps	10,295	13,189	17,650	3,625	17,550
Contingency	0	0	0	0	50,000
Credit Card Charges	716,228	787,889	720,614	618,444	804,971
POS Technology Fees	268,923	299,204	260,000	237,801	300,000
Contract Employment	736,251	843,051	532,080	666,955	624,985
Fall Festival Operations	4,902	12,636	10,500	13,313	11,000
Golf Cart Rental	178,926	165,163	158,205	137,636	201,679
Beverage Cart Rental	12,181	11,244	8,316	9,370	10,416
Equipment Rental	435,300	445,375	239,275	308,070	269,300
Event Services	0	0	0	79,292	136,800
Feed	6,281	7,683	9,000	10,744	9,000
Fertilizer	28,888	4,931	13,000	0	13,000
Garden Guild/Docent Activities	0	781	600	117	600
Gas and Diesel	200,271	225,978	245,500	159,294	230,850
Grants - Potomac Overlook	1,647	114	0	592	0
Handicap Program	5,225	3,911	8,924	5,655	8,685
Instructor Fees	29,449	20,488	34,200	25,355	35,200
License Fees	0	0	12,200	0	12,200
Linen Service	15,899	14,753	18,000	13,950	19,000
Livestock	510	450	4,000	295	2,000
Membership Events/Friends Group	15	0	1,000	546	1,000
Park Police	157,922	338,320	343,100	90,757	140,100
Parking	0	0	0	17	0
Production Costs	452,458	414,725	425,628	477,351	449,480
Programs and Promotions	91,019	71,840	128,250	53,484	124,445
Public Information	376,215	369,741	541,800	356,960	541,800
Regatta Fees	10,993	11,590	12,000	6,953	12,000
Seeds and Plants	25,280	3,381	9,000	4,833	9,000
Shooting Tournament	8,707	14,274	18,600	4,072	18,600
Strategic Plan Initiatives	39,802	5,135	45,000	1,071	45,000
Compensation Funding Initiatives	0	0	210,000	0	82,202
Swimming Pool Safety Program	57,670	62,646	30,000	27,875	60,000
Targets	211,108	209,926	240,350	203,436	256,400
Training for Field Staff	46,102	55,232	60,000	93,536	60,000
Uniforms	16,287	22,121	38,850	23,751	40,250
Vet & Medicine	4,459	4,034	5,500	3,250	5,500
<b>TOTAL OPERATING COSTS</b>	<b>4,149,215</b>	<b>4,439,804</b>	<b>4,401,142</b>	<b>3,638,399</b>	<b>4,603,013</b>
Equipment/Vehicle Maintenance	218,449	262,431	322,444	271,448	346,185
Facility Op. & Maintenance	2,143,663	2,451,877	2,264,098	2,110,067	2,651,148
Garden Maintenance	73,305	109,939	132,000	93,339	153,680
Golf Course Maintenance	330,203	363,321	395,636	318,762	405,687
Major Contract Maintenance	288,286	264,372	260,000	188,936	260,000
Rental House Maintenance	16,725	13,583	8,000	11,685	9,000
<b>TOTAL MAINTENANCE COSTS</b>	<b>3,070,630</b>	<b>3,465,523</b>	<b>3,382,178</b>	<b>2,994,238</b>	<b>3,825,700</b>
Insurance - Liquor Liability	15,597	21,908	30,750	24,991	35,000
Insurance - Workers Comp	150,835	118,807	150,000	135,258	145,000
Insurance - Vehicle	29,576	47,468	43,604	46,270	51,702
<b>TOTAL INSURANCE</b>	<b>196,008</b>	<b>188,183</b>	<b>224,354</b>	<b>206,520</b>	<b>231,702</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
Retail - Ammunition	291,729	325,700	283,920	227,677	303,794
Retail - Alcoholic Beverages/Hard Liquor	281,810	302,989	311,195	232,012	316,411
Retail - Catering Food Truck	2,507	0	0	0	0
Retail - Algonkian Woodlands	95,060	84,941	105,300	67,530	100,950
Retail - Catering Great Blue Heron	484,453	574,877	595,440	449,842	599,280
Retail - Catering Rust Sanctuary	171,508	209,568	157,300	137,621	174,250
Retail - Food	1,115,189	1,155,481	1,051,818	874,844	1,151,278
Retail - Pro Shop	132,908	155,473	120,500	127,468	144,070
Retail Merchandise	52,772	84,888	88,550	91,769	112,400
Firewood	23,100	29,715	33,125	21,717	31,250
<b>TOTAL RETAIL OPERATIONS</b>	<b>2,651,036</b>	<b>2,923,632</b>	<b>2,747,148</b>	<b>2,230,480</b>	<b>2,933,683</b>
Telephone	79,580	90,779	93,514	78,811	94,526
Electricity	562,409	703,800	706,800	600,522	754,100
Natural Gas	42,303	57,478	37,000	38,071	56,000
Other	537	480	0	0	0
Water/Sewer	161,852	146,579	185,200	119,557	179,804
Propane Gas	63,935	78,113	94,000	67,125	86,850
Heating Oil	3,096	6,777	7,500	3,341	5,000
Internet/Cable	87,108	93,620	97,720	77,609	106,320
<b>TOTAL UTILITIES</b>	<b>1,000,820</b>	<b>1,177,627</b>	<b>1,221,734</b>	<b>985,037</b>	<b>1,282,600</b>
Note Payable VRA Principal			527,711	0	555,556
Interest Expense VRA Note	526,199	534,497	632,497	400,245	605,820
<b>TOTAL DEBT SERVICE</b>	<b>526,199</b>	<b>534,497</b>	<b>1,160,208</b>	<b>400,245</b>	<b>1,161,376</b>
<b>TOTAL EXPENSES</b>	<b>\$ 24,924,103</b>	<b>\$ 29,260,211</b>	<b>\$ 31,350,792</b>	<b>\$ 25,166,708</b>	<b>\$ 33,771,242</b>
<b>TRANSFERS OUT</b>					
Trans. - Gen. Fund for Central Maint.	720,000	0	0	0	0
Transfer to General Fund	(50,175)	(96,301)	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 669,825</b>	<b>\$ (96,301)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 25,593,928</b>	<b>\$ 29,163,910</b>	<b>\$ 31,350,792</b>	<b>\$ 25,166,708</b>	<b>\$ 33,771,242</b>
Adjustments	306,307	(1,265,485)	0	0	0
Reserve Activity	15,122	210,867	0	0	0
<b>OPERATING INCOME (LOSS)</b>	<b>\$ 6,327,427</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 2,616,565</b>	<b>\$ 25,000</b>
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
Transfer to Retirement Plan	632,742	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
Transfer to Strategic Opportunity Reserve	0	513,690	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>6,327,427</b>	<b>5,136,900</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
<b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,616,565</b>	<b>0</b>
<b>ENDING BALANCE</b>	<b>\$ 287,146</b>	<b>\$ 287,146</b>	<b>\$ 287,146</b>	<b>\$ 2,903,711</b>	<b>\$ 287,146</b>



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

## PROGRAM OVERVIEW

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

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 14,254	\$ 20,300	\$ 10,825	(46.7)%
Other Revenue	10,900	13,200	13,200	0.0 %
Retail Operations	\$ 0	\$ 0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 25,154</b>	<b>\$ 33,500</b>	<b>\$ 24,025</b>	<b>(28.3)%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 149,189	\$ 168,495	\$ 177,417	5.3 %
Operating Costs	9,343	13,950	8,875	(36.4)%
Maintenance Costs	31,912	22,218	29,500	32.8 %
Insurance	0	0	638	-
Utilities	11,459	8,700	10,700	23.0 %
<b>TOTAL EXPENSES</b>	<b>\$ 201,903</b>	<b>\$ 213,363</b>	<b>\$ 227,130</b>	<b>6.5 %</b>
<b>Net Income</b>	<b>\$ (176,750)</b>	<b>\$ (179,863)</b>	<b>\$ (203,105)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The mill is currently closed which reduces the opportunity for revenue producing activity. Maintenance costs have increased due to needs for maintenance and also for contract mowing services at Aldie, Goose Creek and Mount Defiance.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.95	.95	.95	.95	1.15

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 14,607	\$ 11,228	\$ 17,000	\$ 2,209	\$ 8,025
4498	Mill Rental	4,033	1,700	2,500	600	0
4230	Entrance Fees/Group Admissions	537	1,326	800	184	2,800
	<b>TOTAL USER FEES</b>	<b>19,177</b>	<b>14,254</b>	<b>20,300</b>	<b>2,993</b>	<b>10,825</b>
4420	House Rental	19,839	10,900	13,200	11,000	13,200
	<b>TOTAL OTHER REVENUE</b>	<b>19,839</b>	<b>10,900</b>	<b>13,200</b>	<b>11,000</b>	<b>13,200</b>
4640	Retail - Food	0	0	0	5	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>39,016</b>	<b>25,154</b>	<b>33,500</b>	<b>13,998</b>	<b>24,025</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 94,359	\$ 103,110	\$ 100,811	\$ 70,627	\$ 91,289
5020	Part-Time Salaries	18,321	18,143	34,778	13,879	43,278
5030	FICA	8,642	9,323	10,373	6,140	10,294
5040	Hospitalization	0	0	0	9,941	11,230
5060	Life Insurance	835	904	1,149	691	864
5050	Retirement	17,241	17,666	21,170	13,917	20,357
5070	Unemployment Tax	85	43	214	20	105
	<b>TOTAL PERSONNEL SERVICES</b>	<b>139,482</b>	<b>149,189</b>	<b>168,495</b>	<b>115,215</b>	<b>177,417</b>
5230	Gas and Diesel	0	0	0	50	500
5431	Parking	0	0	0	17	0
5490	Programs & Promotions	7,351	9,343	13,600	814	8,025
5570	Uniforms	0	0	350	231	350
	<b>TOTAL OPERATING COSTS</b>	<b>7,351</b>	<b>9,343</b>	<b>13,950</b>	<b>1,113</b>	<b>8,875</b>
5180	Equipment/Vehicle Maintenance	0	0	0	0	500
5190	Facility Op. & Maintenance	23,470	30,146	21,218	29,710	28,000
5510	Rental House Maintenance	2,195	1,766	1,000	187	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>25,665</b>	<b>31,912</b>	<b>22,218</b>	<b>29,896</b>	<b>29,500</b>
5290	Insurance - Vehicle	0	0	0	564	638
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564</b>	<b>638</b>
5580-001	Telephone	3,785	4,287	3,300	4,026	4,200
5580-002	Electricity	2,292	3,422	2,500	4,100	3,500
5580-004	Water/Sewer	692	777	1,100	635	1,100
5580-009	Heating Oil	1,716	1,053	0	0	0
5580-016	Internet/Cable	2,080	1,920	1,800	1,600	1,900
	<b>TOTAL UTILITIES</b>	<b>10,565</b>	<b>11,459</b>	<b>8,700</b>	<b>10,360</b>	<b>10,700</b>
	<b>TOTAL EXPENSES</b>	<b>183,064</b>	<b>201,903</b>	<b>213,363</b>	<b>157,148</b>	<b>227,130</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(144,048)</b>	<b>(176,750)</b>	<b>(179,863)</b>	<b>(143,150)</b>	<b>(203,105)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2025



### Aldie Mill Historic Park:

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



Objectives:

- Develop a minimum of (3) new strategies to engage schools to visit the site.
- Incorporate use of the entire facility to create an improved and engaging tour experience including use of the granary building.
- Maintain a minimum of (6) community partnerships.
- Continue to cultivate, implement, and evaluate a successful volunteer program.
- Implement a minimum of (2) nontraditional special events in an effort to attract new visitors.
- Look at ways to expand the interpretation of the mill to include the pre- and post-Civil War stories.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Work with Civil War Trails to update existing interpretive panels.
- Develop a minimum of (1) new program that incorporate opportunities to visit multiple NOVA Parks' sites within the same day.

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



Objectives:

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

### Mt. Defiance Historic Park:

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



Objectives:

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

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

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



Objectives:

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

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

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

### **Aldie Mill:**

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

#### **Highlights**

- Continued strong community partnership with teachers at Aldie Elementary School to host a literacy program at Mill, and “Village Caroling” in partnership with the Aldie Heritage Association. Staff served as judge for 5<sup>th</sup> grade student business proposals.
- Worked with the NOVA Parks Camps and Programs Committee in the creation of a Programs Training Video for staff and volunteers.
- Worked with Visit Loudoun and other Loudoun County historical sites to explore partnership and collaborative marketing opportunities.
- Worked with Oatlands and VPHA to possibility of collaborative program between partner sites.
- Hosted “Conversations in History” programs with VPHA, including John Champe lecture at Middleburg Museum, and Stephen Thompson at Aldie Mill.

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

#### **Highlights**

- Completed work to stabilize windows of the Mill and Granary buildings.
- Repurposed the Granary building into a new venue for small programs.
- Worked with conservators and Millwright to identify care and preservation needs for the Mill including the installation of a new stone crane and waterwheel stabilization,
- Identified expanded interpretive needs and opportunities for improvements for all parks.
- Implemented strategies and training techniques developed by the Customer Service Committee.

### **Mt. Defiance Historic Park:**

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

#### **Highlights**

- Implemented Resident Curator program.
- Worked with Civil War Trails to edit and replace several interpretive panels throughout the site.
- Worked closely with the Department of Historic Resources on site improvements.
- Worked with tenant and septic company to address failure of drain field and implement a new septic system.
- Implemented new pest control plan for all structures at park.

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

#### **Highlights**

- Maintained consistent signage on site to promote a positive visitor experience.
- Provided a routine maintenance program for the grounds and trees.
- Partnered with Goose Creek Association to explore potential for water monitoring and nature-themed programs.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Daily tour attendance	1,932	271	2,700	676	2,700
• Annual attendance at public programs	489	78	400	43	400
• Special event attendance	272	40	1,200	0	1,000
• School tour attendance	456	50	450	175	450
• Scout tours	0	16	100	25	100
• Volunteer hours received	535	130	550	100	550

# ALGONKIAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 248,761	\$ 283,500	\$ 289,500	2.1%
Retail Operations	45	500	500	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 248,806</b>	<b>\$ 284,000</b>	<b>\$ 290,000</b>	<b>2.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 692,702	\$ 714,390	\$ 798,170	11.7%
Operating Costs	23,532	20,100	20,100	0.0%
Maintenance Costs	46,643	48,996	51,900	5.9%
Insurance	2,694	2,747	3,191	16.2%
Retail Operations	67	150	150	0.0%
Utilities	13,416	11,000	13,660	24.2%
<b>TOTAL EXPENSES</b>	<b>\$ 779,054</b>	<b>\$ 797,383</b>	<b>\$ 887,171</b>	<b>11.3%</b>
<b>Net Income</b>	<b>(\$530,248)</b>	<b>(\$513,383)</b>	<b>(\$597,171)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Personnel costs increased due to compensation study impacts and other compensation related items. Electricity increased due to actual recent expense trends.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.95	3.95	3.95	4.07	4.15

## ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-035 ALGONKIAN REGIONAL PARK</b>						
<b>REVENUES</b>						
4460	Launch & Parking Fees	\$ 7,443	\$ 10,974	\$ 14,000	\$ 8,847	\$ 14,000
4600	Programmed Events	2,730	3,228	6,000	1,172	6,000
4670	Shelter Reservations	88,601	82,770	91,000	56,836	91,000
4045	Athletic Field Use Fees	836	0	0	0	0
4080	Boat/RV Storage	117,409	143,064	163,500	156,650	169,500
4500	Miniature Golf	10,437	8,724	9,000	5,428	9,000
	<b>TOTAL USER FEES</b>	<b>227,456</b>	<b>248,761</b>	<b>283,500</b>	<b>228,932</b>	<b>289,500</b>
4640	Retail - Food	86	45	500	84	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>86</b>	<b>45</b>	<b>500</b>	<b>84</b>	<b>500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 227,542</b>	<b>\$ 248,806</b>	<b>\$ 284,000</b>	<b>\$ 229,016</b>	<b>\$ 290,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 376,114	\$ 394,830	\$ 388,692	\$ 364,363	\$ 420,032
5020	Part-Time Salaries	91,520	117,820	127,213	88,052	135,246
5030	FICA	35,001	37,876	39,467	31,877	42,479
5040	Hospitalization	46,242	67,477	72,086	86,210	102,330
5060	Life Insurance	3,177	3,584	4,431	3,310	3,974
5050	Retirement	67,132	70,885	81,625	66,874	93,667
5070	Unemployment Tax	507	231	876	129	443
	<b>TOTAL PERSONNEL SERVICES</b>	<b>619,694</b>	<b>692,702</b>	<b>714,390</b>	<b>640,815</b>	<b>798,170</b>
5230	Gas and Diesel	18,477	22,540	15,000	8,210	15,000
5490, 5492	Programs and Promotions	1,560	0	3,000	417	3,000
5570	Uniforms	667	993	2,100	710	2,100
	<b>TOTAL OPERATING COSTS</b>	<b>20,704</b>	<b>23,532</b>	<b>20,100</b>	<b>9,337</b>	<b>20,100</b>
5180	Equipment/Vehicle Maintenance	4,824	9,135	9,900	6,540	9,900
5190	Facility Op. & Maintenance	34,011	37,508	39,096	33,255	42,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>38,835</b>	<b>46,643</b>	<b>48,996</b>	<b>39,795</b>	<b>51,900</b>
5290	Insurance - Vehicle	2,268	2,694	2,747	2,821	3,191
	<b>TOTAL INSURANCE</b>	<b>2,268</b>	<b>2,694</b>	<b>2,747</b>	<b>2,821</b>	<b>3,191</b>
5520	Retail - Food	5	67	150	0	150
	<b>TOTAL RETAIL OPERATIONS</b>	<b>5</b>	<b>67</b>	<b>150</b>	<b>0</b>	<b>150</b>
5580-001	Telephone	1,060	1,436	800	759	1,400
5580-002	Electricity	5,671	9,331	7,000	9,048	9,000
5580-004	Water/Sewer	2,052	1,638	2,000	1,979	2,060
5580-016	Internet/Cable	1,200	1,010	1,200	878	1,200
	<b>TOTAL UTILITIES</b>	<b>9,984</b>	<b>13,416</b>	<b>11,000</b>	<b>12,664</b>	<b>13,660</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 691,490</b>	<b>\$ 779,054</b>	<b>\$ 797,383</b>	<b>\$ 705,432</b>	<b>\$ 887,171</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$463,948)</b>	<b>(\$530,248)</b>	<b>(\$513,383)</b>	<b>(\$476,416)</b>	<b>(\$597,171)</b>



# ALGONKIAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Work closely with the Planning and Development team on the installation of solar energy panels.
- Continue to maintain and improve the trail systems through sustainable trail maintenance efforts.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



#### Objectives:

- Conduct a minimum of (5) kayak tours/programs, including a minimum of (2) Roving Naturalist programs to engage the next generation of conservationists.
- Continue to expand the programs offered to cottage guests to include educational, entertainment based and environmentally focused programs.
- Host a minimum of (2) special events aimed at increasing awareness of the park and features.
- Maintain a minimum of (3) diverse community partnerships.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Continue to facilitate storage and scholastic rowing activities.

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



#### Objectives:

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

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



#### Objectives:

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

# ALGONKIAN REGIONAL PARK

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Utilized maintenance inspection forms for all facilities.
- Continued partnerships with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, and Loudoun County Crew teams.
- Reviewed and refined the annual maintenance plan for the Potomac Heritage Trail, in partnership with the Potomac Heritage Trail Association.
- Worked with Planning and Development to begin planning solar installation.
- Maintained an effective relationship with our Seneca Regional Park volunteers.
- Hosted several Eagle Scout projects throughout the park with focuses on trail improvements and conservation.
- Conducted multiple invasive species removals with volunteer groups and began native plantings with partner organizations.

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

**Highlights**

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

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

**Highlights**

- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards and monthly service strategies.
- Hosted CPR/First Aid course to recertify and certify staff.
- Reviewed and updated the park FAQ page with additional common requests.
- Continued to implement and expand the volunteer program to facilitate park improvements.

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

**Highlights**

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

## **MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL- DEC 2023</b>	<b>FY 2025 TARGET</b>
• Number of boat launches	91	798	2,100	365	2,100
• Boat/RV storage usage	188	186	197	186	212
• Number of miniature golf rounds	1,931	1,569	2,150	979	2,150
• Number of picnic shelter rentals	447	415	360	231	348
• Number of programmed events	0	1	2	0	2

# ALGONKIAN GOLF COURSE

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,789,434	\$ 1,385,500	\$ 1,667,500	20.4%
Retail Operations	256,390	213,920	238,000	11.3%
Other Revenue	1,880	10,000	10,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,047,703</b>	<b>\$ 1,609,420</b>	<b>\$ 1,915,500</b>	<b>19.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 849,089	\$ 863,407	\$ 930,454	7.8%
Operating Costs	68,230	84,156	99,295	18.0%
Maintenance Costs	205,734	211,931	221,512	4.5%
Insurance	1,264	1,549	1,738	12.2%
Retail Operations	116,095	91,100	100,415	10.2%
Utilities	51,443	54,300	54,714	0.8%
<b>TOTAL EXPENSES</b>	<b>\$ 1,291,855</b>	<b>\$ 1,306,443</b>	<b>\$ 1,408,127</b>	<b>7.8%</b>
<b>Net Income</b>	<b>\$ 755,849</b>	<b>\$ 302,977</b>	<b>\$ 507,373</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted 19% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments. Expenses are increased to reflect compensation initiatives, and expense related to the increased retail revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	7.5	7.5	7.5	7.0	7.0
Part-Time	5.63	5.63	5.63	5.77	6.49

\*FTE counts from FY24 were adjusted to appropriately reflect the allocation of certain split positions.

## ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-010 ALGONKIAN GOLF COURSE</b>						
<b>REVENUES</b>						
4210	Driving Range	\$ 111,082	\$ 156,007	\$ 110,000	\$ 123,174	\$ 150,000
4220	Cart Rental	319,360	377,697	297,000	315,216	350,000
4320	Golf Club Rental	3,619	4,268	0	2,770	3,000
4380	Green Fees	1,089,669	1,241,544	970,000	971,762	1,155,000
4400	Golf Handicap Program	4,758	4,602	5,500	2,847	5,500
4610	Pull Cart Rental	3,596	5,316	3,000	4,649	4,000
	<b>TOTAL USER FEES</b>	<b>1,532,084</b>	<b>1,789,434</b>	<b>1,385,500</b>	<b>1,420,419</b>	<b>1,667,500</b>
4475	Lessons	1,920	1,880	10,000	800	10,000
	<b>TOTAL OTHER REVENUE</b>	<b>1,920</b>	<b>1,880</b>	<b>10,000</b>	<b>800</b>	<b>10,000</b>
4641	Retail - Alcoholic Beverages	73,789	92,539	75,000	70,731	85,000
4640,4642,4643	Retail - Food	67,439	91,035	73,920	73,782	85,000
4650	Retail - Pro Shop	64,050	72,815	65,000	57,139	68,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>205,277</b>	<b>256,390</b>	<b>213,920</b>	<b>201,652</b>	<b>238,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,739,282</b>	<b>\$ 2,047,703</b>	<b>\$ 1,609,420</b>	<b>\$ 1,622,871</b>	<b>\$ 1,915,500</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 387,840	\$ 439,185	\$ 447,643	\$ 396,355	\$ 475,410
5020	Part-Time Salaries	158,767	189,193	172,986	145,449	202,328
5030	FICA	40,335	45,610	47,478	38,248	51,847
5040	Hospitalization	89,732	89,772	95,046	76,189	89,771
5060	Life Insurance	3,529	3,927	5,103	3,566	4,497
5050	Retirement	75,781	80,934	94,005	75,748	106,016
5070	Unemployment Tax	785	468	1,145	191	583
	<b>TOTAL PERSONNEL SERVICES</b>	<b>756,769</b>	<b>849,089</b>	<b>863,407</b>	<b>735,745</b>	<b>930,454</b>
5160	Golf Cart Rental	58,387	53,895	51,625	44,913	65,823
5138	Beverage Cart Rental	4,060	3,748	2,772	3,123	3,472
5230	Gas and Diesel	7,730	8,449	15,000	12,146	15,000
5260	Golf Handicap Program	165	374	3,659	1,996	3,900
5263	Instructor Fees	1,800	0	9,000	0	9,000
5570	Uniforms	1,483	1,763	2,100	1,994	2,100
	<b>TOTAL OPERATING COSTS</b>	<b>73,625</b>	<b>68,230</b>	<b>84,156</b>	<b>64,172</b>	<b>99,295</b>
5180	Equipment/Vehicle Maintenance	18,941	23,386	22,834	21,127	26,000
5190	Facility Op. & Maintenance	55,587	69,848	60,793	60,074	64,000
5240	Golf Course Maintenance	98,682	112,500	128,304	92,301	131,512
	<b>TOTAL MAINTENANCE COSTS</b>	<b>173,210</b>	<b>205,734</b>	<b>211,931</b>	<b>173,503</b>	<b>221,512</b>
5265	Insurance - Liquor Liability	650	725	1,000	1,330	1,100
5290	Insurance - Vehicle	454	539	549	564	638
	<b>TOTAL INSURANCE</b>	<b>1,104</b>	<b>1,264</b>	<b>1,549</b>	<b>1,894</b>	<b>1,738</b>
5521	Retail - Alcoholic Beverages	22,741	29,614	22,500	20,844	25,425
5520	Retail - Food	27,641	38,427	29,600	29,016	34,040
5530	Retail - Pro Shop	38,446	48,055	39,000	34,656	40,950
	<b>TOTAL RETAIL OPERATIONS</b>	<b>88,828</b>	<b>116,095</b>	<b>91,100</b>	<b>84,515</b>	<b>100,415</b>
5580-001	Telephone	3,780	4,362	4,500	3,465	4,770
5580-002	Electricity	24,556	29,466	31,000	26,793	31,000
5580-004	Water/Sewer	6,772	5,407	4,800	6,531	4,944
5580-008	Propane Gas	6,888	7,423	9,000	7,450	9,000
5580-016	Internet/Cable	4,435	4,785	5,000	3,600	5,000
	<b>TOTAL UTILITIES</b>	<b>46,432</b>	<b>51,443</b>	<b>54,300</b>	<b>47,839</b>	<b>54,714</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,139,968</b>	<b>\$ 1,291,855</b>	<b>\$ 1,306,443</b>	<b>\$ 1,107,669</b>	<b>\$ 1,408,127</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 599,314</b>	<b>\$ 755,849</b>	<b>\$ 302,977</b>	<b>\$515,202</b>	<b>\$ 507,373</b>

# ALGONKIAN GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (3) targeted promotions focusing on the sale of the Subscription Membership.
- Continue to review the annual membership program quarterly to ensure we are maintaining our course maximum of 80 memberships.
- Continue to utilize the Gallus Golf App expanding content and promotional offerings and opportunities.
- Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



#### Objectives:

- Refine the Revenue Playbook annually utilizing Wrike while implementing a minimum of (2) new technology tools to ensure the effective promotion of events and programs to reach both new and existing customers.
- Utilize the Gallus App leaderboard software for a minimum of (4) tournaments to enhance the experience for participants and encourage more downloads.
- Effectively promote the demand pricing model with (2) new marketing strategies to focused on off peak days, time blocks and competitive pricing analysis.
- Continue to implement "scripts" for pro shop staff that highlight the value of the Heron's Choice Subscription. Using the existing tournament tracking tool, implement a minimum of (2) new sales strategies to establish contact with new and previous tournament and outing clients.
- Develop a minimum of (3) new strategies to promote late morning/early afternoon play to maintain a full tee sheet.

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



#### Objectives:

- Provide Troon with program and event content for monthly "call-to-action" emails and (1) post containing video content per month.
- Continue to evaluate and refine the annual Fall for Golf and Swing into Spring programs to determine success.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY25.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Host a minimum of (2) in-house tournaments or outings to promote the course.

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



#### Objectives:

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

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



#### Objectives:

- Work with Food and Beverage Manager to maintain menus that focus on freshness, timely delivery, and profitability.
- Coordinate an annual audit of F&B and retail operations with staff and our golf consultant to determine areas for potential growth.
- Develop a promotion and sales plan with (2) new strategies to increase retail revenues to reach 2025 budget goal.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 5% over FY24 gross.

# ALGONKIAN GOLF COURSE

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

#### **Highlights**

- Conducted multiple member events to promote the added value of memberships including Swing into Spring and Fall for Golf.
- Continued to evaluate membership levels and pricing and implemented new key fobs system for the driving range to ensure profitability and guest satisfaction.
- Member Guest Tournament, member guest specials, and prize giveaways for new or renewing members.
- Worked with Troon Golf Management to identify market segments and to develop a promotional plan.
- Continued implementation of Heron's Choice Subscription membership program
- Continued to implement and refine usage of the mobile app to engage and communicate with customers.

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

#### **Highlights**

- Implemented scripts for pro shop staff to promote Heron's Choice Subscription membership to regular players.
- Retained FY23 leagues and memberships.
- Partnered with new leagues and memberships for the 2024 season.
- Implemented new in-house tournaments and events to engage new and regular golfers.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Implemented promo deals and re-imagined Swing into Spring through the mobile app to attract new daily players.
- Continued to utilize social media to conduct contests and push offerings to retain core golfers.
- Worked with Troon to streamline the revenue playbook within Wrike.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year with an emphasis on social media and app content.

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

#### **Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Continued partnerships with First Tee and Special Olympics DC to provide quality programs and events.
- Partnered with Troon for monthly e-blasts, including cross-promotional opportunities, such as our Stay and Play promo.
- Implemented monthly video posting to social media accounts to better engage followers.
- Reviewed and revised twilight golf structure to ensure profitability and improve tee sheet utilization.

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

#### **Highlights**

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

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

#### **Highlights**

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

## **MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL- DEC 2023</b>	<b>FY 2025 TARGET</b>
• 18 hole golf rounds (paid)	30,808	31,134	24,600	20,626	32,000
• 18 hole golf rounds (members)	7,805	7,522	9,000	4,201	5,000
• Power cart rentals-18 hole equivalent	16,692	23,759	14,700	15,602	24,000
• Number of driving range buckets sold	7,329	10,025	8,400	11,208	17,500
• Number of annual golf memberships sold	85	185	75	56	75
• Subscription memberships sold - Heron's Choice	N/A	37	100	48	75
• Per customer average on pro shop merchandise	\$1.66	\$1.88	\$2.81	\$1.67	\$1.84
• Per customer average on food & beverage	\$3.66	\$4.75	\$6.45	\$4.22	\$4.59
• Revenue per round of golf played	\$45.04	\$52.97	\$69.67	\$47.57	\$51.77
• Expense per round of golf played	\$29.52	\$33.42	\$56.58	\$27.72	\$38.10
• Volunteer hours received	6,450	7,607	6,800	3,500	6,800



# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 400,794	\$ 449,500	\$ 491,500	9.3%
Retail Operations	117,411	125,500	148,000	17.9%
<b>TOTAL REVENUE</b>	<b>\$ 518,206</b>	<b>\$ 575,000</b>	<b>\$ 639,500</b>	<b>11.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 246,880	\$ 274,573	\$ 299,366	9.0%
Maintenance Costs	82,050	71,820	83,000	15.6%
Retail Operations	57,520	51,350	60,500	17.8%
Utilities	36,109	32,900	36,000	9.4%
<b>TOTAL EXPENSES</b>	<b>\$ 422,558</b>	<b>\$ 430,643</b>	<b>\$ 478,866</b>	<b>11.2%</b>
<b>Net Income</b>	<b>\$ 95,648</b>	<b>\$ 144,357</b>	<b>\$ 160,634</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 11% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	2.02	8.08	8.08	8.27	8.43

## VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-020 ALGONKIAN VOLCANO ISLAND WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 293,692	\$ 324,345	\$ 347,000	\$ 312,716	\$ 390,000
4570	Group Admissions	39,187	50,664	75,000	71,946	70,000
4490	Locker Rental	280	265	500	83	500
4560, 4580	Waterpark Passes	20,688	22,393	22,000	13,179	25,000
4670	Shelter Reservations	5,634	3,128	5,000	4,030	6,000
	<b>TOTAL USER FEES</b>	<b>359,481</b>	<b>400,794</b>	<b>449,500</b>	<b>401,954</b>	<b>491,500</b>
4640	Retail Operations	99,848	108,864	114,000	116,248	135,000
4660	Swim Merchandise	6,097	8,547	11,500	8,867	13,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>105,945</b>	<b>117,411</b>	<b>125,500</b>	<b>125,115</b>	<b>148,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 465,426</b>	<b>\$ 518,206</b>	<b>\$ 575,000</b>	<b>\$ 527,069</b>	<b>\$ 639,500</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 188,969	\$ 228,440	\$ 253,882	\$ 179,702	\$ 277,705
5030	FICA	14,456	17,732	19,422	13,741	21,244
5070	Unemployment Tax	903	709	1,269	258	417
	<b>TOTAL PERSONNEL SERVICES</b>	<b>204,328</b>	<b>246,880</b>	<b>274,573</b>	<b>193,702</b>	<b>299,366</b>
5190	Facility Op. & Maintenance	77,042	82,050	71,820	58,249	83,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>77,042</b>	<b>82,050</b>	<b>71,820</b>	<b>58,249</b>	<b>83,000</b>
5520	Retail Operations	48,488	53,054	45,600	46,539	54,000
5535	Swim Merchandise	4,271	4,466	5,750	7,445	6,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>52,759</b>	<b>57,520</b>	<b>51,350</b>	<b>53,984</b>	<b>60,500</b>
5580-000	Other Utilities	0	250	0	0	0
5580-001	Telephone	1,718	1,772	1,800	1,589	1,500
5580-002	Electricity	24,535	27,724	24,500	20,480	27,500
5580-004	Water/Sewer	4,925	3,932	4,500	4,750	4,500
5580-016	Internet/Cable	1,729	2,431	2,100	2,311	2,500
	<b>TOTAL UTILITIES</b>	<b>32,908</b>	<b>36,109</b>	<b>32,900</b>	<b>29,130</b>	<b>36,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 367,037</b>	<b>\$ 422,558</b>	<b>\$ 430,643</b>	<b>\$ 335,065</b>	<b>\$ 478,866</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 98,390</b>	<b>\$ 95,648</b>	<b>\$ 144,357</b>	<b>\$ 192,004</b>	<b>\$ 160,634</b>

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



Objectives:

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

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Promoted off-season sales campaign for online annual pass sales.
- Hosted on-site exclusive member appreciation events.
- Reviewed and revised annual pass offerings to ensure profitability and member satisfaction.
- Implemented a comprehensive annual marketing calendar for annual pass promotions and sales.
- Implemented staff trainings on pass sale processing and upselling to daily guests.
- Implemented annual waterpark pass sales tables to promote pass sales to daily guests via dedicated sale site.

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

**Highlights**

- Continued to effectively implement the Ellis & Associates Comprehensive Aquatic Safety Program, achieving Gold Award status for the 2023 season.
- Reviewed and refined orientation to better train staff and to include customer service training.
- Refined attendance at hiring events throughout the area, to include job fairs and school visits to ensure efficacy.
- Staff attended various trainings including lifeguard instructor and certified pool operator to ensure a high level of knowledge and performance.
- Created new video series to promote safety-consciousness and inform organized groups on waterpark rules and best-practices.
- Hosted annual pump room operations and safety training for management staff.

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

**Highlights**

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

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

**Highlights**

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

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

**Highlights**

- Worked with the Aquatics Team to review and revise maintenance standards for pump rooms, deck spaces, and bathrooms.
- Continued to improve and renew facility theming with installation of palm trees and carved tiki heads, as well as improved signage.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2024 seasonal staff attended Customer Service Training.
- Implemented an effective staff incentive program to promote a high level of customer service.
- Reviewed and refined the staff orientation plan to equip staff with tools to promote a positive guest experience.
- Continue to conduct routine maintenance inspections to ensure high operating standards.

## **MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL- DEC 2023</b>	<b>FY 2025 TARGET</b>
• Number of general admissions	31,500	31,201	33,660	29,979	35,000
• Number of youth group participants	6,310	7,477	10,700	8,451	10,700
• Number of Annual Waterpark Passes sold	358	261	250	68	250
• Avg. amount customers spent on food, beverages & retail	\$2.64	\$3.04	\$2.57	\$3.26	\$3.24
• Number of birthday party participants	1,116	1,265	1,100	843	1,100
• Number of birthday parties	100	104	110	71	110

# THE WOODLANDS AT ALGONKIAN PARK

## PROGRAM OVERVIEW

The Woodlands at Algonkian is a beautiful venue that provides a natural setting for a picturesque wedding or event. Nestled on the wooded banks of the Potomac River, this scenic venue is situated on 838 acres of parkland and offers a large banquet room, an additional meeting room and a private bridal room.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 207,346	\$ 225,000	\$ 231,750	3.0%
Retail Operations	462,088	450,155	470,795	4.6%
Other Revenue	39,057	37,260	38,835	4.2%
<b>TOTAL REVENUE</b>	<b>\$ 708,491</b>	<b>\$ 712,415</b>	<b>\$ 741,380</b>	<b>4.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 167,225	\$ 249,288	\$ 272,027	9.1%
Operating Costs	111,669	81,985	89,620	9.3%
Maintenance Costs	47,556	47,038	49,100	4.4%
Insurance	3,507	4,000	5,000	25.0%
Retail Operations	109,715	131,918	126,950	-3.8%
Utilities	18,362	18,600	19,206	3.3%
<b>TOTAL EXPENSES</b>	<b>\$ 458,034</b>	<b>\$ 532,829</b>	<b>\$ 561,903</b>	<b>5.5%</b>
<b>Net Income</b>	<b>\$ 250,457</b>	<b>\$ 179,586</b>	<b>\$ 179,477</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.33	1.33	1.33	2.33	2.33
Part-Time	2.02	2.40	2.64	2.47	1.65

## THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-030 ALGONKIAN-WOODLANDS MEETING &amp; EVENT CENTER</b>						
<b>REVENUES</b>						
4130	Woodlands Rental	\$ 234,769	\$ 207,346	\$ 225,000	\$ 164,296	\$ 231,750
	<b>TOTAL USER FEES</b>	<b>234,769</b>	<b>207,346</b>	<b>225,000</b>	<b>164,296</b>	<b>231,750</b>
4821	Equipment Rental	34,168	15,588	22,500	19,320	23,175
4822	Contract Employment	35,169	23,469	14,760	21,793	15,660
	<b>TOTAL OTHER REVENUE</b>	<b>69,337</b>	<b>39,057</b>	<b>37,260</b>	<b>41,113</b>	<b>38,835</b>
4640,4641,4647	Retail - Alcohol	127,861	98,435	102,375	90,959	100,120
4115	Catering	343,673	297,011	292,500	269,279	312,875
4682	Administrative Fee	79,557	66,642	55,280	61,247	57,800
	<b>TOTAL RETAIL OPERATIONS</b>	<b>551,091</b>	<b>462,088</b>	<b>450,155</b>	<b>421,485</b>	<b>470,795</b>
	<b>TOTAL REVENUES</b>	<b>\$ 855,198</b>	<b>\$ 708,491</b>	<b>\$ 712,415</b>	<b>\$ 626,894</b>	<b>\$ 741,380</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 66,351	\$ 78,167	\$ 127,650	\$ 113,118	\$ 133,889
5020	Part-Time Salaries	31,439	48,644	63,310	33,179	64,945
5030	FICA	7,247	9,508	14,608	10,251	15,211
5040	Hospitalization	9,772	15,911	15,049	20,961	26,667
5060	Life Insurance	388	503	1,455	852	1,267
5050	Retirement	11,418	14,412	26,806	20,045	29,857
5070	Unemployment Tax	168	79	410	49	191
	<b>TOTAL PERSONNEL SERVICES</b>	<b>126,784</b>	<b>167,225</b>	<b>249,288</b>	<b>198,455</b>	<b>272,027</b>
5186	Equipment Rental	30,869	20,265	21,375	20,929	22,000
5146	Contract Employment	100,265	89,104	53,410	91,072	60,420
5230	Gas and Diesel	140	0	0	20	0
5340	Linen Service	998	1,041	3,000	1,925	3,000
5570	Uniforms	195	309	700	166	700
5490	Programs and Promotions	1,843	951	3,500	4,415	3,500
	<b>TOTAL OPERATING COSTS</b>	<b>134,311</b>	<b>111,669</b>	<b>81,985</b>	<b>118,527</b>	<b>89,620</b>
5180	Equipment/Vehicle Maintenance	1,785	426	1,100	1,882	1,100
5190	Facility Op. & Maintenance	46,382	47,129	45,938	46,547	48,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>48,167</b>	<b>47,556</b>	<b>47,038</b>	<b>48,429</b>	<b>49,100</b>
5265	Insurance-Liquor liability	2,160	3,507	4,000	3,891	5,000
	<b>TOTAL INSURANCE</b>	<b>2,160</b>	<b>3,507</b>	<b>4,000</b>	<b>3,891</b>	<b>5,000</b>
5143	Catering	95,060	84,941	105,300	67,530	100,950
5521	Retail - Alcohol	29,963	24,774	26,618	19,025	26,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>125,024</b>	<b>109,715</b>	<b>131,918</b>	<b>86,556</b>	<b>126,950</b>
5580-000	Other Utilities	0	30	0	0	0
5580-001	Telephone	2,614	2,732	2,600	2,542	2,756
5580-002	Electricity	9,622	11,510	11,000	10,458	11,000
5580-008	Propane	901	973	2,000	979	2,000
5580-016	Internet/Cable	2,804	3,116	3,000	2,985	3,450
	<b>TOTAL UTILITIES</b>	<b>15,940</b>	<b>18,362</b>	<b>18,600</b>	<b>16,965</b>	<b>19,206</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 452,386</b>	<b>\$ 458,034</b>	<b>\$ 532,829</b>	<b>\$ 472,822</b>	<b>\$ 561,903</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 402,812</b>	<b>\$ 250,457</b>	<b>\$ 179,586</b>	<b>\$ 154,072</b>	<b>\$ 179,477</b>



# THE WOODLANDS AT ALGONKIAN PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Woodlands.
- Implement at least (2) new strategies to increase off-peak event rentals including Friday and Sunday rentals and off-season days.
- Maintain an effective system for consistent follow up and response to online and mail survey reviews.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Consistently track and analyze event booking data to monitor expense and revenue performance to include forecasting for future bookings.
- Host a minimum of (2) open house events annually.
- Continue to implement a plan that focuses on attracting nontraditional rental business developing a minimum of (2) new strategies.
- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan..
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering, This should include food costs and menu pricing to follow latest industry trends.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees when appropriate.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses. Continue to utilize the Event Temple software to efficiently manage processes, event details and to maintain effective communication between the client and event and catering teams.

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



#### Objectives:

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

# THE WOODLANDS AT ALGONKIAN PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Continued to utilize the event tracking tool to identify historically underutilized dates, track revenues for current and future fiscal years and to aid in developing promotions for off peak events.
- Constantly monitored websites (google, Facebook, the knot, wedding wire) for new reviews and responded accordingly.
- Maintained weekly presence on social media platforms with an emphasis on Instagram engagement.
- Reviewed and enhanced our annual house event with a focus on our recent renovations and menu changes.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.
- Conducted annual competitive pricing analysis against local comparable venues.
- Reviewed and revised our preferred vendor list to ensure premier service to our clients.
- Fully implemented Event Temple software into our booking workflow.

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

**Highlights**

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

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of social rentals (events)	57	58	60	30	60
• Number of wedding/social events catered (in-house)	55	46	60	30	60
• Number of daytime rentals (meetings)	20	29	31	23	31

# ALGONKIAN COTTAGES

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 352,292	\$ 335,600	\$ 335,600	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 352,292</b>	<b>\$ 335,600</b>	<b>\$ 335,600</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 118,855	\$ 147,606	\$ 156,933	6.3%
Operating Costs	12,756	15,000	15,000	0.0%
Maintenance Costs	27,432	33,330	33,550	0.7%
Insurance	0	549	638	16.2%
Utilities	43,182	45,300	48,300	6.6%
<b>TOTAL EXPENSES</b>	<b>\$ 202,225</b>	<b>\$ 241,785</b>	<b>\$ 254,421</b>	<b>5.2%</b>
<b>Net Income</b>	<b>\$ 150,066</b>	<b>\$ 93,815</b>	<b>\$ 81,179</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

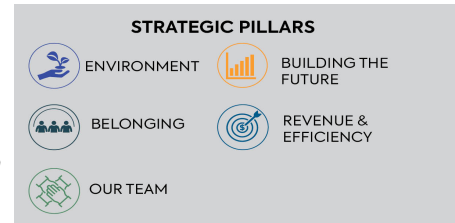
	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.5	0.5	0.5	0.5	0.5
Part-Time	3.00	3.00	3.00	3.00	3.00

## ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-040 ALGONKIAN COTTAGES</b>						
<b>REVENUES</b>						
4150,4151	Cottage Rental	\$ 347,078	\$ 351,874	\$ 335,000	\$ 270,387	\$ 335,000
4470	Laundry	168	418	600	765	600
<b>TOTAL USER FEES</b>		<b>347,246</b>	<b>352,292</b>	<b>335,600</b>	<b>271,152</b>	<b>335,600</b>
<b>TOTAL REVENUES</b>		<b>\$ 347,246</b>	<b>\$ 352,292</b>	<b>\$ 335,600</b>	<b>\$ 271,152</b>	<b>\$ 335,600</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 29,513	\$ 27,317	\$ 30,767	\$ 20,241	\$ 33,209
5020	Part-Time Salaries	89,687	71,064	94,072	69,579	96,362
5030	FICA	8,994	7,223	9,550	6,357	9,912
5040	Hospitalization	7,196	7,741	5,915	10,370	9,565
5060	Life Insurance	276	245	351	260	314
5050	Retirement	5,427	5,197	6,461	4,099	7,406
5070	Unemployment Tax	235	68	490	43	165
<b>TOTAL PERSONNEL SERVICES</b>		<b>141,329</b>	<b>118,855</b>	<b>147,606</b>	<b>110,948</b>	<b>156,933</b>
5340	Linen Service	14,596	12,756	15,000	11,250	15,000
<b>TOTAL OPERATING COSTS</b>		<b>14,596</b>	<b>12,756</b>	<b>15,000</b>	<b>11,250</b>	<b>15,000</b>
5180	Equipment/Vehicle Maintenance	1,009	66	550	0	550
5190	Facility Op. & Maintenance	30,451	27,366	32,780	18,111	33,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>31,460</b>	<b>27,432</b>	<b>33,330</b>	<b>18,111</b>	<b>33,550</b>
5290	Insurance - Vehicle	0	0	549	0	638
<b>TOTAL INSURANCE</b>		<b>0</b>	<b>0</b>	<b>549</b>	<b>0</b>	<b>638</b>
5580-001	Telephone	1,855	1,719	2,000	1,368	2,000
5580-002	Electricity	17,254	18,685	20,000	18,631	20,000
5580-004	Water/Sewer	6,772	5,407	4,800	6,531	5,800
5580-008	Propane	305	553	1,500	703	1,500
5580-016	Internet/Cable	17,103	16,819	17,000	12,833	19,000
<b>TOTAL UTILITIES</b>		<b>43,290</b>	<b>43,182</b>	<b>45,300</b>	<b>40,066</b>	<b>48,300</b>
<b>TOTAL EXPENSES</b>		<b>\$ 230,674</b>	<b>\$ 202,225</b>	<b>\$ 241,785</b>	<b>\$ 180,376</b>	<b>\$ 254,421</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 116,572</b>	<b>\$ 150,066</b>	<b>\$ 93,815</b>	<b>\$ 90,776</b>	<b>\$ 81,179</b>

# ALGONKIAN COTTAGES

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Implement at least (2) new promotions to drive off-peak rentals.
- Implement a minimum of (1) cross promotion with the golf course that includes a “stay and play” package.
- Implement a plan to reach past clients to promote a return visit.
- Continue to partner with a minimum of (2) tourism-oriented associations.
- Work closely with Planning and Development on budgeted renovation projects to enhance the visitor experience.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

- Develop a minimum of (1) new program offering to engage guests.
- Develop a minimum of (2) new formal training opportunities for housekeeping staff.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns and includes a minimum of one post per month.

**FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Effectively utilized social media posts to promote off-peak rentals and promotional rates with an emphasis on our Stay & Play program.
- Reviewed and revised implementation of automatic email communications to facilitate seamless check-in and check-out for guests, as well as survey completion.
- Led consistent staff trainings on cottage check in procedures and enhanced customer service skills.
- Continued to improve the overall cottage aesthetics with new features including living room and bedroom furniture, and new siding.
- Implemented automated emails to encourage repeat bookings.
- Continued partnerships with Visit Loudoun and Virginia Bride to promote cottages.

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

**Highlights**

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

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Three Bedroom-Rental Nights (8 cottages)	839	678	985	433	985
• Four Bedroom-Rental Nights (2 cottages)	319	296	285	157	200
• Five Bedroom-Rental Nights (2 cottages)	281	300	285	168	285



# RESERVOIR PARK AT BEAVERDAM

## PROGRAM OVERVIEW

Reservoir Park in Ashburn is a 600+ acre park slated to open in the summer of 2024. This park, developed through a unique partnership with NOVA Parks and Loudoun Water who owns Beaverdam Creek Reservoir, will offer a variety of recreational opportunities including boating, fishing, hiking and scholastic rowing while allowing the reservoir to continue to serve its primary purpose as a public drinking water resource.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 13,916	\$ 18,500	\$ 169,000	813.5 %
Retail Operations	0	0	20,000	-
<b>TOTAL REVENUE</b>	<b>\$ 13,916</b>	<b>\$ 18,500</b>	<b>\$ 189,000</b>	
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 15,316	\$ 36,789	\$ 221,193	501.2 %
Operating Costs	731	500	2,850	470.0 %
Maintenance Costs	6,250	10,550	58,000	449.8 %
Insurance	0	0	638	-
Retail Operations	0	0	10,000	-
Utilities	0	0	12,200	-
<b>TOTAL EXPENSES</b>	<b>\$ 22,297</b>	<b>\$ 47,839</b>	<b>\$ 304,881</b>	
<b>Net Income</b>	<b>\$ (8,382)</b>	<b>\$ (29,339)</b>	<b>\$ (115,881)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The FY 25 Budget includes revenue and expense estimates for the first operating year of the Reservoir Park at Beaverdam.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0	0	0	0	0.5
Part-Time	0.58	1.03	1.03	1.03	4.05

## RESERVOIR PARK AT BEAVERDAM

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-042 RESERVOIR PARK AT BEAVERDAM</b>						
<b>REVENUES</b>						
4070	Boat Rental	\$ 0	\$ 0	\$ 0	\$ 0	50,000
4080	Crew Boat Storage	0	0	0	0	49,000
4460	Launch & Parking Fees	19,041	13,916	18,000	3,188	30,000
4670	Shelter Reservations	0	0	0	0	40,000
4800	Vendor Fees	500	0	500	0	0
	<b>TOTAL USER FEES</b>	<b>19,541</b>	<b>13,916</b>	<b>18,500</b>	<b>3,188</b>	<b>169,000</b>
4640	Retail Operations	0	0	0	0	20,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 19,541</b>	<b>\$ 13,916</b>	<b>\$ 18,500</b>	<b>\$ 3,188</b>	<b>\$ 189,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	55,664
5020	Part-Time Salaries	11,295	14,186	34,017	9,005	129,083
5030	FICA	864	1,082	2,602	596	14,133
5040	Hospitalization	0	0	0	0	9,160
5060	Life Insurance	0	0	0	0	527
5050	Retirement	0	0	0	0	12,413
5070	Unemployment Tax	48	48	170	6	214
	<b>TOTAL PERSONNEL SERVICES</b>	<b>12,207</b>	<b>15,316</b>	<b>36,789</b>	<b>9,608</b>	<b>221,193</b>
5230	Gas and Diesel	267	731	500	249	2,000
5490	Programs and Promotions	0	0	0	0	500
5570	Uniforms	0	0	0	0	350
	<b>TOTAL OPERATING COSTS</b>	<b>267</b>	<b>731</b>	<b>500</b>	<b>249</b>	<b>2,850</b>
5180	Equipment/Vehicle Maintenance	0	48	550	20	3,000
5190	Facility Op. & Maintenance	4,550	6,202	10,000	9,232	55,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>4,550</b>	<b>6,250</b>	<b>10,550</b>	<b>9,252</b>	<b>58,000</b>
5290	Insurance - Vehicle	0	0	0	0	638
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>638</b>
5520	Retail Operations	0	0	0	0	10,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
5580-001	Telephone	0	0	0	0	1,700
5580-002	Electricity	0	0	0	0	8,000
5580-016	Internet/Cable	0	0	0	0	2,500
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 17,025</b>	<b>\$ 22,297</b>	<b>\$ 47,839</b>	<b>\$ 19,109</b>	<b>\$ 304,881</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$2,516</b>	<b>(\$8,382)</b>	<b>(\$29,339)</b>	<b>(\$15,921)</b>	<b>(\$115,881)</b>

# RESERVOIR PARK AT BEAVERDAM

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (3) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to establish and improve the trail systems through sustainable trail maintenance efforts to include the development of plans to complete perimeter trail that encompasses approved access around the spillway.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Place all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to execute additional startup requirements as the park opens to the public.

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



#### Objectives:

- Implement an equitable crew storage operation.
- Working closely with the Scholastic Rowing Committee implement a comprehensive practice schedule and operation.
- Develop and implement a plan for retail sales at the park.
- Develop and implement a plan to establish boat launch and rental operations in the main park while maintaining the existing launch facilities at Mt Hope Road.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Work closely with Loudoun Water to meet the goals of the reservoir being a drinking water resource while providing a unique regional resource for outdoor recreation and education.

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



#### Objectives:

- Conduct a minimum of (3) kayak tours/programs, including a minimum of (4) Roving Naturalist programs to engage the community.
- Using the interpretation planned within the park develop a minimum of (2) new programs to engage guests.
- Maintain a minimum of (3) diverse community partnerships to include the Loudoun County Scholastic Rowing Committee.
- Host a minimum of (2) special events aimed at increasing awareness of the park and features.

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



#### Objectives:

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

# RESERVOIR PARK AT BEAVERDAM

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- With the closing of water access, focus was placed on maintaining the open sections of trail by removing vegetation and clearing trails of debris and trees.
- Developed an inventory list of all necessary equipment required for the opening of Reservoir Park to remain within budget expectations. Prioritized and procured equipment.
- Placed asset information into Hiperweb for new equipment purchases.

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

**Highlights**

- Placed asset information into Hiperweb for new equipment purchases.
- Hosted one community clean-up of the western trail system with residents of the Martin’s Chase neighborhood.
- Will assist with planning of the Grand Opening event when the open date is determined.
- Maintained relationships with the National Safe Boating Council and supported their Safe Boating Campaign “Wear It” program. Planned and implemented weekly social media posts to provide the community with safe boating tips and reminders. Maintained a relationship with the Brambleton Community Association
- Maintained partnerships with Loudoun County Scholastic Rowing Committee, Loudoun Water, NRPA, local boy and girl scout troops and the National Safe Boating Council. Established a relationship with LCPRCS’s Trails Program Manager.
- Provided input for the Park Management Plan.
- Continuing to develop retail ideas for generating revenue.
- Developed hours of operation for the rental operation and developed standard operating procedures.

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

**Highlights**

- Re-introduced “Wear It” initiative to bring awareness to the importance of wearing life jackets while boating.
- Developed an FAQ page on the website to help answer questions about Reservoir Park operations and rules and regulations to help our guests prepare for their experience.

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

**Highlights**

- Utilized social media to inform customers of park status updates and reminders of operating procedures. Responded to questions and feedback through social media and email.
- Utilized relationship with LCPRCS’s Trails Program Manager to explore the framework for a volunteer trail monitoring program.

