

NOVA Parks Board Meeting Agenda
5400 Ox Road, Fairfax Station 22039
March 20, 2025

- 7:30 P.M. Board Meeting
- Call to Order
 - Amendments to Agenda
 - Approve January Meeting Minutes
 - Treasurer's Report/Status of Funds
- 7:40 P.M. FY'2026 Budget Presentation – Patrick Wells
- 8:00 P.M. Audit Committee Recommendations to award auditing contract
- 8:15 P.M. Admin Items
- a) Annual adoption of remote meeting policy
 - b) Award of Construction contract – Algonkian Cart Path Renovation
 - c) Award of Construction contract – Pohick Bay Marina Parking Lot Paving
- 8:30 P.M. Closed session for real estate, legal and personnel matters as allowed by § 2.2-3712

Actions on any issues discussed in closed session

Adjourn

NOVA Parks

Board Meeting, January 16, 2025

7:30 p.m.

NOVA Parks Headquarters

5400 Ox Road

Fairfax Station, VA 22039

MINUTES

ATTENDANCE:

Board members

In attendance:

Sean Kumar, Chairman

Paul Baldino, Vice Chairman

James Bonfils

Mark Chandler

Dave Gustafson

Douglas Stewart

Paul Ferguson

Michael Nardolilli

Scott Price joined via Zoom

Patricia Harrison *joined at 7:36*

Absent:

Cate Magennis Wyatt

Stella Koch

Staff:

Paul Gilbert, Executive Director

Chris Pauley, Director of Operations

Lauren Weaver, Director of Finance

Brian Nolan, Director of Planning and Development

Blythe Russian Park Operations Superintendent

Danielle Endler, HR Administrator

Adam Melton, Information Technology Administrator

John Bell, Senior Planner

Mike DePue, Planning Administrator

Kevin Casalenuovo, Park Operations Superintendent

Patrick Wells, Budget Administrator

Leslie Preble, Planning and Development Administrative Assistant

Kelly Gilfillen, Marketing and Communications Director via Zoom

Guests

Michael Lupton, Robinson, Farmer, Cox Associates

OPEN SESSION

CALL TO ORDER

The Chairman called the meeting to order at 7:30

APPROVAL OF MINUTES

A Motion was made by Mr. Bonfil and seconded by Mr. Ferguson to approve the November 21, 2024, Board Meeting minutes.

8 voted to approve, Mr. Nardolilli abstained

TREASURER'S REPORT/STATUS OF FUNDS

Mr. Bonfils gave a brief review of the Treasurer's report.

BOARD ELECTIONS

Mr. Ferguson of the Nominating committee spoke and reminded the board that the terms are typically 3 years in length and that we are at 2 of 3 years now. He said he spoke with and supports the current members of the executive committee to continue to serve.

Mr. Ferguson nominated and Mr. Bonfil seconded Mr. Sean Kumar for Chairman
Unanimously approved

Mr. Gustafson nominated, and Mr. Nardolilli seconded Mr. Baldino as Vice Chairman
Unanimously approved

Mr. Ferguson nominated, and Mr. Stewart seconded Mr. Bonfils as treasurer
Unanimously approved

Mr. Ferguson nominated, and Mr. Stewart seconded Patricia Harrison as Member At Large
Unanimously approved

AUDITOR'S REPORT

Michael Lupton, Robinson, Farmer, Cox Associates

Michael Lupton, Robinson, Farmer, Cox, Associates gave an analysis of the FY24 Audit. Mr. Lupton issued an audit opinion that the ACFR Report for FY24 was an unmodified, and clean opinion.

He noted that they did issue a memorandum for potential improvements regarding license agreements

Lauren Weaver, Director of Finance, discussed the response letter written in conjunction with Brian Nolan, Director of Planning and Development. Ms. Weaver said that Planning will start using the lease software that the Finance department has been using to manage lease deadlines. The software will help to remind staff well in advance of any possible renegotiations of leases. She also said that Planning and Finance will meet quarterly so that finance can be notified of any updates or changes.

IT AUDIT AND RESPONSE

Adam Melton, Information Technology Administrator

Mr. Melton explained process of meeting with the auditors.

The first security recommendation from auditors is to expand MFA (multi-factor authentication) to all systems where supported and increase security measures where MFA cannot be enabled. Mr. Melton explained that we have MFA on all most used critical systems. The Information Technology department will identify and expand where else MFA is needed.

The second recommendation is in contingency planning and disaster recovery. The auditors recommend that a formal recovery test utilizing existing backup procedures be developed. Mr. Melton said that they are working to develop a formal DR test schedule.

Mr. Bonfils spoke about the auditors and informed the board that there will be a bid process to consider other auditors.

Ms. Weaver explained that there will be a normal bid process for auditors and that Robinson, Farmer, Cox is expected to bid but others likely will as well

Mr. Baldino asked if there's any reason to select another auditor.

Ms. Weaver again said they'll go through the bid process, but she sees no reason to exclude from Robinson, Farmer, Cox from bidding.

Mr. Baldino asked if we should change auditors regularly.

Ms. Weaver voiced her opinion to say that the current thinking is for an organization to stay with auditors. Auditors learn and can give better feedback the longer they work with an organization. However, she said that ultimately it will be for the board to decide. She also added that nothing was lost when we switched partners (different office) because they had all the access and documents.

REPORT ON ALL THREE LIGHT SHOWS

Bull Run Festival of Lights

Chris Pauley, Director of Operations

Mr. Pauley introduced Kevin Casalenuovo as the new Parks Operations Superintendent, replacing Mark Whaley who retired earlier this month.

Mr. Gilbert then re-introduced Patrick Wells as the new Budget Administrator.

Mr. Pauley explained that Bull Run Festival of Lights ran for 52 days this year. They continue to make improvements of holiday village by offering more nights. The camel rides vendor expanded operations with more animals indoors and that was very popular. The park had 3,300 cars on busiest night. The goal for online ticket sales is 70% of ticket sales, with the incentive that tickets are less expensive online. Actual online sales were at 67% this year over 60% last year. No weather closures. 2nd highest vehicle total ever.

Mr. Kumar asked about traffic time waiting to get in. Mr. Pauley explained that they have added a lane and put the ticket booths deeper into the park and that has eased the traffic congestion.

Blythe Russian, Park Operations Superintendent
Meadowlark Winter Walk and Cameron Run Ice & Lights

Ms. Russian discussed how Meadowlark Winter Walk of Lights works with Eventbrite for timed ticket sales. She explained that customers can also “follow” the park on Eventbrite, which is a helpful indicator of how many people are interested in the event. Eventbrite is selling over 90% of tickets online. She also said that Winter Walk of Lights has an 87% recommendation rate on Eventbrite. There are convenience fees through Eventbrite, and it has been negotiated to get a portion of those fees back.

Ms. Russian also discussed the Marketing Communications plan including specific commercials for podcasts and a partnership with iHeart. Additionally, social media influencers came to the shows and made videos and posted photos. Bilingual ads also helped to reach more of the population in the area. There were even live broadcasts on the local news.

Meadowlark operated 59 days this season with zero closures. However, there were 10 nights of rain (double last year) and 7 nights temps below 30 degrees. To help bring more customers in lower rates were offered for off peak nights at the beginning of the light show season.

Ms. Russian also mentioned that the Winter Walk of Lights helps the Atrium at Meadowlark. They had many holiday parties and weddings because of the lights.

Cameron Run Ice & Lights

This was the 6th year of Ice and Lights. This truly makes Cameron Run a year-round park. They are trying to figure out the best timing of ice rink, etc. More daytime skating hours were added through December, and it is still open on weekends through February, including a Valentine’s Day skating event.

The park had 5 days of closure for both the rink and village. At least an additional 5 or more ice rink closures but with the village open. The ice rink had more closures this year than last.

UPDATE ON DISCUSSIONS WITH DOMINION ON VEGETATION
Paul Gilbert, Executive Director:

Mr. Gilbert explained that Dominion is clearing every tree that has the potential to grow 10 feet on a 4-mile path from Vienna to Dunn Loring.

In the meeting he attended with Dominion last week, Dominion indicated no plan for replanting, and they are rejecting the 2005 MOU. He said he proposed pollinator restoration with native grasses wildflowers shrubs with additional money to keep the invasives from taking hold. Dominion rejected the plan said they don't want to fund long-term efforts. Instead, they offered NOVA Parks a one-time \$50K donation to address the issue. Dominion also said in the meeting that next year they would do the same thing in Reston. Mr. Gilbert said this indicates that the cutting will not be a one-time, he expects that they will cut many more areas along the park.

Next steps – going out with dominion staff looking foot by foot to evaluate.

Mr. Price stepped away for this portion per Sean Kumar

Mr. Nardolilli asked if the jurisdictions have any power in this and John Bell discussed possible policies like storm water/erosion controls but wasn't sure if Dominion might be exempt with their easements.

Motion by Mr. Ferguson and Mr. Chandler seconded for a letter to be sent from the Chairman to the General Assembly members representing areas of the trail.

9 voted to approve, Mr. Price abstained

ADMIN ITEMS

Award of Contract - Wizard Works for fabrication and delivery of water play feature at Algonkian Volcano Island Waterpark

Award of Construction Contract for Pohick Campground Waterline construction

Motion by Mr. Nardolilli and seconded by Mr. Baldino to approve administrative items.

Unanimously approved

Mr. Gilbert took a moment to make the Board aware of an event on February 5 at 2pm at Meadowlark in honor of Black History Month. He then shared a brief overview of the story of Caroline Ware and her early attempt to take down Jim Crow laws.

Motion by Mr. Nardolilli and Mr. Gustafson seconded that the Board move into closed session.

Unanimously approved

Moved into closed session at: 9:40

CLOSED SESSION

Motion by Mr. Nardolilli and Mr. Bonfils seconded that the Board move out of closed session.

Unanimously approved

Moved out of closed session at: 9:53

The Chairman read:

I certify that, to the best of my knowledge, only public business matters lawfully exempted from open meeting requirements prescribed by the Virginia Freedom of Information Act and only such matters identified in the motion to convene closed session were heard, discussed, or considered by this Board during Closed Session.

Roll call vote: all in favor

OPEN SESSION

ADJOURNMENT

Mr. Stewart moved to adjourn the meeting and Mr. Baldino seconded the motion.

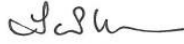
Board Meeting Adjourned at 9:55

NOVA Parks
5400 Ox Road
Fairfax Station, Virginia 22039

March 12, 2025

To: James Bonfils , Treasurer

From: Lauren Weaver, Director of Finance



Subject: Status of Funds

Note: Fund balances as of 2/28/25

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY

NVRPA Checking (Truist Bank)	2,015,928.16
Credit Card Receivable Account (Truist Bank)	319,499.57
Carlyle House Garden Guild Savings (Burke and Herbert)	1,851.13
Carlyle House Docents Savings (Burke & Herbert)	700.16
FSA - SunTrust - Flexible Spending Account (Truist Bank)	18,486.77
Imprest Fund - Special Event Center at Bull Run (Truist Bank)	21,407.42
Imprest Fund - Meadowlark Light Show (Truist Bank)	4,209.82
Local Government Investment Pool - NVRPA - Capital Fund	20,149,607.62
Charles Schwab- Capital Fund	2,376,752.98
Local Government Investment Pool - Deirdre J. Turnage Endowment Fund	133,813.62
Local Government Investment Pool - Daman Account	231,979.71
Local Government Investment Pool - Designated Set Aside - General Fund	542,397.62
Local Government Investment Pool - Designated Set Aside & Strategic Opportunity - Enterprise Fund	<u>7,497,033.13</u>
Designated Set Aside Sub-Total (RESERVES)	8,039,430.75
LGIP Month of February Effective Yield 4.560%	
TOTAL NVRPA CASH	<u><u>33,313,667.71</u></u>

LOAN PROCEEDS

VRA Resources from Construction Loan for Upton Hill -Par	-
VRA Resources from Construction Loan for Upton Hill -Net Premium	255,979.55
VRA Resources from Construction Loan for Occoquan -Par	-
VRA Resources from Construction Loan for Occoquan -Net Premium	<u>830,521.74</u>
	<u><u>1,086,501.29</u></u>

RESERVE

Local Government Investment Pool - Stribling Debt Service Reserve Fund	144,432.21
	<u><u>144,432.21</u></u>

TEMPLE HALL FARM

Temple Hall Endowment TD Ameritrade- Moved to the Community Foundation	-
TOTAL TEMPLE HALL CASH	<u><u>-</u></u>

RESTRICTED FUND

Local Government Investment Pool - Restricted Account	148,525.49
Charles Schwab- Restricted Fund	1,953,361.69
(W&OD Friends portion of this balance = \$44,787.97)	
(Wetlands Mitigation Fund portion of this balance = \$72,342.30)	
TOTAL RESTRICTED FUND CASH	<u><u>2,101,887.18</u></u>

CARLYLE HOUSE FRIENDS

Local Government Investment Pool - Carlyle House Friends	397,527.83
TOTAL CARLYLE FRIENDS CASH	<u><u>397,527.83</u></u>

NOVA Parks
Profit Management Report for the Enterprise Fund & General Fund
Fiscal Year 2025
Year To Date Activity for the Eight Month Period Ending 2/28/2025

3/10/2025

	Prior Year Actual for 8 Month Period Ended Feb 28	Net Change from Last Year for the 8 Months Ended Feb 28	Current Year Actual for 8 Month Period Ended Feb 28	FY 25 BUDGET Budget for 8 Month Period Ended Feb 28	Variance From Budget Favorable (Unfavorable)	Budget Variance Percentage
GOLF COURSES - Algonkian, Brambleton & Pohick Bay						
Revenue	\$3,956,673.51	\$80,100.15	\$4,036,773.66	\$3,597,252.43	\$439,521.23	12.22 %
Expenses	\$2,859,242.73	(\$160,915.68)	\$3,020,158.41	\$2,845,240.45	(\$174,917.96)	(6.15) %
Net Operating Income	\$1,097,430.78	(\$80,815.53)	\$1,016,615.25	\$752,011.98	\$264,603.27	35.19 %
SWIMMING POOLS - Volcano Island, Atlantis, Great Waves, Pirate's Cove & Ocean Dunes						
Revenue	\$3,647,102.19	(630,105.47)	\$3,016,996.72	\$3,405,232.00	(\$388,235.28)	(11.40) %
Expenses	\$2,333,731.08	\$192,629.84	\$2,141,101.24	\$2,291,668.22	\$150,566.98	6.57 %
Net Operating Income	\$1,313,371.11	(\$437,475.63)	\$875,895.48	\$1,113,563.78	(\$237,668.30)	(21.34) %
LIGHT SHOWS - Bull Run Light Show, Cameron Run Light Show, Meadowlark Light Show						
Revenue	\$4,434,963.01	\$292,355.24	\$4,727,318.25	\$4,454,500.00	\$272,818.25	- %
Expenses	\$953,668.36	(\$19,191.27)	\$972,859.63	\$930,699.74	(\$42,159.89)	(4.53) %
Net Operating Income	\$3,481,294.65	\$273,163.97	\$3,754,458.62	\$3,523,800.26	\$230,658.36	6.55 %
MEETING & EVENT FACILITIES - Woodlands at AI, Bull Run Special Events, Catering, BrickMaker, ML Atrium, Rust Sanctuary, RiverView						
Revenue	\$5,523,551.64	(\$391,439.98)	\$5,132,111.66	\$4,964,291.00	\$167,820.66	3.38 %
Expenses	\$3,837,558.36	\$68,688.79	\$3,768,869.57	\$3,930,793.56	\$161,923.99	4.12 %
Net Operating Income	\$1,685,993.28	(\$322,751.19)	\$1,363,242.09	\$1,033,497.44	\$329,744.65	31.91 %
BOATING - Beaverdam, Bull Run Marina, Fountainhead, Pohick Bay Marina & Sandy Run						
Revenue	558,640.82	\$23,819.72	582,460.54	\$616,766.84	(\$34,306.30)	(5.56) %
Expenses	\$469,031.97	(\$127,883.34)	\$596,915.31	\$649,587.87	\$52,672.56	8.11 %
Net Operating Income	\$89,608.85	(\$104,063.62)	(\$14,454.77)	(\$32,821.03)	\$18,366.26	(55.96) %
COTTAGES - Algonkian						
Revenue	\$233,183.13	(\$803.56)	\$232,379.57	\$238,264.00	(\$5,884.43)	(2.47) %
Expenses	\$139,465.46	(\$32,358.55)	\$171,824.01	\$163,380.81	(\$8,443.20)	(5.17) %
Net Operating Income	\$93,717.67	(\$33,162.11)	\$60,555.56	\$74,883.19	(\$14,327.63)	(19.13) %
TRAIL OPERATIONS - W&OD Trail						
Revenue	\$1,129,765.32	(\$4,690.50)	\$1,125,074.82	\$737,692.78	\$387,382.04	52.51 %
Expenses	\$462,189.40	(\$57,573.22)	\$519,762.62	\$540,538.99	\$20,776.37	3.84 %
Net Operating Income	\$667,575.92	(\$62,263.72)	\$605,312.20	\$197,153.79	\$408,158.41	207.03 %
HISTORIC PROPERTIES - Aldie Mill / Mt. Defiance, Carlyle House & Mt. Zion / Gilbert's Corner						
Revenue	\$76,692.11	(\$3,273.03)	\$73,419.08	\$96,424.61	(\$23,005.53)	(23.86) %
Expenses	\$375,539.05	(\$47,869.37)	\$423,408.42	\$435,139.66	\$11,731.24	2.70 %
Net Operating Income	(\$298,846.94)	(\$51,142.40)	(\$349,989.34)	(\$338,715.05)	(\$11,274.29)	(3.33) %
RECREATIONAL RESOURCE PARKS - Algonkian, Blue Ridge, Bull Run, Cameron Run, Occoquan, Pohick Bay, Springdale, Upton Hill, Piscataway Crossing, Temple Hall Farm, BR Shooting Center						
Revenue	3,401,719.03	\$20,625.10	3,422,344.13	\$3,564,848.77	(\$142,504.64)	(4.00) %
Expenses	4,677,747.06	(\$235,299.61)	4,913,046.67	\$4,804,840.71	(\$108,205.96)	(2.25) %
Net Operating Income	(\$1,276,028.03)	(\$214,674.51)	(\$1,490,702.54)	(\$1,239,991.94)	(\$250,710.60)	(20.22) %
CULTURAL & NATURAL RESOURCE PARKS - Hemlock Overlook, Meadowlark Gardens, Potomac Overlook, Upper Potomac Properties, Winkler Preserve & Cattail						
Revenue	\$525,642.75	\$135,605.05	\$661,247.80	\$545,855.00	\$115,392.80	21.14 %
Expenses	\$1,453,317.26	(\$99,431.31)	\$1,552,748.57	\$1,548,403.56	(\$4,345.01)	(0.28) %
Net Operating Income	(\$927,674.51)	\$36,173.74	(\$891,500.77)	(\$1,002,548.56)	\$111,047.79	11.08 %
ENTERPRISE FUND ADMINISTRATION and CENTRAL MAINTENANCE						
Revenue	\$143,162.10	(\$57,762.81)	\$85,399.29	\$75,000.00	\$10,399.29	13.87 %
Expenses	\$3,268,303.03	(\$318,974.30)	\$3,587,277.33	\$3,486,581.90	(\$100,695.43)	(2.89) %
Net Operating Income	(\$3,125,140.93)	(\$376,737.11)	(\$3,501,878.04)	(\$3,411,581.90)	(\$90,296.14)	(2.65) %
Net Operating Income - Enterprise Fund	\$2,801,301.85	(\$1,373,748.11)	\$1,427,553.74	\$669,251.96	\$758,301.78	
GENERAL FUND - Headquarters & Central Maintenance						
Revenue	\$3,966,100.83	\$124,492.18	\$4,090,593.01	\$4,247,620.39	(\$157,027.38)	(3.70) %
Expenses - Headquarters	\$3,760,229.42	(\$71,299.83)	\$3,831,529.25	\$3,857,759.15	\$26,229.90	0.68 %
Net Operating Income - General Fund	\$205,871.41	\$53,192.35	\$259,063.76	\$389,861.24	(\$130,797.48)	
Combined Operating Income - Ent. & Gen.	\$3,007,173.26	(\$1,320,555.76)	\$1,686,617.50	\$1,059,113.20	\$627,504.30	
Enterprise Revenue	\$23,631,095.61	(\$535,570.09)	\$23,095,525.52	\$22,296,127.43	\$799,398.09	
Enterprise Expense	\$20,829,793.76	(\$838,178.02)	\$21,667,971.78	\$21,626,875.47	(\$41,096.31)	
	\$2,801,301.85	(\$1,373,748.11)	\$1,427,553.74	\$669,251.96	\$758,301.78	

ADMINISTRATIVE ITEM

Award of Construction Contract – Cart Path Renovations at Algonkian Golf Course

Staff worked with a golf course architect to assess current conditions and develop plans for significant repairs and renovations to asphalt cart paths at Algonkian Golf Course. The resulting scoping documents were utilized to bid out the work.

The following bids were received:

Bidder	Total Bid
American Paving & Striping	\$172,980.24
Bright Construction Group	\$475,090.00

Staff has determined American Paving & Striping to be the lowest responsive and responsible bidder. They successfully completed cart path renovations at Brambleton and Pohick Golf Courses in recent years.

The FY2025 Capital Budget includes sufficient funds in the Park Golf Course Improvements item to complete this work.

RECOMMENDATION: That staff be authorized to award a contract in the amount of \$172,980.24 to American Paving & Striping for the Cart Path Renovations at Algonkian Golf Course, and the Executive Director be authorized to execute the contract and approve contractor payments.

ADMINISTRATIVE ITEM

Award of Construction Contract – Pohick Bay Marina Paving

Staff recently solicited bids for repaving the two parking areas at the Pohick Bay Marina boat launch. The proposed work includes milling, repaving, and striping the parking entrance, drive aisles, and parking spaces.

The following bid was received:

Bidder	Total Bid
Tibbs Paving, Inc.	\$228,598.00

The proposal was solicited as an extension of Fairfax County Contract #4400009792 – Asphalt Paving Services, and subsequently approved Amendments #1 through #8. The referenced term contract was competitively bid by Fairfax County and awarded to Tibbs Paving Inc. in accordance with the provisions of Virginia Procurement Act. After thorough evaluation, staff have concluded that the contractor’s proposal is accurate and fair. Tibbs Paving has successfully completed paving projects for NOVA Parks in the past.

The FY2025 Capital Budget includes sufficient funds in the Park Roads and Parking Renovations account to complete this work.

RECOMMENDATION: That staff be authorized to award a contract in the amount of \$228,598.00 to Tibbs Paving, Inc. for the Pohick Bay Marina Paving project, and the Executive Director be authorized to execute the contract and approve contractor payments.



Great Employees Delivering Memorable Experiences!

Monthly Report | March 2025



ABOUT NOVA PARKS

In the late 1950's, the Northern Virginia Planning District Commission and a group of citizens from several local jurisdictions came together to protect Northern Virginia's rich heritage of woods, meadows, lakes and streams from the threat of suburban sprawl. These citizens, working with their local governments--Fairfax County, Arlington County and the City of Falls Church--organized under the Virginia Park Authorities Act in 1959 as the Northern Virginia Regional Park Authority (NVRPA). They came together to plan, acquire develop and operate a system of regional parks for all Northern Virginians to enjoy.

Today, NOVA Parks (as the organization came to be known in 2014) represents three counties and three cities -- Arlington County, Fairfax County, Loudoun County, the City of Alexandria, the City of Falls Church and the City of Fairfax. NOVA Parks staff, volunteer board members appointed from each jurisdiction and many friends of the regional parks working together have preserved over 12,000 acres of rolling and wooded Virginia countryside for you and created a priceless legacy for future generations.

Through your regional parks, NOVA Parks provides almost two million citizens with some of the finest recreational facilities in the country. By pooling their funds, these local governments find that each dollar they contribute to NOVA Parks is multiplied by contributions from other member jurisdictions and sometimes augmented even more by state and federal grants and private donations. Being a member of NOVA Parks is a good economic investment.

From a wavepool to nature trails, from golfing to boating, there's a regional park that is just right for you. Come for the day, a weekend or a week. The NOVA Parks are yours to enjoy!

MONTHLY UPDATES FROM:

Paul Gilbert, Executive Director
Kelly Gilfillen, Marketing and Communications Director
Chris Pauley, Operations Director
Blythe Russian, Park Operations Superintendent
Kevin Casalenuovo, Park Operations Superintendent
Dennis Charlton, Food and Beverage Manager

Aldie Mill, Mt. Zion, and Gilbert's Corner	Corwyn Garman, Site Manager
Algonkian	Reid Nebergall, Park Manager
Ball's Bluff	Ben Bilko, Park Manager
Blue Ridge	Ryan Corder, Park Manager
Brambleton	Dustin Betthauser, Park Manager
Bull Run	Eric Ferguson, Park Manager
Bull Run Shooting Center	Laurelyn Rawson, Park Manager
Cameron Run	Paul Price, Park Manager
Cattail Property	Ben Bilko, Park Manager
Carlyle House	Rebecca Super, Historic Site Manager
Fountainhead	Kate Irwin, Park Manager
Meadowlark Atrium	Wayne Hager, Atrium Facilities Manager
Meadowlark Botanical Gardens	Jeff Hill, Botanical Gardens Manager
Occoquan	Matthew Taylor, Park Manager
The River View at Occoquan	Hannah Fry, Hospitality & Event Sales Manager
Piscataway Crossing	Ben Bilko, Park Manager
Pohick Bay Park	Brad Jackson, Park Manager
Pohick Bay Golf Course	Jon Mendez, Assistant Park Manager
Potomac Overlook	Rachel Doody, Park Manager
Red Rock	Ben Bilko, Park Manager
Reservoir Park at Beaverdam	Dustin Betthauser, Park Manager
Rust Manor	Alexandra Gordon, Facility and Event Sales Manager
Sandy Run	Kate Irwin, Park Manager
Temple Hall	Ben Bilko, Park Manager
Upton Hill	Evan McGurrin, Park Manager
Winkler Botanical Preserve	Rachel Doody, Park Manager
W&OD Trail	Ryan Corder, Park Manager



An Update from the Executive Director

Paul Gilbert, Executive Director

- On February 5, we unveiled a civil rights sign at Meadowlark in partnership with the Fairfax NAACP. Mark Chandler spoke on behalf of the Board and Douglas Stewart attended, in addition to the President of the Virginia NAACP, Fairfax County Chairman Jeff McKay and Supervisor Walter Alcorn.
- I met with Fairfax County Supervisor Dan Storck about trail issues in the Mt. Vernon District.
- I attended the Friends of Balls Bluff Dinner, as did Jim Bonfils.
- There were two newspaper stories about the Dominion tree cutting on the W&OD.
- I attended a meeting about tourism efforts focused on southern Fairfax County.



Kelly Gilfillen, Marketing and Communications Director

- Collaborated with Marketing & Communications team, Operations leadership team and Upton Hill Regional Park Manager to develop and begin executing Spring Climb Upton Strategic Communication Plan. New features include cross-promotion with the Washington Nationals, podcast advertising, influencer-produced content, customizable rack cards, and promotion of new volume discount and gift card offerings.
- Updated, launched and compiled multi-year comparative results for on-going Employee Satisfaction Survey.
- Conducted social media management training for Park Operations Superintendents.
- Developed Camp Winkler marketing campaign focused on partnering with City of Alexandria and development of new content, including a raffle for a cabin stay at Pohick Bay Regional Park.
- Met with City of Alexandria's Recreation, Parks and Cultural Activities Marketing Manager to discuss partnership and promotion opportunities and City of Alexandria's Recreation Deputy Director to identify opportunities to increase scholarship program participation.
- Provided solution for Town of Leesburg trail etiquette campaign to address specific trail congestion concerns.
- Working with IT to implement multi-factor authentication for Marketing tools, including Adobe products and Sprout Social.



An Update from the Operations Team

Chris Pauley, Operations Director

- Participated in meeting with our golf consultant where we reviewed last year's marketing successes and set this year's goals and campaigns.
- Took part in meetings with Dominion Energy about tree cutting along the W&OD Trail.
- Continue to work with a George Mason intern on trail projects through the NOVA Parks system.
- Assisted Central Maintenance team with hiring for available positions.
- Attended meeting with Reservoir Park staff and scholastic crew teams who will store and practice at the site to determine practice schedules and use of this new facility.
- Providing additional feedback on the FY26 Operating budget for presentation at the end of March.

Blythe Russian, Park Operations Superintendent

- Participated in social media management training with Marketing.
- Attended Events Committee Meeting at The River View with all of the venue managers, coordinators, and staff. We had a very productive and positive meeting.
- Participated in the Aquatics Team Meeting as the group continues to prepare for a great waterpark season.
- Wrapped up the last days of ice skating at Cameron Run.
- Continue to work with teachers to coordinate scheduling field trips through the NOVA Parks Outdoor Kids Grants in partnership with the Community Foundation.
- Attended an in-house training at Potomac Overlook presented by Rachel Doody focusing on planning for the Outdoor Kids field trips. Staff learned basic interpretation and group management techniques.
- Attended Wedding Open Houses at The River View at Occoquan and The Atrium at Meadowlark to see our event staff in action!
- Attended a Golf Committee meeting at Troon headquarters where we reviewed all of the accomplishments of the past year and set goals for the upcoming year.



Kevin Casalenuovo, Park Operations Superintendent

- Participated in social media management training with marketing director, Kelly Gilfilen.
- Attended two separate meetings with crew teams and park management for Algonkian and Reservoir Park.
- Attended Events Committee Meeting at the River View. The team was excited to have this meeting in person and seemed to be more productive than virtual.
- Had a meeting with the group “Nature Forward,” whom we lease Rust Nature Sanctuary from. We discussed some needed updates as well as future programming.
- Attended a Golf Committee Meeting at Troon HQ where we set the goals for this upcoming year.
- Attended an “after action” meeting with the Bull Run Light Show team. It was good to see team members that want to continue to make a great show even better.
- Participated in a training at Potomac Overlook where staff learned some hands-on techniques from the Park Manager, Rachel Doody, on how to keep young minds interested during field trip visits to our facilities.
- Met at Aldie Mill to discuss future improvements to the Mill and other properties.
- Met with the Town of Leesburg and NOVA Parks Marketing team to discuss a collaborative approach on sharing the W&OD Trail's trail etiquette campaign.



Dennis Charlton, Food and Beverage Manager

- Provided customized menu tastings for several vegan and vegetarian clients.
- Worked with Brickmakers Café staff on new spring menu items.
- Met with food vendors on new concession items.
- Attended vendor product showcase.

Aldie Mill, Mt. Zion and Gilbert's Corner – Corwyn Garman, Site Manager

- Staff has been focused on tree cleanup due to high winds, as well as snow removal.
- Staff met with contractors and engineers to discuss needs at Aldie Mill and Mt. Zion Historic Park.
- Staff is busy planning, scheduling programs, and booking tours for the 2025 season.



Algonkian – Reid Nebergall, Park Manager

- The Woodlands hosted the Friends of Ball's Bluff Remembrance dinner on February 23.
- The Woodlands has been preparing to host our annual Open House on Saturday, March 22.
- Conducted the annual pre-season safety meeting with crew teams, prior to the commencement of the 2025 season.
- Staff participated in training for NOVA Parks Outdoor Kids field trips.
- Staff hosted a First Aid and CPR training for golf course employees and volunteers.
- Participated in the annual Troon marketing meeting to review the previous year's marketing efforts and refine the 2025 revenue playbook.
- Participated in golf and events committee monthly meetings.

Ball's Bluff – Ben Bilko, Park Manager

- A number of dead or fallen trees were removed from the park trails.
- The Friends of Ball's Bluff remembrance was held on February 23 and was a great success.

Blue Ridge – Ryan Corder, Park Manager

- Group camping is now open.

Brambleton – Dustin Betthouser, Park Manager

- Local Girl Scout and Boy Scout troops conducted a driving range cleanup. 15 scouts braved the elements and gathered lost golf balls for 3.5 hours.
- The golf committee gathered at Troon headquarters in Reston for the annual end of year review. We reviewed a stellar 2024 year highlighting our total rounds of golf and increased reach to customers through digital platforms. We laid out a plan for 2025 for marketing seasonal campaigns starting with Swing into Spring.
- Management met with our Professional instruction staff. We are adding multiple clinics and lesson options for a broad range of students in 2025. Some of these programs will align with our campaigns like New to Golf and Swing into Spring, further helping us grow the game.
- Annual golf course member and volunteer Larry Messner has provided numerous hours to the golf course, conducting a significant wood line clean up at our entrance. Larry has worked tirelessly, removing invasives and providing an environment that is better for forest floor and sapling growth. It has also improved the aesthetics in that area.

Bull Run – Eric Ferguson, Park Manager

- Work continues on take down of the light show.
- Staff attended aquatics committee, light show after action, and camping committee meetings.
- Staff attended training at Potomac Overlook to learn strategies and activities to use with our NOVA Parks Outdoor Kids field trip partnership.
- Hiring staff attended trainings in Jobvite to prepare for the upcoming season.
- Removal of the main pools deteriorating island feature has begun.
- Park Specialists attended multiple job fairs and lunch events to promote summer jobs.