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of boat launches	2,469	1,453	2,500	—	3,000
• Volunteer hours received	405	100	1,000	40	1,000

# BLUE RIDGE REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 9,285	\$ 8,000	\$ 8,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 9,285</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Maintenance Costs	\$ 3,134	\$ 6,500	\$ 6,500	0.0%
Utilities	(57)	200	200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 3,077</b>	<b>\$ 6,700</b>	<b>\$ 6,700</b>	<b>0.0%</b>
<b>Net Income</b>	<b>\$ 6,207</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 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 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-045 BLUE RIDGE REGIONAL PARK</b>						
<b>REVENUES</b>						
4100	Camping Fees	\$ 7,879	\$ 9,285	\$ 8,000	\$ 6,798	\$ 8,000
<b>TOTAL USER FEES</b>		<b>7,879</b>	<b>9,285</b>	<b>8,000</b>	<b>6,798</b>	<b>8,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 7,879</b>	<b>\$ 9,285</b>	<b>\$ 8,000</b>	<b>\$ 6,798</b>	<b>\$ 8,000</b>
<b>EXPENSES</b>						
5190	Facility Op. & Maintenance	\$ 4,820	\$ 3,134	\$ 6,500	\$ 3,568	\$ 6,500
<b>TOTAL MAINTENANCE COSTS</b>		<b>4,820</b>	<b>3,134</b>	<b>6,500</b>	<b>3,568</b>	<b>6,500</b>
5580-002	Electricity	140	(57)	200	60	200
<b>TOTAL UTILITIES</b>		<b>140</b>	<b>(57)</b>	<b>200</b>	<b>60</b>	<b>200</b>
<b>TOTAL EXPENSES</b>		<b>\$ 4,960</b>	<b>\$ 3,077</b>	<b>\$ 6,700</b>	<b>\$ 3,628</b>	<b>\$ 6,700</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 2,919</b>	<b>\$ 6,207</b>	<b>\$ 1,300</b>	<b>\$ 3,169</b>	<b>\$ 1,300</b>

# BLUE RIDGE REGIONAL PARK

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## STRATEGIC GOALS & OBJECTIVES FY 2025

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



Objectives:

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





# BLUE RIDGE REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

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

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of group campers	968	1,065	1,350	555	1,350
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	3	2	2	1	2
• Volunteer hours received	150	300	300	150	300

# BRAMBLETON GOLF COURSE

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 2,105,003	\$ 1,757,225	\$ 2,108,183	20.0%
Retail Operations	253,452	225,000	244,000	8.4%
Other Revenue	27,059	28,000	28,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,385,514</b>	<b>\$ 2,010,225</b>	<b>\$ 2,380,183</b>	<b>18.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,011,149	\$ 1,014,631	\$ 1,156,315	14.0%
Operating Costs	111,661	118,622	124,580	5.0%
Maintenance Costs	221,020	241,001	251,175	4.2%
Insurance	3,419	3,747	4,291	14.5%
Retail Operations	116,618	100,500	109,700	9.2%
Utilities	53,652	57,900	68,200	17.8%
<b>TOTAL EXPENSES</b>	<b>\$ 1,517,518</b>	<b>\$ 1,536,401</b>	<b>\$ 1,714,261</b>	<b>11.6%</b>
<b>Net Income</b>	<b>\$ 867,995</b>	<b>\$ 473,824</b>	<b>\$ 665,922</b>	

## BUDGET HIGHLIGHTS

- Revenues are budgeted 18% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments. One-half of the manager position currently budgeted here is moved to Beaverdam to reflect the time spent at both properties. Expenses are increased to reflect compensation initiatives, electricity and expense related to the increased retail revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	8.5	8.5	8.5	8.0	8.5
Part-Time	7.27	7.27	7.27	7.27	7.69

\*FTE counts from FY24 were adjusted to appropriately reflect the allocation of certain split positions.

## BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-055 BRAMBLETON GOLF COURSE</b>						
<b>REVENUES</b>						
4210	Driving Range	\$ 165,317	\$ 264,922	\$ 160,000	\$ 186,675	\$ 250,000
4220	Cart Rental	337,932	419,964	331,000	381,043	391,024
4320	Golf Club Rental	2,730	3,045	0	2,709	3,000
4380	Green Fees	1,267,159	1,395,432	1,244,175	1,175,288	1,443,209
4400	Golf Handicap Program	9,039	7,010	8,800	5,568	7,150
4600	Programmed Events	4,291	3,381	2,750	4,277	3,300
4610	Pull Cart Rental	3,049	4,692	3,000	3,946	3,000
4670	Shelter Reservations	9,600	6,556	7,500	0	7,500
	<b>TOTAL USER FEES</b>	<b>1,799,117</b>	<b>2,105,003</b>	<b>1,757,225</b>	<b>1,759,507</b>	<b>2,108,183</b>
4641	Retail - Alcoholic Beverages	63,411	80,096	70,000	67,684	79,000
4640, 4642, 4643	Retail - Food	66,069	83,853	85,000	72,339	85,000
4650	Retail - Pro Shop	72,848	89,502	70,000	78,056	80,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>202,329</b>	<b>253,452</b>	<b>225,000</b>	<b>218,079</b>	<b>244,000</b>
4475	Lessons	27,965	27,038	28,000	36,696	28,000
4510	Miscellaneous Revenue	160	21	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>28,125</b>	<b>27,059</b>	<b>28,000</b>	<b>36,696</b>	<b>28,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 2,029,571</b>	<b>\$ 2,385,514</b>	<b>\$ 2,010,225</b>	<b>\$ 2,014,281</b>	<b>\$ 2,380,183</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 558,812	\$ 578,882	\$ 549,893	\$ 519,043	\$ 607,201
5020	Part-Time Salaries	177,240	185,977	209,316	151,448	237,097
5030	FICA	53,416	56,277	58,079	46,978	64,589
5040	Hospitalization	80,922	86,054	74,231	101,097	105,582
5060	Life Insurance	4,679	4,765	6,269	4,550	5,744
5050	Retirement	99,849	98,722	115,477	96,951	135,406
5070	Unemployment Tax	965	472	1,367	233	696
	<b>TOTAL PERSONNEL SERVICES</b>	<b>975,884</b>	<b>1,011,149</b>	<b>1,014,631</b>	<b>920,301</b>	<b>1,156,315</b>
5160	Golf Cart Rental	60,270	55,634	53,290	46,361	67,928
5138	Beverage Cart Rental	4,060	3,748	2,772	3,123	3,472
5230	Gas and Diesel	28,424	24,358	28,000	21,669	18,000
5260	Golf Handicap Program	3,738	2,649	3,660	2,421	3,180
5263	Instructor Fees	24,481	20,488	25,200	24,855	25,200
5490	Programs and Promotions	3,857	3,306	2,550	3,222	3,300
5570	Uniforms	821	1,479	3,150	1,015	3,500
	<b>TOTAL OPERATING COSTS</b>	<b>125,650</b>	<b>111,661</b>	<b>118,622</b>	<b>102,667</b>	<b>124,580</b>
5180	Equipment/Vehicle Maintenance	20,428	22,879	23,100	19,784	26,000
5190	Facility Op. & Maintenance	82,344	77,092	80,169	65,358	84,000
5240	Golf Course Maintenance	110,919	121,050	137,732	88,857	141,175
	<b>TOTAL MAINTENANCE COSTS</b>	<b>213,691</b>	<b>221,020</b>	<b>241,001</b>	<b>173,999</b>	<b>251,175</b>
5265	Insurance - Liquor Liability	675	725	1,000	1,330	1,100
5290	Insurance - Vehicle	2,268	2,694	2,747	2,821	3,191
	<b>TOTAL INSURANCE</b>	<b>2,943</b>	<b>3,419</b>	<b>3,747</b>	<b>4,151</b>	<b>4,291</b>
5521	Retail - Alcoholic Beverages	18,198	24,386	21,000	17,711	23,700
5520, 5522	Retail - Food	24,274	31,594	34,000	25,945	34,000
5530	Retail - Pro Shop	50,328	60,637	45,500	50,389	52,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>92,799</b>	<b>116,618</b>	<b>100,500</b>	<b>94,045</b>	<b>109,700</b>
5580-001	Telephone	3,761	3,650	4,300	4,231	4,300
5580-002	Electricity	19,912	22,171	25,000	20,219	35,000
5580-008	Propane Gas	18,798	22,092	23,000	19,912	23,000
5580-016	Internet/Cable	6,531	5,739	5,600	4,350	5,900
	<b>TOTAL UTILITIES</b>	<b>49,001</b>	<b>53,652</b>	<b>57,900</b>	<b>48,712</b>	<b>68,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,459,969</b>	<b>\$ 1,517,518</b>	<b>\$ 1,536,401</b>	<b>\$ 1,343,875</b>	<b>\$ 1,714,261</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 569,602</b>	<b>\$ 867,995</b>	<b>\$ 473,824</b>	<b>\$ 670,406</b>	<b>\$ 665,922</b>

# BRAMBLETON GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (3) targeted promotions focusing on the sale of the Subscription Membership while continuing to review the annual membership program quarterly to ensure we are maintaining our course maximum of 80 traditional memberships.
- Continue to utilize the Gallus Golf App expanding content and promotional offerings and opportunities. Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



#### Objectives:

- Refine the Revenue Playbook annually utilizing Wrike while implementing a minimum of (2) new technology tools.
- Utilize the Gallus App leaderboard software for a minimum of (4) tournaments to enhance the experience for participants and encourage more downloads.
- Effectively promote the demand pricing model with (2) new marketing strategies.
- Continue to implement "scripts" for pro shop staff that highlight the value of the Heron's Choice Subscription.
- Develop a minimum of (3) new strategies to promote late morning/early afternoon play to maintain a full tee sheet.

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



#### Objectives:

- Provide Troon with program and event content for monthly "call-to-action" emails and (1) post containing video monthly.
- Continue to evaluate and refine the annual Fall for Golf and Swing into Spring programs to determine success.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Work with The First Tee to offer a minimum of (1) youth instructional program opportunity in FY25.
- Host a minimum of (2) in-house tournaments or outings to promote the course.

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



#### Objectives:

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

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



#### Objectives:

- Work with Food and Beverage Manager to maintain menus that focus on freshness, timely delivery, and profitability.
- Coordinate an annual audit of F&B and retail operations with staff and our golf consultant to determine areas for potential growth.
- Develop a promotion and sales plan with (2) new strategies to increase retail revenues to reach 2025 budget goal.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 5% over FY24 gross.

**FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Conducted a NOVA Parks Golf Branding survey to collect input to inform branding decisions.
- 25 Heron's Choice Memberships were sold as of April 2024 with 31 current active members.
- Conducted more than (8) member events to promote the added value of membership.
- Re-Developed a Heron's Choice Savings/Value chart to highlight cost savings to promote to prospective members.
- Maintained the Gallus Golf App with 8160 active downloads. Effectively utilized the app capabilities.

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

**Highlights**

- Refined the new Revenue Playbook in Wrike and utilized a consolidated monthly email send with social media and web posting strategies.
- Enhanced the experience of tournament participants and received additional downloads by utilizing the app tournament, live scoring format for 4 tournaments.
- Utilized the app offer locker to promote play during off peak days and times.
- Implemented scripts and pricing matrix to communicate the benefits of the program to guests quickly and efficiently.
- Utilized the tournament tracking tool to establish contact with the previous year new and returning outings and tournaments.

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

**Highlights**

- Provided Troon with program and event content for monthly "call to action" emails.
- Re-tooled the Fall for Golf and Swing into Spring programs to target specific revenue centers.
- Utilized social media posts to implement the new to golf campaign in 2023. Re-tooled the campaign in 2024 to offer more in-depth content.
- Added 2 new, 4-week sessions of adult group clinics to target new golfers.

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

**Highlights**

- Implemented a no-show policy to encourage golfers to modify or cancel their tee times ahead of the scheduled time.
- Reviewed and refined the volunteer handbook for 2024.
- Implemented staff scripts to encourage downloads for daily course communications, reserving tee times, registering for programs.
- Continued to reinforce our customer service culture through monthly reminders and sharing of great customer reviews.

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

**Highlights**

- Utilized our relationship with Troon Golf to obtain National Account pricing of food items to decrease expense.
- Continued to implement a staff training program for food prep, par levels, food presentation, first in first out methods, food safety.
- Implemented year end and holiday retail sales promotions to clear out existing As of April 2024 – online sales are on par with FY 23 Gross sales.

**MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL-DEC 2023</b>	<b>FY 2025 TARGET</b>
• 18 hole golf rounds (paid)	35,166	38,079	32,950	22,449	36,000
• 18 hole golf rounds (members)	8,154	8,067	7,500	3,383	7,000
• Power Cart Rentals	22,754	27,062	16,500	18,890	18,000
• Number of Driving Range buckets sold	11,347	19,779	13,500	11,077	22,000
• Per customer average on pro shop merchandise	\$1.68	\$1.94	\$1.73	\$2.23	\$1.86
• Per customer average on food & beverage	\$2.99	\$3.55	\$3.83	\$3.85	\$3.81
• Revenue per round of golf played	\$46.85	\$51.69	\$49.70	\$54.42	\$55.35
• Expense per round of golf played	\$33.70	\$32.89	\$37.98	\$32.11	\$39.48
• Number of social pavilion rentals	10	8	9	—	9
• Number of annual memberships sold	107	95	75	33	75
• Subscription memberships sold - Heron's Choice	N/A	34	100	15	50
• Volunteer hours received	6,684	8,909	7,000	6,544	11,000

# BULL RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,316,268	\$ 1,309,935	\$ 1,353,875	3.4%
Retail Operations	48,016	55,000	55,000	0.0%
License Fees	1,348	0	0	-
Other Revenue	27,788	35,000	30,000	-14.3%
<b>TOTAL REVENUE</b>	<b>\$ 1,393,420</b>	<b>\$ 1,399,935</b>	<b>\$ 1,438,875</b>	<b>2.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,041,253	\$ 1,011,767	\$ 1,101,078	8.8%
Operating Costs	54,709	52,100	50,100	-3.8%
Maintenance Costs	150,376	146,500	154,000	5.1%
Insurance	4,311	4,396	5,106	16.2%
Retail Operations	46,054	40,625	38,750	-4.6%
Utilities	120,855	127,700	126,700	-0.8%
<b>TOTAL EXPENSES</b>	<b>\$ 1,417,557</b>	<b>\$ 1,383,088</b>	<b>\$ 1,475,734</b>	<b>6.7%</b>
<b>Net Income</b>	<b>\$ (24,137)</b>	<b>\$ 16,847</b>	<b>\$ (36,859)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget except for the impact of compensation initiatives.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	6.53	6.71	6.91	7.23	7.64

## BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-070 BULL RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4095	Cabin Rentals	\$ 111,079	\$ 98,397	\$ 118,450	\$ 67,347	\$ 118,450
4100	Camping Fees	804,269	835,537	805,000	607,758	845,000
4470	Laundry	5,217	6,248	5,000	4,649	5,000
4670	Shelter Reservations	93,076	96,715	106,560	63,521	100,000
4600, 4690	Programmed Events	2,471	5,557	8,000	6,075	8,000
4045	Athletic Field Use Fees	0	0	1,000	0	1,000
4675, 4080	Boat/RV Storage	144,903	164,796	161,425	150,729	161,425
4230	Entrance Fees	104,937	103,897	100,000	86,702	110,000
4500	Disc Golf	4,788	5,121	4,500	3,599	5,000
	<b>TOTAL USER FEES</b>	<b>1,270,739</b>	<b>1,316,268</b>	<b>1,309,935</b>	<b>990,380</b>	<b>1,353,875</b>
4640,4648,4661	Retail Operations	51,276	48,016	55,000	36,962	55,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>51,276</b>	<b>48,016</b>	<b>55,000</b>	<b>36,962</b>	<b>55,000</b>
4480	License Fees	368	1348	0	981	0
	<b>TOTAL LICENSE FEES</b>	<b>368</b>	<b>1348</b>	<b>0</b>	<b>981</b>	<b>0</b>
4255,4601	Firewood/Propane	31,733	27,788	35,000	19,770	30,000
	<b>TOTAL OTHER REVENUE</b>	<b>31,733</b>	<b>27,788</b>	<b>35,000</b>	<b>19,770</b>	<b>30,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,354,116</b>	<b>\$ 1,393,420</b>	<b>\$ 1,399,935</b>	<b>\$ 1,048,093</b>	<b>\$ 1,438,875</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 502,037	\$ 531,957	\$ 514,179	\$ 470,222	\$ 551,987
5020	Part-Time Salaries	211,984	259,386	225,080	238,893	246,841
5030	FICA	52,662	58,497	56,553	50,761	61,110
5040	Hospitalization	85,495	92,414	100,669	93,476	112,134
5060	Life Insurance	4,387	4,640	5,862	4,223	5,222
5050	Retirement	92,184	93,963	107,978	87,325	123,093
5070	Unemployment Tax	777	396	1,445	256	690
	<b>TOTAL PERSONNEL SERVICES</b>	<b>949,526</b>	<b>1,041,253</b>	<b>1,011,767</b>	<b>945,155</b>	<b>1,101,078</b>
5230	Gas and Diesel	27,355	23,961	25,000	13,146	23,000
5430	Park Police	14,625	20,870	16,800	12,510	16,800
5490	Programs and Promotions	5,645	7,996	7,500	5,521	7,500
5570	Uniforms	1,720	1,882	2,800	2,173	2,800
	<b>TOTAL OPERATING COSTS</b>	<b>49,345</b>	<b>54,709</b>	<b>52,100</b>	<b>33,351</b>	<b>50,100</b>
5180	Equipment/Vehicle Maintenance	38,473	34,689	38,500	29,828	40,000
5190	Facility Op. & Maintenance	104,681	115,687	108,000	95,756	114,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>143,154</b>	<b>150,376</b>	<b>146,500</b>	<b>125,585</b>	<b>154,000</b>
5290	Insurance - Vehicle	3,628	4,311	4,396	4,514	5,106
	<b>TOTAL INSURANCE</b>	<b>3,628</b>	<b>4,311</b>	<b>4,396</b>	<b>4,514</b>	<b>5,106</b>
5524	Firewood	10,000	14,000	13,125	8,477	11,250
5520	Retail Operations	36,080	32,054	27,500	21,560	27,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>46,080</b>	<b>46,054</b>	<b>40,625</b>	<b>30,036</b>	<b>38,750</b>
5580-000	Other Utilities	0	200	0	0	0
5580-001	Telephone	6,655	7,656	7,000	8,936	11,000
5580-002	Electricity	74,728	82,388	80,000	63,976	80,000
5580-004	Water/Sewer	22,145	12,391	20,000	9,099	15,000
5580-008	Propane	17,207	15,155	17,500	15,732	17,500
5580-016	Cable/Internet	3,043	3,064	3,200	2,386	3,200
	<b>TOTAL UTILITIES</b>	<b>123,778</b>	<b>120,855</b>	<b>127,700</b>	<b>100,130</b>	<b>126,700</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,315,511</b>	<b>\$ 1,417,557</b>	<b>\$ 1,383,088</b>	<b>\$ 1,238,770</b>	<b>\$ 1,475,734</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 38,604</b>	<b>\$ (24,137)</b>	<b>\$ 16,847</b>	<b>\$ (190,677)</b>	<b>\$ (36,859)</b>



# BULL RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement plan to preserve a sustainable park trails network by conducting a minimum of (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 4000 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement an effective plan to manage and communicate the project details around the sewer line replacement that will require the closure of a section of the Bull Run/Occoquan Trail for an extended period of time.

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



#### Objectives:

- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based and environmentally focused programs.
- Establish and maintain a minimum of (5) diverse community partnerships including continuing to maintain and support the community partnerships with the Harris Family Cemetery.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (3) park special events aimed at increasing awareness of the park and features.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Offer a minimum of (5) Roving Naturalist led programs to engage the next generation of conservationists.

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

#### Objectives:

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

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



#### Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop and implement a minimum of (2) new strategies to increase off-peak usage.
- Continue to utilize Facebook, Nova Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% over FY24 gross.
- Develop a minimum of (2) new programs to engage campground customers.
- Continue to review and implement the 5-year plan for consistent and continued campground improvements.

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



#### Objectives:

- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Utilize Active Works Outdoors and Active Network with regular communication and marketing to reach our growing customer base a minimum of (6) times each year to help generate increased visitation within the park.
- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.

# BULL RUN REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Partnered with the Virginia Bluebird Society and Northern Virginia Purple Martin Initiative to expand and monitor our bluebird trail, monitor the purple martin gourds, and monitor the wood duck boxes.
- Partnered with the local NAACP to interpret the freed slave cemetery within the park.
- Hosted an annual Juneteenth event.
- Partnered with the Clifton Horse Society in hosting the annual bluebell trail ride and judged pleasure ride, as well as trail improvements and maintenance.
- Partnered with the PATC to maintain the Bull Run Occoquan Trail.
- Continue to build on HiperWeb maintenance software.
- Maintained park and campground volunteer program with Volunteer Fairfax and OAR Nova.
- Partnered with local Eagle Scout to add a section of boardwalk to the Bluebell Trail.

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

**Highlights**

- Partnered with the local NAACP to interpret the freed slave cemetery within the park.
- Partnered with the Virginia Bluebird Society and Northern Virginia Purple Martin Initiative to expand and monitor our bluebird trail, monitor the purple martin gourds, and monitor the wood duck boxes.
- Hosted annual Juneteenth event.
- Partnered with NOVA Disc Golf to complete course upgrades, tournaments, and league play.
- Hosted a bluebell event for the park and campground during peak season.
- Implemented a comprehensive programming schedule for the campground, including on 5 major weekends.
- Provided successful campground programming in the areas of outdoor education, entertainment, and the environment.
- Hosted (5) naturalist led programs.
- Hosted annual Egg Scavenger Hunt.

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

**Highlights**

- Hosted (3) customer service training sessions for staff.
- All 2024 season staff attended Customer Service training.
- Maintained an effective system to respond to all customer feedback.
- Empowered staff with a toolkit to enhance the customer experience.

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

**Highlights**

- Utilized Aspira customer lists to market events and promotions to campground customers.
- Continued to make improvements on the campground and plan for future improvements.
- Developed social media strategies to promote park features, including expanding our social media reach.
- Conducted weekly campground events that encompass our peak season.

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

**Highlights**

- Implemented (2) strategies to increase off-peak usage.
- Increased social media presence on Facebook, Instagram, and Tiktok with park promotions.
- Implemented new marketing campaigns.

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of non –jurisdiction vehicle entries	10,138	10,396	9,000	6,687	9,000
• Number of nightly camping rentals	17,780	13,352	16,300	9,428	16,300
• Number of group campers	794	979	2,000	431	1,000
• Boat/RV storage usage (208 capacity)	198	198	198	198	198
• Number of picnic shelter rentals	455	518	430	240	400
• Number of cabin rentals	1,425	1,090	1,330	729	1,330
• Number of pavilion rentals	8	9	30	—	30
• Volunteer hours received	3,052	4,721	3,000	1,530	3,000

# ATLANTIS WATERPARK AT BULL RUN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 396,788	\$ 449,100	\$ 487,600	8.6%
Retail Operations	160,947	165,800	181,500	9.5%
Other Revenue	14	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 557,750</b>	<b>\$ 614,900</b>	<b>\$ 669,100</b>	<b>8.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 282,939	\$ 310,529	\$ 334,582	7.7%
Maintenance Costs	99,297	77,760	92,000	18.3%
Retail Operations	78,944	67,300	73,750	9.6%
Utilities	16,758	16,500	18,000	9.1%
<b>TOTAL EXPENSES</b>	<b>\$ 477,938</b>	<b>\$ 472,089</b>	<b>\$ 518,332</b>	<b>9.8%</b>
<b>Net Income</b>	<b>\$ 79,812</b>	<b>\$ 142,811</b>	<b>\$ 150,768</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 8.8% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	2.36	9.42	9.42	9.33	9.37

## ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-080 BULL RUN ATLANTIS WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 326,048	\$ 319,906	\$ 359,500	\$ 306,641	\$ 393,000
4570	Group Admissions	28,152	43,755	54,000	57,439	54,000
4490	Locker Rental	33	94	600	219	600
4580	Waterpark Passes	28,910	33,033	35,000	28,242	40,000
4670	Shelter Reservations	0	0	0	(24)	0
	<b>TOTAL USER FEES</b>	<b>383,142</b>	<b>396,788</b>	<b>449,100</b>	<b>392,516</b>	<b>487,600</b>
4640	Retail Operations	145,945	153,293	156,000	144,417	170,000
4660	Swim Merchandise	6,268	7,654	9,800	7,840	11,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>152,212</b>	<b>160,947</b>	<b>165,800</b>	<b>152,258</b>	<b>181,500</b>
4510	Miscellaneous Revenue	0	14	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 535,354</b>	<b>\$ 557,750</b>	<b>\$ 614,900</b>	<b>\$ 544,774</b>	<b>\$ 669,100</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 236,795	\$ 262,207	\$ 287,128	\$ 187,886	\$ 310,373
5030	FICA	18,115	19,910	21,965	14,378	23,744
5070	Unemployment Tax	1,122	822	1,436	278	466
	<b>TOTAL PERSONNEL SERVICES</b>	<b>256,032</b>	<b>282,939</b>	<b>310,529</b>	<b>202,542</b>	<b>334,582</b>
5263	Instructor Fees	0	0	0	500	0
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	0	585	0	0	0
5190	Facility Op. & Maintenance	72,163	98,712	77,760	70,575	92,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>72,163</b>	<b>99,297</b>	<b>77,760</b>	<b>70,575</b>	<b>92,000</b>
5520	Retail Operations	71,331	73,494	62,400	52,396	68,000
5535	Swim Merchandise	(358)	5,450	4,900	2,909	5,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>70,973</b>	<b>78,944</b>	<b>67,300</b>	<b>55,306</b>	<b>73,750</b>
5580-001	Telephone	390	393	500	306	500
5580-002	Electricity	12,565	15,077	14,500	13,674	16,000
5580-016	Cable/Internet	1,279	1,288	1,500	1,003	1,500
	<b>TOTAL UTILITIES</b>	<b>14,235</b>	<b>16,758</b>	<b>16,500</b>	<b>14,983</b>	<b>18,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 413,403</b>	<b>\$ 477,938</b>	<b>\$ 472,089</b>	<b>\$ 343,906</b>	<b>\$ 518,332</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 121,951</b>	<b>\$ 79,812</b>	<b>\$ 142,811</b>	<b>\$ 200,868</b>	<b>\$ 150,768</b>

# ATLANTIS WATERPARK AT BULL RUN

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase weekday birthday party sales.
- Implement a minimum of (2) new strategies to increase waterpark group sales.
- Work with Aquatics Manager to implement a minimum of (3) strategies that focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.

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



Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



Objectives:

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

# ATLANTIS WATERPARK AT BULL RUN

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Implemented annual waterpark pass sales table during the first month of the season.
- implemented off-season marketing campaign for online annual pass sales.
- Hosted on-site exclusive member appreciation events.
- Developed and refined offerings to retain current passholders.
- Created a comprehensive annual marketing calendar for annual pass promotions and sales.
- Ensured updated SOPs were accessible and standards are set during orientation and staff were educated on benefits.

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

**Highlights**

- Effectively implemented the Ellis & Associates (E&A) Comprehensive Aquatic Safety Program with a new team of waterpark staff resulting in gold standard for 2024.
- Provided quality in service trainings and audits of lifeguards and maintained E&A standards.
- Revised Inservice training material binder to provide quality in-services.
- Reviewed and refined orientation to streamline the process.
- Expanded attendance at hiring events throughout the area, to include job fairs and school visits.
- Standardized the orientation process.
- Created an onsite preseason orientation for group leaders to ensure safe and effective group visits.
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training.
- Worked with the aquatics manager to meet facility needs by creating facility SOP(s) for facility maintenance improvements, training, hiring and retention of staff.

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

**Highlights**

- Conducted surveys of groups and individuals to determine patron wants and needs.
- Updated policies to ensure revenue is accurately and efficiently being collected through the use of a deposit for group reservations.
- Developed and implemented new social media strategies and platforms to increase visitation and revenue.

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

**Highlights**

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

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

**Highlights**

- Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2024 season staff attended Customer Service training.
- Emphasis on job fairs and now-hiring tables preseason to attract applications. Five now hiring lunch tables were attended as well as four job fairs.
- Implemented an effective staff incentive program to promote a high level of customer service.
- Completed repairs and maintenance on splash pad pool deck and slide tower.

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of general admissions	20,258	27,625	33,500	24,737	33,500
• Number of youth group participants	5,072	6,979	5,900	7,178	5,900
• Number of Annual Waterpark Passes sold	329	448	340	108	340
• Number of birthday party participants	627	1,558	1,000	963	1,300
• Number of birthday parties	58	89	75	64	65
• Average amount customers spent on food & retail	\$5.54	\$4.40	\$4.07	\$4.61	\$4.42

# **BULL RUN SPECIAL EVENTS CENTER**

## **PROGRAM OVERVIEW**

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

## **REVENUE & EXPENSE SUMMARY**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ADOPTED</b>	<b>FY 2025 ADOPTED</b>	<b>% CHANGE 2024-2025</b>
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 107,176	\$ 145,000	\$ 110,000	-24.1%
Other Revenue	386,892	300,000	216,000	-28.0%
<b>TOTAL REVENUE</b>	<b>\$ 494,068</b>	<b>\$ 445,000</b>	<b>\$ 326,000</b>	<b>-26.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 94,529	\$ 79,305	78,538	-1.0%
Operating Costs	329,519	300,350	219,150	-27.0%
Maintenance Costs	14,663	23,400	23,400	0.0%
Utilities	1,288	1,300	1,300	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 439,999</b>	<b>\$ 404,355</b>	<b>\$ 322,388</b>	<b>-20.3%</b>
<b>Net Income</b>	<b>\$ 54,069</b>	<b>\$ 40,645</b>	<b>\$ 3,612</b>	

## **BUDGET HIGHLIGHTS**

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

- The reduction in net income is due to changes in the limits of group size at the Special Events Center.

## **STAFFING SUMMARY**

	<b>FY 2021 APPROVED (FTE)</b>	<b>FY 2022 APPROVED (FTE)</b>	<b>FY 2023 APPROVED (FTE)</b>	<b>FY 2024 APPROVED (FTE)</b>	<b>FY 2025 BUDGET (FTE)</b>
<b>Full-Time</b>	0.50	0.50	0.50	0.50	0.50
<b>Part-Time</b>	0.79	0.94	0.94	0.94	0.94



## BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>BULL RUN SPECIAL EVENTS CENTER</b>						
<b>3-075 REVENUES</b>						
4124	Special Event Center Rental	\$ 167,364	\$ 107,176	\$ 125,000	\$ 44,594	\$ 90,000
4600	Programmed Events	7,884	0	20,000	0	20,000
<b>TOTAL USER FEES</b>		<b>175,248</b>	<b>107,176</b>	<b>145,000</b>	<b>44,594</b>	<b>110,000</b>
4235	Event Services	0	0	0	52,790	144,000
4510	Miscellaneous Revenue	47,780	175,383	200,000	108,073	0
4821	Equipment Rental	185,318	202,009	0	12,002	0
4532	Park Police	63,749	9,500	100,000	0	72,000
<b>TOTAL OTHER REVENUE</b>		<b>296,847</b>	<b>386,892</b>	<b>300,000</b>	<b>172,865</b>	<b>216,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 472,095</b>	<b>\$ 494,068</b>	<b>\$ 445,000</b>	<b>\$ 217,458</b>	<b>\$ 326,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 30,428	\$ 39,612	\$ 37,043	\$ 27,738	\$ 31,864
5020	Part-Time Salaries	22,395	36,186	28,856	12,225	30,400
5030	FICA	3,727	5,619	5,041	2,566	4,763
5040	Hospitalization	7,898	7,265	0	7,581	4,039
5060	Life Insurance	248	277	422	210	301
5050	Retirement	5,113	5,543	7,779	4,702	7,106
5070	Unemployment Tax	38	28	164	7	66
<b>TOTAL PERSONNEL SERVICES</b>		<b>69,847</b>	<b>94,529</b>	<b>79,305</b>	<b>55,030</b>	<b>78,538</b>
5186	Equipment Rental	121,479	52,770	0	0	0
5187	Event Services	0	0	0	79,292	136,800
5470	Production Costs	2,759	0	0	0	0
5450	Portable Johns	62,682	0	0	0	0
5490	Programs & Promotions	2,215	339	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	103,382	276,103	290,000	40,975	72,000
5570	Uniforms	150	307	350	353	350
<b>TOTAL OPERATING COSTS</b>		<b>292,667</b>	<b>329,519</b>	<b>300,350</b>	<b>120,620</b>	<b>219,150</b>
5190	Facility Op. & Maintenance	25,471	14,663	23,400	4,406	23,400
<b>TOTAL MAINTENANCE COSTS</b>		<b>25,471</b>	<b>14,663</b>	<b>23,400</b>	<b>4,406</b>	<b>23,400</b>
5580-016	Cable/Internet	1,279	1,288	1,300	1,003	1,300
<b>TOTAL UTILITIES</b>		<b>1,279</b>	<b>1,288</b>	<b>1,300</b>	<b>1,003</b>	<b>1,300</b>
<b>TOTAL EXPENSES</b>		<b>\$ 389,264</b>	<b>\$ 439,999</b>	<b>\$ 404,355</b>	<b>\$ 181,059</b>	<b>\$ 322,388</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 82,831</b>	<b>\$ 54,069</b>	<b>\$ 40,645</b>	<b>\$ 36,400</b>	<b>\$ 3,612</b>

# **BULL RUN SPECIAL EVENTS CENTER**

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## **STRATEGIC GOALS & OBJECTIVES FY 2025**

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



Objectives:

- Implement a minimum of (4) sales strategies quarterly that facilitate a minimum of (8) new sales leads.
- Host a minimum of (15) events annually.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Continue to refine the rental application process annually.
- Attract a minimum of (2) new small events or (1) major event.
- Create, organize, and implement an internally managed special event with a gross of \$20,000.

# **BULL RUN SPECIAL EVENTS CENTER**

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- Hosted 7 large and 12 small events.
- Site improvements completed including fence repair, landscaping, and building renovations.
- Continued to use in-house event security, trash service, parking crew, and first aid greatly improving delivery of these services and improving the overall customer experience.
- Updated and revised 2024 event application guidelines and contract.
- Streamlined invoice and billing.

## **MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL-DEC 2023</b>	<b>FY 2025 TARGET</b>
• Total revenue of Special Events Center	\$472,095	\$494,067	\$440,000	\$136,704	\$326,000

# BULL RUN FESTIVAL OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 2,081,444	\$ 2,045,000	\$ 2,065,000	1.0 %
Retail Operations	62,729	65,000	75,000	15.4 %
Other Revenue	0	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 2,144,173</b>	<b>\$ 2,110,000</b>	<b>\$ 2,140,000</b>	<b>1.4 %</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 214,625	\$ 230,929	\$ 236,024	2.2 %
Operating Costs	193,533	210,830	207,830	-1.4 %
Maintenance Costs	2,153	1,100	2,000	81.8 %
Retail Operations	19,060	26,000	30,000	15.4 %
Utilities	6,817	6,000	7,500	25.0 %
<b>TOTAL EXPENSES</b>	<b>\$ 436,189</b>	<b>\$ 474,859</b>	<b>\$ 483,354</b>	<b>1.8 %</b>
<b>Net Income</b>	<b>\$ 1,707,984</b>	<b>\$ 1,635,141</b>	<b>\$ 1,656,646</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.50	1.50	1.50	1.50	1.50
Part-Time	2.96	3.22	3.17	3.37	3.37

## BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-078 BULL RUN LIGHT SHOW</b>						
<b>REVENUES</b>						
4485	Light Show Vehicle Entries	\$ 2,119,384	\$ 1,955,897	\$ 1,925,000	\$ 2,023,660	\$ 1,925,000
4800	Vendor Fees	135,552	125,547	120,000	157,995	140,000
	<b>TOTAL USER FEES</b>	<b>2,254,937</b>	<b>2,081,444</b>	<b>2,045,000</b>	<b>2,181,655</b>	<b>2,065,000</b>
4640	Retail Operations	45,310	62,729	65,000	65,665	75,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>45,310</b>	<b>62,729</b>	<b>65,000</b>	<b>65,665</b>	<b>75,000</b>
4694	Sponsorships	0	0	0	228	0
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>228</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 2,300,247</b>	<b>\$ 2,144,173</b>	<b>\$ 2,110,000</b>	<b>\$ 2,247,548</b>	<b>\$ 2,140,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 59,983	\$ 79,235	\$ 81,414	\$ 65,202	\$ 81,075
5020	Part-Time Salaries	97,400	91,991	99,235	66,268	106,283
5030	FICA	11,749	12,377	13,820	9,410	14,333
5040	Hospitalization	7,764	16,582	17,879	17,853	15,268
5060	Life Insurance	573	682	928	593	767
5050	Retirement	11,942	13,588	17,097	12,447	18,080
5070	Unemployment Tax	397	171	556	91	219
	<b>TOTAL PERSONNEL SERVICES</b>	<b>189,807</b>	<b>214,625</b>	<b>230,929</b>	<b>171,864</b>	<b>236,024</b>
5520	Retail Operations	22,813	19,060	26,000	27,219	30,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>22,813</b>	<b>19,060</b>	<b>26,000</b>	<b>27,219</b>	<b>30,000</b>
5230	Gas & Diesel	11,723	16,591	15,000	12,980	12,000
5470	Production Costs	166,835	177,184	195,480	220,432	195,480
5490	Programs & Promotions	685	(403)	0	266	0
5570	Uniforms	266	162	350	355	350
	<b>TOTAL OPERATING COSTS</b>	<b>179,509</b>	<b>193,533</b>	<b>210,830</b>	<b>234,033</b>	<b>207,830</b>
5180	Equipment/Vehicle Maintenance	1,900	2,153	1,100	1,532	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>1,900</b>	<b>2,153</b>	<b>1,100</b>	<b>1,532</b>	<b>2,000</b>
5580-002	Electricity	7,043	6,817	6,000	5,307	7,500
5580-008	Propane	0	0	0	1,280	0
	<b>TOTAL UTILITIES</b>	<b>7,043</b>	<b>6,817</b>	<b>6,000</b>	<b>6,587</b>	<b>7,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 401,073</b>	<b>\$ 436,189</b>	<b>\$ 474,859</b>	<b>\$ 441,235</b>	<b>\$ 483,354</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 1,899,174</b>	<b>\$ 1,707,984</b>	<b>\$ 1,635,141</b>	<b>\$ 1,806,314</b>	<b>\$ 1,656,646</b>

# BULL RUN FESTIVAL OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2025

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



### Objectives:

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

**BULL RUN FESTIVAL OF LIGHTS**

**FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Implemented new marketing campaigns to promote the show and online ticket sales.
- Offered discounts for online ticket sales and off-peak times.
- Reached a new record in calendar year 2024 FOL retail sales.
- Continued refurbishing existing displays and added new electrical services to reduce outside costs.
- All seasonal show staff attended Customer Service training which included Festival of Lights specific customer scenarios.
- Revised employee incentive program and rewards to continue to improve part-time staff retention.
- Purchased new displays for the Holiday Village to enhance the customer experience.
- Went from six to four ticket booths to reduce maintenance and installation time.
- Reorganized and relabeled all displays and setup instructions.

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of light show vehicle entries	63,946	59,768	58,000	61,594	60,000



# 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 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 703,909	\$ 794,500	\$ 813,500	2.4%
Retail Operations	546,196	465,600	478,000	2.7%
Other Revenue	81,522	100,000	100,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,331,627</b>	<b>\$ 1,360,100</b>	<b>\$ 1,391,500</b>	<b>2.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 526,323	\$ 591,449	\$ 587,958	-0.6%
Operating Costs	227,703	262,650	278,700	6.1%
Maintenance Costs	55,360	60,531	62,760	3.7%
Insurance	1,078	1,099	1,277	16.2%
Retail Operations	372,263	323,520	345,374	6.8%
Utilities	10,117	16,400	13,400	-18.3%
<b>TOTAL EXPENSES</b>	<b>\$ 1,192,843</b>	<b>\$ 1,255,649</b>	<b>\$ 1,289,469</b>	<b>2.7%</b>
<b>Net Income</b>	<b>\$ 138,783</b>	<b>\$ 104,451</b>	<b>\$ 102,031</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	9.80	9.80	9.80	9.80	9.80

## BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-090 BULL RUN SHOOTING CENTER</b>						
<b>REVENUES</b>						
4040	Archery Target Fees	\$ 24,298	\$ 29,415	\$ 27,000	\$ 25,540	\$ 33,000
4390	Gun Rental	43,344	37,525	55,000	32,751	63,000
4745	Shooting Tournament Fees	20,750	43,040	40,000	13,335	40,000
4730	Target Sales	565,018	590,929	670,000	538,546	675,000
4670	Shelter Reservations	1,250	3,000	2,500	2,270	2,500
	<b>TOTAL USER FEES</b>	<b>654,660</b>	<b>703,909</b>	<b>794,500</b>	<b>612,442</b>	<b>813,500</b>
4010	Ammunition	392,063	474,757	405,600	315,168	415,000
4640	Retail Operations	65,008	71,438	60,000	49,940	63,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>457,072</b>	<b>546,196</b>	<b>465,600</b>	<b>365,109</b>	<b>478,000</b>
4475	Lessons	105,832	81,187	100,000	67,869	100,000
4510	Miscellaneous Revenue	377	334	0	182	0
	<b>TOTAL OTHER REVENUE</b>	<b>106,209</b>	<b>81,522</b>	<b>100,000</b>	<b>68,051</b>	<b>100,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,217,941</b>	<b>\$ 1,331,627</b>	<b>\$ 1,360,100</b>	<b>\$ 1,045,602</b>	<b>\$ 1,391,500</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 156,695	\$ 178,714	\$ 169,644	\$ 157,928	\$ 175,978
5020	Part-Time Salaries	228,001	257,226	314,550	206,179	321,243
5030	FICA	28,959	32,881	37,041	26,803	38,037
5040	Hospitalization	20,309	24,287	31,002	17,392	11,230
5060	Life Insurance	1,368	1,497	1,934	1,200	1,665
5050	Retirement	29,000	31,277	35,625	28,141	39,243
5070	Unemployment Tax	838	441	1,653	198	562
	<b>TOTAL PERSONNEL</b>	<b>465,170</b>	<b>526,323</b>	<b>591,449</b>	<b>437,841</b>	<b>587,958</b>
5230	Gas and Diesel	2,292	2,258	2,500	1,707	2,500
5263	Instructor Fees	0	0	0	0	0
5415	Miscellaneous Expense	0	0	0	0	0
5490	Programs and Promotions	45	811	500	284	500
5563	Shooting Tournament	8,707	14,274	18,600	4,072	18,600
5564	Targets	211,108	209,926	240,350	203,436	256,400
5570	Uniforms	708	433	700	544	700
	<b>TOTAL OPERATING COSTS</b>	<b>222,859</b>	<b>227,703</b>	<b>262,650</b>	<b>210,043</b>	<b>278,700</b>
5180	Equipment/Vehicle Maintenance	9,307	14,321	23,760	12,137	23,760
5190	Facility Op. & Maintenance	29,605	41,039	36,771	48,079	39,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>38,912</b>	<b>55,360</b>	<b>60,531</b>	<b>60,216</b>	<b>62,760</b>
5290	Insurance - Vehicle	907	1,078	1,099	1,129	1,277
	<b>TOTAL INSURANCE</b>	<b>907</b>	<b>1,078</b>	<b>1,099</b>	<b>1,129</b>	<b>1,277</b>
5520	Retail Operations	47,506	46,563	39,600	28,650	41,580
5520-050	Ammunition	291,729	325,700	283,920	227,677	303,794
	<b>TOTAL RETAIL OPERATIONS</b>	<b>339,235</b>	<b>372,263</b>	<b>323,520</b>	<b>256,327</b>	<b>345,374</b>
5580-001	Telephone	1,966	1,980	2,000	1,541	2,000
5580-002	Electricity	4,984	5,638	10,000	4,394	8,000
5580-008	Propane	0	140	2,000	303	1,000
5580-016	Cable/Internet	2,343	2,359	2,400	1,837	2,400
	<b>TOTAL UTILITIES</b>	<b>9,293</b>	<b>10,117</b>	<b>16,400</b>	<b>8,075</b>	<b>13,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,076,376</b>	<b>\$ 1,192,843</b>	<b>\$ 1,255,649</b>	<b>\$ 973,630</b>	<b>\$ 1,289,469</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 141,565</b>	<b>\$ 138,783</b>	<b>\$ 104,451</b>	<b>\$ 71,971</b>	<b>\$ 102,031</b>

# BULL RUN SHOOTING CENTER

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) facility and field clean-up days.

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



#### Objectives:

- Host a minimum of (6) NSCA registered target events.
- Work closely with the Friends group on their delivery of at least (3) quality Friends sponsored fundraising events.
- Offer a minimum of (1) new program or special event.
- Maintain a minimum of (2) diverse community partnerships to expand public outreach and programming opportunities.
- Conduct a minimum of (4) shotgun leagues per year and 1 archery league.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the Center.

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



#### Objectives:

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

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



#### Objectives:

- Offer a minimum of (3) Learn to Shoot courses each weekend.
- Maintain a quality list of vendors to ensure a secure retail supply chain with a focus on ammunition purchasing.
- Host a minimum of (85) group outings that include a minimum of (10) clients each.
- Provide a minimum of two on field “emergency incident” trainings.

# BULL RUN SHOOTING CENTER

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

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

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

**Highlights**

- Hosted (2) Wobble Trap league.
- Hosted (1) 5-Stand and (1) Skeet League.
- Hosted (7) Registered Sporting Clays Tournaments.
- Held (8) Non-Registered Sporting Clays tournaments. Held a dozen private sporting clays tournaments.
- Continued to partner with Cabela’s to promote the range. Have been unable to keep in consistent contact with their staff. Trying again for a partnership again this Spring.
- Partnered with George Mason University’s Trap & Skeet Club to assist with tournaments. Also partnered with local 4-H clubs.

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

**Highlights**

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

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

**Highlights**

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

<b><u>MEASURABLE RESULTS</u></b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL- DEC 2023</b>	<b>FY 2025 TARGET</b>
• Number of targets thrown (25 targets per round)	2,313,850	2,181,585	2,642,900	1,227,335	2,642,900
• Number of archery lane rentals	3,534	4,743	6,000	2,812	7,000
• Ammunition shotgun shell boxes (25 shells/box)	37,237	36,686	30,000	17,887	37,000
• Number of participants-Learn to Shoot Program	2,103	1,506	3,200	1,663	2,500
• Number of corporate outings	51	83	85	39	85
• Number of corporate outing participants	529	1,337	750	627	850
• Per round average on pro shop sales (including ammo)	\$4.94	\$5.17	\$4.40	\$5.08	\$4.52

# BULL RUN MARINA

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 3,667	\$ 8,645	\$ 7,776	-10.1%
Other Revenue	15,550	17,500	17,500	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 19,217</b>	<b>\$ 26,145</b>	<b>\$ 25,276</b>	<b>-3.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 20,685	\$ 22,988	\$ 25,739	12.0%
Maintenance Costs	21,208	20,950	20,300	-3.1%
Utilities	1,565	2,000	2,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 43,458</b>	<b>\$ 45,938</b>	<b>\$ 48,039</b>	<b>4.6%</b>
<b>Net Income</b>	<b>\$ (24,241)</b>	<b>\$ (19,793)</b>	<b>\$ (22,763)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.20	0.20	0.20	0.20	0.20
Part-Time	0	0	0	0	0

## BULL RUN MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-060 BULL RUN MARINA</b>						
<b>REVENUES</b>						
4080	Boat Storage	\$ 12,781	\$ 3,667	\$ 8,645	\$ 5,178	\$ 7,776
	<b>TOTAL USER FEES</b>	<b>12,781</b>	<b>3,667</b>	<b>8,645</b>	<b>5,178</b>	<b>7,776</b>
4640, 4285	Miscellaneous Revenue	17,852	15,550	17,500	9,725	17,500
	<b>TOTAL OTHER REVENUE</b>	<b>17,852</b>	<b>15,550</b>	<b>17,500</b>	<b>9,725</b>	<b>17,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 30,633</b>	<b>\$ 19,217</b>	<b>\$ 26,145</b>	<b>\$ 14,903</b>	<b>\$ 25,276</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 13,404	\$ 14,566	\$ 15,946	\$ 13,534	\$ 17,293
5030	FICA	962	1,028	1,220	927	1,323
5040	Hospitalization	1,991	2,088	2,284	2,371	3,095
5060	Life Insurance	130	145	182	131	164
5050	Retirement	2,683	2,856	3,349	2,762	3,856
5070	Unemployment Tax	5	2	8	2	8
	<b>TOTAL PERSONNEL SERVICES</b>	<b>19,176</b>	<b>20,685</b>	<b>22,988</b>	<b>19,727</b>	<b>25,739</b>
5190	Facility Op. & Maintenance	12,956	16,896	15,550	14,706	16,000
5252	Gate keys	7,362	4,313	5,400	4,488	4,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>20,318</b>	<b>21,208</b>	<b>20,950</b>	<b>19,194</b>	<b>20,300</b>
5580-002	Electricity	1,813	1,565	2,000	1,504	2,000
	<b>TOTAL UTILITIES</b>	<b>1,813</b>	<b>1,565</b>	<b>2,000</b>	<b>1,504</b>	<b>2,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 41,307</b>	<b>\$ 43,458</b>	<b>\$ 45,938</b>	<b>\$ 40,424</b>	<b>\$ 48,039</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (10,674)</b>	<b>\$ (24,241)</b>	<b>\$ (19,793)</b>	<b>\$ (25,522)</b>	<b>\$ (22,763)</b>

# BULL RUN MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Establish and maintain a minimum of (3) diverse community partnerships.
- Maintain an effective and efficient operations plan for key gate key sales that ensures an adequate inventory of keys are in place prior to the season opening.
- Implement a minimum of (2) site improvements.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to maintain routine patrols of Kincheloe Road in an effort to mitigate and control litter.

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



#### Objectives:

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



**FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Installed Old Growth Forest interpretive sign along Bull Run Occoquan Trail
- Maintained community partnerships with Lake Braddock Crew team, Potomac Appalachian Trail Club (PATC), and Friends of the Occoquan.
- An Eagle Scout removed old oar racks and installed new space efficient racks.
- Staff conducted quarterly cleanups of trash and dumping along Kincheloe Road.

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

**Highlights**

- Partnered with the Friends of the Occoquan to host volunteer fall and spring reservoir cleanups.
- Worked with a local orienteering club, adventure race promoter, and local running club to host a variety of events within in the park.

**MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL-DEC 2023</b>	<b>FY 2025 TARGET</b>
• Number of crew boats stored	25	18	25	18	25
• Number of keys sold for boat launching	706	621	700	121	700

# CAMERON RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 85,499	\$ 98,000	\$ 98,000	0.0%
Retail Operations	2,373	12,000	12,000	0.0%
Other Revenue	414	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 88,286</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	449,329	521,467	487,764	-6.5%
Operating Costs	4,896	6,550	6,900	5.3%
Maintenance Costs	77,032	43,535	46,300	6.4%
Insurance	1,078	1,099	1,277	16.2%
Retail Operations	699	4,800	4,800	0.0%
Utilities	0	0	0	-
<b>TOTAL EXPENSES</b>	<b>\$ 533,033</b>	<b>\$ 577,451</b>	<b>\$ 547,041</b>	<b>-5.3%</b>
<b>Net Income</b>	<b>\$ (444,747)</b>	<b>\$ (467,451)</b>	<b>\$ (437,041)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	4.00	4.00
Part-Time	4.73	4.73	4.59	3.51	3.92

## CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-110 CAMERON RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4670	Shelter Reservations	\$ 5,485	\$ 11,529	\$ 13,000	\$ 10,087	\$ 13,000
4600	Programmed Events	0	120	0	0	0
4060	Batting Cage Fees	34,703	39,657	40,000	23,303	40,000
4500	Miniature Golf	42,634	34,192	45,000	18,755	45,000
	<b>TOTAL USER FEES</b>	<b>82,822</b>	<b>85,499</b>	<b>98,000</b>	<b>52,146</b>	<b>98,000</b>
4640	Retail - Food	13,617	2,373	12,000	1,801	12,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>13,617</b>	<b>2,373</b>	<b>12,000</b>	<b>1,801</b>	<b>12,000</b>
4510	Miscellaneous Revenue	106	414	0	81	0
	<b>TOTAL OTHER REVENUE</b>	<b>106</b>	<b>414</b>	<b>0</b>	<b>81</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 96,545</b>	<b>\$ 88,286</b>	<b>\$ 110,000</b>	<b>\$ 54,028</b>	<b>\$ 110,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 185,966	\$ 205,266	\$ 257,847	\$ 195,840	\$ 248,463
5020	Part-Time Salaries	79,095	127,245	104,462	87,717	122,150
5030	FICA	19,299	23,937	27,717	19,881	28,352
5040	Hospitalization	34,106	54,160	73,672	47,111	30,698
5060	Life Insurance	1,636	1,900	2,939	1,782	2,350
5050	Retirement	34,072	36,516	54,148	38,214	55,407
5070	Unemployment Tax	435	303	682	133	343
	<b>TOTAL PERSONNEL SERVICES</b>	<b>354,609</b>	<b>449,329</b>	<b>521,467</b>	<b>390,677</b>	<b>487,764</b>
5230	Gas and Diesel	3,301	2,752	3,500	2,253	3,500
5490	Programs and Promotions	346	1,325	2,000	0	2,000
5570	Uniforms	921	819	1,050	1,280	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>4,568</b>	<b>4,896</b>	<b>6,550</b>	<b>3,533</b>	<b>6,900</b>
5180	Equipment/Vehicle Maintenance	7,380	983	3,300	2,355	3,300
5190	Facility Op. & Maintenance	37,805	76,049	40,235	46,171	43,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>45,185</b>	<b>77,032</b>	<b>43,535</b>	<b>48,526</b>	<b>46,300</b>
5290	Insurance - Vehicle	1,457	1,078	1,099	1,129	1,277
	<b>TOTAL INSURANCE</b>	<b>1,457</b>	<b>1,078</b>	<b>1,099</b>	<b>1,129</b>	<b>1,277</b>
5520	Retail - Food	5,978	699	4,800	801	4,800
	<b>TOTAL RETAIL OPERATIONS</b>	<b>5,978</b>	<b>699</b>	<b>4,800</b>	<b>801</b>	<b>4,800</b>
5580-001	Telephone	0	0	0	57	0
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 411,796</b>	<b>\$ 533,033</b>	<b>\$ 577,451</b>	<b>\$ 444,723</b>	<b>\$ 547,041</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (315,251)</b>	<b>\$ (444,747)</b>	<b>\$ (467,451)</b>	<b>\$ (390,695)</b>	<b>\$ (437,041)</b>

# CAMERON RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

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

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



#### Objectives:

- Work closely with City of Alexandria staff on their off-season use of the parking lot and other lease requirements.

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



#### Objectives:

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

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



#### Objectives:

- Revise and enhance an effective marketing strategy that cross promotes facility amenities.
- Refine the plan to increase the sales of spring/fall parties.
- Implement a plan to meet shelter reservation budget goals.
- Continue to refine food and retail plans for miniature golf and batting cage to increase revenues by 5% over FY24 gross revenue.
- Work closely with the NOVA Parks Operations and Marketing teams to develop at least (3) new strategies to promote performance through social, print, media, other promotional opportunities to increase batting cage and mini golf revenue.

# CAMERON RUN REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Refurbished Mini Golf Venue to include new bricks, repainted all posts and renumbered them, and repaired carpeting on several holes. Enhanced outside of fence to attract new customers.
- Refurbished Batting Cages to include new netting, fresh painting of pitching machines, new back pads, and refresh interior of ticketing. Office.
- Oversaw daily inspections of the City of Alexandria Sport Court.
- Inventoried and replaced amenities throughout the facility including benches, signage, doors, and video security cameras.
- Improved consistency of maintenance standards with checklists.
- Painted and refurbished main building exterior and interior office buildings.

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

**Highlights**

- Partnered with the Girl Scouts of America to host their 2024 regional cookie distribution.
- Assisted community partners in the coordination of the 2024 Spring Alexandria 5K Run Registration and T-shirt distribution.
- Hosted (3) nature programs with NOVA Parks' Roving Naturalist.
- Partnered with City of Alexandria Fire Department to allow them to use our wave pool for Deep Water Rescue Training for 3 days prior to Waterpark opening.

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

**Highlights**

- Hosted (3) drive thru job fairs and participated with Fairfax County Supervisor's Annual Job.
- Hosted NOVA Parks agency-wide Vanguard Lifeguard Training.
- Hosted an end of season employee appreciation event that included awards, food, and thank you retention letters.
- Cross promoted All Day Facility Pass at batting cages and mini golf.

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

**Highlights**

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

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Batting cage rounds	24,020	24,944	29,500	11,001	29,500
• Miniature golf rounds	7,252	4,220	10,000	2,048	10,000
• Picnic shelter rentals	26	42	36	31	36
• Number of park birthday party guests	874	706	150	295	150

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 269,732	\$ 290,000	\$ 307,000	6%
Retail Operations	50,189	55,000	78,500	43%
<b>TOTAL REVENUE</b>	<b>\$ 319,921</b>	<b>\$ 345,000</b>	<b>\$ 385,500</b>	<b>12%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 71,271	\$ 82,356	\$ 86,132	5%
Operating Costs	115,530	92,448	115,000	24%
Retail Operations	25,010	22,800	29,250	28%
Utilities	8,204	15,500	15,500	0%
<b>TOTAL EXPENSES</b>	<b>\$ 220,014</b>	<b>\$ 213,104</b>	<b>\$ 245,882</b>	<b>15%</b>
<b>Net Income</b>	<b>\$ 99,908</b>	<b>\$ 131,896</b>	<b>\$ 139,618</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Retail and food sales are budgeted to increase and production costs are also expected to increase, with a net income that is slightly higher in FY 2025.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	3.34	3.34	3.34	2.64	2.64

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-115 CAMERON RUN WINTER VILLAGE</b>						
<b>REVENUES</b>						
4297	General Admission	\$ 237,421	\$ 181,432	\$ 190,000	\$ 209,321	\$ 205,000
4683	Skating	67,373	59,138	65,000	63,335	65,000
4684	Skate Rentals	31,201	27,726	30,000	25,295	30,000
4488	Group Admissions	925	1,435	5,000	2,502	5,000
4670	Shelter Reservations	0	0	0	(372)	2,000
4093	Cabana Rental	0	0	0	575	0
	<b>TOTAL USER FEES</b>	<b>336,919</b>	<b>269,732</b>	<b>290,000</b>	<b>300,656</b>	<b>307,000</b>
4642	Retail-Food	38,590	44,434	47,000	60,174	60,000
4640	Retail Operations	3,786	5,755	8,000	9,305	18,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>42,376</b>	<b>50,189</b>	<b>55,000</b>	<b>69,479</b>	<b>78,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 379,295</b>	<b>\$ 319,921</b>	<b>\$ 345,000</b>	<b>\$ 370,135</b>	<b>\$ 385,500</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 70,236	\$ 71,271	\$ 76,150	\$ 73,506	\$ 79,900
5030	FICA	0	0	5,825	0	6,112
5070	Unemployment	0	0	381	0	120
	<b>TOTAL PERSONNEL SERVICES</b>	<b>70,236</b>	<b>71,271</b>	<b>82,356</b>	<b>73,506</b>	<b>86,132</b>
5470	Light Show Production Costs	110,250	115,530	92,448	159,824	115,000
	<b>TOTAL OPERATING COSTS</b>	<b>110,250</b>	<b>115,530</b>	<b>92,448</b>	<b>159,824</b>	<b>115,000</b>
5520-015	Retail-Food	18,804	15,665	18,800	21,850	24,000
5520-000	Retail Operations	10,543	9,344	4,000	1,946	5,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>29,347</b>	<b>25,010</b>	<b>22,800</b>	<b>23,796</b>	<b>29,250</b>
5580-002	Electricity	0	0	7,500	0	7,500
5580-008	Propane	6,825	8,204	8,000	6,714	8,000
	<b>TOTAL UTILITIES</b>	<b>6,825</b>	<b>8,204</b>	<b>15,500</b>	<b>6,714</b>	<b>15,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 216,658</b>	<b>\$ 220,014</b>	<b>\$ 213,104</b>	<b>\$ 263,840</b>	<b>\$ 245,882</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 162,637</b>	<b>\$ 99,908</b>	<b>\$ 131,896</b>	<b>\$ 106,295</b>	<b>\$ 139,618</b>

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2025

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



Objectives:

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



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

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- Attended the City of Alexandria Chamber 2024 Holiday Promotions Social and Meeting to highlight Ice & Lights. Promoted show to local businesses.
- Introduced Day Time Skating Slots for the month of December.
- Invested in new skates, ice rink update, and fire pits to enhance guest experience.
- Conducted extensive guest services and food and beverage training.
- Established a new interactive area including space where visitors could write letters to Santa.
- Enhanced customer gathering area to include lights, fire pits and furniture.
- Coordinated with the local Alexandria Skate Club to host their annual live skating show on our ice rink.
- Promoted (3) "Countdown to tree lighting ceremonies" LIVE on social media.
- Continued to successfully add new displays and features to the show including a new large Gingerbread House, a Santa Bear Flying Airplane, Snowman, and New LED Trees, and New 3-D LED Train.
- Created a large presence on Facebook and other social media platforms throughout the show including 5 LIVE promotions.
- Hosted a Live onsite remote with Fox 5 News.
- Continued to successfully utilize and train on our online Eventbrite ticketing platform providing easy to use guest access to show tickets.
- Continued to refine retail plan to maximize revenues, this included added additional retail kiosks, and a revised merchandise plan with our revenue manager.
- Hosted large Girl Scouts of America Holiday party.

## **MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of Village Admissions	23,644	25,423	25,000	28,386	26,000
• Number of Ice Skaters	9,670	8,456	13,000	6,163	13,000
• Average amount customers spent on food/beverage	\$1.57	\$1.57	\$2.20	\$ 1.93	\$ 2.01

# GREAT WAVES WATERPARK AT CAMERON RUN

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,336,483	\$ 1,400,500	\$ 1,555,500	11.1%
Retail Operations	484,525	515,000	542,000	5.2%
<b>TOTAL REVENUE</b>	<b>\$ 1,821,008</b>	<b>\$ 1,915,500</b>	<b>\$ 2,097,500</b>	<b>9.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 632,227	\$ 805,430	\$ 853,893	6.0%
Operating Costs	31,024	16,850	35,850	112.8%
Maintenance Costs	251,064	198,976	245,200	23.2%
Retail Operations	230,184	205,500	221,500	7.8%
Utilities	173,021	166,200	178,200	7.2%
<b>TOTAL EXPENSES</b>	<b>\$ 1,317,519</b>	<b>\$ 1,392,956</b>	<b>\$ 1,534,643</b>	<b>10.2%</b>
<b>Net Income</b>	<b>\$ 503,488</b>	<b>\$ 522,544</b>	<b>\$ 562,857</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 9.5% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense, park police expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	5.52	22.08	22.55	22.56	22.36

## GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-120 GREAT WAVES WATERPARK at CAMERON RUN</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 1,057,491	\$ 1,177,599	\$ 1,200,000	\$ 978,161	\$ 1,350,000
4093	Cabana Rental	16,393	10,890	18,000	11,645	18,000
4421	Play Features	2,602	1,798	0	415	0
4490	Locker Rental	822	4,979	8,500	4,504	8,500
4570	Group Admissions	37,990	69,327	100,000	123,196	100,000
4580	Waterpark Passes	48,667	62,145	65,000	39,233	70,000
4600	Programmed Events	1,610	2,152	0	918	0
4670	Shelter Reservations	9,057	7,594	9,000	5,545	9,000
<b>TOTAL USER FEES</b>		<b>1,174,633</b>	<b>1,336,483</b>	<b>1,400,500</b>	<b>1,163,617</b>	<b>1,555,500</b>
4640,4652,4654	Retail Operations	377,027	443,673	440,000	413,900	495,000
4660,4653	Swim Merchandise	24,181	32,159	35,000	33,100	47,000
4200	Food Truck	0	8,693	40,000	4,305	0
<b>TOTAL RETAIL OPERATIONS</b>		<b>401,209</b>	<b>484,525</b>	<b>515,000</b>	<b>451,306</b>	<b>542,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 1,575,841</b>	<b>\$ 1,821,008</b>	<b>\$ 1,915,500</b>	<b>\$ 1,614,923</b>	<b>\$ 2,097,500</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 49,482	\$ 60,704	\$ 56,425	\$ 56,198	\$ 63,440
5020	Part-Time Salaries	389,332	521,192	678,692	406,262	717,199
5030	FICA	33,583	38,008	54,386	31,003	57,391
5040	Hospitalization	0	0	0	0	0
5060	Life Insurance	415	516	643	490	600
5050	Retirement	9,218	10,207	11,849	9,940	14,147
5070	Unemployment Tax	1,714	1,600	3,433	564	1,116
<b>TOTAL PERSONNEL SERVICES</b>		<b>483,745</b>	<b>632,227</b>	<b>805,430</b>	<b>504,457</b>	<b>853,893</b>
5143	Catering	(35)	0	0	(570)	0
5146	Contract Employment	1,863	3,496	0	4,800	4,000
5490	Programs and Promotions	3,093	2,078	1,500	73	1,500
5430	Park Police	26,725	25,345	15,000	25,345	30,000
5570	Uniforms	0	105	350	0	350
<b>TOTAL OPERATING COSTS</b>		<b>31,646</b>	<b>31,024</b>	<b>16,850</b>	<b>29,648</b>	<b>35,850</b>
5180	Equipment/Vehicle Maintenance	1,380	155	2,200	10	2,200
5190	Facility Op. & Maintenance	242,919	250,910	196,776	203,402	243,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>244,299</b>	<b>251,064</b>	<b>198,976</b>	<b>203,412</b>	<b>245,200</b>
5520	Retail Operations	193,592	210,438	188,000	200,799	198,000
5535	Swim Merchandise	12,419	19,746	17,500	16,554	23,500
<b>TOTAL RETAIL OPERATIONS</b>		<b>206,011</b>	<b>230,184</b>	<b>205,500</b>	<b>217,353</b>	<b>221,500</b>
5580-000	Other Utilities	346	0	0	0	0
5580-001	Telephone	4,148	4,211	4,200	3,491	4,200
5580-002	Electricity	68,904	85,508	65,000	73,908	78,000
5580-004	Water/Sewer	64,956	68,228	80,000	51,861	80,000
5580-008	Propane	2,102	2,841	5,000	2,107	4,000
5580-016	Internet/Cable	11,636	12,232	12,000	9,746	12,000
<b>TOTAL UTILITIES</b>		<b>152,093</b>	<b>173,021</b>	<b>166,200</b>	<b>141,113</b>	<b>178,200</b>
<b>TOTAL EXPENSES</b>		<b>\$ 1,117,794</b>	<b>\$ 1,317,519</b>	<b>\$ 1,392,956</b>	<b>\$ 1,095,983</b>	<b>\$ 1,534,643</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 458,048</b>	<b>\$ 503,488</b>	<b>\$ 522,544</b>	<b>\$ 518,940</b>	<b>\$ 562,857</b>

# GREAT WAVES WATERPARK AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Waterpark.
- Implement a minimum of (2) new strategies to increase waterpark group sales Work with Aquatics Manager to implement a minimum of (3) strategies that focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Develop and implement a swim lesson program that meets customer needs and budget goals.
- Implement a minimum of (2) new strategies to increase the sales of the All Facility Passes.

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



#### Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



#### Objectives:

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

# GREAT WAVES WATERPARK AT CAMERON RUN

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Created a new comprehensive annual marketing calendar for annual pass promotions and sales.
- Installed New Signage/Promotion Signs to promote all facility passes.
- Promoted annual pass sales at mini golf, batting cages, welcome tables, and bag check.
- Established information kiosks at entrance of Waterpark and retail tent with pass information.
- Initiated Facebook LIVE promotions and onsite television live cut-ins.
- Held live event in May for season pass holders to stop by, get their passes, and receive a food meal.

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

**Highlights**

- Park Manager presented at the 2023 World Waterpark Conference.
- Worked to develop a culture of safety with our new aquatic manager that included consistent trainings and both internal and external program reviews and audits.
- Received Silver Award from Ellis & Associates Comprehensive Aquatic Safety Program.
- Coordinated a number of new onsite school job fairs and on-site drive thru job fairs.
- Continued with J1 International Hiring Program.
- Continued to updated SOP(s) for various pump room operations.
- Created and implemented new pool dosage charts for pool chemistry to ensure consistency of operation.
- Continued Public Swin Lessons during the summer mornings before opening.

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

**Highlights**

- Continued to Implement “Endless Summer” collateral and promotions.
- Spearheaded renewed plan for reservation efforts for increased group/camps/ schools’ attendance.
- Established information kiosk inside waterpark to promote parties, season passes, and groups.
- Trained/Implemented New Group Check in procedures to ensure safe and easy access to the waterpark.
- Improved procedures for “At Capacity” situation’s that improved the guest experience.

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

**Highlights**

- Added extra delivery day to weekly schedule to ensure F&B stock was on hand at all times.
- Reviewed and revised the food and beverage menus at Surfside Pizza and Riptide Café to be more efficient.
- Opened Suny’s Snacks window to serve additional dessert, drinks, and snack options to drive more sales.
- Added snacks and beverages to the retail tent.
- Added Dippin Dots Cart in second location. Increase sales by 40%.
- Ensured all supervisory Food & Beverage staff obtained their Serv Safe food management certification.
- Held (2) Serv Safe Training events to include testing with management and aquatics manager, to include staff from other sites as well.
- Established Food & beverage SOP(s) for each food venue to provide more consistent operations.
- Established an upselling souvenir cup program.

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

**Highlights**

- Successful Cross Marketing Promotion for Teenage Mutant Ninja Turtle Movie Release
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Minimum down time on closed pools created a great guest experience.
- All staff attended Customer Service in service training and orientation.
- Implemented a manager guest greeting program that includes visiting guests while they are in the park and asking them about their experience.
- Hosted weekly in-service trainings to all staff to include positive leadership management and guest services training.
- Created a new, more efficient, and welcoming bag check area.
- Implement a new staff recognition program to promote a high level of customer service.

## MEASURABLE RESULTS

	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET
				6 months JUL-	
				DEC 2023	
• General admissions	66,185	66,621	86,000	56,987	88,500
• Youth group participants	3,216	6,795	6,500	7,710	6,500
• Annual Waterpark Passes sold	364	800	770	456	770
• Annual Waterpark Pass entries	2,226	2,026	3,200	1,410	3,200
• Group shelter rentals	2	4	12	2	12
• Birthday parties	70	82	100	76	100
• Birthday participants	1,353	1,282	2,000	1,262	2,000
• Avg. amt. customers spent on food, beverages and retail	\$5.22	\$5.95	\$5.34	\$6.76	\$5.48

# CARLYLE HOUSE HISTORIC PARK

## PROGRAM OVERVIEW

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

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 76,820	\$ 105,000	\$ 108,500	3.3%
Retail Operations	14,389	15,000	15,000	0.0%
Other Revenue	100	600	600	0.0%
Transfers In	81	3,000	3,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 91,390</b>	<b>\$ 123,600</b>	<b>\$ 127,100</b>	<b>2.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 267,617	\$ 292,290	\$ 331,209	13.3%
Operating Costs	6,645	13,350	13,350	0.0%
Maintenance Costs	45,625	43,188	46,000	6.5%
Retail Operations	9,586	7,500	7,500	0.0%
Utilities	14,762	25,400	23,700	-6.7%
<b>TOTAL EXPENSES</b>	<b>\$ 344,235</b>	<b>\$ 381,728</b>	<b>\$ 421,759</b>	<b>10.5%</b>
<b>Net Income</b>	<b>\$ (252,845)</b>	<b>\$ (258,128)</b>	<b>\$ (294,659)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Personnel costs increased due to compensation study impacts and other compensation related items.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	2.45	2.45	1.97	2.14	2.45

## CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-130 CARLYLE HOUSE HISTORIC PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 19,622	\$16,160	\$ 22,000	\$ 15,479	\$ 25,000
4240	Carlyle House Rental	22,186	21,700	30,000	14,370	30,000
4230	Entrance Fees	34,682	35,710	50,000	23,076	50,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	3,025	3,250	3,000	2,950	3,500
<b>TOTAL USER FEES</b>		<b>79,514</b>	<b>76,820</b>	<b>105,000</b>	<b>55,875</b>	<b>108,500</b>
4640, 4090	Retail Operations	15,263	14,389	15,000	9,494	15,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>15,263</b>	<b>14,389</b>	<b>15,000</b>	<b>9,494</b>	<b>15,000</b>
4270	Garden Guild/Docent Activities	421	100	600	34	600
<b>TOTAL OTHER REVENUE</b>		<b>421</b>	<b>100</b>	<b>600</b>	<b>34</b>	<b>600</b>
4910	Transfer from Carlyle House Friends Fund	0	81	3,000	0	3,000
<b>TOTAL TRANSFER / OTHER FUNDS</b>		<b>0</b>	<b>81</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 95,198</b>	<b>\$ 91,390</b>	<b>\$ 123,600</b>	<b>\$ 65,403</b>	<b>\$ 127,100</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 145,606	\$ 145,327	\$ 155,867	\$ 149,242	\$ 169,387
5020, 5025	Part-Time Salaries	45,014	64,048	72,801	43,264	84,434
5030, 5035	FICA	14,384	15,774	17,493	14,110	19,417
5040	Hospitalization	11,083	13,730	11,176	11,708	18,389
5060	Life Insurance	1,270	1,285	1,777	1,331	1,602
5050	Retirement	25,187	27,312	32,732	27,080	37,773
5070	Unemployment Tax	234	142	444	59	207
<b>TOTAL PERSONNEL SERVICES</b>		<b>242,778</b>	<b>267,617</b>	<b>292,290</b>	<b>246,795</b>	<b>331,209</b>
5220	Garden Guild/Docent Activities	0	781	600	117	600
5490	Programs and Promotions	10,519	5,864	12,050	4,933	12,050
5570	Uniforms	0	0	700	0	700
<b>TOTAL OPERATING COSTS</b>		<b>10,519</b>	<b>6,645</b>	<b>13,350</b>	<b>5,050</b>	<b>13,350</b>
5190	Facility Op. & Maintenance	50,567	45,625	43,188	36,214	46,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>50,567</b>	<b>45,625</b>	<b>43,188</b>	<b>36,214</b>	<b>46,000</b>
5520	Retail Operations	10,180	9,586	7,500	3,758	7,500
<b>TOTAL RETAIL OPERATIONS</b>		<b>10,180</b>	<b>9,586</b>	<b>7,500</b>	<b>3,758</b>	<b>7,500</b>
5580-001	Telephone	1,866	1,342	3,800	1,137	1,500
5580-002	Electricity	7,281	10,460	16,000	9,050	16,000
5580-004	Water/Sewer	3,539	802	3,700	494	3,700
5580-016	Internet/Cable	1,694	2,159	1,900	2,222	2,500
<b>TOTAL UTILITIES</b>		<b>14,380</b>	<b>14,762</b>	<b>25,400</b>	<b>12,904</b>	<b>23,700</b>
<b>TOTAL EXPENSES</b>		<b>\$ 328,425</b>	<b>\$ 344,235</b>	<b>\$ 381,728</b>	<b>\$ 304,721</b>	<b>\$ 421,759</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (233,227)</b>	<b>\$ (252,845)</b>	<b>\$ (258,128)</b>	<b>\$ (239,318)</b>	<b>\$ (294,659)</b>

# CARLYLE HOUSE HISTORIC PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025

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



Objectives:

- Consistently conduct visitor surveys to ensure we are meeting expectations.
- Provide at least (2) innovative programming partnerships with other area historic sites.
- Refine the year-round comprehensive programming schedule.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.
- Implement a minimum of (2) new strategies to meet site rental revenue goals.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to implement a promotion and sales plan to increase retail revenues by 5% from FY24 gross.
- Continue to implement an effective part time and full-time labor plan to ensure adequate coverage and programming.

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



Objectives:

- Enhance engagement with the Friends of Carlyle House on their delivery of quality public programs and fundraising.
- Implement (2) new strategies for recruiting, training, and retaining volunteers.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.
- Continue to work closely with the owner of the bank building on the program and event schedule within the permitted use criteria for the first-floor space.



# CARLYLE HOUSE HISTORIC PARK

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- Maintained successful partnership with C. Thomas and Athenaeum for annual Juneteenth program.
- Maintained successful programs with Lee-Fendall House including Preservation Tours and Trivia.
- Discovering Alexandria Architecture Walking Tour continues to be a sellout program.
- Implemented new programming collaboration with Office of Historic Alexandria, Gunston Hall, and Mount Vernon for the 250th anniversary of the Fairfax Resolves.
- Participate in Joesph McCoy annual commemoration.
- Increased successful yoga program with additional weekly offerings.
- Implementing a Yoga Happy Hour (serving mocktails) as a fundraising effort with the Friends of Carlyle House.
- Rentals remain steady despite the adjacent bank building renovations.
- Continue to offer Tell Me Your Name Tours.
- Met the visitation goal for the annual Braddock Day program.

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

### **Highlights**

- Implemented updated Environmental Monitoring system in the museum.
- Implemented new museum lighting system.
- Implementing a new collections management software system.
- Continue use of Integrated Pest Management (IPM) system to monitor insect levels in the house.
- Fire suppression system is nearly complete. Work continues repair of areas where the old system was removed.
- Completed four volunteer training programs, and one field trip. Two additional volunteer trainings are in planning.
- Completed four book club meetings for volunteers.
- Began work on stucco and masonry projects.
- Completed gazebo restoration.
- Completed the installation of a new lighting system for the garden.

## **MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Daily tour attendance	6,438	5,490	9,100	1,765	7,300
• School tour attendance	223	378	850	114	850
• Scout tour attendance	78	58	30	17	90
• Special events attendance	4,496	3,711	5,200	2,350	5,200
• Facility rentals	23	44	25	9	30
• Volunteer hours	2,183	3,200	2,500	1,061	3,200
• Average amount spent on resale items	\$1.36	\$2.79	\$1.51	\$2.98	\$1.84

# FOUNTAINHEAD REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 342,222	\$ 356,800	\$ 351,800	-1.4%
Retail Operations	41,226	50,000	50,000	0.0%
Other Revenue	11,010	12,912	12,912	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 394,459</b>	<b>\$ 419,712</b>	<b>\$ 414,712</b>	<b>-1.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 317,123	\$ 265,790	\$ 287,177	8.0%
Operating Costs	4,481	5,050	5,050	0.0%
Maintenance Costs	33,738	29,683	31,800	7.1%
Insurance	539	549	638	16.2%
Retail Operations	27,169	25,000	25,000	0.0%
Utilities	9,998	9,760	9,760	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 393,047</b>	<b>\$ 335,832</b>	<b>\$ 359,425</b>	<b>7.0%</b>
<b>Net Income</b>	<b>\$ 1,411</b>	<b>\$ 83,880</b>	<b>\$ 55,287</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There is a slight reduction in budgeted revenue due to lower boating activity after the high levels during the pandemic. Personnel costs increased due to compensation study impacts and other compensation related items.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	3.37	3.96	3.96	4.20	4.16

## FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-140 FOUNTAINHEAD REGIONAL PARK</b>						
<b>REVENUES</b>						
4070	Boat Rental	\$ 245,705	\$ 217,532	\$ 240,000	\$ 132,667	\$ 220,000
4530	Launch & Parking Fees	85,381	95,567	85,000	69,449	100,000
4690	Special Events	23,068	20,238	20,000	16,792	22,000
4600	Programmed Events	2,612	2,990	6,000	1,345	4,000
4670	Shelter Reservations	5,862	5,895	5,800	3,495	5,800
	<b>TOTAL USER FEES</b>	<b>362,627</b>	<b>342,222</b>	<b>356,800</b>	<b>223,747</b>	<b>351,800</b>
4640, 4660	Retail Operations	47,570	41,226	50,000	23,954	50,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>47,570</b>	<b>41,226</b>	<b>50,000</b>	<b>23,954</b>	<b>50,000</b>
4420	House Rental	15,512	10,760	12,912	1,076	12,912
4510	Miscellaneous Revenue	1,084	250	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>16,596</b>	<b>11,010</b>	<b>12,912</b>	<b>1,076</b>	<b>12,912</b>
	<b>TOTAL REVENUES</b>	<b>\$ 426,794</b>	<b>\$ 394,459</b>	<b>\$ 419,712</b>	<b>\$ 248,777</b>	<b>\$ 414,712</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 97,691	\$ 108,556	\$ 90,524	\$ 91,049	\$ 98,104
5020	Part-Time Salaries	145,990	159,234	125,061	98,058	129,357
5030	FICA	18,419	20,247	16,492	13,699	17,401
5040	Hospitalization	11,800	11,708	12,989	13,957	19,260
5060	Life Insurance	785	821	1,032	700	928
5050	Retirement	16,210	16,163	19,010	14,725	21,877
5070	Unemployment Tax	581	393	681	109	250
	<b>TOTAL PERSONNEL SERVICES</b>	<b>291,475</b>	<b>317,123</b>	<b>265,790</b>	<b>232,296</b>	<b>287,177</b>
5230	Gas and Diesel	3,203	3,653	3,000	2,147	3,000
5490	Programs and Promotions	1,035	0	1,000	0	1,000
5570	Uniforms	756	828	1,050	429	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>4,994</b>	<b>4,481</b>	<b>5,050</b>	<b>2,575</b>	<b>5,050</b>
5180	Equipment/Vehicle Maintenance	3,471	2,901	3,300	1,769	3,300
5190	Facility Op. & Maintenance	31,679	30,218	25,883	21,369	28,000
5510	Rental House Maintenance	547	619	500	1,553	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>35,696</b>	<b>33,738</b>	<b>29,683</b>	<b>24,692</b>	<b>31,800</b>
5290	Insurance - Vehicle	454	539	549	564	638
	<b>TOTAL INSURANCE</b>	<b>454</b>	<b>539</b>	<b>549</b>	<b>564</b>	<b>638</b>
5520,5535	Retail Operations	30,303	27,169	25,000	11,868	25,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>30,303</b>	<b>27,169</b>	<b>25,000</b>	<b>11,868</b>	<b>25,000</b>
5580-001	Telephone	1,525	1,619	1,600	1,469	1,600
5580-002	Electricity	5,468	6,219	6,000	5,642	6,000
5580-016	Internet/cable	1,224	2,160	2,160	1,930	2,160
	<b>TOTAL UTILITIES</b>	<b>8,217</b>	<b>9,998</b>	<b>9,760</b>	<b>9,041</b>	<b>9,760</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 371,139</b>	<b>\$ 393,047</b>	<b>\$ 335,832</b>	<b>\$ 281,036</b>	<b>\$ 359,425</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 55,655</b>	<b>\$ 1,411</b>	<b>\$ 83,880</b>	<b>\$ (32,259)</b>	<b>\$ 55,287</b>

# FOUNTAINHEAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Work closely with MORE and the Planning & Development team on the planning and implementation of the beginner loop mountain bike trail project.

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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

- Continue to work with volunteer groups to facilitate harmonious multi-use trail experiences on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Continue to refine operational SOPs and guidelines to improve marina operations and facilities.
- Implement a minimum of (2) new strategies to promote park rental shelters.
- Implement at least (3) new strategies to increase the number of boat rentals over FY24.
- Implement at least (1) new strategy to improve net retail sales revenues by 5% from FY24 gross.

# FOUNTAINHEAD REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Worked with Burgundy Farm School for their annual Fall reservoir cleanup, worked with Friends of the Occoquan to support their fall and spring river cleanups, and worked with MORE on organized workdays which included annual fall leaf blowing and feature repairs.
- Drafted and implemented consistent park sign standards to include standard post type and height.
- Monitored and assessed marina building renovation work and improvements.

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

#### **Highlights**

- Hosted twelve events with existing community partners including the Fountainhead Bass Club, EX2 Adventures, the Virginia Happy Trails Running Club, Quantico Orienteering Club and Bishop's Events.
- Hosted new bass fishing tournaments with Flippin Sweet Bass Club, new mountain bike night rides with DMV Mountain Biking, and welcomed the return of the Cranky Monkey Mountain Bike Race last held in the early 2000's.
- Roving Naturalist hosted three sunset paddles and one owl prow adventure.

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

#### **Highlights**

- Held post season wrap up meeting with senior staff to gather feedback on the season and help them feel more invested in the operation of the park.
- Created seasonal staff interview rubric to fairly evaluate all candidates.
- Revised part time staffing plan to match budget. Submitted schedule templates in new UKG system to match staffing plan.

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

#### **Highlights**

- Developed a replacement schedule for marina rental equipment to maximize equipment life while maintaining appropriate levels.
- Analyzed and adjusted marina operating hours to maximize boat rental revenue.
- Upgraded minnow tank and wrote and implemented maintenance SOP's, which has significantly lowered write offs of dead minnows.
- Fully audited merchandise inventory, streamlined products and created new register layouts to simplify the POS system for seasonal staff.

## MEASURABLE RESULTS

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL-DEC</b>	<b>FY 2025 TARGET</b>
• Number of jon boat rentals	2,791	2,384	3,500	1,183	3,500
• Number of boat ramp launches (daily type)	1,808	2,122	825	1,191	825
• Number of boat shore launches	2,408	2,545	1,650	1,675	1,650
• Number of season ramp launch passes sold	233	231	230	55	230
• Number of season shore launch passes sold	634	597	410	196	410
• Number of stand up paddle board rentals	973	891	2,200	610	2,200
• Number of motor rentals	1,532	1,352	1,550	578	1,550
• Number of kayak rentals	6,539	4,590	8,350	2,407	8,350
• Number of picnic shelter rentals	51	44	40	21	40
• Average revenue retail per boat rental and daily launch	\$3.27	\$3.29	\$3.03	\$3.25	\$3.03
• Number of volunteer hours	233	379.5	800	0	800

# HEMLOCK OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

Hemlock Overlook is a 426- acre park located in the middle of the 5,000 acres owned by NOVA Parks in the Bull Run-Occoquan Watershed, which provides protection to the Occoquan Reservoir Watershed and is habitat for wildlife and native plants and trees. Hemlock Overlook Regional Park is home to a network of trails- both pedestrian and equestrian. The site is a location for outdoor experiential education.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
Other Revenue	\$ 21,370	\$ 25,000	\$ 75,000	200.0 %
<b>TOTAL REVENUE</b>	<b>\$ 21,370</b>	<b>\$ 25,000</b>	<b>\$ 75,000</b>	<b>200.0 %</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$342	\$11,956	\$12,278	2.7 %
Operating Costs	69	500	0	-100 %
Maintenance Costs	8,994	19,500	10,500	-46.2 %
Utilities	14,277	28,000	0	-100.0 %
<b>TOTAL EXPENSES</b>	<b>\$ 23,682</b>	<b>\$ 59,956</b>	<b>\$ 22,778</b>	<b>-62.0 %</b>
<b>Net Income</b>	<b>\$ (2,312)</b>	<b>\$ (34,956)</b>	<b>\$ 52,222</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There is increased net income due to revenue share increase and lower expenses.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0.33	0.33	0.33

## HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-150 HEMLOCK OVERLOOK</b>						
<b>REVENUES</b>						
4510	Miscellaneous Revenue	\$ 0	\$ 1,480	\$ 0	\$ 0	\$ 0
4420	House Rental	1,150	3,150	0	0	0
4672	Revenue Share from Partnership	7,500	16,740	25,000	0	75,000
<b>TOTAL OTHER REVENUE</b>		<b>8,650</b>	<b>21,370</b>	<b>25,000</b>	<b>0</b>	<b>75,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 8,650</b>	<b>\$ 21,370</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 75,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 4,499	\$ 315	\$ 11,055	\$ 0	\$ 11,390
5030	FICA	344	24	846	0	871
5070	Unemployment Tax	18	3	55	0	17
<b>TOTAL PERSONNEL SERVICES</b>		<b>4,861</b>	<b>342</b>	<b>11,956</b>	<b>0</b>	<b>12,278</b>
5230-001	Gasoline	333	69	500	0	0
<b>TOTAL OPERATING COSTS</b>		<b>333</b>	<b>69</b>	<b>500</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	119	20	0	0	0
5190	Facility Op. & Maintenance	11,743	8,974	19,500	31,396	10,500
<b>TOTAL MAINTENANCE</b>		<b>11,862</b>	<b>8,994</b>	<b>19,500</b>	<b>31,396</b>	<b>10,500</b>
5580-002	Electricity	3,850	10,012	20,500	412	0
5580-008	Propane Gas	3,533	4,264	5,000	0	0
5580-009	Heating Oil	589	0	2,500	0	0
<b>TOTAL UTILITIES</b>		<b>7,971</b>	<b>14,277</b>	<b>28,000</b>	<b>412</b>	<b>0</b>
<b>TOTAL EXPENSES</b>		<b>\$ 25,027</b>	<b>\$ 23,682</b>	<b>\$ 59,956</b>	<b>\$ 31,808</b>	<b>\$ 22,778</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (16,377)</b>	<b>\$ (2,312)</b>	<b>\$ (34,956)</b>	<b>\$ (31,808)</b>	<b>\$ 52,222</b>

# HEMLOCK OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Work closely with new vendor to ensure successful operations.



# HEMLOCK OVERLOOK REGIONAL PARK

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## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- New vendor successfully transitioned into the site and began limited program schedule in summer of 2023.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL <small>6 months JUL-DEC 2023</small>	FY 2025 TARGET
*Summer camps available summer of 2024					
• School and Community group participants	N/A	N/A	N/A	N/A	N/A
• Professional and Corporate participants	N/A	N/A	N/A	N/A	N/A
• Summer Camp participants	N/A	N/A	N/A	N/A	N/A

# MEADOWLARK BOTANICAL GARDENS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 551,851	\$ 506,000	\$ 634,350	25.4%
Retail Operations	77,340	74,000	74,000	0.0%
Other Revenue	18,857	1,000	1,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 648,048</b>	<b>\$ 581,000</b>	<b>\$ 709,350</b>	<b>22.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 879,226	\$ 952,822	\$ 1,047,962	10.0%
Operating Costs	17,298	20,300	21,420	5.5%
Maintenance Costs	166,735	157,620	182,180	15.6%
Insurance	1,616	1,648	1,915	16.2%
Retail Operations	39,317	44,400	44,400	0.0%
Utilities	57,270	60,614	62,400	2.9%
<b>TOTAL EXPENSES</b>	<b>\$ 1,161,462</b>	<b>\$ 1,237,404</b>	<b>\$ 1,360,277</b>	<b>9.9%</b>
<b>Net Income</b>	<b>\$ (513,414)</b>	<b>\$ (656,404)</b>	<b>\$ (650,927)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 22% due to increased garden admissions, memberships and recent rate adjustments. Personnel costs increased due to compensation study impacts and other compensation related items. Facility and garden maintenance expenses are also budgeted to increase.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	7.42	7.34	7.51	7.89	8.15

## MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-180 MEADOWLARK BOTANICAL GARDENS</b>						
<b>REVENUES</b>						
4020	Misc Rev / Annual Dues	\$ 134,973	\$ 133,992	\$ 108,000	\$ 122,531	\$ 162,000
4101	Camps	53,077	56,095	66,000	60,512	66,350
4600	Programmed Events	17,251	20,816	13,000	24,532	20,000
4812, 4810	Visitor Center Rental/Photographer Fees	29,360	37,622	26,000	25,350	33,000
4230	Entrance Fees	326,023	303,081	290,000	247,827	350,000
4670	Shelter Reservations	0	245	3,000	1,350	3,000
	<b>TOTAL USER FEES</b>	<b>560,684</b>	<b>551,851</b>	<b>506,000</b>	<b>482,101</b>	<b>634,350</b>
4640	Retail Operations	81,531	77,198	74,000	65,447	74,000
4642	Retail - Food	0	0	0	4,887	0
4646	ML Bell Garden Postcards	300	142	0	172	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>81,831</b>	<b>77,340</b>	<b>74,000</b>	<b>70,505</b>	<b>74,000</b>
4510	Misc. Revenue	0	110	0	0	0
4181	Meadowlark Escrow Interest Transfer	1,306	18,747	1,000	0	1,000
	<b>TOTAL OTHER REVENUE</b>	<b>1,306</b>	<b>18,857</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 643,821</b>	<b>\$ 648,048</b>	<b>\$ 581,000</b>	<b>\$ 552,607</b>	<b>\$ 709,350</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 428,270	\$ 473,012	\$ 476,112	\$ 427,932	\$ 519,772
5020	Part-Time Salaries	162,080	198,961	238,243	141,573	256,155
5030	FICA	43,674	49,812	54,648	40,932	59,358
5040	Hospitalization	66,287	68,990	76,896	74,782	91,147
5060	Life Insurance	3,863	4,149	5,428	3,841	4,917
5050	Retirement	80,521	83,834	99,984	78,325	115,909
5070	Unemployment Tax	828	469	1,511	230	704
	<b>TOTAL PERSONNEL SERVICES</b>	<b>785,523</b>	<b>879,226</b>	<b>952,822</b>	<b>767,614</b>	<b>1,047,962</b>
5230	Gas and Diesel	3,931	5,542	5,000	3,044	5,000
5380	Membership Events	15	0	1,000	546	1,000
5490	Programs and Promotions	7,993	6,254	5,000	6,891	5,220
5171	Camps	4,092	4,090	6,500	725	7,400
5570	Uniforms	835	1,412	2,800	2,252	2,800
	<b>TOTAL OPERATING COSTS</b>	<b>16,867</b>	<b>17,298</b>	<b>20,300</b>	<b>13,459</b>	<b>21,420</b>
5180	Equipment/Vehicle Maintenance	12,474	15,093	15,400	9,481	16,500
5190	Facility Op. & Maintenance	67,668	86,809	77,220	93,613	86,000
5215	Garden Maintenance	54,455	64,832	65,000	59,917	79,680
	<b>TOTAL MAINTENANCE COSTS</b>	<b>134,597</b>	<b>166,735</b>	<b>157,620</b>	<b>163,011</b>	<b>182,180</b>
5290	Insurance - Vehicle	1,361	1,616	1,648	1,693	1,915
	<b>TOTAL INSURANCE</b>	<b>1,361</b>	<b>1,616</b>	<b>1,648</b>	<b>1,693</b>	<b>1,915</b>
5520	Retail Operations	38,508	39,317	44,400	32,099	44,400
	<b>TOTAL RETAIL OPERATIONS</b>	<b>38,508</b>	<b>39,317</b>	<b>44,400</b>	<b>32,099</b>	<b>44,400</b>
5580-001	Telephone	5,122	5,458	5,214	4,662	5,500
5580-002	Electricity	27,934	32,607	35,000	32,364	35,000
5580-003	Natural Gas	8,120	9,328	8,500	7,545	9,000
5580-004	Water/Sewer	6,097	5,339	8,000	5,113	8,000
5580-008	Propane Gas	0	141	400	0	400
5580-016	Cable/Internet	3,728	4,397	3,500	3,678	4,500
	<b>TOTAL UTILITIES</b>	<b>51,001</b>	<b>57,270</b>	<b>60,614</b>	<b>53,362</b>	<b>62,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,027,857</b>	<b>\$1,161,462</b>	<b>\$ 1,237,404</b>	<b>\$1,031,238</b>	<b>\$ 1,360,277</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (384,035)</b>	<b>\$ (513,414)</b>	<b>\$ (656,404)</b>	<b>\$ (478,631)</b>	<b>\$ (650,927)</b>

# MEADOWLARK BOTANICAL GARDENS

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Continue to plan and implement features to the garden.
- Implement a minimum of (2) new strategies and an outreach plan to promote the garden including the Children's Pavilion as a rentable space.
- Continue to implement a signage and amenities plan for the Children's Garden.

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



#### Objectives:

- Continue to refine camp planning and processes to improve efficiencies, communication and to incorporate feedback.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for summer camp.
- Develop and implement at least (2) new public programs.
- Continue to refine and implement a volunteer, part time, and full-time labor plan to ensure adequate coverage and programming potential.
- Review needs and implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Refine the retail operations plan to improve revenues by 2% of gross from FY24.
- Implement a minimum of (2) new strategies to meet revenue goals for Entrance Fees & Memberships.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the gardens.
- Implement a minimum of (2) programs focused on the Volgenau Conservatory and its collections.
- Maintain a multi-year comprehensive programming and content calendar including an upcoming seasonal schedule of events and activities to post on the web site and social media.

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



#### Objectives:

- Continue to implement the invasive management plan focusing on the Potomac Valley Collection.
- Continue to catalog the Daylily Collection for future certification with the Daylily society and American Public Gardens Association.

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



#### Objectives:

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

# MEADOWLARK BOTANICAL GARDENS

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

- Continued to refine the children's garden plans and initiated the install of phase 1 features including the Children playhouses and the Botanical themed musical instruments. Utilized grant money to purchase children gardens amenities.
- Children's picnic pavilion was completed with new furnishings.

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

#### **Highlights:**

- Continued to refine programs, processes, and communications with parents for Camp Grow.
- Refining retail sales with a focus on local offerings.
- Created a monthly program offering poster in the Visitor Center to showcase all of the park's programs for the month.
- Increased program offerings including additional Virginia Chamber Orchestra concerts, weekend 'ask-an-expert' bonsai series, and increased the pool of in-house educators for tours, programs, and workshops.
- Continued to find success in the weeklong Egg Hunt in the gardens allowing more guests to participate than ever before.

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

#### **Highlights:**

- Implemented plant collection guidelines.
- Created a collection plan for the Daylily Collection
- Utilized the invasive management plan for naturalized areas.
- Updated signage for the daylily collection improving visitor experience.
- Implementation of the Horticulture program, Hortis, for accessioning plant material.

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

#### **Highlights:**

- Continued to implement a variety of customer service strategies and trainings.
- Held monthly all-staff meetings focused on sharing department updates.
- Increased volunteer participation throughout the garden to include visitor center aides, garden collection aide, trail volunteers, special event volunteers, and data entry volunteers.
- Created an email specific to volunteer inquiries to better served the specific questions for incoming or existing volunteers.
- Implemented virtual and monthly volunteer orientations to set standards and expectations for incoming volunteers.
- Continued to streamline the online portrait photography reservations, program inquiries, and volunteer sign-ups which has increased usage.
- Refined the Meadowlark members newsletter and continue to see higher viewership.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Memberships	3,197	6,271	5,000	1,290	3,000
• Admissions (including members)	104,786	100,563	74,000	39,309	100,000
• Program participants	4,000	7,368	6,400	470	6,400
• Camp Grow participants	165	168	190	121	204
• School programs-number of students	700	1,224	1,400	499	1,400
• Average amount visitors spend on resale items	\$0.79	\$0.80	\$0.85	\$1.04	\$0.67
• Volunteer hours received	2,800	3,193	3,000	1,756	3,000

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,414,084	\$ 1,688,000	\$ 1,688,000	0.0%
Retail Operations	229,247	231,000	241,000	4.3%
<b>TOTAL REVENUE</b>	<b>\$ 1,643,331</b>	<b>\$ 1,919,000</b>	<b>\$ 1,929,000</b>	<b>0.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 107,900	\$ 155,766	\$ 162,512	4.3%
Operating Costs	122,011	137,700	139,000	0.9%
Maintenance Costs	0	0	0	-
Insurance	0	750	1,000	33.3%
Retail Operations	58,660	92,400	99,300	7.5%
Utilities	0	3,500	3,850	10.0%
<b>TOTAL EXPENSES</b>	<b>\$ 288,571</b>	<b>\$ 390,116</b>	<b>\$ 405,662</b>	<b>4.0%</b>
<b>Net Income</b>	<b>\$ 1,354,760</b>	<b>\$ 1,528,884</b>	<b>\$ 1,523,338</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	3.11	3.15	3.44	3.65	3.65

## MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-185 MEADOWLARK LIGHT SHOW</b>						
<b>REVENUES</b>						
4486	Admissions	\$ 1,838,479	\$ 1,380,832	\$ 1,650,000	\$ 1,546,675	\$ 1,650,000
4488	Group Admissions	35,974	33,252	38,000	39,054	38,000
<b>TOTAL USER FEES</b>		<b>1,874,453</b>	<b>1,414,084</b>	<b>1,688,000</b>	<b>1,585,729</b>	<b>1,688,000</b>
4642	Retail-Food	105,313	135,704	135,000	168,861	160,000
4640	Retail Operations	26,879	47,123	48,000	55,588	55,000
4641	Retail - Alcoholic Beverages	23,765	46,420	48,000	50,267	26,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>155,956</b>	<b>229,247</b>	<b>231,000</b>	<b>274,715</b>	<b>241,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 2,030,410</b>	<b>\$ 1,643,331</b>	<b>\$ 1,919,000</b>	<b>\$ 1,860,444</b>	<b>\$ 1,929,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 23,922	\$ 24,165	\$ 27,958	\$ 21,154	\$ 30,193
5020	Part-Time Salaries	65,301	68,637	107,358	98,858	110,753
5030	FICA	6,594	6,993	10,352	8,654	10,782
5040	Hospitalization	2,331	2,848	3,352	4,410	3,580
5060	Life Insurance	234	254	319	191	286
5050	Retirement	4,585	4,833	5,871	4,200	6,733
5070	Unemployment	267	169	557	113	186
<b>TOTAL PERSONNEL SERVICES</b>		<b>103,234</b>	<b>107,900</b>	<b>155,766</b>	<b>137,580</b>	<b>162,512</b>
5470, 5151	Light Show Production Costs	109,932	122,011	137,700	97,095	139,000
5230	Gas and Diesel	0	0	0	1,102	0
5490	Programs and Promotions	545	0	0	37	0
5410	Miscellaneous Event Expenses	490	0	0	79	0
<b>TOTAL OPERATING COSTS</b>		<b>110,967</b>	<b>122,011</b>	<b>137,700</b>	<b>98,312</b>	<b>139,000</b>
5180	Equipment/Vehicle Maintenance	0	0	0	255	0
<b>TOTAL MAINTENANCE COSTS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>255</b>	<b>0</b>
5520-015, 025, 5522-000	Retail-Food	21,444	26,212	54,000	39,307	64,000
5520-000	Retail Operations	14,344	27,305	24,000	28,463	27,500
5521	Retail - Alcoholic Beverages	2,918	5,143	14,400	9,021	7,800
<b>TOTAL RETAIL OPERATIONS</b>		<b>38,706</b>	<b>58,660</b>	<b>92,400</b>	<b>76,791</b>	<b>99,300</b>
5265	Insurance - Liquor Liability	0	0	750	0	1,000
<b>TOTAL INSURANCE</b>		<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>1,000</b>
5580-002	Electricity	0	0	3,500	0	3,500
5580-008	Propane	0	0	0	321	350
<b>TOTAL UTILITIES</b>		<b>0</b>	<b>0</b>	<b>3,500</b>	<b>321</b>	<b>3,850</b>
<b>TOTAL EXPENSES</b>		<b>\$ 252,906</b>	<b>\$ 288,571</b>	<b>\$ 390,116</b>	<b>\$ 313,258</b>	<b>\$ 405,662</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 1,777,503</b>	<b>\$ 1,354,760</b>	<b>\$ 1,528,884</b>	<b>\$ 1,547,186</b>	<b>\$ 1,523,338</b>

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2025

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



Objectives:

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



# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Continue to best utilize the Volgenau Conservatory for the Lightshows Concessions and retail.
- Initiated the use of the Food truck on site during peak visitation times to offer a wider variety to food offerings.
- Increased off-peak attendance by promoting specials and deals during the early and later part of the show.
- Enhanced the show with a number of new and creative features including The Koi Pond, The Grassy Meadow, and a number of new Cherry Trees
- Developed a refined inventory system for all lights and features for the lightshow.
- Continued to refine and promote alcohol sales to food and beverage operations.
- Maintained a strong presence on social media throughout the show.
- Continued to promote our Dog Nights for the show to promote off peak visitation. Continued to develop the shows 5-year plan for improvements and additions.
- Continued refinement of the show’s installation and training manuals.

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of light show entries	111,374	99,500	90,000	88,858	95,000
• Average amount visitors spend on food & retail items	\$1.37	\$2.90	\$2.57	\$3.08	\$2.54

# 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 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 927,675	\$ 805,000	\$ 847,000	5.2%
Retail Operations	1,636,010	1,260,450	1,324,200	5.1%
Other Revenue	225,790	119,050	128,920	8.3%
<b>TOTAL REVENUE</b>	<b>\$ 2,789,475</b>	<b>\$ 2,184,500</b>	<b>\$ 2,300,120</b>	<b>5.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 506,987	\$ 589,770	\$ 580,238	-1.6%
Operating Costs	434,233	261,500	284,570	8.8%
Maintenance Costs	112,075	100,970	111,750	10.7%
Insurance	5,222	8,250	9,250	12.1%
Retail Operations	358,994	369,370	363,616	-1.6%
Utilities	69,597	64,100	74,100	15.6%
<b>TOTAL EXPENSES</b>	<b>\$ 1,487,108</b>	<b>\$ 1,393,960</b>	<b>\$ 1,423,524</b>	<b>2.1%</b>
<b>Net Income</b>	<b>\$ 1,302,367</b>	<b>\$ 790,540</b>	<b>\$ 876,596</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The revenue increase of 5.3% is due to estimated events and rate adjustments.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	4.50	4.50	4.50	4.50	4.50
Part-Time	5.06	5.56	5.79	4.80	4.66

## MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-170 MEADOWLARK ATRIUM AND EVENT SERVICES</b>						
<b>REVENUES</b>						
4135	Atrium Rental	\$ 762,312	\$ 912,689	\$ 780,000	\$ 803,179	\$ 825,000
4443	Kitchen Use Fee	4,000	2,000	0	0	0
4487	Reservations-Lilac Pavillion Rental	14,266	3,990	10,000	2,200	10,000
4290	Reservations - Gazebo Rental	11,375	8,995	15,000	7,550	12,000
	<b>TOTAL USER FEES</b>	<b>791,953</b>	<b>927,675</b>	<b>805,000</b>	<b>812,929</b>	<b>847,000</b>
4821	Equipment Rental	121,988	146,320	78,000	118,345	80,000
4822	NVRPA Event Staffing	74,389	69,834	41,050	67,902	43,920
4693	Special Services	339	9,637	0	0	5,000
	<b>TOTAL OTHER REVENUE</b>	<b>196,716</b>	<b>225,790</b>	<b>119,050</b>	<b>186,247</b>	<b>128,920</b>
4115	Catering	723,523	998,788	819,000	878,043	880,000
4682	Administrative Fee	174,508	233,343	154,800	198,904	162,600
4640,4641,4647	Retail - Alcoholic Beverages	305,052	403,879	286,650	317,996	281,600
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,203,083</b>	<b>1,636,010</b>	<b>1,260,450</b>	<b>1,394,943</b>	<b>1,324,200</b>
	<b>TOTAL REVENUES</b>	<b>\$ 2,191,752</b>	<b>\$ 2,789,475</b>	<b>\$ 2,184,500</b>	<b>\$ 2,394,119</b>	<b>\$ 2,300,120</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 245,478	\$ 269,582	\$ 274,744	\$ 226,522	\$ 281,567
5020	Part-Time Salaries	106,575	117,234	171,765	84,239	178,843
5030	FICA	25,715	28,608	34,158	22,873	35,221
5040	Hospitalization	45,212	42,420	47,236	16,136	18,706
5060	Life Insurance	2,152	2,308	3,132	2,104	2,664
5050	Retirement	44,886	46,621	57,696	43,038	62,789
5070	Unemployment Tax	486	214	1,039	120	448
	<b>TOTAL PERSONNEL SERVICES</b>	<b>470,504</b>	<b>506,987</b>	<b>589,770</b>	<b>395,034</b>	<b>580,238</b>
5186	Equipment Rental	107,262	134,531	74,100	109,510	76,000
5146	Contract Employment	213,466	297,326	182,150	235,087	203,320
5490	Programs and Promotions	1,617	1,758	3,500	2,096	3,500
5570	Uniforms	323	618	1,750	677	1,750
	<b>TOTAL OPERATING COSTS</b>	<b>322,668</b>	<b>434,233</b>	<b>261,500</b>	<b>347,370</b>	<b>284,570</b>
5180	Equipment/Vehicle Maintenance	185	203	2,750	2,988	2,750
5190	Facility Op. & Maintenance	78,792	89,835	76,220	84,799	80,000
5215	Garden Maintenance	18,850	22,036	22,000	18,971	29,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>97,827</b>	<b>112,075</b>	<b>100,970</b>	<b>106,758</b>	<b>111,750</b>
5143	Catering	214,389	277,317	294,840	242,528	290,400
5521	Retail - Alcoholic Beverages	62,986	81,678	74,530	56,844	73,216
	<b>TOTAL RETAIL</b>	<b>277,375</b>	<b>358,994</b>	<b>369,370</b>	<b>299,372</b>	<b>363,616</b>
5265	Insurance - Liquor Liability	3,880	5,222	8,250	5,881	9,250
	<b>TOTAL INSURANCE</b>	<b>3,880</b>	<b>5,222</b>	<b>8,250</b>	<b>5,881</b>	<b>9,250</b>
5580-001	Telephone	1,626	1,673	2,000	1,938	2,000
5580-002	Electricity	37,232	47,111	40,000	39,735	50,000
5580-003	Natural Gas	12,940	14,401	14,000	10,179	14,000
5580-004	Water/Sewer	6,437	4,826	6,500	3,888	6,500
5580-016	Cable/Internet	1,531	1,586	1,600	1,330	1,600
	<b>TOTAL UTILITIES</b>	<b>59,767</b>	<b>69,597</b>	<b>64,100</b>	<b>57,070</b>	<b>74,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,232,020</b>	<b>\$ 1,487,108</b>	<b>\$ 1,393,960</b>	<b>\$ 1,211,485</b>	<b>\$ 1,423,524</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 959,732</b>	<b>\$ 1,302,367</b>	<b>\$ 790,540</b>	<b>\$ 1,182,634</b>	<b>\$ 876,596</b>

# MEADOWLARK ATRIUM AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Increase new client leads with the implementation of at least (2) new monthly outreach strategies.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for The Atrium.
- Host a minimum of (2) Open House events annually.
- Continue to utilize the Event Temple software to efficiently manage processes, event details and to maintain effective communication between the client and event and catering teams.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Consistently track and analyze event booking data to monitor expense and revenue performance to include forecasting for future bookings.
- Track effectiveness of leads and promotions through monthly monitoring of revenue.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees when appropriate.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Continue to implement a plan that focuses on attracting nontraditional & corporate rental business developing a minimum of (2) new strategies.
- Implement at least (2) new strategies to increase off-peak event rentals including Friday and Sunday rentals and off-season days.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering, this should include food costs and menu pricing to follow latest industry trends.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- Implement a continuous hospitality internship program.

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



Objectives:

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

# MEADOWLARK ATRIUM AND EVENT SERVICES

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Hosted (1) Open House event resulting in (4) new contracts.
- Continued to utilize our event management software to track leads and ensure proper communications through the event process.
- Implemented several marketing and outreach strategies to drive rentals including a holiday party E-blast utilizing our data base of existing and former clients and regular short-term rental offers and special booking promotions.
- Through several multifaceted marketing efforts The Atrium captured (9) corporate holiday bookings and Atrium clientele contributed 1510 in total group sales for the Winter Walk of Lights.
- Marketing efforts on social media posts and stories resulted in increased interest and engagement.
- Submitted monthly event tracking reports and marketing strategies for the current fiscal year and next fiscal year
- Exceeded revenue goals for The Atrium and Great Blue Heron Catering.
- Communicated quarterly with Food & Beverage staff regarding food & labor costs as well as staffing plans.

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

#### **Highlights**

- Created and implemented (1) Catering Specialist Training for all catering staff to ensure staff members are familiar with and trained in industry standards pertaining specifically to catered events.
- Updated our 5-year capital request plan.
- Staff maintained ServSafe and/or TIPS training certification for safe food handling and alcohol services.
- Staff completed CPR and First Aid training and obtained their certifications.
- Conducted bi-annual catering staff meetings designed to provide additional training and instruction on industry standards established during the Catering Specialist Training.
- Continue performing weekly, bi-weekly, or monthly site walk through for continued improvement of facility maintenance and cleanliness.
- Worked closely with Atrium and Meadowlark staff to ensure all inspections are completed and inspection follow up items are addressed in a timely manner.
- Worked with the Park Manager and Meadowlark Maintenance to compile and prioritize task lists for Atrium Maintenance personnel focused on Atrium improvements.
- Continued working closely with the head of Meadowlark Maintenance on the established maintenance team merger to increase proper site coverage.

<u>MEASURABLE RESULTS</u>	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Total Atrium events/rentals	128	145	120	77	120
• Atrium social events	116	145	100	77	100
• Percentage of Atrium Social Events catered by Great Blue Heron	95 %	100 %	100 %	100 %	100 %
• Annual attendance-social event guests	17,280	15,950	10,000	8,470	10,000
• Number of gazebo rentals	38	30	50	14	40

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

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 830	\$ 2,000	\$ 2,000	0.0%
Other Revenue	0	1,421	1,421	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 830</b>	<b>\$ 3,421</b>	<b>\$ 3,421</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Operating Costs	201	1,200	2,000	66.7%
Maintenance Costs	14,000	18,540	34,000	83.4%
Utilities	646	1,500	1,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 14,847</b>	<b>\$ 21,240</b>	<b>\$ 37,500</b>	<b>76.6%</b>
<b>Net Income</b>	<b>\$ (14,017)</b>	<b>\$ (17,819)</b>	<b>\$ (34,079)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Maintenance costs are budgeted to increase due to anticipated increase in mowing contract costs for the property.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.00	0.00	0.00	0.00	0.00

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK</b>						
<b>REVENUES</b>						
4131	Church Rental	\$ 0	\$ 250	\$ 600	\$ 0	\$ 600
4230	Entrance Fees	0	0	200	0	200
4600	Programmed Events	887	580	1,200	255	1,200
	<b>TOTAL USER FEES</b>	<b>887</b>	<b>830</b>	<b>2,000</b>	<b>255</b>	<b>2,000</b>
4605	Farm Rental Lease	711	0	1,421	0	1,421
	<b>TOTAL OTHER REVENUE</b>	<b>711</b>	<b>0</b>	<b>1,421</b>	<b>0</b>	<b>1,421</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,598</b>	<b>\$ 830</b>	<b>\$ 3,421</b>	<b>\$ 255</b>	<b>\$ 3,421</b>
<b>EXPENSES</b>						
5490	Programs and Promotions	360	201	1,200	14	2,000
	<b>TOTAL OPERATING COSTS</b>	<b>360</b>	<b>201</b>	<b>1,200</b>	<b>14</b>	<b>2,000</b>
5190	Facility Op. & Maintenance	20,207	14,000	18,540	8,097	34,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>20,207</b>	<b>14,000</b>	<b>18,540</b>	<b>8,097</b>	<b>34,000</b>
5580-002	Electricity	1,372	646	1,500	492	1,500
	<b>TOTAL UTILITIES</b>	<b>1,372</b>	<b>646</b>	<b>1,500</b>	<b>492</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 21,939</b>	<b>\$ 14,847</b>	<b>\$ 21,240</b>	<b>\$ 8,603</b>	<b>\$ 37,500</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (20,342)</b>	<b>\$ (14,017)</b>	<b>\$ (17,819)</b>	<b>\$ (8,348)</b>	<b>\$ (34,079)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2025



### Mt. Zion Historic Park:

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



Objectives:

- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.
- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance utilizing no less than 500 volunteer hours across both sites.
- Conduct a minimum of (3) SOL based programs.
- Maintain a minimum of (5) diverse community partnerships.
- Develop a minimum of (1) new program that incorporate opportunities to visit multiple sites within the same day.
- Work with Civil War Trails to update existing interpretive panels.