Bull Run Marina – Kate Irwin, Park Manager

- Gate key sales providing access to the launch site kick off in early spring. On average, we sell anywhere between 600-700 keys annually.



Bull Run Shooting Center – Laurelyn Rawson, Park Manager

- The cold winter weather has impacted the range. During this time, we have been able catch up on some inside maintenance projects.
- Scouts of America have changed their requirements to be able to participate in shooting activities. They now require an NRA certified Range Safety Officer be on hand in addition to an NRA certified Shotgun Instructor. Staff attended an NRA RSO training course in February to meet their new standards.
- We are seeing good early bookings for spring corporate group events.
- We hosted our first National Sporting Clays Association Sporting Clays tournament of the year. We were pleased that over 50 tournament shooters came out on an extremely cold and windy day to shoot the event. We are already prepping for our next one in March.
- The GMU Archery Club (we are their home course) went to Harrisonburg, VA and participated in the USA Archery Indoor National Championships. One of their shooters came home with a bronze medal in his class!
- Winter 5-Stand League is having great success with many return shooters from the last 5-Stand League over the summer.

Cameron Run – Paul Price, Park Manager

- Work continues on take down of light displays from Ice & Lights.
- Daytime ice skating ended on February 23. The season had many weather challenges with rain and snow affecting ice quality.
- Park staff are busy preparing for spring and summer operations including holding drive thru job fairs.
- Staff provided input for restroom and other improvements to enhance the overall customer experience at the park.

Cattail Property – Ben Bilko, Park Manager

- Staff continues to clean up landscape and trim trees.
- An old, dilapidated cabin was removed from the property.



Carlyle House – Rebecca Super, Historic Site Manager

- Our initial winter lecture series kicked with Steve Hammond and the lecture “What’s in a Name: The Syphax Family Legacy.” There were 20 people in attendance.
- Winter volunteer training continues. Docents have been learning about the architecture of Alexandria; we have three new docents in training.
- Bathroom renovations within the house are continuing with an end of March completion date.

Fountainhead – Kate Irwin, Park Manager

- Hosted Quantico Orienteering Club for an event using the Bull Run/Occoquan Trail and mountain bike trail terrain.
- President’s Day 5k trail run hosted by private contractor.
- Met with Roving Naturalist to discuss programming for the upcoming season, including paddle tours, owl prowls, and a warbler walk.
- Completed preventative maintenance and overhaul of our boat rental battery inventory.
- Park Manager met with Operations Intern to discuss trail signage standards.

Meadowlark Atrium – Wayne Hager, Atrium Facilities Manager

- In the month of February 2025, The Atrium hosted 6 private events, including 5 Wedding/Wedding Receptions and a Bar Mitzvah. All events were catered by Great Blue Heron Catering, and they were all well received.
- We performed 44 site tours for perspective clients and conducted 5 Pre-Event Walk through meetings for upcoming events.

Meadowlark Botanical Gardens – Jeff Hill, Botanical Gardens Manager

- Winter Walk teardown continues to meet delays due to the weekly weather events.
- John Sullivan, Meadowlark Maintenance, has transferred to Pohick Bay Maintenance. Manager and Maintenance Supervisor are conducting interviews to fill the vacant position.
- Horticulture team participated in a Career Fair at NVCC, Loudoun Campus- home of their horticulture program.
- Horticulture Specialist and Manager submitted article to American Public Garden Association related to our newly accredited Daylily Collection.
- Camp Grow registration went live, and spots are filling rapidly!
- Programming team continues to finalize plans for the 2025 season. Lots of new and exciting offerings this season.

Occoquan – Matthew Taylor, Park Manager

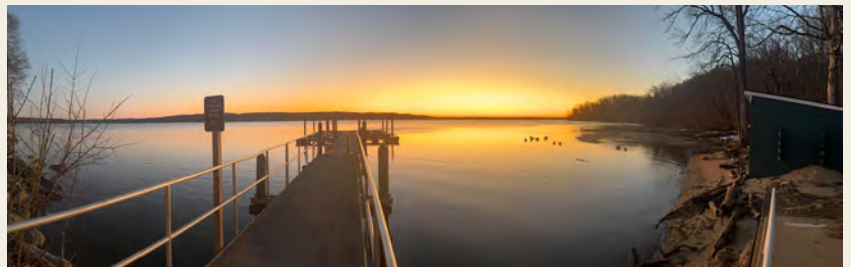
- The Park Manager and Park Specialist attended NOVA Parks Outdoor Kids field trip training at Potomac Overlook as Occoquan prepares to be one of the locations involved in the agency's Title I field trip program.
- Park maintenance staff have begun preparing batting cages in anticipation of the March opening.
- As the boat rental season approaches, management has begun the hiring process for attendant positions.

The River View at Occoquan – Hannah Fry, Hospitality & Event Sales Manager

- In February we welcomed our new Events Coordinator, Elizabeth N'Diaye. We're thrilled to have her join our team!
- The River View hosted our winter open house event more than 60 couples and their families attended as well as nearly 20 vendors.
- We conducted over 50 scheduled and walk-in tours.
- We have 9 dates on hold for future events currently and 5 of them are in the contract phase.

Piscataway Crossing – Ben Bilko, Park Manager

- Staff has spent several days collecting riverbank trash.



Pohick Bay Park – Brad Jackson, Park Manager

- Staff attended the NOVA Parks Outdoor Kids field trip program training held at Potomac Overlook.
- We welcomed new Campground Supervisor Brandi Baker who joined us from Reservoir Park!
- Work continues in the campground on the water service extension project, crews are on schedule to finish this project by the end of March.
- Capital project preparations continue with multiple projects slated to begin this spring ahead of 2025 peak season.
- The Campground Committee team met at Bull Run to review key topics for 2025 including the annual rules review.
- Electric pedestal training occurred for applicable personnel allowing for trained personnel to make repairs to electrical pedestals as necessary streamlining repair times for guests.
- Hiring for the spring and summer are well underway. Tabling events and job fairs have occurred, the team attended multiple events this month as they continue their hiring push.



Pohick Bay Golf Course – Jon Mendez, Assistant Park Manager

- NOVA Parks Golf Management team met with our marketing consultants at Troon Headquarters to discuss the marketing plan for the 2025 season.
- Staff worked on painting projects in the Pro Shop while the course was closed during February.
- New equipment shed was built to add more storage for golf course equipment.

Potomac Overlook – Rachel Doody, Park Manager

- Summer Camp registration opened with most of the spaces filling within the first hour of opening.
- Potomac Overlook also hosted a training for NOVA Parks staff from a variety of other parks focused on preparing for and leading a nature-based field trip for local elementary school groups.
- Weekends continue to be filled with Nature Center Birthday Parties and weekly volunteer opportunities with the Arlington Master Naturalists Park Stewards for invasive plant species removal with about 120 hours of work done in the park this month.
- The park also offered its annual Won't you be my Owlentine public program and welcomed the first school field trip for the year with around 60 kindergarten students, teachers and parent chaperones from St. Stephen's and St. Agnes' School.
- Public Programs offered this month from the Roving Naturalists included Chocolate with Chickadees and Pokémon in Real Life at Potomac Overlook, a planetary alignment program at Gilbert's Corner, a Nature Nuts Raptor program at Meadowlark, a groundhog and an animal tracking program at Winkler.



Red Rock – Ben Bilko, Park Manager

- Dead or fallen trees were removed from the trails.

Reservoir Park at Beaverdam – Dustin Betthouser, Park Manager

- Management is conducting interviews and hiring for Senior Rangers, Marina Attendants and Visitor Center Attendants to prepare for the spring season.
- We are currently working with the Outreach Coordinator from Loudoun Water and the Principal from Watson Mountain Middle School to offer a meaningful watershed educational experience to 6th grade students.
- Management and Operations met with crew team coaches to begin developing the spring practice schedule. Briar Woods' Athletic Director Michael Benson represented the team athletic directors and hosted the meeting at Briar Woods High School.
- Reservoir Park hosted its first nature program on February 5. Despite the cold temperatures, the Owl Prowl program facilitated by Roving Naturalist Matt Felperin was a huge success with a full roster of 15 participants.

Rust Manor – Alexandra Gordon, Facility and Event Sales Manager

- Rust is gearing up for the busy wedding season. Our tent will be installed in early March.
- The calendar is filling up with walkthrough meetings, tours, and vendor site visits. At the beginning of the month, we will be heading over to The Woodlands to co-host the March tasting.
- We're looking forward to Spring and being able to start landscaping after the last frost.

Sandy Run – Kate Irwin, Park Manager

- Conducted Annual Coaches Safety Meeting with 33 coaches attending in person, and 8 attending a new virtual option.
- Met with contractor Resilient Rowing to discuss 2025 programming.
- High School teams held workdays to prepare for the spring season.
- The first day of practice was February 24.



Temple Hall – Ben Bilko, Park Manager

- Admission building renovation has been completed.
- 6 goats and 4 lambs have been born.
- Legacy Farms has been bringing in apprentices for workshops and trainings several times a week as they gear up for spring.

Upton Hill – Evan McGurrin, Park Manager

- Staff are busy preparing Spring Operations, including refurbishment of ropes course elements, inspection of PPE, and coordinating larger updates with third-party contractors.
- Finalized a partnership agreement with MetaGuest, a service that will feature Climb UPTon in area hotels.
- Met with a vendor to discuss feasibility and priorities for a video capture system on the free fall at Climb UPTon.
- Attended the virtual aquatics meeting and Lifeguard Instructor Refresher Training.

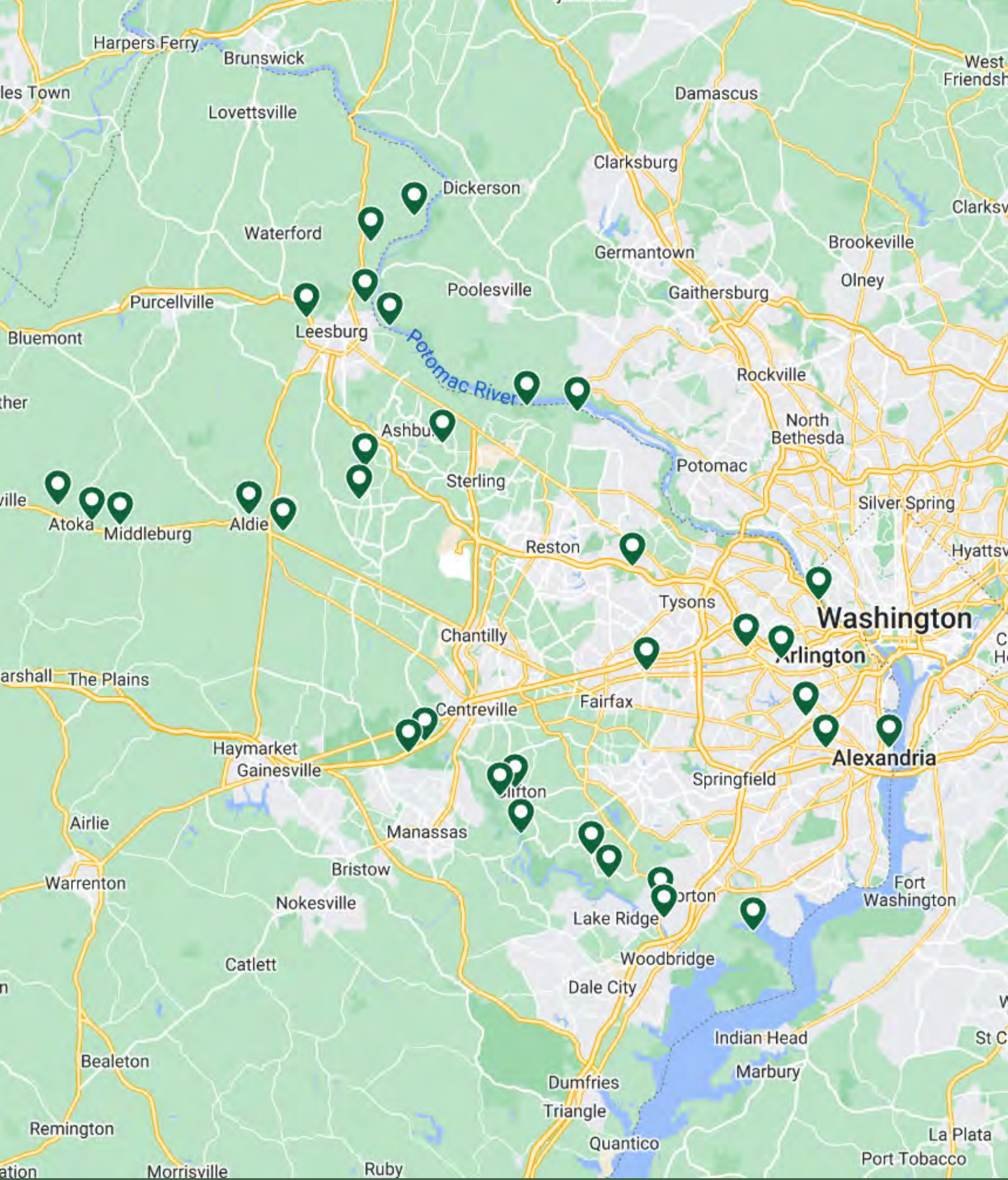


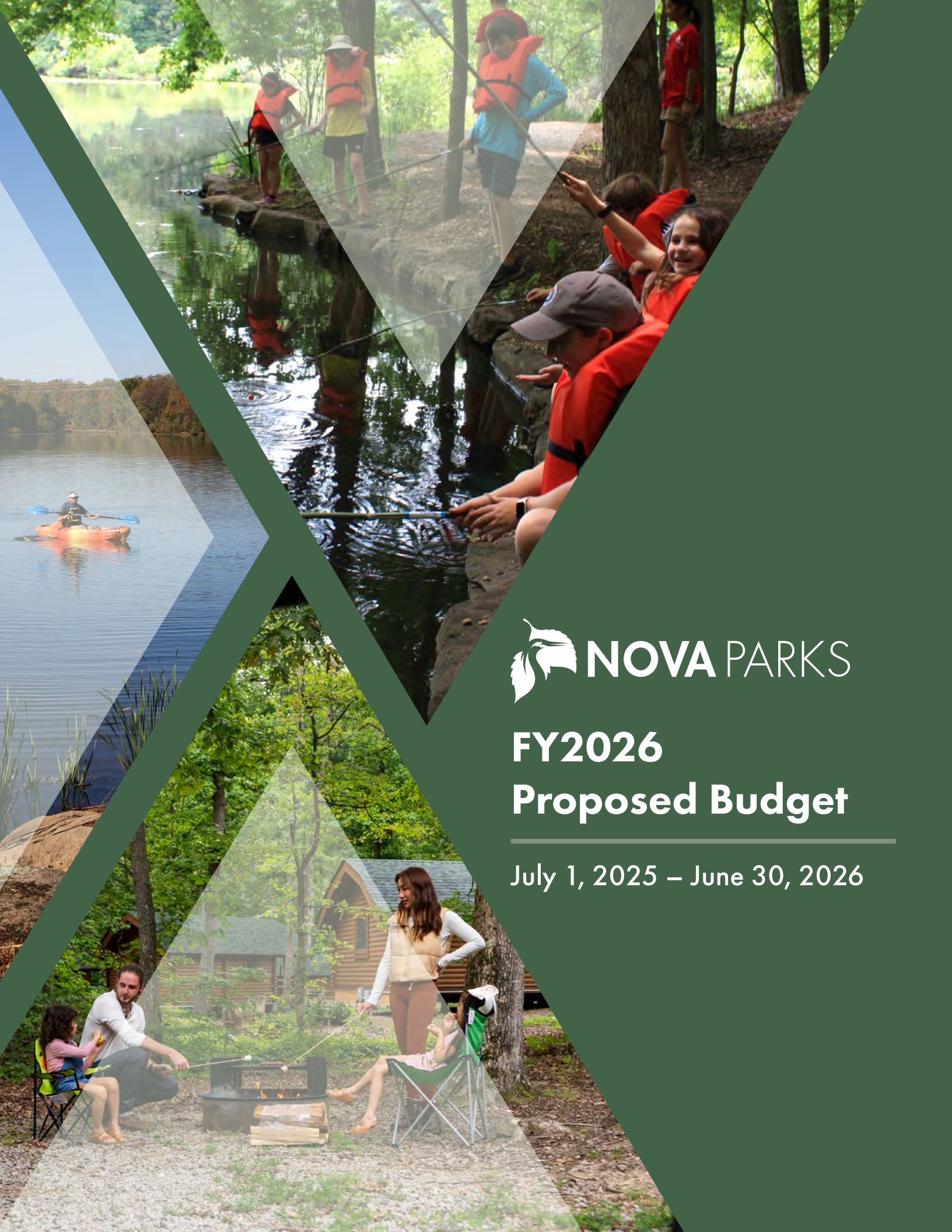
Winkler Botanical Preserve – Rachel Doody, Park Manager

- Summer Camp registration opened with 47 campers signed up for camp this summer which is a 30% increase over last year!
- Programs offered in February included sold-out Family Life Merit Badge classes, a 'Tails and Trails: Into the Wilderness' book club and trail work program, and a 'Forest Feast' public program.
- Park staff began the training course to become Master Naturalists.

W&OD Trail – Ryan Corder, Park Manager

- Reviewing mowing contracts before Spring growing season begins.
- Hosted the monthly meeting with Friends of the W&OD Trail Board.
- Attended on-site transmission line meeting with Dominion Energy.
- Staff is continuing to investigate trail conditions and make repairs as needed.
- Workday set with a new Master Naturalist to assist with removal of invasives along the trail.





NOVA PARKS

FY2026

Proposed Budget

July 1, 2025 – June 30, 2026

NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

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Paul A. Gilbert
Executive Director



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through nature, history, and great family experiences



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**Northern Virginia Regional Park Authority
Virginia**

For the Fiscal Year Beginning

July 1, 2024

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, 2024. 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 2026 PROPOSED BUDGET

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Fiscal Year 2026 Budget Message

July 1, 2025 - June 30, 2026

The numbers for this coming year might seem routine and incremental, but there is more under the surface.

Overview:

On the surface this year's budget is 4% more than last year at \$41,143,743. We have no new full-time positions planned. There is a 3.2% cost of living adjustment as well as scheduled rate increases for seasonal employees midway through the year. 90% of the operating revenues of NOVA Parks are generated by park-related enterprises. This provides a remarkable value to the taxpayers of the region. The contribution from our six member jurisdictions (Arlington, Fairfax and Loudoun Counties, and the Cities of Alexandria, Fairfax and Falls Church) is projected to be \$2.31 per capita for operating and \$3.14 per capita for Capital. For this year, we are projecting the following growth in revenues for our largest enterprises:

- Golf = 11% increase
- Aquatics = 4% increase
- Event facilities = 3.5% increase
- Retail operations including catering = 3.5% increase
- Light shows = 1% increase

Our largely self-sufficient park system is financially strong; we have a diversified set of enterprise operations and have grown our operating revenues by \$10 million per year over the last ten years.

The Future:

Recently the NOVA Parks Board of Directors reviewed a range of ten-year forecasts. In this exercise, we looked at a variety of scenarios to examine potential opportunities and threats. Consistently, extreme weather events pose one of the largest threats to our system. In the past, we have experienced extreme weather events during peak seasons causing significant financial impacts.

The Federal Policy:

NOVA Parks does not have significant funding from the federal government other than an occasional grant. However, this year federal actions could have a significant impact on NOVA Parks and the Northern Virginia region over the next year or two.

- The federal DOGE (Department of Government Efficiency) effort to reduce the size of the federal government has the effect of thousands of local federal employees

losing their jobs. This will affect the population of the area, and the tax base of our member jurisdictions. This may also affect the spending abilities of many in this region.

- Inflation is expected to increase with expanded tariffs. The scope and impact of this is hard to predict at this time.
-

Contingency:

Whether it is extreme weather, inflation, and/or negative impacts on the regional economy of Northern Virginia, there is a high level of uncertainty. To help offset this uncertainty, this year's budget has a 83.3% increase in our contingency from \$150,000 to \$265,000. This contingency is essentially the first line of reserves that is built into the budget. If the contingency should be consumed, the next line of security is the Designated Set-Aside Reserve that is currently funded at 9.67% of operating revenues, or \$3,968,465.

Summary:

NOVA Parks is currently in a strong position with numerous potential threats that could impact fiscal year 2026. Over the last couple of years, we have added new parks including the Winkler Preserve in Alexandria, and Reservoir Park at Beaverdam in Loudoun. We have studied our compensation system, and made adjustments. We have invested in the maintenance of our facilities.

The local economy in Northern Virginia will be negatively impacted by federal policy, and increased inflation looks likely. Whether the negative impact is policy generated or a weather event, NOVA Parks is ready to meet the challenge. The organizational culture of NOVA Parks is highly entrepreneurial and adaptive. Those are skills that will serve us well in the potentially turbulent conditions of fiscal year 2026.

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*

FINAL 2023-2027 STRATEGIC PLAN

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

Goals:

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

Objectives:

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

Goals and Objectives for NOVA Parks

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

Strategic Pillar 1: Environment

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

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

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

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

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





Goal 1.2 – Expand the park system with new lands.

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

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

Goal 1.3 – Protect areas with rare or endangered species.

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

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

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

Goal 1.4 – Expand leadership role in natural resource banking.

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

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

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

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

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

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

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

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

Goal 1.6 – Build and retrofit innovative, green buildings.

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

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

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

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

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

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

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

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

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

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

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

Strategic Pillar 2: Belonging

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

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



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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.



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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.



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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.

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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.



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Strategic Plan Linkage to the FY 2026 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 upon implementation of the plan. These pages are included in individual cost center budget pages, located behind the Enterprise Fund tab in this document and will be updated in the FY 2026 Adopted Budget. 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 2026 Operating Budget is \$41,143,743, which is an increase of \$1,591,746 or 4% over the FY 2025 Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

FY 2026 PROPOSED BUDGET - SUMMARY			
	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED
General Fund Revenue	\$ 4,255,829	\$ 4,488,492	\$ 4,660,929
Enterprise Fund Revenue	\$ 35,814,026	\$ 33,191,986	\$ 34,250,138
TOTAL REVENUE	\$ 40,069,855	\$ 37,680,478	\$ 38,911,067
Enterprise Fund - Transfers In	\$ 536,083	\$ 604,256	\$ 899,213
General Fund - Transfers In	\$ 1,106,296	\$ 1,267,263	1,333,463
TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE	\$ 41,712,232	\$ 39,551,997	\$ 41,143,743
General Fund Expenditures	\$ 5,334,207	\$ 5,755,755	\$ 5,994,392
Enterprise Fund Expenses	\$ 31,284,432	\$ 33,771,242	\$ 35,124,351
TOTAL EXPENDITURES/EXPENSES	\$ 36,618,639	\$ 39,526,997	\$ 41,118,743
Transfers Out	\$ 126,466	\$ 0	\$ 0
Adjustments/Reserve Activity	\$ (667,798)	\$ 25,000	\$ 25,000
TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE	\$ 36,077,308	\$ 39,551,997	\$ 41,143,743
OPERATING INCOME	\$ 5,634,924	\$ 0	\$ 0

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 \$5,994,392, including transfers in the FY 2026 Budget. This is an increase of \$238,637 or 4.1% compared to the FY 2025 Budget.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2026 is \$2.31, and will provide a 3.8% 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 2026, 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 \$1,293,463. This transfer includes the cost of capital development support from the General Fund which is \$1,093,463. 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 2026.

EXPENDITURES

General Fund expenditures are budgeted at \$5,994,392 which is an 4.1% increase compared to the FY 2025 Budget. There are a number of budget initiatives in the General Fund that increase budgeted expenditures.

Personnel costs comprise 77% of General Fund expenditures which makes this fund especially sensitive to investments in our workforce. In FY 2026 there is an 6.2% increase budgeted in personnel costs including the following:

- Compensation Investments
 - Second full-year of implementation of the recent compensation study approved by the Board in FY 24
 - 3.2% 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 the same rate from FY 25. The retirement account in the General Fund increased by \$53,226 due to increasing Full Time salaries.
- New Positions - Position changed from Part-Time to Full-Time
 - Budget Administrator – This full-time position replaces a current part-time position that is currently budgeted for 1,750 hours a year. There is no increase to the personnel expenses..
- General Fund operating costs other than personnel remained fairly constant in most areas with the FY 2026 Budget. The main areas budgeted for an increase include:
 - Audit fee increases by 6% or \$4,500 and includes funding for an IT audit in FY 26 based on recent Board action to initiate such audits in the future.
 - Insurance rate increase of 22% or \$3,915 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.
 - 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 4% increase or \$15,550.
 - A contingency of \$40,000 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 \$35,149,351 for FY 2026, including transfers. This is an increase of \$1,353,109 or 4% increase compared to the FY 25 Budget. The FY 2026 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 2025.

- User Fee revenue is budgeted to increase by 4.4% or \$1,010,070 compared to the FY 2025 Budget.
 - **Golf Course User Fees** - Golf Course activity continues to remain strong at this point and revenue is budgeted to increase by 12.5% or \$667,301 compared to the FY 2025 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 2025. 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 4% higher than the FY 2025 Budget. This brings Aquatics revenue up to its highest level ever. The strong 2024 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 3.5% or \$100,485. 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 0.2% or \$2,500. Most of this revenue is anticipated to remain consistent, as the post-pandemic rush for marine activities has slowed.
 - **Camping/Cottage User Fees** - Overall, this revenue is budgeted to remain consistent in FY 26, with a decrease of 2.4% or \$55,750. 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 4.8% or \$39,000 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 \$31,565 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 \$81,694 or 2.9%. There are slight increases in Boat/RV storage revenue as well camp revenue. Climb Upton is budgeted with revenue consistent with current FY 25 budget levels.
- Retail Operations revenue is budgeted to total over \$8 million which represents an increase of 4% or \$324,460. 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 2026 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.
 - Retail - Food revenue is budgeted at \$2.7 million which is an increase of \$160,500 or 6%.
 - Retail - Alcohol revenue is budgeted at \$1.2 million which is an increase of \$83,160 or 7%
 - Retail - Merchandise is budgeted at \$173,300 which represents an 3.9% or \$6,500 increase.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 31% decrease or \$294,957 reduction. The large reduction is due to a long term lease that ended. To offset these revenues, the transfer from the Restricted Fund was increased.
- The Other Revenue category remains steady in the FY 2026 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 \$35,124,351 with an 4% increase compared to the FY 2026 Budget.

Personnel costs comprise 59% of Enterprise Fund expenses and in FY 2026 there is an 4.7% increase budgeted in personnel costs including the following:

- Compensation Investments
 - Second full-year of implementation of the recent compensation study approved by the Board in FY 24
 - 3.2% 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 the same as our current FY 25 rate. The retirement account increase has an impact of \$88,790 in this fund.
- Part-time rate increases
 - Current part-time rates are at a minimum of \$13.50 an hour, which is more than \$1 an hour higher than the current \$12.41 Virginia minimum wage that took effect in January 2025. The FY 26 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 26. This rate is over \$1.00 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 2026
 - While there are no new full-time positions, the part-time component has increased by \$178,007 or 3%.
 - 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 4.75% or \$218,588 compared to the FY 2026 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.
 - A Compensation Funding Initiatives account is included in the budget in order to help fund potential minimum wage increases
 - There is a \$225,000 Contingency in the Enterprise Fund for FY 2026, in addition to a \$40,000 Contingency in the General Fund.
 - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$65,000.
- Maintenance costs are budgeted to increase by 3.2% or \$84,750 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 \$8,085 or 3.5%. This is due to an increase in Workers Compensation insurance cost.
- Retail operations expense is budgeted to increase by 1.86%, which is related to the increased level of retail revenue.
- Utilities are budgeted to increase 2.5%, with most of the increase in electricity, water/sewer and internet/cable.
- Debt Payments (principal and interest) are included in the Enterprise Fund budget for the following:
 - \$813,176 for the Jean R. Packard Center at Occoquan
 - \$223,798 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 2026.

RESERVES

The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be at \$3.9 million at the start of FY 2026. 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 2026 these reserves are anticipated to be at 9.5%.

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 2026 Budgeted Revenues, excluding transfers at the start of the fiscal year.

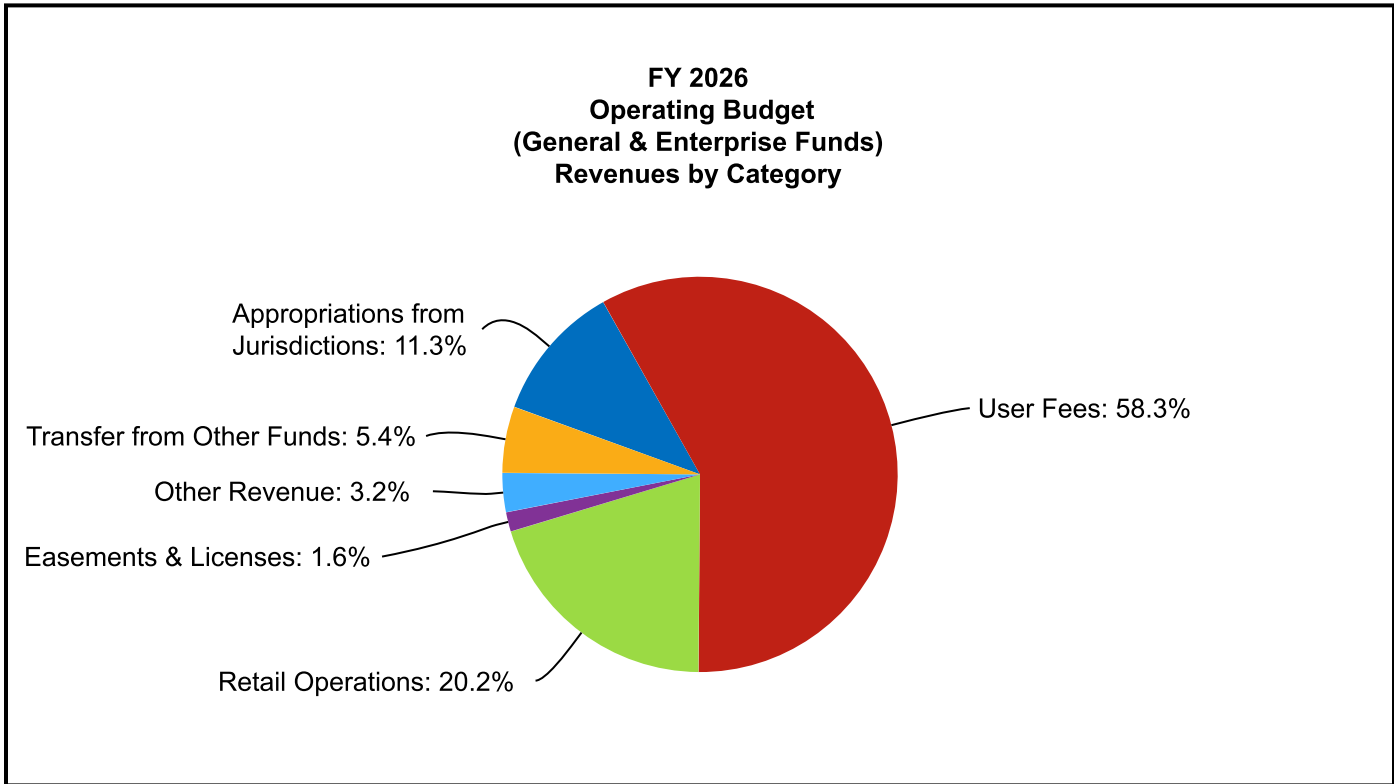
Fund Balance is included in the General and Enterprise Funds. This is the operating balance of the funds after any transfers or contributions to the Designated Set-Aside. The General Fund is budgeted with a fund balance of \$64,220 and the Enterprise includes \$287,146.

In addition to the above reserves, the FY 2026 Budget includes a total of \$265,000 in contingency funding which is budgeted with \$40,000 in the General Fund and \$225,000 in the Enterprise Fund. This serves as an additional buffer in challenging times due to weather or other unforeseen events.