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



Objectives:

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

### Gilbert's Corner Regional Park:

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



Objectives:

- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance utilizing no less than 500 volunteer hours across both sites.
- Maintain a minimum of (3) diverse community partnerships.
- Explore a minimum of (2) new unique interpretive opportunities.

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



Objectives:

- Work closely with the holders of the existing wetlands easements.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.



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

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

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

**Highlights**

- Hosted four lectures with Civil War historian Eric Buckland
- Maintained community partnerships with Mt. Zion Cemetery Association, Virginia Piedmont Heritage, and Piedmont Environmental Council, as well as Journey Through Hallowed Ground Extreme Journey Summer Camp.
- Expanded opportunities for guided tours on fourth weekends of month April-May in conjunction with tours are Aldie and Mt. Defiance, as an opportunity for visitors to learn significance and shared regional history between park sites.

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

**Highlights**

- Maintained partnerships including the Participated in grant application for Civil War Graffiti Trail Project. Submitted letter supporting continued participation with Fairfax County, George Mason University, and the NEH.
- Park grounds were improved by clearing eastern fence row and replacing damage fence boards.
- Met with DHR to fulfill requirements.
- Evaluated pest control needs and secured new service contract with new company.
- Mt. Zion Cemetery Association and local BSA Troops 2012B & 2012G cleaned and removed leaves and debris from cemetery.
- Removed historic oak trees adjacent to the church due to infestation and decline. Worked with Mt. Zion Cemetery Association to plant two new trees.
- Park staff conducted weekly and monthly routine facility maintenance inspections.

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

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

**Highlights**

- BSA Troop 2012 repaired small footbridge on trails.
- Participated in the "City Nature Challenge ID Bonanza!" to encourage visitation and public participation in documenting wildlife at GCRP.
- Met with staff from Northern Virginia Conservation Trust to monitor easement.
- Met with staff from Loudoun Cooperative Extension to inspect park for Lantern Fly infestation.

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

**Highlights**

- Developed proposal for birding deck to accompany new signage.
- Widened trails to keep back invasive species and improve visitor safety.
- Park staff conducted weekly and monthly routine facility maintenance inspections.
- Developed proposal for outdoor art program at GCRP.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC	FY 2025 TARGET
• Special event & program attendance	323	40	600	25	400
• Rental event attendance	50	60	150	60	150
• School program attendance	392	0	425	0	425
• Scout attendance	0	0	90	0	90
• Volunteer hours	99	32	500	40	500

# OCCOQUAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 301,967	\$ 345,900	\$ 324,900	-6.1%
Retail Operations	915	2,500	2500	0.0%
Other Revenue	273	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 303,156</b>	<b>\$ 348,400</b>	<b>\$ 327,400</b>	<b>-6.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 406,324	\$ 479,965	\$ 541,190	12.8%
Operating Costs	10,983	15,900	15,400	-3.1%
Maintenance Costs	96,618	142,962	99,200	-30.6%
Insurance	2,155	2,198	2,553	16.2%
Retail Operations	19	1000	1250	25.0%
Utilities	23,262	35,500	31,000	-12.7%
<b>TOTAL EXPENSES</b>	<b>\$ 539,361</b>	<b>\$ 677,525</b>	<b>\$ 690,593</b>	<b>1.9%</b>
<b>Net Income</b>	<b>\$ (236,205)</b>	<b>\$ (329,125)</b>	<b>\$ (363,193)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Maintenance costs are reduced as contract maintenance will be reflected in the Occoquan River View budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	2.00	2.00	3.00	4.00	4.00
Part-Time	5.22	6.20	5.91	4.96	5.15

## OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-210 OCCOQUAN REGIONAL PARK</b>						
<b>REVENUES</b>						
4460	Launch Fees	\$ 31,143	\$ 26,850	\$ 36,000	\$ 20,121	\$ 28,000
4690	Special Events	17,461	22,771	15,000	18,257	15,000
4670	Shelter Reservations	42,750	37,470	45,000	28,127	45,000
4600	Programmed Events	4,160	2,285	10,000	0	5,000
4045	Athletic Field Use Fee	0	0	0	80	0
4060	Batting Cage Fees	34,119	35,835	34,000	27,330	36,000
4070	Boat Rental	72,455	58,489	75,000	37,522	65,000
4080	Boat Storage	115,948	118,267	130,900	125,353	130,900
	<b>TOTAL USER FEES</b>	<b>318,035</b>	<b>301,967</b>	<b>345,900</b>	<b>256,791</b>	<b>324,900</b>
4640	Retail - Food	(206)	915	2,500	423	2,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>(206)</b>	<b>915</b>	<b>2,500</b>	<b>423</b>	<b>2,500</b>
4510	Miscellaneous Revenue	18	273	0	450	0
	<b>TOTAL OTHER REVENUE</b>	<b>18</b>	<b>273</b>	<b>0</b>	<b>450</b>	<b>0</b>
	<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$ 317,846</b>	<b>\$ 303,156</b>	<b>\$ 348,400</b>	<b>\$ 257,664</b>	<b>\$ 327,400</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 128,370	\$ 199,972	\$ 217,953	\$ 197,469	\$ 239,112
5020	Part-Time Salaries	122,855	119,122	147,785	93,480	161,995
5030	FICA	18,808	23,874	27,979	20,826	30,685
5040	Hospitalization	15,002	27,151	37,094	40,306	53,411
5060	Life Insurance	1,140	1,655	2,485	1,856	2,262
5050	Retirement	23,893	34,223	45,770	35,933	53,322
5070	Unemployment Tax	514	327	899	129	403
	<b>TOTAL PERSONNEL SERVICES</b>	<b>310,582</b>	<b>406,324</b>	<b>479,965</b>	<b>390,000</b>	<b>541,190</b>
5230	Gas and Diesel	8,087	7,377	9,000	7,006	9,000
5430	Park Police	0	1,531	3,000	928	3,000
5490	Programs and Promotions	6,967	1,162	2,500	0	2,000
5570	Uniforms	350	913	1,400	884	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>15,404</b>	<b>10,983</b>	<b>15,900</b>	<b>8,817</b>	<b>15,400</b>
5180	Equipment/Vehicle Maintenance	8,951	8,657	13,200	10,227	13,200
5190	Facility Op. & Maintenance	122,061	87,960	129,762	40,623	86,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>131,012</b>	<b>96,618</b>	<b>142,962</b>	<b>50,850</b>	<b>99,200</b>
5290	Insurance - Vehicle	1,814	2,155	2,198	2,257	2,553
	<b>TOTAL INSURANCE</b>	<b>1,814</b>	<b>2,155</b>	<b>2,198</b>	<b>2,257</b>	<b>2,553</b>
5520	Retail - Food	498	19	1,000	1,439	1,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>498</b>	<b>19</b>	<b>1,000</b>	<b>1,439</b>	<b>1,250</b>
5580-001	Telephone	3,082	2,821	3,000	2,762	3,000
5580-002	Electricity	12,431	14,094	15,000	12,590	15,000
5580-003	Natural Gas	191	0	0	0	0
5580-004	Water/Sewer	8,255	2,359	12,500	1,137	8,000
5580-008	Propane Gas	2,662	2,702	3,500	2,297	3,500
5580-016	Internet/Cable	1,406	1,286	1,500	1,173	1,500
	<b>TOTAL UTILITIES</b>	<b>28,027</b>	<b>23,262</b>	<b>35,500</b>	<b>19,958</b>	<b>31,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 487,338</b>	<b>\$ 539,361</b>	<b>\$ 677,525</b>	<b>\$ 473,321</b>	<b>\$ 690,593</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (169,491)</b>	<b>\$ (236,205)</b>	<b>\$ (329,125)</b>	<b>\$ (215,657)</b>	<b>\$ (363,193)</b>

# OCCOQUAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections and maintain and continue to update all park assets and systems into Hiperweb
- Continue to implement an effective invasive plant management plan.

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Work with The River View, Brickmakers Café, and Brickmakers Catering to facilitate a seamless park operation.
- Continue to oversee the day-to-day and on-going maintenance and upkeep requirements for the TPSM to ensure proper care of this national memorial.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Brickmakers Café and The Pavilion.
- Maintain Boat and RV lots at 95% capacity.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.

# OCCOQUAN REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Coordinated with the Turning Point Suffragist Memorial team to coordinate landscaping contracts, schedule tours, and work with the Girl Scouts of America to conduct Bridging Ceremonies.
- Maintained more than (10) community partnerships.
- Utilizing the Hiperweb, we ensured regular park maintenance and preventative maintenance was scheduled and completed.
- Implemented a maintenance standard and schedule for the entrance road to the park.

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

#### **Highlights**

- The Brickyard 5k Course hosted (6) events during FY 2024.
- Hosted (23) external special events in FY24
- Collaborated with the Roving Park Naturalist to offer (2) Paddle Tours and Campfire programs.

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

#### **Highlights**

- Level 1 Customer Service trainings were implemented for Batting Cage & Marina operations.
- Full time and benefited positions received CPR training.
- Continued to utilize the Great Board and new Great Cards to promote staff recognition from both peers and park guests.
- Continued to update park signage for pro consistency and wayfinding.

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

#### **Highlights**

- Increased our rental fleet size to accommodate additional visitors and to improve revenue.
- Implemented a photo permit process for the park.
- Revised the external event inquiry form to make it simpler to communicate details for 5k events and special events at the park.
- Designed and implemented a plan to enhance the overall appearance of the batting cages.

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

#### **Highlights**

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

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Boat/RV storage usage	150	149	150	147	150
• Number of boat launches	2,815	1,912	3,000	829	2,500
• Number of batting cage rounds	17,062	17,721	16,250	8,250	16,250
• Number of picnic shelter rentals	303	253	260	141	260
• Number of volunteer hours	292	300	500	150	500
• Number of boat rentals	4,029	3,135	4,240	1,810	3,750
• Number of 5 K events	10	10	10	6	10

# THE RIVER VIEW AT OCCOQUAN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 798,755	\$ 795,000	\$ 795,000	0.0%
Retail Operations	1,476,456	1,285,050	1,408,490	9.6%
Other Revenue	212,516	117,160	125,250	6.9%
Transfer from Restricted License Fee Fund	0	0	0	
Transfer from Capital Fund	0	0	0	
<b>TOTAL REVENUE</b>	<b>\$ 2,487,726</b>	<b>\$ 2,197,210</b>	<b>\$ 2,328,740</b>	<b>6.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 341,212	\$ 464,947	\$ 501,158	7.8%
Operating Costs	372,267	278,970	317,250	13.7%
Maintenance Costs	226,281	177,607	247,750	39.5%
Insurance	4,662	8,250	9,250	12.1%
Retail Operations	367,108	376,585	386,755	2.7%
Utilities	103,649	67,700	111,200	64.3%
Debt Service	453,040	810,272	814,640	0.5%
<b>TOTAL EXPENSES</b>	<b>\$ 1,868,219</b>	<b>\$ 2,184,331</b>	<b>\$ 2,388,003</b>	<b>9.3%</b>
<b>Net Income</b>	<b>\$ 619,507</b>	<b>\$ 12,879</b>	<b>\$ (59,263)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are high maintenance, contractual and utility costs at the River View and the budget is reflecting what the anticipated costs will be.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	4.25	4.25	4.25	4.25	4.25
Part-Time	2.89	3.37	3.61	3.86	3.77

## THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-215 THE RIVER VIEW AT OCCOQUAN</b>						
<b>REVENUES</b>						
4135	River View Rental	\$ 765,468	\$ 788,015	\$ 780,000	\$ 553,356	\$ 780,000
4487	Reservations-Pavilion Rental	10,640	10,740	15,000	10,545	15,000
	<b>TOTAL USER FEES</b>	<b>776,108</b>	<b>798,755</b>	<b>795,000</b>	<b>563,901</b>	<b>795,000</b>
4821	Equipment Rental	92,566	99,204	76,000	80,877	78,000
4822	NVRPA Event Staffing	121,264	107,332	41,160	125,984	47,250
4440	Interest	197	5,981	0	(6,186)	0
	<b>TOTAL OTHER REVENUE</b>	<b>214,027</b>	<b>212,516</b>	<b>117,160</b>	<b>200,675</b>	<b>125,250</b>
4115	Catering	874,659	880,433	835,000	684,457	936,000
4682	Administrative Fee	210,315	224,066	157,800	177,776	172,970
4641	Retail - Alcoholic Beverages	336,091	371,957	292,250	273,041	299,520
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,421,065</b>	<b>1,476,456</b>	<b>1,285,050</b>	<b>1,135,275</b>	<b>1,408,490</b>
	<b>TOTAL REVENUE</b>	<b>2,411,200</b>	<b>2,487,726</b>	<b>2,197,210</b>	<b>1,899,851</b>	<b>2,328,740</b>
<b>TRANSFERS IN</b>						
4950	Transfer from Restricted License Fee Fund	0	0	0	0	0
4900	Transfer from Capital Fund	0	0	0	0	0
	<b>TOTAL TRANSFERS IN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 2,411,200</b>	<b>\$ 2,487,726</b>	<b>\$ 2,197,210</b>	<b>\$ 1,899,851</b>	<b>\$ 2,328,740</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 190,686	\$ 196,732	\$ 216,077	\$ 195,893	\$ 240,660
5020	Part-Time Salaries	51,827	63,109	140,040	58,863	147,435
5030	FICA	18,156	19,425	27,243	18,469	29,689
5040	Hospitalization	19,135	24,229	32,878	31,691	27,039
5060	Life Insurance	1,564	1,642	2,463	1,669	2,277
5050	Retirement	35,881	35,868	45,376	36,438	53,667
5070	Unemployment Tax	344	208	870	95	391
	<b>TOTAL PERSONNEL SERVICES</b>	<b>317,593</b>	<b>341,212</b>	<b>464,947</b>	<b>343,119</b>	<b>501,158</b>
5186	Equipment Rental	79,468	97,774	72,200	73,689	74,100
5146	Contract Employment	250,746	270,598	200,370	202,451	236,750
5490	Programs and Promotions	3,390	3,038	5,000	4,341	5,000
5570	Uniforms	426	857	1,400	300	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>334,031</b>	<b>372,267</b>	<b>278,970</b>	<b>280,781</b>	<b>317,250</b>
5180	Equipment/Vehicle Maintenance	0	228	2,750	381	2,750
5190	Facility Op. & Maintenance	183,936	226,053	174,857	250,531	245,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>183,936</b>	<b>226,281</b>	<b>177,607</b>	<b>250,912</b>	<b>247,750</b>
5143	Catering	270,098	297,560	300,600	207,883	308,880
5521	Retail - Alcoholic Beverages	73,224	69,548	75,985	56,870	77,875
	<b>TOTAL RETAIL</b>	<b>343,323</b>	<b>367,108</b>	<b>376,585</b>	<b>264,754</b>	<b>386,755</b>
5265	Insurance - Liquor Liability	3,032	4,662	8,250	5,668	9,250
	<b>TOTAL INSURANCE</b>	<b>3,032</b>	<b>4,662</b>	<b>8,250</b>	<b>5,668</b>	<b>9,250</b>
5580-001	Telephone	2,161	2,601	3,000	1,682	3,000
5580-002	Electricity	14,452	55,371	40,000	56,412	65,000
5580-003	Natural Gas	19,171	31,504	11,500	18,317	30,000
5580-004	Water/Sewer	6,892	8,296	7,000	2,534	7,000
5580-016	Cable/Internet	5,805	5,877	6,200	4,843	6,200
	<b>TOTAL UTILITIES</b>	<b>48,481</b>	<b>103,649</b>	<b>67,700</b>	<b>83,787</b>	<b>111,200</b>
2425	Note Payable VRA Principal	0	0	290,000	0	310,000
5322	Interest Expense VRA Note	439,352	453,040	520,272	336,743	504,640
	<b>TOTAL DEBT SERVICE</b>	<b>439,352</b>	<b>453,040</b>	<b>810,272</b>	<b>336,743</b>	<b>814,640</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,669,747</b>	<b>\$ 1,868,219</b>	<b>\$ 2,184,331</b>	<b>\$ 1,565,764</b>	<b>\$ 2,388,003</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 741,453</b>	<b>\$ 619,507</b>	<b>\$ 12,879</b>	<b>\$ 334,087</b>	<b>\$ (59,263)</b>

# THE RIVER VIEW AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for The River View.
- Increase new client leads with the implementation of at least (2) new quarterly outreach strategies.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Host a minimum of (2) Open House events annually.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Implement at least (2) new strategies to increase off-peak event rentals including Friday and Sunday rentals and off-season days.
- Consistently track and analyze event booking data to monitor expense and revenue performance to include forecasting for future bookings.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- Track effectiveness of leads and promotions through monthly monitoring and reporting of revenue.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering. This should include food costs and menu pricing to follow latest industry trends.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees when appropriate.
- Continue to utilize the Event Temple software to efficiently manage processes, event details and to maintain effective communication between the client and event and catering teams.

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



Objectives:

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



# THE RIVER VIEW AT OCCOQUAN

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Continued improving social media calendar for postings to ensure our postings are steady and current with today's trends to reach new potential clients as well as continuing to foster our relationship with local vendors.
- Optimized our content management software and utilized internal features to ensure clients stay up to date about various action items including scheduling of meetings with our team, timely completion of any paperwork as well as reminders for submitting payments in a timely manner.
- Hosted a styled shoot that featured an LGBTQ couple.
- Hosted an open house in February 2024 resulting in multiple contracts and continued relationships with local vendors.
- Continued to focus on increasing off-peak rentals by reevaluating strategies and finding new creative ways to fill slow months and mid-week dates.
- Continued to communicate effectively with Food and Beverage staff regarding staffing plans as well as food and labor costs.

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

**Highlights**

- Continued site improvements focusing on exterior appearance, brick kiln façade, ceremony lawn turf, indoor hardwood floors.
- Continued to utilize Hiperweb to communicate routine and emergency maintenance.
- Created and implemented a new virtual survey to give couples and clients a more convenient form of communication when providing feedback.
- Hosted an intern for Summer of 2023 who assisted with the implementation a new survey.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• River View events/rentals	119	132	105	73	105
• Number of brunch wedding rentals	4	10	5	5	5
• Number of weddings over 200 guests	46	43	30	20	30
• Annual attendance-social event guests	21860	21,165	16,500	11,458	16,500
• Number of pavilion rentals	16	18	16	11	18

# BRICKMAKERS CAFÉ AT OCCOQUAN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
Retail Operations	\$ 480,292	\$ 484,300	\$ 477,500	-1.4%
Other Revenue	212	500	500	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 480,504</b>	<b>\$ 484,800</b>	<b>\$ 478,000</b>	<b>-1.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 151,687	\$ 193,268	\$ 207,279	7.2%
Operating Costs	20,164	7,000	7,000	0.0%
Maintenance Costs	18,743	30,838	31,000	0.5%
Insurance	2488	1,500	1,000	-33.3%
Retail Operations	190,137	174,000	177,450	2.0%
<b>TOTAL EXPENSES</b>	<b>\$ 383,219</b>	<b>\$ 406,606</b>	<b>\$ 423,729</b>	<b>4.2%</b>
<b>Net Income</b>	<b>\$ 97,285</b>	<b>\$ 78,194</b>	<b>\$ 54,271</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Brickmakers Cafe is budgeted to have a slightly lower net income to last year due to compensation increases.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	3.82	4.77	4.77	4.77	4.77

## BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-220 BRICKMAKERS CAFÉ AT OCCOQUAN</b>						
<b>REVENUES</b>						
4822	NVRPA Event Staffing	\$ 853	\$ 212	\$ 500	\$ 138	\$ 500
<b>TOTAL OTHER REVENUE</b>		<b>853</b>	<b>212</b>	<b>500</b>	<b>138</b>	<b>500</b>
4640	Retail - Food	400,410	399,732	400,000	262,301	400,000
4115	Catering	25,651	46,152	37,500	32,342	37,500
4641	Retail -Alcoholic Beverages	36,448	34,408	46,800	23,286	40,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>462,510</b>	<b>480,292</b>	<b>484,300</b>	<b>317,929</b>	<b>477,500</b>
<b>TOTAL REVENUES</b>		<b>\$ 463,363</b>	<b>\$ 480,504</b>	<b>\$ 484,800</b>	<b>\$ 318,067</b>	<b>\$ 478,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 105,997	\$ 135,359	\$ 178,704	\$ 117,227	\$ 178,704
5030	FICA	8,009	10,228	13,671	8,486	13,671
5040	Hospitalization	4,298	5,974	0	8,369	14,636
5070	Unemployment Tax	318	126	894	70	268
<b>TOTAL PERSONNEL SERVICES</b>		<b>118,622</b>	<b>151,687</b>	<b>193,268</b>	<b>134,151</b>	<b>207,279</b>
5146	Contract Employment	20,855	19,264	5,000	0	5,000
5490	Programs and Promotions	0	900	2,000	0	2,000
<b>TOTAL OPERATING COSTS</b>		<b>20,855</b>	<b>20,164</b>	<b>7,000</b>	<b>0</b>	<b>7,000</b>
5190	Facility Op. & Maintenance	27,232	18,743	30,838	10,943	31,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>27,232</b>	<b>18,743</b>	<b>30,838</b>	<b>10,943</b>	<b>31,000</b>
5265	Insurance - Liquor Liability	2,158	2,488	1,500	1,277	1,000
<b>TOTAL INSURANCE</b>		<b>2,158</b>	<b>2,488</b>	<b>1,500</b>	<b>1,277</b>	<b>1,000</b>
5520	Retail -Food	211,160	181,941	160,000	100,665	166,250
5521	Retail - Alcoholic Beverages	9,960	8,196	14,000	4,047	11,200
<b>TOTAL RETAIL OPERATIONS</b>		<b>221,120</b>	<b>190,137</b>	<b>174,000</b>	<b>104,712</b>	<b>177,450</b>
<b>TOTAL EXPENSES</b>		<b>\$ 389,987</b>	<b>\$ 383,219</b>	<b>\$ 406,606</b>	<b>\$ 251,084</b>	<b>\$ 423,729</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 73,376</b>	<b>\$ 97,285</b>	<b>\$ 78,194</b>	<b>\$ 66,982</b>	<b>\$ 54,271</b>

# BRICKMAKERS CAFÉ AT OCCOQUAN

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## STRATEGIC GOALS & OBJECTIVES FY 2025

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



### Objectives:

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

# BRICKMAKERS CAFÉ AT OCCOQUAN

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

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

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of restaurant guests served	45,016	46,711	48,000	20,500	48,000
• Number of special events	11	9	8	5	8
• Per customer average on food and beverage	10	11	10	11	11

# BRICKMAKERS CATERING AND EVENT SERVICES

## PROGRAM OVERVIEW

Brickmakers Catering and Event Services provides food and beverage options for corporate and social events throughout NOVA Parks, including Great Waves at Cameron Run, Algonkian, Bull Run and Occoquan Regional Parks.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
Retail Operations	\$ 256,125	\$ 208,340	\$ 255,425	22.6%
Other Revenue	17,015	12,500	17,500	40.0%
<b>TOTAL REVENUE</b>	<b>\$ 273,141</b>	<b>\$ 220,840</b>	<b>\$ 272,925</b>	<b>23.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 139,399	\$ 162,747	\$ 170,077	4.5%
Operating Costs	28,013	23,850	28,350	18.9%
Maintenance Costs	6,166	15,166	10,500	-30.8%
Insurance	1,893	2,148	2,615	21.7%
Retail Operations	63,352	63,150	71,462	13.2%
<b>TOTAL EXPENSES</b>	<b>\$ 238,823</b>	<b>\$ 267,061</b>	<b>\$ 283,004</b>	<b>6.0%</b>
<b>Net Income</b>	<b>\$ 34,318</b>	<b>\$ (46,221)</b>	<b>\$ (10,079)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are adjusted upward in the FY 2025 Budget to be consistent with current revenue trends.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.09	1.09	1.09	1.09	1.09
Part-Time	1.05	1.21	1.21	1.21	1.21

## BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-125 BRICKMAKERS CATERING &amp; EVENT SERVICES</b>						
<b>REVENUES</b>						
4821	Equipment Rental	\$ 0	\$ 9,900	\$ 5,000	\$ 9,200	\$ 10,000
4822	NVRPA Event Staffing	6,495	7,115	7,500	1,828	7,500
4510	Miscellaneous Revenue	0	0	0	1,450	0
<b>TOTAL OTHER REVENUE</b>		<b>6,495</b>	<b>17,015</b>	<b>12,500</b>	<b>12,478</b>	<b>17,500</b>
4200	Catering Food Truck	12,324	2,000	0	0	0
4115	Catering-Great Blue Heron	126,239	214,639	175,000	133,587	215,000
4682	Administrative Fee	16,362	21,881	15,840	11,306	21,175
4641	Retail - Alcoholic Beverages	11,343	17,606	17,500	7,823	19,250
<b>TOTAL RETAIL OPERATIONS</b>		<b>166,267</b>	<b>256,125</b>	<b>208,340</b>	<b>152,716</b>	<b>255,425</b>
<b>TOTAL REVENUES</b>		<b>\$ 172,762</b>	<b>\$ 273,141</b>	<b>\$ 220,840</b>	<b>\$ 165,193</b>	<b>\$ 272,925</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 88,173	\$ 100,217	\$ 90,583	\$ 88,915	\$ 95,395
5020	Part-Time Salaries	5,240	11,303	40,368	5,229	40,368
5030	FICA	7,111	8,489	10,018	6,992	10,386
5040	Hospitalization	1,305	1,376	1,478	1,362	1,649
5060	Life Insurance	1,171	1,327	1,033	1,230	902
5050	Retirement	15,429	16,642	19,022	15,477	21,273
5070	Unemployment Tax	53	44	245	22	104
<b>TOTAL PERSONNEL SERVICES</b>		<b>118,482</b>	<b>139,399</b>	<b>162,747</b>	<b>119,227</b>	<b>170,077</b>
5146	Contract Employment	10,430	15,492	14,800	7,398	14,800
5230	Gas and Diesel	4,189	3,616	4,200	2,632	4,200
5186	Equipment Rental	1,943	8,905	4,500	7,996	9,000
5570	Uniforms	80	0	350	0	350
<b>TOTAL OPERATING COSTS</b>		<b>16,641</b>	<b>28,013</b>	<b>23,850</b>	<b>18,026</b>	<b>28,350</b>
5180	Equipment/Vehicle Maintenance	5,411	598	3,300	1,501	3,300
5190	Facility Op. & Maintenance	6,263	5,568	11,866	1,987	7,200
<b>TOTAL MAINTENANCE COSTS</b>		<b>11,674</b>	<b>6,166</b>	<b>15,166</b>	<b>3,488</b>	<b>10,500</b>
5265	Insurance - Liquor Liability	232	276	500	472	700
5290	Insurance - Vehicle	1,361	1,616	1,648	1,693	1,915
<b>TOTAL INSURANCE</b>		<b>1,593</b>	<b>1,893</b>	<b>2,148</b>	<b>2,165</b>	<b>2,615</b>
5520	Retail -Food	39,842	61,345	57,750	26,092	66,650
5521	Retail - Alcoholic Beverages	1,644	2,007	5,400	0	4,812
5200	Catering Food Truck	2,507	0	0	0	0
<b>TOTAL RETAIL OPERATIONS</b>		<b>43,993</b>	<b>63,352</b>	<b>63,150</b>	<b>26,092</b>	<b>71,462</b>
<b>TOTAL EXPENSES</b>		<b>\$ 192,383</b>	<b>\$ 238,823</b>	<b>\$ 267,061</b>	<b>\$ 168,997</b>	<b>\$ 283,004</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (19,621)</b>	<b>\$ 34,318</b>	<b>\$ (46,221)</b>	<b>\$ (3,804)</b>	<b>\$ (10,079)</b>

# BRICKMAKERS CATERING AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2025

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



### Objectives:

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



# **BRICKMAKERS CATERING AND EVENT SERVICES**

## **FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

#### **Highlights**

- Developed and implemented strategies focused on reengagement of former corporate and special event catering clients including emails eblasts; discount food promotions for returning clients; specialty menu add-ons and new menu offerings.
- Developed and implemented promotional programs to increase new catering leads through measures including catering and park related website changes; improved event inquiry forms; social media postings related to pavilion rentals and catering; marketing eblasts; increased printed material at park locations; and specific menus relating to rehearsals/casual weddings, 5k runs and baby showers. Participating in initial kick-off meeting with Marketing and Operational leadership to begin process of building out Brickmakers Catering Marketing Campaign
- Developed new strategies aimed at increasing rentals of Occoquan Pavilion including 5k menu options and buyout options to waive food requirements; updates to catering buyout packages to permit outside food and beverage; new short-term booking policies to allow for the park to reserve the pavilion within 3 weeks of the event date; printed material to advertise through the River View and Brickmakers Café; new menus related to weddings and wedding rehearsals; staged event pictures for printed marketing materials
- Conducted fall and spring bi-annual review of all distributors to ensure best pricing and service. Worked with Food and Beverage Administrator on the implementation of national account pricing.
- Updated and revised menu offerings to ensure pricing margins are in line with established pricing set in the annual budget.
- Continued to track catering, retail food and part time staffing/contract labor expenses to ensure programs remained within budget as part of an internal cost analysis system.
- Maintained catering and retail food related ordering guidelines to ensure expense controls and maximization of revenue.
- Maintained SOPs relating to event catering and retail food truck service for part time staff. Focus included food safety and alcohol service training, customer service training, and demonstration training of food truck equipment with required sign-off sheets.
- Continued to oversee in-house food service and safety certification programs for full time, part time and seasonal staff through a mixture of in-class training, online training, printed material and on-job training.
- Continued to oversee in-house alcohol training programs through a combination of TIPs Alcohol Service and ServSafe Alcohol Service
- Revised and maintained Customer Service Training to focus on aspects of catering relating to email and phone correspondence; initial onsite meeting of group contacts on event days; and continued interactions with group contacts and guests during the event to ensure needs/expectations are met throughout the event.
- Created a focused plan to consistently promote the Brickmakers Catering and Brickmakers Café brand at all park facilities and events.
- Worked with Food and Beverage Administrator to increase the service potential of the Park Street Eats Food Truck to include 100 days of operation during the summer at Great Waves Waterpark; 45 days of operation at Temple Hall Farm during Pumpkin Patch event; 60 days of operation at Meadowlark’s Winter Walk of Lights.
- Worked with Food and Beverage Administrator to consolidate concessions menu to focus on freshness, speed of service and profitability. Held trainings with full time waterpark staff to review menus and practices to properly train seasonal concessions staff. Reviewed equipment and kitchen layouts of waterpark concessions operations to ensure best service standards.
- Continued to conduct internal concessions audit and inspection program of waterpark facilities to include the areas of staff training needs; speed of service; food freshness; food safety; facility cleanliness and food costs/write-offs. Reviewed health inspection reports to address health code violations to train and cross-train waterpark food and beverage staff
- Continued to prepare annual end of season concessions analyses to compare NOVA Parks waterpark concessions operations and review budgetary goals/food per caps.

## **MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL-DEC 2023</b>	<b>FY 2025 TARGET</b>
• Number of catered events	74	82	80	50	88
• Number of people provided catering and retail services	13,444	15,665	17,000	10,200	18,000
• Amount of catering shelter revenue	\$22,910	\$28,840	\$22,000	\$16,600	\$26,000
• Amount of catering admission revenue	\$19,175	\$22,600	\$20,800	\$13,800	\$22,000

# PISCATAWAY CROSSING REGIONAL PARK

## PROGRAM OVERVIEW

This 294-acre property located along the banks of the Potomac River north of Leesburg will offer both historical and natural conservation and passive recreational opportunities. The park currently offers access to the Potomac River via a public launch ramp with additional elements planned in the future. The site was a heavily used ford during the Civil War.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 91	\$ 400	\$ 400	0.0%
Other Revenue	20,250	10,980	10,980	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 20,341</b>	<b>\$ 11,380</b>	<b>\$ 11,380</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 42,666	\$ 41,825	\$ 38,618	-7.7%
Maintenance Costs	2,914	4,000	4,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 45,581</b>	<b>\$ 45,825</b>	<b>\$ 42,618</b>	<b>-7.0%</b>
<b>Net Income</b>	<b>\$ (25,240)</b>	<b>\$ (34,445)</b>	<b>\$ (31,238)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.00	0.00	0.00	0.00	0.00

## PISCATAWAY CROSSING REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-470 PISCATAWAY CROSSING REGIONAL PARK</b>						
<b>REVENUES</b>						
4460	Boat Launch	\$ 344	\$ 91	\$ 400	\$ 237	\$ 400
	<b>TOTAL USER FEES</b>	<b>344</b>	<b>91</b>	<b>400</b>	<b>237</b>	<b>400</b>
4605	Property Lease	15,188	20,250	10,980	0	10,980
	<b>TOTAL OTHER REVENUE</b>	<b>15,188</b>	<b>20,250</b>	<b>10,980</b>	<b>0</b>	<b>10,980</b>
	<b>TOTAL REVENUES</b>	<b>\$ 15,531</b>	<b>\$ 20,341</b>	<b>\$ 11,380</b>	<b>\$ 237</b>	<b>\$ 11,380</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 26,155	\$ 33,022	\$ 30,918	\$ 18,581	\$ 28,060
5030	FICA	1,978	2,133	2,365	1,330	2,147
5040	Hospitalization	1,467	1,558	1,676	2,281	1,869
5060	Life Insurance	254	287	352	187	265
5050	Retirement	5,251	5,661	6,493	3,716	6,257
5070	Unemployment	14	5	20	2	20
	<b>TOTAL PERSONNEL SERVICES</b>	<b>35,119</b>	<b>42,666</b>	<b>41,825</b>	<b>26,096</b>	<b>38,618</b>
5190	Facility Op. & Maintenance	113	2,914	4,000	0	4,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>113</b>	<b>2,914</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 35,233</b>	<b>\$ 45,581</b>	<b>\$ 45,825</b>	<b>\$ 26,096</b>	<b>\$ 42,618</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (19,702)</b>	<b>\$ (25,240)</b>	<b>\$ (34,445)</b>	<b>\$ (25,859)</b>	<b>\$ (31,238)</b>

# PISCATAWAY CROSSING REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025

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



Objectives:

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

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



Objectives:

- Work closely with agricultural Lessee to ensure grounds are being kept to lease standards.
- Work closely with the holders of the existing wetlands easements to ensure easements standards are adhered to.
- Implement a minimum of (2) strategies to promote the parks boat launch access.



# PISCATAWAY CROSSING REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Staff continues to maintain house and road to north half of property.
- An owl nesting box was installed in partnership with Loudoun Wildlife Conservancy.
- ROTC volunteers have spent over 40 hours at the park to clean up trash along the river.

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

### Highlights

- Fields continue to be managed under an active farming lease agreement.
- Fields along the river have been converted into grasslands.
- Staff continued to maintain tree plantings.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of launches	65	19	100	48	80

# POHICK BAY REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,132,590	\$ 1,159,434	\$ 1,183,000	2.0%
Retail Operations	73,209	70,000	75,000	7.1%
Other Revenue	98,751	96,700	96,700	0.0%
Transfer from Capital Fund	121,083	121,083	121,083	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,425,634</b>	<b>\$ 1,447,217</b>	<b>\$ 1,475,783</b>	<b>2.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 828,487	\$ 824,012	\$ 900,357	9.3%
Operating Costs	42,356	45,250	45,250	0.0%
Maintenance Costs	96,504	94,424	99,200	5.1%
Insurance	2,694	2,747	3,830	39.4%
Retail Operations	60,997	55,000	57,500	4.5%
Utilities	74,721	92,000	82,000	-10.9%
Debt Service	8,019	121,083	121,083	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,113,779</b>	<b>\$ 1,234,516</b>	<b>\$ 1,309,220</b>	<b>6.1%</b>
<b>Net Income</b>	<b>\$ 311,854</b>	<b>\$ 212,701</b>	<b>\$ 166,563</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget except for the impact of compensation initiatives.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	6.44	6.63	6.82	7.42	7.56

## POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-260 POHICK BAY REGIONAL PARK REVENUES</b>						
4095	Cabin Rentals	\$ 151,648	\$ 112,822	\$ 150,000	\$ 86,490	\$ 140,000
4095	Camping Fees	759,947	812,021	784,000	576,206	828,000
4095	Laundry	4,773	8,116	6,000	5,228	8,000
4095	Programmed Events	7,709	4,736	8,000	3,393	5,000
4670	Shelter Reservations	19,723	16,894	18,000	9,570	15,000
4750	RV Storage	93,549	94,178	106,434	93,184	100,000
4230	Entrance Fees	75,422	75,035	77,000	51,067	77,000
4500	Miniature Golf & Disc Golf	12,061	8,788	10,000	5,510	10,000
	<b>TOTAL USER FEES</b>	<b>1,124,831</b>	<b>1,132,590</b>	<b>1,159,434</b>	<b>830,647</b>	<b>1,183,000</b>
4640, 4648	Retail Operations	70,496	73,209	70,000	40,402	75,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>70,496</b>	<b>73,209</b>	<b>70,000</b>	<b>40,662</b>	<b>75,000</b>
4420	House Rental	56,700	54,000	56,700	47,250	56,700
4440	Interest	320	5,067	0	6,177	0
4255	Firewood	36,824	35,130	40,000	21,662	40,000
4510	Miscellaneous Revenue	4,842	4,554	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>98,686</b>	<b>98,751</b>	<b>96,700</b>	<b>75,089</b>	<b>96,700</b>
	<b>TOTAL REVENUE</b>	<b>1,294,013</b>	<b>1,304,551</b>	<b>1,326,134</b>	<b>946,399</b>	<b>1,354,700</b>
<b>TRANSFERS IN</b>						
4900	Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
	<b>TOTAL TRANSFER IN</b>	<b>0</b>	<b>121,083</b>	<b>121,083</b>	<b>0</b>	<b>121,083</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 1,294,013</b>	<b>\$ 1,425,634</b>	<b>\$ 1,447,217</b>	<b>\$ 946,399</b>	<b>\$ 1,475,783</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 399,855	\$ 412,813	\$ 402,905	\$ 373,621	\$ 438,064
5020	Part-Time Salaries	177,950	223,492	226,717	199,108	237,879
5030	FICA	42,745	47,147	48,166	41,584	51,710
5040	Hospitalization	60,348	68,229	55,975	61,533	70,235
5060	Life Insurance	3,496	3,722	4,226	3,373	4,144
5050	Retirement	72,122	72,592	84,610	68,847	97,688
5070	Unemployment Tax	839	493	1,414	241	637
	<b>TOTAL PERSONNEL SERVICES</b>	<b>757,355</b>	<b>828,487</b>	<b>824,012</b>	<b>748,307</b>	<b>900,357</b>
5230	Gas and Diesel	18,825	18,115	19,500	14,638	19,500
5430	Park Police	12,700	14,470	15,800	10,920	15,800
5490	Programs and Promotions	4,977	7,151	7,500	3,599	7,500
5570	Uniforms	1,914	2,620	2,450	1,998	2,450
	<b>TOTAL OPERATING COSTS</b>	<b>38,416</b>	<b>42,356</b>	<b>45,250</b>	<b>31,155</b>	<b>45,250</b>
5180	Equipment/Vehicle Maintenance	16,595	14,615	16,500	15,506	17,500
5190	Facility Op. & Maintenance	80,915	78,044	75,924	67,993	79,700
5510	Rental House Maintenance	3,349	3,845	2,000	5,858	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>100,858</b>	<b>96,504</b>	<b>94,424</b>	<b>89,357</b>	<b>99,200</b>
5290	Insurance - Vehicle	2,268	2,694	2,747	2,821	3,830
	<b>TOTAL INSURANCE</b>	<b>2,268</b>	<b>2,694</b>	<b>2,747</b>	<b>2,821</b>	<b>3,830</b>
5524	Firewood	13,100	15,715	20,000	13,240	20,000
5520	Retail Operations	35,513	45,282	35,000	17,753	37,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>48,613</b>	<b>60,997</b>	<b>55,000</b>	<b>30,993</b>	<b>57,500</b>
5580-001	Telephone	5,013	6,153	5,500	5,156	5,500
5580-002	Electricity	71,521	57,658	75,000	45,734	65,000
5580-004	Water/Sewer	4,348	4,677	5,000	3,814	5,000
5580-009	Heating Oil	792	1,961	2,000	0	2,000
5580-016	Internet/Cable	4,273	4,271	4,500	3,507	4,500
	<b>TOTAL UTILITIES</b>	<b>85,945</b>	<b>74,721</b>	<b>92,000</b>	<b>58,212</b>	<b>82,000</b>
2425	Note Payable VRA	0	0	112,711	0	115,556
5322	Interest Expense VRA Note	9,420	8,019	8,372	5,634	5,527
	<b>TOTAL DEBT SERVICE</b>	<b>9,420</b>	<b>8,019</b>	<b>121,083</b>	<b>5,634</b>	<b>121,083</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,042,874</b>	<b>\$ 1,113,779</b>	<b>\$ 1,234,516</b>	<b>\$ 966,479</b>	<b>\$ 1,309,220</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 251,139</b>	<b>\$ 311,854</b>	<b>\$ 212,701</b>	<b>\$ (20,080)</b>	<b>\$ 166,563</b>

# POHICK BAY REGIONAL PARK



## STRATEGIC GOALS & OBJECTIVES FY 2025

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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts and at least (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 5,000 volunteer hours.
- Implement an improvement plan for the mini golf and disc golf course facilities.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



#### Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (3) park special events aimed at increasing awareness of the park and its features.
- Offer a minimum of (5) Roving Naturalist led programs.
- Maintain a minimum of (3) diverse community partnerships.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based, and environmentally focused programs.

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



#### Objectives:

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

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



#### Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop a defined plan to increase off-peak usage.
- Continue to review and implement the 5-year plan for consistent and continued campground improvements.
- Continue to utilize Facebook, NOVA Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% over FY24 gross.

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



#### Objectives:

- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Utilize Active Works Outdoors and Active Network with regular communication and marketing to reach our growing customer base a minimum of (6) times each year to help generate increased visitation within the park.



# POHICK BAY REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Hosted multiple volunteer workdays focused on the removal of Kudzu within the park.
- Comfort Station 2 saw a complete renovation to the interior & exterior providing a great customer experience for our campers.
- Installed new security gates to boat and RV storage lots.
- Conducted annual trail inspections to ensure quality and maintenance of the trail system.
- Conducted a volunteer workday to enhance and beautify the aesthetics of the miniature golf course.
- Hosted several Eagle Scout projects to enhance park offerings.

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

#### **Highlights**

- Continued to implement a comprehensive calendar of value-added programming in the campground every weekend from April - October.
- Conducted our annual Halloween Weekend themed event schedule of programs and activities for the campground with the added "Haunted Mini-Golf" event.
- Hosted Easter themed weekend for campers offering a variety of programs to guests during Easter.
- Continued to maintain an effective partnership with Mason Neck State Park utilizing their programming experience to facilitate events in the campground, Pohick Bay staff continued to attend and support their annual Eagle Festival.

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

#### **Highlights**

- Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- Following the Comfort Station 2 renovation we addressed added needs to the facility to better serve our customers.
- Select staff attended the annual Leadership Training Conference, to expand skills and enhance the customer service experience.
- Expanded gatehouse operating schedule to provide more support and direction to our guests throughout the peak season.

### **Goal Four: *Optimize management and efficiency of in-demand resources to increase revenues while providing superior family camping experience.***

#### **Highlights**

- Continued to upgrade underutilized campsites by leveling with retaining walls to increase rentals and improve experience.
- Completed various campground improvement projects this year including, picnic table replacements, renovated exteriors on rustic cabins, renovated bathrooms in our deluxe cabins as well as individualized shut offs for water sites to expedite repair times.
- Continue to implement a calendar of social media posts, promo-codes, and e-blasts designed to increase off-peak campground visitation.

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

#### **Highlights**

- New ADA access and parking installed a Main Office/ Camp Store including a complete renovation of the store.
- Joined new local social media groups to expand outreach and tap into new potential visitors.
- Promoted day of shelter rentals to attract and grow shelter usage and expand group visitation.
- Upgraded technology to utilize touchless pay for this growing user base.
- Updated marketing collateral for gatehouse distribution to cross promote all of Pohick's amenities.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of non-jurisdiction vehicle entries	8,795	6,078	8,850	3,802	8,850
• Number of nightly camping rentals	16,239	17,124	16,200	8,482	16,200
• Number of group campers	13,335	4,778	9,000	5,955	9,000
• RV /Boat storage usage (115 spaces available)	115	115	115	116	115
• Winter storage months rented for RV's/boats	135	100	115	63	115
• Number of miniature & disc golf rounds	4,085	2,981	3,000	1,410	3,000
• Picnic shelter rentals	130	117	105	47	87
• Number of nightly cabin rentals	1,213	1,152	1,300	542	1,200
• Volunteer hours received	5,000	5,000	5,000	5,000	5,000

# POHICK BAY GOLF COURSE

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,579,950	\$ 1,291,300	\$ 1,546,700	19.8%
Retail Operations	224,125	190,570	244,000	28.0%
Other Revenue	0	0	1,000	-
<b>TOTAL REVENUE</b>	<b>\$ 1,804,075</b>	<b>\$ 1,481,870</b>	<b>\$ 1,791,700</b>	<b>20.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 786,229	\$ 808,839	\$ 870,860	7.7%
Operating Costs	92,227	88,417	104,755	18.5%
Maintenance Costs	235,409	219,471	235,300	7.2%
Insurance	2,341	2,648	2,377	-10.2%
Retail Operations	107,814	82,563	107,261	29.9%
Utilities	34,666	31,400	35,400	12.7%
<b>TOTAL EXPENSES</b>	<b>\$ 1,258,687</b>	<b>\$ 1,233,338</b>	<b>\$ 1,355,953</b>	<b>9.9%</b>
<b>Net Income</b>	<b>\$ 545,388</b>	<b>\$ 248,532</b>	<b>\$ 435,747</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted 21% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments. Expenses are increased to reflect compensation initiatives, and expense related to the increased retail revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	7.46	7.46	7.46	7.94	7.94

## POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-240 POHICK BAY GOLF COURSE</b>						
<b>REVENUES</b>						
4210	Driving Range	\$ 99,965	\$ 124,093	\$ 95,000	\$ 95,810	\$ 120,000
4220	Cart Rental	244,257	332,856	268,000	318,821	350,000
4320	Golf Club Rental	2,720	4,077	3,000	3,125	3,500
4380	Green Fees	1,071,256	1,114,156	920,000	863,240	1,067,200
4400	Golf Handicap Program	5,468	4,536	5,000	3,718	5,000
4610	Pull Cart Rental	304	231	300	1,413	1,000
<b>TOTAL USER FEES</b>		<b>1,423,970</b>	<b>1,579,950</b>	<b>1,291,300</b>	<b>1,286,128</b>	<b>1,546,700</b>
4641	Retail - Alcoholic Beverages	56,162	68,034	56,650	56,913	75,000
4640,4642,4643	Retail - Food	57,339	74,907	73,920	66,383	84,000
4650	Retail - Pro Shop	71,633	81,184	60,000	68,485	85,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>185,133</b>	<b>224,125</b>	<b>190,570</b>	<b>191,781</b>	<b>244,000</b>
4475	Lessons	3,520	0	0	0	1,000
4510	Miscellaneous Revenue	6	0	0	0	0
<b>TOTAL OTHER REVENUE</b>		<b>3,526</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 1,612,628</b>	<b>\$ 1,804,075</b>	<b>\$ 1,481,870</b>	<b>\$ 1,477,909</b>	<b>\$ 1,791,700</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 328,734	\$ 366,937	\$ 355,182	\$ 334,532	\$ 384,162
5020	Part-Time Salaries	219,640	233,222	243,590	202,337	254,072
5030	FICA	40,298	44,061	45,806	38,106	48,825
5040	Hospitalization	67,483	72,893	84,205	77,450	93,918
5060	Life Insurance	2,933	3,308	4,049	3,047	3,634
5050	Retirement	60,568	65,435	74,588	61,936	85,668
5070	Unemployment Tax	725	374	1,418	193	581
<b>TOTAL PERSONNEL SERVICES</b>		<b>720,380</b>	<b>786,229</b>	<b>808,839</b>	<b>717,602</b>	<b>870,860</b>
5160	Golf Cart Rental	60,270	55,634	53,290	46,361	67,928
5138	Beverage Cart Rental	4,061	3,748	2,772	3,124	3,472
5230	Gas and Diesel	28,970	31,298	29,000	20,016	29,000
5260	Golf Handicap Program	1,322	888	1,605	1,238	1,605
5263	Instructor Fees	3,168	0	0	0	1,000
5570	Uniforms	1,096	659	1,750	403	1,750
<b>TOTAL OPERATING COSTS</b>		<b>98,886</b>	<b>92,227</b>	<b>88,417</b>	<b>71,142</b>	<b>104,755</b>
5180	Equipment/Vehicle Maintenance	28,225	31,925	28,600	33,911	38,000
5190	Facility Op. & Maintenance	61,865	73,713	61,271	63,682	64,300
5240	Golf Course Maintenance	120,601	129,771	129,600	137,604	133,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>210,692</b>	<b>235,409</b>	<b>219,471</b>	<b>235,197</b>	<b>235,300</b>
5265	Insurance - Liquor Liability	650	725	1,000	1,330	1,100
5290	Insurance - Vehicle	1,361	1,616	1,648	1,693	1,277
<b>TOTAL INSURANCE</b>		<b>2,011</b>	<b>2,341</b>	<b>2,648</b>	<b>3,023</b>	<b>2,377</b>
5521	Retail - Alcoholic Beverages	18,384	21,147	16,995	15,301	22,433
5520	Retail - Food	37,144	39,885	29,568	27,952	33,708
5530	Retail - Pro Shop	44,134	46,781	36,000	42,423	51,120
<b>TOTAL RETAIL OPERATIONS</b>		<b>99,662</b>	<b>107,814</b>	<b>82,563</b>	<b>85,676</b>	<b>107,261</b>
5580-001	Telephone	3,560	3,437	3,500	3,229	3,500
5580-002	Electricity	17,893	26,160	23,000	23,850	26,000
5580-004	Water/Sewer	1,438	1,734	1,800	1,831	2,500
5580-016	Internet/Cable	3,045	3,335	3,100	2,800	3,400
<b>TOTAL UTILITIES</b>		<b>25,936</b>	<b>34,666</b>	<b>31,400</b>	<b>31,709</b>	<b>35,400</b>
<b>TOTAL EXPENSES</b>		<b>\$ 1,157,567</b>	<b>\$ 1,258,687</b>	<b>\$ 1,233,338</b>	<b>\$ 1,144,349</b>	<b>\$ 1,355,953</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 455,062</b>	<b>\$ 545,388</b>	<b>\$ 248,532</b>	<b>\$ 333,560</b>	<b>\$ 435,747</b>

# POHICK BAY GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (3) targeted promotions focusing on the sale of the Subscription Membership.
- Continue to review the annual membership program quarterly to ensure we are maintaining our course maximum of 80 traditional memberships. Continue to utilize the Gallus Golf App, expanding content and promotional offerings and opportunities.
- Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



#### Objectives:

- Refine the Revenue Playbook annually utilizing Wrike while implementing a minimum of (2) new technology tools to ensure the effective promotion of events and programs to reach both new and existing customers.
- Utilize the Gallus App leaderboard software for a minimum of (4) tournaments to enhance the experience for participants and encourage more downloads.
- Effectively promote the demand pricing model with (2) new marketing strategies to focused on off peak days, time blocks and competitive pricing analysis.
- Continue to implement "scripts" for pro shop staff that highlight the value of the Heron's Choice Subscription.
- Using the existing tournament tracking tool, develop and implement a minimum of (2) sales strategies to establish contact with new and previous tournament and outing clients.
- Develop a minimum of (3) new strategies to promote late morning/early afternoon play to maintain a full tee sheet.

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



#### Objectives:

- Provide Troon with program and event content for monthly "call-to-action" emails and (1) post containing video content per month.
- Continue to evaluate and refine the annual Fall for Golf and Swing into Spring programs to determine success.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY25.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Host a minimum of (2) in-house tournaments or outings to promote the course.

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



#### Objectives:

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

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



#### Objectives:

- Work with Food and Beverage Manager to maintain menus that focus on freshness, timely delivery, and profitability.
- Coordinate an annual audit of F&B and retail operations with staff and our golf consultant to determine areas for potential growth.
- Develop a promotion and sales plan with (2) new strategies to increase retail revenues to reach 2025 budget goal.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 5% over FY24 gross.

# POHICK BAY GOLF COURSE

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Worked with Troon Golf Management to identify market segments and to develop a promotional plan to target customers that are not members but frequently play our course.
- Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Member Guest Tournament, member guest specials, app promotions and prize giveaways for renewing yearly members and renewing and new Heron's Choice members.
- Reviewed our annual membership program with focus on customer appeal and profitability while focusing on the 5-day weekday membership.
- Continued to refine membership booking portal for members to easily book and cancel tee times.
- Gallus Golf App program continued to grow with over FY24 6,435 vs. FY23 2,311 active downloads. Increase of 178 %

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

**Highlights**

- Continue to Identify off peak days and time blocks and implemented targeted email and app campaigns to increase play during those times.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Continued to utilize social media to conduct contests and push offerings to help retain core golfers.
- Continue refining our Revenue Playbook which is based in Wrike.
- Created a comprehensive calendar of events and promotions and feature many on our Gallus App.

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

**Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Continued to host outreach events during holiday weekends to attract daily users and grow F&B during peak days.
- Continued to update outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.
- Pohick Management staff cultivated partnerships to market and promote the course's events calendar.

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

**Highlights**

- Continued to utilize "review tracker" software that compiles all social media reviews, google and Golf Pass reviews, and allows staff to respond quickly to customer feedback.
- Hosted customer service trainings for volunteers and staff throughout the season.
- Continued to utilize social media, email blasts, NOVA Parks website, and Gallus App to engage with customers.
- Renovation to cart paths and parking lot areas.

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

**Highlights**

- Worked with Pro Shop Manager to review all food & beverage and pro shop retail to ensure and maintain proper margins for sales following increase in cost of goods and opportunities to increase revenue.
- Worked with the Food & Beverage Manager to consolidate menu with focus on freshness, timely delivery, and profitability for the 2024 season.
- Retail Revenue increased 23% FY23 vs. FY24
- F&B Revenue increased 28% FY23 vs. FY24

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC	FY 2025 TARGET
• 18 hole golf rounds (paid)	22,516	25,854	23,100	13,111	24,255
• 18 hole golf rounds (members)	8,268	7,703	11,000	3,225	11,550
• Power cart rentals	13,414	14,600	21,450	11,848	23,595
• Number of driving range buckets sold	6,696	8,667	5,850	3,526	6,450
• Number of Annual Golf Memberships sold	93	77	75	32	75
• Subscription memberships sold - Heron's Choice	N/A	13	100	18	100
• Per customer average on pro shop merchandise	\$ 2.37	\$ 2.41	\$ 1.76	\$ 2.99	\$ 2.37
• Per customer average of food & beverage	\$ 3.77	\$ 4.25	\$ 3.83	\$ 5.16	\$ 4.44
• Revenue per round of golf played	\$ 52.38	\$ 53.76	\$ 43.46	\$ 63.49	\$ 50.04
• Cost per round of golf played	\$ 37.6	\$ 37.50	\$ 36.17	\$ 44.33	\$ 37.87

# POHICK BAY MARINA

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 262,951	\$ 298,173	\$ 280,000	-6.1%
Retail Operations	7,725	11,000	8,000	-27.3%
<b>TOTAL REVENUE</b>	<b>\$ 270,675</b>	<b>\$ 309,173</b>	<b>\$ 288,000</b>	<b>-6.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 38,992	\$ 57,411	\$ 59,258	3.2%
Maintenance Costs	11,982	11,700	12,300	5.1%
Retail Operations	3,754	4,400	3,200	-27.3%
Utilities	5,974	7,000	6,500	-7.1%
<b>TOTAL EXPENSES</b>	<b>\$ 60,703</b>	<b>\$ 80,511</b>	<b>\$ 81,258</b>	<b>0.9%</b>
<b>Net Income</b>	<b>\$ 209,973</b>	<b>\$ 228,661</b>	<b>\$ 206,742</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.86	1.86	1.86	1.86	1.86

## POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-250 POHICK BAY MARINA</b>						
<b>REVENUES</b>						
4070,4540,4680	Boat Rental	\$ 50,984	\$ 44,560	\$ 53,000	\$ 24,809	\$ 45,000
4460	Launch & Parking Fees	63,474	62,574	67,000	38,432	65,000
4600	Programmed Events	0	25	0	996	0
4080	Boat Storage	137,418	134,385	158,173	127,256	150,000
4670	Shelter Reservations	18,687	21,407	20,000	11,721	20,000
4095	Cabin Rentals	812	0	0	0	0
	<b>TOTAL USER FEES</b>	<b>271,375</b>	<b>262,951</b>	<b>298,173</b>	<b>203,215</b>	<b>280,000</b>
4640	Retail Operations	7,717	7,725	11,000	6,205	8,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>7,717</b>	<b>7,725</b>	<b>11,000</b>	<b>6,205</b>	<b>8,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 279,092</b>	<b>\$ 270,675</b>	<b>\$ 309,173</b>	<b>\$ 209,419</b>	<b>\$ 288,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 36,082	\$ 36,090	\$ 53,085	\$ 23,919	\$ 54,970
5030	FICA	2,760	2,805	4,061	1,759	4,205
5070	Unemployment Tax	161	98	265	31	82
	<b>TOTAL PERSONNEL SERVICES</b>	<b>39,003</b>	<b>38,992</b>	<b>57,411</b>	<b>25,709</b>	<b>59,258</b>
5180	Equipment/Vehicle Maintenance	0	0	0	12	0
5190	Facility Op. & Maintenance	9,765	11,982	11,700	18,260	12,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>9,765</b>	<b>11,982</b>	<b>11,700</b>	<b>18,272</b>	<b>12,300</b>
5520	Retail-Food	4,731	3,754	4,400	2,725	3,200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>4,731</b>	<b>3,754</b>	<b>4,400</b>	<b>2,725</b>	<b>3,200</b>
5580-001	Telephone	363	360	500	300	500
5580-002	Electricity	5,921	5,614	6,500	4,965	6,000
	<b>TOTAL UTILITIES</b>	<b>6,284</b>	<b>5,974</b>	<b>7,000</b>	<b>5,265</b>	<b>6,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 59,783</b>	<b>\$ 60,703</b>	<b>\$ 80,511</b>	<b>\$ 51,971</b>	<b>\$ 81,258</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 219,308</b>	<b>\$ 209,973</b>	<b>\$ 228,661</b>	<b>\$ 157,448</b>	<b>\$ 206,742</b>

# POHICK BAY MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Continue to improve the marina service area to include expanding facility rentals & retail sales.
- Continue to implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- Continue to maintain an effective Invasive Plant Management Plan.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

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



#### Objectives:

- Develop and host a minimum of (4) health, wellness, or family programs.
- Maintain a minimum of (3) diverse community partnerships.
- Host at least (1) special event aimed at environmental education or protection.
- Develop and implement (3) strategies to grow marina revenues by 5% over FY24 gross.
- Implement at least (3) roving naturalist programs at the waterfront parks.

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



#### Objectives:

- Maintain boat storage lots at 95% capacity.
- Implement at least (2) new strategies to increase rental shelters by 3% over FY24 gross.
- Implement a marketing strategy to increase launch pass sales by 5% over FY24 gross.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/ replacement of rental vessels.



**FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Orchestrated multiple volunteer clean-up events to combat park invasives along shoreline.
- Renovated Marina docks.
- Completed comprehensive renovations at the boat rental facilities, including structural repairs and upgrades to enhance guest experience and safety.
- Executed a series of shoreline clean-up initiatives within riparian zones.

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

**Highlights**

- Conducted several Roving Naturalist led paddle tour programs of our waterways including a popular sunset offering.
- The Roving Naturalist conducted multiple birding observation programs focused on Osprey and Bald Eagle activity.
- Continued to implement offerings to the marina for campground patrons with all campground reservations during peak season received a marina perk.
- Hosted waterfront rental events at our Eagles Nest and lower park including Dragon Festival as well as SOAR. formerly Dreams for Kids. Both events are great well attended community events that serve various user groups.
- Worked with Potomac Overlook team to provide paddle days for their summer camps.
- Expanded the hours of operation schedule to capitalize on the outside activity needs of our customers.

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

**Highlights**

- Created park-wide cross-promotional marketing initiatives to showcase the diverse offerings available at the marina.
- Implemented weekday group rental options to optimize visitor engagement during off-peak periods.
- Implemented an effective staffing plan to ensure seamless assistance for boaters in securing trailer parking spots and maintaining efficient parking control.
- Installed new stairs at the Marina to enhance the waterfront.

**MEASURABLE RESULTS**

	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 TARGET</b>	<b>FY 2024 ACTUAL 6 months JUL- DEC 2023</b>	<b>FY 2025 TARGET</b>
• Boat storage (153 storage sites available)	145	145	145	144	145
• Boat launches	4,231	4,424	4,340	2,375	4,200
• Total boat rentals	2,919	2,376	3,900	1,178	3,200
• Guided water tour participants	65	67	200	70	200
• Number of Eagle's Nest rentals	31	33	20	19	20
• Number of family shelter rentals	93	115	200	60	200

# PIRATE'S COVE WATERPARK AT POHICK BAY

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 396,395	\$ 499,800	\$ 517,800	3.6%
Retail Operations	173,012	190,300	225,300	18.4%
<b>TOTAL REVENUE</b>	<b>\$ 569,407</b>	<b>\$ 690,100</b>	<b>\$ 743,100</b>	<b>7.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 248,761	\$ 280,299	\$ 297,257	6.1%
Operating Costs	107	0	0	0.0%
Maintenance Costs	82,647	77,760	95,000	22.2%
Retail Operations	88,413	77,650	91,650	18.0%
Utilities	34,537	29,600	29,800	0.7%
<b>TOTAL EXPENSES</b>	<b>\$ 454,465</b>	<b>\$ 465,309</b>	<b>\$ 513,707</b>	<b>10.4%</b>
<b>Net Income</b>	<b>\$ 114,942</b>	<b>\$ 224,791</b>	<b>\$ 229,393</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 7.7% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	2.12	8.47	8.47	8.47	8.37

## PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-270 PIRATE'S COVE WATERPARK at POHICK BAY</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 320,861	\$ 309,846	\$ 400,000	\$ 298,365	\$ 420,000
4570	Group Admissions	14,918	23,925	35,300	41,502	35,300
4490	Locker Rental	460	179	500	329	500
4580	Waterpark Passes	52,044	57,596	56,000	34,609	56,000
4670	Shelter Reservations	9,922	4,848	8,000	6,435	6,000
	<b>TOTAL USER FEES</b>	<b>398,204</b>	<b>396,395</b>	<b>499,800</b>	<b>381,240</b>	<b>517,800</b>
4640	Retail Operations	162,062	162,936	175,000	151,895	210,000
4660	Swim Merchandise	14,213	10,076	15,300	8,671	15,300
	<b>TOTAL RETAIL OPERATIONS</b>	<b>176,275</b>	<b>173,012</b>	<b>190,300</b>	<b>160,566</b>	<b>225,300</b>
	<b>TOTAL REVENUES</b>	<b>\$ 574,479</b>	<b>\$ 569,407</b>	<b>\$ 690,100</b>	<b>\$ 541,806</b>	<b>\$ 743,100</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 199,996	\$ 230,470	\$ 259,176	\$ 176,019	\$ 275,749
5030	FICA	15,300	17,524	19,827	13,466	21,095
5070	Unemployment Tax	921	767	1,296	269	414
	<b>TOTAL PERSONNEL SERVICES</b>	<b>216,217</b>	<b>248,761</b>	<b>280,299</b>	<b>189,754</b>	<b>297,257</b>
5490	Programs and Promotions	600	107	0	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>600</b>	<b>107</b>	<b>0</b>	<b>0</b>	<b>0</b>
5190	Facility Op. & Maintenance	76,048	82,647	77,760	72,559	95,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>76,048</b>	<b>82,647</b>	<b>77,760</b>	<b>72,559</b>	<b>95,000</b>
5520	Retail Operations	88,021	87,092	70,000	64,988	84,000
5535	Swim Merchandise	775	1,321	7,650	7,699	7,650
	<b>TOTAL RETAIL OPERATIONS</b>	<b>88,797</b>	<b>88,413</b>	<b>77,650</b>	<b>72,687</b>	<b>91,650</b>
5580-001	Telephone	2,570	3,038	2,800	2,540	3,000
5580-002	Electricity	16,849	30,234	25,500	19,273	25,500
5580-016	Internet/Cable	1,265	1,264	1,300	1,038	1,300
	<b>TOTAL UTILITIES</b>	<b>20,684</b>	<b>34,537</b>	<b>29,600</b>	<b>22,851</b>	<b>29,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 402,344</b>	<b>\$ 454,465</b>	<b>\$ 465,309</b>	<b>\$ 357,851</b>	<b>\$ 513,707</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 172,135</b>	<b>\$ 114,942</b>	<b>\$ 224,791</b>	<b>\$ 183,955</b>	<b>\$ 229,393</b>

# PIRATE'S COVE WATERPARK AT POHICK BAY

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Implement a minimum of (2) new strategies to increase waterpark group sales.
- Work with Aquatics Manager to implement a minimum of (3) strategies that focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.

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



#### Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



#### Objectives:

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

# PIRATE'S COVE WATERPARK AT POHICK BAY

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Set up Pass Sales Table on weekend throughout the season which led to sales that exceeded budget.
- Improved Pass Sales Table with upgraded equipment and a new marketing strategy focused on the Pirate theme.
- Promoted off-season sales campaign for online annual pass sales.
- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Utilized events during peak days to educate guests in line about pass holder benefits and the value of the program.

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

**Highlights**

- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Continued to develop a culture of safety with our staff including consistent trainings and both internal and external program reviews and audits.
- Expanded hiring efforts at local schools and community events through job fairs to seek staff and create interest in working at the Waterpark.
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training. All supervisory waterpark staff and veteran lifeguards attending this training to expand their aquatic safety skills.
- Reviewed and refined orientation to streamline the process for incoming staff.

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

**Highlights**

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

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

**Highlights**

- Reviewed food sales and created an updated par level form for ordering.
- Utilized second fryer to assist with customer demand and speed of service to reduce wait times.
- Revised and streamlined concessions menu to expedite service.
- Expanded retail merchandise to provide additional offerings.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Conducted a food service management training with focus on best practices and staff training with the Food & Beverage Managers.

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

**Highlights**

- NOVA Parks Roving Naturalist conducted critter corner events during the summer to bring nature to our pool quests and kids.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Streamlined capacity line process to manage numbers and wait times more effectively.
- Utilized an automated pool vacuum to maintain pool quality and limit staff time.
- Completed repairs to the main building of Pirate's Cove including roof and skylight repairs.
- Exterior paint, caulk and wax work was completed on our tower slides.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of general admissions	34,245	30,511	38,250	28,568	38,250
• Number of youth group participants	2,644	3,409	5,050	4,771	5,050
• Number of Annual Waterpark Passes sold	674	678	845	163	845
• Average amount customers spent on food/beverages	\$4.18	5.04	\$4.31	\$5.40	\$5.10

# POTOMAC OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for environmental education. The staff provides programs for schools and public groups throughout the year and hosts Camp Overlook, our very popular outdoor education summer camp. The James I. Mayer Center for Environmental Education contains displays that explore the natural world to include interactive exhibits and live animals. Other park features include the raptor enclosure, group shelter, an auditorium and amphitheater, interpretive gardens, and 2 miles of natural surface trails.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 135,371	\$ 139,500	\$ 147,500	5.7%
Retail Operations	4,046	2,500	4,000	60.0%
Other Revenue	13,200	13,200	13,200	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 152,617</b>	<b>\$ 155,200</b>	<b>\$ 164,700</b>	<b>6.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 332,863	\$ 341,276	\$ 371,357	8.8%
Operating Costs	12,515	14,700	14,400	-2.0%
Maintenance Costs	21,541	27,542	32,100	16.5%
Insurance	2,155	1,648	2,553	54.9%
Retail Operations	2,288	1,250	2,000	60.0%
Utilities	11,029	13,100	13,900	6.1%
<b>TOTAL EXPENSES</b>	<b>\$ 382,391</b>	<b>\$ 399,516</b>	<b>\$ 436,310</b>	<b>9.2%</b>
<b>Net Income</b>	<b>\$ (229,774)</b>	<b>\$ (244,316)</b>	<b>\$ (271,610)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes a net that is lower than the past few years and this is primarily due to compensation initiatives and increased maintenance costs.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	1.81	1.81	1.81	1.81	1.88

## POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-300 POTOMAC OVERLOOK REGIONAL PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 30,786	\$ 33,175	\$ 25,000	\$ 27,504	\$ 30,000
4101	Camps	110,910	98,911	110,000	132,125	114,000
4670	Shelter Reservations	4,465	3,285	4,500	2,495	3,500
	<b>TOTAL USER FEES</b>	<b>146,161</b>	<b>135,371</b>	<b>139,500</b>	<b>162,124</b>	<b>147,500</b>
4640	Retail Operations	2,309	4,046	2,500	2,969	4,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>2,309</b>	<b>4,046</b>	<b>2,500</b>	<b>2,969</b>	<b>4,000</b>
4420	House Rental	13,200	13,200	13,200	11,000	13,200
	<b>TOTAL OTHER REVENUE</b>	<b>13,200</b>	<b>13,200</b>	<b>13,200</b>	<b>11,000</b>	<b>13,200</b>
	<b>TOTAL REVENUES</b>	<b>\$ 161,670</b>	<b>\$ 152,617</b>	<b>\$ 155,200</b>	<b>\$ 176,093</b>	<b>\$ 164,700</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 174,251	\$ 202,145	\$ 196,945	\$ 186,721	\$ 215,722
5020	Part-Time Salaries	33,484	49,387	53,895	46,991	57,033
5030	FICA	15,574	18,872	19,189	17,132	20,866
5040	Hospitalization	22,227	25,248	27,254	24,074	27,384
5060	Life Insurance	1,525	1,778	2,245	1,682	2,041
5050	Retirement	31,529	35,274	41,358	34,086	48,106
5070	Unemployment Tax	246	159	389	97	206
	<b>TOTAL PERSONNEL SERVICES</b>	<b>278,835</b>	<b>332,863</b>	<b>341,276</b>	<b>310,783</b>	<b>371,357</b>
5230	Gas and Diesel	2,790	1,811	2,500	1,242	2,200
5259	Grant Expense	1,647	114	0	592	0
5490	Programs and Promotions	4,260	3,934	4,500	3,237	4,500
5570	Uniforms	528	371	1,050	1,087	1,050
5171	Camps	6,204	6,285	6,650	2,256	6,650
	<b>TOTAL OPERATING COSTS</b>	<b>15,429</b>	<b>12,515</b>	<b>14,700</b>	<b>8,415</b>	<b>14,400</b>
5180	Equipment/Vehicle Maintenance	1,385	2,378	3,300	1,221	3,300
5190	Facility Op. & Maintenance	18,102	18,776	23,742	15,735	28,300
5510	Rental House Maintenance	700	387	500	418	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>20,187</b>	<b>21,541</b>	<b>27,542</b>	<b>17,374</b>	<b>32,100</b>
5290	Insurance - Vehicle	1,814	2,155	1,648	2,257	2,553
	<b>TOTAL INSURANCE</b>	<b>1,814</b>	<b>2,155</b>	<b>1,648</b>	<b>2,257</b>	<b>2,553</b>
5520	Retail Operations	1,338	2,288	1,250	1,351	2,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,338</b>	<b>2,288</b>	<b>1,250</b>	<b>1,351</b>	<b>2,000</b>
5580-001	Telephone	1,285	1,835	2,200	1,730	2,300
5580-002	Electricity	5,036	6,245	7,000	6,636	7,000
5580-004	Water/Sewer	486	714	600	701	600
5580-008	Propane Gas	2,455	1,135	1,700	567	1,700
5580-016	Cable/Internet	1,320	1,100	1,600	1,394	2,300
	<b>TOTAL UTILITIES</b>	<b>10,583</b>	<b>11,029</b>	<b>13,100</b>	<b>11,029</b>	<b>13,900</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 328,185</b>	<b>\$ 382,391</b>	<b>\$ 399,516</b>	<b>\$ 351,208</b>	<b>\$ 436,310</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (166,515)</b>	<b>\$ (229,774)</b>	<b>\$ (244,316)</b>	<b>\$ (175,115)</b>	<b>\$ (271,610)</b>

# POTOMAC OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective invasive plant management plan.
- Continue to implement enhancements to the Nature Center interpretation.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 5000 volunteer hours.

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



#### Objectives:

- Continue to conduct and enhance camp programming and park operations.
- Maintain a minimum of (5) diverse community partnerships.
- Review and refine the year-round comprehensive programming schedule.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for summer camp.
- Maintain an effective marketing strategy with a minimum of (2) new areas of focus to promote shelter and auditorium rentals.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Develop and implement a plan to enhance existing interpretation of at least (2) areas within the park.

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



#### Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.



# POTOMAC OVERLOOK REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Public events offered for park beautification projects included MLK Day of Service and Flora Fest which focused on park clean-up and invasive plant removal.
- The Arlington Master Naturalists, Master Gardeners of Northern VA and PORP Park Stewards continue to educate the public and beautify the park through upkeep of the demonstration gardens, volunteer opportunities, and public events. Have begun work with invasive plant contractor to implement additional invasives management plan.
- Enhanced nature center interpretation through new Rat snake exhibit, new interpretive sign for American Toad canvas print, and new Pollinator exhibit.
- Used CMMS to keep up with annual maintenance needs, inspections, and standards.
- Continue to implement successful volunteer program through animal care, summer camp, and invasive species volunteers. Have recorded over 3,000 volunteer hours through March 2024, our most ever in an FY since we began tracking.
- Hosted 12 boy and girl scouts for their eagle and gold projects mainly focused on trail improvements by adding water bars and other erosion control measures, new sections of boardwalk were added to the Overlook Trail and a new bridge installed on the White Oak trail.

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

#### **Highlights**

- Exceeded FY24 goal for camp revenue after just 1 week of camps being open and continue to see high demand from public.
- New camp sessions offered include Pirates of the Potomac, Junior Gardeners, Adventure Camp, and all Puddle Jumper camps are now themed. Transformed camp forms from paper forms to Active questions during registration. Worked with marketing and other camp locations on new camp webpage layouts for uniformity.
- Partnerships with Master Gardeners of Northern Virginia, Arlington Master Naturalists, Potomac Overlook Park stewards.
- New public programs were offered including Animal Feeding, Sights, Signs and Sounds, Animal Caretaking, Fantastic Snakes and Where to Find Them, The Cub Club, 2 Learn to Letterbox: Holiday editions, and Forest Bathing.
- Park Naturalist and Roving Naturalist worked with marketing to have NOVA Parks participate in City Nature Challenge. Major additions this year include a banner, webpage on NOVA Parks website, projects in iNaturalist app created for each participating park, and a more coordinated effort with participating parks on how to promote and join the challenge. Over 5,000 acres worth of NOVA Parks land represented in the Challenge.
- Continued to focus on the promotion of birthday parties at nature center.
- Hosted Pepper Fest., Open House and Flora Fest free drop-in community events.
- Put in new outdoor signage, one about successional forests, Raptors of Northern Virginia, and one about endangered species.

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

#### **Highlights**

- Continued to implement agency-wide customer service initiatives, and monthly strategies. All new staff are trained on NOVA Parks customer service standards.
- Conducted effective routine training of new naturalists, summer camp staff and volunteers and continue to use part-time Naturalist Training Manual and Camp Counselor training manual.
- Park Naturalist continued to create seasonal program schedule.
- Maintained regular post schedules to Facebook, Instagram, Next door including videos advertising large public events, such as Search for Santa's Critters and Egg Hunt. Created an easter themed Story Walk™ to advertise Egg Hunt events.
- Hosted raptor training for our staff in November to discuss best practices, care, handling, and more for our birds of prey.
- Continue to use program surveys, camp surveys, camp counselor surveys, and more.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Public program/Special Event participants	1,502	2,365	2,000	675	2,000
• School & Scout program participants	979	1,668	1,250	663	1,250
• Birthday party participants	66	96	60	40	90
• Camp Overlook participants	293	359	350	269	360
• Number of shelter rentals	29	29	36	15	30
• Volunteer hours received	2,384	2,905	2,500	4,783	5,000

# WINKLER BOTANICAL PRESERVE

## PROGRAM OVERVIEW

Winkler Botanical Preserve, a 44.63 acre public preserve located in Alexandria was gifted to NOVA Parks in September 2022. Originally the preserve was created by the Winkler family's Catherine Winkler Herman and her daughter Tori Thomas and the Winkler Foundation in 1981 as a way to protect this unique and special area. Winkler Botanical Preserve features The Catherine Lodge, a beautiful pond with waterfall, and walking trails. The preserve hosts a variety of programs including summer camps, public and private school programs, scout and nature programs making this a great escape from the surrounding urban community.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 17,116	\$ 35,000	\$ 37,500	7.1%
Total Transfers in	120,000	120,000	120,000	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 137,116</b>	<b>\$ 155,000</b>	<b>\$ 157,500</b>	<b>1.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 135,721	\$ 244,908	\$ 252,189	3.0%
Operating Costs	3,931	9,350	7,500	-19.8%
Maintenance Costs	42,346	72,500	72,500	0.0%
Insurance	0	750	0	-100.0%
Utilities	13,481	16,800	16,800	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 195,478</b>	<b>\$ 344,308</b>	<b>\$ 348,989</b>	<b>1.4%</b>
<b>Net Income</b>	<b>\$ (58,362)</b>	<b>\$ (189,308)</b>	<b>\$ (191,489)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.75	1.00	1.00
Part-Time	0.00	0.00	1.83	2.43	2.43

## WINKLER BOTANICAL PRESERVE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-460 WINKLER BOTANICAL PRESERVE</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 0	\$ 806	\$ 4,500	\$ 1,333	\$ 2,500
4810	Facility Fees	0	150	2,500	350	1,000
4101	Camps	0	16,160	28,000	27,780	34,000
	<b>TOTAL USER FEES</b>	<b>0</b>	<b>17,116</b>	<b>35,000</b>	<b>29,463</b>	<b>37,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 0</b>	<b>\$ 17,116</b>	<b>\$ 35,000</b>	<b>\$ 29,463</b>	<b>\$ 37,500</b>
4345	Grants	0	120,000	120,000	0	120,000
	<b>TOTAL TRANSFERS IN</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>120,000</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 0</b>	<b>\$ 137,116</b>	<b>\$ 155,000</b>	<b>\$ 29,463</b>	<b>\$ 157,500</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 0	\$ 34,446	\$ 61,535	\$ 56,922	\$ 66,453
5020	Part-Time Salaries	0	72,516	126,215	86,860	126,648
5030	FICA	0	7,741	14,363	10,037	14,772
5040	Hospitalization	0	13,782	28,501	25,176	28,638
5060	Life Insurance	0	291	701	517	629
5050	Retirement	0	6,829	12,922	10,426	14,819
5070	Unemployment Tax	0	116	671	44	230
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>135,721</b>	<b>244,908</b>	<b>189,982</b>	<b>252,189</b>
5230	Gas and Diesel	0	260	2,000	526	1,150
5490	Programs and Promotions	0	490	2,500	919	2,500
5570	Uniforms	0	366	350	350	350
5171	Camps	0	2,814	4,500	644	3,500
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>3,931</b>	<b>9,350</b>	<b>2,439</b>	<b>7,500</b>
5180	Equipment/Vehicle Maintenance	0	362	2,500	729	2,500
5190	Facility Op. & Maintenance	0	18,913	25,000	10,968	25,000
5215	Garden Maintenance	0	23,071	45,000	14,451	45,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>42,346</b>	<b>72,500</b>	<b>26,149</b>	<b>72,500</b>
5290	Insurance - Vehicle	0	0	750	0	0
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>
5580-001	Telephone	0	1,079	1,600	1,519	2,200
5580-002	Electricity	0	6,019	8,400	7,527	6,400
5580-004	Water/Sewer	0	4,484	3,000	5,972	5,200
5580-008	Propane Gas	0	0	1,000	0	500
5580-016	Cable/Internet	0	1,899	2,800	2,026	2,500
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>13,481</b>	<b>16,800</b>	<b>17,045</b>	<b>16,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 0</b>	<b>\$ 195,478</b>	<b>\$ 344,308</b>	<b>\$ 235,615</b>	<b>\$ 348,989</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ (58,362)</b>	<b>\$ (189,308)</b>	<b>\$ (206,152)</b>	<b>\$ (191,489)</b>

# WINKLER BOTANICAL PRESERVE



## STRATEGIC GOALS & OBJECTIVES FY 2025

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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the Preserve.
- Continue to develop and implement a plan for enhanced interpretation throughout the Preserve.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Implement an effective volunteer program to facilitate Preserve improvements utilizing no less than 500 volunteer hours.
- Continue to refine as needed trail maps and signage for the Preserve trails network.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



#### Objectives:

- Continue to conduct and grow camp programming opportunities.
- Implement a system to effectively evaluate camp programs annually to ensure offerings are in line with community needs and site expectations.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for summer camp.
- Develop a minimum of (3) diverse community partnerships.
- Develop and implement a year-round comprehensive programming schedule.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Promote public engagement with at least (1) event or program focused on the surrounding community.

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



#### Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Maintain a year-round content calendar including a schedule of events and activities to post on the web site and social media on a weekly basis.
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.
- Work closely with the City of Alexandria to facilitate a consistent field trip program.
- Work closely with the part-time Roving Naturalist to expand nature programming both at the Preserve and throughout NOVA Parks.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

# WINKLER BOTANICAL PRESERVE

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

- Three Eagle Scout projects completed including trail wayfinding markers, native bee homes, and a summer camp movable garden.
- Four new interpretive signs developed to enhance visitor experience.
- Overseeing second part-time Roving Naturalist who will base out of Winkler.
- Began building the Preserve volunteer core which included more than 245 hours of services received.
- Developed a topographic map of preserve, new trail map and corresponding wayfinding. -
- Assets-maintained and added to Hiperweb as obtained, entries include photographs, serial numbers, make and model numbers, dates of purchase and other applicable information. -

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

#### **Highlights:**

- Customer Service training complete and strategies implemented including a new GREAT board.
- Acted as site host for Camp and Naturalist orientation training in addition to two mentor training sessions.
- Regular programming content included Scouts BSA Merit Badge offerings and free family book hikes which were offered monthly.
- New seasonal programming included several new spring events and our continually growing summer camp.
- Preserve Program and Facility Manager completed training at National Association of Interpreters.
- Surveys were developed and sent to camp attendees and merit badge program participants to solicit feedback.
- Hosted fifteen field trips, two teacher work-day orientations and created four programs to choose from for field trips.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL	FY 2025 TARGET
				6 months JUL-DEC 2023	
• Public program/special event participants	N/A	N/A	N/A	N/A	100
• Camp Winkler participants	N/A	N/A	N/A	N/A	115
• School and scout program participants	N/A	79	N/A	611	700
• Volunteer hours received	N/A	52	N/A	214	500

# **RUST NATURE SANCTUARY & MANOR HOUSE**

## **PROGRAM OVERVIEW**

Rust Nature Sanctuary & Manor House became a NOVA Parks managed property in 2013 through adoption of a 40-year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the sanctuary while offering environmental education programs.

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

## **REVENUE & EXPENSE SUMMARY**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ADOPTED</b>	<b>FY 2025 ADOPTED</b>	<b>% CHANGE 2024-2025</b>
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 497,982	\$ 401,825	\$ 466,520	16.1%
Retail Operations	931,717	672,550	794,400	18.1%
Other Revenue	132,598	76,100	89,400	17.5%
<b>TOTAL REVENUE</b>	<b>\$ 1,562,298</b>	<b>\$ 1,150,475</b>	<b>\$ 1,350,320</b>	<b>17.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 351,771	\$ 473,578	\$ 480,277	1.4%
Operating Costs	284,280	149,300	195,745	31.1%
Maintenance Costs	135,848	112,493	153,650	36.6%
Insurance	4,117	5,049	6,138	21.6%
Retail Operations	246,063	197,067	218,200	10.7%
Utilities	20,511	20,500	20,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,042,590</b>	<b>\$ 957,987</b>	<b>\$ 1,074,510</b>	<b>12.2%</b>
<b>Net Income</b>	<b>\$ 519,707</b>	<b>\$ 192,488</b>	<b>\$ 275,810</b>	

## **BUDGET HIGHLIGHTS**

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

- The revenue increase of 17.4% is due to recent trends, estimated events and rate adjustments. The increase in expenses is due to associated costs related to the increased revenue.

## **STAFFING SUMMARY**

	<b>FY 2021 APPROVED (FTE)</b>	<b>FY 2022 APPROVED (FTE)</b>	<b>FY 2023 APPROVED (FTE)</b>	<b>FY 2024 APPROVED (FTE)</b>	<b>FY 2025 BUDGET (FTE)</b>
<b>Full-Time</b>	3.83	3.83	3.83	3.83	3.83
<b>Part-Time</b>	3.63	4.32	4.32	4.45	4.09

## RUST NATURE SANCTUARY & MANOR HOUSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-320 RUST NATURE SANCTUARY &amp; MANOR HOUSE</b>						
<b>REVENUES</b>						
4240	Facility Rental-Manor House	\$ 454,853	\$ 465,337	\$ 380,000	\$ 327,133	\$ 440,000
4822	NVRPA Event Staffing	34,900	32,646	21,825	30,684	26,520
	<b>TOTAL USER FEES</b>	<b>489,753</b>	<b>497,982</b>	<b>401,825</b>	<b>357,817</b>	<b>466,520</b>
4420	Apartment Rental	7,800	7,800	7,800	1,430	0
4821	Equipment Rental	72,835	122,055	67,100	104,751	88,200
4081	Storage Rental (PEC)	1,950	1,800	1,200	1,350	1,200
4142	Contract Services	1,000	0	0	0	0
4443	Outside Catering Fees	943	943	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>84,529</b>	<b>132,598</b>	<b>76,100</b>	<b>107,531</b>	<b>89,400</b>
4115	Catering	572,871	586,136	437,000	429,942	528,000
4682	Administrative Fee	129,060	135,207	82,600	103,611	97,500
4640	Retail Operations	(9)	4	0	(8)	0
4641,4647	Retail - Alcoholic Beverages	218,949	210,371	152,950	165,884	168,900
	<b>TOTAL RETAIL OPERATIONS</b>	<b>920,872</b>	<b>931,717</b>	<b>672,550</b>	<b>699,429</b>	<b>794,400</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,495,153</b>	<b>\$ 1,562,298</b>	<b>\$ 1,150,475</b>	<b>\$ 1,164,777</b>	<b>\$ 1,350,320</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 158,664	\$ 195,380	\$ 212,703	\$ 181,380	\$ 224,608
5020	Part-Time Salaries	81,810	84,237	153,365	46,165	148,740
5030	FICA	17,756	20,865	28,004	16,480	28,561
5040	Hospitalization	29,709	25,267	31,126	21,744	25,780
5060	Life Insurance	1,308	1,684	2,792	1,618	2,125
5050	Retirement	82	24,173	44,668	35,130	50,088
5070	Unemployment Tax	427	164	920	60	376
	<b>TOTAL PERSONNEL SERVICES</b>	<b>289,755</b>	<b>351,771</b>	<b>473,578</b>	<b>302,577</b>	<b>480,277</b>
5186	Equipment Rental	94,278	131,130	67,100	95,946	88,200
5146	Contract Employment	138,627	147,771	76,350	126,148	100,695
5230	Gas & Diesel	2,011	1,889	1,300	623	1,300
5340	Linen Service	305	956	0	774	1,000
5490	Programs and Promotions	3,612	2,291	3,500	1,447	3,500
5570	Uniforms	910	243	1,050	658	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>239,744</b>	<b>284,280</b>	<b>149,300</b>	<b>225,597</b>	<b>195,745</b>
5180	Equipment/Vehicle Maintenance	168	238	1,650	120	1,650
5190	Facility Op. & Maintenance	105,478	135,610	110,843	139,608	152,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>105,645</b>	<b>135,848</b>	<b>112,493</b>	<b>139,728</b>	<b>153,650</b>
5143	Catering	171,508	209,568	157,300	137,621	174,250
5521	Retail - Alcohol Beverages	41,790	36,495	39,767	32,349	43,950
	<b>TOTAL RETAIL</b>	<b>213,298</b>	<b>246,063</b>	<b>197,067</b>	<b>169,970</b>	<b>218,200</b>
5265	Insurance - Liquor Liability	2,160	3,578	4,500	3,811	5,500
5290	Vehicle Insurance	454	539	549	564	638
	<b>TOTAL INSURANCE</b>	<b>2,614</b>	<b>4,117</b>	<b>5,049</b>	<b>4,376</b>	<b>6,138</b>
5580-001	Telephone	3,313	3,670	1,200	3,137	1,200
5580-002	Electricity	11,230	13,879	14,000	8,032	14,000
5580-008	Propane	2,259	2,963	2,400	774	2,400
5580-009	Heating Oil	0	0	500	1,299	500
5580-016	Internet/Cable	0	0	2,400	0	2,400
	<b>TOTAL UTILITIES</b>	<b>16,802</b>	<b>20,511</b>	<b>20,500</b>	<b>13,242</b>	<b>20,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 867,858</b>	<b>\$ 1,042,590</b>	<b>\$ 957,987</b>	<b>\$ 855,490</b>	<b>\$ 1,074,510</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 627,295</b>	<b>\$ 519,707</b>	<b>\$ 192,488</b>	<b>\$ 309,287</b>	<b>\$ 275,810</b>

# RUST NATURE SANCTUARY & MANOR HOUSE

## STRATEGIC GOALS & OBJECTIVES FY 2025



**Goal One: Manage and enhance the Rust Nature Sanctuary & Manor House as a premier event venue.**



Objectives:

- Increase new client leads with the implementation of at least (2) new monthly outreach strategies.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Rust.
- Host a minimum of (2) Open House events annually.
- Continue to utilize the Event Temple software to efficiently manage processes, event details and to maintain effective communication between the client and event and catering teams.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Consistently track and analyze event booking data to monitor expense and revenue performance to include forecasting for future bookings.
- Track effectiveness of leads and promotions through monthly monitoring of revenue.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees when appropriate.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Continue to implement a plan that focuses on attracting nontraditional & corporate rental and retreat business developing a minimum of (2) new strategies to include packages.
- Implement at least (2) new strategies to increase off-peak event rentals including Friday and Sunday rentals and off-season days.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering, this should include food costs and menu pricing to follow latest industry trends.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.

**Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.**



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to develop a strategy to promote the NOVA Parks / Nature Forward partnership and activities at Rust Sanctuary including additional summer programming opportunities.
- In cooperation with the Nature Forward, implement a management plan for the Pine Forest.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.

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



Objectives:

- Offer a minimum of (2) naturalist led programs.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.



# RUST NATURE SANCTUARY & MANOR HOUSE

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

**Goal One: *Manage and enhance the Rust Sanctuary as a premier event venue.***

**Highlights**

- Continued to work closely with Visit Loudoun to promote site exchanging client leads to further build relationship.
- Hosted a spring open house with over 30 vendors and more than 60 prospective clients.
- Maintained our event management software to track leads and to ensure proper communications through the entire event process. Helped train all four venues and catering team to utilize more software features.
- Assumed all on-site equipment rentals allowing for better revenue tracking.
- Maintained consistent presence on social media platforms working to reshare posts, “e-meeting” new vendors and have grown our followers on Instagram to more than 3,300.
- Working to develop and grow outside relationships with local vendors with more than (30) attending the March open house.
- Continued to host styled shoots with local vendors to add to our portfolio and market the manor in different ways.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.

**Goal Two: *Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.***

**Highlights**

- In the final stages on internet installation for the entire site.
- Restored the Nature Forward pollinator garden to the left of the grounds with the help of volunteers.
- Tripled the number of volunteers we have on-site from May through June to help with various projects around the grounds and trails including maintaining the pollinator garden and working on invasive removal.
- Continue to manage the grounds and trees that are nearing the end of their lives.

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

**Highlights**

- Implemented a training tool for new hires detailing processes and procedures.
- Hired and trained multiple positions including event supervisor, catering captain, venue coordinator, and maintenance.
- Continued to utilize CMMS to communicate routine and emergency maintenance.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Prime rental months (May, June, July, August September, October)	64	N/A	60	N/A	70
• Non-Prime rental months (March, April, first 3 weekends of November)	25	N/A	15	N/A	15
• Winter rental months (November, December, January, February)	7	N/A	4	N/A	4
• Miles of trails maintained	2	N/A	2	N/A	2
• Number of volunteer hours	160	0	100	0	100
• Number of Naturalist Programs	0	N/A	2	N/A	2

# SANDY RUN REGIONAL PARK

## PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax, is designed for the education, training, practice and racing for competitive and recreational rowing and sculling. The facility is open February through November weather permitting. It primarily serves ten local high schools and one college rowing program for men and women; several rowing clubs are housed here as well. The facility hosts regattas as well as occasional special events. Out of state high school and college teams often visit during spring break for training and practice, and local teams and clubs hold sweep and sculling camps. The facility also provides storage for scholastic, collegiate, private, and club crew shells in three boathouses and on outside boat storage racks.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 296,865	\$ 263,000	\$ 288,500	9.7%
Other Revenue	30,199	28,192	28,192	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 327,064</b>	<b>\$ 291,192</b>	<b>\$ 316,692</b>	<b>8.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 133,220	\$ 184,367	\$ 203,935	10.6%
Operating Costs	14,803	15,500	15,500	0.0%
Maintenance Costs	36,587	32,950	34,350	4.2%
Insurance	1,616	1,099	1,277	16.2%
Utilities	9,515	13,850	9,200	-33.6%
<b>TOTAL EXPENSES</b>	<b>\$ 195,741</b>	<b>\$ 247,766</b>	<b>\$ 264,262</b>	<b>6.7%</b>
<b>Net Income</b>	<b>\$ 131,324</b>	<b>\$ 43,426</b>	<b>\$ 52,430</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There is a slight increase in budgeted net income, as budgeted parking fee revenue increased to actual levels.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	1.01	1.01	1.43	1.43	1.43

## SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-350 SANDY RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4080	Crew Boat Storage	\$ 153,318	\$ 161,703	\$ 153,000	\$ 137,771	\$ 153,000
4160	Daily User Fees	1,767	3,378	3,000	9,887	3,500
4530, 4460	Launch & Parking Fees	60,156	97,385	75,000	43,143	95,000
4630	Regatta Fees	35,507	17,710	12,000	8,541	12,000
4673	Rowing Camps	20,451	16,689	20,000	27,408	25,000
<b>TOTAL USER FEES</b>		<b>271,198</b>	<b>296,865</b>	<b>263,000</b>	<b>226,750</b>	<b>288,500</b>
4420	House Rental	25,892	29,344	27,192	32,344	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	1,070	855	1,000	1,175	1,000
<b>TOTAL OTHER REVENUE</b>		<b>26,962</b>	<b>30,199</b>	<b>28,192</b>	<b>33,519</b>	<b>28,192</b>
<b>TOTAL REVENUES</b>		<b>\$ 298,160</b>	<b>\$ 327,064</b>	<b>\$ 291,192</b>	<b>\$ 260,269</b>	<b>\$ 316,692</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 85,075	\$ 84,558	\$ 94,734	\$ 75,494	\$ 102,723
5020	Part-Time Salaries	12,577	11,637	43,796	25,457	46,002
5030	FICA	7,093	6,999	10,598	7,083	11,377
5040	Hospitalization	12,284	12,222	13,990	14,225	19,829
5060	Life Insurance	822	860	1,080	732	972
5050	Retirement	16,995	16,912	19,894	15,490	22,907
5070	Unemployment Tax	70	32	275	33	125
<b>TOTAL PERSONNEL SERVICES</b>		<b>134,915</b>	<b>133,220</b>	<b>184,367</b>	<b>138,513</b>	<b>203,935</b>
5230	Gas and Diesel	2,958	3,213	3,500	2,151	3,500
5504	Regatta Fees	10,993	11,590	12,000	6,953	12,000
<b>TOTAL OPERATING COSTS</b>		<b>13,951</b>	<b>14,803</b>	<b>15,500</b>	<b>9,103</b>	<b>15,500</b>
5180	Equipment/Vehicle Maintenance	3,098	5,529	3,850	3,834	3,850
5190	Facility Op. & Maintenance	26,965	30,127	28,100	35,412	29,500
5510	Rental House Maintenance	401	930	1,000	312	1,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>30,464</b>	<b>36,587</b>	<b>32,950</b>	<b>39,559</b>	<b>34,350</b>
5290	Insurance - Vehicle	1,361	1,616	1,099	1,693	1,277
<b>TOTAL INSURANCE</b>		<b>1,361</b>	<b>1,616</b>	<b>1,099</b>	<b>1,693</b>	<b>1,277</b>
5580-001	Telephone	5,585	4,826	6,500	1,199	1,300
5580-002	Electricity	6,421	3,997	6,500	6,519	6,500
5580-016	Internet/Cable	0	692	850	1,153	1,400
<b>TOTAL UTILITIES</b>		<b>12,007</b>	<b>9,515</b>	<b>13,850</b>	<b>8,871</b>	<b>9,200</b>
<b>TOTAL EXPENSES</b>		<b>\$ 192,697</b>	<b>\$ 195,741</b>	<b>\$ 247,766</b>	<b>\$ 197,739</b>	<b>\$ 264,262</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 105,462</b>	<b>\$ 131,324</b>	<b>\$ 43,426</b>	<b>\$ 62,530</b>	<b>\$ 52,430</b>

# SANDY RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Maintain a minimum of (4) diverse community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts and at least (1) workday. Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



#### Objectives:

- Work with teams, clubs, and vendors to implement camps and programs that complement the use of the park.
- Maintain a process to receive and approve changes to park facilities made by teams, clubs, and other user groups of Sandy Run Rowing Facility.
- Maintain the permit system in Active for tracking, billing, and payment automation.

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



#### Objectives:

- Work closely with VASRA, clubs, schools, and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with park neighbors and associated user groups.
- Annually review MOU and Permit language.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

# SANDY RUN REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Maintained our partnerships with Virginia Scholastic Rowing Association (VASRA), Occoquan Boat Club, Sandy Run Scullers, Northern Virginia Rowing Club, Virginia Search and Rescue Dog Association, and Fairfax County Station 41 Fire and Rescue to support rowing and training activities in the park.
- Worked with Eagle Scout candidate to repair fencing, installed standardized trail entrances and restored a section of the Loisvale parking lot trail.
- In the off season, staff marked and cleared all culverts along the Loisvale and grandstand trails to promote better drainage.
- Improved “The Point” regatta launch area by clearing overgrowth, removing debris, grading, and raking gravel, and painting boat racks.

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

#### **Highlights**

- Maintained online system to schedule, invoice, and collect payments for daily user groups.
- Drafted and implements SOP for quarterly rack space audits to ensure timely collection of fees and efficient use of space.
- Expanded daily user groups and team training to include five new organizations including Chinook Performance Racing, Marist College, Riverside High School Crew, Bishop O’Connell Crew, and St. Albans/National Cathedral School Crew.
- Collaborated with internal user groups to host various programs including OBC Strawberry Row and Chili Row social events, GMU Crew Club Pentathlon, NVRC Open House, and James Madison Crew Learn to Row event.

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

#### **Highlights**

- Worked with VASRA to coordinate, plan, and execute ten high school regattas and four college regattas for the spring season.
- Hosted annual user group meeting and roundtable discussion which included internal er groups and a neighbor representative.
- Held monthly team meetings and yearly goal progress meeting with full time employees.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of boats stored	255	255	255	255	255
• Number of spring break programs	43	59	48	3	48
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	11,248	9,372	10,750	0	10,750
• Number of VASRA scholastic regattas	10	9	10	0	10
• Number of club regatta competitors	4,740	5,227	4,000	4,353	4,000
• Number of club regattas	4	4	4	3	4
• Number of collegiate regatta competitors	1,058	1,422	1,100	0	1,100
• Number of collegiate regattas	5	6	5	0	5
• Total number of regatta spectators	15,000	15,000	15,000	5,000	15,000

# TEMPLE HALL FARM REGIONAL PARK

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

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 39,099	\$ 33,000	\$ 37,500	13.6%
Retail Operations	(105)	0	0	-
Other Revenue	159,313	159,383	157,383	-1.3%
<b>TOTAL REVENUE</b>	<b>\$ 198,307</b>	<b>\$ 192,383</b>	<b>\$ 194,883</b>	<b>1.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 158,512	\$ 247,348	\$ 271,165	9.6%
Operating Costs	28,725	37,350	35,350	-5.4%
Maintenance Costs	63,604	65,028	66,500	2.3%
Insurance	3,233	2,198	3,191	45.2%
Utilities	16,808	16,400	16,400	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 270,883</b>	<b>\$ 368,324</b>	<b>\$ 392,606</b>	<b>6.6%</b>
<b>Net Income</b>	<b>\$ (72,576)</b>	<b>\$ (175,941)</b>	<b>\$ (197,723)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 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	JUL-APR				
		ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	ACTUAL FY 2024	ADOPTED FY 2025
<b>3-380 TEMPLE HALL FARM REGIONAL PARK</b>						
<b>REVENUES</b>						
4412-001	Hay Rides - Tractor	\$ 2,570	\$ 19,894	\$ 16,000	\$ 14,055	\$ 17,000
4670	Shelter Reservations	7,130	16,025	7,500	11,290	11,000
4812	Visitor Center Rental	0	0	1,500	0	1,500
4600	Programmed Events	3,565	3,180	8,000	1,960	8,000
	<b>TOTAL USER FEES</b>	<b>13,265</b>	<b>39,099</b>	<b>33,000</b>	<b>27,305</b>	<b>37,500</b>
4015	Animals	4,012	5,930	5,500	813	3,500
4140	Crop Sales	80,430	8,250	14,000	0	14,000
4420	House Rental	43,077	41,177	43,077	35,898	43,077
4345, 4970	Grant - Contribution from Endowment	0	96,806	96,806	0	96,806
4410, 4605	Miscellaneous Revenue	0	7,150	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>127,519</b>	<b>159,313</b>	<b>159,383</b>	<b>36,711</b>	<b>157,383</b>
4640	Retail Operations	(21)	(105)	0	(24)	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>\$ (21)</b>	<b>\$ (105)</b>	<b>\$ 0</b>	<b>\$ (24)</b>	<b>\$ 0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 140,764</b>	<b>\$ 198,307</b>	<b>\$ 192,383</b>	<b>\$ 63,992</b>	<b>\$ 194,883</b>
<b>EXPENSES</b>						
5010	Full Time Salaries	\$ 90,018	\$ 95,105	\$ 144,758	\$ 128,490	\$ 165,505
5020	Part Time Salaries	14,217	20,072	34,240	15,504	35,480
5030	FICA	7,667	8,676	13,693	10,323	15,375
5040	Hospitalization	13,317	14,915	22,346	15,488	16,188
5060	Life Insurance	834	911	1,650	1,140	1,566
5050	Retirement	17,565	18,760	30,399	25,291	36,908
5070	Unemployment Tax	99	73	261	42	143
	<b>TOTAL PERSONNEL SERVICES</b>	<b>143,716</b>	<b>158,512</b>	<b>247,348</b>	<b>196,277</b>	<b>271,165</b>
5200	Feed	6,281	7,683	9,000	10,744	9,000
5210	Fertilizer	21,838	4,931	5,000	0	5,000
5230	Gas and Oil	6,921	8,204	8,000	6,739	8,000
5350	Livestock Purchases	510	450	4,000	295	2,000
5490	Programs & Promotions	1,552	1,195	2,500	1,559	2,500
5540	Seeds & Plants	21,441	1,568	3,000	737	3,000
5570	Uniforms	399	660	350	749	350
5590	Vet & Medicine	4,459	4,034	5,500	3,250	5,500
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>63,401</b>	<b>28,725</b>	<b>37,350</b>	<b>24,074</b>	<b>35,350</b>
5180	Equipment/Vehicle Maintenance	12,020	26,473	27,500	15,295	27,500
5190	Facility Op. & Maintenance	27,155	33,327	30,528	22,016	32,000
5195	Facility Op. & Maintenance-Cabin	171	181	5,000	390	5,000
5510	Rental House Maintenance	3,240	3,624	2,000	778	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>42,586</b>	<b>63,604</b>	<b>65,028</b>	<b>38,479</b>	<b>66,500</b>
5290	Insurance - Vehicle	2,721	3,233	2,198	3,386	3,191
	<b>TOTAL INSURANCE</b>	<b>2,721</b>	<b>3,233</b>	<b>2,198</b>	<b>3,386</b>	<b>3,191</b>
5580-002	Electricity	11,222	13,243	13,000	11,222	13,000
5580-001	Telephone	1,677	1,771	1,700	1,343	1,700
5580-016	Internet/Cable	1,677	1,795	1,700	1,388	1,700
	<b>TOTAL UTILITIES</b>	<b>14,577</b>	<b>16,808</b>	<b>16,400</b>	<b>13,953</b>	<b>16,400</b>
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 267,001</b>	<b>\$ 270,883</b>	<b>\$ 368,324</b>	<b>\$ 276,169</b>	<b>\$ 392,606</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (126,238)</b>	<b>\$ (72,576)</b>	<b>\$ (175,941)</b>	<b>\$ (212,178)</b>	<b>\$ (197,723)</b>

# TEMPLE HALL FARM REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Implement at least (2) strategies that focuses on Visitor's Center and Pavilion rentals.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Host a minimum of 2000 school tour attendees through engaging and creative programs and offerings.
- Establish and maintain a minimum of (8) diverse community partnerships.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



Objectives:

- Identify (2) new ways to interpret heritage farming in the AV Symington Center using technology or innovation.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Work with existing partners to deliver a minimum of 200 volunteer hours.
- Implement a preservation plan for consistent and continued site improvements and maintenance of historic elements addressing a minimum of (5) areas of focus.
- Maintain and enhance a sustainable long term animal exhibit plan.

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



Objectives:

- Develop a minimum of (2) improvements to the current self-guided farm tour to improve interpretation.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Maintain a minimum of (2) strategies to respond to customer feedback.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



# TEMPLE HALL FARM REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Maintained the farm’s outstanding partnership with Legacy Farm who works to empower neurodiverse young adults through garden-to-table apprenticeships by expanding their useable agricultural space and storage.
- New public programs offered included: Farmer for a Day, Story Time on the Farm, Horse Tails, and the expansion of interpretive space called Critter Corner.
- Continued to grow school and group tours numbers.
- Focused on increasing rentals of the Pavilion and Symington Visitor’s Center with success.
- Continued to partner with Heritage High School to bring special needs students to the farm weekly.

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

**Highlights**

- Temple Hall Farm was added as a stop on the website “Guess Where Trips.”
- Measures to protect the structure of the historic smoke house at Temple Hall have been undertaken including repointing brickwork.
- Temple Hall partnered with New Ag School to host participants of the school for the 3<sup>rd</sup> year.
- An agricultural lease was put in place for some of the acreage at Temple Hall.
- Staff maintained relationships with several volunteer organizations including Legacy Farm, Young Men’s Service League, Blue Bird Society, Girl Scouts of American and Boy Scouts of America, ROTC, Loudoun Soil and Water, Loudoun Wildlife Conservancy, 4-H, and Loudoun Hunger Relief.
- Lafayette Trail marker was installed, and Temple Hall Farm was added as a trail destination.

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

**Highlights**

- Continued to update and implement unique scavenger hunt offerings that act as a fun way for visitors to enjoy self-guided tours of the farm.
- Saw outstanding staff retention with farm staff.
- Social media content was updated regularly with creative content.
- Added (3) new animal exhibit enclosures/fencing to allow for better visibility to visitors.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• School tour attendance	1,075	2,717	500	1,352	2,000
• Special events attendance	1,079	2,800	1,500	1,140	2,800

# TEMPLE HALL FALL FESTIVAL

## PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival is a must visit fall tradition. The Fall Festival includes a variety of fall fun and activities including pick-your-own pumpkins, jumping pillows, corn cannons, hill slides and pumpkin blasters along with plenty of food offerings.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 147,759	\$ 145,000	\$ 145,000	0.0%
Retail Operations	63,304	77,000	77,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 211,063</b>	<b>\$ 222,000</b>	<b>\$ 222,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 17,094	\$ 34,365	\$ 35,168	2.3%
Operating Costs	14,549	27,000	27,500	1.9%
Maintenance Costs	383	0	0	-
Retail Operations	48,463	44,500	56,500	27.0%
<b>TOTAL EXPENSES</b>	<b>\$ 80,489</b>	<b>\$ 105,865</b>	<b>\$ 119,168</b>	<b>12.6%</b>
<b>Net Income</b>	<b>\$ 130,574</b>	<b>\$ 116,135</b>	<b>\$ 102,832</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Retail expense increases to reflect the actual cost to purchase pumpkins.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.35	2.69	1.11	1.11	1.11

## TEMPLE HALL FALL FESTIVAL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-385 TEMPLE HALL FALL FESTIVAL</b>						
<b>REVENUES</b>						
4491	Fall Festival Admissions	\$ 115,676	\$ 147,759	\$ 145,000	\$ 133,036	\$ 145,000
<b>TOTAL USER FEES</b>		<b>115,676</b>	<b>147,759</b>	<b>145,000</b>	<b>133,036</b>	<b>145,000</b>
4640	Blast Zone	7,132	9,579	10,000	6,942	10,000
4642	Retail Operations - Food	10,605	18,800	30,000	18,238	30,000
4660	Retail Operations - Merchandise	1,479	23,415	25,000	23,221	25,000
4606	Retail Operations - Pumpkin Sales	0	11,510	12,000	11,610	12,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>19,215</b>	<b>63,304</b>	<b>77,000</b>	<b>60,011</b>	<b>77,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 134,891</b>	<b>\$ 211,063</b>	<b>\$ 222,000</b>	<b>\$ 193,047</b>	<b>\$ 222,000</b>
<b>EXPENSES</b>						
5020	Part Time Salaries	\$ 11,537	\$ 15,824	\$ 31,775	\$ 19,085	\$ 32,623
5030	FICA	883	1,211	2,431	1,460	2,496
5070	Unemployment Tax	61	60	159	25	49
<b>TOTAL PERSONNEL SERVICES</b>		<b>12,481</b>	<b>17,094</b>	<b>34,365</b>	<b>20,570</b>	<b>35,168</b>
5152	Fall Festival Operation	4,902	12,636	10,500	13,313	11,000
5210	Fertilizer	7,050	0	8,000	0	8,000
5230	Gas and Oil	951	100	0	0	0
5430	Park Police	0	0	2,500	0	2,500
5540	Seeds & Plants	3,840	1,814	6,000	4,096	6,000
<b>TOTAL FACILITY OPERATING COSTS</b>		<b>16,743</b>	<b>14,549</b>	<b>27,000</b>	<b>17,408</b>	<b>27,500</b>
5190	Facility Op. & Maintenance	261	383	0	897	0
<b>TOTAL MAINTENANCE COSTS</b>		<b>261</b>	<b>383</b>	<b>0</b>	<b>897</b>	<b>0</b>
5525	Retail - Food	5,503	7,933	12,000	7,840	9,000
5535	Retail - Merchandise	0	0	12,500	0	12,500
5520	Retail - Pumpkins	31,750	40,530	20,000	45,500	35,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>37,253</b>	<b>48,463</b>	<b>44,500</b>	<b>53,340</b>	<b>56,500</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>\$ 66,739</b>	<b>\$ 80,489</b>	<b>\$ 105,865</b>	<b>\$ 92,215</b>	<b>\$ 119,168</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 68,153</b>	<b>\$ 130,574</b>	<b>\$ 116,135</b>	<b>\$ 100,832</b>	<b>\$ 102,832</b>

# TEMPLE HALL FALL FESTIVAL

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## STRATEGIC GOALS & OBJECTIVES FY 2025

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



### Objectives:

- Continue to implement an effective operations plan for a premier fall event.
- Continue to refine Food & Beverage plan to meet adopted FY25 goal.
- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement an annual plan for consistent and continued capital and event operations improvements.
- Implement at least (1) strategy or technique developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Fall Festival.
- Maintain a yearly review system of industry trends and standards with a focus on local competition.
- Create a comprehensive calendar and schedule of events, including a minimum of (2) offerings through the Roving Naturalist program to engage the next generation of conservationists.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

# TEMPLE HALL FALL FESTIVAL

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Provided F&B services for festival out of the NOVA Parks food truck and partnered with local food truck and breweries to increase offerings.
- Sunflower plots were planted in intervals to ensure sunflowers were available to be picked throughout October.
- All seasonal & part-time staff trained in Level 1 Customer Service training.
- Building on the relationship with Legacy Farms we utilized participants to assist with planting pumpkins and assisting with the operation of the pumpkin patch and sunflower picking. Their participation was recognized and rewarded with NOVA Parks donating to help Legacy Farms continue to provide opportunities to participants.
- Social media content expanded significantly providing fun and creative event details creating a noticeable increase in traffic across our platforms.
- Staff developed a long-term plan for pumpkin patch growing and involves pumpkin patch rotation and a variety of other techniques to improve and maximize pumpkin production.
- Our expanded Critter Corner area was incorporated into our fall farm tour to provide groups with an indoor naturalist experience.
- Success in staff retention resulted in a majority of the seasonal staff from the previous season returning to work this year.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Fall Festival attendance	10,976	13,551	10,500	11,626	10,500
• Retail/Food per customer	\$1.75	\$1.34	\$7.33	\$5.16	\$7.33

# UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

## PROGRAM OVERVIEW

### UPPER POTOMAC PROPERTIES:

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

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

**Red Rock Wilderness Regional Park**-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19<sup>th</sup> Century farmhouse and outbuildings.