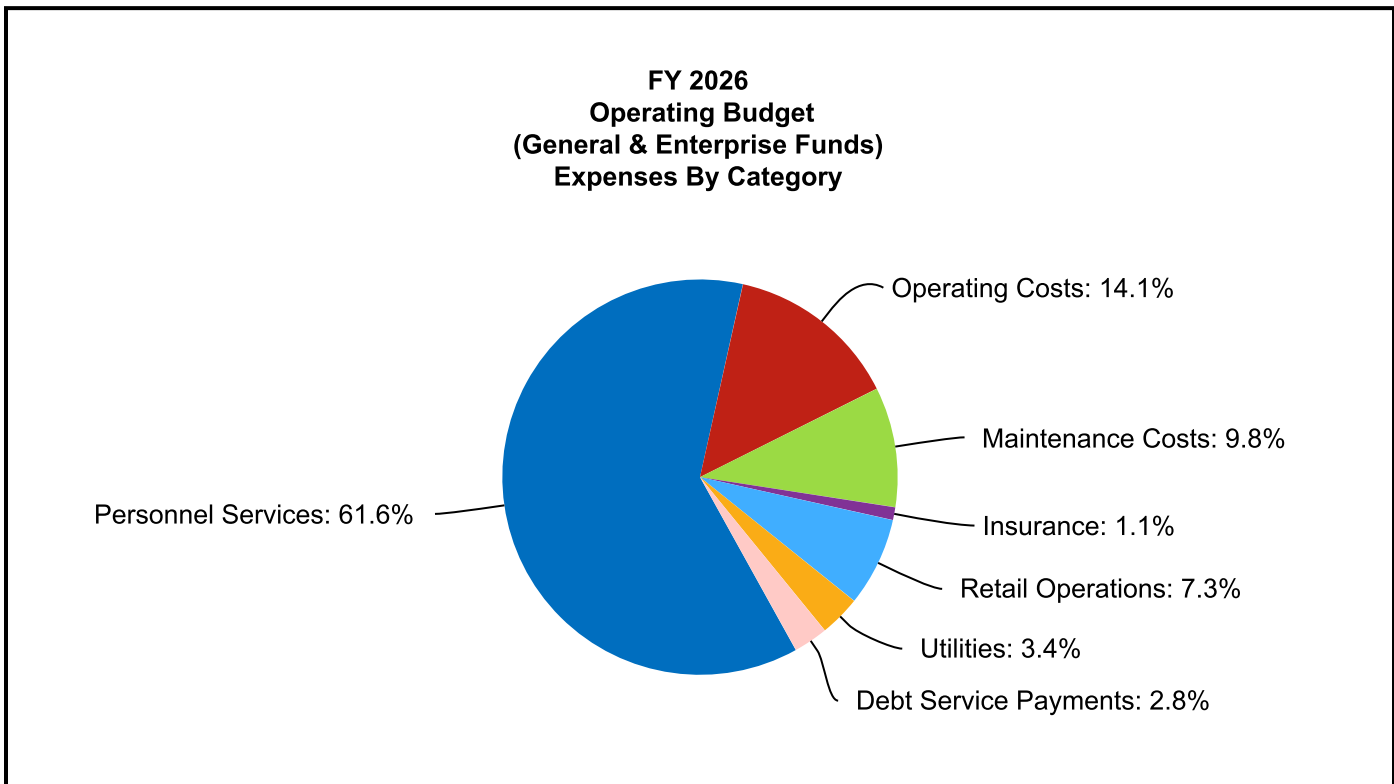
CAPITAL ENDOWMENT

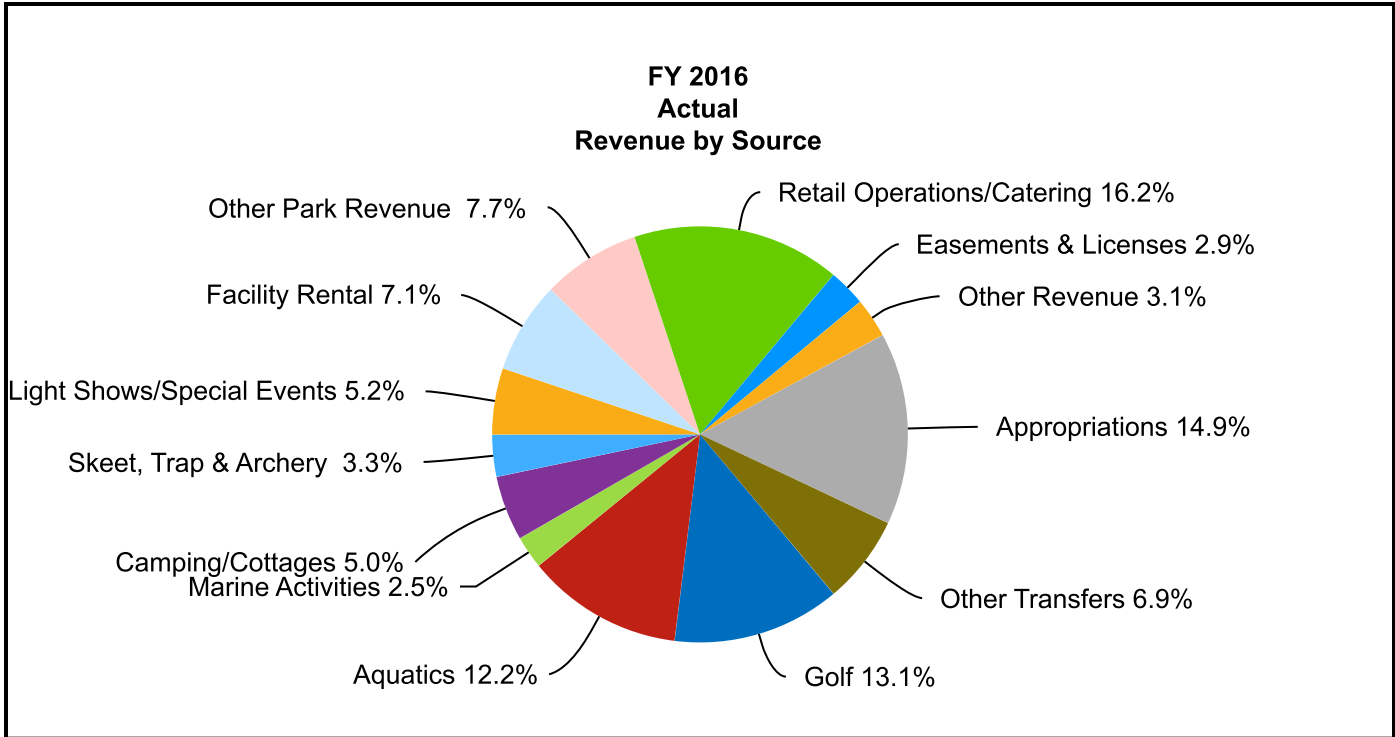
A new Capital Endowment held at the Community Foundation for Northern Virginia was established in July of 2022. The purpose of this endowment is to create a perpetual legacy of funding NOVA Parks Capital Fund projects. The endowment is funded both through non-recurring license fees and new nutrient mitigation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

Where the money comes from...



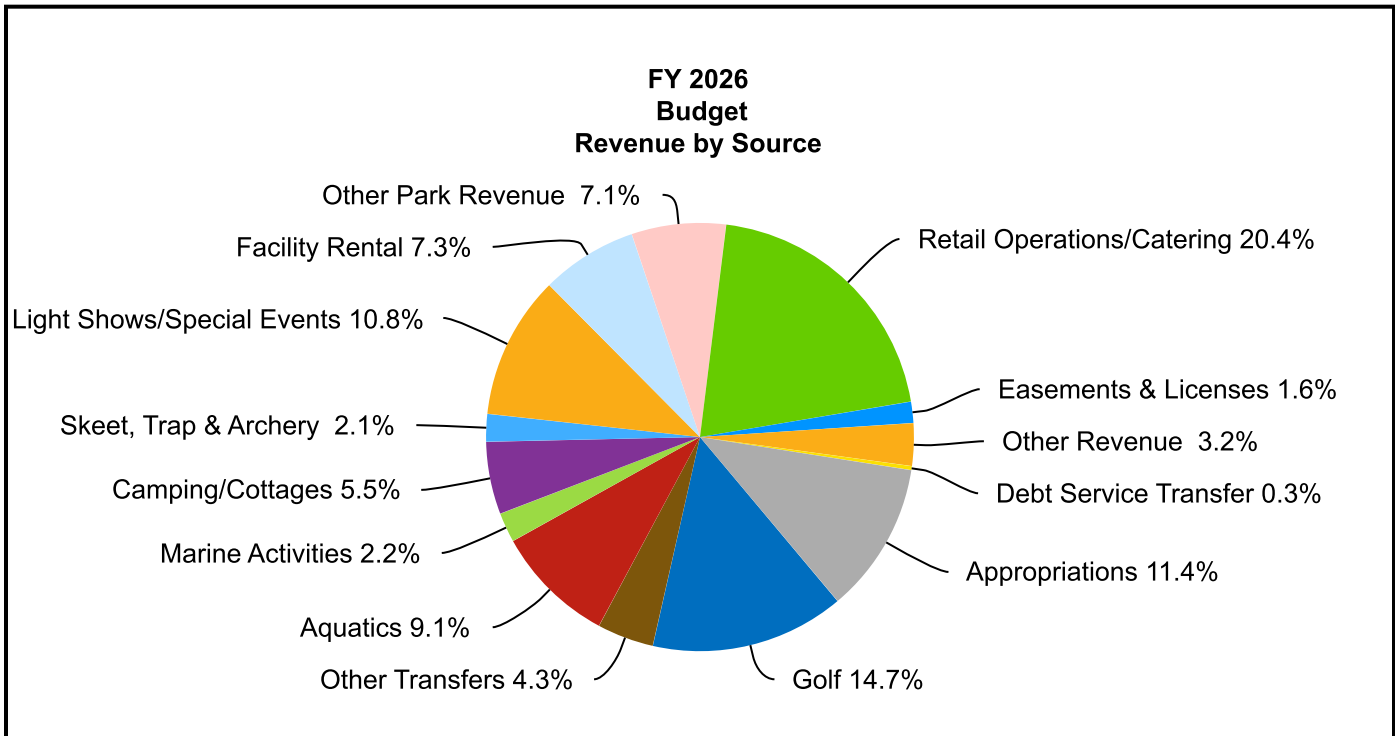
Where the money goes...



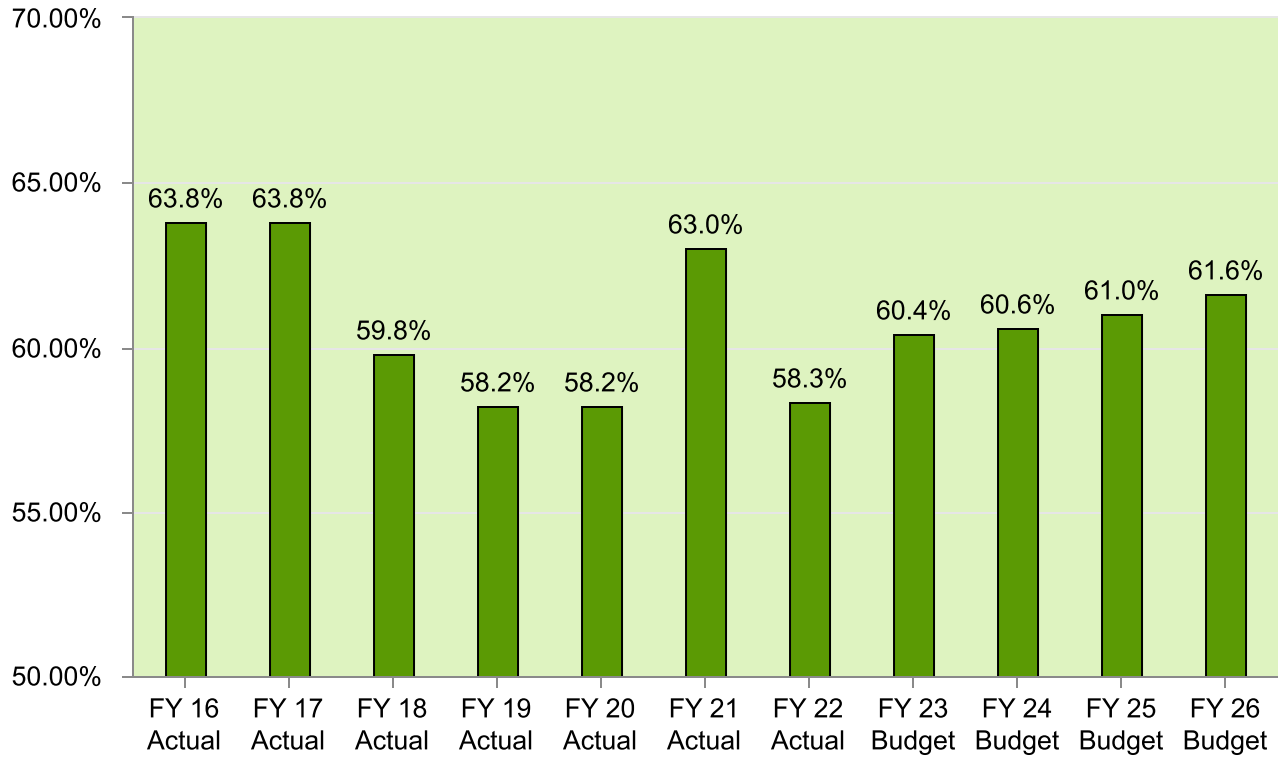


CHANGING TRENDS IN REVENUE SOURCES...

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 21.4% of revenue and now they comprise 31.2% of revenue. Golf revenue percentage has increased and aquatics revenue has slightly decreased as a percent of all revenue.

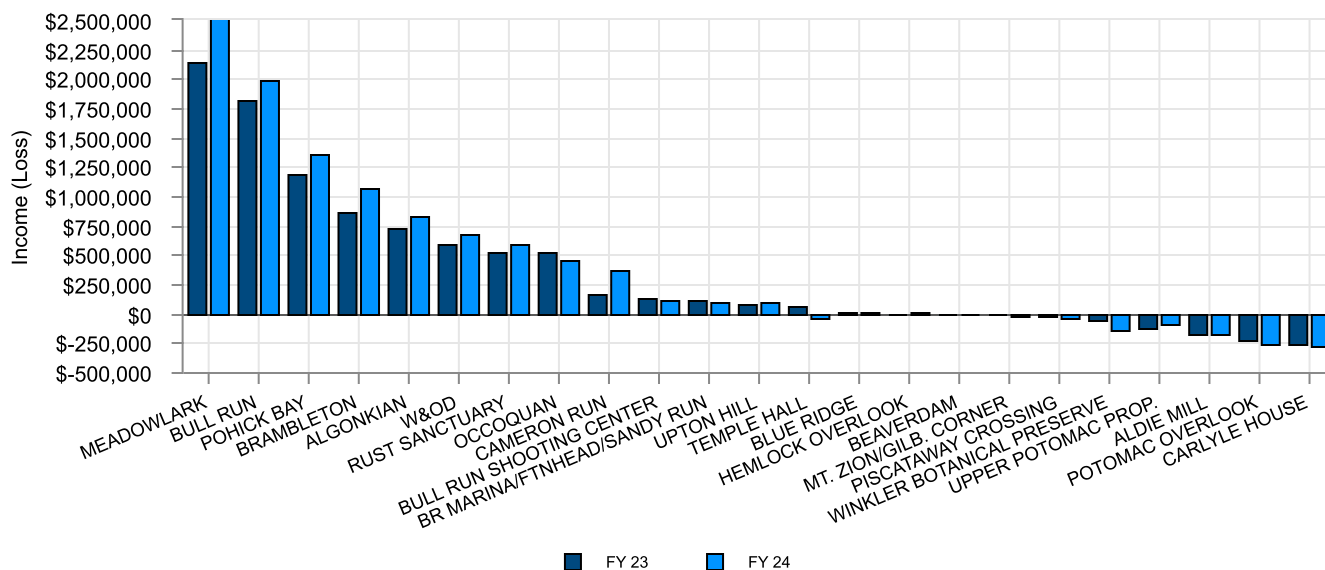


**Salaries & Benefits as a Percent
of Total Operating Costs**



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 26 reflect higher inflation adjustments and a focus on compensation initiatives.

**Income (Loss) by Park
FY 2023 compared to FY 2024**



This graph shows the net income/loss of each major park for FY 2023 and FY 2024. The parks with golf courses, light shows and event facilities were the most prosperous during both of the years.

	FY 2023	FY 2024
MEADOWLARK	2,143,712	2,517,364
BULL RUN	1,817,727	1,993,168
POHICK BAY	1,182,158	1,356,081
BRAMBLETON	867,995	1,071,830
ALGONKIAN	721,772	829,438
W&OD	588,143	672,267
RUST SANCTUARY	519,707	583,968
OCCOQUAN	514,905	454,004
CAMERON RUN	158,649	374,443
BULL RUN SHOOTING CENTER	147,871	119,298
UPTON HILL	84,822	101,695
BR MARINA/FTNHEAD/SANDY RUN	108,494	90,584
HEMLOCK OVERLOOK	(2,312)	15,639
BLUE RIDGE	6,207	4,357
BEAVERDAM	(8,382)	(13,286)
MT. ZION/GILB. CORNER	(14,017)	(14,864)
PISCATAWAY CROSSING	(25,240)	(32,061)
TEMPLE HALL	57,998	(43,407)
UPPER POTOMAC PROP.	(131,231)	(90,479)
WINKLER BOTANICAL PRESERVE	(58,362)	(136,103)
ALDIE MILL	(176,750)	(175,431)
POTOMAC OVERLOOK	(229,774)	(255,026)
CARLYLE HOUSE	(252,845)	(284,446)

FY 2026 COMBINED FUND SUMMARY

REVENUE AND OTHER SOURCES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Appropriations from Jurisdictions	\$ 4,651,929	\$ 0	\$ 4,651,929
User Fees	0	23,973,154	23,973,154
Retail Operations	0	8,313,070	8,313,070
Easements and Licenses	0	658,457	658,457
Other Revenue	9,000	1,305,457	1,314,457
Transfers	1,333,463	899,213	2,232,676
TOTAL REVENUE AND OTHER SOURCES	\$ 5,994,392	\$ 35,149,351	\$ 41,143,743

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$ 4,646,494	\$ 20,663,124	\$ 25,309,618
Operating Costs	986,575	4,821,602	5,808,177
Maintenance Costs	99,000	3,938,709	4,037,709
Insurance	197,463	239,787	437,250
Retail Operations	0	2,988,159	2,988,159
Utilities	64,860	1,314,912	1,379,772
Debt Service Payments	0	1,158,057	1,158,057
Contribution to Board Authorized Reserves	0	25,000	25,000
TOTAL EXPENSES AND OTHER USES	\$ 5,994,392	\$ 35,149,351	\$ 41,143,743

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Appropriations from Jurisdictions	\$ 4,090,455	\$ 4,391,037	\$ 4,479,492	\$ 2,255,987	\$ 4,651,929
User Fees	21,942,700	23,814,719	22,963,084	14,448,485	23,973,154
Retail Operations	8,280,346	9,076,054	7,988,610	5,103,494	8,313,070
Easements and Licenses	916,876	952,649	953,414	390,865	658,457
Other Revenue*	1,630,002	1,835,396	1,295,878	481,995	1,314,457
TOTAL REVENUE	\$36,860,378	\$ 40,069,854	\$ 37,680,478	\$22,680,826	\$38,911,067
Transfers In	747,690	1,106,296	1,270,263	537,924	1,336,463
Transfer from Restricted License Fee Fund	327,912	415,000	480,173	240,087	775,130
Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
TOTAL TRANSFERS IN	\$ 1,196,685	\$ 1,642,379	\$ 1,871,519	\$ 778,010	\$ 2,232,676
TOTAL RESOURCES	\$38,057,062	\$ 41,712,231	\$ 39,551,997	\$23,458,837	\$41,143,743

*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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Personnel Services	\$20,293,278	\$ 22,368,490	\$ 24,105,528	\$12,674,357	\$25,309,619
Operating Costs	5,181,781	5,417,122	5,629,538	2,941,395	5,808,177
Maintenance Costs	3,553,429	3,819,976	3,924,700	2,178,266	4,037,709
Insurance	328,522	365,748	425,250	379,052	437,250
Retail Operations	2,923,632	2,907,925	2,933,683	1,538,834	2,988,159
Utilities	1,236,948	1,253,453	1,346,922	677,212	1,379,772
Debt Service	534,497	485,925	1,161,376	232,837	1,158,057
TOTAL EXPENSES	\$34,052,087	\$ 36,618,639	\$ 39,526,997	\$20,621,953	\$41,118,743
Transfer to Balance General Fund	(96,301)	126,466	0	0	0
TOTAL TRANSFERS OUT	\$ (96,301)	\$ 126,466	\$ 0	\$ 0	\$ 0
TOTAL EXPENSE AND OTHER USES	\$33,955,786	\$ 36,745,105	\$ 39,526,997	\$20,621,953	\$41,118,743
Donation Adjustment/Reserve Activity	(1,035,624)	(667,798)	0	0	0
COMBINED OPERATING FUND INCOME	\$ 5,136,900	\$ 5,634,924	\$ 25,000	\$ 2,836,884	\$ 25,000
Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
Transfer to Retirement Plan	0	563,492	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Strategic Opportunity Fund	513,690	0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	\$ 5,136,900	\$ 5,634,924	\$ 25,000	\$ 0	\$ 25,000
COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS	\$ 0	\$ 0	\$ 0	\$ 2,836,884	\$ 0

OVERALL REVENUE SUMMARY AND ANALYSIS

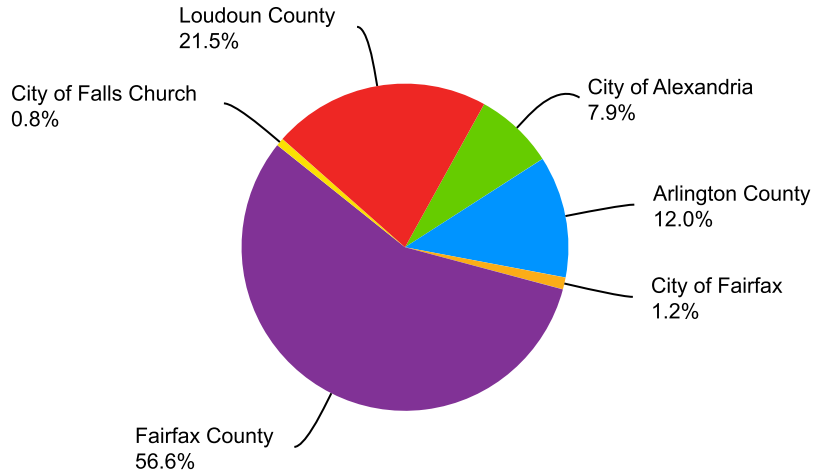
APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 11.3% of total operating revenues in the FY 2026 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 2026, the operating per capita rate is \$2.31 and the capital per capita rate is \$3.14. 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



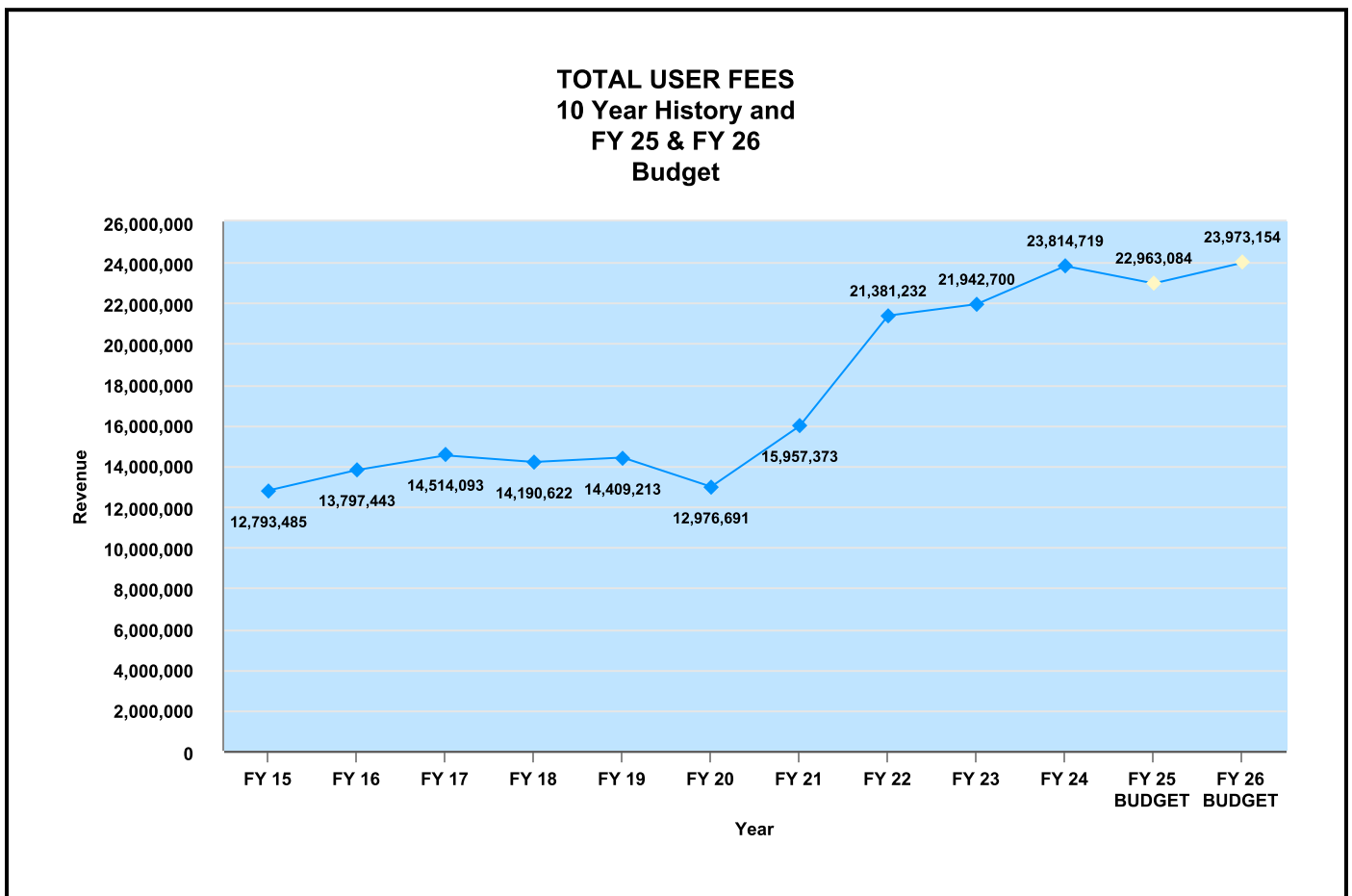
	OPERATING APPROPRIATION		
	Population*	Cost per Capita	Appropriation
City of Alexandria	158,591	\$2.31	\$ 366,345
Arlington County	242,479	\$2.31	560,126
City of Fairfax	23,750	\$2.31	54,863
Fairfax County	1,139,398	\$2.31	2,632,009
City of Falls Church	15,675	\$2.31	36,209
Loudoun County	433,929	\$2.31	1,002,376
Total	2,013,822		4,651,929

The population for the FY 2026 Budget is based on July 2024 estimates: University of Virginia Weldon Cooper Center for Public Service. (2024). Virginia Population Estimates. Retrieved from <https://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 2026. 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.

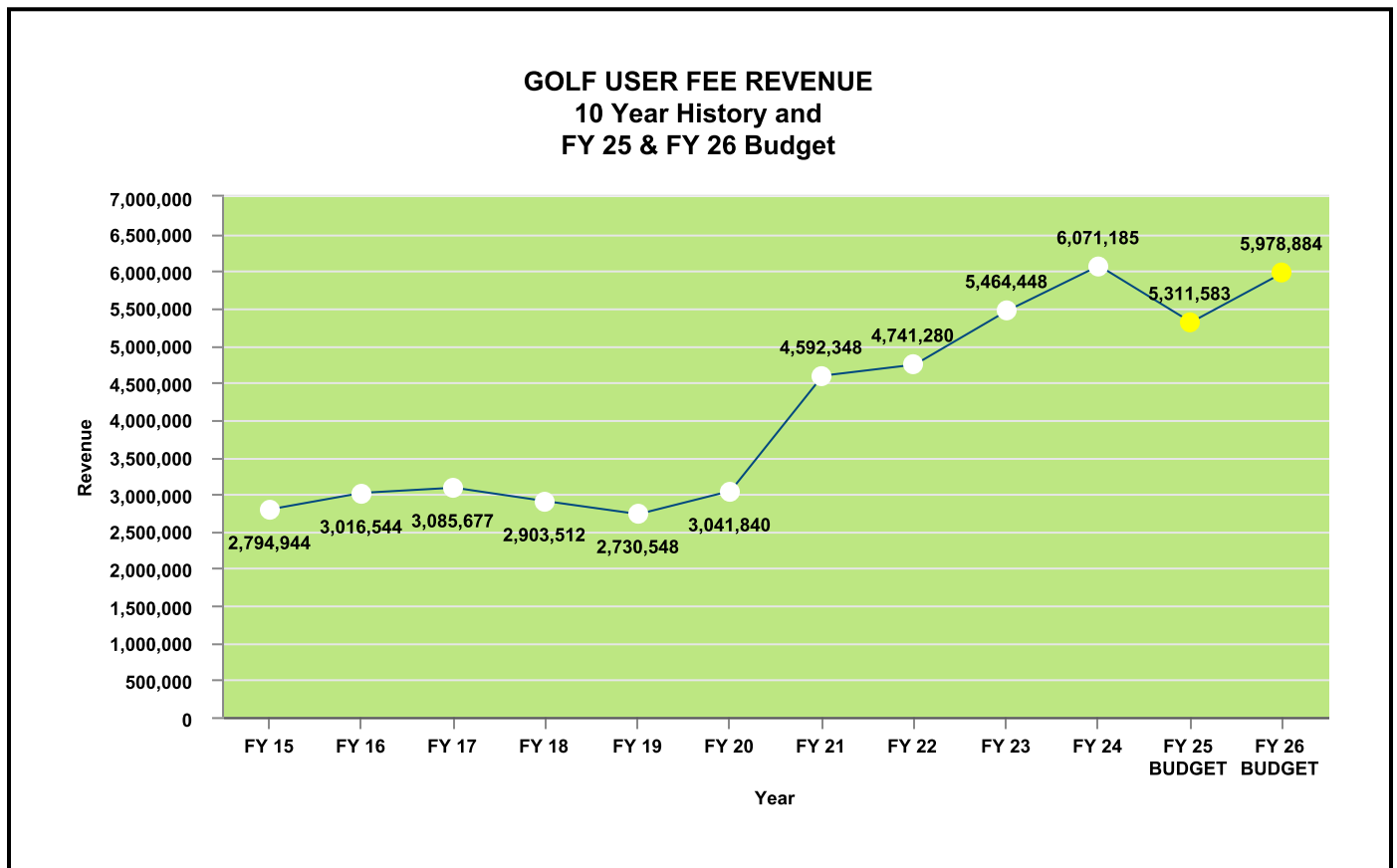
The following graph shows the total revenue for User Fees for ten years through FY 2024. It also includes budget data for FY 2025 and FY 2026. In FY 2026, User Fees are budgeted to total almost \$24 million. The current FY 2025 budget includes \$22.9 million in User Fees and based on year-to-date trends, it is anticipated to exceed the budgeted amount, potentially reaching over \$23.5 million of revenue, depending on activity and weather for the remainder of the fiscal year.



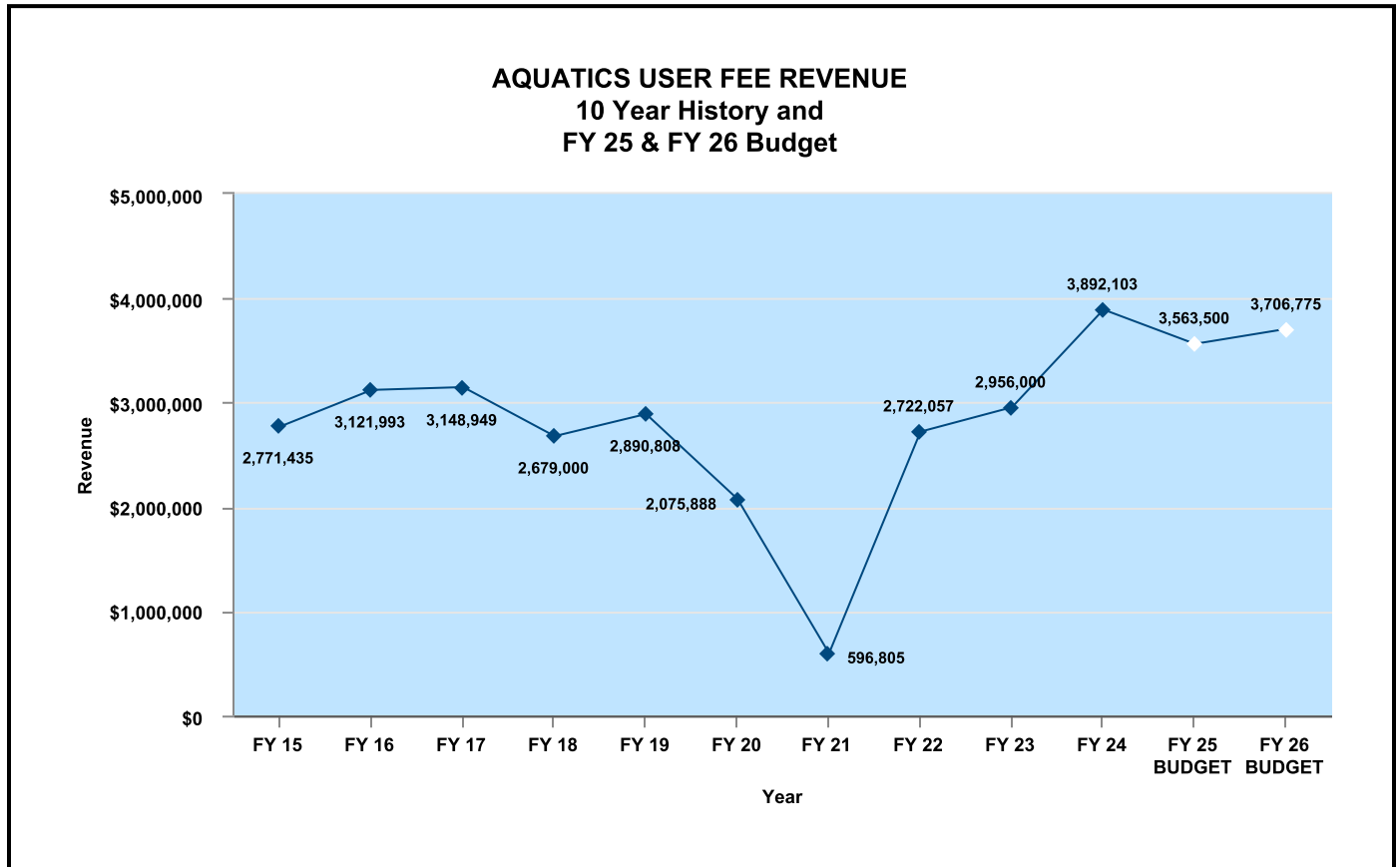
GOLF USER FEES

Golf Revenue is the largest user fee based revenue source budgeted for FY 2026, at almost 25% 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 2026, the budget includes a 10.8% increase. While this is a substantial increase compared to the budget, it keeps pace with 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 2025. Additionally, golf is reliant on weather, so a key month with bad weather can translate to much lower revenue.