**Upper Potomac Parklands**-761 acres along the Potomac River in Fairfax and Loudoun Counties, located between Riverbend Park and Lowes Island development. The parklands have natural surface trails and portions of the DC Water and Sewer Authority sewer line, vents and access road.

**Symington Cabin**-a 50 acre tract in Loudoun County with a log cabin, pond and gravel roadway. The tract also includes a number of trails.

Ball's Bluff, Red Rock and Upper Potomac parklands are sites for the Potomac Heritage National Scenic Trail.

### SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 278 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

### CATTAIL REGIONAL PARK:

Acquired in late 2023 through a generous donation from the Harris Family Cattail Regional Park is 85-acres of mature forests, open fields, and an upland bog. Park development plans include parking, build out of a trail system and interpretive signs highlighting the natural beauty and history of the property. Once development is complete the park will be opened to the public.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
Other Revenue	\$ 53,691	\$ 58,340	\$ 102,440	75.6%
Easements & Licenses	286	0	0	— %
<b>TOTAL REVENUE</b>	<b>\$ 53,977</b>	<b>\$ 58,340</b>	<b>\$ 102,440</b>	<b>75.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 170,989	\$ 167,442	\$ 178,206	6.4%
Operating Costs	0	1200	1550	29.2%
Maintenance Costs	14,060	25,500	58,500	129.4%
Insurance	0	549	0	-100.0%
Utilities	159	200	1500	650.0%
<b>TOTAL EXPENSES</b>	<b>\$ 185,208</b>	<b>\$ 193,691</b>	<b>\$ 238,206</b>	<b>23.0%</b>
<b>Net Income</b>	<b>\$ (131,231)</b>	<b>\$ (135,351)</b>	<b>\$ (135,766)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget now includes the budget for the newly acquired Cattail Regional Park.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	0.47	0.47	0.47	0.47	0.60

# UPPER POTOMAC PROPERTIES/SPRINGDALE /CATTAIL REGIONAL PARKS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-340 UPPER POTOMAC PROPERTIES</b>						
<b>REVENUES</b>						
4420	House Rental	\$ 20,330	\$ 28,800	\$ 28,800	\$ 24,000	\$ 28,800
	<b>TOTAL OTHER REVENUE</b>	<b>20,330</b>	<b>28,800</b>	<b>28,800</b>	<b>24,000</b>	<b>28,800</b>
4640-076	Retail Operations	(8)	0	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
4480-371	Lic Fee - DC Water	0	286	0	0	0
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>0</b>	<b>286</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 20,323</b>	<b>\$ 29,086</b>	<b>\$ 28,800</b>	<b>\$ 24,000</b>	<b>\$ 28,800</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 102,531	\$ 114,199	\$ 102,653	\$ 98,844	\$ 105,283
5020	Part-Time Salaries	2,893	10,688	15,309	1,347	16,038
5030	FICA	7,725	9,402	9,024	7,220	9,281
5040	Hospitalization	15,104	16,833	17,602	16,532	18,057
5060	Life Insurance	836	920	1,170	733	996
5050	Retirement	17,603	18,889	21,557	16,212	23,478
5070	Unemployment Tax	48	60	127	14	74
	<b>TOTAL PERSONNEL SERVICES</b>	<b>146,740</b>	<b>170,989</b>	<b>167,442</b>	<b>140,901</b>	<b>173,207</b>
5230	Gas and Diesel	428	0	500	0	500
5570	Uniforms	38	0	700	168	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>466</b>	<b>0</b>	<b>1,200</b>	<b>168</b>	<b>1,550</b>
5180	Equipment/Vehicle Maintenance	438	0	0	0	0
5190	Facility Op. & Maintenance	11,563	11,404	17,000	8,331	17,000
5510	Rental House Maintenance	6,292	2,413	1,000	2,580	1,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>18,294</b>	<b>13,816</b>	<b>18,000</b>	<b>10,911</b>	<b>18,500</b>
5290	Insurance - Vehicle	0	0	549	0	0
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>549</b>	<b>0</b>	<b>0</b>
5580-002	Electricity	288	159	200	138	1,500
	<b>TOTAL UTILITIES</b>	<b>288</b>	<b>159</b>	<b>200</b>	<b>138</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 165,788</b>	<b>\$ 184,964</b>	<b>\$ 187,391</b>	<b>\$ 152,117</b>	<b>\$ 194,757</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (145,466)</b>	<b>\$ (155,879)</b>	<b>\$ (158,591)</b>	<b>\$ (128,117)</b>	<b>\$ (165,957)</b>
<b>3-360 SPRINGDALE</b>						
<b>REVENUES</b>						
4420	House Rental	\$ 20,676	\$ 21,916	\$ 15,140	\$ 23,231	\$ 15,140
4605	Property Lease	2,975	2,975	14,400	25,380	14,400
	<b>TOTAL OTHER REVENUE</b>	<b>23,651</b>	<b>24,891</b>	<b>29,540</b>	<b>48,611</b>	<b>29,540</b>
	<b>TOTAL REVENUES</b>	<b>\$ 23,651</b>	<b>\$ 24,891</b>	<b>\$ 29,540</b>	<b>\$ 48,611</b>	<b>\$ 29,540</b>
<b>EXPENSES</b>						
5190	Facility Op. & Maintenance	\$ 3,215	\$ 243	\$ 7,500	\$ 0	\$ 5,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>3,215</b>	<b>243</b>	<b>7,500</b>	<b>0</b>	<b>5,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 3,215</b>	<b>\$ 243</b>	<b>\$ 7,500</b>	<b>\$ 0</b>	<b>\$ 5,000</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 20,436</b>	<b>\$ 24,648</b>	<b>\$ 22,040</b>	<b>\$ 48,611</b>	<b>\$ 24,540</b>
<b>3-127 CATTAIL REGIONAL PARK</b>						
<b>REVENUES</b>						
4420	House Rental	\$ 0	\$ 0	\$ 0	\$ 6,900	\$ 44,100
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,900</b>	<b>44,100</b>
	<b>TOTAL REVENUES</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 6,900</b>	<b>\$ 44,100</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,637
5030	FICA	0	0	0	0	355
5070	Unemployment Tax	0	0	0	0	7
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,998</b>
5190	Facility Op. & Maintenance	0	0	0	0	34,500
5510	Rental House Maintenance	0	0	0	0	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 39,998</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 6,900</b>	<b>\$ 4,102</b>

# UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

## STRATEGIC GOALS & OBJECTIVES FY 2025

### Ball's Bluff Battlefield Regional Park:

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



#### Objectives:

- Identify and interpret a minimum of (1) new significant historic feature within the park through signage or programs.
- Continue to cultivate, implement, and evaluate a successful volunteer program.
- Implement a minimum of (2) new strategies to engage broader participation and impact of the Friends of Ball's Bluff.
- Establish and maintain a minimum of (2) diverse community partnerships.
- Host a minimum of (4) special events or public programs, including a minimum of (1) offering through the Roving Naturalist program to engage the next generation of conservationists.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



#### Objectives:

- Conduct at least (2) public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections. Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



# UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Continued to manage trees throughout the battlefield and trails.
- Ball’s Bluff anniversary weekend was hosted in October and included living history demonstrations, tours, cannon firing, Illumination ceremony and a performance of period music.
- Coordinated with Loudoun Master Gardeners to host a wildflower walk in the spring.
- Site tours of Ball’s Bluff hosted by staff and the exceptional Friends of Ball’s Bluff Tour guides continued to deliver weekend tours spring into fall. The FOBB also guided 11 other requested private tours throughout the season.
- The Friends of Ball’s Bluff partnered with Ball’s Bluff Elementary school to hold an essay contest and gave battlefield tours to all the 4<sup>th</sup> grade students.
- On July 4<sup>th</sup> we hosted a cannon firing demonstration and Civil War era band.
- The Friends of Ball’s Bluff represented Ball’s Bluff in the Leesburg parade and hosted a Remembrance Day Fund Raiser Dinner and auction at Algonkian.

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

**Highlights**

- Continued to partnered with Loudoun Wildlife Conservancy to provide a series of volunteer opportunities to remove garlic mustard and other invasive plants from the battlefield.
- Park Day was held in cooperation with the American Battlefield Trust to clean up and improve the trails and park grounds at Ball’s Bluff.
- Friends of Ball’s Bluff dedicated more than 500 hours for trail maintenance and improvements to the battlefield.
- Identified interpretive signs at Ball’s Bluff for replacement and have ordered new panels.
- Agricultural leases remain in place for significant portions of the property at Springdale.
- Partnered with the Boy Scouts of America and members of the ROTC program at Loudoun County High School to routinely provide trail maintenance at Ball’s Bluff, Red Rock and Piscataway Crossing.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of visitors on tours at Ball’s Bluff	1,351	1,803	1,500	930	1,500
• Number of visitors for special events	636	985	800	305	800
• Number of Ball’s Bluff Battlefield volunteer hours	1,353	1,550	1,200	955	1,200

# UPTON HILL REGIONAL PARK

## PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington/Fairfax County line, just east of Seven Corners. This 27-acre park offers a welcome piece of woods in the otherwise densely developed are of North Arlington. In 2021, Upton Hill made several improvements to the park, including a new playground, comfort station upgrades, and the construction of Climb UPton, the 90 element high ropes adventure course. Climb UPton attracts a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure. The park also features a deluxe miniature golf course and batting cages, birthday party area, and volunteer opportunities.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 563,739	\$ 653,350	\$ 658,350	0.8%
Retail Operations	18,973	24,500	23,500	-4.1%
Other Revenue	6,936	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 589,648</b>	<b>\$ 677,850</b>	<b>\$ 681,850</b>	<b>0.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 479,427	\$ 527,072	\$ 574,843	9.1%
Operating Costs	5,070	12,950	12,950	0.0%
Maintenance Costs	90,239	85,308	89,500	4.9%
Insurance	1,078	1,099	1,277	16.2%
Retail Operations	7,461	10,300	10,000	-2.9%
Utilities	10,975	15,100	15,100	0.0%
Debt Service	73,438	228,853	225,653	-1.4%
<b>TOTAL EXPENSES</b>	<b>\$ 667,687</b>	<b>\$ 880,681</b>	<b>\$ 929,323</b>	<b>5.5%</b>
<b>Net Income</b>	<b>\$ (78,040)</b>	<b>\$ (202,831)</b>	<b>\$ (247,473)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue remains steady and expenses increase due to compensation initiatives.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	4.00	5.87	7.28	7.76	8.00

## UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-400 UPTON HILL REGIONAL PARK</b>						
<b>REVENUES</b>						
4127	Climbing Feature Admissions	\$ 273,489	\$ 267,044	\$ 360,000	\$ 178,831	\$ 360,000
4600	Programmed Events	120	1,086	1,350	764	1,350
4670	Shelter Reservations	4,164	11,060	12,000	6,152	12,000
4060	Batting Cage Fees	102,694	113,380	108,000	68,918	113,000
4500	Miniature Golf	177,501	171,167	172,000	105,996	172,000
	<b>TOTAL USER FEES</b>	<b>557,967</b>	<b>563,739</b>	<b>653,350</b>	<b>360,661</b>	<b>658,350</b>
4640	Retail Operations	16,587	18,973	24,500	15,446	23,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>16,587</b>	<b>18,973</b>	<b>24,500</b>	<b>15,446</b>	<b>23,500</b>
4440	Interest	491	6,936	0	9,852	0
4510	Miscellaneous Revenue	19	0	0	(28)	0
	<b>TOTAL OTHER REVENUE</b>	<b>510</b>	<b>6,936</b>	<b>0</b>	<b>9,824</b>	<b>0</b>
	<b>TOTAL REVENUE</b>	<b>575,064</b>	<b>589,648</b>	<b>677,850</b>	<b>385,931</b>	<b>681,850</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 171,671	\$ 202,279	\$ 193,850	\$ 185,991	\$ 213,602
5020	Part-Time Salaries	180,662	187,485	233,218	168,220	249,843
5030	FICA	26,046	29,181	32,671	25,712	35,453
5040	Hospitalization	32,744	23,412	23,128	21,273	25,796
5060	Life Insurance	1,493	1,759	2,210	1,656	2,021
5050	Retirement	30,852	34,841	40,709	33,562	47,633
5070	Unemployment Tax	809	471	1,286	201	495
	<b>TOTAL PERSONNEL SERVICES</b>	<b>444,277</b>	<b>479,427</b>	<b>527,072</b>	<b>436,615</b>	<b>574,843</b>
5230	Gas and Diesel	2,370	2,070	3,000	2,018	3,000
5490	Programs and Promotions	3,284	2,296	8,900	2,712	8,900
5570	Uniforms	509	704	1,050	696	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>6,163</b>	<b>5,070</b>	<b>12,950</b>	<b>5,426</b>	<b>12,950</b>
5180	Equipment/Vehicle Maintenance	2,880	1,657	2,200	1,635	2,200
5190	Facility Op. & Maintenance	64,584	88,583	83,108	75,457	87,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>67,464</b>	<b>90,239</b>	<b>85,308</b>	<b>77,092</b>	<b>89,500</b>
5290	Insurance - Vehicle	907	1,078	1,099	1,129	1,277
	<b>TOTAL INSURANCE</b>	<b>907</b>	<b>1,078</b>	<b>1,099</b>	<b>1,129</b>	<b>1,277</b>
5520	Retail Operations	7,941	7,461	10,300	8,939	10,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>7,941</b>	<b>7,461</b>	<b>10,300</b>	<b>8,939</b>	<b>10,000</b>
5580-001	Telephone	2,218	2,166	2,800	2,373	2,800
5580-002	Electricity	3,008	4,763	6,000	4,530	6,000
5580-004	Water/Sewer	3,693	3,710	5,000	3,764	5,000
5580-016	Internet/Cable	337	336	1,300	291	1,300
	<b>TOTAL UTILITIES</b>	<b>9,257</b>	<b>10,975</b>	<b>15,100</b>	<b>10,957</b>	<b>15,100</b>
2425	Note Payable VRA Principal	0	0	125,000	0	130,000
5322	Interest Expense VRA Note	77,428	73,438	103,853	57,868	95,653
	<b>TOTAL DEBT SERVICE</b>	<b>77,428</b>	<b>73,438</b>	<b>228,853</b>	<b>57,868</b>	<b>225,653</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 613,436</b>	<b>\$ 667,687</b>	<b>\$ 880,681</b>	<b>\$ 598,026</b>	<b>\$ 929,323</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (38,373)</b>	<b>\$ (78,040)</b>	<b>\$ (202,831)</b>	<b>\$ (212,095)</b>	<b>\$ (247,473)</b>

# UPTON HILL REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts by conducting a minimum of (2) scheduled workdays.
- Continue to implement an effective invasive plant management plan building on existing community partners.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 700 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to maintain Native Forest plantings.
- Provide support and prioritization for elements of the Park Stewardship Plan.

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



#### Objectives:

- Develop and implement a comprehensive plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue by 5% from FY24
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the park ensuring weekly posts.
- Continue the partnership with ASNV as part of the Stretch our Parks initiative and collaborate on development and implementation of inclusive programming opportunities.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% of gross from FY24.

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



#### Objectives:

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

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



#### Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop to refine annually a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Climb UPTon.
- Develop and implement at least (3) strategies focused on increasing revenues in off peak times.
- Maintain the required maintenance and inspection plan for Climb UPTon.
- Implement a robust retail plan for Climb UPTon to exceed revenue goals.
- Implement a seasonal special events plan with strategies aimed at increasing sales.

**FY 2024 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights:**

- Updated the Park Stewardship Plan as our initial goals were met ahead of the anticipated timeframe. The robust time commitment from ARMN volunteers working in conjunction with Arlington County, funding of Invasive Plant Removal Contractors, and support from Planning and Development have truly transformed the lower park and trails.
- Served as a pilot partner for the Audubon Society of Northern Virginia’s “Stretch our Parks” initiative which connected us with adjacent properties to broaden the impact of habitat restoration efforts and welcome our neighbors into the park.
- Staff have continued to refine maintenance process documentation with a focus on defining cross-departmental accountability and scope of all contributing positions.
- Secured an annual maintenance and inspection contract for the stormwater infrastructure.

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

**Highlights:**

- The annual Spring Egg Hunt enjoyed a 244% increase in number of participants from the previous year, rivaling pre-COVID attendance figures.
- Climb Upton partnered with “Skills on the Hill” (a regional pediatric therapy practice) to host our first Sensory Friendly Climb in late Fall 2023. The event sold out and additional dates were added to the 2024 operational season.

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

**Highlights:**

- Staff served a co-lead for the Mentor Program, facilitating connections between new and experienced full-time team members to empower our future operations leaders. The 2024 Mentor Program includes the first addition of a Full-Time Maintenance pairing.
- Continued refinement of our Area of Responsibility documentation. Further outlining the workload and processes that the Seasonal Supervisor team is accountable for has improved internal communication, deliverables, and continuity in our operation.

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

**Highlights:**

- Worked closely with Marketing and Senior Operations Staff to refine and implement the 2024 Campaigns & Communication Plan for Climb Upton.
- Staff developed and implemented a Mission Impossible Themed challenge for the Ropes Course as part of a third-party promotional campaign for the newest movie in the franchise. The activity is now available as an add-on for all Climbing birthday parties for a truly unique and immersive experience.
- Completed capital improvements at the Batting Cages including all new netting and a much needed visual re-refresh of the pitching machines and former Point of Sale hut.

**MEASURABLE RESULTS**

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of miniature golf rounds	32,694	33,161	30,000	15,257	30,000
• Number of batting cage rounds	67,628	30,659	75,500	30,659	75,500
• Number of special event participants	100	83	280	—	280
• Number of birthday party participants	2,487	2,089	1,500	1,309	1,500
• Volunteer hours received	1,106	932	700	—	700
• Ropes course admissions	7,724	7,839	12,950	3,641	12,950

# OCEAN DUNES WATERPARK AT UPTON HILL

## PROGRAM OVERVIEW

Ocean Dunes Waterpark at Upton Hill is a popular destination in densely-populated North Arlington. This beach-themed waterpark provides a peaceful vacation feel in the hectic Northern Virginia region, with large pelican figures, coastal landscaping and décor, and a 14-foot lighthouse decoration. The aquatic facility is comprised of a large play pool, 25-meter lap pool, splash pad with a large dumping bucket and slides, a baby pool, dual 26-foot tall water slides, and a snack bar. The facility also offers group and private swim lessons, birthday party packages and special events.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 445,059	\$ 491,600	\$ 532,100	8.2%
Retail Operations	127,602	136,000	145,500	7.0%
Other Revenue	13,827	15,000	18,000	20.0%
<b>TOTAL REVENUE</b>	<b>\$ 586,488</b>	<b>\$ 642,600</b>	<b>\$ 695,600</b>	<b>8.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 221,112	\$ 259,156	\$ 281,533	8.6%
Maintenance Costs	87,230	67,068	82,000	22.3%
Retail Operations	71,409	55,200	59,250	7.3%
Utilities	43,876	45,300	48,300	6.6%
<b>TOTAL EXPENSES</b>	<b>\$ 423,627</b>	<b>\$ 426,724</b>	<b>\$ 471,083</b>	<b>10.4%</b>
<b>Net Income</b>	<b>\$ 162,862</b>	<b>\$ 215,876</b>	<b>\$ 224,517</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 8.2% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.56	7.78	7.76	7.76	7.91

## OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-420 UPTON HILL-OCEAN DUNES WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 322,265	\$ 312,277	\$ 359,000	\$ 254,491	\$ 380,000
4570	Group Admissions	14,169	27,769	32,000	30,620	36,500
4490	Locker Rental	136	82	600	77	600
4580	Waterpark Passes	98,853	104,931	100,000	78,154	115,000
	<b>TOTAL USER FEES</b>	<b>435,422</b>	<b>445,059</b>	<b>491,600</b>	<b>363,342</b>	<b>532,100</b>
4640	Retail Operations	121,339	121,054	128,000	95,211	135,000
4660	Swim Merchandise	5,989	6,548	8,000	8,405	10,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>127,327</b>	<b>127,602</b>	<b>136,000</b>	<b>103,617</b>	<b>145,500</b>
4475	Lessons	2,330	13,827	15,000	16,828	18,000
	<b>TOTAL OTHER REVENUE</b>	<b>2,330</b>	<b>13,827</b>	<b>15,000</b>	<b>16,828</b>	<b>18,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 565,080</b>	<b>\$ 586,488</b>	<b>\$ 642,600</b>	<b>\$ 483,787</b>	<b>\$ 695,600</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 176,676	\$ 204,387	\$ 239,627	\$ 157,901	\$ 261,162
5030	FICA	13,878	16,018	18,331	12,160	19,979
5070	Unemployment Tax	871	707	1,198	231	392
	<b>TOTAL PERSONNEL SERVICES</b>	<b>191,425</b>	<b>221,112</b>	<b>259,156</b>	<b>170,293</b>	<b>281,533</b>
5190	Facility Op. & Maintenance	65,894	87,230	67,068	63,236	82,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>65,894</b>	<b>87,230</b>	<b>67,068</b>	<b>63,236</b>	<b>82,000</b>
5520	Retail Operations	61,042	64,298	51,200	47,178	54,000
5535	Swim Merchandise	3,734	7,112	4,000	7,269	5,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>64,776</b>	<b>71,409</b>	<b>55,200</b>	<b>54,447</b>	<b>59,250</b>
5580-001	Telephone	1,721	1,850	2,300	1,320	2,300
5580-002	Electricity	24,136	26,939	25,000	20,780	28,000
5580-004	Water/Sewer	11,521	11,077	14,000	8,288	14,000
5580-016	Internet/Cable	4,338	4,010	4,000	3,135	4,000
	<b>TOTAL UTILITIES</b>	<b>41,718</b>	<b>43,876</b>	<b>45,300</b>	<b>33,523</b>	<b>48,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 363,813</b>	<b>\$ 423,627</b>	<b>\$ 426,724</b>	<b>\$ 321,499</b>	<b>\$ 471,083</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 201,267</b>	<b>\$ 162,862</b>	<b>\$ 215,876</b>	<b>\$ 162,288</b>	<b>\$ 224,517</b>

# OCEAN DUNES WATERPARK AT UPTON HILL

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



**Objectives:**

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

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



**Objectives:**

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

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



**Objectives:**

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Implement a minimum of (2) new strategies to increase waterpark group sales.
- Work with Aquatics Manager to implement a minimum of (3) strategies that focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Develop and implement a swim lesson program that meets customer needs and budget goals.
- Implement a minimum of (2) new strategies to increase the sales of the All Facility Passes.

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



**Objectives:**

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



**Objectives:**

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



# OCEAN DUNES WATERPARK AT UPTON HILL

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights:**

- Updated staff reference documentation to ensure consistency in messaging from frontline team members.
- FY23 Pass Sales finished ahead of revenue targets by ~6% and initial FY24 actuals are ahead of FY23 by ~10%.
- Expanded benefits of the Annual Pass to include perks at Climb Upton.

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

**Highlights:**

- Scored Exceeds Standards on all three Ellis & Associates Audits and earned a Platinum Status Award for achieving the highest quality of lifeguard professionalism and operational standards.
- Refined the in-service training delivery to include more flexible opportunities for staff to accrue required training hours while on their down periods.

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

**Highlights:**

- Continued to refine Ocean Dunes retail & concessions storage, ordering, and inventory processes to better utilize the limited space and minimize write-offs.
- Successfully served multiple 100+ person group meal plans.

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

**Highlights:**

- Contributed regularly to Aquatics Committee with resources, networking, and operational insights.
- Lifeguard staffing is comprised of nearly 50% returning team members who are referring their friends to great effect building a resilient safety focused culture.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of general admissions	30,907	45,790	30,600	23,346	30,600
• Number of youth group participants	2,239	8,394	3,500	4,891	4,900
• Number of waterpark passes sold	1,392	432	1,110	432	1,400
• Number of group swim lesson participants	15	31	21	24	30
• Number of private swim lesson participants	13	22	48	22	48
• Average amount customers spent on f/b & merch.	\$3.43	\$3.35	\$3.66	\$3.35	\$3.75
• Number of Daily All Facility Discount Passes sold	940	2,262	1,900	819	1,900
• Number of waterpark birthday party participants	1,203	1,774	2,400	862	2,400

# W&OD RAILROAD REGIONAL PARK

## PROGRAM OVERVIEW

W&OD Railroad Regional Park is a linear park that is 100 feet wide and 45 miles long, built on the old railbed of the former W&OD Railroad and extending from the Alexandria City line to Purcellville in western Loudoun County. Facilities include the park's maintenance facilities located in Ashburn, the 45 mile-long paved, multi-use trail, the 32 mile-long gravel horse trail, and the Two Creeks Mountain Bike Trail.

The Tinner Hill Historic Site opened in January of 2015 and is managed by the W&OD Trail staff. This half acre site, spanning the line between the City of Falls Church and Fairfax County, is the site where civil rights pioneers E.B. Henderson and Joseph Tinner first met to form a group that would become the first rural branch of the NAACP in the nation.

## REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>REVENUE BY SOURCE</b>				
Easements & Licenses	\$ 915,242	\$ 961,289	\$ 953,414	-0.8%
Retail Operations	376	500	500	0.0%
Other Revenue	9,250	6,500	6,500	0.0%
Transfer from Restricted Fund	327,912	415,000	480,173	15.7%
<b>TOTAL REVENUE</b>	<b>\$ 1,252,779</b>	<b>\$ 1,383,289</b>	<b>\$ 1,440,587</b>	<b>4.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 502,079	\$ 545,863	\$ 586,642	7.5%
Operating Costs	15,158	26,400	26,400	0.0%
Maintenance Costs	130,092	126,674	195,673	54.5%
Insurance	3,233	3,297	3,830	16.2%
Retail Operations	399	250	250	0.0%
Utilities	13,676	14,700	14,700	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 664,637</b>	<b>\$ 717,184</b>	<b>\$ 827,495</b>	<b>15.4%</b>
<b>Net Income</b>	<b>\$ 588,143</b>	<b>\$ 666,105</b>	<b>\$ 613,092</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Maintenance costs have increased for contract mowing services on the trail and a new stormwater tax assessment. There is also an increased transfer from the Restricted License Fee Fund.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	2.94	2.94	3.10	3.10	3.19

## W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-450 W&amp;OD RAILROAD REGIONAL PARK</b>						
<b>REVENUES</b>						
4480	License Fees	\$ 0	\$ 0	\$ 9,600	\$ 0	\$ 9,600
	Rents, Easements & Licenses:					
4770	Non-Recurring	26,845	0	0	0	0
4780	Recurring	878,491	915,242	951,689	907,409	943,814
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>905,336</b>	<b>915,242</b>	<b>961,289</b>	<b>907,409</b>	<b>953,414</b>
4090, 4640	Retail Operations	430	376	500	242	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>430</b>	<b>376</b>	<b>500</b>	<b>242</b>	<b>500</b>
4535	Permit Fees	6,250	9,250	6,500	4,500	6,500
4510	Miscellaneous Revenue	0	0	0	28	0
	<b>TOTAL OTHER REVENUE</b>	<b>6,250</b>	<b>9,250</b>	<b>6,500</b>	<b>4,528</b>	<b>6,500</b>
	<b>TOTAL REVENUE</b>	<b>912,016</b>	<b>924,867</b>	<b>968,289</b>	<b>912,179</b>	<b>960,414</b>
<b>TRANSFERS IN</b>						
4946	Transfer from Restricted Fund-FOWOD	142	0	0	0	0
4950	Transfer from Restricted Fund	327,912	327,912	415,000	415,000	480,173
	<b>TOTAL TRANSFERS IN</b>	<b>328,054</b>	<b>327,912</b>	<b>415,000</b>	<b>415,000</b>	<b>480,173</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 1,240,070</b>	<b>\$ 1,252,779</b>	<b>\$ 1,383,289</b>	<b>\$ 1,327,179</b>	<b>\$ 1,440,587</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 288,073	\$ 309,091	\$ 300,897	\$ 281,836	\$ 322,592
5020	Part-Time Salaries	38,353	65,745	103,327	36,709	111,181
5030	FICA	24,130	27,738	30,923	22,877	33,184
5040	Hospitalization	36,508	41,471	43,420	38,873	44,369
5060	Life Insurance	2,272	2,758	3,430	2,490	3,052
5050	Retirement	48,396	55,149	63,188	51,999	71,938
5070	Unemployment Tax	186	128	677	69	327
	<b>TOTAL PERSONNEL SERVICES</b>	<b>437,918</b>	<b>502,079</b>	<b>545,863</b>	<b>434,854</b>	<b>586,642</b>
5230	Gas and Diesel	12,507	14,203	15,000	7,641	15,000
5330	License Fees	0	0	10,000	0	10,000
5570	Uniforms	943	955	1,400	697	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>13,450</b>	<b>15,158</b>	<b>26,400</b>	<b>8,338</b>	<b>26,400</b>
5180	Equipment/Vehicle Maintenance	8,056	13,757	16,500	18,523	17,325
5190	Facility Op. & Maintenance	93,455	116,336	110,174	82,719	178,348
	<b>TOTAL MAINTENANCE COSTS</b>	<b>101,511</b>	<b>130,092</b>	<b>126,674</b>	<b>101,242</b>	<b>195,673</b>
5290	Insurance - Vehicle	2,721	3,233	3,297	3,386	3,830
	<b>TOTAL INSURANCE</b>	<b>2,721</b>	<b>3,233</b>	<b>3,297</b>	<b>3,386</b>	<b>3,830</b>
5520	Retail Operations	803	399	250	101	250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>803</b>	<b>399</b>	<b>250</b>	<b>101</b>	<b>250</b>
5580-001	Telephone	5,158	5,476	5,300	4,508	5,300
5580-002	Electricity	4,844	5,173	5,500	4,233	5,500
5580-003	Natural Gas	2,072	2,245	3,000	2,031	3,000
5580-004	Water/Sewer	831	782	900	635	900
	<b>TOTAL UTILITIES</b>	<b>12,905</b>	<b>13,676</b>	<b>14,700</b>	<b>11,406</b>	<b>14,700</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 569,308</b>	<b>\$ 664,637</b>	<b>\$ 717,184</b>	<b>\$ 559,326</b>	<b>\$ 827,495</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 670,762</b>	<b>\$ 588,143</b>	<b>\$ 666,105</b>	<b>\$ 767,852</b>	<b>\$ 613,092</b>

# W&OD RAILROAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



Objectives:

- Continue to coordinate and ensure completion of priority items from the latest Bridge and Culvert inspection report.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Maintain and continue to update all assets in Hiperweb.
- Continue to implement invasive species removal with a minimum of (3) focused efforts on designated sections of the trail.
- Effectively manage contract maintenance program.

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



Objectives:

- Continue to coordinate and ensure completion of priority items from the latest Bridge and Culvert inspection report.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Maintain and continue to update all assets in Hiperweb.
- Continue to implement invasive species removal with a minimum of (3) focused efforts on designated sections of the trail.
- Effectively manage contract maintenance program.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**



Objectives:

- Implement a minimum of (2) new strategies to engage broader participation and impact of FOWOD on the trail.
- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) diverse community partnerships.

**Goal Four: Remain a leader in safety of multi-use trails.**



Objectives:

- Continue to utilize a minimum of (3) new strategies to promote trail safety through social media. Promote positive user behavior and experience through a minimum of (4) outreach campaigns.
- Using "On the Go and In the Know" develop a 2024/2025 safety program to promote positive user behaviors.
- Develop a plan for consistent review, implementation, education, and promotion of safety related improvements and implement a minimum of (3) trail safety improvements annually that focus on enhancing the culture.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Host a minimum of (3) public outreach events focusing focused on trail safety.

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



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Begin to develop the parameters for a Trash Free Park Program to be implemented by 2025.

# W&OD RAILROAD REGIONAL PARK

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Continue to conserve and protect the historic and natural resources including structures, parkland, and facilities to provide a quality visitor experience.**

**Highlights**

- Maintained or established more than (15) community partnerships.
- Continued to assist with repairs on select bridges and culverts (following previous inspection reports).
- Continued collaboration with Dominion Energy and Master Naturalists.
- Established a new partnership with the nonprofit, Sustainability Matters, as we look to establish pollinator habitat.
- Worked with Dominion Energy on native tree plantings.

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

**Highlights**

- Continued to utilize social media channels to gain user feedback, convey safety messages, communicate trail information.
- Partnered with Rails to Trails and FOWOD to host cleanup commemorating the 50<sup>th</sup> anniversary of the W&OD Trail.
- Hosted Juneteenth event at Tinner Hill and in Leesburg at the Orion Anderson Memorial, working with the local NAACP.
- Working with NOVA Parks Historian on replacement of interpretive panels throughout the W&OD.
- Hosted various invasive cleanup day events with master naturalists.
- Coordinated with Arlington County various invasive cleanups near Bluemont Park and S. Walter Reed Drive.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**

**Highlights**

- Partnered with Loudoun Library, Walk Arlington, Bike Arlington, and numerous area bike shops to promote and improve the trail.
- Supported the completion of several Friend’s sponsored projects including a native garden at mile 0 in Shirlington.
- Continued to Work with Apple Federal Credit Union to increase Friends of the W&OD memberships and volunteer outreach opportunities.
- Updated the Friends Website.
- Purchased “Story Walk Displays” to use near the schools to help with literacy goals as well as increase appreciation for the outdoors. Worked with The Friends of the W&OD on a MLK clean-up day in Arlington.

**Goal Four: Remain a leader in safety of multi-use trails.**

**Highlights**

- Worked closely with Dominion Energy and VDOT to establish safe detours for the multiple, large-scale power line restrings.
- Continued to fundraise and collaborate with the volunteer W&OD Trail Patrol.
- Worked with the Town of Herndon, and the Town of Leesburg on safety signs.
- safety advocates for the W&OD Trail.

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

**Highlights**

- Park Customer Service Champion conducted several training sessions with staff to reinforce customer service skills.
- All staff attended Level I Customer Service Training.
- All full-time staff was recertified in CPR/AED/First Aid
- Offered CPR/First Aid to the volunteer W&OD Trail Patrol.

### MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Park visitation	2000000+	2,000,000+	2,000,000+	1,000,000	2,000,000+
• Number of FOWOD members	259	385	500	363	500
• Operating cost per linear ft of trail (400,000 ft. of	\$1.42	\$1.67	\$1.79	\$1.81	\$2.07
• Number of outreach and public programs	7	7	8	4	8
• Volunteer hours received	3,300	5,000	6,000	3,000	6,000

# CENTRAL MAINTENANCE

## PROGRAM OVERVIEW

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

## EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,253,099	\$ 1,217,088	\$ 1,326,491	9 %
Operating Costs	23,093	37,550	37,550	— %
Maintenance Costs	68,133	97,550	100,250	3 %
Insurance	8,621	8,791	8,936	2 %
Utilities	28,050	28,210	28,210	— %
<b>TOTAL EXPENSES</b>	<b>\$ 1,380,996</b>	<b>\$ 1,389,189</b>	<b>\$ 1,501,437</b>	<b>8 %</b>

## BUDGET HIGHLIGHTS

- Prior to FY 2023, Central Maintenance was budgeted in the General Fund. Past expenses can be seen behind the General Fund tab.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	13.00	13.00	0.00	0.00	0.00
Part-Time	0.00	0.00	0.00	0.00	0.00

## CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-710</b>	<b>CENTRAL MAINTENANCE</b>					
	<b>EXPENDITURES</b>					
5010	Full Time Salaries	\$ 0	\$ 919,278	\$ 855,121	\$ 808,538	\$ 920,759
5030	FICA	0	68,400	65,417	58,424	70,438
5040	Hospitalization	0	98,453	106,706	97,788	120,734
5060	Life Insurance	0	7,748	9,748	7,006	8,710
5050	Retirement	0	159,063	179,576	145,709	205,329
5070	Unemployment Tax	0	156	520	151	520
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>1,253,099</b>	<b>1,217,088</b>	<b>1,117,616</b>	<b>1,326,491</b>
5230	Gas and Diesel	0	20,983	33,000	13,846	33,000
5570	Uniforms	0	2,110	4,550	3,039	4,550
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>23,093</b>	<b>37,550</b>	<b>16,885</b>	<b>37,550</b>
5180	Equipment/Vehicle Maintenance	0	23,822	52,250	56,177	52,250
5190	Facility Op. & Maintenance	0	44,310	45,300	39,188	48,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>68,133</b>	<b>97,550</b>	<b>95,365</b>	<b>100,250</b>
5290	Insurance - Vehicle	0	8,621	8,791	9,593	8,936
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>8,621</b>	<b>8,791</b>	<b>9,593</b>	<b>8,936</b>
5580-001	Telephone	0	5,405	5,000	4,497	5,000
5580-002	Electricity	0	7,952	7,500	7,832	7,500
5580-009	Heating Oil	0	3,763	2,500	2,042	2,500
5580-008	Propane Gas	0	9,527	12,000	7,985	12,000
5580-016	Cable/Internet	0	1,404	1,210	1,170	1,210
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>28,050</b>	<b>28,210</b>	<b>23,527</b>	<b>28,210</b>
	<b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b>	<b>\$ 0</b>	<b>\$ 1,380,996</b>	<b>\$ 1,389,189</b>	<b>\$ 1,262,986</b>	<b>\$ 1,501,437</b>

# CENTRAL MAINTENANCE

## STRATEGIC GOALS & OBJECTIVES FY 2025



**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 (Hiperweb) application.

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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Lead process of continuing to develop site inspection forms and creating and editing written maintenance standards.
- Implement agency-wide Park Maintenance Standards Manual along with Director of Park Operations.
- Assist in the leadership of an agency-wide Maintenance Committee.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site peer inspection programs, conducting at least (6) inspections.
- Assist in the efficient purchase of capital equipment and vehicles.
- Review and recommend for purchase a variety of durable, commercial grade electric powered tools and potential ride-on electric mower options.



# CENTRAL MAINTENANCE

## FY 2024 STRATEGIC HIGHLIGHTS

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

**Highlights**

- System training for employees on HiperWeb (web-based software) were held at Rust Manor and Cameron Run.
- Access and system updates performed throughout year for proper access.
- Work order process updated and is operating effectively.
- Additional preventive maintenance reminders added for Fleet Vehicles, Motorized Equipment and HVAC Systems.
- Fleet vehicle asset information updated.
- Equipment database information updated.

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

**Highlights**

- Select staff attended 2-day OSHA training program.
- Auto Technician certified to perform Virginia state safety inspections.
- Conducted training at Great Waves Waterpark for the wave control system for both staff at Cameron Run and CM.
- Trained Auto Technician on HiperWeb and various automotive programs.
- All CM staff completed CPR training.
- Conducted batting cage training at Cameron Run.

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

**Highlights**

- Updated 5-year HVAC system replacement schedule.
- Updated 5-year fleet vehicle replacement schedule.
- Completed winterization walk-thru for all waterparks with seasonal plumbing facilities.
- Reviewed equipment and fleet vehicle maintenance checklists with appropriate staff.
- Updated preventive maintenance reminders for carpentry, plumbing, HVAC, and electrical systems.
- Electricians continue to upgrade lighting to LED at various parks.
- Worked with several contractors on motor repairs at Great Waves.
- Completed rental house walk throughs.
- CM staff participated in walked throughs of new facilities including Cattail Farm and Beaverdam.

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

**Highlights**

- Updated CMMS and trained staff to build out preventive maintenance reminders for specific assets.
- Waterpark pre-opening electrical inspections completed.
- CM carpenters worked with park managers to ensure consistency when replacing decks, building siding, and paint color match.

## MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL	FY 2025 TARGET
				6 months JUL-DEC 2023	
• Number of HVAC work orders completed	179	96	160	91	160
• Number of electrical work orders completed	193	93	150	73	150
• Number of heavy equipment work orders completed	112	90	120	72	120
• Number of fleet maintenance work orders/state inspections completed	195	102	150	125	150
• Number of equipment maintenance work orders completed	77	37	80	N/A	80
• Number of welding work orders completed	64	29	60	30	60
• Number of plumbing work orders completed	35	14	20	14	20
• Number of carpentry work orders completed	75	47	100	26	100
• Number of preventive maintenance corrections completed	275	159	230	296	230
• Number of emergency/critical work orders completed	53	N/A	40	13	40

# ADMINISTRATION – ENTERPRISE FUND

## PROGRAM OVERVIEW

This cost-center was established to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. Prior to the establishment of this cost center, these items were often budgeted in the General Fund, even when they impacted only the enterprise operations. This cost-center is also the mechanism used to enact transfers between the Enterprise Fund and other funds and reserves.

## REVENUE & EXPENSE SUMMARY

REVENUE BY SOURCE	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 ADOPTED	% CHANGE 2024-2025
Other Revenue	472,439	87,000	87,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 472,439</b>	<b>\$ 87,000</b>	<b>\$ 87,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,128,519	\$ 1,264,462	\$ 1,360,350	7.6%
Operating Costs	1,591,790	1,894,764	1,971,323	4.0%
Maintenance Costs	274,147	260,000	260,000	0.0%
Insurance	123,170	150,000	146,278	-2.5%
Utilities	0	1,000	1,000	0.0%
Total Transfers Out	(96,301)	0	0	-
<b>TOTAL EXPENSES</b>	<b>\$ 3,021,324</b>	<b>\$ 3,570,226</b>	<b>\$ 3,738,951</b>	<b>4.7%</b>
<b>Net Income</b>	<b>\$ (2,548,885)</b>	<b>\$ (3,483,226)</b>	<b>\$ (3,651,951)</b>	
<b>TRANSFERS TO OTHER FUNDS</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

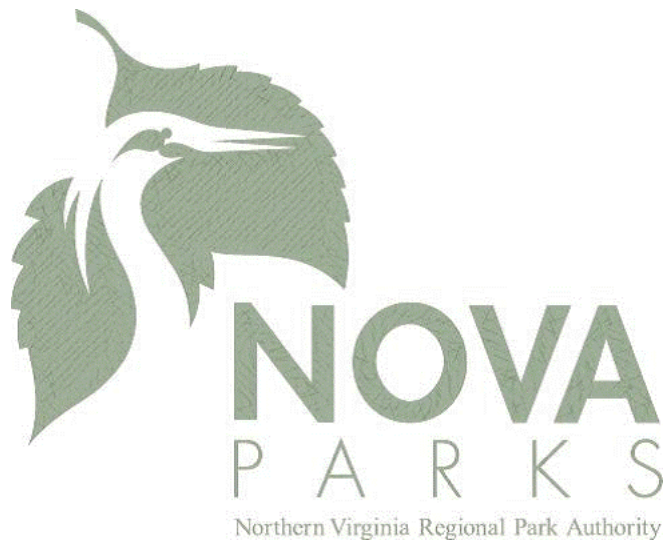
- This budget includes expense increases related to increased overall enterprise fund revenue. Additionally there is funding for Compensation and Strategic Plan Initiatives as well as a \$50,000 contingency.

## STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	6.85	7.85	8.35	8.85	9.00
Part-Time	0.30	0.30	0.65	1.61	1.61

## ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>3-720 ADMINISTRATION - ENTERPRISE FUND</b>						
<b>REVENUES</b>						
4516	Reservation Fees-POS Active	\$ 74,853	\$ 69,800	\$ 75,000	\$ 50,874	\$ 75,000
4430	Insurance Proceeds	1,210,271	27,062	0	103,805	0
4510, 4515	Miscellaneous Revenue	18,831	38,109	0	53,664	0
4440	Interest	19,401	337,469	12,000	0	12,000
<b>TOTAL OTHER REVENUE</b>		<b>1,323,356</b>	<b>472,439</b>	<b>87,000</b>	<b>208,343</b>	<b>87,000</b>
4770	Non-Recurring License Fees	32,700	0	0	0	0
<b>TOTAL REVENUES</b>		<b>\$ 1,356,056</b>	<b>\$ 472,439</b>	<b>\$ 87,000</b>	<b>\$ 208,343</b>	<b>\$ 87,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 629,479	\$ 786,051	\$ 858,738	\$ 759,437	\$ 929,786
5020	Part-Time Salaries	23,554	60,756	60,750	30,553	60,750
5030	FICA	48,097	62,735	70,341	57,104	75,776
5040	Hospitalization	63,130	70,030	83,851	61,819	77,448
5060	Life Insurance	4,696	6,003	9,790	5,513	8,796
5050	Retirement	114,507	142,786	180,335	139,405	207,342
5070	Unemployment Tax	316	158	658	109	451
<b>TOTAL PERSONNEL SERVICES</b>		<b>883,779</b>	<b>1,128,519</b>	<b>1,264,462</b>	<b>1,053,940</b>	<b>1,360,350</b>
5155	Credit Card Charges	716,228	787,889	720,614	618,444	804,971
5230	Gas and Diesel	2,088	1,937	2,000	1,492	2,000
5380	POS Transaction Fees	268,923	299,204	260,000	237,801	300,000
5149	Contingency	0	0	0	0	50,000
5330	License Fees	0	0	2,200	0	2,200
5500	Public Information	376,215	369,741	541,800	356,960	541,800
5546	Strategic Plan Initiatives	39,802	5,135	45,000	1,071	45,000
	Compensation Funding Initiatives	0	0	210,000	0	82,202
5400	Training for Field Staff	46,102	55,232	60,000	93,536	60,000
5490	Programs & Promotions - Naturalist	1,304	636	3,450	267	3,450
5493	Promotional Items-Uniforms	12,365	8,817	19,000	6,419	19,000
5555	Swimming Pool Safety Program	57,670	62,646	30,000	27,875	60,000
5570	Uniforms	251	552	700	542	700
<b>TOTAL OPERATING COSTS</b>		<b>1,520,946</b>	<b>1,591,790</b>	<b>1,894,764</b>	<b>1,344,407</b>	<b>1,971,323</b>
5180	Equipment/Vehicle Maintenance	9,545	5,149	0	2,664	0
5190	Facility Op. & Maintenance	6,348	4,625	0	2,357	0
5370	Major Contract Maintenance	288,286	264,372	260,000	188,936	260,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>304,178</b>	<b>274,147</b>	<b>260,000</b>	<b>193,957</b>	<b>260,000</b>
5290	Insurance - Vehicle	0	4,363	0	0	1,278
5300	Workers Comp	150,835	118,807	150,000	135,258	145,000
<b>TOTAL INSURANCE</b>		<b>150,835</b>	<b>123,170</b>	<b>150,000</b>	<b>135,258</b>	<b>146,278</b>
5580-001	Telephone	0	0	1,000	0	1,000
<b>TOTAL UTILITIES</b>		<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
<b>TOTAL EXPENSES</b>		<b>\$ 2,859,739</b>	<b>\$ 3,117,625</b>	<b>\$ 3,570,226</b>	<b>\$ 2,727,562</b>	<b>\$ 3,738,951</b>
<b>TRANSFERS OUT</b>						
5905	Trans. - Gen. Fund for Central Maint.	720,000	0	0	0	0
5900	Transfer to General Fund	\$ (50,175)	\$ (96,301)	\$ 0	\$ 0	\$ 0
<b>TOTAL TRANSFERS OUT</b>		<b>\$ 669,825</b>	<b>\$ (96,301)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>		<b>\$ 3,529,564</b>	<b>\$ 3,021,324</b>	<b>\$ 3,570,226</b>	<b>\$ 2,727,562</b>	<b>\$ 3,738,951</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (2,173,508)</b>	<b>\$ (2,548,885)</b>	<b>\$ (3,483,226)</b>	<b>\$ (2,519,219)</b>	<b>\$ (3,651,951)</b>
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
5955	Transfer to Retirement Fund	632,742	0	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
	Transfer to Strategic Opportunity Reserve	\$ 0	513,690	\$ 0	\$ 0	\$ 0
<b>TOTAL TRANSFER TO OTHER FUNDS</b>		<b>6,327,426</b>	<b>5,136,900</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
	Donation Adjustment	15,122	210,867			



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2025  
Approved

**Equipment**

**ALGONKIAN GOLF COURSE**

Driving Range Mats	\$	8,500
Picnic Tables		4,000
Greens roller		20,000
Bed Knife Grinder		22,500
Countertop Food Warmer		1,600
Golf Shop Merchandise Display		1,200
	<b>\$</b>	<b>57,800</b>

**ALGONKIAN COTTAGES**

Digital Lock System	\$	14,000
Bed Frames		6,000
	<b>\$</b>	<b>20,000</b>

**ALGONKIAN PARK**

UTV	\$	12,000
Radio System		18,511
	<b>\$</b>	<b>30,511</b>

**WOODLANDS AT ALGONKIAN**

Projector and Screen	\$	3,000
Patio Furniture		6,000
Catering Smallwares and Equipment		3,500
Chairs		10,000
	<b>\$</b>	<b>22,500</b>

**VOLCANO ISLAND AT ALGONKIAN**

Palm Trees	\$	5,000
	<b>\$</b>	<b>5,000</b>

**BRAMBLETON GOLF COURSE**

32 gallon Expanded Metal Trash Can	\$	3,000
Fairway Sprayer		24,000
Back Hoe Attachment		13,500
	<b>\$</b>	<b>40,500</b>

**BULL RUN PARK**

Upgraded Camera System for Gatehouse	\$	6,000
Shelter Grills		4,375
PTAC Unit- Cabins		1,000
Water Hydrants		6,500
	<b>\$</b>	<b>17,875</b>

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

Equipment	FY 2025 Approved
<b>BULL RUN SPECIAL EVENTS</b>	
Deck over Trailer	\$ 9,925
Event Host building	15,910
	<b><u>\$ 25,835</u></b>
<b>BULL RUN LIGHT SHOW</b>	
Post Driver	\$ 2,190
Harness and Tethers	4,320
Vice and Vice Bench	1,803
	<b><u>\$ 8,313</u></b>
<b>BULL RUN SHOOTING CENTER</b>	
Replacement Sporting Clays traps	\$ 20,000
	<b><u>\$ 20,000</u></b>
<b>ATLANTIS WATERPARK AT BULL RUN</b>	
Chemical Feeder	\$ 4,500
3 Door Drink Cooler	6,000
Guard Stands	6,000
Ice Cream Freezer	2,300
	<b><u>\$ 18,800</u></b>
<b>BULL RUN MARINA</b>	
AED	\$ 2,000
	<b><u>\$ 2,000</u></b>
<b>CAMERON RUN PARK</b>	
Garbage Cans	\$ 6,650
Electric Power Washers	5,000
	<b><u>\$ 11,650</u></b>
<b>ICE &amp; LIGHTS AT CAMERON RUN</b>	
Replacement Ice Skates/Additional Sizes	\$ 5,760
	<b><u>\$ 5,760</u></b>
<b>GREAT WAVES AT CAMERON RUN</b>	
Waterpark Funbrella	\$ 24,000
Pool Cleaner	7,500
	<b><u>\$ 31,500</u></b>
<b>BRICKMAKERS CATERING &amp; EVENT SERVICES</b>	
Catering Smallwares	\$ 5,000
	<b><u>\$ 5,000</u></b>

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2025  
Approved

Equipment

**CARLYLE HOUSE**

Backpack Vacuum Cleaner	\$ 1,529
	<b>\$ 1,529</b>

**FOUNTAINHEAD PARK REGIONAL PARK**

Double Kayaks	\$ 2,375
Kayak Racks	4,200
	<b>\$ 6,575</b>

**MEADOWLARK ATRIUM**

Commercial Shop Vacuum	\$ 2,500
Atrium Tables, Chairs, Chair Cushions	17,000
Catering Smallwares	9,000
Replace Atrium Walk-In Refrigerator/Freezer unit	35,000
Double Door Fridge	13,000
Double Door Freezer	8,000
	<b>\$ 84,500</b>

**MEADOWLARK GARDENS**

Pond Water Fountain	\$ 15,000
Utility Forks with Grapple Attachment	4,000
Chainsaw	1,500
Power Washer	10,000
Brush Mulcher	9,500
Tow Behind Blower	10,000
	<b>\$ 50,000</b>

**OCCOQUAN PARK**

Landscape Trailer	\$ 3,500
Brush Mower Attachment	6,000
Snow Broom Attachment	7,000
Landscape Rake	2,500
Stump Grinder Attachment	5,000
Park Radios and Batteries	2,500
	<b>\$ 26,500</b>

**THE RIVER VIEW AT OCCOQUAN**

Motorized shades	\$ 18,000
Catering smallwares	8,000
Buffet Chafers	4,500
Fryer for Brickmakers	3,000
	<b>\$ 33,500</b>

**BRICKMAKERS CAFE**

Smallwares	\$ 3,500
Patio Furniture	9,000
	<b>\$ 12,500</b>

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

Equipment	FY 2025 Approved
<b>POHICK BAY GOLF COURSE</b>	
Contour Rough Mower	\$ 95,000
Counter Fridge	5,000
	<b>\$ 100,000</b>
<b>PIRATE'S COVE WATERPARK AT POHICK BAY</b>	
Trash Cans	\$ 4,852
Freezers	6,000
Outdoor Audio Equipment	5,000
	<b>\$ 15,852</b>
<b>POHICK BAY REGIONAL PARK</b>	
Additional Mower	\$ 14,000
Shelter Grills - Park	3,500
Fire Ring combos- Campground	5,000
Bobcat Bucket	3,200
	<b>\$ 25,700</b>
<b>POHICK BAY MARINA</b>	
Rental Kayaks	\$ 5,500
Ice Machine	8,000
	<b>\$ 13,500</b>
<b>POTOMAC OVERLOOK</b>	
Pesticides Safety Cabinet	\$ 2,200
	<b>\$ 2,200</b>
<b>SANDY RUN</b>	
Trailer-Mounted Pressure Washer	\$ 11,000
Rolling Racks	9,000
Grandstand Awning	8,500
Security System	15,000
	<b>\$ 43,500</b>
<b>TEMPLE HALL FARM</b>	
72" gravelly mower	\$ 18,800
	<b>\$ 18,800</b>
<b>OCEAN DUNES AT UPTON HILL</b>	
Water Heater	\$ 18,000
Portable Aquatic Lift	10,000
Birthday Area Picnic Tables	12,000
Deep Fryers	15,000
Cabinet Warmer	3,500
Canopy	4,500
	<b>\$ 63,000</b>



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2025  
Approved

### Equipment

#### UPTON HILL PARK

Climb Upton Feature Upgrades

\$ 15,000  
\$ 15,000

#### RUST NATURE SANCTUARY & MANOR HOUSE

Boardroom furniture

\$ 10,000

Event Chairs (Reception and Ceremony)

20,000

8-foot rectangle tables

2,000

2-door work top refrigerator

3,900

Holding Cabinet

2,200

Range and hood system

2,000

Refrigerator

2,200

\$ 42,300

#### W&OD TRAIL

60" Drum Mulcher for Skid Steer

\$ 42,000

Frost Free Fountain

13,000

\$ 55,000

#### TOTAL FACILITIES EQUIPMENT - PARKS

\$ 933,000

Account Number:  
2-000-6010-000

#### CENTRAL MAINTENANCE EQUIPMENT

Tow Behind Air Compressor

\$ 17,000

\$ 17,000

#### TOTAL PARKS & CENTRAL MAINTENANCE FACILITIES EQUIPMENT

\$ 950,000

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6000-000

FY 2025  
Approved

Equipment

**HEADQUARTERS AND PARKS OFFICE EQUIPMENT**

Printers	\$ 2,500
Misc. Equipment	7,000
Computers	15,000
HD Projector	2,000
Security Cameras	6,000
Phone Systems	20,000
Workstation Computers/Monitors	37,000
POS Computers/Touchscreen Monitors	18,375
Cash Drawers/Receipt Printer	5,000
Credit Card Readers	12,125
<b>Total Headquarters and Parks Office Equipment</b>	<b><u><u>\$ 125,000</u></u></b>

**TOTAL PARKS & CM EQUIPMENT** **\$ 950,000**

**TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT** **\$ 125,000**

**TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)** **\$ 1,075,000**

**TOTAL VEHICLE REQUESTS** **\$ 250,000**

Account Number:  
2-000-6030-000

**TOTAL VEHICLES & EQUIPMENT** **\$ 1,325,000**

## CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2023	FY 2024 REVISED BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
<b>BEGINNING BALANCE</b>	<b>\$10,191,847</b>	<b>\$13,086,455</b>	<b>\$2,081,313</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Revenue</b>						
Total Appropriations	5,379,324	5,975,019	6,086,485	6,306,510	6,534,974	6,772,222
Total Other Revenue	5,818,463	2,910,729	750,000	50,000	1,000,000	0
Total Transfers from Other Funds	400,000	3,257,815	620,000	470,000	320,000	320,000
<b>Total Revenue</b>	<b>11,597,787</b>	<b>12,143,563</b>	<b>7,456,485</b>	<b>6,826,510</b>	<b>7,854,974</b>	<b>7,092,222</b>
<b>Total Beginning Balance + Revenues</b>	<b>21,789,635</b>	<b>25,230,018</b>	<b>9,537,798</b>	<b>6,826,510</b>	<b>7,854,974</b>	<b>7,092,222</b>
<b>Expenditures</b>						
Equipment	947,549	1,702,450	1,325,000	1,150,000	1,150,000	1,150,000
Development	6,306,165	17,046,255	7,812,798	5,276,510	6,304,974	5,542,222
Land Acquisition	261,629	4,400,000	400,000	400,000	400,000	400,000
Transfer to Enterprise Fund	121,083	0	0	0	0	0
<b>Total Capital Expenditures</b>	<b>7,636,426</b>	<b>23,148,705</b>	<b>9,537,798</b>	<b>6,826,510</b>	<b>7,854,974</b>	<b>7,092,222</b>
Adjustments for Reserve Accounts	1,066,753	0	0	0	0	0
<b>Ending Balance</b>	<b>\$13,086,455</b>	<b>\$2,081,313</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the University of Virginia Weldon Cooper Center, Demographics Research Group. For FY25, population figures are based on July, 2022 population updates. For FY25 the per capita rate for our six member jurisdictions will be \$3.03.