AQUATICS USER FEES

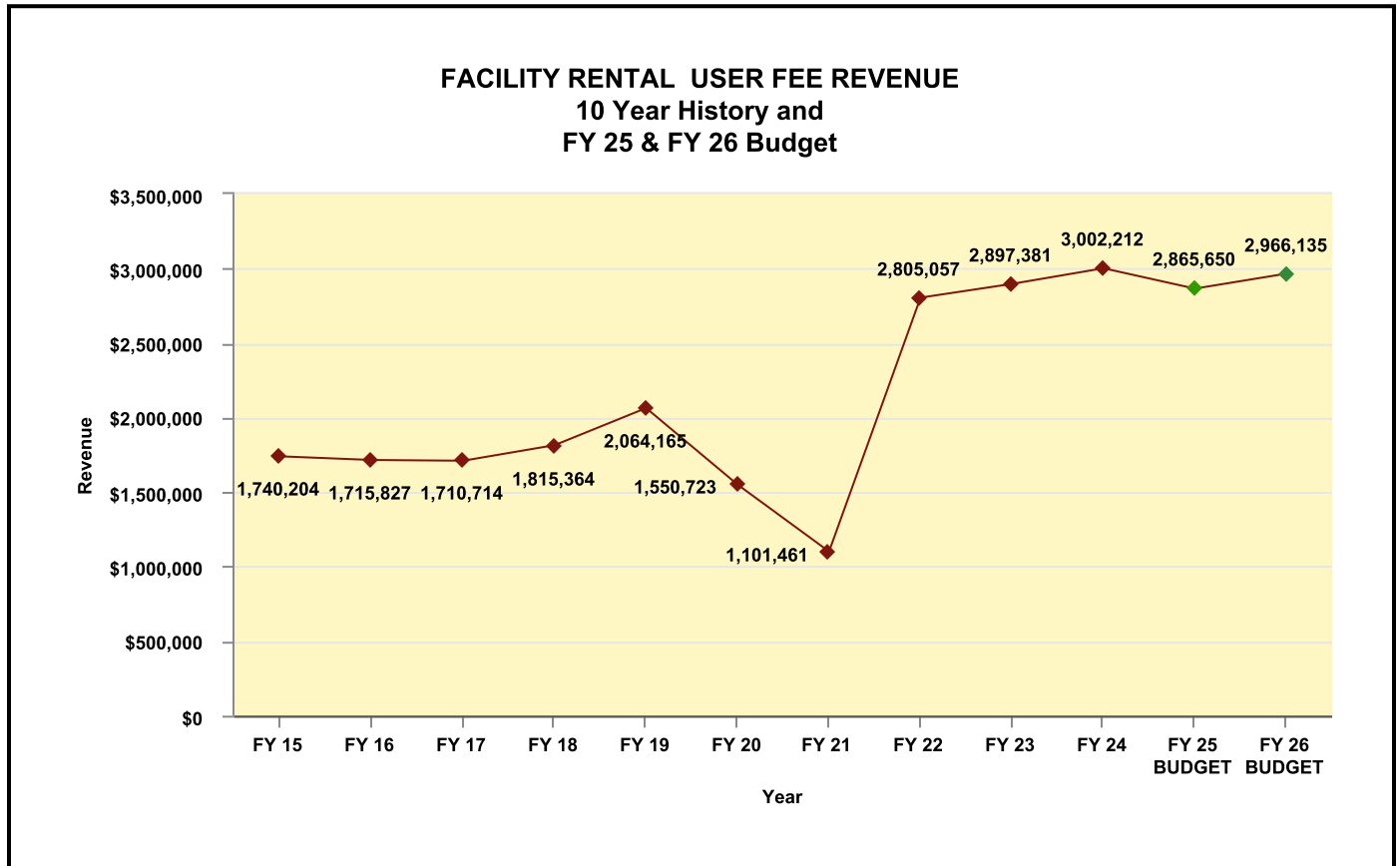


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.6% of total NOVA Parks enterprise revenue and 15.5% of user fee revenue in FY 2026.

After major disruptions during the pandemic, the waterparks experienced a more normal pattern during recent waterpark seasons. This is expected to continue and combined with fee adjustments revenue is budgeted at it highest level ever, and slightly below the FY 24 season.

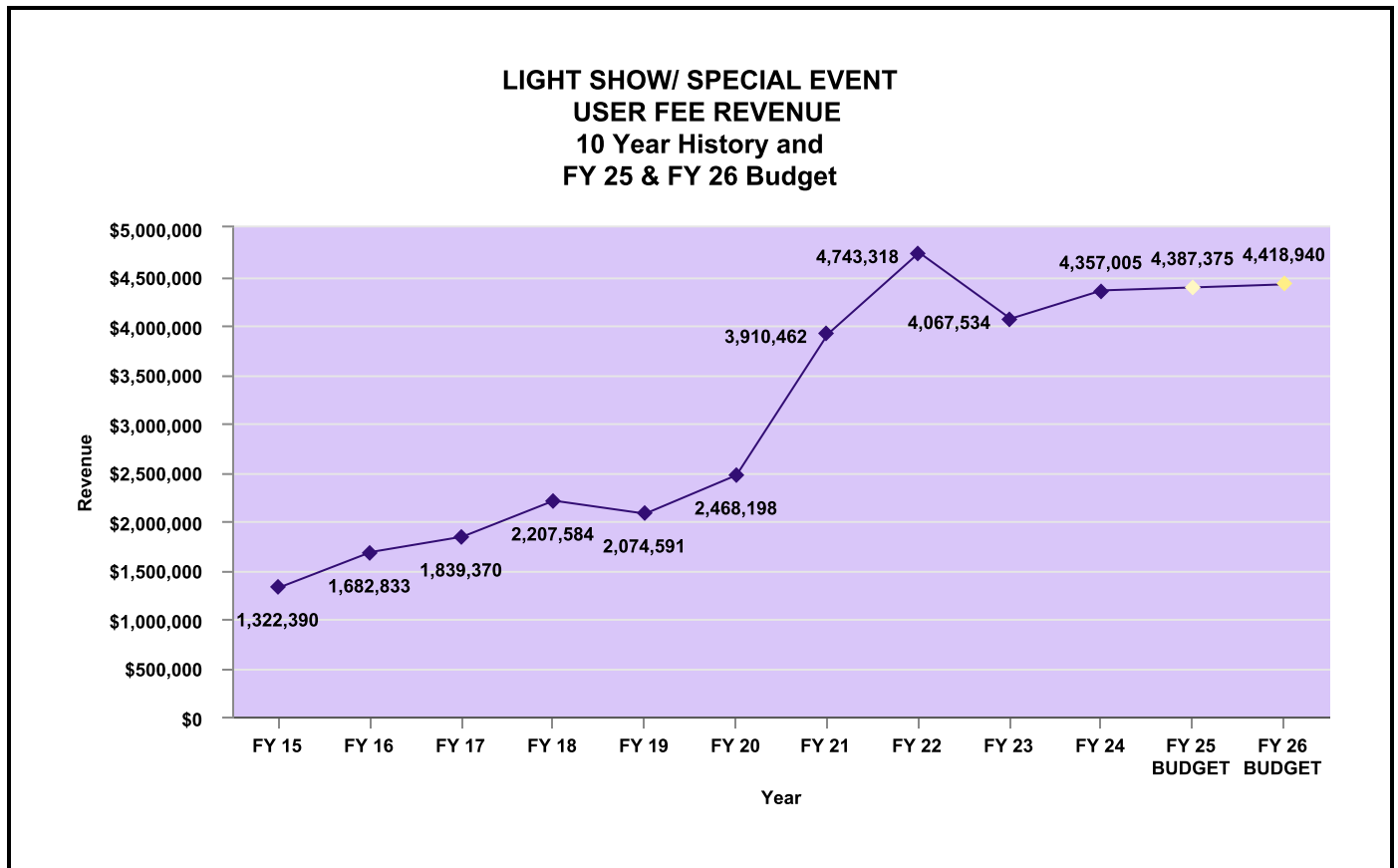
FACILITY RENTAL FEES - (event facilities and other rental sites)

Facility Rentals are the fourth largest user fee category and comprise 12.4% 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 2026 Budget includes revenue that is consistent with the trends of the past two years.



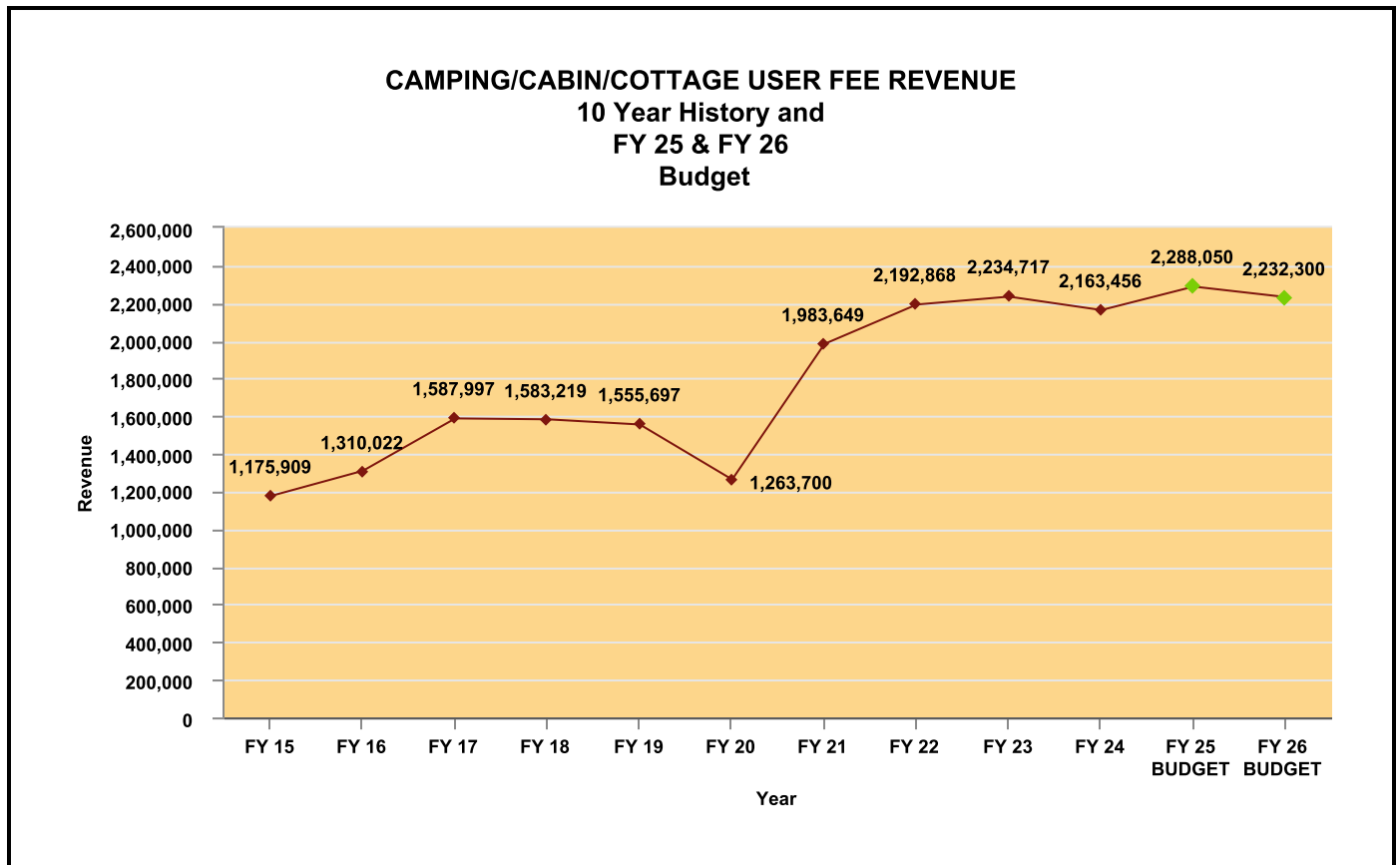
LIGHT SHOW/SPECIAL EVENT USER FEES

This category includes the Bull Run Festival of Lights, Meadowlark Winter Walk of Lights, Cameron Run Ice and Lights, Temple Hall Fall Festival and the Bull Run Special Event Center. This rapidly increasing category has grown to over 3 times where it was a decade ago and is over \$4 million at this point in FY 2025. Revenue is not anticipated to reach the record-level experienced during the pandemic, but is budgeted at \$4.4 million in FY 26.



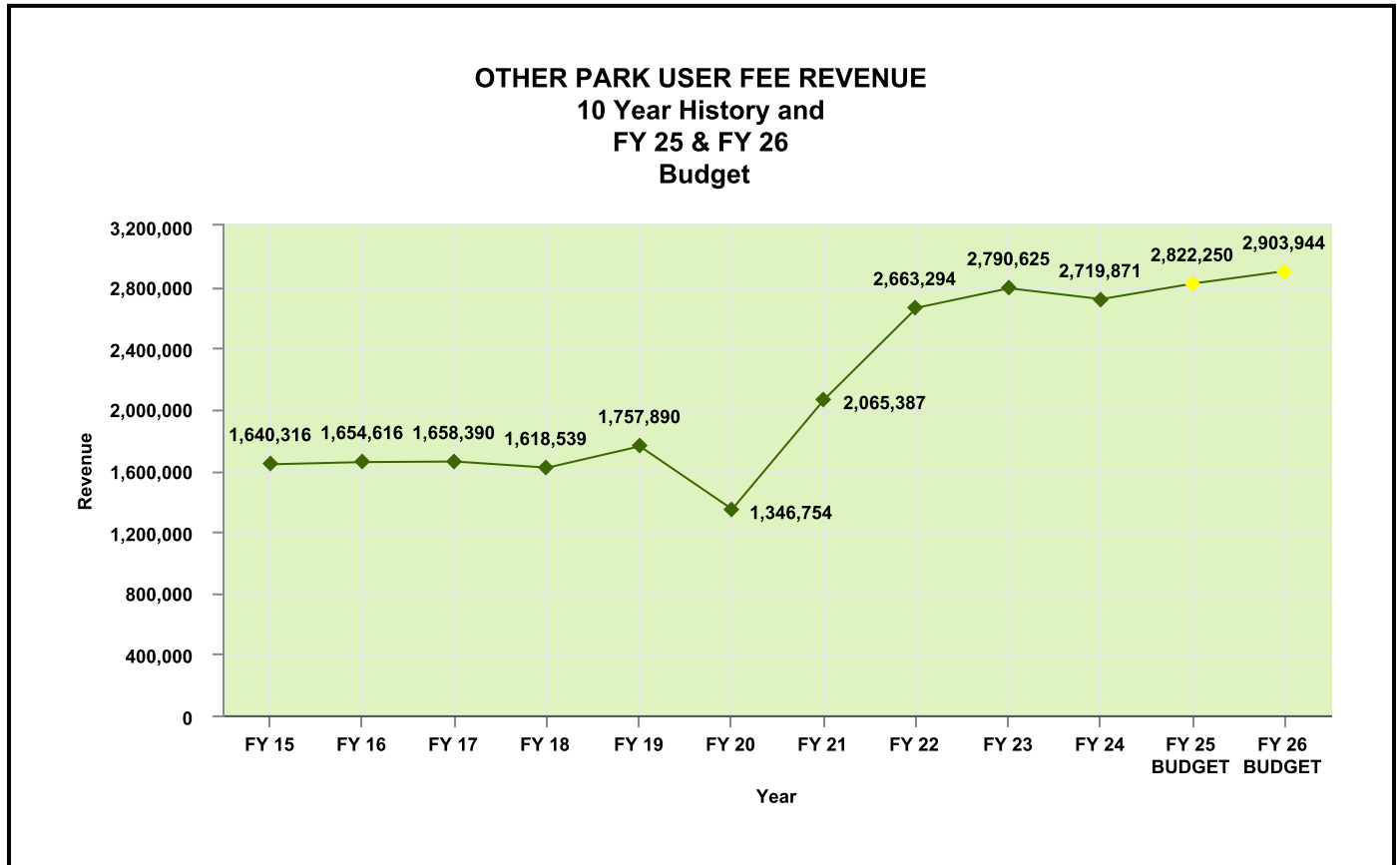
CAMPING/CABIN/COTTAGE USER FEES

This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that has proven that by enhancing facilities we can improve financial performance, as well as improve service to the public. The combination of online booking capability, enhancements, rate adjustments and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cabin/cottage user fees to a budget of \$2.2 million dollars in FY 2026, in line with 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 \$2.9 million, which is slightly higher than the FY 25 Budget and the actual revenue from the past few years..



RETAIL OPERATIONS

Retail Operations revenue is budgeted to total \$8.3 million which represents an increase of 4% or \$324,460. This is due to increases in some event facility catering and beverage revenue as well as general retail increases at other parks, waterparks and golf courses. This budgeted revenue for FY 2026 brings retail operations over \$2 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 \$653,657 in FY 2026 which represents a 31% decrease compared to the current year. The main reason for the decrease is due to a long term lease that is coming to an end. To help offset this lost revenue, the transfer from the Restricted Fund was increased.

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 2026 there is \$1,304,457 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 - \$1,093,463, 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 \$1,333,463 in the General Fund Budget for FY 2026. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- \$775,130 - 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 \$899,213 in the Enterprise Fund Budget for FY 2026. 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 2026. 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 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 2026 BUDGET PROCESS

July 2024	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2025 projects and any new projects to be initiated in FY 2026 through FY 2029.
August 2024	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2025-FY 2029 Five Year Capital Budget.
September 2024	Capital budget revenues finalized, projects revised for FY 2025 and determined for FY 2026-2029. Five Year Capital Budget approved by Board for FY 2025-FY 2029. Operating and Capital appropriation requests for FY 2026 are adopted by the Board.
November 2024	Operating and Capital appropriation requests for FY 2026 are sent to jurisdictions for consideration in their proposed FY 2026 Budgets. Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2026.
December 2024	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 2026 revenue and expense request process. Part Time Personnel requests and justifications for FY 2026 are submitted by Park Managers to Operations Superintendents.
January 2025	Park Managers submit FY 2026 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 2026 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2025	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 2026.
March 20, 2025	Proposed FY 2026 Operating Budget finalized and presented to the Board for review.
May 15, 2025	Adoption of FY 2026 Budget.
July 1, 2025	Fiscal Year 2026 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.

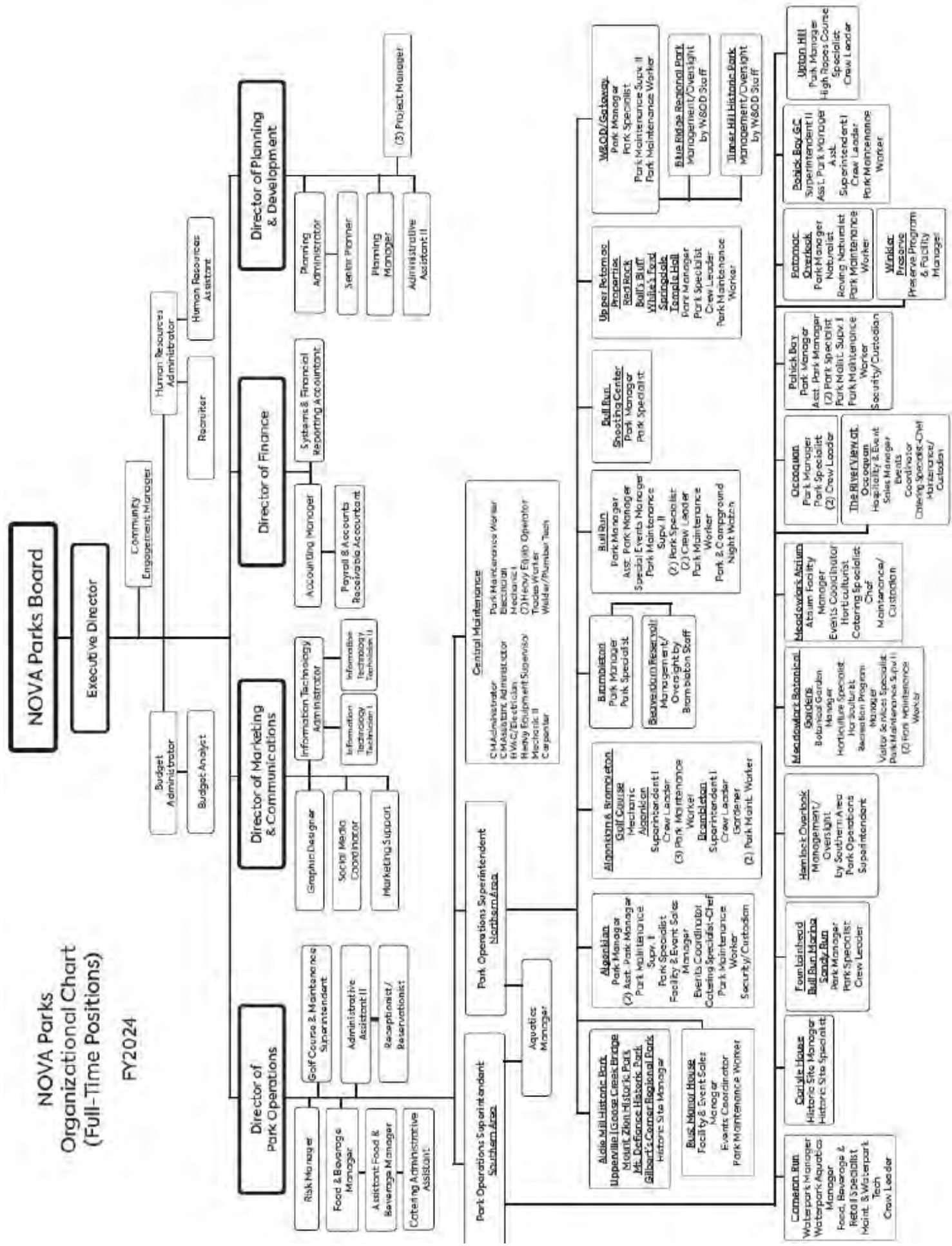
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

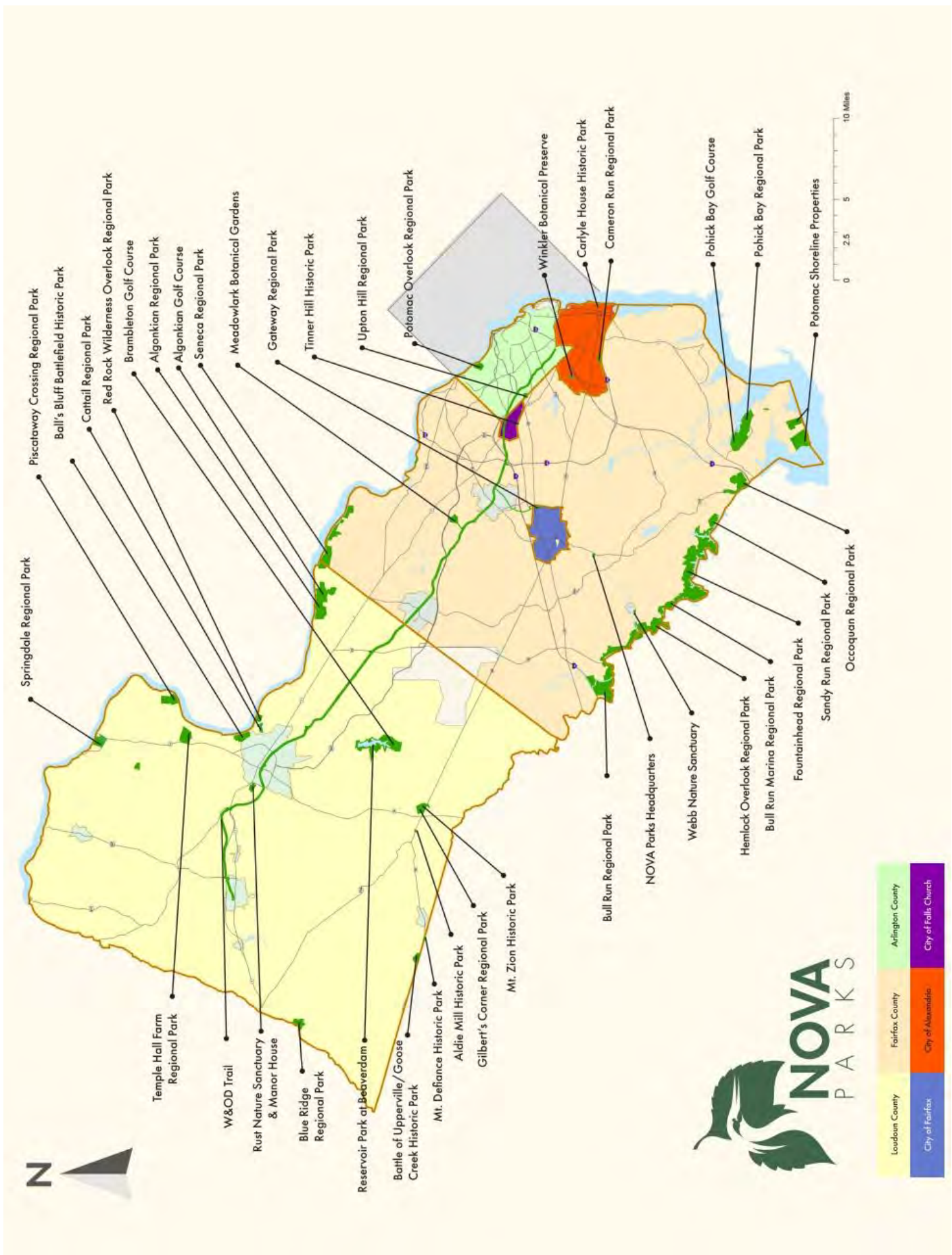
FIDUCIARY FUNDS

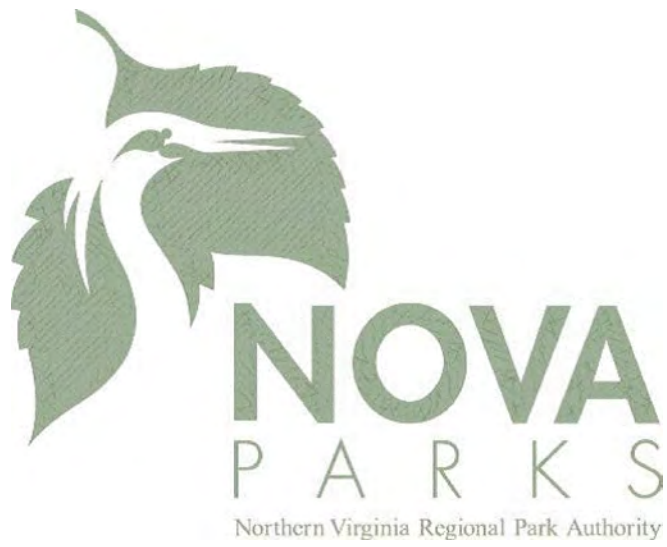
In addition, state statutes authorize the Authority to purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*

NOVA Parks Organizational Chart (Full-Time Positions)

FY2024







GENERAL FUND SUMMARY

GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	ADOPTED FY 2026
Appropriations from Jurisdictions	\$ 4,090,455	\$ 4,391,037	\$ 4,479,492	\$ 2,255,987	\$ 4,651,929
Other Revenue*	(27,192)	(135,209)	9,000	147	9,000
TOTAL REVENUE	\$ 4,063,263	\$ 4,255,828	\$ 4,488,492	\$ 2,256,134	\$ 4,660,929
Transfers in**	747,610	1,106,296	1,267,263	537,924	1,333,463
TOTAL TRANSFERS IN	747,610	1,106,296	1,267,263	537,924	1,333,463
TOTAL RESOURCES	4,810,873	5,362,124	5,755,755	2,794,058	5,994,392

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

**Transfers in:

- Capital Development Support : \$1,093,463- 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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Personnel Services	\$ 3,762,335	\$ 4,199,596	\$ 4,372,361	\$ 2,279,717	\$ 4,646,494
Operating Costs	741,977	839,494	1,026,525	422,258	986,575
Maintenance Costs	87,906	83,253	99,000	43,028	99,000
Insurance	140,339	152,096	193,548	145,799	197,463
Utilities	59,321	59,768	64,322	30,553	64,860
TOTAL EXPENDITURES	\$ 4,791,878	\$ 5,334,207	\$ 5,755,755	\$ 2,921,355	\$ 5,994,392
Adjustments/Reserve Activity	18,995	27,917	0	0	0
TOTAL OTHER USES	\$ 18,995	\$ 27,917	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES AND OTHER USES	\$ 4,810,873	\$ 5,362,124	\$ 5,755,755	\$ 2,921,355	\$ 5,994,392

OPERATING INCOME (LOSS)	\$ 0	\$ 0	\$ 0	\$ (127,296)	\$ 0
(TOTAL REVENUE - TOTAL EXPENDITURES)					

GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
BEGINNING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
GENERAL FUND REVENUES					
City of Alexandria	\$ 324,925	\$ 347,498	\$ 352,625	\$ 176,313	\$ 366,345
Arlington County	494,629	519,264	538,061	269,031	560,126
City of Fairfax	48,831	52,794	53,527	26,764	54,863
Fairfax County	2,338,173	2,508,279	2,541,654	1,270,827	2,632,009
City of Falls Church	29,769	32,005	32,482	32,482	36,209
Loudoun County	854,128	931,197	961,143	480,572	1,002,376
TOTAL APPROPRIATIONS	4,090,455	4,391,037	4,479,492	2,255,987	4,651,929
Interest	(92,584)	(136,233)	2,000	147	2,000
Miscellaneous Revenue	65,392	1,025	7,000	0	7,000
TOTAL OTHER REVENUE	(27,192)	(135,209)	9,000	147	9,000
TOTAL REVENUES	4,063,263	4,255,829	4,488,492	2,256,134	4,660,929
TRANSFERS IN					
Transfer from Capital Fund	822,711	948,589	1,227,263	513,630	1,293,463
Transfer from Restricted Fund - Interest	21,200	31,240	40,000	24,294	40,000
Transfer from Enterprise Fund	(96,301)	126,466	0	0	0
Transfer - Ent. Fund for Central Maint.	0	0	0	0	0
TOTAL TRANSFERS IN	747,610	1,106,296	1,267,263	537,924	1,333,463
TOTAL RESOURCES	\$ 4,810,873	\$ 5,362,124	\$ 5,755,755	\$ 2,794,058	\$ 5,994,392

GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
GENERAL FUND EXPENDITURES					
Full-Time Salaries	\$ 2,481,330	\$ 2,787,170	\$ 2,855,732	\$ 1,589,737	\$ 3,094,414
Part-Time Salaries	374,828	375,665	360,471	175,786	280,902
FICA	201,327	226,138	233,072	109,573	243,574
Hospitalization	241,885	264,003	258,163	128,356	307,318
Life Insurance	17,921	19,930	26,552	10,067	28,771
Retirement	444,525	526,241	636,828	266,130	690,054
Unemployment Tax	519	447	1,543	68	1,461
TOTAL PERSONNEL SERVICES	3,762,335	4,199,596	4,372,361	2,279,717	4,646,494
Audit Fee	65,825	69,112	79,500	0	84,000
Board Member Expenses	6,580	6,235	8,500	1,590	8,500
Community Foundation Support	0	5,000	4,025	5,500	4,025
Contingency	0	0	100,000	0	40,000
Credit Card Fees and Bank Charges	37,346	38,612	40,000	22,311	40,000
Gas and Diesel	8,810	8,753	11,000	3,662	11,000
HR Employee Relations	19,948	16,703	25,000	10,085	25,000
Membership Fees and Dues	12,844	10,198	14,000	7,472	14,000
Office Supplies	13,528	17,078	25,000	4,122	25,000
Personnel Recruitment	42,825	31,292	35,000	13,232	35,000
Postage	6,122	19,056	10,000	2,757	10,000
Printing and Publications	4,273	5,685	6,000	4,500	6,000
Professional Services	250,668	275,923	250,000	120,983	250,000
Public Information	0	0	0	0	0
Strategic Plan Initiatives	0	12	0	0	0
System Support	253,574	336,051	360,000	174,507	375,550
Training	12,255	(673)	35,000	5,079	35,000
Tuition Assistance	0	2,523	20,000	3,785	20,000
Uniforms	869	100	3,500	42,610	3,500
TOTAL FACILITY OPERATING COSTS	741,977	839,494	1,026,525	422,258	986,575
Equipment/Vehicle Maintenance	18,745	21,070	35,000	14,735	35,000
Facility Op. & Maintenance	69,161	62,182	64,000	28,293	64,000
TOTAL MAINTENANCE COSTS	87,906	83,253	99,000	43,028	99,000
Insurance - Property, Liability & Other	131,653	141,687	180,250	140,161	182,250
Insurance - Vehicle	7,005	7,900	8,298	3,225	10,213
Insurance - Workers Compensation	1,681	2,510	5,000	2,413	5,000
TOTAL INSURANCE	140,339	152,096	193,548	145,799	197,463
Telephone	20,355	21,005	20,670	13,609	23,208
Electricity	17,035	17,845	20,000	6,741	18,000
Natural Gas	5,156	4,121	5,152	1,131	5,152
Water/Sewer	2,169	2,137	2,500	1,097	2,500
Propane Gas	0	0	0	0	0
Heating Oil	0	0	0	0	0
Cable/Internet	14,607	14,660	16,000	7,976	16,000
TOTAL UTILITIES	59,321	59,768	64,322	30,553	64,860
TOTAL GENERAL FUND EXPEND.	4,791,878	5,334,207	5,755,755	2,921,355	5,994,392
Adjustments/Reserve Activity	18,995	27,917	0	0	0
NET INCOME (LOSS)	\$ 0	\$ 0	\$ 0	\$ (127,296)	\$ 0
ENDING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ (63,076)	\$ 64,220

HEADQUARTERS

PROGRAM OVERVIEW

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

EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
EXPENSES BY CATEGORY				
Personnel Services	\$ 4,199,596	\$ 4,372,361	\$ 4,646,494	6.3 %
Operating Costs	839,494	1,026,525	986,575	-3.9 %
Maintenance Costs	83,253	99,000	99,000	0.0 %
Insurance	152,096	193,548	197,463	2.0 %
Utilities	59,768	64,322	64,860	0.8 %
TOTAL EXPENSES	\$ 5,334,207	\$ 5,755,755	\$ 5,994,392	4.1 %

BUDGET HIGHLIGHTS

- The budget includes a full-time Budget Administrator position that replaces a part-time position. The contingency in the General Fund was reduced to help balance the Fund. The contingency in the Enterprise fund was drastically increased.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	22.15	23.65	24.15	25.00	26.00
Part-Time	5.88	6.98	4.76	3.71	3.99

HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
1-700	HEADQUARTERS EXPENDITURES					
5010	Full-Time Salaries	\$2,481,330	\$2,787,170	\$ 2,855,732	\$1,589,737	\$ 3,094,414
5020	Part-Time Salaries	374,828	375,665	360,471	175,786	280,902
5030	FICA	201,327	226,138	233,072	109,573	243,574
5040	Hospitalization	241,885	264,003	258,163	128,356	307,318
5060	Life Insurance	17,921	19,930	26,552	10,067	28,771
5050	Retirement	444,525	526,241	636,828	266,130	690,054
5070	Unemployment Tax	519	447	1,543	68	1,461
	TOTAL PERSONNEL SERVICES	3,762,335	4,199,596	4,372,361	2,279,717	4,646,494
5130	Audit Fee	65,825	69,112	79,500	0	84,000
5140	Board Member Expenses	6,580	6,235	8,500	1,590	8,500
5188	Community Foundation Support	0	5,000	4,025	5,500	4,025
	Contingency	0	0	100,000	0	40,000
5155	Credit Card Fees and Bank Charges	37,346	38,612	40,000	22,311	40,000
5230	Gas and Diesel	8,810	8,753	11,000	3,662	11,000
5500-030	HR Employee Relations	19,948	16,703	25,000	10,085	25,000
5390	Membership Fees and Dues	12,844	10,198	14,000	7,472	14,000
5415	Misc. Expenses Friends Group	6,509	(2,167)	0	65	0
5420	Office Supplies	13,528	17,078	25,000	4,122	25,000
5440	Personnel Recruitment	42,825	31,292	35,000	13,232	35,000
5460	Postage	6,122	19,056	10,000	2,757	10,000
5470	Printing and Publications	4,273	5,685	6,000	4,500	6,000
5480	Professional Services	250,668	275,923	250,000	120,983	250,000
5500-010	Public Information	0	0	0	0	0
5546	Strategic Plan Initiatives	0	12	0	0	0
5560	System Support	253,574	336,051	360,000	174,507	375,550
5400	Training	12,255	(673)	35,000	5,079	35,000
5405	Tuition Assistance	0	2,523	20,000	3,785	20,000
5570	Uniforms	869	100	3,500	42,610	3,500
	TOTAL FACILITY OPERATING COSTS	741,977	839,494	1,026,525	422,258	986,575
5180	Equipment/Vehicle Maintenance	18,745	21,070	35,000	14,735	35,000
5190	Facility Op. & Maintenance	69,161	62,182	64,000	28,293	64,000
	TOTAL MAINTENANCE COSTS	87,906	83,253	99,000	43,028	99,000
5270	Insurance - Property, Liability & Other	131,653	141,687	180,250	140,161	182,250
5290	Insurance - Vehicle	7,005	7,900	8,298	3,225	10,213
5300	Insurance - Workers Compensation	1,681	2,510	5,000	2,413	5,000
	TOTAL INSURANCE	140,339	152,096	193,548	145,799	197,463
5580-001	Telephone	20,355	21,005	20,670	13,609	23,208
5580-002	Electricity	17,035	17,845	20,000	6,741	18,000
5580-003	Natural Gas	5,156	4,121	5,152	1,131	5,152
5580-004	Water/Sewer	2,169	2,137	2,500	1,097	2,500
5580-016	Internet/Cable	14,607	14,660	16,000	7,976	16,000
	TOTAL UTILITIES	59,321	59,768	64,322	30,553	64,860
	TOTAL HEADQUARTERS EXPENDITURES	\$4,791,878	\$5,334,207	\$ 5,755,755	\$2,921,355	\$ 5,994,392



ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
User Fees	\$ 21,942,700	\$ 23,814,719	\$ 22,963,084	\$ 14,448,485	\$ 23,973,154
Retail Operations	8,280,346	9,076,054	7,988,610	5,103,494	8,313,070
Easements and Licenses	916,876	952,649	953,414	390,865	658,457
Other Revenue*	1,657,193	1,970,604	1,286,878	481,848	1,305,457
TOTAL REVENUE	\$ 32,797,115	\$ 35,814,026	\$ 33,191,986	\$ 20,424,692	\$ 34,250,138
Transfers In	81	0	3,000	0	3,000
Transfer from Restricted License Fee Fund	327,912	415,000	480,173	240,087	775,130
Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
TOTAL TRANSFERS IN**	\$ 449,076	\$ 536,083	\$ 604,256	\$ 240,087	\$ 899,213
TOTAL RESOURCES	\$ 33,246,191	\$ 36,350,108	\$ 33,796,242	\$ 20,664,778	\$ 35,149,351

*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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Personnel Services	\$16,530,943	\$18,168,894	\$ 19,733,167	\$10,394,640	\$20,663,124
Operating Costs	4,439,804	4,577,628	4,603,013	2,519,138	4,821,602
Maintenance Costs	3,465,523	3,736,723	3,825,700	2,135,238	3,938,709
Insurance	188,183	213,652	231,702	233,253	239,787
Retail Operations	2,923,632	2,907,925	2,933,683	1,538,834	2,988,159
Utilities	1,177,627	1,193,685	1,282,600	646,658	1,314,912
Debt Service	534,497	485,925	1,161,376	232,837	1,158,057
TOTAL EXPENSES	\$29,260,209	\$31,284,432	\$ 33,771,242	\$17,700,598	\$35,124,351
Transfer to Balance General Fund	(96,301)	126,466	0	0	0
TOTAL TRANSFERS OUT	\$ (96,301)	\$ 126,466	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES	\$29,163,908	\$31,410,898	\$ 33,771,242	\$17,700,598	\$35,124,351
Donation Adjustment/Reserve Activity	(1,054,619)	(695,715)	0	0	0
OPERATING INCOME	\$ 5,136,900	\$ 5,634,924	\$ 25,000	\$ 2,964,182	\$ 25,000
Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
Transfer to Retirement Plan	0	563,492	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
Transfer to Strategic Opportunity Reserve	513,690	0	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	\$ 5,136,900	\$ 5,634,924	\$ 25,000	\$ 0	\$ 25,000
OPERATING INCOME AVAILABLE AFTER TRANSFERS	\$ 0	\$ 0	\$ 0	\$ 2,964,182	\$ 0

ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	\$ 472,439	\$ 746,473	\$ 87,000	\$ 57,341	\$ 87,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	25,154	16,348	24,025	6,727	20,000
Algonkian Golf Course	2,047,703	2,222,522	1,915,500	1,232,061	2,167,100
Algonkian Regional Park	248,806	266,014	290,000	137,184	292,185
Volcano Island Waterpark at Algonkian	518,206	701,180	639,500	388,468	658,000
The Woodlands at Algonkian Park	708,491	764,092	741,380	432,366	714,530
Algonkian Cottages	352,292	343,728	335,600	204,129	352,350
Reservoir Park at Beaverdam	13,916	18,581	189,000	23,481	206,400
Blue Ridge Regional Park	9,285	9,123	8,000	3,831	8,500
Brambleton Golf Course	2,385,514	2,747,017	2,380,183	1,534,779	2,670,710
Bull Run Marina	19,217	21,396	25,276	5,661	21,276
Bull Run Regional Park	1,393,420	1,381,799	1,438,875	703,567	1,428,250
Atlantis Waterpark at Bull Run	557,750	826,368	669,100	416,985	707,100
Bull Run Special Events Center	494,068	253,741	326,000	3,614	326,000
Bull Run Light Show	2,144,173	2,247,407	2,140,000	2,132,617	2,155,000
Bull Run Shooting Center	1,331,627	1,318,945	1,391,500	733,939	1,421,500
Cameron Run Regional Park	88,286	80,572	110,000	40,301	107,000
Ice & Lights - The Winter Village at Cameron Run	319,921	370,158	385,500	226,775	378,000
Great Waves Waterpark at Cameron Run	1,821,008	2,374,497	2,097,500	1,328,747	2,235,500
Carlyle House Historic Park	91,390	92,418	127,100	52,444	130,100
Fountainhead Regional Park	394,459	386,361	414,712	186,732	414,712
Hemlock Overlook Regional Park	21,370	30,300	75,000	37,539	75,000
Meadowlark Atrium and Event Services	2,789,475	2,993,420	2,300,120	1,603,986	2,409,670
Meadowlark Botanical Gardens	648,048	744,331	709,350	339,937	730,069
Meadowlark Gardens Winter Walk of Lights	1,643,331	1,860,655	1,929,000	1,798,956	1,956,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	830	330	3,421	200	2,100
Occoquan Regional Park	303,156	330,408	327,400	166,607	352,750
The River View at Occoquan	2,487,726	2,466,918	2,328,740	1,311,310	2,324,950
Brickmakers Café at Occoquan	480,504	437,056	478,000	237,914	478,000
Brickmakers Catering and Event Services	273,141	246,014	272,925	188,540	283,150
Piscataway Crossing Regional Park	20,341	259	11,380	270	11,380
Pohick Bay Golf Course	1,804,075	2,021,730	1,791,700	1,110,546	2,032,764
Pohick Bay Marina	270,675	267,960	288,000	134,063	296,625
Pohick Bay Regional Park	1,425,634	1,372,689	1,475,783	649,009	1,436,493
Pirate's Cove Waterpark at Pohick Bay	569,407	851,447	743,100	434,829	778,800
Potomac Overlook Regional Park	152,617	172,515	164,700	39,963	166,700
Winkler Botanical Preserve	137,116	151,611	157,500	2,529	160,000
Rust Nature Sanctuary & Manor House	1,562,298	1,714,360	1,350,320	885,718	1,466,960
Sandy Run Regional Park	327,064	337,145	316,692	160,165	308,192
Temple Hall Farm	198,307	184,426	194,883	42,620	195,383
Temple Hall Fall Festival	211,063	193,047	222,000	229,583	222,000
Upper Potomac Properties	29,086	28,800	28,800	14,400	28,800
Springdale Regional Park	24,891	48,611	29,540	11,954	29,540
Cattail Regional Park	0	12,075	44,100	8,625	30,700
Upton Hill Regional Park	589,648	555,601	681,850	326,104	687,850
Ocean Dunes Waterpark at Upton Hill	586,488	766,609	695,600	446,350	743,675
W&OD Railroad Regional Park	1,252,779	1,373,050	1,440,587	631,313	1,440,587
TOTAL AVAILABLE RESOURCES	33,246,191	36,350,108	33,796,242	20,664,778	35,149,351

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
ENTERPRISE FUND EXPENSES					
Administration - Enterprise Fund	3,021,324	\$ 3,460,528	\$ 3,738,951	\$ 2,045,983	\$ 3,977,695
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	201,903	191,779	227,130	100,595	215,775
Algonkian Golf Course	1,291,855	1,359,370	1,408,127	718,618	1,484,128
Algonkian Regional Park	779,054	849,282	887,171	459,935	934,597
Volcano Island Waterpark at Algonkian	422,558	460,117	478,866	257,332	491,431
The Woodlands at Algonkian Park	458,034	573,828	561,903	335,260	568,630
Algonkian Cottages	202,225	225,501	254,421	129,458	260,272
Reservoir Park at Beaverdam	22,297	31,867	304,881	91,681	345,205
Blue Ridge Regional Park	3,077	4,766	6,700	3,792	6,700
Brambleton Golf Course	1,517,518	1,675,187	1,714,261	900,773	1,833,403
Bull Run Marina	43,458	49,038	48,039	22,350	48,800
Bull Run Regional Park	1,417,557	1,499,305	1,475,734	805,524	1,546,146
Atlantis Waterpark at Bull Run	477,938	497,057	518,332	299,541	535,706
Bull Run Special Events Center	439,999	252,340	322,388	45,799	326,505
Bull Run Light Show	436,189	467,446	483,354	345,584	493,565
Bull Run Shooting Center	1,192,843	1,199,648	1,289,469	629,678	1,296,651
Cameron Run Regional Park	533,033	553,520	547,041	308,421	579,924
Ice & Lights - The Winter Village at Cameron Run	220,014	264,418	245,882	227,060	268,837
Great Waves Waterpark at Cameron Run	1,317,519	1,632,846	1,534,643	938,974	1,652,511
Carlyle House Historic Park	344,235	376,864	421,759	202,061	454,807
Central Maintenance	1,380,996	1,485,766	1,501,437	818,864	1,549,602
Fountainhead Regional Park	393,047	366,247	359,425	206,896	374,322
Hemlock Overlook Regional Park	23,682	14,661	22,778	726	7,000
Meadowlark Atrium and Event Services	1,487,108	1,470,233	1,423,524	748,527	1,472,448
Meadowlark Botanical Gardens	1,161,462	1,247,650	1,360,277	699,247	1,446,887
Meadowlark Gardens Winter Walk of Lights	288,571	363,160	405,662	272,025	421,054
Mt. Zion Historic Park/Gilbert's Corner Regional Park	14,847	15,194	37,500	15,934	25,500
Occoquan Regional Park	539,361	593,035	690,593	339,769	692,981
The River View at Occoquan	1,868,219	1,907,623	2,388,003	1,065,120	2,405,189
Brickmakers Café at Occoquan	383,219	319,587	423,729	166,987	404,822
Brickmakers Catering and Event Services	238,823	206,147	283,004	131,410	281,064
Piscataway Crossing Regional Park	45,581	32,320	42,618	18,263	45,737
Pohick Bay Golf Course	1,258,687	1,376,575	1,355,953	754,640	1,421,576
Pohick Bay Marina	60,703	66,100	81,258	38,678	74,382
Pohick Bay Regional Park	1,113,779	1,186,421	1,309,220	651,638	1,368,013
Pirate's Cove Waterpark at Pohick Bay	454,465	528,649	513,707	283,361	516,799
Potomac Overlook Regional Park	382,391	427,541	436,310	237,274	455,490
Winkler Botanical Preserve	195,478	287,714	348,989	150,699	365,395
Rust Nature Sanctuary & Manor House	1,042,590	1,130,391	1,074,510	638,214	1,153,016
Sandy Run Regional Park	195,741	239,034	264,262	110,442	277,038
Temple Hall Farm	270,883	328,194	392,606	175,230	405,273
Temple Hall Fall Festival	80,489	92,686	119,168	69,627	116,795
Upper Potomac Properties	184,964	179,965	194,757	104,480	202,088
Springdale Regional Park	243	0	5,000	0	5,000
Cattail Regional Park	0	0	39,998	2,265	40,650
Upton Hill Regional Park	667,687	749,953	929,323	448,652	950,456
Ocean Dunes Waterpark at Upton Hill	423,627	470,562	471,083	265,048	489,247
W&OD Railroad Regional Park	664,637	700,784	827,495	418,157	835,238
TOTAL EXPENSES & OTHER USES	\$29,163,910	\$31,410,899	\$ 33,771,242	\$17,700,598	\$35,124,351

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
BEGINNING BALANCE	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
ENTERPRISE FUND REVENUES					
Driving Range	\$545,022	\$562,787	\$520,000	\$299,277	\$562,000
Electric/Gas Cart Rental	1,130,517	1,396,651	1,091,024	789,100	1,290,908
Golf Club Rental	11,390	11,292	9,500	6,683	9,500
Green Fees	3,751,132	4,072,284	3,665,409	2,253,128	4,090,826
Golf Handicap Program	16,148	15,314	17,650	4,746	16,650
Pull Cart Rental	10,239	12,858	8,000	5,417	9,000
Total Golf Course User Fees	5,464,448	6,071,185	5,311,583	3,358,351	5,978,884
Admissions	2,443,974	3,261,901	2,933,000	1,655,340	3,007,000
Cabana Rental	10,890	17,655	18,000	10,392	19,000
Group, Bounce Passes & Discount Passes	495,538	605,003	601,800	511,415	670,075
Locker Rental	5,598	7,544	10,700	3,445	10,700
Total Aquatics User Fees	2,956,000	3,892,103	3,563,500	2,180,593	3,706,775
Boat Rental	320,581	312,318	380,000	174,390	375,000
Crew Boat Storage	165,371	162,779	160,776	88,088	160,776
Launch & Parking Fees	307,356	316,861	332,400	137,604	338,400
Regatta & User Fees	21,088	27,349	15,500	8,587	17,000
Rowing Camps	16,689	28,668	25,000	18,743	25,000
Total Marine User Fees	831,085	847,974	913,676	427,412	916,176
Cabin Rentals	211,218	197,812	258,450	118,552	258,450
Camping Fees	1,656,842	1,609,245	1,681,000	848,484	1,608,500
Cottage Rentals	351,874	342,767	335,000	204,039	351,750
Laundry	14,783	13,633	13,600	6,252	13,600
Total Camping/Cottage User Fees	2,234,717	2,163,456	2,288,050	1,177,327	2,232,300
Shooting Tournament Fees	43,040	33,560	40,000	15,790	40,000
Target Sales	620,344	687,544	708,000	378,053	755,000
Gun Rental	37,525	39,809	63,000	26,354	55,000
Total Skeet, Trap & Archery User Fees	700,909	760,913	811,000	420,197	850,000
Light Shows	3,639,713	3,909,686	3,918,000	3,674,695	3,925,000
Fall Festival	147,759	133,036	145,000	155,883	145,000
Programmed Events	154,515	156,287	184,375	77,727	188,940
Vendor Fees	125,547	157,995	140,000	112,649	160,000
Total Special Events User Fees	4,067,534	4,357,005	4,387,375	4,020,955	4,418,940
Atrium Rental	912,689	1,036,697	825,000	564,318	860,000
Carlyle House Rental	21,700	27,558	30,000	11,840	33,000
Center Rental	107,176	71,915	90,000	250	90,000
Church Rental	250	0	600	200	1,400
Manor House Rental	465,337	491,488	440,000	267,363	490,000
Algonkian Woodlands Rental	207,346	206,921	231,750	125,527	220,000
Mill Rental	1,700	600	0	0	0
River View Rental	788,015	748,596	780,000	395,974	780,000
Shelter Reservations	352,147	381,411	429,300	191,458	453,735
Visitor Center Rental	41,022	37,025	39,000	17,550	38,000
Total Facility Rental User Fees	2,897,381	3,002,212	2,865,650	1,574,481	2,966,135

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Annual Dues	133,992	157,831	162,000	69,828	162,000
Athletic Field Use Fees	0	80	1,000	0	0
Batting Cage Fees	188,873	178,818	189,000	81,818	206,000
Boat/RV Storage	654,691	681,058	760,825	330,638	811,075
Camps	171,166	209,432	214,350	17,423	220,069
Climbing Feature Admissions	267,044	253,368	360,000	160,179	360,000
Entrance Fees	519,049	566,467	590,000	265,029	584,060
Equipment Rental	596,875	444,668	280,575	235,137	301,240
Inflatable Play Features	1,798	790	0	375	0
Miniature Golf	227,993	203,219	241,000	113,563	235,000
Permit Fees	9,250	6,250	6,500	750	6,500
Temple Hall Farm Rides	19,894	17,890	17,000	14,430	18,000
Total Other Park User Fees	2,790,625	2,719,871	2,822,250	1,289,171	2,903,944
TOTAL USER FEES	21,942,700	23,814,719	22,963,084	14,448,485	23,973,154
Retail - Ammunition	474,757	411,378	415,000	226,153	415,000
Retail - Alcoholic Beverages/Hard Liquor	1,423,745	1,489,490	1,174,390	814,283	1,257,550
Retail - Food (Includes Paper Products)	2,311,018	2,848,451	2,578,000	1,690,384	2,738,500
Retail - Great Blue Heron	2,726,148	2,832,433	2,596,500	1,543,522	2,607,100
Retail - Catering Food Truck	10,693	4,305	0	0	0
Administrative Fee	681,138	711,883	512,045	382,800	556,620
Retail - Algonkian Woodlands Catering	297,011	331,322	312,875	183,420	297,000
Retail - Pro Shop	243,502	282,886	233,000	159,579	268,000
Retail - Merchandise	112,335	163,646	166,800	103,353	173,300
Vending Machine Operation	0	260	0	0	0
TOTAL RETAIL OPERATIONS	8,280,346	9,076,054	7,988,610	5,103,494	8,313,070
License Fees	1,634	1,103	9,600	419	4,800
Rents & Easements	915,242	951,545	943,814	390,446	653,657
TOTAL EASEMENTS AND LICENSES	916,876	952,649	953,414	390,865	658,457
NVRPA Event Staffing	240,607	276,604	141,350	113,438	156,750
Event Services	0	52,790	144,000	0	144,000
Kitchen Use Fee	2,943	0	0	0	0
Firewood/Propane	62,918	53,196	70,000	33,566	70,000
Garden Guild/Docent Activities	100	134	600	10	600
Grants	216,806	216,806	216,806	0	216,806
House & Bank Building Rental	221,047	230,717	254,321	117,569	240,921
Insurance Proceeds	27,062	136,046	0	26,292	0
Interest	349,472	508,678	12,000	9,549	12,000
Temple Hall - Contribution	0	0	0	0	0
Interest-Occoquan	5,981	577	0	(715)	0
Lessons	123,933	147,455	157,000	103,994	179,000
Miscellaneous Revenue	311,535	253,523	126,801	13,297	135,380
Crop Sales	8,250	0	14,000	0	0
Hemlock Contractual Agreement	16,740	30,000	75,000	37,500	75,000
Reservation Fees	69,800	63,850	75,000	27,349	75,000
Sponsorship	0	228	0	0	0
TOTAL OTHER REVENUE	1,657,193	1,970,604	1,286,878	481,848	1,305,457
TOTAL ENTERPRISE FUND REVENUES	\$ 32,797,115	\$ 35,814,025	\$ 33,191,986	\$ 20,424,692	\$ 34,250,138
Transfer from Carlyle House Friends Fund	81	0	3,000	0	3,000
Transfer from Restricted License Fee Fund	327,912	415,000	480,173	240,087	775,130
Transfer from Board Authorized Reserves	0	0	0	0	0
Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
TOTAL TRANSFERS FROM OTHER FUNDS	449,076	536,083	604,256	240,087	899,213
TOTAL AVAILABLE RESOURCES	\$ 33,246,191	\$ 36,350,108	\$ 33,796,242	\$ 20,664,778	\$ 35,149,351

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
ENTERPRISE FUND EXPENSES					
Full-time Salaries	\$ 8,004,410	\$ 8,730,799	\$ 8,778,304	\$ 5,059,620	\$ 9,176,469
Part-Time Salaries	4,943,502	5,259,258	6,392,670	3,171,490	6,570,677
FICA	951,871	1,030,799	1,158,252	566,832	1,202,417
Hospitalization	1,146,492	1,377,378	1,348,828	681,861	1,565,614
Life Insurance	69,051	77,556	83,043	40,437	86,809
Retirement	1,403,624	1,686,507	1,957,562	870,990	2,046,353
Unemployment Tax	11,993	6,598	14,509	3,411	14,786
TOTAL PERSONNEL SERVICES	16,530,943	18,168,894	19,733,167	10,394,640	20,663,124
Camps	13,189	12,316	17,550	5,669	18,550
Contingency	0	0	50,000	0	225,000
Credit Card Charges	787,889	831,529	804,971	463,982	850,112
POS Technology Fees	299,204	304,612	300,000	167,790	310,000
Contract Employment	843,051	856,782	624,985	438,819	615,830
Fall Festival Operations	12,636	13,784	11,000	9,838	12,000
Golf Cart Rental	165,163	165,163	201,679	86,925	201,679
Beverage Cart Rental	11,244	11,244	10,416	5,508	10,416
Equipment Rental	445,375	409,189	269,300	221,759	289,540
Event Services	0	79,292	136,800	0	136,800
Feed	7,683	11,682	9,000	2,496	9,000
Fertilizer	4,931	0	13,000	3,287	9,500
Garden Guild/Docent Activities	781	117	600	760	600
Gas and Diesel	225,978	196,785	230,850	93,474	230,850
Grants - Potomac Overlook	114	592	0	1,001	0
Handicap Program	3,911	6,230	8,685	455	8,185
Instructor Fees	20,488	40,801	35,200	37,006	64,000
License Fees	0	0	12,200	0	12,200
Linen Service	14,753	16,517	19,000	8,153	19,000
Livestock	450	595	2,000	0	2,000
Membership Events/Friends Group	0	546	1,000	1,245	1,000
Park Police	338,320	168,427	140,100	50,998	140,100
Parking	0	17	0	0	0
Production Costs	414,725	520,340	449,480	431,154	472,280
Programs and Promotions	71,840	67,587	124,445	33,825	120,485
Public Information	369,741	419,649	541,800	255,972	541,800
Regatta Fees	11,590	9,103	12,000	4,098	12,000
Seeds and Plants	3,381	4,833	9,000	3,105	9,000
Shooting Tournament	14,274	11,613	18,600	5,940	15,000
Strategic Plan Initiatives	5,135	1,071	45,000	0	45,000
Compensation Funding Initiatives	0	0	82,202	0	20,000
Swimming Pool Safety Program	62,646	50,361	60,000	12,929	60,000
Targets	209,926	251,496	256,400	134,851	253,750
Training for Field Staff	55,232	84,090	60,000	26,650	60,000
Uniforms	22,121	27,256	40,250	10,569	40,425
Vet & Medicine	4,034	4,013	5,500	879	5,500
TOTAL OPERATING COSTS	4,439,804	4,577,628	4,603,013	2,519,138	4,821,602
Equipment/Vehicle Maintenance	262,431	316,628	346,185	200,138	346,185
Facility Op. & Maintenance	2,451,877	2,692,939	2,651,148	1,457,244	2,735,898
Garden Maintenance	109,939	99,634	153,680	48,617	161,301
Golf Course Maintenance	363,321	399,861	405,687	168,291	425,825
Major Contract Maintenance	264,372	215,217	260,000	248,496	260,000
Rental House Maintenance	13,583	12,444	9,000	12,452	9,500
TOTAL MAINTENANCE COSTS	3,465,523	3,736,723	3,825,700	2,135,238	3,938,709
Insurance - Liquor Liability	21,908	24,991	35,000	30,514	30,000
Insurance - Workers Comp	118,807	135,258	145,000	158,942	160,000
Insurance - Vehicle	47,468	53,402	51,702	43,797	49,787
TOTAL INSURANCE	188,183	213,652	231,702	233,253	239,787

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Retail - Ammunition	325,700	281,699	303,794	149,692	303,794
Retail - Alcoholic Beverages/Hard Liquor	302,989	312,873	316,411	171,017	318,525
Retail - Algonkian Woodlands	84,941	79,274	100,950	45,186	95,000
Retail - Catering Great Blue Heron	574,877	554,279	599,280	271,556	580,990
Retail - Catering Rust Sanctuary	209,568	200,679	174,250	105,867	172,480
Retail - Food	1,155,481	1,166,396	1,151,278	644,959	1,205,000
Retail - Pro Shop	155,473	180,393	144,070	95,467	165,470
Retail Merchandise	84,888	103,416	112,400	45,892	115,650
Firewood	29,715	28,917	31,250	9,200	31,250
TOTAL RETAIL OPERATIONS	2,923,632	2,907,925	2,933,683	1,538,834	2,988,159
Telephone	90,779	95,718	94,526	51,359	95,526
Electricity	703,800	716,378	754,100	364,163	769,700
Natural Gas	57,478	42,019	56,000	19,747	56,000
Other	480	0	0	274	0
Water/Sewer	146,579	171,041	179,804	137,527	188,916
Propane Gas	78,113	68,581	86,850	20,765	80,250
Heating Oil	6,777	3,341	5,000	851	6,000
Internet/Cable	93,620	96,607	106,320	51,973	118,520
TOTAL UTILITIES	1,177,627	1,193,685	1,282,600	646,658	1,314,912
Note Payable VRA Principal	0	0	555,556	0	575,556
Interest Expense VRA Note	534,497	485,925	605,820	232,837	582,501
TOTAL DEBT SERVICE	534,497	485,925	1,161,376	232,837	1,158,057
TOTAL EXPENSES	\$ 29,260,211	\$ 31,284,432	\$ 33,771,242	\$ 17,700,598	\$ 35,124,351
TRANSFERS OUT					
Transfer to General Fund	(96,301)	126,466	0	0	0
TOTAL TRANSFERS OUT	\$ (96,301)	\$ 126,466	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES	\$ 29,163,910	\$ 31,410,899	\$ 33,771,242	\$ 17,700,598	\$ 35,124,351
Adjustments	(1,265,485)	(1,027,380)	0	0	0
Reserve Activity	210,867	331,665	0	0	0
OPERATING INCOME (LOSS)	\$ 5,136,900	\$ 5,634,924	\$ 25,000	\$ 2,964,182	\$ 25,000
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
Transfer to Retirement Plan	0	563,492	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
Transfer to Strategic Opportunity Reserve	513,690	0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	5,136,900	5,634,924	25,000	0	25,000
OPERATING INCOME AVAILABLE AFTER TRANSFERS	0	0	0	2,964,182	0
ENDING BALANCE	\$ 287,146	\$ 287,146	\$ 287,146	\$ 3,251,328	\$ 287,146

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

PROGRAM OVERVIEW

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

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

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

REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 3,143	\$ 10,825	\$ 6,800	-37.2%
Other Revenue	13,200	13,200	13,200	0.0%
Retail Operations	\$ 5	\$ 0	\$ 0	0.0%
TOTAL REVENUE	\$ 16,348	\$ 24,025	\$ 20,000	-16.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 138,747	\$ 177,417	\$ 176,662	-0.4%
Operating Costs	1,208	8,875	6,875	-22.5%
Maintenance Costs	39,310	29,500	23,500	-20.3%
Insurance	564	638	638	0.0%
Utilities	11,950	10,700	8,100	-24.3%
TOTAL EXPENSES	\$ 191,779	\$ 227,130	\$ 215,775	-5.0%
Net Income	\$ (175,431)	\$ (203,105)	\$ (195,775)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The mill is currently under repair which reduces the opportunity for revenue producing activity. Expenses have been reduced to match the current operational capacities.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.95	.95	.95	1.15	1.03

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK						
REVENUES						
4600	Programmed Events	\$ 11,228	\$ 2,209	\$ 8,025	\$ 127	\$ 4,000
4498	Mill Rental	1,700	600	0	0	0
4230	Entrance Fees/Group Admissions	1,326	334	2,800	0	2,800
	TOTAL USER FEES	14,254	3,143	10,825	127	6,800
4420	House Rental	10,900	13,200	13,200	6,600	13,200
	TOTAL OTHER REVENUE	10,900	13,200	13,200	6,600	13,200
4640	Retail - Food	0	5	0	0	0
	TOTAL RETAIL OPERATIONS	0	5	0	0	0
	TOTAL REVENUES	\$ 25,154	\$ 16,348	\$ 24,025	\$ 6,727	\$ 20,000
EXPENSES						
5010	Full-Time Salaries	\$ 103,110	\$ 84,915	\$ 91,289	\$ 54,939	\$ 96,303
5020	Part-Time Salaries	18,143	16,455	43,278	7,838	34,627
5030	FICA	9,323	7,593	10,294	4,412	10,672
5040	Hospitalization	0	11,586	11,230	5,348	12,567
5060	Life Insurance	904	831	864	442	911
5050	Retirement	17,666	17,342	20,357	9,147	21,476
5070	Unemployment Tax	43	25	105	12	105
	TOTAL PERSONNEL SERVICES	149,189	138,747	177,417	82,138	176,662
5230	Gas and Diesel	0	92	500	100	500
5431	Parking	0	17	0	0	0
5490	Programs & Promotions	9,343	814	8,025	0	6,025
5570	Uniforms	0	285	350	60	350
	TOTAL OPERATING COSTS	9,343	1,208	8,875	160	6,875
5180	Equipment/Vehicle Maintenance	0	39	500	0	500
5190	Facility Op. & Maintenance	30,146	39,084	28,000	13,468	22,000
5510	Rental House Maintenance	1,766	187	1,000	0	1,000
	TOTAL MAINTENANCE COSTS	31,912	39,310	29,500	13,468	23,500
5290	Insurance - Vehicle	0	564	638	562	638
	TOTAL INSURANCE	0	564	638	562	638
5580-001	Telephone	4,287	4,830	4,200	1,720	1,600
5580-002	Electricity	3,422	4,442	3,500	1,018	3,500
5580-004	Water/Sewer	777	758	1,100	834	1,100
5580-009	Heating Oil	1,053	0	0	0	0
5580-016	Internet/Cable	1,920	1,920	1,900	696	1,900
	TOTAL UTILITIES	11,459	11,950	10,700	4,269	8,100
	TOTAL EXPENSES	\$ 201,903	\$ 191,779	\$ 227,130	\$ 100,595	\$ 215,775
	OPERATING INCOME (LOSS)	(176,750)	(175,431)	(203,105)	(93,868)	(195,775)

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 5th 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Daily tour attendance	271	1,260	2,700	779	2,400
• Annual attendance at public programs	78	83	400	182	200
• Special event attendance	40	0	1,000	100	1,000
• School tour attendance	50	254	450	100	250
• Scout tours	16	25	100	N/A	100
• Volunteer hours received	130	155	550	137	200

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 265,930	\$ 289,500	\$ 291,685	0.8%
Retail Operations	84	500	500	0.0%
TOTAL REVENUE	\$ 266,014	\$ 290,000	\$ 292,185	0.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 770,958	\$ 798,170	\$ 844,562	5.8%
Operating Costs	13,157	20,100	18,600	-7.5%
Maintenance Costs	49,218	51,900	54,000	4.0%
Insurance	2,821	3,191	3,830	20.0%
Retail Operations	0	150	200	33.3%
Utilities	13,127	13,660	13,405	-1.9%
TOTAL EXPENSES	\$ 849,282	\$ 887,171	\$ 934,597	5.3%
Net Income	(\$583,267)	(\$597,171)	(\$642,412)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.95	3.95	4.07	4.15	4.15

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-035 ALGONKIAN REGIONAL PARK						
REVENUES						
4460	Launch & Parking Fees	\$ 10,974	\$ 15,734	\$ 14,000	\$ 6,567	\$ 16,000
4600	Programmed Events	3,228	1,661	6,000	1,738	4,000
4670	Shelter Reservations	82,770	84,209	91,000	43,271	94,185
4080	Boat/RV Storage	143,064	157,662	169,500	83,389	169,500
4500	Miniature Golf	8,724	6,665	9,000	2,194	8,000
	TOTAL USER FEES	248,761	265,930	289,500	137,158	291,685
4640	Retail - Food	45	84	500	26	500
	TOTAL RETAIL OPERATIONS	45	84	500	26	500
	TOTAL REVENUES	\$ 248,806	\$ 266,014	\$ 290,000	\$ 137,184	\$ 292,185
EXPENSES						
5010	Full-Time Salaries	\$ 394,830	\$ 431,195	\$ 420,032	\$ 248,232	\$ 445,276
5020	Part-Time Salaries	117,820	112,067	135,246	59,386	138,598
5030	FICA	37,876	39,448	42,479	20,715	44,666
5040	Hospitalization	67,477	101,203	102,330	48,432	112,065
5060	Life Insurance	3,584	3,975	3,974	2,051	4,212
5050	Retirement	70,885	82,907	93,667	42,603	99,297
5070	Unemployment Tax	231	163	443	19	448
	TOTAL PERSONNEL SERVICES	692,702	770,958	798,170	421,438	844,562
5230	Gas and Diesel	22,540	10,270	15,000	4,740	15,000
5490, 5492	Programs and Promotions	0	2,087	3,000	1016	1,500
5570	Uniforms	993	800	2,100	549	2,100
	TOTAL OPERATING COSTS	23,532	13,157	20,100	6,305	18,600
5180	Equipment/Vehicle Maintenance	9,135	7,787	9,900	4,878	9,900
5190	Facility Op. & Maintenance	37,508	41,432	42,000	18,531	44,100
	TOTAL MAINTENANCE COSTS	46,643	49,218	51,900	23,409	54,000
5290	Insurance - Vehicle	2,694	2,821	3,191	3,369	3,830
	TOTAL INSURANCE	2,694	2,821	3,191	3,369	3,830
5520	Retail - Food	67	0	150	160	200
	TOTAL RETAIL OPERATIONS	67	0	150	160	200
5580-001	Telephone	1,436	914	1,400	467	1,000
5580-002	Electricity	9,331	9,180	9,000	1,442	9,000
5580-004	Water/Sewer	1,638	1,979	2,060	2,816	2,205
5580-016	Internet/Cable	1,010	1,054	1,200	530	1,200
	TOTAL UTILITIES	13,416	13,127	13,660	5,255	13,405
	TOTAL EXPENSES	\$ 779,054	\$ 849,282	\$ 887,171	\$ 459,935	\$ 934,597
	OPERATING INCOME (LOSS)	(\$530,248)	(\$583,267)	(\$597,171)	(\$322,751)	(\$642,412)

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of boat launches	798	1,097	2,100	650	2,390
• Boat/RV storage usage	186	184	212	186	187
• Number of miniature golf rounds	1,569	1,280	2,150	1,379	1,915
• Number of picnic shelter rentals	415	395	348	198	348
• Number of programmed events	1	2	2	1	2

ALGONKIAN GOLF COURSE

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 1,934,938	\$ 1,667,500	\$ 1,887,100	13.2%
Retail Operations	286,384	238,000	270,000	13.4%
Other Revenue	1,200	10,000	10,000	0.0%
TOTAL REVENUE	\$ 2,222,522	\$ 1,915,500	\$ 2,167,100	13.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 895,981	\$ 930,454	\$ 984,484	5.8%
Operating Costs	77,221	99,295	98,795	-0.5%
Maintenance Costs	212,887	221,512	229,900	3.8%
Insurance	1,894	1,738	1,388	-20.1%
Retail Operations	117,244	100,415	114,500	14.0%
Utilities	54,143	54,714	55,060	0.6%
TOTAL EXPENSES	\$ 1,359,370	\$ 1,408,127	\$ 1,484,128	5.4%
Net Income	\$ 863,151	\$ 507,373	\$ 682,972	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted 13.1% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	7.5	7.5	7.0	7.0	7.0
Part-Time	5.63	5.63	5.77	6.49	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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-010 ALGONKIAN GOLF COURSE						
REVENUES						
4210	Driving Range	\$ 156,007	\$ 167,634	\$ 150,000	\$ 88,016	\$ 175,000
4220	Cart Rental	377,697	436,975	350,000	248,905	406,000
4320	Golf Club Rental	4,268	3,730	3,000	2,108	3,000
4380	Green Fees	1,241,544	1,316,378	1,155,000	729,143	1,293,600
4400	Golf Handicap Program	4,602	4,085	5,500	1,680	4,500
4610	Pull Cart Rental	5,316	6,136	4,000	2,976	5,000
	TOTAL USER FEES	1,789,434	1,934,938	1,667,500	1,072,828	1,887,100
4475	Lessons	1,880	1,200	10,000	1,880	10,000
	TOTAL OTHER REVENUE	1,880	1,200	10,000	1,880	10,000
4641	Retail - Alcoholic Beverages	92,539	101,979	85,000	52,050	95,000
4640,4642,4643	Retail - Food	91,035	102,168	85,000	54,042	95,000
4650	Retail - Pro Shop	72,815	82,237	68,000	51,260	80,000
	TOTAL RETAIL OPERATIONS	256,390	286,384	238,000	157,353	270,000
	TOTAL REVENUES	\$ 2,047,703	\$ 2,222,522	\$ 1,915,500	\$ 1,232,061	\$ 2,167,100
EXPENSES						
5010	Full-Time Salaries	\$ 439,185	\$ 472,904	\$ 475,410	\$ 268,698	\$ 502,868
5020	Part-Time Salaries	189,193	186,403	202,328	96,536	204,739
5030	FICA	45,610	48,252	51,847	24,913	54,132
5040	Hospitalization	89,772	89,895	89,771	45,581	105,262
5060	Life Insurance	3,927	4,285	4,497	2,228	4,757
5050	Retirement	80,934	93,989	106,016	48,326	112,139
5070	Unemployment Tax	468	252	583	86	587
	TOTAL PERSONNEL SERVICES	849,089	895,981	930,454	486,367	984,484
5160	Golf Cart Rental	53,895	53,895	65,823	28,365	65,823
5138	Beverage Cart Rental	3,748	3,748	3,472	1,836	3,472
5230	Gas and Diesel	8,449	15,588	15,000	9,133	15,000
5260	Golf Handicap Program	374	1,996	3,900	230	3,400
5263	Instructor Fees	0	0	9,000	0	9,000
5570	Uniforms	1,763	1,994	2,100	503	2,100
	TOTAL OPERATING COSTS	68,230	77,221	99,295	40,067	98,795
5180	Equipment/Vehicle Maintenance	23,386	25,815	26,000	16,563	26,000
5190	Facility Op. & Maintenance	69,848	65,906	64,000	35,432	65,900
5240	Golf Course Maintenance	112,500	121,166	131,512	42,479	138,000
	TOTAL MAINTENANCE COSTS	205,734	212,887	221,512	94,475	229,900
5265	Insurance - Liquor Liability	725	1,330	1,100	1,650	750
5290	Insurance - Vehicle	539	564	638	562	638
	TOTAL INSURANCE	1,264	1,894	1,738	2,212	1,388
5521	Retail - Alcoholic Beverages	29,614	28,098	25,425	13,760	28,500
5520	Retail - Food	38,427	38,442	34,040	21,952	38,000
5530	Retail - Pro Shop	48,055	50,703	40,950	28,336	48,000
	TOTAL RETAIL OPERATIONS	116,095	117,244	100,415	64,048	114,500
5580-001	Telephone	4,362	4,126	4,770	2,198	4,770
5580-002	Electricity	29,466	31,208	31,000	14,947	31,000
5580-004	Water/Sewer	5,407	6,531	4,944	9,292	5,290
5580-008	Propane Gas	7,423	7,948	9,000	2,661	9,000
5580-016	Internet/Cable	4,785	4,331	5,000	2,353	5,000
	TOTAL UTILITIES	51,443	54,143	54,714	31,450	55,060
	TOTAL EXPENSES	\$ 1,291,855	\$ 1,359,370	\$ 1,408,127	\$ 718,618	\$ 1,484,128
	OPERATING INCOME (LOSS)	\$ 755,849	\$ 863,151	\$ 507,373	\$513,443	\$ 682,972

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• 18 hole golf rounds (paid)	31,134	22,027	32,000	12,414	34,800
• 18 hole golf rounds (members)	7,522	7,239	5,000	3,614	5,000
• Power cart rentals-18 hole equivalent	23,759	27,738	24,000	11,980	30,000
• Number of driving range buckets sold	10,025	12,599	17,500	6,786	18,500
• Number of annual golf memberships sold	185	124	75	24	60
• Subscription memberships sold - Heron's Choice	37	99	75	42	75
• Per customer average on pro shop merchandise	\$1.88	\$2.81	\$1.84	\$3.20	\$2.01
• Per customer average on food & beverage	\$4.75	\$6.98	\$4.59	\$6.62	\$4.77
• Revenue per round of golf played	\$52.97	\$75.94	\$51.77	\$41.18	\$54.45
• Expense per round of golf played	\$33.42	\$46.45	\$38.10	\$37.71	\$37.29
• Volunteer hours received	7,607	8,800	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 529,221	\$ 491,500	\$ 510,000	3.8%
Retail Operations	171,958	148,000	148,000	0.0%
Other Revenue	0	0	0	0.0%
TOTAL REVENUE	\$ 701,180	\$ 639,500	\$ 658,000	2.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 270,580	\$ 299,366	\$ 307,466	2.7%
Maintenance Costs	83,611	83,000	87,150	5.0%
Retail Operations	71,161	60,500	60,500	0.0%
Utilities	34,765	36,000	36,315	0.9%
TOTAL EXPENSES	\$ 460,117	\$ 478,866	\$ 491,431	2.6%
Net Income	\$ 241,063	\$ 160,634	\$ 166,569	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.08	8.08	8.27	8.43	8.43

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-020 ALGONKIAN VOLCANO ISLAND WATERPARK						
REVENUES						
4550	Admissions	\$ 324,345	\$ 429,497	\$ 390,000	\$ 227,264	\$ 402,000
4570	Group Admissions	50,664	72,096	70,000	57,753	75,000
4490	Locker Rental	265	411	500	48	500
4560, 4580	Waterpark Passes	22,393	20,803	25,000	13,357	25,000
4670	Shelter Reservations	3,128	6,415	6,000	4,823	7,500
	TOTAL USER FEES	400,794	529,221	491,500	303,244	510,000
4640	Retail Operations	108,864	159,804	135,000	79,419	135,000
4660	Swim Merchandise	8,547	12,155	13,000	5,755	13,000
	TOTAL RETAIL OPERATIONS	117,411	171,958	148,000	85,173	148,000
4510	Miscellaneous Revenue	0	0	0	50	0
	TOTAL OTHER REVENUE	0	0	0	50	0
	TOTAL REVENUES	\$ 518,206	\$ 701,180	\$ 639,500	\$ 388,468	\$ 658,000
EXPENSES						
5020	Part-Time Salaries	\$ 228,440	\$ 251,064	\$ 277,705	\$ 146,483	\$ 285,219
5030	FICA	17,732	19,211	21,244	11,206	21,819
5070	Unemployment Tax	709	306	417	257	428
	TOTAL PERSONNEL SERVICES	246,880	270,580	299,366	157,946	307,466
5190	Facility Op. & Maintenance	82,050	83,611	83,000	41,289	87,150
	TOTAL MAINTENANCE COSTS	82,050	83,611	83,000	41,289	87,150
5520	Retail Operations	53,054	64,951	54,000	27,147	54,000
5535	Swim Merchandise	4,466	6,210	6,500	2,853	6,500
	TOTAL RETAIL OPERATIONS	57,520	71,161	60,500	30,000	60,500
5580-000	Other Utilities	250	0	0	0	0
5580-001	Telephone	1,772	2,014	1,500	1,346	1,500
5580-002	Electricity	27,724	25,205	27,500	18,451	27,500
5580-004	Water/Sewer	3,932	4,750	4,500	6,758	4,815
5580-016	Internet/Cable	2,431	2,796	2,500	1,544	2,500
	TOTAL UTILITIES	36,109	34,765	36,000	28,098	36,315
	TOTAL EXPENSES	\$ 422,558	\$ 460,117	\$ 478,866	\$ 257,332	\$ 491,431
	OPERATING INCOME (LOSS)	\$ 95,648	\$ 241,063	\$ 160,634	\$ 131,135	\$ 166,569

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of general admissions	31,201	39,116	35,000	18,568	35,000
• Number of youth group participants	7,477	9,111	10,700	9,564	10,700
• Number of Annual Waterpark Passes sold	261	236	250	35	250
• Avg. amount customers spent on food, beverages & retail	\$3.04	\$3.57	\$3.24	\$3.03	\$3.24
• Number of birthday party participants	1,265	1,228	1,100	699	1,100
• Number of birthday parties	104	92	110	49	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 206,921	\$ 231,750	\$ 220,000	-5.1%
Retail Operations	513,263	470,795	457,680	-2.8%
Other Revenue	43,908	38,835	36,850	-5.1%
TOTAL REVENUE	\$ 764,092	\$ 741,380	\$ 714,530	-3.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 244,500	\$ 272,027	\$ 293,909	8.0%
Operating Costs	147,478	89,620	80,025	-10.7%
Maintenance Costs	54,712	49,100	51,500	4.9%
Insurance	3,891	5,000	4,750	-5.0%
Retail Operations	103,362	126,950	119,240	-6.1%
Utilities	19,884	19,206	19,206	0.0%
TOTAL EXPENSES	\$ 573,828	\$ 561,903	\$ 568,630	1.2%
Net Income	\$ 190,264	\$ 179,477	\$ 145,900	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.33	1.33	2.33	2.33	2.33
Part-Time	2.40	2.64	2.47	1.65	2.33

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-030 ALGONKIAN-WOODLANDS MEETING & EVENT CENTER						
REVENUES						
4130	Woodlands Rental	\$ 207,346	\$ 206,921	\$ 231,750	\$ 125,527	\$ 220,000
	TOTAL USER FEES	207,346	206,921	231,750	125,527	220,000
4821	Equipment Rental	15,588	19,320	23,175	16,808	22,000
4822	Contract Employment	23,469	24,588	15,660	6,167	14,850
	TOTAL OTHER REVENUE	39,057	43,908	38,835	22,974	36,850
4640,4641,4647	Retail - Alcohol	98,435	107,649	100,120	60,942	100,980
4115	Catering	297,011	331,322	312,875	183,420	297,000
4682	Administrative Fee	66,642	74,292	57,800	39,502	59,700
	TOTAL RETAIL OPERATIONS	462,088	513,263	470,795	283,865	457,680
	TOTAL REVENUES	\$ 708,491	\$ 764,092	\$ 741,380	\$ 432,366	\$ 714,530
EXPENSES						
5010	Full-Time Salaries	\$ 78,167	\$ 134,382	\$ 133,889	\$ 87,518	\$ 145,228
5020	Part-Time Salaries	48,644	45,561	64,945	27,924	69,290
5030	FICA	9,508	13,165	15,211	7,940	16,411
5040	Hospitalization	15,911	25,163	26,667	15,647	29,024
5060	Life Insurance	503	1,030	1,267	559	1,374
5050	Retirement	14,412	25,131	29,857	13,706	32,386
5070	Unemployment Tax	79	68	191	6	197
	TOTAL PERSONNEL SERVICES	167,225	244,500	272,027	153,299	293,909
5186	Equipment Rental	20,265	27,365	22,000	16,526	20,900
5146	Contract Employment	89,104	112,974	60,420	63,656	50,750
5230	Gas and Diesel	0	20	0	0	0
5340	Linen Service	1,041	2,021	3,000	724	3,000
5570	Uniforms	309	334	700	0	875
5490	Programs and Promotions	951	4,765	3,500	423	4,500
	TOTAL OPERATING COSTS	111,669	147,478	89,620	81,328	80,025
5180	Equipment/Vehicle Maintenance	426	2,508	1,100	2,250	1,100
5190	Facility Op. & Maintenance	47,129	52,204	48,000	22,907	50,400
	TOTAL MAINTENANCE COSTS	47,556	54,712	49,100	25,157	51,500
5265	Insurance-Liquor liability	3,507	3,891	5,000	4,500	4,750
	TOTAL INSURANCE	3,507	3,891	5,000	4,500	4,750
5143	Catering	84,941	79,274	100,950	45,186	95,000
5521	Retail - Alcohol	24,774	24,088	26,000	15,806	24,240
	TOTAL RETAIL OPERATIONS	109,715	103,362	126,950	60,992	119,240
5580-000	Other Utilities	30	0	0	0	0
5580-001	Telephone	2,732	3,151	2,756	1,772	2,756
5580-002	Electricity	11,510	12,171	11,000	5,812	11,000
5580-008	Propane	973	979	2,000	452	2,000
5580-016	Internet/Cable	3,116	3,583	3,450	1,948	3,450
	TOTAL UTILITIES	18,362	19,884	19,206	9,984	19,206
	TOTAL EXPENSES	\$ 458,034	\$ 573,828	\$ 561,903	\$ 335,260	\$ 568,630
	OPERATING INCOME (LOSS)	\$ 250,457	\$ 190,264	\$ 179,477	\$ 97,106	\$ 145,900

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of social rentals (events)	58	54	60	29	60
• Number of wedding/social events catered (in-house)	46	54	60	29	60
• Number of daytime rentals (meetings)	29	48	31	6	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 343,728	\$ 335,600	\$ 352,350	5.0%
TOTAL REVENUE	\$ 343,728	\$ 335,600	\$ 352,350	5.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 140,721	\$ 156,933	\$ 165,878	5.7%
Operating Costs	13,478	15,000	15,000	0.0%
Maintenance Costs	24,303	33,550	33,550	0.0%
Insurance	0	638	638	0.0%
Utilities	46,999	48,300	45,206	-6.4%
TOTAL EXPENSES	\$ 225,501	\$ 254,421	\$ 260,272	2.3%
Net Income	\$ 118,227	\$ 81,179	\$ 92,078	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.5	0.5	0.5	0.5	0.5
Part-Time	3.00	3.00	3.00	3.00	3.14

ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-040 ALGONKIAN COTTAGES						
REVENUES						
4150,4151	Cottage Rental	\$ 351,874	\$ 342,767	\$ 335,000	\$ 204,039	\$ 351,750
4470	Laundry	418	962	600	90	600
TOTAL USER FEES		352,292	343,728	335,600	204,129	352,350
TOTAL REVENUES		\$ 352,292	\$ 343,728	\$ 335,600	\$ 204,129	\$ 352,350
EXPENSES						
5010	Full-Time Salaries	\$ 27,317	\$ 25,458	\$ 33,209	\$ 16,526	\$ 35,910
5020	Part-Time Salaries	71,064	88,290	96,362	47,610	100,596
5030	FICA	7,223	8,389	9,912	4,375	10,443
5040	Hospitalization	7,741	12,846	9,565	8,277	10,411
5060	Life Insurance	245	313	314	163	340
5050	Retirement	5,197	5,356	7,406	3,356	8,008
5070	Unemployment Tax	68	69	165	8	171
TOTAL PERSONNEL SERVICES		118,855	140,721	156,933	80,314	165,878
5340	Linen Service	12,756	13,478	15,000	6,649	15,000
TOTAL OPERATING COSTS		12,756	13,478	15,000	6,649	15,000
5180	Equipment/Vehicle Maintenance	66	0	550	20	550
5190	Facility Op. & Maintenance	27,366	24,303	33,000	16,788	33,000
TOTAL MAINTENANCE COSTS		27,432	24,303	33,550	16,808	33,550
5290	Insurance - Vehicle	0	0	638	0	638
TOTAL INSURANCE		0	0	638	0	638
5580-001	Telephone	1,719	1,818	2,000	779	0
5580-002	Electricity	18,685	20,757	20,000	8,236	20,000
5580-004	Water/Sewer	5,407	6,531	5,800	9,292	6,206
5580-008	Propane	553	703	1,500	160	0
5580-016	Internet/Cable	16,819	17,190	19,000	7,221	19,000
TOTAL UTILITIES		43,182	46,999	48,300	25,688	45,206
TOTAL EXPENSES		\$ 202,225	\$ 225,501	\$ 254,421	\$ 129,458	\$ 260,272
OPERATING INCOME (LOSS)		\$ 150,066	\$ 118,227	\$ 81,179	\$ 74,670	\$ 92,078

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Three Bedroom-Rental Nights (8 cottages)	678	704	985	379	985
• Four Bedroom-Rental Nights (2 cottages)	296	308	200	191	200
• Five Bedroom-Rental Nights (2 cottages)	300	347	285	175	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 18,581	\$ 169,000	\$ 194,400	15.0 %
Retail Operations	0	20,000	12,000	-40.0 %
TOTAL REVENUE	\$ 18,581	\$ 189,000	\$ 206,400	
EXPENSES BY CATEGORY				
Personnel Services	\$ 17,260	\$ 221,193	\$ 241,517	9.2 %
Operating Costs	520	2,850	2,850	0.0 %
Maintenance Costs	14,087	58,000	73,000	25.9 %
Insurance	0	638	638	0.0 %
Retail Operations	0	10,000	6,000	-40.0 %
Utilities	0	12,200	21,200	73.8 %
TOTAL EXPENSES	\$ 31,867	\$ 304,881	\$ 345,205	
Net Income	\$ (13,286)	\$ (115,881)	\$ (138,805)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The FY 26 Budget includes revenue and expense estimates for the second operating year of the Reservoir Park at Beaverdam.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0	0	0	0.5	0.5
Part-Time	1.03	1.03	1.03	4.05	4.38

RESERVOIR PARK AT BEAVERDAM

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-042 RESERVOIR PARK AT BEAVERDAM						
REVENUES						
4070	Boat Rental	\$ 0	\$ 0	\$ 50,000	\$ 2,180	\$ 50,000
4080	Crew Boat Storage	0	0	49,000	0	63,000
4460	Launch & Parking Fees	13,916	18,581	30,000	21,109	35,000
4600	Programmed Events	0	0	0	0	1,400
4670	Shelter Reservations	0	0	40,000	175	40,000
4673	Rowing Camps	0	0	0	0	5,000
TOTAL USER FEES		13,916	18,581	169,000	23,464	194,400
4640	Retail Operations	0	0	20,000	17	12,000
TOTAL RETAIL OPERATIONS		0	0	20,000	17	12,000
TOTAL REVENUES		\$ 13,916	\$ 18,581	\$ 189,000	\$ 23,481	\$ 206,400
EXPENSES						
5010	Full-Time Salaries	\$ 0	\$ 0	\$ 55,664	\$ 27,915	\$ 58,818
5020	Part-Time Salaries	14,186	16,030	129,083	33,216	143,355
5030	FICA	1,082	1,213	14,133	4,141	15,466
5040	Hospitalization	0	0	9,160	4,917	9,970
5060	Life Insurance	0	0	527	201	556
5050	Retirement	0	0	12,413	4,733	13,116
5070	Unemployment Tax	48	17	214	37	235
TOTAL PERSONNEL SERVICES		15,316	17,260	221,193	75,159	241,517
5230	Gas and Diesel	731	520	2,000	819	2,000
5490	Programs and Promotions	0	0	500	0	500
5570	Uniforms	0	0	350	0	350
TOTAL OPERATING COSTS		731	520	2,850	819	2,850
5180	Equipment/Vehicle Maintenance	48	20	3,000	333	3,000
5190	Facility Op. & Maintenance	6,202	14,067	55,000	10,343	70,000
TOTAL MAINTENANCE COSTS		6,250	14,087	58,000	10,676	73,000
5290	Insurance - Vehicle	0	0	638	562	638
TOTAL INSURANCE		0	0	638	562	638
5520	Retail Operations	0	0	10,000	5	6,000
TOTAL RETAIL OPERATIONS		0	0	10,000	5	6,000
5580-001	Telephone	0	0	1,700	471	1,300
5580-002	Electricity	0	0	8,000	872	8,000
5580-004	Water/Sewer	0	0	0	799	2,400
5580-016	Internet/Cable	0	0	2,500	2,319	9,500
TOTAL UTILITIES		0	0	12,200	4,461	21,200
TOTAL EXPENSES		\$ 22,297	\$ 31,867	\$ 304,881	\$ 91,681	\$ 345,205
OPERATING INCOME (LOSS)		(\$8,382)	(\$13,286)	(\$115,881)	(\$68,201)	(\$138,805)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of boat launches	1,453	859	3,000	1,340	3,000
• Volunteer hours received	100	88	1,000	190	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 9,123	\$ 8,000	\$ 8,500	6.3%
TOTAL REVENUE	\$ 9,123	\$ 8,000	\$ 8,500	6.3%
EXPENSES BY CATEGORY				
Maintenance Costs	\$ 4,692	\$ 6,500	\$ 6,500	0.0%
Utilities	74	200	200	0.0%
TOTAL EXPENSES	\$ 4,766	\$ 6,700	\$ 6,700	0.0%
Net Income	\$ 4,357	\$ 1,300	\$ 1,800	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-045 BLUE RIDGE REGIONAL PARK						
REVENUES						
4100	Camping Fees	\$ 9,285	\$ 9,123	\$ 8,000	\$ 3,831	\$ 8,500
TOTAL USER FEES		9,285	9,123	8,000	3,831	8,500
TOTAL REVENUES		\$ 9,285	\$ 9,123	\$ 8,000	\$ 3,831	\$ 8,500
EXPENSES						
5190	Facility Op. & Maintenance	\$ 3,134	\$ 4,692	\$ 6,500	\$ 3,772	\$ 6,500
TOTAL MAINTENANCE COSTS		3,134	4,692	6,500	3,772	6,500
5580-002	Electricity	(57)	74	200	20	200
TOTAL UTILITIES		(57)	74	200	20	200
TOTAL EXPENSES		\$ 3,077	\$ 4,766	\$ 6,700	\$ 3,792	\$ 6,700
OPERATING INCOME (LOSS)		\$ 6,207	\$ 4,357	\$ 1,300	\$ 39	\$ 1,800

BLUE RIDGE REGIONAL PARK

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.