Jurisdiction	FY 2024 BUDGET	FY 2025 BUDGET
City of Alexandria	\$ 472,852	\$ 479,128
Arlington County	\$ 706,579	\$ 731,087
City of Fairfax	\$ 71,839	\$ 72,729
Fairfax County	\$ 3,413,092	\$ 3,453,458
City of Falls Church	\$ 43,550	\$ 44,135
Loudoun County	\$ 1,267,108	\$ 1,305,948
<b>Total</b>	<b>\$ 5,975,019</b>	<b>\$ 6,086,485</b>

## OPERATING IMPACT OF CAPITAL PROJECTS

A major factor in the development of capital priorities is knowledge of the potential impact a capital project may have on the operating budget. A capital project may have additional costs associated with it in the form of personnel, maintenance or specific operating costs. A project may also enhance revenue potential or provide cost savings. It is important to take these factors into account when developing the budget. As NOVA Parks is mostly enterprise funded, increased revenue potential is a key to sustainable park operations.

The following is a list of capital projects in the five year plan that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands	10,000	Window replacement
Algonkian Golf Course Shed	5,000	Cart shed renovations
Algonkian-Volcano Island Waterpark	45,000	New waterpark play features
Algonkian Cottages	25,000	Miscellaneous cottage improvements
Bull Run Light Show	15,000	Additional features to increase attendance and generate more revenue
Bull Run Campground	25,000	Campground waterline upgrades and additions
Bull Run Atlantis Waterpark	45,000	New waterpark play features
Cameron Run Ice and Lights	25,000	Development and improvements to Ice and Lights features
Cameron Run - Great Waves Waterpark	10,000	Pool structural repairs, resurfacing and miscellaneous renovations
Fountainhead Marina Building Renovations	15,000	Building renovation and access routes to fishing piers and boat launch
Meadowlark Atrium	20,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Botanical Garden	10,000	Entrance renovations and garden improvements
Meadowlark Children's Garden	25,000	Development and improvements of the Children's Garden
Meadowlark Parking	10,000	Improve the overflow parking area for the light show
Meadowlark Light Show	20,000	Additional light displays and refurbishments to generate more revenue
Occoquan Jean R. Packard Center	25,000	Parking lot lighting, patio expansion and miscellaneous improvements
Occoquan Park Improvements	150,000	Planning and design of an indoor/outdoor adventure facility
Occoquan Mountain Bike Course	50,000	Planning and design of a new mountain bike course
Pohick Bay Comfort Stations	5,000	Renovating both Comfort Station. Future planning and improvements
Pohick Bay Campground	35,000	Campground waterline upgrades and additions
Pohick Bay Pirate's Cove	5,000	Baby pool and sand area renovations
Pohick Bay Miniature Golf	3,500	Miniature golf course improvements
Pohick Bay Marina	8,000	Renovations to the boat docks
Pohick Bay Park	200,000	Project planning and design for significant improvements
Potomac Overlook Renovations	2,500	Miscellaneous nature center renovations
Rust Event Facility	5,000	Miscellaneous event facility improvements
Temple Hall Fall Festival	10,000	Improvements will increase attendance and revenue
Upton Hill Miniature Golf	10,000	Miscellaneous course improvements and renovations
Upton Hill Ocean Dunes	5,000	Bathroom renovations
Winkler Botanical Preserve	15,000	Road and parking improvements
W&OD Trail Visitor's Center	50,000	Project planning and design for a new visitor's center
Park Energy Projects	10,000	Provides savings to energy costs
Electric Vehicle Charging Stations	5,000	Plan and install electric vehicle charging stations
Park Campground Improvements	20,000	Improvements to campgrounds to enhance facilities
<b>TOTAL EST. ANNUAL OPERATING IMPACT</b>	<b>\$ 919,000</b>	

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
<b>BEGINNING BALANCE</b>	<b>2-000-3090-000</b>	<b>\$10,191,847</b>	<b>\$13,086,455</b>	<b>\$2,081,313</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>CAPITAL FUND REVENUES</b>							
Appropriations:							
City of Alexandria	2-000-4030-020	\$441,197	\$472,852	\$479,128	\$496,508	\$514,519	\$533,183
Arlington County	-010	671,628	706,579	731,087	758,357	786,644	815,986
City of Fairfax	-030	66,305	71,839	72,729	74,920	77,177	79,502
Fairfax County	-050	3,000,000	3,413,092	3,453,458	3,556,069	3,661,710	3,770,470
City of Falls Church	-040	40,423	43,550	44,135	45,917	47,771	49,700
Loudoun County	-060	1,159,771	1,267,108	1,305,948	1,374,739	1,447,153	1,523,382
<b>Total Appropriations</b>		<b>\$5,379,324</b>	<b>\$5,975,019</b>	<b>\$6,086,485</b>	<b>\$6,306,510</b>	<b>\$6,534,974</b>	<b>\$6,772,222</b>
Surplus from Operating Budget for Capital		3,595,830					
Insurance proceeds for fire at Algonkian Golf storage building	2-000-4430-000	28,079					
License Fee Revenues	2-000-4770-000	208,393					
UOSA License Fee for Bull Run Occoquan Trail	2-000-4785-000		150,000				
Mitigation Credit Revenues	2-000-4771-000	103,443					
Grant Funds for W&OD Trails-N. Va. Trans. Auth.	2-000-4350-000		250,000	350,000	50,000		
Grant Funds for W&OD Dual Trails						1,000,000	
Grants for Land Acquisition	2-000-4345-000		2,000,000				
Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail	2-000-4340-000	13,379	389,249				
City of Fairfax contributions toward wetland park at Gateway	2-000-4345-000		100,000	400,000			
Donations-Today and Tomorrow	2-000-4170-010	4,736					
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	20,997					
Donations-Meadowlark Camp Grow	2-000-4180-005	1,000					
Donations-Meadowlark Escrow	2-000-4180-010	7,208					
Donations-Meadowlark-Special	2-000-4180-030	15,991					
Donations-TPSM	2-000-4180-025	1,150					
Domations-Volgenau	2-000-4180-026	25,000					
Donations-Winkler	2-460-4174-000	176,050					
Interest-Turnage Endowment Fund	2-000-4440-020	4,727					
Interest-Damman Account	2-000-4440-021	17,405					
Winkler Contribution	2-000-4416-000	1,000,000					
Miscellaneous Revenue		595,078	21480				
<b>Total Other Revenue</b>		<b>\$5,818,463</b>	<b>\$2,910,729</b>	<b>\$750,000</b>	<b>\$50,000</b>	<b>\$1,000,000</b>	<b>\$0</b>
Use of Damman Reserve for Children's Garden	2-000-3035-000		160,466				
Use of Meadowlark Donations for Garden Development	2-000-3060-000		357,349	20,000	20,000	20,000	20,000
Transfer from NOVA Parks Strategic Opportunity Fund	2-000-4290-000		2,000,000				
Use of Volgeneau Donations Fund	2-000-3035-000		25,000				
Use of Winkler Botanical Preserve Fund	2-000-3035-000		265,000	200,000	50,000		
Transfer from Restricted License Fee Fund	2-000-4950-000	400,000	450,000	400,000	400,000	300,000	300,000
<b>Total Transfers</b>		<b>400,000</b>	<b>3,257,815</b>	<b>620,000</b>	<b>470,000</b>	<b>320,000</b>	<b>320,000</b>
<b>Total Revenue</b>		<b>\$11,597,787</b>	<b>\$12,143,563</b>	<b>\$7,456,485</b>	<b>\$6,826,510</b>	<b>\$7,854,974</b>	<b>\$7,092,222</b>
<b>TOTAL BEGINNING BALANCE &amp; CAPITAL FUND REVENUES</b>		<b>\$21,789,634</b>	<b>\$25,230,018</b>	<b>\$9,537,798</b>	<b>\$6,826,510</b>	<b>\$7,854,974</b>	<b>\$7,092,222</b>

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
<b>DEVELOPMENT:</b>							
<b>Aldie Mill Historic Park</b>							
Mill Renovations	2-005-6599-000	\$28	\$135,000				
<b>Algonkian Golf Course</b>							
Building Renovations	2-010-6592-000	62,909	120,000				
Fire Damage Equipment Replacement		455,850	52,335				
Irrigation Improvements							40,000
<b>Algonkian Cottages</b>							
Building Renovations	2-040-6780-000	22,300	250,000	500,000	30,000	30,000	30,000
<b>Volcano Island Waterpark at Algonkian Park</b>							
Pool and Building Renovations	2-020-6900-000		100,000	700,000			
<b>The Woodlands at Algonkian Park</b>							
Building Renovations	2-030-6792-000	89,648	50,000				
Installation of Solar Panels	2-030-6792-000		25,000				
<b>Reservoir Park at Beaverdam</b>							
New Park Infrastructure and Facility Development	2-042-6542-000		800,000	200,000	200,000	200,000	200,000
Trail Improvements	2-042-7212-000		120,000	120,000	120,000		
<b>Brambleton Golf Course</b>							
Building Renovations	2-055-6841-000	19,584	195,000				
Irrigation Replacement	2-055-7320-000		85,000			600,000	600,000
<b>Bull Run Regional Park</b>							
Water Service Upgrades - Campground	2-070-7320-000	91,941	300,000				
Comfort Station Renovations	2-070-6820-000	164,088					
Maintenance Shop Renovations	2-070-6850-000	63,224					
Campstore Renovations	2-070-6791-000		50,000				
Pavilion Shelter Roof Replacement	2-070-6656-000		50,000				
<b>Atlantis Waterpark at Bull Run Park</b>							
Waterpark Improvements	2-080-6753-000		100,000		800,000		
<b>Bull Run Festival of Lights</b>							
Light Show Improvements	2-078-6226-000	128,171	150,000	75,000	75,000	75,000	75,000
<b>Cameron Run Regional Park</b>							
Batting Cage Renovations	2-110-6752-000		55,000				
<b>Great Waves Waterpark at Cameron Run</b>							
Pool Renovations	2-120-6900-000	226,826	150,000	100,000	100,000	100,000	100,000
<b>Ice and Lights at Cameron Run</b>							
Light Show Improvements	2-110-6226-000	74,158	75,000	75,000	75,000	75,000	75,000

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
<b>Cattail Park</b>							
New Park Infrastructure	2-127-6542-000		80,000	120,000	50,000		
<b>Carlyle House Historic Park</b>							
Building Renovations	2-130-6780-000	233,732	441,268	25,000	75,000		
<b>Central Maintenance</b>							
Building Renovations	2-710-6780-000		50,000				
<b>Fountainhead</b>							
Marina Renovations	2-140-6780-000	17,843	150,000			200,000	
Park Trail Development	2-140-6610-000	17,500	75,000				
<b>Gateway Wetlands Park</b>							
Park Development	2-450-7213-000	24,715	175,285	900,000			
<b>Headquarters</b>							
Automated Systems	2-700-6120-000	34,234	110,000	60,000	60,000	60,000	60,000
Building Renovations	2-700-6780-000	437,636	150,000	5,000	5,000	5,000	5,000
<b>Hemlock Overlook Regional Park</b>							
Miscellaneous Improvements	2-150-6780-000	43,352	90,000	15,000			
Escrow Contribution for Building Reserves	2-150-6536-000		10,000	10,000	10,000	15,000	15,000
<b>Meadowlark Atrium and Event Services</b>							
Building/HVAC Renovations	2-170-6780-000	83,117					
Entrance and Building Renovations	2-170-6780-000		175,000				
<b>Meadowlark Botanical Gardens</b>							
Garden Development Projects	2-180-6480-000		357,349	20,000	20,000	20,000	20,000
Trail Improvements	2-180-7212-000	38,337					
Children's Garden Development	2-180-6235-000		160,466	50,000			
Greenhouse Renovations	2-180-6270-000		135,000				
Park Signage	2-000-5185-026		25,000				
<b>Meadowlark Gardens Winter Walk of Lights</b>							
Light Show Improvements	2-185-6226-000	67,522	95,000	75,000	75,000	75,000	75,000
Light Show Storage Building	2-185-6592-000	85,603	800,000				
Parking Lot Improvements	2-185-6650-000		75,000				
<b>Mount Defiance</b>							
Building Renovations	2-005-6848-000	54,775	15,000				
<b>Mount Zion</b>							
Building Renovations	2-200-6542-000		50,000				

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
<b>Occoquan Regional Park</b>							
Building Renovations	2-210-6220-000	157,970	230,000				
Retaining Wall Improvements	2-210-6542-000	3,367	80,000				
Indoor/Outdoor Adventure Facility	2-210-6096-000			200,000			
Mountain Bike Course	2-210-6920-000		50,000	50,000			
Barn Renovations	2-210-6780-000		100,000				
Bridge Repairs	2-210-7212-000		40,000				
<b>Pohick Bay Golf Course</b>							
Clubhouse Improvements	2-240-6800-000	54,265	50,000				
Building Renovations	2-240-6780-000		90,000				
Water Supply Improvement	2-260-7054-000		300,000				
<b>Pohick Bay Marina</b>							
Dock Renovations	2-250-6823-000	59,600	375,000				
<b>Pohick Bay Regional Park</b>							
Park Development	2-260-6700-000		200,000				
Comfort Station Renovations	2-260-6820-000	59,289	210,000				
Campground Water Supply Improvements	2-260-7054-000		262,755				
Mini Golf Renovations	2-260-6856-000		60,000				
<b>Pirate's Cove at Pohick Bay</b>							
Pool Renovations	2-270-6900-000	22,040	365,000		100,000	300,000	
<b>Potomac Overlook Regional Park</b>							
Building Renovations	2-300-6860-000	32,037	5,000	90,000			
<b>Rust Nature Sanctuary &amp; Manor House</b>							
Building Renovations	2-320-6390-000	22,619	285,000				
<b>Sandy Run Regional Park</b>							
Building and Dock Renovations	2-350-6780-000	162,696	90,000	175,000			
<b>Temple Hall Farm Regional Park</b>							
Festival Improvements	2-380-6594-000	20,996	40,000	15,000	15,000	15,000	15,000
<b>Upton Hill Park Regional Park</b>							
Adventure Climbing Facility	2-400-6096-000	32,358	30,000				
Mini Golf Renovations	2-400-6856-000	3,950	30,000				
Batting Cage Renovations	2-400-6752-000		75,000				
<b>Ocean Dunes at Upton Hill</b>							
Building Renovations	2-420-6780-000		30,000	200,000			
<b>Winkler Botanical Preserve</b>							
Road and Parking Improvements	2-460-6780-000		265,000	200,000	50,000		



# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
<b>W&amp;OD Railroad Regional Park</b>							
Building Renovations	2-450-6780-000		100,000				
Trail Improvements	2-450-7212-000	101,131	1,320,736	400,000	400,000	300,000	300,000
W&OD Dual Trails - NVTA Grant Arlington	2-450-7212-003		250,000	350,000	50,000		
W&OD Dual Trails	2-450-7212-XXX					1,000,000	
W&OD Trail Visitors Center	2-450-7280-000		200,000				
<b>General Parks</b>							
<b>ADA Improvements</b>	2-000-6095-000	264,368	400,000	400,000	200,000	200,000	200,000
<b>Capital Maintenance and Improvements</b>	2-000-6052-000	383,051	672,857	250,000	250,000	250,000	250,000
<b>Equipment</b>		947,549	1,702,450	1,325,000	1,150,000	1,150,000	1,150,000
<b>Interpretation</b>	2-000-6543-000	13,789	105,000	65,000	30,000	30,000	30,000
<b>Development Support</b>	2-000-6340-010	822,711	948,589	981,790	1,016,152	1,051,718	1,088,528
<b>Campground Improvements</b>		100,447	100,000	100,000	100,000	100,000	100,000
<b>Golf Course Improvements</b>	2-000-6841-000	261,962	750,000	225,000	225,000	225,000	225,000
<b>Park Branding/Informational Kiosks</b>	2-000-6652-000		119,394	50,000	100,000		
	2-000-7212-000	8,362	138,483	40,000	40,000	40,000	40,000
<b>Park Trail Improvements</b>	2-000-7212-001	8,362	389,249				
	2-000-7212-002	6,990	435,000				
<b>Park Energy Projects</b>	2-000-6358-000	72,580	100,000	150,000	200,000	200,000	100,000
<b>Electric Vehicle Charging Stations</b>	2-000-6348-000		100,000	50,000	50,000	50,000	50,000
<b>Park Entrance Signs</b>	2-000-6647-000	26,525	50,000				
<b>Planning - General</b>	2-000-6660-000	31,178	70,000	20,000	20,000	20,000	20,000
<b>Rental House Maintenance</b>	2-000-6848-000	108,036	100,000	100,000	100,000	100,000	100,000
<b>Habitat Restoration/Invasive Removal and Native Plantings</b>	2-000-6976-000	17,460	75,000	75,000	75,000	75,000	75,000
<b>Roads &amp; Parking</b>	2-000-7020-000	43,240	600,000	276,008	260,358	247,395	250,000
<b>Waterpark Capital Maintenance and Improvements</b>	2-000-7340-000	215,628	552,489	300,000	300,000	300,000	300,000
<b>Future Park Facility Enhancements and Renovations</b>	2-000-6585-000					345,861	1,103,694
<b>Donations-Meadowlark Bell Garden Endowment</b>	2-000-5185-003	2,086					
<b>Donations-Meadowlark Special Expense</b>	2-000-5185-030	12,148					
<b>Garden Development Projects</b>	2-180-6480-000	14,177					
<b>Donations-TPSM Expense</b>	2-000-5185-025	1,564					
<b>Donations-Meadowlark Camp Grow</b>	2-000-5185-005	1,485					
<b>Donations-Winkler</b>	2-460-5491-000	176,050					
<b>Nonrecurring License Fee Transfer</b>	2-000-7400-000	333,393	125,000				
<b>Mitigation Credit Revenues Transfer</b>	2-000-7401-000	103,443					
<b>Miscellaneous Expense</b>		7,720					
<b>Subtotal Development including Equipment</b>		<b>\$7,253,714</b>	<b>\$18,748,705</b>	<b>\$9,137,798</b>	<b>\$6,426,510</b>	<b>\$7,454,974</b>	<b>\$6,692,222</b>
<b>LAND ACQUISITION</b>							
Land Acquisition	2-000-6051-000	261,629	4,400,000	400,000	400,000	400,000	400,000
<b>Subtotal Land Acquisition</b>		<b>\$261,629</b>	<b>\$4,400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>
Transfer to Enterprise Fund-Debt Service Occoquan	2-000-5930-000						
Transfer to Enterprise Fund-Debt Service Stribling	2-000-5930-000	121,083					
Interest transfer to General Fund	2-000-5900-000						
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$7,636,426</b>	<b>\$23,148,705</b>	<b>\$9,537,798</b>	<b>\$6,826,510</b>	<b>\$7,854,974</b>	<b>\$7,092,222</b>

## SUMMARY OF CAPITAL FUND PROJECTS

	<b>FY 2024</b> <b>Revised</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>
<b>Aldie Mill</b>					
<u>Renovations</u>					
Tail and head race improvements, window restoration	135,000				
<b>Algonkian Park</b>					
<u>Development</u>					
Cart shed renovations and landscaping	120,000				
<u>Renovations</u>					
Replacement of fire damaged equipment	52,335				
Irrigation Improvements					40,000
<b>Algonkian Woodlands Event Center</b>					
<u>Renovations</u>					
Flooring upgrades and window replacement	50,000				
Installation of solar panels	25,000				
<b>Volcano Island Waterpark at Algonkian</b>					
<u>Renovations</u>					
New waterpark play features	100,000	700,000			
<b>Algonkian Cottages</b>					
<u>Improvements</u>					
Cottage renovations and upgrades	250,000	500,000	30,000	30,000	30,000
<b>Reservoir Park at Beaverdam</b>					
<u>Development</u>					
New park development	800,000	200,000	200,000	200,000	200,000
New trail construction	120,000	120,000	120,000		
<b>Brambleton Golf Course</b>					
<u>Renovations</u>					
Building and electrical improvements to accommodate electric carts, cart shed roof replacement, pro shop renovations	195,000				
Irrigation replacement	85,000			600,000	600,000
<b>Bull Run Regional Park</b>					
<u>Renovations</u>					
Campground water service expansion	300,000				
Campstore renovations	50,000				
Pavilion shelter roof replacement	50,000				
<b>Atlantis Waterpark at Bull Run</b>					
<u>Renovations</u>					
Waterpark renovations and new play features	100,000		800,000		
<b>Bull Run Festival of Lights</b>					
<u>Light Show Improvements</u>					
New light show displays	150,000	75,000	75,000	75,000	75,000

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<b>Carlyle House Historic Park</b>					
<u>Renovations</u>					
Exterior stucco repairs and house improvements	232,140	25,000	75,000		
<u>Improvements</u>					
New fire suppression system	209,128				
<b>Cameron Run Regional Park</b>					
<u>Improvements</u>					
Batting cage net replacement	55,000				
<b>Great Waves at Cameron Run</b>					
<u>Renovations</u>					
Pool structural repairs, resurfacing and miscellaneous renovations	150,000	100,000	100,000	100,000	100,000
<b>Ice and Lights at Cameron Run</b>					
<u>Development</u>					
Miscellaneous enhancements and new light show displays	75,000	75,000	75,000	75,000	75,000
<b>Cattail Park</b>					
<u>Improvements</u>					
New park entrance, parking and trail development	80,000	120,000	50,000		
<b>Central Maintenance</b>					
<u>Improvements</u>					
Improvements to buildings and maintenance yard	50,000				
<b>Fountainhead Regional Park</b>					
<u>Marina Building Renovations</u>					
Building renovations, new floating dock and shoreline access improvements	150,000			200,000	
<u>Development</u>					
Mountain bike trail and comfort station improvements	75,000				
<b>Gateway Wetlands Park</b>					
<u>Strategic Initiatives Project</u>					
Wetlands park development	175,285	900,000			
<b>Headquarters</b>					
<u>Automated Systems</u>					
Automated system improvements and upgrades	110,000	60,000	60,000	60,000	60,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects	150,000	5,000	5,000	5,000	5,000

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<b>Hemlock Overlook Regional Park</b>					
<u>Renovations-Building</u>					
Miscellaneous facility improvements	90,000	15,000			
<u>Escrow Contribution</u>					
Annual contribution to Hemlock facilities renovation account per agreement with facility operator	10,000	10,000	10,000	15,000	15,000
<b>Meadowlark Atrium and Event Services</b>					
<u>Renovations-Building</u>					
Entrance renovations	175,000				
<b>Meadowlark Botanical Gardens</b>					
<u>Development</u>					
Garden development projects and park entrance renovations	357,349	20,000	20,000	20,000	20,000
<u>Development-Park Signage</u>					
Design and install new directional and informational signs	25,000				
<u>Children's Garden</u>					
Additional children's garden features	160,466	50,000			
<u>Development-Greenhouse Conservatory</u>					
Construction of new hoop house for plant storage	135,000				
<b>Meadowlark Gardens Winter Walk of Lights</b>					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements	95,000	75,000	75,000	75,000	75,000
<u>Storage Improvements</u>					
New building for light show storage and repair area	800,000				
<u>Parking Lot Improvements</u>					
Improvements to the grass overflow parking area	75,000				
<b>Mount Defiance</b>					
<u>Renovations</u>					
House repairs and renovations	15,000				
<b>Mount Zion</b>					
<u>Renovations</u>					
Improvements to the HVAC system	50,000				
<b>Occoquan Regional Park</b>					
<u>Occoquan Jean R. Packard Center</u>					
Kiln lighting, deck and patio expansion and miscellaneous improvements	230,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<u>Improvements</u>					
Repairs to brick retaining walls and culvert headwalls	80,000				
Mountain bike course planning and partial development	50,000	50,000			
Bridge repairs	40,000				
Barn renovations	100,000				
<u>Strategic Initiatives Project</u>					
Indoor/outdoor adventure facility planning		200,000			
<b>Pohick Bay Regional Park</b>					
<u>Renovations-Campground</u>					
Improvements to park water system and waterline extension to campsites	262,755				
<u>Strategic Initiatives Project</u>					
Planning for future park development	200,000				
<u>Renovations</u>					
Renovations to comfort station #2	210,000				
Mini Golf renovations	60,000				
<b>Pirate's Cove at Pohick Bay</b>					
<u>Renovations</u>					
Entrance building and pool renovations	365,000		100,000	300,000	
<b>Pohick Bay Marina</b>					
<u>Renovations</u>					
Floating dock installation and dock repairs	375,000				
<b>Pohick Bay Golf Course</b>					
<u>Renovations</u>					
New irrigation supply waterline and pumping station	300,000				
Extended shop coverings	90,000				
Cart shed renovations	50,000				
<b>Potomac Overlook</b>					
<u>Renovations</u>					
Nature center and exhibit renovations	5,000	90,000			
<b>Rust Nature Sanctuary &amp; Manor House</b>					
<u>Renovations</u>					
Roof replacement, utility upgrades, and building renovations	285,000				
<b>Sandy Run Regional Park</b>					
<u>Renovations</u>					
Site drainage improvements and replacement of launch dock	90,000	175,000			
<b>Temple Hall Farm Regional Park</b>					
<u>Festival Improvements</u>					
Additional festival features and attractions	40,000	15,000	15,000	15,000	15,000

# SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<b>Upton Regional Park</b>					
<u>Development-Climbing Course</u>					
Completion of project site work	30,000				
<u>Renovations-Mini Golf</u>					
Miscellaneous improvements	30,000				
Batting cage net replacement	75,000				
<b>Ocean Dunes at Upton Hill</b>					
<u>Renovations</u>					
Restroom renovations	30,000	200,000			
<b>Winkler Botanical Preserve</b>					
<u>Improvements</u>					
Site planning, parking expansion, and miscellaneous improvements	265,000	200,000	50,000		
<b>W&amp;OD Trail</b>					
<u>Renovations</u>					
Upgrades and repairs to historic railroad station	100,000				
<u>Trail Improvements</u>					
Various improvements, crossing upgrades at Shreve Road and bridge and culvert repairs	1,320,736	400,000	400,000	300,000	300,000
<u>Development - Dual Trails</u>					
Dual trail planning/development at high usage locations				1,000,000	
<u>Development - Dual Trails</u>					
Design of dual trail development in Arlington	250,000	350,000	50,000		
<u>Strategic Initiatives Project</u>					
Visitors center planning	200,000				
<b>ADA Improvements</b>					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	400,000	400,000	200,000	200,000	200,000
<b>Park Development Support</b>					
Funding for portions of salaries and benefits of staff that directly manage capital projects	948,589	981,790	1,016,152	1,051,718	1,088,528
<b>Campground Improvements</b>					
Miscellaneous improvements to NOVA Parks camping facilities	100,000	100,000	100,000	100,000	100,000
<b>Golf Course Improvements</b>					
Miscellaneous improvements to all three golf courses	750,000	225,000	225,000	225,000	225,000
<b>Capital Maintenance and Improvements</b>					
Funds for miscellaneous renovations and upgrades to aging park facilities	672,857	250,000	250,000	250,000	250,000
<b>Interpretation</b>					
Miscellaneous interpretive projects throughout the park system	105,000	65,000	30,000	30,000	30,000

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<b><u>Park Branding/Informational Kiosks</u></b>					
Design and installation of informational kiosks at parks	119,394	50,000	100,000		
<b><u>Park Energy Projects</u></b>					
Improvements throughout park system to reduce energy costs	100,000	150,000	200,000	200,000	100,000
Electric vehicle charging stations	100,000	50,000	50,000	50,000	50,000
<b><u>Park Signs</u></b>					
New park entrance signs	50,000				
<b><u>Park General Planning</u></b>					
Miscellaneous park and facility planning projects	70,000	20,000	20,000	20,000	20,000
<b><u>Park Rental House Improvements</u></b>					
Miscellaneous improvements to park rental houses	100,000	100,000	100,000	100,000	100,000
<b><u>Habitat Restoration/Invasive Removal and Native Plantings</u></b>					
Tree plantings, invasive species removal and habitat restoration projects	75,000	75,000	75,000	75,000	75,000
<b><u>Park Road and Parking Renovations</u></b>					
Miscellaneous improvements to road and parking areas throughout the park system	600,000	276,007	260,358	247,395	250,000
<b><u>Waterpark Capital Maintenance and Improvements</u></b>					
Miscellaneous waterpark repairs and renovations	552,489	300,000	300,000	300,000	300,000
<b><u>Park Trails</u></b>					
Improvements to trail networks at various parks including Bull Run, Occoquan and Fountainhead	962,732	40,000	40,000	40,000	40,000
<b><u>Future Park Facility Enhancements and Renovations</u></b>					
Funds to be allocated for future park projects				345,861	1,103,694
<b><u>Equipment</u></b>					
Includes new and replacement equipment and vehicles at all parks, Central Maintenance and Headquarters	1,702,450	1,325,000	1,150,000	1,150,000	1,150,000
<b><u>Park Land and Easement Acquisition</u></b>					
Land and easement acquisition projects	4,400,000	400,000	400,000	400,000	400,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>23,023,705</b>	<b>9,537,797</b>	<b>6,826,510</b>	<b>7,854,974</b>	<b>7,092,222</b>
License Fee Transfer to Capital Endowment with the Community Foundation	125,000				
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$23,148,705</b>	<b>\$9,537,797</b>	<b>\$6,826,510</b>	<b>\$7,854,974</b>	<b>\$7,092,222</b>





## HISTORY OF NOVA PARKS

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NOVA Parks (Northern Virginia Regional Park Authority) has been serving the citizens of Northern Virginia for more than 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2025, over 88% of the operating funding will come from internal park enterprises. These enterprises represent a highly diverse portfolio including: golf, water parks, event venues & catering, camping, special events and other activities.

Today the brand of NOVA Parks is known for a number of things. Partnerships have been key to the expansion of the park system over the last few decades. Creating truly unique destinations helps drive tourism and build a vibrant community. Entertainment offerings like the annual holiday light shows, fall festival and special events draw hundreds of thousands into the parks. Supporting cultural diversity through festivals, historic interpretation and programs helps build an inclusive region. Engaging people in nature through over 100 miles of trails, summer camps, roving naturalists and other programs, fosters a connection between people and the natural world.

The Northern Virginia region has an identity of being forward thinking, technologically savvy, cosmopolitan and leaders in many ways. NOVA Parks as one of the earliest regional groups helped build the identity of Northern Virginia over the decades. As the stewards of many of the most iconic places of our region, NOVA Parks is proud to be a positive force within the region and within the field of parks and recreation.

# FACILITY FEATURES GUIDE

## FEATURES GUIDE

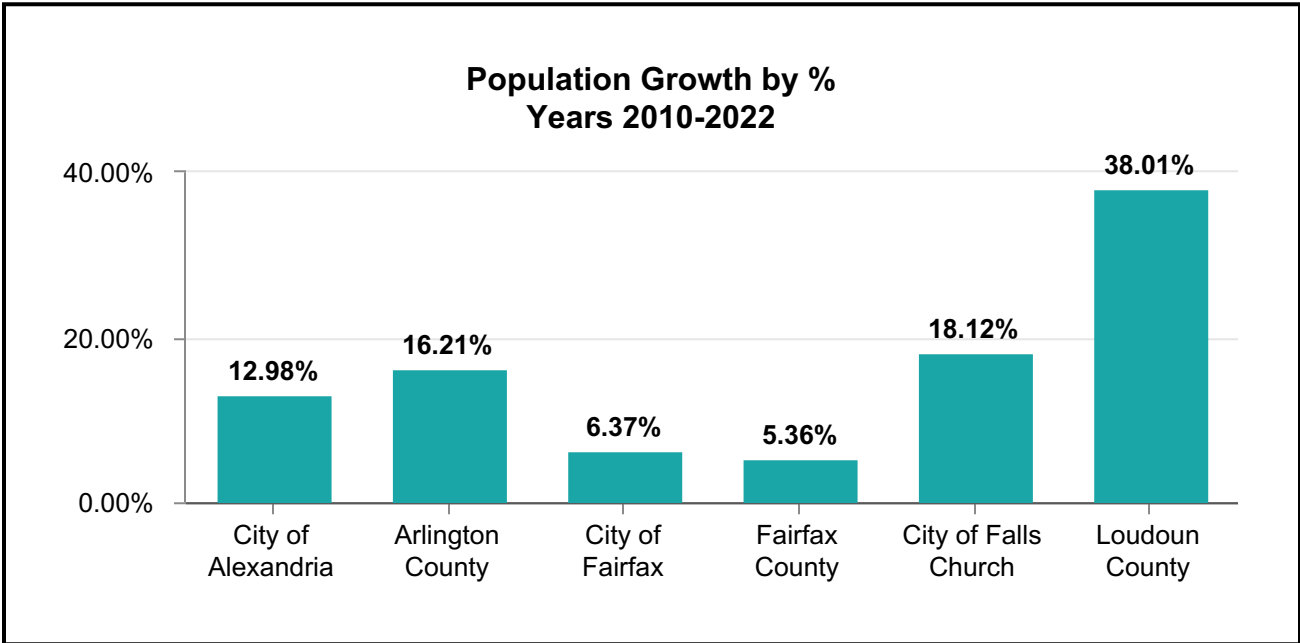
FACILITIES	PARKS																											
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	Ball's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowlark Gardens	Mt. Zion / Gilbert's Corner Properties	Occoquan	Pohick Bay	Potomac Overlook	Winkler Botanical Preserve	Red Rock - an Upper Potomac Property	Rust Manor House & Sanctuary	Sandy Run	Temple Hall Farm	Tinner Hill	Upton Hill	Piscaway Crossing	W&OD
18-Hole Golf Course/Driving Range		X			X													X										
Family Vacation Cabins							X											X										
Family Vacation Cottages		X																										
Mini-Golf Course		X							X	X	X							X								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	X	X		
Camping-Family & Group				X			X										X											
Meeting & Reception Room(s)	X	X								X					X	X	X	X	X			X		X				
Gazebos for Weddings		X			X					X					X	X	X					X						
Crew Practice & Racing		X	X		X																		X					
Boat/RV Storage		X					X										X	X										
Boat Launch		X	X		X						X						X	X										X
Jon Boat Rentals											X																	
Electric Motor Rentals											X																	
Fishing Pier								X	X																			
Canoe/Kayak Rentals										X						X	X											
Sporting Clays, Skeet & Trap								X																				
Archery Range								X																				
Archery & Gun Pro Shop								X																				
Food/Drink Concessions		X			X		X	X	X	X	X				X	X	X										X	
Historic Battlefield	X	X														X												
Historic Church																X												
Historic Museum	X									X																		
Holiday Light Show							X	X							X													
Skating Rink								X																				
Ropes Course																											X	
Interpretive Farm																								X				
Special Events Center							X																					
Nature Center															X			X	X									
Outdoor Learning Center														X														
Walking/Hiking Trails	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Horse Trails		X	X				X	X			X	X					X	X										X
Multi-Use Paved Trails		X															X	X								X	X	
Mountain Bike Trails											X																	X
Soccer Fields		X					X																					
Play Grounds		X					X		X								X	X	X					X	X		X	X
Softball / Baseball Fields																	X											
Batting Cage									X								X									X		
Visitor's Center															X									X				
Volleyball Court		X																										
Botanical / Display Gardens										X					X				X	X								

## REGIONAL DEMOGRAPHICS

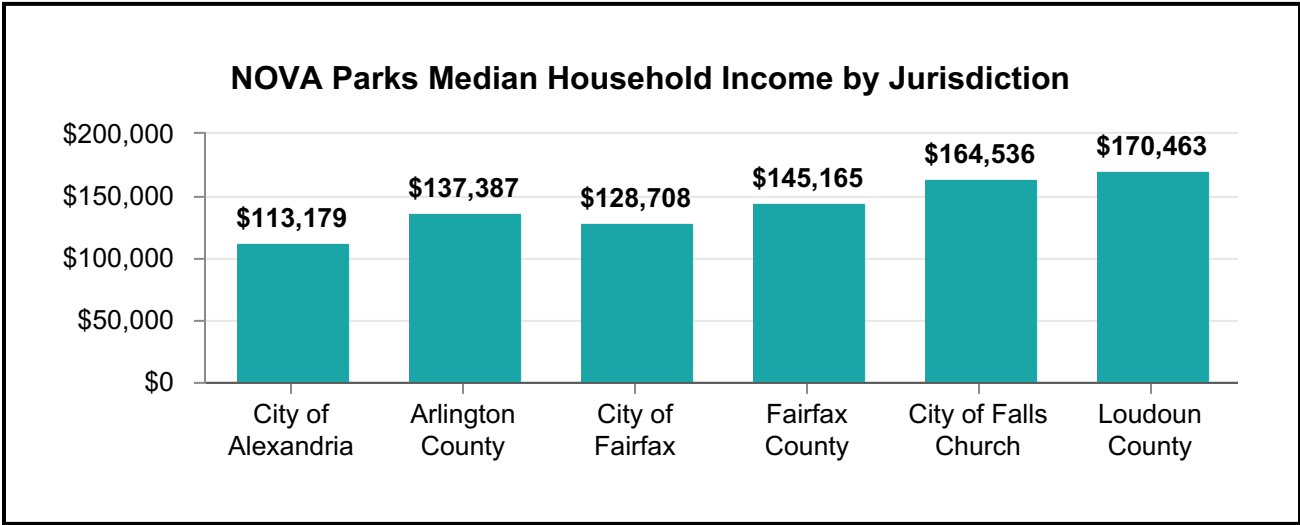
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria -	158,128
Arlington County -	241,283
City of Fairfax -	24,003
Fairfax County -	1,139,755
City of Falls Church -	14,566
Loudoun County -	431,006
<b>Total Population -</b>	<b>2,008,741</b>

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

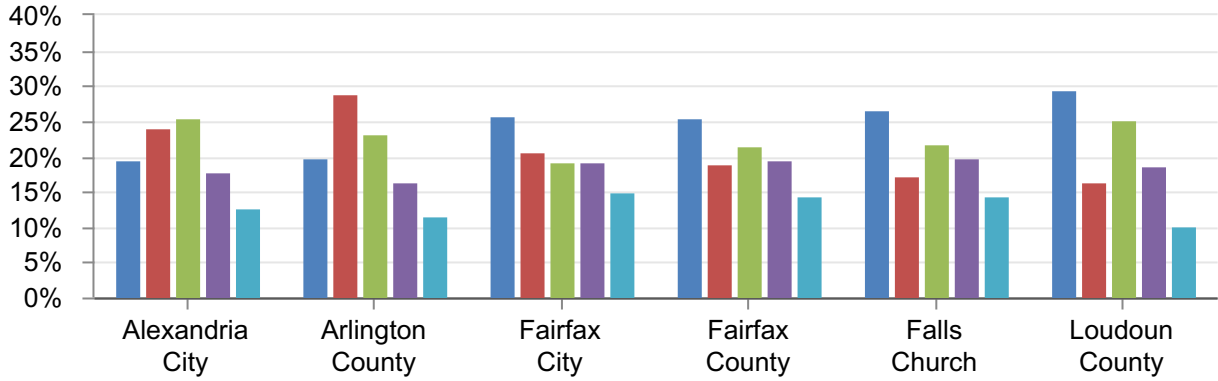


The jurisdictions' that make up NOVA Parks population grew by 13.07% from 2010 through 2022. The most notable jurisdiction is Loudoun County which increased by 38.01%



# REGIONAL DEMOGRAPHICS

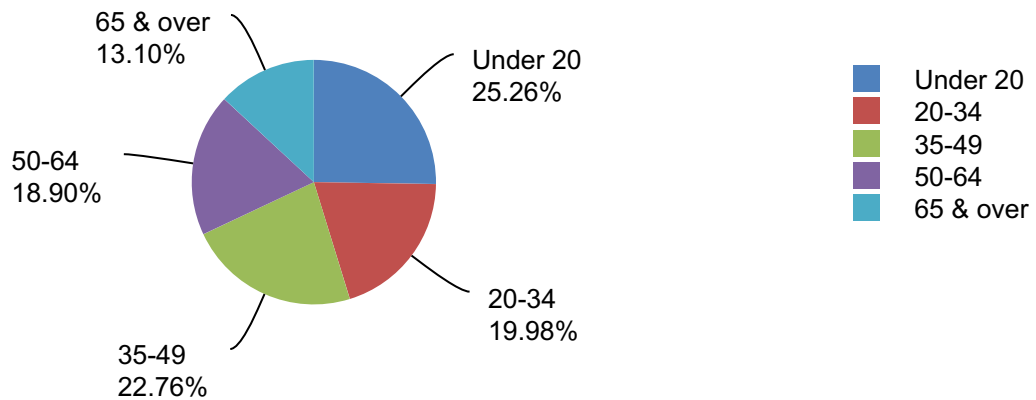
## Age of Population by Jurisdiction



	Alexandria City	Arlington County	Fairfax City	Fairfax County	Falls Church	Loudoun County
Under 20	19.6%	19.8%	25.7%	25.5%	26.7%	29.5%
20-34	24.2%	29.0%	20.8%	18.9%	17.2%	16.4%
35-49	25.6%	23.2%	19.2%	21.5%	21.8%	25.2%
50-64	17.8%	16.4%	19.3%	19.6%	19.9%	18.7%
65 & over	12.7%	11.6%	15.0%	14.5%	14.4%	10.2%

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 29.5% of the population under 20. The age range of 20-34 is most prevalent in Arlington County (29%).

## Age of Population in Total



The age of the population in total is fairly evenly split between the under 20, 20-34, and the 35-49 age groups with just over 68% of the population in these age groups. The 50-64 age groups with almost 19% of the population and the 65-Over at approximately 13%.

## SPECIAL FUND BUDGETS

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### FY 2025 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

**Restricted Fund-** This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services.

**Friends of the Carlyle House Budget-** This FY 2025 budget is presented to the Board for final approval.

# RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-MAR ACTUAL FY 2024	ADOPTED FY 2025
	<b>BEGINNING BALANCE*</b>	<b>\$ 3,848,056</b>	<b>\$ 4,129,954</b>	<b>\$ 4,200,000</b>	<b>\$ 4,813,787</b>	<b>\$5,100,000</b>
	<b>REVENUES</b>					
6-000-4250-000	AT&T Fiberoptics License Fee	\$ 616,334	\$ 779,243	\$ 648,311	\$ 562,717	\$ 750,289
6-090-4495-000	BRSC Friends - Memberships	3,735	4,041	2,000	3,365	2,000
6-090-4171-000	BRSC-Donations	0	0	0	0	0
6-340-4170-000	Balls Bluff Battlefield Friends	7,446	7,025	6,000	8,495	6,000
6-140-4495-000	OWL Income	10,440	11,308	2,000	0	0
6-000-4440-000	Interest	18,613	105,006	40,000	18,459	40,000
6-000-4440-005	Interest-Accrued	(1,472)	3,424	0	(1,376)	0
6-000-4440-030	Change in Market Value	(18,098)	10,509	0	41,246	0
6-000-4250-020	Williams Fiberoptics License Fee	438,535	438,535	499,930	522,825	541,019
6-450-4170-000	FOWOD Donations	716	5,030	0	7,515	0
6-450-4440-000	Interest FOWOD	87	548	150	1,010	150
6-450-4495-000	W&OD Friends	14,665	20,417	28,000	26,125	28,000
6-455-4818-000	Wetlands Mitigation Fund Revenue	167	2,613	2,000	2,872	2,000
6-455-4440-020	Wetlands Mitigation Fund Interest	0	0	500	0	500
	Final Close Adjustment	169,882	156,122	0	0	0
	<b>TOTAL REVENUES</b>	<b>\$ 1,261,050</b>	<b>\$ 1,543,820</b>	<b>\$ 1,228,891</b>	<b>\$ 1,193,254</b>	<b>\$ 1,369,958</b>
	<b>EXPENSES</b>					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$3,244	\$4,991	\$4,000	\$3,703	\$4,000
6-340-5175-000	Balls Bluff Battlefield Friends	4,987	5,328	4,000	21,115	4,000
6-140-5175-000	OWL Friends - Misc. Expenses	0	0	10,000	0	0
6-000-5142-000	W&OD Bridge Inspections	0	0	0	0	0
6-450-XXXX-XXX	W&OD Friends	26,916	28,358	48,500	18,653	48,500
6-000-5370-000	W&OD Major Maintenance	0	72,198	75,000	100,603	100,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	<b>TOTAL EXPENSES</b>	<b>\$ 35,147</b>	<b>\$ 110,876</b>	<b>\$ 166,500</b>	<b>\$ 144,074</b>	<b>\$ 181,500</b>
6-000-5910-000	Transfer to Capital Fund	600,000	400,000	450,000	0	400,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	327,912	415,000	311,250	480,173
	Transfer to Enterprise Fund for Occoquan	0	0	0	0	0
6-000-5900-000	Interest Transfer to General Fund	16,094	21,200	40,000	18,459	40,000
	<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>\$ 944,006</b>	<b>\$ 749,112</b>	<b>\$ 905,000</b>	<b>\$ 329,709</b>	<b>\$ 920,173</b>
	<b>TOTAL EXPENDITURES/TRANSFERS</b>	<b>\$ 979,152</b>	<b>\$ 859,987</b>	<b>\$ 1,071,500</b>	<b>\$ 473,783</b>	<b>\$ 1,101,673</b>
	<b>ENDING BALANCE</b>	<b>\$ 4,129,954</b>	<b>\$ 4,813,787</b>	<b>\$ 4,357,391</b>	<b>\$ 5,533,258</b>	<b>\$ 5,368,285</b>

Note

\*Beginning balance for FY 24 includes \$95,289 of Friends of the W&OD, \$945 Friends of Bull Run, \$5,899 Friends of BRSC, \$71,732 OWL fund, \$20,354 Friends of Balls Bluff & \$66,916 of Wetland Mitigation funds.

# FRIENDS OF CARLYLE HOUSE

## I. OPERATING BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	ACTUAL FY 2024 JUL-MAR	ADOPTED FY 2025
	<b>BEGINNING BALANCE</b>	\$ 48,387	\$ 43,380	\$ 44,434	\$ 44,340	\$46,200
	<b>REVENUES</b>					
8-000-4020-000	Annual Dues	\$ 506	\$ 2,575	\$ 10,000	\$ 2,860	\$ 10,000
8-000-4190-001	Donations-Operations/Museum Annual Appeal Education	0	0	6,500	0	6,500
8-000-4600-000	Programmed Events	0	0	5,000	0	5,000
	<b>TOTAL REVENUES</b>	<b>\$ 506</b>	<b>\$ 2,575</b>	<b>\$ 21,500</b>	<b>\$ 2,860</b>	<b>\$ 21,500</b>
	<b>EXPENSES</b>					
8-000-5143-000	Clerical Support	\$0	\$0	\$3,000	\$0	\$3,000
8-000-5158-000	Educational Activities	116	0	5,000	0	5,000
8-000-5380-000	Membership Events	972	974	5,000	0	5,000
8-000-5460-000	Office Supplies/Postage	58	60	500	0	500
8-000-5470-000	Printing/Publications	233	0	2,000	0	2,000
8-000-5490-000	Programs and Promotions	4,134	500	7,000	1,000	7,000
	<b>TOTAL EXPENSES</b>	<b>\$ 5,514</b>	<b>\$ 1,534</b>	<b>\$ 22,500</b>	<b>\$ 1,000</b>	<b>\$ 22,500</b>
	<b>ENDING BALANCE</b>	<b>\$ 43,380</b>	<b>\$ 44,340</b>	<b>\$ 43,434</b>	<b>\$ 46,200</b>	<b>\$ 45,200</b>

## II. COLLECTIONS PURCHASES BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	ACTUAL FY 2024 JUL-MAR	ADOPTED FY 2025
	<b>BEGINNING BALANCE</b>	\$ 165,508	\$ 166,503	\$ 178,162	\$ 182,673	\$194,183
	<b>REVENUES</b>					
8-000-4190-000, 002, 010, 888	Donations - Museum Collection	\$ 576	\$ 2,815	\$ 6,500	\$ 870	\$ 6,500
8-000-4440-000	Interest	895	13529	500	15307	500
	<b>TOTAL REVENUES</b>	<b>\$ 1,471</b>	<b>\$ 16,344</b>	<b>\$ 7,000</b>	<b>\$ 16,177</b>	<b>\$ 7,000</b>
	<b>EXPENSES</b>					
8-000-6040-000	Clerical Support	\$200	\$0	\$25,000	\$0	\$25,000
8-000-6040-010	Educational Activities	277	174	5,000	4,666	5,000
8-000-9040-000	Membership Events	0	0	0	0	0
	<b>TOTAL EXPENSES</b>	<b>\$ 477</b>	<b>\$ 174</b>	<b>\$ 30,000</b>	<b>\$ 4,666</b>	<b>\$ 30,000</b>
	<b>ENDING BALANCE</b>	<b>\$ 166,503</b>	<b>\$ 182,673</b>	<b>\$ 155,162</b>	<b>\$ 194,183</b>	<b>\$ 171,183</b>

## III. DOUG THURMAN FUND BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	ACTUAL FY 2024 JUL-MAR	ADOPTED FY 2025
	<b>BEGINNING BALANCE</b>	\$ 127,898	\$127,897.71	\$ 127,898	\$ 127,298	\$ 127,298
	<b>EXPENSES</b>					
8-000-5144-000	Education	\$0	\$600	\$ 8,000	\$0	\$ 8,000
	<b>TOTAL EXPENSES</b>	<b>\$ 0</b>	<b>\$ 600</b>	<b>\$ 8,000</b>	<b>\$ 0</b>	<b>\$ 8,000</b>
	<b>ENDING BALANCE</b>	<b>\$ 127,898</b>	<b>\$ 127,298</b>	<b>\$ 119,898</b>	<b>\$ 127,298</b>	<b>\$ 119,298</b>
	<b>ENDING BALANCE-TOTAL ALL</b>	<b>\$ 337,780</b>	<b>\$ 354,310</b>	<b>\$ 318,494</b>	<b>\$ 367,681</b>	<b>\$ 335,681</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>ENTERPRISE FUND BY PARK</b>					
<b>Aldie Mill Historic Park/Mt. Defiance Historic Park</b>					
Aldie Mill Revenues	\$ 39,016	\$ 25,154	\$ 33,500	\$ 13,998	\$ 24,025
<b>Total Revenues</b>	<b>\$ 39,016</b>	<b>\$ 25,154</b>	<b>\$ 33,500</b>	<b>\$ 13,998</b>	<b>\$ 24,025</b>
Aldie Mill Expenses	\$ 183,064	\$ 201,903	\$ 213,363	\$ 157,148	\$ 227,130
<b>Total Expenses</b>	<b>\$ 183,064</b>	<b>\$ 201,903</b>	<b>\$ 213,363</b>	<b>\$ 157,148</b>	<b>\$ 227,130</b>
<b>Operating Income (Loss)</b>	<b>\$ (144,048)</b>	<b>\$ (176,750)</b>	<b>\$ (179,863)</b>	<b>\$ (143,150)</b>	<b>\$ (203,105)</b>
<b>Algonkian Regional Park</b>					
<b>Revenue</b>					
Algonkian Park	\$ 227,542	\$ 248,806	\$ 284,000	\$ 229,016	\$ 290,000
Algonkian Golf	1,739,282	2,047,703	1,609,420	1,622,871	1,915,500
Volcano Island Waterpark at Algonkian	465,426	518,206	575,000	527,069	639,500
The Woodlands at Algonkian Park	855,198	708,491	712,415	626,894	741,380
Algonkian Cottages	347,246	352,292	335,600	271,152	335,600
<b>Total Revenues</b>	<b>\$ 3,634,693</b>	<b>\$ 3,875,497</b>	<b>\$ 3,516,435</b>	<b>\$ 3,277,002</b>	<b>\$ 3,921,980</b>
<b>Expenses</b>					
Algonkian Park	\$ 691,490	\$ 779,054	\$ 797,383	\$ 705,432	\$ 887,171
Algonkian Golf	1,139,968	1,291,855	1,306,443	1,107,669	1,408,127
Volcano Island Waterpark at Algonkian	367,037	422,558	430,643	335,065	478,866
The Woodlands at Algonkian Park	452,386	458,034	532,829	472,822	561,903
Algonkian Cottages	230,674	202,225	241,785	180,376	254,421
<b>Total Expenses</b>	<b>\$ 2,881,554</b>	<b>\$ 3,153,725</b>	<b>\$ 3,309,084</b>	<b>\$ 2,801,364</b>	<b>\$ 3,590,488</b>
<b>Operating Income (Loss)</b>	<b>\$ 753,139</b>	<b>\$ 721,772</b>	<b>\$ 207,351</b>	<b>\$ 475,638</b>	<b>\$ 331,492</b>
<b>Blue Ridge Regional Park</b>					
Blue Ridge Park Revenues	\$ 7,879	\$ 9,285	\$ 8,000	\$ 6,798	\$ 8,000
<b>Total Revenues</b>	<b>\$ 7,879</b>	<b>\$ 9,285</b>	<b>\$ 8,000</b>	<b>\$ 6,798</b>	<b>\$ 8,000</b>
Blue Ridge Park Expenses	\$ 4,960	\$ 3,077	\$ 6,700	\$ 3,628	\$ 6,700
<b>Total Expenses</b>	<b>\$ 4,960</b>	<b>\$ 3,077</b>	<b>\$ 6,700</b>	<b>\$ 3,628</b>	<b>\$ 6,700</b>
<b>Operating Income (Loss)</b>	<b>\$ 2,919</b>	<b>\$ 6,207</b>	<b>\$ 1,300</b>	<b>\$ 3,169</b>	<b>\$ 1,300</b>
<b>Reservoir Park at Beaverdam</b>					
Reservoir Park at Beaverdam	\$ 19,541	\$ 13,916	\$ 18,500	\$ 3,188	\$ 189,000
<b>Total Revenues</b>	<b>\$ 19,541</b>	<b>\$ 13,916</b>	<b>\$ 18,500</b>	<b>\$ 3,188</b>	<b>\$ 189,000</b>
Reservoir Park at Beaverdam	\$ 17,025	\$ 22,297	\$ 47,839	\$ 19,109	\$ 304,881
<b>Total Expenses</b>	<b>\$ 17,025</b>	<b>\$ 22,297</b>	<b>\$ 47,839</b>	<b>\$ 19,109</b>	<b>\$ 304,881</b>
<b>Operating Income (Loss)</b>	<b>\$ 2,516</b>	<b>\$ (8,382)</b>	<b>\$ (29,339)</b>	<b>\$ (15,921)</b>	<b>\$ (115,881)</b>
<b>Brambleton Golf Course</b>					
Brambleton Revenues	\$ 2,029,571	\$ 2,385,514	\$ 2,010,225	\$ 2,014,281	\$ 2,380,183
<b>Total Revenues</b>	<b>\$ 2,029,571</b>	<b>\$ 2,385,514</b>	<b>\$ 2,010,225</b>	<b>\$ 2,014,281</b>	<b>\$ 2,380,183</b>
Brambleton Expenses	\$ 1,459,969	\$ 1,517,518	\$ 1,536,401	\$ 1,343,875	\$ 1,714,261
<b>Total Expenses</b>	<b>\$ 1,459,969</b>	<b>\$ 1,517,518</b>	<b>\$ 1,536,401</b>	<b>\$ 1,343,875</b>	<b>\$ 1,714,261</b>
<b>Operating Income (Loss)</b>	<b>\$ 569,602</b>	<b>\$ 867,995</b>	<b>\$ 473,824</b>	<b>\$ 670,406</b>	<b>\$ 665,922</b>



## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>Bull Run Regional Park</b>					
<b>Revenue</b>					
Bull Run Regional Park	\$ 1,354,116	\$ 1,393,420	\$ 1,399,935	\$ 1,048,093	\$ 1,438,875
Atlantis Waterpark at Bull Run	535,354	557,750	614,900	544,774	669,100
Bull Run Special Events Center	472,095	494,068	445,000	217,458	326,000
Bull Run Light Show	2,300,247	2,144,173	2,110,000	2,247,548	2,140,000
<b>Total Revenues</b>	<b>\$ 4,661,812</b>	<b>\$ 4,589,410</b>	<b>\$ 4,569,835</b>	<b>\$ 4,057,874</b>	<b>\$ 4,573,975</b>
<b>Expenses</b>					
Bull Run Regional Park	\$ 1,315,511	\$ 1,417,557	\$ 1,383,088	\$ 1,238,770	\$ 1,475,734
Atlantis Waterpark at Bull Run	413,403	477,938	472,089	343,906	518,332
Bull Run Special Events Center	389,264	439,999	404,355	181,059	322,388
Bull Run Light Show	401,073	436,189	474,859	441,235	483,354
<b>Total Expenses</b>	<b>\$ 2,519,251</b>	<b>\$ 2,771,683</b>	<b>\$ 2,734,391</b>	<b>\$ 2,204,969</b>	<b>\$ 2,799,809</b>
<b>Operating Income (Loss)</b>	<b>\$ 2,142,561</b>	<b>\$ 1,817,727</b>	<b>\$ 1,835,444</b>	<b>\$ 1,852,904</b>	<b>\$ 1,774,166</b>
<b>Bull Run Shooting Center</b>					
Bull Run Shooting Center Revenues	\$ 1,217,941	\$ 1,331,627	\$ 1,360,100	\$ 1,045,602	\$ 1,391,500
<b>Total Revenues</b>	<b>\$ 1,217,941</b>	<b>\$ 1,331,627</b>	<b>\$ 1,360,100</b>	<b>\$ 1,045,602</b>	<b>\$ 1,391,500</b>
Bull Run Shooting Center Expenses	\$ 1,076,376	\$ 1,192,843	\$ 1,255,649	\$ 973,630	\$ 1,289,469
<b>Total Expenses</b>	<b>\$ 1,076,376</b>	<b>\$ 1,192,843</b>	<b>\$ 1,255,649</b>	<b>\$ 973,630</b>	<b>\$ 1,289,469</b>
<b>Operating Income (Loss)</b>	<b>\$ 141,565</b>	<b>\$ 138,783</b>	<b>\$ 104,451</b>	<b>\$ 71,971</b>	<b>\$ 102,031</b>
<b>Cameron Run Regional Park</b>					
<b>Revenue</b>					
Cameron Run Park	\$ 96,545	\$ 88,286	\$ 110,000	\$ 54,028	\$ 110,000
The Winter Village at Cameron Run	379,295	319,921	345,000	370,135	385,500
Great Waves Waterpark at Cameron Run	1,575,841	1,821,008	1,915,500	1,614,923	2,097,500
<b>Total Revenues</b>	<b>\$ 2,051,682</b>	<b>\$ 2,229,215</b>	<b>\$ 2,370,500</b>	<b>\$ 2,039,085</b>	<b>\$ 2,593,000</b>
<b>Expenses</b>					
Cameron Run Park	\$ 411,796	\$ 533,033	\$ 577,451	\$ 444,723	\$ 547,041
The Winter Village at Cameron Run	216,658	220,014	213,104	263,840	245,882
Great Waves Waterpark at Cameron Run	1,117,794	1,317,519	1,392,956	1,095,983	1,534,643
<b>Total Expenses</b>	<b>\$ 1,746,248</b>	<b>\$ 2,070,567</b>	<b>\$ 2,183,511</b>	<b>\$ 1,804,546</b>	<b>\$ 2,327,566</b>
<b>Operating Income (Loss)</b>	<b>\$ 305,434</b>	<b>\$ 158,649</b>	<b>\$ 186,989</b>	<b>\$ 234,540</b>	<b>\$ 265,434</b>
<b>Carlyle House Historic Park</b>					
Carlyle House Revenues	\$ 95,198	\$ 91,390	\$ 123,600	\$ 65,403	\$ 127,100
<b>Total Revenues</b>	<b>\$ 95,198</b>	<b>\$ 91,390</b>	<b>\$ 123,600</b>	<b>\$ 65,403</b>	<b>\$ 127,100</b>
Carlyle House Expenses	\$ 328,425	\$ 344,235	\$ 381,728	\$ 304,721	\$ 421,759
<b>Total Expenses</b>	<b>\$ 328,425</b>	<b>\$ 344,235</b>	<b>\$ 381,728</b>	<b>\$ 304,721</b>	<b>\$ 421,759</b>
<b>Operating Income (Loss)</b>	<b>(\$233,227)</b>	<b>(\$252,845)</b>	<b>(\$258,128)</b>	<b>(\$239,318)</b>	<b>(\$294,659)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>Bull Run Marina/Fountainhead/Sandy Run Parks</b>					
<b>Revenue</b>					
Bull Run Marina	\$ 30,633	\$ 19,217	\$ 26,145	\$ 14,903	\$ 25,276
Fountainhead	426,794	394,459	419,712	248,777	414,712
Sandy Run Regional Park	298,160	327,064	291,192	260,269	316,692
<b>Total Revenues</b>	<b>\$ 755,586</b>	<b>\$ 740,740</b>	<b>\$ 737,049</b>	<b>\$ 523,948</b>	<b>\$ 756,680</b>
<b>Expenses</b>					
Bull Run Marina	\$ 41,307	\$ 43,458	\$ 45,938	\$ 40,424	\$ 48,039
Fountainhead	371,139	393,047	335,832	281,036	359,425
Sandy Run Regional Park	192,697	195,741	247,766	197,739	264,262
<b>Total Expenses</b>	<b>\$ 605,143</b>	<b>\$ 632,246</b>	<b>\$ 629,535</b>	<b>\$ 519,200</b>	<b>\$ 671,726</b>
<b>Operating Income (Loss)</b>	<b>\$ 150,443</b>	<b>\$ 108,494</b>	<b>\$ 107,514</b>	<b>\$ 4,749</b>	<b>\$ 84,954</b>
<b>Hemlock Overlook Regional Park</b>					
Hemlock Overlook Revenues	\$ 8,650	\$ 21,370	\$ 25,000	\$ 0	\$ 75,000
<b>Total Revenues</b>	<b>\$ 8,650</b>	<b>\$ 21,370</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 75,000</b>
Hemlock Overlook Expenses	\$ 25,027	\$ 23,682	\$ 59,956	\$ 31,808	\$ 22,778
<b>Total Expenses</b>	<b>\$ 25,027</b>	<b>\$ 23,682</b>	<b>\$ 59,956</b>	<b>\$ 31,808</b>	<b>\$ 22,778</b>
<b>Operating Income (Loss)</b>	<b>\$ (16,377)</b>	<b>\$ (2,312)</b>	<b>\$ (34,956)</b>	<b>\$ (31,808)</b>	<b>\$ 52,222</b>
<b>Meadowlark Botanical Gardens</b>					
<b>Revenue</b>					
Meadowlark Gardens	\$ 643,821	\$ 648,048	\$ 581,000	\$ 552,607	\$ 709,350
Meadowlark Gardens Winter Walk of Lights	2,030,410	1,643,331	1,919,000	1,860,444	1,929,000
Meadowlark Atrium and Event Services	2,191,752	2,789,475	2,184,500	2,394,119	2,300,120
<b>Total Revenues</b>	<b>\$ 4,865,983</b>	<b>\$ 5,080,853</b>	<b>\$ 4,684,500</b>	<b>\$ 4,807,170</b>	<b>\$ 4,938,470</b>
<b>Expenses</b>					
Meadowlark Gardens	\$ 1,027,857	\$ 1,161,462	\$ 1,237,404	\$ 1,031,238	\$ 1,360,277
Meadowlark Gardens Winter Walk of Lights	252,906	288,571	390,116	313,258	405,662
Meadowlark Atrium and Event Services	1,232,020	1,487,108	1,393,960	1,211,485	1,423,524
<b>Total Expenses</b>	<b>\$ 2,512,783</b>	<b>\$ 2,937,141</b>	<b>\$ 3,021,479</b>	<b>\$ 2,555,981</b>	<b>\$ 3,189,463</b>
<b>Operating Income (Loss)</b>	<b>\$ 2,353,200</b>	<b>\$ 2,143,712</b>	<b>\$ 1,663,021</b>	<b>\$ 2,251,189</b>	<b>\$ 1,749,007</b>
<b>Mt. Zion Historic Park/Gilbert's Corner Regional Park</b>					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 1,598	\$ 830	\$ 3,421	\$ 255	\$ 3,421
<b>Total Revenues</b>	<b>\$ 1,598</b>	<b>\$ 830</b>	<b>\$ 3,421</b>	<b>\$ 255</b>	<b>\$ 3,421</b>
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 21,939	\$ 14,847	\$ 21,240	\$ 8,603	\$ 37,500
<b>Total Expenses</b>	<b>\$ 21,939</b>	<b>\$ 14,847</b>	<b>\$ 21,240</b>	<b>\$ 8,603</b>	<b>\$ 37,500</b>
<b>Operating Income (Loss)</b>	<b>(\$20,342)</b>	<b>(\$14,017)</b>	<b>(\$17,819)</b>	<b>(\$8,348)</b>	<b>(\$34,079)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>Occoquan Regional Park</b>					
<b>Revenue</b>					
Occoquan Park	\$ 317,846	\$ 303,156	\$ 348,400	\$ 257,664	\$ 327,400
The River View at Occoquan	2,411,200	2,487,726	2,197,210	1,899,851	2,328,740
Brickmakers Café at Occoquan	463,363	480,504	484,800	318,067	478,000
Brickmakers Catering and Event Services	172,762	273,141	220,840	165,193	272,925
<b>Total Revenues</b>	<b>\$ 3,365,172</b>	<b>\$ 3,544,527</b>	<b>\$ 3,251,250</b>	<b>\$ 2,640,775</b>	<b>\$ 3,407,065</b>
<b>Expenses</b>					
Occoquan Park	\$ 487,338	\$ 539,361	\$ 677,525	\$ 473,321	\$ 690,593
The River View at Occoquan	1,669,747	1,868,219	2,184,331	1,565,764	2,388,003
Brickmakers Café at Occoquan	389,987	383,219	406,606	251,084	423,729
Brickmakers Catering and Event Services	192,383	238,823	267,061	168,997	283,004
<b>Total Expenses</b>	<b>\$ 2,739,455</b>	<b>\$ 3,029,622</b>	<b>\$ 3,535,523</b>	<b>\$ 2,459,167</b>	<b>\$ 3,785,329</b>
<b>Operating Income (Loss)</b>	<b>\$625,717</b>	<b>\$514,905</b>	<b>(\$284,273)</b>	<b>\$181,608</b>	<b>(\$378,264)</b>
<b>Pohick Bay Regional Park</b>					
<b>Revenue</b>					
Pohick Bay Regional Park	\$ 1,294,013	\$ 1,425,634	\$ 1,447,217	\$ 946,399	\$ 1,475,783
Pohick Bay Golf Course	1,612,628	1,804,075	1,481,870	1,477,909	1,791,700
Pohick Bay Marina	279,092	270,675	309,173	209,419	288,000
Pirate's Cover Waterpark at Pohick Bay	574,479	569,407	690,100	541,806	743,100
<b>Total Revenues</b>	<b>\$ 3,760,212</b>	<b>\$ 4,069,791</b>	<b>\$ 3,928,360</b>	<b>\$ 3,175,533</b>	<b>\$ 4,298,583</b>
<b>Expenses</b>					
Pohick Bay Regional Park	\$ 1,042,874	\$ 1,113,779	\$ 1,234,516	\$ 966,479	\$ 1,309,220
Pohick Bay Golf Course	1,157,567	1,258,687	1,233,338	1,144,349	1,355,953
Pohick Bay Marina	59,783	60,703	80,511	51,971	81,258
Pirate's Cover Waterpark at Pohick Bay	402,344	454,465	465,309	357,851	513,707
<b>Total Expenses</b>	<b>\$ 2,662,569</b>	<b>\$ 2,887,633</b>	<b>\$ 3,013,674</b>	<b>\$ 2,520,650</b>	<b>\$ 3,260,138</b>
<b>Operating Income (Loss)</b>	<b>\$ 1,097,643</b>	<b>\$ 1,182,158</b>	<b>\$ 914,686</b>	<b>\$ 654,883</b>	<b>\$ 1,038,445</b>
<b>Potomac Overlook Regional Park</b>					
Potomac Overlook Revenues	\$ 161,670	\$ 152,617	\$ 155,200	\$ 176,093	\$ 164,700
<b>Total Revenues</b>	<b>\$ 161,670</b>	<b>\$ 152,617</b>	<b>\$ 155,200</b>	<b>\$ 176,093</b>	<b>\$ 164,700</b>
Potomac Overlook Expenses	\$ 328,185	\$ 382,391	\$ 399,516	\$ 351,208	\$ 436,310
<b>Total Expenses</b>	<b>\$ 328,185</b>	<b>\$ 382,391</b>	<b>\$ 399,516</b>	<b>\$ 351,208</b>	<b>\$ 436,310</b>
<b>Operating Income (Loss)</b>	<b>(\$166,515)</b>	<b>(\$229,774)</b>	<b>(\$244,316)</b>	<b>(\$175,115)</b>	<b>(\$271,610)</b>
<b>Winkler Botanical Preserve</b>					
Winkler Botanical Preserve Revenues	\$ 0	\$ 137,116	\$ 155,000	\$ 29,463	\$ 157,500
<b>Total Revenues</b>	<b>\$ 0</b>	<b>\$ 137,116</b>	<b>\$ 155,000</b>	<b>\$ 29,463</b>	<b>\$ 157,500</b>
Winkler Botanical Preserve Expenses	\$ 0	\$ 195,478	\$ 344,308	\$ 235,615	\$ 348,989
<b>Total Expenses</b>	<b>\$ 0</b>	<b>\$ 195,478</b>	<b>\$ 344,308</b>	<b>\$ 235,615</b>	<b>\$ 348,989</b>
<b>Operating Income (Loss)</b>	<b>\$0</b>	<b>(\$58,362)</b>	<b>(\$189,308)</b>	<b>(\$206,152)</b>	<b>(\$191,489)</b>
<b>Rust Nature Sanctuary &amp; Manor House</b>					
Rust Nature Sanctuary & Manor House Revenues	\$ 1,495,153	\$ 1,562,298	\$ 1,150,475	\$ 1,164,777	\$ 1,350,320
<b>Total Revenues</b>	<b>\$ 1,495,153</b>	<b>\$ 1,562,298</b>	<b>\$ 1,150,475</b>	<b>\$ 1,164,777</b>	<b>\$ 1,350,320</b>
Rust Nature Sanctuary & Manor House Expenses	\$ 867,858	\$ 1,042,590	\$ 957,987	\$ 855,490	\$ 1,074,510
<b>Total Expenses</b>	<b>\$ 867,858</b>	<b>\$ 1,042,590</b>	<b>\$ 957,987</b>	<b>\$ 855,490</b>	<b>\$ 1,074,510</b>
<b>Operating Income (Loss)</b>	<b>\$ 627,295</b>	<b>\$ 519,707</b>	<b>\$ 192,488</b>	<b>\$ 309,287</b>	<b>\$ 275,810</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>Upper Potomac Properties</b>					
Upper Potomac Properties Revenues	\$ 20,323	\$ 29,086	\$ 28,800	\$ 24,000	\$ 28,800
Springdale Revenues	\$ 23,651	\$ 24,891	\$ 29,540	\$ 48,611	\$ 29,540
Cattail Regional Park Revenues	\$ 0	\$ 0	\$ 0	\$ 6,900	\$ 44,100
<b>Total Revenues</b>	<b>\$ 43,973</b>	<b>\$ 53,977</b>	<b>\$ 58,340</b>	<b>\$ 79,511</b>	<b>\$ 102,440</b>
Upper Potomac Properties Expenses	\$ 165,788	\$ 184,964	\$ 187,391	\$ 152,117	\$ 194,757
Springdale Expenses	\$ 3,215	\$ 243	\$ 7,500	\$ 0	\$ 5,000
Cattail Regional Park Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,998
<b>Total Expenses</b>	<b>\$ 169,003</b>	<b>\$ 185,208</b>	<b>\$ 194,891</b>	<b>\$ 152,117</b>	<b>\$ 239,756</b>
<b>Operating Income (Loss)</b>	<b>\$ (125,030)</b>	<b>\$ (131,231)</b>	<b>\$ (136,551)</b>	<b>\$ (72,606)</b>	<b>\$ (137,316)</b>
<b>Upton Hill Regional Park</b>					
<b>Revenues</b>					
Upton Hill Park	\$ 575,064	\$ 589,648	\$ 677,850	\$ 385,931	\$ 681,850
Ocean Dunes Waterpark at Upton Hill	\$ 565,080	\$ 586,488	\$ 642,600	\$ 483,787	\$ 695,600
<b>Total Revenues</b>	<b>\$ 1,140,144</b>	<b>\$ 1,176,136</b>	<b>\$ 1,320,450</b>	<b>\$ 869,717</b>	<b>\$ 1,377,450</b>
<b>Expenses</b>					
Upton Hill Park	\$ 613,436	\$ 667,687	\$ 880,681	\$ 598,026	\$ 929,323
Ocean Dunes Waterpark at Upton Hill	\$ 363,813	\$ 423,627	\$ 426,724	\$ 321,499	\$ 471,083
<b>Total Expenses</b>	<b>\$ 977,249</b>	<b>\$ 1,091,314</b>	<b>\$ 1,307,405</b>	<b>\$ 919,525</b>	<b>\$ 1,400,405</b>
<b>Operating Income (Loss)</b>	<b>\$ 162,894</b>	<b>\$ 84,822</b>	<b>\$ 13,045</b>	<b>\$ (49,807)</b>	<b>\$ (22,955)</b>
<b>W&amp;OD Railroad Regional Park</b>					
W&OD Railroad Park Revenues	\$ 1,240,070	\$ 1,252,779	\$ 1,383,289	\$ 1,327,179	\$ 1,440,587
<b>Total Revenues</b>	<b>\$ 1,240,070</b>	<b>\$ 1,252,779</b>	<b>\$ 1,383,289</b>	<b>\$ 1,327,179</b>	<b>\$ 1,440,587</b>
W&OD Railroad Park Expenses	\$ 569,308	\$ 664,637	\$ 717,184	\$ 559,326	\$ 827,495
<b>Total Expenses</b>	<b>\$ 569,308</b>	<b>\$ 664,637</b>	<b>\$ 717,184</b>	<b>\$ 559,326</b>	<b>\$ 827,495</b>
<b>Operating Income (Loss)</b>	<b>\$ 670,762</b>	<b>\$ 588,143</b>	<b>\$ 666,105</b>	<b>\$ 767,852</b>	<b>\$ 613,092</b>
<b>Piscataway Crossing</b>					
Piscataway Crossing Revenues	\$ 15,531	\$ 20,341	\$ 11,380	\$ 237	\$ 11,380
<b>Total Revenues</b>	<b>\$ 15,531</b>	<b>\$ 20,341</b>	<b>\$ 11,380</b>	<b>\$ 237</b>	<b>\$ 11,380</b>
Piscataway Crossing Expenses	\$ 35,233	\$ 45,581	\$ 45,825	\$ 26,096	\$ 42,618
<b>Total Expenses</b>	<b>\$ 35,233</b>	<b>\$ 45,581</b>	<b>\$ 45,825</b>	<b>\$ 26,096</b>	<b>\$ 42,618</b>
<b>Operating Income (Loss)</b>	<b>\$ (19,702)</b>	<b>\$ (25,240)</b>	<b>\$ (34,445)</b>	<b>\$ (25,859)</b>	<b>\$ (31,238)</b>
<b>Temple Hall Farm</b>					
<b>Revenues</b>					
Temple Hall Farm Revenues	\$ 140,764	\$ 198,307	\$ 192,383	\$ 63,992	\$ 194,883
Temple Hall Fall Festival Revenues	\$ 134,891	\$ 211,063	\$ 222,000	\$ 193,047	\$ 222,000
<b>Total Revenues</b>	<b>\$ 275,655</b>	<b>\$ 409,370</b>	<b>\$ 414,383</b>	<b>\$ 257,039</b>	<b>\$ 416,883</b>
<b>Expenses</b>					
Temple Hall Farm Expenses	\$ 267,001	\$ 270,883	\$ 368,324	\$ 276,169	\$ 392,606
Temple Hall Fall Festival Expenses	\$ 66,739	\$ 80,489	\$ 105,865	\$ 92,215	\$ 119,168
<b>Total Expenses</b>	<b>\$ 333,740</b>	<b>\$ 351,372</b>	<b>\$ 474,189</b>	<b>\$ 368,384</b>	<b>\$ 511,774</b>
<b>Operating Income (Loss)</b>	<b>\$ (58,085)</b>	<b>\$ 57,998</b>	<b>\$ (59,806)</b>	<b>\$ (111,346)</b>	<b>\$ (94,891)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-APR ACTUAL FY 2024	ADOPTED FY 2025
<b>Enterprise Fund Administration</b>					
Admin - Enterprise Fund Revenues	\$ 1,356,056	\$ 472,439	\$ 87,000	\$ 208,343	\$ 87,000
Central Maintenance Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenues</b>	<b>\$ 1,356,056</b>	<b>\$ 472,439</b>	<b>\$ 87,000</b>	<b>\$ 208,343</b>	<b>\$ 87,000</b>
Admin - Enterprise Fund Expenses	\$ 3,529,564	\$ 3,021,324	\$ 3,570,226	\$ 2,727,562	\$ 3,738,951
Central Maintenance Expenses	\$ 0	\$ 1,380,996	\$ 1,389,189	\$ 1,262,986	\$ 1,501,437
<b>Total Expenses</b>	<b>\$ 3,529,564</b>	<b>\$ 4,402,320</b>	<b>\$ 4,959,415</b>	<b>\$ 3,990,548</b>	<b>\$ 5,240,388</b>
<b>Operating Income (Loss)</b>	<b>\$ (2,173,508)</b>	<b>\$ (3,929,881)</b>	<b>\$ (4,872,415)</b>	<b>\$ (3,782,205)</b>	<b>\$ (5,153,388)</b>
<b>TOTAL REVENUES</b>	<b>\$ 32,242,785</b>	<b>\$ 33,246,191</b>	<b>\$ 31,375,792</b>	<b>\$ 27,783,271</b>	<b>\$ 33,796,242</b>
<b>TOTAL EXPENSES</b>	<b>\$ 25,593,928</b>	<b>\$ 29,163,910</b>	<b>\$ 31,350,792</b>	<b>\$ 25,166,708</b>	<b>\$ 33,771,242</b>
Adjustments/Reserve Activity	\$ 321,430	\$ (1,054,619)	\$ 0	\$ 0	\$ 0
<b>Operating Income (Loss)</b>	<b>\$ 6,327,427</b>	<b>\$ 5,136,900</b>	<b>\$ 25,000</b>	<b>\$ 2,616,563</b>	<b>\$ 25,000</b>

- Central Maintenance was in the General Fund prior to FY23

## **NOVA PARKS FINANCIAL FORECAST**

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NOVA Parks has long recognized the need for projecting finances into the future and this has led to the development of a more dynamic and multi-layered process for financial planning and forecasting for the operating budget.

The Financial Forecast through 2032 is a starting point in placing a strategic focus on our long term financial decisions.

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

- A Base Forecast capability to 2040
- Scenarios that are individually applied to the base forecast.
- A combination of scenarios and additional forecast levels. These are looked at in the model in an interactive mode.
  
- The Base Model Forecast is developed using the following assumptions:
  - The forecast method prior to the pandemic: most revenue and expense account types were based on the 5 Year Average with adjustments for specific account types.
    - The main account types that varied from this assumption in previous years include the following:
      - Appropriations Revenue increases by population and inflation in the base model.
      - Salaries and benefits were adjusted by an estimated 3.5% increase per year, unless other information is present to calculate the rate.
      - Special Event User Fee Revenue, Retail Operations Revenue/Expense are modified each year based on current trends.
      - New initiatives that have less than five years of history are individually assessed.
  - Due to the past impacts of COVID-19, the included forecast is an evolving forecast, as there are still too many unknown variables to provide a forecast with a high confidence level at this time. Each account type was individually adjusted based on current knowledge and trends.
    - Salary and benefit increases in the included forecast vary throughout the model years due to recent trends in compensation and inflation. The range in annual adjustments is between 4% and 4.8%, with higher adjustments in the earlier years, due to recent inflation levels.
  - The forecast base year is the FY 2024 Budget.

**OPERATING BUDGET - GENERAL & ENTERPRISE FUNDS  
FINANCIAL FORECAST BASE MODEL FY2022-FY2032**

Row Labels	2022A	2023A	2024B	2025B	2026F	2027F	2028F	2029F	2030F	2031F	2032F
<b>01-REVENUES</b>	<b>37,643,127</b>	<b>38,057,064</b>	<b>36,764,418</b>	<b>39,551,997</b>	<b>41,013,226</b>	<b>42,532,705</b>	<b>44,112,846</b>	<b>45,772,873</b>	<b>47,499,362</b>	<b>49,091,695</b>	<b>50,741,876</b>
01-APPROPRIATION-ARLINGTON COUNTY	472,196	494,629	519,264	538,061	547,208	556,511	565,971	575,593	585,378	595,329	605,450
02-APPROPRIATION-CITY OF ALEXANDRIA	310,346	324,925	347,498	352,625	357,562	362,568	367,644	372,791	378,010	383,302	388,668
03-APPROPRIATION-CITY OF FAIRFAX	46,689	48,831	52,794	53,527	54,704	55,908	57,138	58,395	59,679	60,992	62,334
04-APPROPRIATION-CITY OF FALLS CHURCH	27,945	29,769	32,005	32,482	33,197	33,927	34,674	35,436	36,216	37,013	37,827
05-APPROPRIATION-FAIRFAX COUNTY	2,229,880	2,338,173	2,508,279	2,541,654	2,569,706	2,597,878	2,626,454	2,655,345	2,684,554	2,714,084	2,743,939
06-APPROPRIATION-LOUDOUN COUNTY	806,415	854,128	931,197	961,143	996,706	1,033,584	1,071,826	1,111,484	1,152,609	1,195,255	1,239,480
07-SKEET TRAP & ARCHERY USER FEES	653,410	700,909	792,000	811,000	819,110	827,301	835,574	860,641	886,461	913,054	940,446
08-SPECIAL EVENTS USER FEES	4,316,894	3,675,845	3,951,300	3,972,375	4,151,132	4,337,933	4,533,140	4,737,131	4,950,302	5,173,066	5,405,854
09-GOLF USER FEES	4,742,540	5,468,348	4,423,775	5,311,583	5,577,162	5,856,020	6,148,821	6,456,262	6,779,075	6,914,657	7,052,950
10-AQUATICS USER FEES	2,705,664	2,945,110	3,250,500	3,545,500	3,651,865	3,761,421	3,874,264	3,990,491	4,110,206	4,233,512	4,360,518
11-FACILITY RENTAL USER FEES	3,055,590	3,151,495	3,090,660	3,201,850	3,329,924	3,463,121	3,601,646	3,745,712	3,895,540	4,051,362	4,213,416
12-CAMPING/COTTAGE USER FEES	2,209,261	2,245,607	2,230,050	2,306,050	2,398,292	2,494,224	2,593,993	2,697,752	2,805,662	2,917,889	3,034,604
13-MARINE ACTIVITIES USER FEES	1,469,173	1,485,776	1,580,477	1,674,501	1,741,481	1,811,140	1,883,586	1,958,929	2,037,287	2,118,778	2,203,529
14-OTHER PARK USER FEES	2,751,255	2,846,556	2,190,215	2,569,120	2,659,039	2,752,106	2,848,429	2,948,124	3,051,309	3,158,104	3,268,638
15-RETAIL OPERATIONS	6,885,347	7,577,005	6,815,715	7,464,565	7,763,148	8,073,674	8,396,620	8,732,485	9,081,785	9,445,056	9,822,858
16-OTHER-REVENUE	2,429,578	1,756,396	1,559,728	1,391,028	1,445,278	1,501,644	1,560,208	1,621,056	1,684,277	1,749,964	1,818,213
17-EASEMENTS AND LICENSES	938,404	916,876	961,289	953,414	982,970	1,013,442	1,044,859	1,077,249	1,110,644	1,145,074	1,180,571
18-TRANSFERS-IN-CAPITAL FUND	778,567	943,794	1,069,672	1,348,346	1,395,538	1,444,382	1,494,935	1,547,258	1,601,412	1,657,462	1,715,473
19-TRANSFERS-IN-CARLYLE HOUSE FUND	-	81	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
20-TRANSFERS-IN-TEMPLE HALL	669,825	(96,301)									
21-TRANSFERS-IN-ENTERPRISE FUND	142										
22-TRANSFERS-IN-OWL	344,006	349,112	455,000	520,173	536,298	552,924	570,064	587,736	605,956	624,741	644,108
23-TRANSFERS-IN-FROM RESTRICTED FUND											
<b>02-EXPENDITURES</b>	<b>31,315,700</b>	<b>32,970,163</b>	<b>36,739,418</b>	<b>39,526,997</b>	<b>40,427,187</b>	<b>41,937,877</b>	<b>43,505,594</b>	<b>45,132,497</b>	<b>46,820,832</b>	<b>48,572,927</b>	<b>50,391,198</b>
01-SALARIES AND WAGES	13,664,887	15,804,070	17,054,117	18,334,086	19,030,781	19,753,950	20,504,601	21,283,775	22,092,559	22,932,076	23,803,495
02-FICA	1,001,265	1,153,198	1,292,078	1,387,262	1,439,978	1,494,697	1,551,496	1,610,453	1,671,650	1,735,172	1,801,109
03-HOSPITALIZATION	1,233,915	1,388,377	1,511,287	1,606,991	1,668,057	1,731,443	1,797,238	1,865,533	1,936,423	2,010,007	2,086,387
04-RETIREMENT	1,672,257	1,848,150	2,256,264	2,582,551	2,680,688	2,782,554	2,888,291	2,998,046	3,111,971	3,230,226	3,352,975
05-LIFE INSURANCE	75,853	86,972	122,129	109,092	113,238	117,541	122,007	126,644	131,456	136,451	141,637
06-UNEMPLOYMENT TAX	20,448	12,512	37,390	16,012	16,332	16,659	16,992	17,332	17,678	18,032	18,392
07-DEBT SERVICE	526,199	534,497	1,160,208	1,161,376	611,878	617,997	624,177	630,419	636,723	643,090	649,521
08-FACILITY OPERATING COSTS	4,877,141	5,181,781	5,409,917	5,699,073	5,898,541	6,104,990	6,318,664	6,539,818	6,768,711	7,005,616	7,250,813
09-MAINTENANCE COSTS	3,213,412	3,553,429	3,481,578	3,924,700	4,081,688	4,244,955	4,414,754	4,591,344	4,774,998	4,965,997	5,164,637
10-INSURANCE	308,571	328,522	381,747	425,250	442,260	459,950	478,348	497,482	517,382	538,077	559,600
11-UTILITIES	1,080,730	1,236,948	1,285,556	1,346,922	1,392,717	1,440,069	1,489,032	1,539,659	1,592,007	1,646,135	1,702,104
12-RETAIL OPERATIONS	2,648,529	2,923,632	2,747,148	2,933,683	3,051,031	3,173,072	3,299,995	3,431,995	3,569,274	3,712,045	3,860,527
13-TRANSFERS-OUT-GENERAL FUND	669,825	(96,301)									
14-DONATION/RESERVE ACTIVITY	322,667	(1,035,624)									
<b>03-NET INCOME FORECAST</b>	<b>6,327,427</b>	<b>5,136,900</b>	<b>25,000</b>	<b>25,000</b>	<b>586,039</b>	<b>594,828</b>	<b>607,253</b>	<b>640,375</b>	<b>678,530</b>	<b>518,768</b>	<b>350,679</b>

## LONG TERM DEBT

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### Long Term Debt Policy

NOVA Parks has only recently begun using Long Term Debt as a method of financing. In March 2018, the following Debt Policy was adopted:

*NOVA Parks is an independent government agency organized under the Park Authorities Act of Virginia. In the acquisition and construction of parks and park features debt may be incurred. Such debt will only be for long term capital assets, and will be done in consideration of the following guidelines:*

- *Long-term borrowing will not be used to finance current operations or normal maintenance*
- *Debt will not be incurred for periods longer than the expected useful life of the asset*
- *An adequate revenue stream will be identified to pay off the debt*
- *Cost of issuance, debt service, capitalized interest, and project management may be included in capital project costs, and thus eligible for financing*
- *Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General and Enterprise Fund revenues, measured annually.*

### NOVA Parks Debt Restrictions and Guidelines

NOVA Parks is not subject to any specific debt limits from outside sources. A Debt Policy adopted by NOVA Parks in March of 2018 (see above), includes the following guidance:

*Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General & Enterprise Fund revenues, measured annually.*

Calculation of Debt Policy Margin:

General & Enterprise Budgeted Revenues FY 2025	\$ 39,551,997
<b>Policy Annual Debt Limit-10% of Budgeted Revenues</b>	<b>3,955,199</b>
Springdale Property	\$ 250,000
Occoquan-Jean R. Packard Center	814,640
Property acquisition at Pohick Bay	121,083
Upton Hill	225,653
<b>FY 2025 Principal &amp; Interest</b>	<b>\$ 1,411,376</b>

For FY 2025, the debt service expense is 3.6% of combined General & Enterprise Fund Revenues, which is within the policy guidelines of 10%.

The following schedules present the state of NOVA Parks indebtedness at the current time, including projected debt service payments on current outstanding bonds and notes.



**DEBT SERVICE**

Virginia Resources Authority-VPFP 2016C, November 2, 2016

Purpose: Occoquan Regional Park, Development of the Jean R. Packard Occoquan Center

Date	Principal	Interest	Total Debt Service
4/1/2017	-	273,705.21	273,705.21
10/1/2017	220,000.00	298,587.50	518,587.50
4/1/2018	-	296,250.00	296,250.00
10/1/2018	230,000.00	296,250.00	526,250.00
4/1/2019	-	291,006.25	291,006.25
10/1/2019	240,000.00	291,006.25	531,006.25
4/1/2020	-	285,206.25	285,206.25
10/1/2020	250,000.00	285,206.25	535,206.25
4/1/2021	-	279,675.00	279,675.00
10/1/2021	265,000.00	279,675.00	544,675.00
4/1/2022	-	272,884.38	272,884.38
10/1/2022	280,000.00	272,884.38	552,884.38
4/1/2023	-	265,709.38	265,709.38
10/1/2023	290,000.00	265,709.38	555,709.38
4/1/2024	-	258,278.13	258,278.13
10/1/2024	310,000.00	258,278.13	568,278.13
4/1/2025	-	250,334.38	250,334.38
10/1/2025	325,000.00	250,334.38	575,334.38
4/1/2026	-	242,006.25	242,006.25
10/1/2026	340,000.00	242,006.25	582,006.25
4/1/2027	-	233,293.75	233,293.75
10/1/2027	360,000.00	233,293.75	593,293.75
4/1/2028	-	224,068.75	224,068.75
10/1/2028	380,000.00	224,068.75	604,068.75
4/1/2029	-	214,331.25	214,331.25
10/1/2029	400,000.00	214,331.25	614,331.25
4/1/2030	-	204,081.25	204,081.25
10/1/2030	420,000.00	204,081.25	624,081.25
4/1/2031	-	193,318.75	193,318.75
10/1/2031	440,000.00	193,318.75	633,318.75
4/1/2032	-	182,043.75	182,043.75
10/1/2032	460,000.00	182,043.75	642,043.75
4/1/2033	-	172,556.25	172,556.25
10/1/2033	480,000.00	172,556.25	652,556.25
4/1/2034	-	162,656.25	162,656.25
10/1/2034	500,000.00	162,656.25	662,656.25
4/1/2035	-	152,343.75	152,343.75
10/1/2035	520,000.00	152,343.75	672,343.75
4/1/2036	-	141,618.75	141,618.75
10/1/2036	545,000.00	141,618.75	686,618.75
4/1/2037	-	130,378.13	130,378.13
10/1/2037	565,000.00	130,378.13	695,378.13
4/1/2038	-	119,343.75	119,343.75
10/1/2038	590,000.00	119,343.75	709,343.75
4/1/2039	-	109,387.50	109,387.50
10/1/2039	610,000.00	109,387.50	719,387.50
4/1/2040	-	97,500.00	97,500.00
10/1/2040	635,000.00	97,500.00	732,500.00
4/1/2041	-	85,134.38	85,134.38
10/1/2041	660,000.00	85,134.38	745,134.38
4/1/2042	-	72,271.88	72,271.88
10/1/2042	685,000.00	72,271.88	757,271.88
4/1/2043	-	58,912.50	58,912.50
10/1/2043	710,000.00	58,912.50	768,912.50
4/1/2044	-	45,056.25	45,056.25
10/1/2044	740,000.00	45,056.25	785,056.25
4/1/2045	-	30,618.75	30,618.75
10/1/2045	770,000.00	30,618.75	800,618.75
4/1/2046	-	15,600.00	15,600.00
10/1/2046	800,000.00	15,600.00	815,600.00
	14,020,000.00	10,744,024.03	24,764,024.03

**DEBT SERVICE**

Virginia Resources Authority- 2018 C-515642-01-Virginia Water Facilities Revolving Fund  
 Purpose: Property Acquisition at Pohick Bay  
 (Addl. project funding: grants and other sources)

Date	Principal	Interest	Total Debt Service
10/1/2018	\$53,565.89	\$6,975.52	\$60,541.41
4/1/2019	53,782.45	6,758.96	\$60,541.41
10/1/2019	54,118.59	6,422.82	\$60,541.41
4/1/2020	54,456.83	6,084.58	\$60,541.41
10/1/2020	54,797.18	5,744.23	\$60,541.41
4/1/2021	55,139.67	5,401.74	\$60,541.41
10/1/2021	55,484.29	5,057.12	\$60,541.41
4/1/2022	55,831.07	4,710.34	\$60,541.41
10/1/2022	56,180.01	4,361.40	\$60,541.41
4/1/2023	56,531.13	4,010.28	\$60,541.41
10/1/2023	56,884.45	3,656.96	\$60,541.41
4/1/2024	57,239.98	3,301.43	\$60,541.41
10/1/2024	57,597.73	2,943.68	\$60,541.41
4/1/2025	57,957.72	2,583.69	\$60,541.41
10/1/2025	58,319.95	2,221.46	\$60,541.41
4/1/2026	58,684.45	1,856.96	\$60,541.41
10/1/2026	59,051.23	1,490.18	\$60,541.41
4/1/2027	59,420.30	1,121.11	\$60,541.41
10/1/2027	59,791.68	749.73	\$60,541.41
4/1/2028	60,165.38	376.03	\$60,541.41
	<u>\$1,135,000.00</u>	<u>\$75,828.22</u>	<u>\$1,210,828.22</u>

**DEBT SERVICE**

Note Payable- Purpose: Property Acquisition-Springdale  
 December 2015-December 2024, interest free

Date	Principal	Interest	Total Debt Service
12/17/2018	\$225,000.00	\$—	\$225,000.00
12/17/2019	\$225,000.00	\$—	\$225,000.00
12/17/2020	\$250,000.00	\$—	\$250,000.00
12/17/2021	\$250,000.00	\$—	\$250,000.00
12/17/2022	\$250,000.00	\$—	\$250,000.00
12/17/2023	\$250,000.00	\$—	\$250,000.00
12/17/2024	\$250,000.00	\$—	\$250,000.00
		<u>\$—</u>	
	<u>1,700,000.00</u>		<u>\$1,700,000.00</u>

**DEBT SERVICE**  
**Virginia Resources Authority-VPFP 2020C, November 18, 2020**  
**Purpose: Upton Hill Regional Park**

Period Ending	Principal	Interest	Total Debt Service
4/1/2021		53,693.78	53,693.78
10/1/2021	110,000.00	59,293.76	169,293.76
4/1/2022		56,475.01	56,475.01
10/1/2022	115,000.00	56,475.01	171,475.01
4/1/2023		53,528.13	53,528.13
10/1/2023	125,000.00	53,528.13	178,528.13
4/1/2024		50,325.01	50,325.01
10/1/2024	130,000.00	50,325.01	180,325.01
4/1/2025		46,993.76	46,993.76
10/1/2025	135,000.00	46,993.76	181,993.76
4/1/2026		43,534.38	43,534.38
10/1/2026	145,000.00	43,534.38	188,534.38
4/1/2027		39,818.76	39,818.76
10/1/2027	150,000.00	39,818.76	189,818.76
4/1/2028		35,975.01	35,975.01
10/1/2028	160,000.00	35,975.01	195,975.01
4/1/2029		31,875.01	31,875.01
10/1/2029	170,000.00	31,875.01	201,875.01
4/1/2030		27,518.76	27,518.76
10/1/2030	175,000.00	27,518.76	202,518.76
4/1/2031		23,034.38	23,034.38
10/1/2031	185,000.00	23,034.38	208,034.38
4/1/2032		20,143.76	20,143.76
10/1/2032	190,000.00	20,143.76	210,143.76
4/1/2033		18,103.13	18,103.13
10/1/2033	195,000.00	18,103.13	213,103.13
4/1/2034		16,200.00	16,200.00
10/1/2034	195,000.00	16,200.00	211,200.00
4/1/2035		14,212.51	14,212.51
10/1/2035	200,000.00	14,212.51	214,212.51
4/1/2036		12,175.01	12,175.01
10/1/2036	205,000.00	12,175.01	217,175.01
4/1/2037		9,956.25	9,956.25
10/1/2037	210,000.00	9,956.25	219,956.25
4/1/2038		7,687.50	7,687.50
10/1/2038	215,000.00	7,687.50	222,687.50
4/1/2039		5,228.13	5,228.13
10/1/2039	220,000.00	5,228.13	225,228.13
4/1/2040		2,712.51	2,712.51
10/1/2040	225,000.00	2,712.51	227,712.51
4/1/2041			
	3,455,000.00	1,143,981.56	4,598,981.56

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
<b>Headquarters</b>					
Full -Time	21.15	22.15	23.65	24.15	25.00
Part -Time	5.51	5.88	6.98	4.76	3.71
<b>Central Maintenance</b>					
Full -Time	13	13	13	13	13
Part -Time	0	0	0	0	0
<b>Aldie Mill Historic Park</b>					
Full -Time	1	1	1	1	1
Part -Time	0.95	0.95	0.95	0.95	1.15
<b>Algonkian Regional Park</b>					
Full -Time	6	6	6	6	6
Part -Time	3.95	3.95	3.95	4.07	4.15
<b>Algonkian Golf Course</b>					
Full -Time	7.5	7.5	7.5	7	7
Part -Time	5.63	5.63	5.63	5.77	6.49
<b>Volcano Island Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	2.02	8.08	8.08	8.27	8.43
<b>The Woodlands Meeting &amp; Event Center</b>					
Full -Time	1.33	1.33	1.33	2.33	2.33
Part -Time	2.02	2.4	2.64	2.47	1.65
<b>Algonkian Cottages</b>					
Full -Time	0.5	0.5	0.5	0.5	0.50
Part -Time	3	3	3	3	3
<b>Reservoir Park at Beaverdam</b>					
Full -Time	0	0	0	0	0.5
Part -Time	0.58	1.03	1.03	1.03	4.05
<b>Brambleton Golf Course</b>					
Full -Time	8.5	8.5	8.5	8	8.50
Part -Time	7.27	7.27	7.27	7.27	7.69
<b>Bull Run Regional Park</b>					
Full -Time	8	8	8	8	8
Part -Time	6.53	6.71	6.91	7.23	7.64
<b>Bull Run Marina</b>					
Full -Time	0.2	0.2	0.2	0.2	0.2
Part -Time	0	0	0	0	0
<b>Atlantis Waterpark</b>					
Full -Time	0	0	0	0	0.00
Part -Time	2.36	9.42	9.42	9.33	9.37
<b>Bull Run Special Events Center</b>					
Full -Time	0.5	0.5	0.5	0.5	0.50
Part -Time	0.79	0.94	0.94	0.94	0.94

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
<b>Bull Run Light Show</b>					
Full -Time	1.5	1.5	1.5	1.5	1.5
Part -Time	2.96	3.22	3.17	3.37	3.37
<b>Bull Run Shooting Center</b>					
Full -Time	2	2	2	2	2
Part -Time	9.8	9.8	9.8	9.8	9.80
<b>Cameron Run Regional Park</b>					
Full -Time	3	3	3	4	4
Part -Time	4.73	4.73	4.59	3.51	3.92
<b>Ice &amp; Lights - The Winter Village at Cameron Run</b>					
Full -Time	0	0	0	0	0
Part -Time	3.34	3.34	3.34	2.64	2.64
<b>Great Waves Waterpark</b>					
Full -Time	1	1	1	1	1
Part -Time	5.52	22.08	22.55	22.56	22.36
<b>Carlyle House Historic Park</b>					
Full -Time	2	2	2	2	2
Part -Time	2.45	2.45	1.97	2.14	2.45
<b>Fountainhead Regional Park</b>					
Full -Time	1.4	1.4	1.4	1.4	1.4
Part -Time	3.37	3.96	3.96	4.2	4.16
<b>Hemlock Overlook Regional Park</b>					
Full-Time	0	0	0	0	0
Part-Time	0	0.33	0.32	0.32	0.32
<b>Meadowlark Botanical Gardens</b>					
Full -Time	8	8	8	8	8
Part -Time	7.42	7.34	7.51	7.89	8.15
<b>Meadowlark Light Show</b>					
Full -Time	0.5	0.5	0.5	0.5	0.5
Part -Time	3.11	3.15	3.44	3.65	3.65
<b>Meadowlark Atrium</b>					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	5.06	5.56	5.79	4.8	4.66
<b>Mt. Zion/Gilberts Corner Regional Park</b>					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	0	0
<b>Occoquan Regional Park</b>					
Full -Time	2	2	3	4	4
Part -Time	5.22	6.2	5.91	4.96	5.15
<b>The River View at Occoquan</b>					
Full -Time	4.25	4.25	4.25	4.25	4.25
Part -Time	2.89	3.37	3.61	3.86	3.77
<b>Brickmakers Café at Occoquan</b>					
Full -Time	0	0	0	0	0
Part -Time	3.82	4.77	4.77	4.77	4.77
<b>Brickmaker's Catering at Occoquan</b>					
Full -Time	1.09	1.09	1.09	1.09	1.09
Part -Time	1.05	1.21	1.21	1.21	1.21

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
<b>Pohick Bay Regional Park</b>					
Full -Time	7	7	7	7	7
Part -Time	6.44	6.63	6.82	7.42	7.56
<b>Pohick Bay Golf Course</b>					
Full -Time	5	5	5	5	5
Part -Time	7.46	7.46	7.46	7.94	7.94
<b>Pohick Bay Marina</b>					
Full -Time	0	0	0	0	0
Part -Time	1.86	1.86	1.86	1.86	1.86
<b>Pirate's Cove Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	2.12	8.47	8.47	8.47	8.37
<b>Potomac Overlook Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	1.81	1.81	1.81	1.81	1.88
<b>Winkler Botanical Preserve</b>					
Full-Time	0	0	1	1	1
Part-Time	0	0	2	2.43	2.43
<b>Rust Nature Sanctuary &amp; Manor House</b>					
Full -Time	3.83	3.83	3.83	3.83	3.83
Part -Time	3.63	4.32	4.32	4.45	4.09
<b>Sandy Run Regional Park</b>					
Full -Time	1.40	1.4	1.4	1.4	1.4
Part -Time	1.01	1.01	1.43	1.43	1.43
<b>Temple Hall Farm</b>					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
<b>Temple Hall Fall Festival</b>					
Full -Time	0	0	0	0	0
Part -Time	1.35	2.69	1.11	1.11	1.11
<b>Upper Potomac Properties</b>					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	0.47	0.47	0.47	0.47	0.60
<b>Upton Hill Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	4	5.87	7.28	7.76	8.00
<b>Ocean Dunes Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	1.56	7.78	7.76	7.76	7.91
<b>W&amp;OD Railroad Regional Park</b>					
Full -Time	4	4	4	4	4
Part -Time	2.94	2.94	3.1	3.1	3.19
<b>Piscataway Crossing Regional Park</b>					
Full -Time	0.50	0.5	0.5	0.5	0.5
Part -Time	0	0	0	0	0
<b>Enterprise Fund Administration</b>					
Full -Time	6.85	7.85	8.35	8.85	9
Part -Time	0.3	0.3	0.65	1.61	1.61
<b>Total Full -Time Staffing</b>	<b>137</b>	<b>139</b>	<b>142.75</b>	<b>146</b>	<b>148.00</b>
<b>Total Part-Time Staffing</b>	<b>137.49</b>	<b>189.565</b>	<b>194.28</b>	<b>193.58</b>	<b>197.85</b>

\*FTE counts from FY24 were adjusted to appropriately reflect the allocation of certain split positions.

**Account** – A separate financial reporting unit for budgeting, management or accounting purposes to classify and group similar transactions.

**Active Network-** Web-based recreation management software handling point of sale and reservation transactions.

**Active Works Outdoors** – Provides Web-based recreation management software to efficiently manage campground reservations.

**Actual** – Monies that have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

**Adopted Budget** – The Operating Budget that is passed by the Park Authority Board at the May meeting prior to the start of the July 1 fiscal year.

**ADA** – Americans with Disabilities Act

**Annual Comprehensive Financial Report (ACFR)** – This official annual report summarizes financial data for the previous fiscal year in a standardized format.

**Appropriation** – An authorization made by a member jurisdiction which permits a specific amount of money be made available for expenditures, for a period of one year.

**Balanced Budget** – A budget where total anticipated revenues and other sources equals total estimated expenditures/ expenses and other uses. Interfund transfers may be used to balance individual fund budgets.

**Basis of Accounting** – The timing of recognition when the effects of transactions or events should be recognized for financial reporting purposes. Examples are an accrual basis (when the transactions or events take place) or cash basis (when cash is received or paid).

**Beginning Balance** – Unexpended funds from the previous fiscal year that may be used to make expenditures during the next fiscal year.

**Bond** – An agreement under which a sum is borrowed from an investor or bank at a stipulated rate of interest and repaid after an agreed period of time.

**Budget** – A financial plan for a specific fiscal year that contains both the estimated revenues to be received during the year and the proposed expenditures to be incurred to achieve stated objectives.

**Budget Amendment** – The mechanism used to revise the working budget to reflect changes that occur throughout the fiscal year. Once the working budget is complete it can only be changed by a budget amendment.

**Budget Calendar** – The schedule of key dates which the Park Authority follows in the preparation and adoption of the budget.

**Budget Message** – A written summary of the proposed budget from the Executive Director. The message provides a summary of the most important aspects of the budget, and changes from previous years. The message is updated to reflect the final budget, once adopted.

**Capital Budget** – Funds made available for the acquisition or construction of capital assets. The expenditure may be for new construction, addition, replacement, or renovations to land, infrastructure, buildings and park equipment.

**Capital Endowment** - held at the Community Foundation for Northern Virginia was established in July of 2022. The purpose of this endowment is to create a perpetual legacy of funding NOVA Parks Capital Fund Projects. The endowment is funded both through non-recurring license fees and new nutrient mitigation banking credits.

## GLOSSARY

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**Capital Improvement Program (CIP)** – A five year plan, usually adopted in September, created to help guide future park planning and development. The CIP outlines how the Park Authority intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets. The current CIP is for FY 2024 Revised-FY 2028.

**Climb UPton** - a 90 element high ropes adventure course. Climb UPton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure.

**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.

**Contingencies** – An amount included in any fund to cover unforeseen events that may occur during the fiscal year.

**Cost-Center** – A Northern Virginia Regional Park facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Park.

**Designated Set-Aside** – A reserve made up from the available balance materializing at the end of the fiscal year which are not required for expenditures and are set aside for future funding requirements.

**Debt Service** – Cash that is required to cover the repayment of interest and principal on a debt for a particular period.

**Easements and Licenses** – An easement is interest in land that lasts for a specific purpose with property ownership. A license is permission to use land that can be revoked at any time.

**Ellis and Associates** – Ellis and Associates provides training and courses in aquatic safety, procedures, and techniques.

**Endowment Fund** – A fund used to account for a specific activity or property, in the case of Temple Hall Farm it is used to account for the operation of the property. The use of the fund is restricted to maintenance, operation, management and improvement of the farm. Investment income may be expended from the fund assets. Principal shall not be depleted, except to finance items of an emergency nature.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed and operated similarly to those of a business activity. The fee schedules for these services are established to ensure that overall revenues are adequate to meet overall expenditures.

**Expenditure** – Actual outlay of monies for goods and services within the General Fund and Capital Fund which are considered governmental activity funds.

**Expenses** – Charges incurred in the Enterprise Fund for salaries and benefits, operations, maintenance, or other charges necessary for an activity to function. Results in a decrease to net income.

**Fiscal Year** – The Park Authority Fiscal Year is the 12 month period starting July 1 and ending the following June 30.

**Full Time Equivalent (FTE)** is defined as follows: It is the measure of authorized personnel where part-time positions are converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time person working 20 hours per week for 52 weeks would be equivalent to an FTE of 0.5.

**Full-Time Position** – A position regularly scheduled to work 40 hours per week, or 2,080 hours per year.

**Fund** – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance** – The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.



**General Fund** – the Park Authority fund that receives the operating appropriations from the supporting jurisdictions and funds the Headquarters and Central Maintenance staff and functions. It is also the fund where revenues and expenditures that are not related to a specific Park Authority facility reside.

**GFOA** – Government Finance Officers Association is a professional association of state, provincial and local finance officers in the United States and Canada.

**Grant** – A sum of money given by an organization for a particular purpose

**Great Blue Heron Catering** – NOVA Parks Catering Service

**Jurisdiction** – The local government entity that is a part of the Northern Virginia Regional Park Authority. The six supporting member jurisdictions include the City of Alexandria, Arlington County, the City of Fairfax, Fairfax County, the City of Falls Church and Loudoun County.

**LEED Certification** – Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It was developed by the U.S. Green Building Council (USGBC) in 2000 and is intended to provide building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

**Market Rate Adjustment** – The percentage rate applied to staff salaries to compensate for increases in the cost of living. The rate is developed using consumer price index information for the region.

**Measurable Results** – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

**Mission Statement** – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

**NRPA** – National Recreation and Park Association whose mission is “To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.” The NRPA also provides continuing education programs, accreditation / certification and advocacy.

**LGIP** - Local Government Investment Pool is an investment by local governments in which their money is pooled as a method for managing local funds.

**Line Item** – A unit of information in a document shown on a separate line of its own. Line items often refer to a budget element that is separately identified.

**Objective** – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget** – A budget for general revenues and expenses necessary for an entity to function.

**Operating Transfers** – The movement of monies from one fund to another to cover costs related to certain program operations.

**Organization Chart** – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

**Park Authority** – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

**Part-Time Position** – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

## GLOSSARY

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**Per Capita** – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

**Per Capita Rates** – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

**Performance Measurement** – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

**Position** – A budgeted authorization for employment, which can be either full-time or part-time, but may not exceed 1 FTE.

**PPEA** – The Virginia Public-Private Education Facilities and Infrastructure Act of 2002.

**Restricted License Fee Fund** – Revenue and expenses related to fiber optic license fees along the W&OD Trail, interest earned on the investments and income derived from various Friends groups. Expenses also include W&OD major maintenance and related professional services

**Reserves** – An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for spending.

**Revenue** – Funds that are received as income.

**Seasonal Employee** – A part-time employee whose work hours are scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

**Self-Insurance Fund** – Includes revenue from interest earned on fund investments and insurance premium transfer from the General Fund. Expenses include insurance claim investigations, claims, professional services and safety programs

**Strategic Plan** – The document that outlines long-term goals, critical issues, and action plans for the purpose of increasing the Park Authority's effectiveness in attaining its mission, priorities, goals and objectives. A strategic plan aids in ensuring appropriate allocation of limited resources.

**Strategic Opportunity Reserve** - established in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks missions and stimulate the economic growth.

**Transfers** – See Operating Transfers

**User Fees** – Charges for specific services provided to the public paid by the party who benefits from the service. Examples include waterpark admissions, golf course rounds, and picnic shelter rental.

**VDOT** – Virginia Department of Transportation

**Virginia Standards of Learning (SOL)** – The Standards of Learning for Virginia Public Schools describe the commonwealth's expectations for student learning and achievement in grades K-12 in English, mathematics, science, history/social science, technology, the fine arts, foreign language, health and physical education, and driver education.

**Waterpark Pass** - Annual pass good at any NOVA Parks Waterpark, valid for one year from date of purchase.

**Waterpark** – A NOVA Parks water facility with interactive features combining zero depth areas and deep water areas, that is designed for all ages and carries a theme