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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of group campers	1,065	945	1,350	408	1,430
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	2	1	2	1	2
• Volunteer hours received	300	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 2,395,684	\$ 2,108,183	\$ 2,340,710	11.0%
Retail Operations	303,430	244,000	270,000	10.7%
Other Revenue	47,902	28,000	60,000	114.3%
TOTAL REVENUE	\$ 2,747,017	\$ 2,380,183	\$ 2,670,710	12.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,122,786	\$ 1,156,315	\$ 1,223,666	5.8%
Operating Costs	133,281	124,580	153,770	23.4%
Maintenance Costs	232,783	251,175	258,175	2.8%
Insurance	4,151	4,291	3,942	-8.1%
Retail Operations	127,368	109,700	123,250	12.4%
Utilities	54,816	68,200	70,600	3.5%
TOTAL EXPENSES	\$ 1,675,187	\$ 1,714,261	\$ 1,833,403	7.0%
Net Income	\$ 1,071,830	\$ 665,922	\$ 837,308	

BUDGET HIGHLIGHTS

- Revenues are budgeted 12% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments. Other revenue is increased 114% because of golf lessons that have picked up traction at Brambleton Golf Course.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	8.5	8.5	8.0	8.5	8.5
Part-Time	7.27	7.27	7.27	7.69	7.94

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

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-055	BRAMBLETON GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 264,922	\$ 269,552	\$ 250,000	\$ 148,264	\$ 255,000
4220	Cart Rental	419,964	521,276	391,024	295,900	461,408
4320	Golf Club Rental	3,045	3,634	3,000	2,270	3,000
4380	Green Fees	1,395,432	1,583,590	1,443,209	876,165	1,601,962
4400	Golf Handicap Program	7,010	7,081	7,150	1,691	7,150
4600	Programmed Events	3,381	3,961	3,300	1,576	3,690
4610	Pull Cart Rental	4,692	5,239	3,000	2,337	3,500
4670	Shelter Reservations	6,556	1,351	7,500	0	5,000
	TOTAL USER FEES	2,105,003	2,395,684	2,108,183	1,328,204	2,340,710
4641	Retail - Alcoholic Beverages	80,096	96,442	79,000	54,327	85,000
4640, 4642, 4643	Retail - Food	83,853	100,976	85,000	54,135	90,000
4650	Retail - Pro Shop	89,502	106,013	80,000	56,484	95,000
	TOTAL RETAIL OPERATIONS	253,452	303,430	244,000	164,946	270,000
4475	Lessons	27,038	47,902	28,000	41,630	60,000
4510	Miscellaneous Revenue	21	0	0	0	0
	TOTAL OTHER REVENUE	27,059	47,902	28,000	41,630	60,000
	TOTAL REVENUES	\$ 2,385,514	\$ 2,747,017	\$ 2,380,183	\$ 1,534,779	\$ 2,670,710
	EXPENSES					
5010	Full-Time Salaries	\$ 578,882	\$ 622,661	\$ 607,201	\$ 358,381	\$ 639,649
5020	Part-Time Salaries	185,977	194,910	237,097	117,589	249,887
5030	FICA	56,277	59,330	64,589	32,593	68,049
5040	Hospitalization	86,054	118,427	105,582	50,719	116,673
5060	Life Insurance	4,765	5,510	5,744	2,885	6,051
5050	Retirement	98,722	121,648	135,406	60,936	142,642
5070	Unemployment Tax	472	300	696	101	715
	TOTAL PERSONNEL SERVICES	1,011,149	1,122,786	1,156,315	623,204	1,223,666
5160	Golf Cart Rental	55,634	55,634	67,928	29,280	67,928
5138	Beverage Cart Rental	3,748	3,748	3,472	1,836	3,472
5230	Gas and Diesel	24,358	26,231	18,000	10,115	18,000
5260	Golf Handicap Program	2,649	2,876	3,180	165	3,180
5263	Instructor Fees	20,488	40,301	25,200	37,006	54,000
5490	Programs and Promotions	3,306	3,222	3,300	2,149	3,690
5570	Uniforms	1,479	1,270	3,500	895	3,500
	TOTAL OPERATING COSTS	111,661	133,281	124,580	81,445	153,770
5180	Equipment/Vehicle Maintenance	22,879	23,967	26,000	9,242	26,000
5190	Facility Op. & Maintenance	77,092	78,655	84,000	46,893	84,000
5240	Golf Course Maintenance	121,050	130,162	141,175	39,018	148,175
	TOTAL MAINTENANCE COSTS	221,020	232,783	251,175	95,152	258,175
5265	Insurance - Liquor Liability	725	1,330	1,100	1,650	750
5290	Insurance - Vehicle	2,694	2,821	3,191	2,808	3,192
	TOTAL INSURANCE	3,419	4,151	4,291	4,458	3,942
5521	Retail - Alcoholic Beverages	24,386	25,734	23,700	15,651	25,500
5520, 5522	Retail - Food	31,594	33,674	34,000	17,293	36,000
5530	Retail - Pro Shop	60,637	67,960	52,000	37,684	61,750
	TOTAL RETAIL OPERATIONS	116,618	127,368	109,700	70,628	123,250
5580-001	Telephone	3,650	5,090	4,300	2,610	5,300
5580-002	Electricity	22,171	23,850	35,000	14,875	35,000
5580-008	Propane Gas	22,092	20,336	23,000	4,777	23,000
5580-016	Internet/Cable	5,739	5,540	5,900	3,623	7,300
	TOTAL UTILITIES	53,652	54,816	68,200	25,886	70,600
	TOTAL EXPENSES	\$ 1,517,518	\$ 1,675,187	\$ 1,714,261	\$ 900,773	\$ 1,833,403
	OPERATING INCOME (LOSS)	\$ 867,995	\$ 1,071,830	\$ 665,922	\$ 634,006	\$ 837,308

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• 18 hole golf rounds (paid)	38,079	42,417	36,000	21,782	38,000
• 18 hole golf rounds (members)	8,067	6,815	7,000	2,935	7,000
• Power Cart Rentals	27,062	33,615	18,000	17,676	20,500
• Number of Driving Range buckets sold	19,779	24,889	22,000	11,784	23,000
• Per customer average on pro shop merchandise	\$1.94	\$2.17	\$1.86	\$2.29	\$2.11
• Per customer average on food & beverage	\$3.55	\$4.03	\$3.81	\$4.39	\$3.89
• Revenue per round of golf played	\$51.69	\$56.13	\$55.35	\$62.09	\$59.35
• Expense per round of golf played	\$32.89	\$34.23	\$39.48	\$36.44	\$40.74
• Number of social pavilion rentals	8	2	9	0	9
• Number of annual memberships sold	95	72	75	40	50
• Subscription memberships sold - Heron's Choice	34	37	50	60	50
• Volunteer hours received	8,909	10,676	11,000	5,052	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 1,305,788	\$ 1,353,875	\$ 1,343,250	-0.8%
Retail Operations	49,291	55,000	55,000	0.0%
License Fees	1,103	0	0	0.0%
Other Revenue	25,616	30,000	30,000	0.0%
TOTAL REVENUE	\$ 1,381,799	\$ 1,438,875	\$ 1,428,250	-0.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,134,927	\$ 1,101,078	\$ 1,165,790	5.9%
Operating Costs	44,004	50,100	50,100	0.0%
Maintenance Costs	158,774	154,000	159,700	3.7%
Insurance	4,514	5,106	5,106	0.0%
Retail Operations	41,983	38,750	38,750	0.0%
Utilities	115,102	126,700	126,700	0.0%
TOTAL EXPENSES	\$ 1,499,305	\$ 1,475,734	\$ 1,546,146	4.8%
Net Income	\$ (117,506)	\$ (36,859)	\$ (117,896)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	6.71	6.91	7.23	7.64	8.20

BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-070 BULL RUN REGIONAL PARK						
REVENUES						
4095	Cabin Rentals	\$ 98,397	\$ 85,501	\$ 118,450	\$ 53,069	\$ 118,450
4100	Camping Fees	835,537	814,808	845,000	445,020	815,000
4470	Laundry	6,248	5,743	5,000	2,841	5,000
4670	Shelter Reservations	96,715	103,191	100,000	46,181	109,500
4600, 4690	Programmed Events	5,557	6,330	8,000	1,274	8,000
4045	Athletic Field Use Fees	0	0	1,000	0	0
4675, 4080	Boat/RV Storage	164,796	164,001	161,425	70,156	176,700
4230	Entrance Fees	103,897	121,863	110,000	40,875	105,600
4500	Disc Golf	5,121	4,351	5,000	2,189	5,000
TOTAL USER FEES		1,316,268	1,305,788	1,353,875	661,606	1,343,250
4640,4648,4661	Retail Operations	48,016	49,291	55,000	26,643	55,000
TOTAL RETAIL OPERATIONS		48,016	49,291	55,000	26,643	55,000
4480	License Fees	1,348	1,103	0	419	0
TOTAL LICENSE FEES		1,348	1,103	0	419	0
4255,4601	Firewood/Propane	27,788	25,616	30,000	14,899	30,000
TOTAL OTHER REVENUE		27,788	25,616	30,000	14,899	30,000
TOTAL REVENUES		\$ 1,393,420	\$ 1,381,799	\$ 1,438,875	\$ 703,567	\$ 1,428,250
EXPENSES						
5010	Full-Time Salaries	\$ 531,957	\$ 553,126	\$ 551,987	\$ 324,197	\$ 564,473
5020	Part-Time Salaries	259,386	298,420	246,841	163,378	273,829
5030	FICA	58,497	62,842	61,110	33,391	64,130
5040	Hospitalization	92,414	108,054	112,134	52,420	131,410
5060	Life Insurance	4,640	5,066	5,222	2,521	5,340
5050	Retirement	93,963	107,110	123,093	53,865	125,877
5070	Unemployment Tax	396	307	690	47	731
TOTAL PERSONNEL SERVICES		1,041,253	1,134,927	1,101,078	629,818	1,165,790
5230	Gas and Diesel	23,961	17,086	23,000	10,788	23,000
5430	Park Police	20,870	18,810	16,800	9,480	16,800
5490	Programs and Promotions	7,996	5,854	7,500	2,531	7,500
5570	Uniforms	1,882	2,254	2,800	1,080	2,800
TOTAL OPERATING COSTS		54,709	44,004	50,100	23,879	50,100
5180	Equipment/Vehicle Maintenance	34,689	38,162	40,000	20,191	40,000
5190	Facility Op. & Maintenance	115,687	120,612	114,000	65,316	119,700
TOTAL MAINTENANCE COSTS		150,376	158,774	154,000	85,507	159,700
5290	Insurance - Vehicle	4,311	4,514	5,106	5,054	5,106
TOTAL INSURANCE		4,311	4,514	5,106	5,054	5,106
5524	Firewood	14,000	10,477	11,250	4,000	11,250
5520	Retail Operations	32,054	31,507	27,500	12,295	27,500
TOTAL RETAIL OPERATIONS		46,054	41,983	38,750	16,295	38,750
5580-000	Other Utilities	200	0	0	0	0
5580-001	Telephone	7,656	10,723	11,000	5,799	11,000
5580-002	Electricity	82,388	73,972	80,000	26,691	80,000
5580-004	Water/Sewer	12,391	11,394	15,000	6,427	15,000
5580-008	Propane	15,155	16,148	17,500	4,615	17,500
5580-016	Cable/Internet	3,064	2,865	3,200	1,440	3,200
TOTAL UTILITIES		120,855	115,102	126,700	44,972	126,700
TOTAL EXPENSES		\$ 1,417,557	\$ 1,499,305	\$ 1,475,734	\$ 805,524	\$ 1,546,146
OPERATING INCOME (LOSS)		\$ (24,137)	\$ (117,506)	\$ (36,859)	\$ (101,958)	\$ (117,896)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of non –jurisdiction vehicle entries	10,396	12,781	9,000	4,027	8,640
• Number of nightly camping rentals	13,352	15,425	16,300	9,460	15,648
• Number of group campers	979	936	1,000	342	1,000
• Boat/RV storage usage (208 capacity)	198	198	198	198	198
• Number of picnic shelter rentals	518	477	400	168	400
• Number of cabin rentals	1,090	1,094	1,330	560	1,330
• Number of pavilion rentals	9	8	30	8	30
• Volunteer hours received	4,721	3,200	3,000	1,839	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 583,287	\$ 487,600	\$ 525,600	7.8%
Retail Operations	243,081	181,500	181,500	0.0%
Other Revenue	0	0	0	0.0%
TOTAL REVENUE	\$ 826,368	\$ 669,100	\$ 707,100	5.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 303,713	\$ 334,582	\$ 347,356	3.8%
Operating Costs	500	0	0	0.0%
Maintenance Costs	107,613	92,000	96,600	5.0%
Retail Operations	67,489	73,750	73,750	0.0%
Utilities	17,742	18,000	18,000	0.0%
TOTAL EXPENSES	\$ 497,057	\$ 518,332	\$ 535,706	3.4%
Net Income	\$ 329,311	\$ 150,768	\$ 171,394	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted to increase by 5.7% due to rate adjustments, recent visitation trends. Expenses are budgeted to increase due to increased maintenance expense.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	9.42	9.42	9.33	9.37	9.48

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-080 BULL RUN ATLANTIS WATERPARK						
REVENUES						
4550	Admissions	\$ 319,906	\$ 476,739	\$ 393,000	\$ 217,331	\$ 415,000
4570	Group Admissions	43,755	55,431	54,000	49,665	60,000
4490	Locker Rental	94	260	600	91	600
4580	Waterpark Passes	33,033	48,047	40,000	38,882	50,000
4670	Shelter Reservations	0	2,811	0	525	0
	TOTAL USER FEES	396,788	583,287	487,600	306,493	525,600
4640	Retail Operations	153,293	231,032	170,000	107,137	170,000
4660	Swim Merchandise	7,654	12,050	11,500	3,405	11,500
	TOTAL RETAIL OPERATIONS	160,947	243,081	181,500	110,542	181,500
4510	Miscellaneous Revenue	14	0	0	(50)	0
	TOTAL OTHER REVENUE	14	0	0	(50)	0
	TOTAL REVENUES	\$ 557,750	\$ 826,368	\$ 669,100	\$ 416,985	\$ 707,100
EXPENSES						
5020	Part-Time Salaries	\$ 262,207	\$ 281,808	\$ 310,373	\$ 181,468	\$ 322,223
5030	FICA	19,910	21,563	23,744	13,882	24,650
5070	Unemployment Tax	822	342	466	313	483
	TOTAL PERSONNEL SERVICES	282,939	303,713	334,582	195,662	347,356
5263	Instructor Fees	0	500	0	0	0
	TOTAL OPERATING COSTS	0	500	0	0	0
5180	Equipment/Vehicle Maintenance	585	0	0	0	0
5190	Facility Op. & Maintenance	98,712	107,613	92,000	41,296	96,600
	TOTAL MAINTENANCE COSTS	99,297	107,613	92,000	41,296	96,600
5520	Retail Operations	73,494	65,520	68,000	52,718	68,000
5535	Swim Merchandise	5,450	1,969	5,750	1,606	5,750
	TOTAL RETAIL OPERATIONS	78,944	67,489	73,750	54,323	73,750
5580-001	Telephone	393	368	500	185	500
5580-002	Electricity	15,077	16,170	16,000	7,470	16,000
5580-016	Cable/Internet	1,288	1,204	1,500	605	1,500
	TOTAL UTILITIES	16,758	17,742	18,000	8,260	18,000
	TOTAL EXPENSES	\$ 477,938	\$ 497,057	\$ 518,332	\$ 299,541	\$ 535,706
	OPERATING INCOME (LOSS)	\$ 79,812	\$ 329,311	\$ 150,768	\$ 117,443	\$ 171,394

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of general admissions	27,625	37,131	33,500	19,130	33,500
• Number of youth group participants	6,979	7,102	5,900	6,404	6,550
• Number of Annual Waterpark Passes sold	448	629	340	62	425
• Average amount customers spent on food & retail	\$4.40	\$5.42	\$4.42	\$4.32	\$4.48

BULL RUN SPECIAL EVENTS CENTER

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 71,915	\$ 110,000	\$ 110,000	0.0%
Other Revenue	181,827	216,000	216,000	0.0%
TOTAL REVENUE	\$ 253,741	\$ 326,000	\$ 326,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 63,970	\$ 78,538	\$ 82,655	5.2%
Operating Costs	171,604	219,150	219,150	0.0%
Maintenance Costs	15,562	23,400	23,400	0.0%
Utilities	1,204	1,300	1,300	0.0%
TOTAL EXPENSES	\$ 252,340	\$ 322,388	\$ 326,505	1.3%
Net Income	\$ 1,401	\$ 3,612	(505)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.94	0.94	0.94	0.94	0.94

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
BULL RUN SPECIAL EVENTS CENTER						
3-075 REVENUES						
4124	Special Event Center Rental	\$ 107,176	\$ 71,915	\$ 90,000	\$ 250	\$ 90,000
4600	Programmed Events	0	0	20,000	0	20,000
TOTAL USER FEES		107,176	71,915	110,000	250	110,000
4235	Event Services	0	52,790	144,000	0	144,000
4510	Miscellaneous Revenue	175,383	117,035	0	3,364	0
4821	Equipment Rental	202,009	12,002	0	0	0
4532	Park Police	9,500	0	72,000	0	72,000
TOTAL OTHER REVENUE		386,892	181,827	216,000	3,364	216,000
TOTAL REVENUES		\$ 494,068	\$ 253,741	\$ 326,000	\$ 3,614	\$ 326,000
EXPENSES						
5010	Full-Time Salaries	\$ 39,612	\$ 32,872	\$ 31,864	\$ 20,281	\$ 34,300
5020	Part-Time Salaries	36,186	13,573	30,400	10,891	30,965
5030	FICA	5,619	3,154	4,763	2,141	4,993
5040	Hospitalization	7,265	8,201	4,039	1,905	4,358
5060	Life Insurance	277	260	301	154	324
5050	Retirement	5,543	5,903	7,106	3,155	7,649
5070	Unemployment Tax	28	7	66	0	66
TOTAL PERSONNEL SERVICES		94,529	63,970	78,538	38,527	82,655
5186	Equipment Rental	52,770	0	0	0	0
5187	Event Services	0	79,292	136,800	0	136,800
5470	Production Costs	0	0	0	0	0
5450	Portable Johns	0	0	0	0	0
5490	Programs & Promotions	339	0	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	276,103	91,959	72,000	5,941	72,000
5570	Uniforms	307	353	350	98	350
TOTAL OPERATING COSTS		329,519	171,604	219,150	6,038	219,150
5180	Equipment/Vehicle Maintenance	0	3,023	0	0	0
5190	Facility Op. & Maintenance	14,663	12,539	23,400	628	23,400
TOTAL MAINTENANCE COSTS		14,663	15,562	23,400	628	23,400
5580-016	Cable/Internet	1,288	1,204	1,300	605	1,300
TOTAL UTILITIES		1,288	1,204	1,300	605	1,300
TOTAL EXPENSES		\$ 439,999	\$ 252,340	\$ 322,388	\$ 45,799	\$ 326,505
OPERATING INCOME (LOSS)		\$ 54,069	\$ 1,401	\$ 3,612	\$ (42,184)	\$ (505)

BULL RUN SPECIAL EVENTS CENTER

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Total revenue of Special Events Center	\$494,067	\$253,741	\$326,000	\$3,614	\$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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 2,181,499	\$ 2,065,000	\$ 2,085,000	1.0 %
Retail Operations	65,680	75,000	70,000	-6.7 %
Other Revenue	228	0	0	0.0%
TOTAL REVENUE	\$ 2,247,179	\$ 2,140,000	\$ 2,155,000	0.7 %
EXPENSES BY CATEGORY				
Personnel Services	\$ 196,796	\$ 236,024	\$ 263,335	11.6 %
Operating Costs	234,153	207,830	192,830	-7.2 %
Maintenance Costs	1,833	2,000	2,000	0.0 %
Retail Operations	27,219	30,000	27,900	-7.0 %
Utilities	7,445	7,500	7,500	0.0 %
TOTAL EXPENSES	\$ 467,446	\$ 483,354	\$ 493,565	2.1 %
Net Income	\$ 1,779,733	\$ 1,656,646	\$ 1,661,435	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.50	1.50	1.50	1.50	1.50
Part-Time	3.22	3.17	3.37	3.37	3.81

BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-078 BULL RUN LIGHT SHOW						
REVENUES						
4485	Light Show Vehicle Entries	\$ 1,955,897	\$ 2,023,504	\$ 1,925,000	\$ 1,956,070	\$ 1,925,000
4800	Vendor Fees	125,547	157,995	140,000	112,649	160,000
	TOTAL USER FEES	2,081,444	2,181,499	2,065,000	2,068,719	2,085,000
4640	Retail Operations	62,729	65,680	75,000	63,898	70,000
	TOTAL RETAIL OPERATIONS	62,729	65,680	75,000	63,898	70,000
4694	Sponsorships	0	228	0	0	0
	TOTAL OTHER REVENUE	0	228	0	0	0
	TOTAL REVENUES	\$ 2,144,173	\$ 2,247,407	\$ 2,140,000	\$ 2,132,617	\$ 2,155,000
EXPENSES						
5010	Full-Time Salaries	\$ 79,235	\$ 77,939	\$ 81,075	\$ 44,538	\$ 87,669
5020	Part-Time Salaries	91,991	70,850	106,283	71,556	122,073
5030	FICA	12,377	10,826	14,333	6,821	16,045
5040	Hospitalization	16,582	20,848	15,268	10,995	16,926
5060	Life Insurance	682	721	767	396	829
5050	Retirement	13,588	15,516	18,080	8,143	19,550
5070	Unemployment Tax	171	96	219	47	243
	TOTAL PERSONNEL SERVICES	214,625	196,796	236,024	142,495	263,335
5520	Retail Operations	19,060	27,219	30,000	15,624	27,900
	TOTAL RETAIL OPERATIONS	19,060	27,219	30,000	15,624	27,900
5230	Gas & Diesel	16,591	12,980	12,000	4,766	12,000
5470	Production Costs	177,184	220,552	195,480	178,340	180,480
5490	Programs & Promotions	(403)	266	0	19	0
5570	Uniforms	162	355	350	0	350
	TOTAL OPERATING COSTS	193,533	234,153	207,830	183,125	192,830
5180	Equipment/Vehicle Maintenance	2,153	1,833	2,000	1,317	2,000
	TOTAL MAINTENANCE COSTS	2,153	1,833	2,000	1,317	2,000
5580-002	Electricity	6,817	6,165	7,500	3,023	7,500
5580-008	Propane	0	1,280	0	0	0
	TOTAL UTILITIES	6,817	7,445	7,500	3,023	7,500
	TOTAL EXPENSES	\$ 436,189	\$ 467,446	\$ 483,354	\$ 345,584	\$ 493,565
	OPERATING INCOME (LOSS)	\$ 1,707,984	\$ 1,779,962	\$ 1,656,646	\$ 1,787,033	\$ 1,661,435

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of light show vehicle entries	59,768	61,594	60,000	62,273	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 764,433	\$ 813,500	\$ 853,500	4.9%
Retail Operations	472,974	478,000	478,000	0.0%
Other Revenue	81,538	100,000	90,000	-10.0%
TOTAL REVENUE	\$ 1,318,945	\$ 1,391,500	\$ 1,421,500	2.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 538,432	\$ 587,958	\$ 600,940	2.2%
Operating Costs	266,133	278,700	272,450	-2.2%
Maintenance Costs	68,645	62,760	64,710	3.1%
Insurance	1,129	1,277	1,277	0.0%
Retail Operations	316,000	345,374	345,374	0.0%
Utilities	9,309	13,400	11,900	-11.2%
TOTAL EXPENSES	\$ 1,199,648	\$ 1,289,469	\$ 1,296,651	0.6%
Net Income	\$ 119,298	\$ 102,031	\$ 124,849	

BUDGET HIGHLIGHTS

Major variances in budget:

- User Fee revenue is increasing due to fee increases for targets at the shooting center.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-090 BULL RUN SHOOTING CENTER						
REVENUES						
4040	Archery Target Fees	\$ 29,415	\$ 29,965	\$ 33,000	\$ 12,944	\$ 30,000
4390	Gun Rental	37,525	39,809	63,000	26,354	55,000
4745	Shooting Tournament Fees	43,040	33,560	40,000	15,790	40,000
4730	Target Sales	590,929	657,579	675,000	365,110	725,000
4670	Shelter Reservations	3,000	3,520	2,500	1,750	3,500
	TOTAL USER FEES	703,909	764,433	813,500	421,947	853,500
4010	Ammunition	474,757	411,378	415,000	226,153	415,000
4640	Retail Operations	71,438	61,595	63,000	34,755	63,000
	TOTAL RETAIL OPERATIONS	546,196	472,974	478,000	260,908	478,000
4475	Lessons	81,187	81,356	100,000	51,067	90,000
4510	Miscellaneous Revenue	334	182	0	17	0
	TOTAL OTHER REVENUE	81,522	81,538	100,000	51,084	90,000
	TOTAL REVENUES	\$ 1,331,627	\$ 1,318,945	\$ 1,391,500	\$ 733,939	\$ 1,421,500
EXPENSES						
5010	Full-Time Salaries	\$ 178,714	\$ 185,984	\$ 175,978	\$ 101,161	\$ 184,874
5020	Part-Time Salaries	257,226	261,736	321,243	142,355	321,243
5030	FICA	32,881	33,997	38,037	17,246	38,718
5040	Hospitalization	24,287	20,086	11,230	7,708	12,567
5060	Life Insurance	1,497	1,447	1,665	750	1,749
5050	Retirement	31,277	34,902	39,243	17,808	41,227
5070	Unemployment Tax	441	279	562	115	562
	TOTAL PERSONNEL	526,323	538,432	587,958	287,142	600,940
5230	Gas and Diesel	2,258	2,145	2,500	841	2,500
5415	Miscellaneous Expense	0	0	0	0	0
5490	Programs and Promotions	811	336	500	52	500
5563	Shooting Tournament	14,274	11,613	18,600	5,940	15,000
5564	Targets	209,926	251,496	256,400	134,851	253,750
5570	Uniforms	433	544	700	13	700
	TOTAL OPERATING COSTS	227,703	266,133	278,700	141,697	272,450
5180	Equipment/Vehicle Maintenance	14,321	15,556	23,760	3,549	23,760
5190	Facility Op. & Maintenance	41,039	53,089	39,000	22,628	40,950
	TOTAL MAINTENANCE COSTS	55,360	68,645	62,760	26,177	64,710
5290	Insurance - Vehicle	1,078	1,129	1,277	1,123	1,277
	TOTAL INSURANCE	1,078	1,129	1,277	1,123	1,277
5520	Retail Operations	46,563	34,301	41,580	19,972	41,580
5520-050	Ammunition	325,700	281,699	303,794	149,692	303,794
	TOTAL RETAIL OPERATIONS	372,263	316,000	345,374	169,664	345,374
5580-001	Telephone	1,980	1,851	2,000	930	2,000
5580-002	Electricity	5,638	4,950	8,000	1,600	6,500
5580-008	Propane	140	303	1,000	237	1,000
5580-016	Cable/Internet	2,359	2,206	2,400	1,109	2,400
	TOTAL UTILITIES	10,117	9,309	13,400	3,876	11,900
	TOTAL EXPENSES	\$ 1,192,843	\$ 1,199,648	\$ 1,289,469	\$ 629,678	\$ 1,296,651
	OPERATING INCOME (LOSS)	\$ 138,783	\$ 119,298	\$ 102,031	\$ 104,261	\$ 124,849

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.

<u>MEASURABLE RESULTS</u>	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of targets thrown (25 targets per round)	2,181,585	2,258,945	2,642,900	1,154,350	2,695,000
• Number of archery lane rentals	4,743	4,437	7,000	2,089	6,400
• Ammunition shotgun shell boxes (25 shells/box)	36,686	32,535	37,000	17,389	37,000
• Number of participants-Learn to Shoot Program	1,506	2,921	2,500	1,609	2,250
• Number of corporate outings	83	90	85	62	85
• Number of corporate outing participants	1,337	1,268	850	783	850
• Per round average on pro shop sales (including ammo)	\$5.17	\$5.23	\$4.52	\$5.65	\$4.43

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 6,796	\$ 7,776	\$ 7,776	0.0%
Other Revenue	14,600	17,500	13,500	-22.9%
TOTAL REVENUE	\$ 21,396	\$ 25,276	\$ 21,276	-15.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 23,828	\$ 25,739	\$ 27,500	6.8%
Maintenance Costs	23,395	20,300	19,300	-4.9%
Utilities	1,814	2,000	2,000	0.0%
TOTAL EXPENSES	\$ 49,038	\$ 48,039	\$ 48,800	1.6%
Net Income	\$ (27,642)	\$ (22,763)	\$ (27,524)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-060 BULL RUN MARINA						
REVENUES						
4080	Boat Storage	\$ 3,667	\$ 6,796	\$ 7,776	\$ 3,236	\$ 7,776
	TOTAL USER FEES	3,667	6,796	7,776	3,236	7,776
4640, 4285	Miscellaneous Revenue	15,550	14,600	17,500	2,425	13,500
	TOTAL OTHER REVENUE	15,550	14,600	17,500	2,425	13,500
	TOTAL REVENUES	\$ 19,217	\$ 21,396	\$ 25,276	\$ 5,661	\$ 21,276
EXPENSES						
5010	Full-Time Salaries	\$ 14,566	\$ 16,280	\$ 17,293	\$ 8,648	\$ 18,429
5030	FICA	1,028	1,153	1,323	552	1,410
5040	Hospitalization	2,088	2,813	3,095	1,456	3,369
5060	Life Insurance	145	157	164	79	174
5050	Retirement	2,856	3,424	3,856	1,758	4,110
5070	Unemployment Tax	2	2	8	0	8
	TOTAL PERSONNEL SERVICES	20,685	23,828	25,739	12,492	27,500
5190	Facility Op. & Maintenance	16,896	18,907	16,000	9,061	16,000
5252	Gate keys	4,313	4,488	4,300	0	3,300
	TOTAL MAINTENANCE COSTS	21,208	23,395	20,300	9,061	19,300
5580-002	Electricity	1,565	1,814	2,000	797	2,000
	TOTAL UTILITIES	1,565	1,814	2,000	797	2,000
	TOTAL EXPENSES	\$ 43,458	\$ 49,038	\$ 48,039	\$ 22,350	\$ 48,800
	OPERATING INCOME (LOSS)	\$ (24,241)	\$ (27,642)	\$ (22,763)	\$ (16,689)	\$ (27,524)

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of crew boats stored	18	18	25	18	18
• Number of keys sold for boat launching	621	585	700	97	600

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 77,386	\$ 98,000	\$ 95,000	-3.1%
Retail Operations	3,088	12,000	12,000	0.0%
Other Revenue	98	0	0	0.0%
TOTAL REVENUE	\$ 80,572	\$ 110,000	\$ 107,000	-2.7%
EXPENSES BY CATEGORY				
Personnel Services	484,191	487,764	518,498	6.3%
Operating Costs	4,321	6,900	6,900	0.0%
Maintenance Costs	62,822	46,300	48,450	4.6%
Insurance	1,129	1,277	1,277	0.0%
Retail Operations	903	4,800	4,800	0.0%
Utilities	154	0	0	0.0%
TOTAL EXPENSES	\$ 553,520	\$ 547,041	\$ 579,924	6.0%
Net Income	\$ (472,948)	\$ (437,041)	\$ (472,924)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	3.00	3.00	4.00	4.00	4.00
Part-Time	4.73	4.59	3.51	3.92	4.50

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-110 CAMERON RUN REGIONAL PARK						
REVENUES						
4670	Shelter Reservations	\$ 11,529	\$ 11,390	\$ 13,000	\$ 8,030	\$ 13,000
4600	Programmed Events	120	0	0	0	0
4060	Batting Cage Fees	39,657	38,396	40,000	14,924	42,000
4500	Miniature Golf	34,192	27,601	45,000	15,145	40,000
	TOTAL USER FEES	85,499	77,386	98,000	38,099	95,000
4640	Retail - Food	2,373	3,088	12,000	1,936	12,000
	TOTAL RETAIL OPERATIONS	2,373	3,088	12,000	1,936	12,000
4510	Miscellaneous Revenue	414	98	0	266	0
	TOTAL OTHER REVENUE	414	98	0	266	0
	TOTAL REVENUES	\$ 88,286	\$ 80,572	\$ 110,000	\$ 40,301	\$ 107,000
EXPENSES						
5010	Full-Time Salaries	\$ 205,266	\$ 235,372	\$ 248,463	\$ 144,186	\$ 248,126
5020	Part-Time Salaries	127,245	119,394	122,150	64,585	145,025
5030	FICA	23,937	25,942	28,352	14,543	30,076
5040	Hospitalization	54,160	53,526	30,698	20,889	37,214
5060	Life Insurance	1,900	2,163	2,350	1,170	2,347
5050	Retirement	36,516	47,620	55,407	24,862	55,332
5070	Unemployment Tax	303	175	343	71	378
	TOTAL PERSONNEL SERVICES	449,329	484,191	487,764	270,305	518,498
5230	Gas and Diesel	2,752	2,958	3,500	2,014	3,500
5490	Programs and Promotions	1,325	0	2,000	60	2,000
5570	Uniforms	819	1,362	1,400	714	1,400
	TOTAL OPERATING COSTS	4,896	4,321	6,900	2,788	6,900
5180	Equipment/Vehicle Maintenance	983	2,497	3,300	4,183	3,300
5190	Facility Op. & Maintenance	76,049	60,325	43,000	29,140	45,150
	TOTAL MAINTENANCE COSTS	77,032	62,822	46,300	33,323	48,450
5290	Insurance - Vehicle	1,078	1,129	1,277	1,123	1,277
	TOTAL INSURANCE	1,078	1,129	1,277	1,123	1,277
5520	Retail - Food	699	903	4,800	591	4,800
	TOTAL RETAIL OPERATIONS	699	903	4,800	591	4,800
5580-001	Telephone	0	154	0	291	0
	TOTAL UTILITIES	0	154	0	291	0
	TOTAL EXPENSES	\$ 533,033	\$ 553,520	\$ 547,041	\$ 308,421	\$ 579,924
	OPERATING INCOME (LOSS)	\$ (444,747)	\$ (472,948)	\$ (437,041)	\$ (268,121)	\$ (472,924)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Batting cage rounds	24,944	22,968	29,500	N/A	29,500
• Miniature golf rounds	4,220	4,095	10,000	N/A	8,900
• Picnic shelter rentals	42	40	36	N/A	36

* to increase accuracy, some performance measures are still being calculated

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 300,656	\$ 307,000	\$ 306,000	0%
Retail Operations	69,502	78,500	72,000	-8%
TOTAL REVENUE	\$ 370,158	\$ 385,500	\$ 378,000	-2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 73,506	\$ 86,132	\$ 75,837	-12%
Operating Costs	160,402	115,000	150,000	30%
Retail Operations	23,796	29,250	30,000	3%
Utilities	6,714	15,500	13,000	-16%
TOTAL EXPENSES	\$ 264,418	\$ 245,882	\$ 268,837	9%
Net Income	\$ 105,741	\$ 139,618	\$ 109,163	

BUDGET HIGHLIGHTS

Major variances in budget:

- Production costs are set to increase by 30% to match the actuals in years past. Some staffing and retail operations have been reduced slightly to meet demand.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	3.34	3.34	2.64	2.64	2.36

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-115 CAMERON RUN WINTER VILLAGE						
REVENUES						
4297	General Admission	\$ 181,432	\$ 209,321	\$ 205,000	\$ 132,879	\$ 205,000
4683	Skating	59,138	63,335	65,000	34,611	65,000
4684	Skate Rentals	27,726	25,295	30,000	15,781	30,000
4488	Group Admissions	1,435	2,502	5,000	427	5,000
4670	Shelter Reservations	0	(372)	2,000	0	0
4093	Cabana Rental	0	575	0	687	1,000
	TOTAL USER FEES	269,732	300,656	307,000	184,384	306,000
4642	Retail-Food	44,434	60,174	60,000	34,386	60,000
4640	Retail Operations	5,755	9,328	18,500	8,004	12,000
	TOTAL RETAIL OPERATIONS	50,189	69,502	78,500	42,391	72,000
	TOTAL REVENUES	\$ 319,921	\$ 370,158	\$ 385,500	\$ 226,775	\$ 378,000
EXPENSES						
5020	Part-Time Salaries	\$ 71,271	\$ 73,506	\$ 79,900	\$ 65,589	\$ 70,350
5030	FICA	0	0	6,112	0	5,382
5070	Unemployment	0	0	120	0	106
	TOTAL PERSONNEL SERVICES	71,271	73,506	86,132	65,589	75,837
5470	Light Show Production Costs	115,530	160,402	115,000	139,084	150,000
	TOTAL OPERATING COSTS	115,530	160,402	115,000	139,084	150,000
5520-015	Retail-Food	15,665	21,850	24,000	15,588	24,000
5520-000	Retail Operations	9,344	1,946	5,250	3,990	6,000
	TOTAL RETAIL OPERATIONS	25,010	23,796	29,250	19,578	30,000
5580-002	Electricity	0	0	7,500	0	7,500
5580-008	Propane	8,204	6,714	8,000	2,809	5,500
	TOTAL UTILITIES	8,204	6,714	15,500	2,809	13,000
	TOTAL EXPENSES	\$ 220,014	\$ 264,418	\$ 245,882	\$ 227,060	\$ 268,837
	OPERATING INCOME (LOSS)	\$ 99,908	\$ 105,741	\$ 139,618	\$ (285)	\$ 109,163

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
* to increase accuracy, some performance measures are still being calculated					
• Number of Village Admissions	25,423	28,386	26,000	N/A	26,000
• Number of Ice Skaters	8,456	7,241	13,000	N/A	13,000
• Average amount customers spent on food/beverage	\$1.57	\$1.95	\$2.01	N/A \$	1.85

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 1,650,749	\$ 1,555,500	\$ 1,583,500	1.8%
Retail Operations	723,747	542,000	652,000	20.3%
TOTAL REVENUE	\$ 2,374,497	\$ 2,097,500	\$ 2,235,500	6.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 771,063	\$ 853,893	\$ 915,111	7.2%
Operating Costs	45,264	35,850	35,850	0.0%
Maintenance Costs	310,231	245,200	257,350	5.0%
Retail Operations	320,623	221,500	266,000	20.1%
Utilities	185,665	178,200	178,200	0.0%
TOTAL EXPENSES	\$ 1,632,846	\$ 1,534,643	\$ 1,652,511	7.7%
Net Income	\$ 741,650	\$ 562,857	\$ 582,989	

BUDGET HIGHLIGHTS

Major variances in budget:

- Retail operations are set to increase by about 20% to match the usage from years past.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	22.08	22.55	22.56	22.36	22.08

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-120 GREAT WAVES WATERPARK at CAMERON RUN						
REVENUES						
4550	Admissions	\$ 1,177,599	\$ 1,455,270	\$ 1,350,000	\$ 741,686	\$ 1,350,000
4093	Cabana Rental	10,890	17,080	18,000	9,705	18,000
4421	Play Features	1,798	790	0	375	0
4490	Locker Rental	4,979	6,352	8,500	3,120	8,500
4570	Group Admissions	69,327	95,144	100,000	122,853	125,000
4580	Waterpark Passes	62,145	63,985	70,000	48,762	70,000
4600	Programmed Events	2,152	1,448	0	250	0
4670	Shelter Reservations	7,594	10,680	9,000	6,097	12,000
TOTAL USER FEES		1,336,483	1,650,749	1,555,500	932,848	1,583,500
4640,4652,4654	Retail Operations	443,673	664,593	495,000	367,911	600,000
4660,4653	Swim Merchandise	32,159	54,849	47,000	27,988	52,000
4200	Food Truck	8,693	4,305	0	0	0
TOTAL RETAIL OPERATIONS		484,525	723,747	542,000	395,899	652,000
TOTAL REVENUES		\$ 1,821,008	\$ 2,374,497	\$ 2,097,500	\$ 1,328,747	\$ 2,235,500
EXPENSES						
5010	Full-Time Salaries	\$ 60,704	\$ 66,314	\$ 63,440	\$ 39,509	\$ 78,847
5020	Part-Time Salaries	521,192	641,216	717,199	408,033	736,378
5030	FICA	38,008	49,877	57,391	32,129	58,643
5040	Hospitalization	0	0	0	1,420	21,789
5060	Life Insurance	516	590	600	311	746
5050	Retirement	10,207	12,341	14,147	6,410	17,583
5070	Unemployment Tax	1,600	725	1,116	695	1,125
TOTAL PERSONNEL SERVICES		632,227	771,063	853,893	488,507	915,111
5143	Catering	0	(570)	0	0	0
5146	Contract Employment	3,496	4,800	4,000	4,307	4,000
5490	Programs and Promotions	2,078	73	1,500	0	1,500
5430	Park Police	25,345	40,961	30,000	27,302	30,000
5570	Uniforms	105	0	350	222	350
TOTAL OPERATING COSTS		31,024	45,264	35,850	31,830	35,850
5180	Equipment/Vehicle Maintenance	155	10	2,200	0	2,200
5190	Facility Op. & Maintenance	250,910	310,221	243,000	150,065	255,150
TOTAL MAINTENANCE COSTS		251,064	310,231	245,200	150,065	257,350
5520	Retail Operations	210,438	299,428	198,000	138,110	240,000
5535	Swim Merchandise	19,746	21,195	23,500	9,715	26,000
TOTAL RETAIL OPERATIONS		230,184	320,623	221,500	147,825	266,000
5580-001	Telephone	4,211	4,191	4,200	2,127	4,200
5580-002	Electricity	85,508	86,982	78,000	53,196	78,000
5580-004	Water/Sewer	68,228	80,727	80,000	57,980	80,000
5580-008	Propane	2,841	2,107	4,000	1,687	4,000
5580-016	Internet/Cable	12,232	11,657	12,000	5,757	12,000
TOTAL UTILITIES		173,021	185,665	178,200	120,747	178,200
TOTAL EXPENSES		\$ 1,317,519	\$ 1,632,846	\$ 1,534,643	\$ 938,974	\$ 1,652,511
OPERATING INCOME (LOSS)		\$ 503,488	\$ 741,650	\$ 562,857	\$ 389,772	\$ 582,989

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 2023	FY 2024	FY 2025	FY 2025	FY 2026
	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET
				6 months JUL-	
				DEC 2024	

* to increase accuracy, some performance measures are still being calculated

• General admissions	66,621	83,037	88,500	N/A	88,500
• Youth group participants	6,795	8,209	6,500	N/A	8,000
• Annual Waterpark Passes sold	800	869	770	N/A	800
• Annual Waterpark Pass entries	2,026	1,410	3,200	N/A	3,200
• Group shelter rentals	4	2	12	N/A	30
• Avg. amt. customers spent on food, beverages and retail	\$5.95	\$7.74	\$5.48	N/A	\$5.84

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 79,844	\$ 108,500	\$ 111,500	2.8%
Retail Operations	12,440	15,000	15,000	0.0%
Other Revenue	134	600	600	0.0%
Transfers In	0	3,000	3,000	0.0%
TOTAL REVENUE	\$ 92,418	\$ 127,100	\$ 130,100	2.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 298,621	\$ 331,209	\$ 359,657	8.6%
Operating Costs	8,434	13,350	13,350	0.0%
Maintenance Costs	45,605	46,000	46,000	0.0%
Retail Operations	6,849	7,500	7,500	0.0%
Utilities	17,356	23,700	28,300	19.4%
TOTAL EXPENSES	\$ 376,864	\$ 421,759	\$ 454,807	7.8%
Net Income	\$ (284,446)	\$ (294,659)	\$ (324,707)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Utility expenses have increased to match the usage at both the Carlyle Historic property and the accompanying bank building.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	2.45	1.97	2.14	2.45	2.50

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-130 CARLYLE HOUSE HISTORIC PARK						
REVENUES						
4600	Programmed Events	\$ 16,160	\$19,612	\$ 25,000	\$ 11,014	\$ 25,000
4240	Carlyle House Rental	21,700	27,558	30,000	11,840	33,000
4230	Entrance Fees	35,710	29,099	50,000	19,725	50,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	3,250	3,575	3,500	2,350	3,500
	TOTAL USER FEES	76,820	79,844	108,500	44,929	111,500
4640, 4090	Retail Operations	14,389	12,440	15,000	7,506	15,000
	TOTAL RETAIL OPERATIONS	14,389	12,440	15,000	7,506	15,000
4270	Garden Guild/Docent Activities	100	134	600	10	600
	TOTAL OTHER REVENUE	100	134	600	10	600
4910	Transfer from Carlyle House Friends Fund	81	0	3,000	0	3,000
	TOTAL TRANSFER / OTHER FUNDS	81	0	3,000	0	3,000
	TOTAL REVENUES	\$ 91,390	\$ 92,418	\$ 127,100	\$ 52,444	\$ 130,100
EXPENSES						
5010	Full-Time Salaries	\$ 145,327	\$ 176,046	\$ 169,387	\$ 101,001	\$ 179,604
5020, 5025	Part-Time Salaries	64,048	55,477	84,434	35,467	88,033
5030, 5035	FICA	15,774	17,482	19,417	9,512	20,474
5040	Hospitalization	13,730	14,403	18,389	8,713	29,582
5060	Life Insurance	1,285	1,598	1,602	822	1,699
5050	Retirement	27,312	33,539	37,773	17,183	40,052
5070	Unemployment Tax	142	75	207	27	212
	TOTAL PERSONNEL SERVICES	267,617	298,621	331,209	172,726	359,657
5220	Garden Guild/Docent Activities	781	117	600	760	600
5490	Programs and Promotions	5,864	8,316	12,050	3,025	12,050
5570	Uniforms	0	0	700	0	700
	TOTAL OPERATING COSTS	6,645	8,434	13,350	3,785	13,350
5190	Facility Op. & Maintenance	45,625	45,605	46,000	17,195	46,000
	TOTAL MAINTENANCE COSTS	45,625	45,605	46,000	17,195	46,000
5520	Retail Operations	9,586	6,849	7,500	4,098	7,500
	TOTAL RETAIL OPERATIONS	9,586	6,849	7,500	4,098	7,500
5580-001	Telephone	1,342	1,657	1,500	1,049	2,500
5580-002	Electricity	10,460	11,531	16,000	0	16,000
5580-004	Water/Sewer	802	738	3,700	600	4,000
5580-016	Internet/Cable	2,159	3,431	2,500	2,608	5,800
	TOTAL UTILITIES	14,762	17,356	23,700	4,258	28,300
	TOTAL EXPENSES	\$ 344,235	\$ 376,864	\$ 421,759	\$ 202,061	\$ 454,807
	OPERATING INCOME (LOSS)	\$ (252,845)	\$ (284,446)	\$ (294,659)	\$ (149,617)	\$ (324,707)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Daily tour attendance	5,490	4,268	7,300	2,788	7,300
• School tour attendance	378	139	850	148	400
• Scout tour attendance	58	101	90	39	90
• Special events attendance	3,711	4,803	5,200	1,868	5,200
• Facility rentals	44	23	30	12	30
• Volunteer hours	3,200	2,439	3,200	1,359	3,200
• Average amount spent on resale items	\$2.79	\$2.82	\$1.84	\$2.56	\$1.95

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 348,356	\$ 351,800	\$ 351,800	0.0%
Retail Operations	36,929	50,000	50,000	0.0%
Other Revenue	1,076	12,912	12,912	0.0%
TOTAL REVENUE	\$ 386,361	\$ 414,712	\$ 414,712	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 296,467	\$ 287,177	\$ 299,424	4.3%
Operating Costs	3,526	5,050	5,050	0.0%
Maintenance Costs	36,923	31,800	32,750	3.0%
Insurance	564	638	638	0.0%
Retail Operations	18,016	25,000	25,000	0.0%
Utilities	10,750	9,760	11,460	17.4%
TOTAL EXPENSES	\$ 366,247	\$ 359,425	\$ 374,322	4.1%
Net Income	\$ 20,114	\$ 55,287	\$ 40,390	

BUDGET HIGHLIGHTS

Major variances in budget:

- Utility expenses were increased to match actual usage from years past.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	3.96	3.96	4.20	4.16	4.16

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-140 FOUNTAINHEAD REGIONAL PARK						
REVENUES						
4070	Boat Rental	\$ 217,532	\$ 212,628	\$ 220,000	\$ 114,397	\$ 220,000
4530	Launch & Parking Fees	95,567	102,724	100,000	34,248	100,000
4690	Special Events	20,238	25,860	22,000	12,895	22,000
4600	Programmed Events	2,990	1,735	4,000	970	4,000
4670	Shelter Reservations	5,895	5,410	5,800	1,960	5,800
	TOTAL USER FEES	342,222	348,356	351,800	164,470	351,800
4640, 4660	Retail Operations	41,226	36,929	50,000	20,110	50,000
	TOTAL RETAIL OPERATIONS	41,226	36,929	50,000	20,110	50,000
4420	House Rental	10,760	1,076	12,912	2,152	12,912
4510	Miscellaneous Revenue	250	0	0	0	0
	TOTAL OTHER REVENUE	11,010	1,076	12,912	2,152	12,912
	TOTAL REVENUES	\$ 394,459	\$ 386,361	\$ 414,712	\$ 186,732	\$ 414,712
EXPENSES						
5010	Full-Time Salaries	\$ 108,556	\$ 105,953	\$ 98,104	\$ 62,391	\$ 103,894
5020	Part-Time Salaries	159,234	136,911	129,357	77,491	131,948
5030	FICA	20,247	18,238	17,401	10,046	18,042
5040	Hospitalization	11,708	16,170	19,260	8,036	21,135
5060	Life Insurance	821	832	928	409	983
5050	Retirement	16,163	18,194	21,877	9,075	23,168
5070	Unemployment Tax	393	168	250	84	254
	TOTAL PERSONNEL SERVICES	317,123	296,467	287,177	167,532	299,424
5230	Gas and Diesel	3,653	2,847	3,000	1,563	3,000
5490	Programs and Promotions	0	0	1,000	0	1,000
5570	Uniforms	828	679	1,050	232	1,050
	TOTAL OPERATING COSTS	4,481	3,526	5,050	1,795	5,050
5180	Equipment/Vehicle Maintenance	2,901	2,725	3,300	1,482	3,300
5190	Facility Op. & Maintenance	30,218	32,046	28,000	13,754	28,950
5510	Rental House Maintenance	619	2,151	500	4,115	500
	TOTAL MAINTENANCE COSTS	33,738	36,923	31,800	19,350	32,750
5290	Insurance - Vehicle	539	564	638	562	638
	TOTAL INSURANCE	539	564	638	562	638
5520,5535	Retail Operations	27,169	18,016	25,000	11,659	25,000
	TOTAL RETAIL OPERATIONS	27,169	18,016	25,000	11,659	25,000
5580-001	Telephone	1,619	1,837	1,600	1,119	2,300
5580-002	Electricity	6,219	6,623	6,000	3,801	7,000
5580-016	Internet/cable	2,160	2,290	2,160	1,080	2,160
	TOTAL UTILITIES	9,998	10,750	9,760	6,000	11,460
	TOTAL EXPENSES	\$ 393,047	\$ 366,247	\$ 359,425	\$ 206,896	\$ 374,322
	OPERATING INCOME (LOSS)	\$ 1,411	\$ 20,114	\$ 55,287	\$ (20,165)	\$ 40,390

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC	FY 2026 TARGET
• Number of jon boat rentals	2,384	2,268	3,500	1,223	3,500
• Number of boat ramp launches (daily type)	2,122	2,195	825	1,047	825
• Number of boat shore launches	2,545	2,470	1,650	1,149	1,650
• Number of season ramp launch passes sold	231	233	230	51	230
• Number of season shore launch passes sold	597	577	410	176	410
• Number of stand up paddle board rentals	891	986	2,200	537	2,200
• Number of motor rentals	1,352	1,216	1,550	638	1,550
• Number of kayak rentals	4,590	3,820	8,350	1,906	8,350
• Number of picnic shelter rentals	44	41	40	13	40
• Average revenue retail per boat rental and daily launch	\$3.29	\$3.15	\$3.03	\$3.78	\$3.49
• Number of volunteer hours	379.5	41	800	123	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
Other Revenue	\$ 30,300	\$ 75,000	\$ 75,000	0.0%
TOTAL REVENUE	\$ 30,300	\$ 75,000	\$ 75,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$0	\$12,278	\$0	-100.0%
Operating Costs	0	0	0	0.0%
Maintenance Costs	14,249	10,500	7,000	-33.3%
Utilities	412	0	0	0.0%
TOTAL EXPENSES	\$ 14,661	\$ 22,778	\$ 7,000	-69.3%
Net Income	\$ 15,639	\$ 52,222	\$ 68,000	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0.33	0.32	0.33	0.33	0.33

HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-150 HEMLOCK OVERLOOK						
REVENUES						
4510	Miscellaneous Revenue	\$ 1,480	\$ 300	\$ 0	\$ 39	\$ 0
4420	House Rental	3,150	0	0	0	0
4672	Revenue Share from Partnership	16,740	30,000	75,000	37,500	75,000
TOTAL OTHER REVENUE		21,370	30,300	75,000	37,539	75,000
TOTAL REVENUES		\$ 21,370	\$ 30,300	\$ 75,000	\$ 37,539	\$ 75,000
EXPENSES						
5020	Part-Time Salaries	\$ 315	\$ 0	\$ 11,390	\$ 0	\$ 0
5030	FICA	24	0	871	0	0
5070	Unemployment Tax	3	0	17	0	0
TOTAL PERSONNEL SERVICES		342	0	12,278	0	0
5230-001	Gasoline	69	0	0	0	0
TOTAL OPERATING COSTS		69	0	0	0	0
5180	Equipment/Vehicle Maintenance	20	0	0	0	0
5190	Facility Op. & Maintenance	8,974	14,249	10,500	726	7,000
TOTAL MAINTENANCE		8,994	14,249	10,500	726	7,000
5580-002	Electricity	10,012	412	0	0	0
5580-008	Propane Gas	4,264	0	0	0	0
TOTAL UTILITIES		14,277	412	0	0	0
TOTAL EXPENSES		\$ 23,682	\$ 14,661	\$ 22,778	\$ 726	\$ 7,000
OPERATING INCOME (LOSS)		\$ (2,312)	\$ 15,639	\$ 52,222	\$ 36,812	\$ 68,000

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

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL <small>6 months JUL-DEC 2024</small>	FY 2026 TARGET
*Summer camps available summer of 2024					
• School and Community group participants	N/A	0	5,728	4,115	6,000
• Professional and Corporate participants	N/A	0	87	62	100
• Summer Camp participants	N/A	0	0	0	160

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 618,713	\$ 634,350	\$ 641,069	1.1%
Retail Operations	99,085	74,000	88,000	18.9%
Other Revenue	26,533	1,000	1,000	0.0%
TOTAL REVENUE	\$ 744,331	\$ 709,350	\$ 730,069	2.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 942,712	\$ 1,047,962	\$ 1,107,601	5.7%
Operating Costs	20,445	21,420	24,920	16.3%
Maintenance Costs	172,964	182,180	196,251	7.7%
Insurance	1,693	1,915	1,915	0.0%
Retail Operations	46,834	44,400	51,800	16.7%
Utilities	63,001	62,400	64,400	3.2%
TOTAL EXPENSES	\$ 1,247,650	\$ 1,360,277	\$ 1,446,887	6.4%
Net Income	\$ (503,319)	\$ (650,927)	\$ (716,818)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Retail revenues are budgeted to increase due to increased operations and new food offerings. Program and promotion offerings have increased recently generating more operational costs.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	7.34	7.51	7.89	8.15	8.48

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-180 MEADOWLARK BOTANICAL GARDENS						
REVENUES						
4020	Misc Rev / Annual Dues	\$ 133,992	\$ 157,831	\$ 162,000	\$ 69,828	\$ 162,000
4101	Camps	56,095	60,267	66,350	548	68,069
4600	Programmed Events	20,816	27,473	20,000	17,880	25,000
4812, 4810	Visitor Center Rental/Photographer Fees	37,622	33,000	33,000	15,150	33,000
4230	Entrance Fees	303,081	337,738	350,000	168,588	350,000
4670	Shelter Reservations	245	2,405	3,000	805	3,000
TOTAL USER FEES		551,851	618,713	634,350	272,799	641,069
4640	Retail Operations	77,198	90,098	74,000	56,375	80,000
4642	Retail - Food	0	8,177	0	10,235	8,000
4646	ML Bell Garden Postcards	142	207	0	50	0
4641	Retail - Alcoholic Beverages	0	604	0	478	0
TOTAL RETAIL OPERATIONS		77,340	99,085	74,000	67,137	88,000
4510	Misc. Revenue	110	769	0	0	0
4181	Meadowlark Escrow Interest Transfer	18,747	25,764	1,000	0	1,000
TOTAL OTHER REVENUE		18,857	26,533	1,000	0	1,000
TOTAL REVENUES		\$ 648,048	\$ 744,331	\$ 709,350	\$ 339,937	\$ 730,069
EXPENSES						
5010	Full-Time Salaries	\$ 473,012	\$ 508,922	\$ 519,772	\$ 299,860	\$ 546,321
5020	Part-Time Salaries	198,961	190,631	256,155	132,385	272,475
5030	FICA	49,812	52,049	59,358	29,904	62,638
5040	Hospitalization	68,990	88,155	91,147	40,014	98,441
5060	Life Insurance	4,149	4,666	4,917	2,500	5,168
5050	Retirement	83,834	97,996	115,909	51,040	121,830
5070	Unemployment Tax	469	292	704	141	729
TOTAL PERSONNEL SERVICES		879,226	942,712	1,047,962	555,845	1,107,601
5230	Gas and Diesel	5,542	4,962	5,000	3,229	5,000
5380	Membership Events	0	546	1,000	1,245	1,000
5490	Programs and Promotions	6,254	7,707	5,220	7,803	8,720
5171	Camps	4,090	4,691	7,400	1,612	7,400
5570	Uniforms	1,412	2,538	2,800	255	2,800
TOTAL OPERATING COSTS		17,298	20,445	21,420	14,145	24,920
5180	Equipment/Vehicle Maintenance	15,093	14,606	16,500	5,045	16,500
5190	Facility Op. & Maintenance	86,809	96,247	86,000	40,653	92,450
5215	Garden Maintenance	64,832	62,111	79,680	26,600	87,301
TOTAL MAINTENANCE COSTS		166,735	172,964	182,180	72,298	196,251
5290	Insurance - Vehicle	1,616	1,693	1,915	1,685	1,915
TOTAL INSURANCE		1,616	1,693	1,915	1,685	1,915
5520	Retail Operations	39,317	46,681	44,400	28,939	51,800
5521	Retail - Alcoholic Beverages	0	154	0	0	0
TOTAL RETAIL OPERATIONS		39,317	46,834	44,400	28,939	51,800
5580-000	Utilities - Other	0	0	0	274	0
5580-001	Telephone	5,458	5,580	5,500	2,521	5,500
5580-002	Electricity	32,607	37,644	35,000	13,213	37,000
5580-003	Natural Gas	9,328	8,511	9,000	4,007	9,000
5580-004	Water/Sewer	5,339	6,685	8,000	4,083	8,000
5580-008	Propane Gas	141	0	400	205	400
5580-016	Cable/Internet	4,397	4,581	4,500	2,033	4,500
TOTAL UTILITIES		57,270	63,001	62,400	26,336	64,400
TOTAL EXPENSES		\$ 1,161,462	\$ 1,247,650	\$ 1,360,277	\$ 699,247	\$ 1,446,887
OPERATING INCOME (LOSS)		\$ (513,414)	\$ (503,319)	\$ (650,927)	\$ (359,310)	\$ (716,818)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Memberships	6,271	3,232	3,000	1,340	3,000
• Admissions (including members)	100,563	90,830	100,000	42,040	100,000
• Program participants	7,368	9,350	6,400	6,430	9,000
• Camp Grow participants	168	178	204	128	204
• School programs-number of students	1,224	1,706	1,400	505	1,700
• Average amount visitors spend on resale items	\$0.80	\$0.99	\$0.67	\$1.37	\$0.79
• Volunteer hours received	3,193	3,256	3,000	1,846	3,200

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 1,585,729	\$ 1,688,000	\$ 1,695,000	0.4%
Retail Operations	274,925	241,000	261,000	8.3%
TOTAL REVENUE	\$ 1,860,655	\$ 1,929,000	\$ 1,956,000	1.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 145,081	\$ 162,512	166,784	2.6%
Operating Costs	140,604	139,000	141,800	2.0%
Maintenance Costs	255	0	0	0.0%
Insurance	0	1,000	1,000	0.0%
Retail Operations	76,899	99,300	107,620	8.4%
Utilities	321	3,850	3,850	0.0%
TOTAL EXPENSES	\$ 363,160	\$ 405,662	\$ 421,054	3.8%
Net Income	\$ 1,497,495	\$ 1,523,338	\$ 1,534,946	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	3.15	3.44	3.65	3.65	3.65

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-185 MEADOWLARK LIGHT SHOW						
REVENUES						
4486	Admissions	\$ 1,380,832	\$ 1,546,675	\$ 1,650,000	\$ 1,485,694	\$ 1,650,000
4488	Group Admissions	33,252	39,054	38,000	49,234	45,000
	TOTAL USER FEES	1,414,084	1,585,729	1,688,000	1,534,928	1,695,000
4642	Retail-Food	135,704	168,861	160,000	194,052	180,000
4640	Retail Operations	47,123	55,798	55,000	46,487	55,000
4641	Retail - Alcoholic Beverages	46,420	50,267	26,000	23,489	26,000
	TOTAL RETAIL OPERATIONS	229,247	274,925	241,000	264,028	261,000
	TOTAL REVENUES	\$ 1,643,331	\$ 1,860,655	\$ 1,929,000	\$ 1,798,956	\$ 1,956,000
EXPENSES						
5010	Full-Time Salaries	\$ 24,165	\$ 25,897	\$ 30,193	\$ 15,025	\$ 32,648
5020	Part-Time Salaries	68,637	99,394	110,753	76,949	111,440
5030	FICA	6,993	9,175	10,782	4,998	11,023
5040	Hospitalization	2,848	4,916	3,580	3,248	3,896
5060	Life Insurance	254	238	286	148	309
5050	Retirement	4,833	5,343	6,733	3,051	7,281
5070	Unemployment	169	116	186	59	187
	TOTAL PERSONNEL SERVICES	107,900	145,081	162,512	103,478	166,784
5470, 5151	Light Show Production Costs	122,011	139,387	139,000	113,730	141,800
5230	Gas and Diesel	0	1,102	0	0	0
5490	Programs and Promotions	0	37	0	0	0
5410	Miscellaneous Event Expenses	0	79	0	152	0
	TOTAL OPERATING COSTS	122,011	140,604	139,000	113,882	141,800
5180	Equipment/Vehicle Maintenance	0	255	0	8	0
	TOTAL MAINTENANCE COSTS	0	255	0	8	0
5520-015, 025, 5522-000	Retail-Food	26,212	39,307	64,000	29,570	72,320
5520-000	Retail Operations	27,305	28,463	27,500	19,737	27,500
5521	Retail - Alcoholic Beverages	5,143	9,129	7,800	5,209	7,800
	TOTAL RETAIL OPERATIONS	58,660	76,899	99,300	54,516	107,620
5265	Insurance - Liquor Liability	0	0	1,000	0	1,000
	TOTAL INSURANCE	0	0	1,000	0	1,000
5580-002	Electricity	0	0	3,500	0	3,500
5580-008	Propane	0	321	350	140	350
	TOTAL UTILITIES	0	321	3,850	140	3,850
	TOTAL EXPENSES	\$ 288,571	\$ 363,160	\$ 405,662	\$ 272,025	\$ 421,054
	OPERATING INCOME (LOSS)	\$ 1,354,760	\$ 1,497,495	\$ 1,523,338	\$ 1,526,931	\$ 1,534,946

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of light show entries	99,500	92,657	95,000	89,908	92,000
• Average amount visitors spend on food & retail items	\$2.90	\$3.06	\$2.54	\$2.94	\$2.84

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 1,050,362	\$ 847,000	\$ 882,000	4.1%
Retail Operations	1,720,956	1,324,200	1,391,520	5.1%
Other Revenue	222,103	128,920	136,150	5.6%
TOTAL REVENUE	\$ 2,993,420	\$ 2,300,120	\$ 2,409,670	4.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 475,520	\$ 580,238	\$ 620,553	6.9%
Operating Costs	435,511	284,570	288,600	1.4%
Maintenance Costs	124,431	111,750	118,150	5.7%
Insurance	5,881	9,250	8,000	-13.5%
Retail Operations	360,591	363,616	362,645	-0.3%
Utilities	68,298	74,100	74,500	0.5%
TOTAL EXPENSES	\$ 1,470,233	\$ 1,423,524	\$ 1,472,448	3.4%
Net Income	\$ 1,523,188	\$ 876,596	\$ 937,222	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	4.50	4.50	4.50	4.50	4.50
Part-Time	5.56	5.79	4.80	4.66	4.80

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-170 MEADOWLARK ATRIUM AND EVENT SERVICES						
REVENUES						
4135	Atrium Rental	\$ 912,689	\$ 1,036,697	\$ 825,000	\$ 564,318	\$ 860,000
4443	Kitchen Use Fee	2,000	0	0	0	0
4487	Reservations-Lilac Pavillion	3,990	4,840	10,000	1,660	10,000
4290	Reservations - Gazebo Rental	8,995	8,825	12,000	6,475	12,000
	TOTAL USER FEES	927,675	1,050,362	847,000	572,453	882,000
4821	Equipment Rental	146,320	143,981	80,000	65,835	86,000
4822	NVRPA Event Staffing	69,834	78,122	43,920	44,543	45,150
4693	Special Services	9,637	0	5,000	0	5,000
	TOTAL OTHER REVENUE	225,790	222,103	128,920	110,378	136,150
4115	Catering	998,788	1,076,763	880,000	567,718	903,000
4682	Administrative Fee	233,343	244,949	162,600	131,848	181,500
4640,4641,464	Retail - Alcoholic Beverages	403,879	399,243	281,600	221,588	307,020
	TOTAL RETAIL OPERATIONS	1,636,010	1,720,956	1,324,200	921,154	1,391,520
	TOTAL REVENUES	\$2,789,475	\$ 2,993,420	\$ 2,300,120	\$ 1,603,986	\$ 2,409,670
EXPENSES						
5010	Full-Time Salaries	\$ 269,582	\$ 269,753	\$ 281,567	\$ 142,744	\$ 289,018
5020	Part-Time Salaries	117,234	101,526	178,843	63,379	186,453
5030	FICA	28,608	28,053	35,221	14,212	36,373
5040	Hospitalization	42,420	20,061	18,706	17,142	41,064
5060	Life Insurance	2,308	2,537	2,664	1,297	2,734
5050	Retirement	46,621	53,445	62,789	27,291	64,451
5070	Unemployment Tax	214	145	448	46	460
	SERVICES	506,987	475,520	580,238	266,111	620,553
5186	Equipment Rental	134,531	136,788	76,000	59,312	81,700
5146	Contract Employment	297,326	295,949	203,320	149,961	201,650
5490	Programs and Promotions	1,758	2,096	3,500	0	3,500
5570	Uniforms	618	677	1,750	310	1,750
	TOTAL OPERATING COSTS	434,233	435,511	284,570	209,584	288,600
5180	Equipment/Vehicle Maintenance	203	419	2,750	0	2,750
5190	Facility Op. & Maintenance	89,835	102,502	80,000	50,988	86,400
5215	Garden Maintenance	22,036	21,511	29,000	11,431	29,000
	TOTAL MAINTENANCE COSTS	112,075	124,431	111,750	62,419	118,150
5143	Catering	277,317	286,512	290,400	131,300	288,960
5521	Retail - Alcoholic Beverages	81,678	74,080	73,216	37,024	73,685
	TOTAL RETAIL	358,994	360,591	363,616	168,324	362,645
5265	Insurance - Liquor Liability	5,222	5,881	9,250	7,714	8,000
	TOTAL INSURANCE	5,222	5,881	9,250	7,714	8,000
5580-001	Telephone	1,673	2,329	2,000	1,178	2,400
5580-002	Electricity	47,111	47,925	50,000	25,779	50,000
5580-003	Natural Gas	14,401	11,207	14,000	3,159	14,000
5580-004	Water/Sewer	4,826	5,236	6,500	3,443	6,500
5580-016	Cable/Internet	1,586	1,602	1,600	817	1,600
	TOTAL UTILITIES	69,597	68,298	74,100	34,375	74,500
	TOTAL EXPENSES	\$1,487,108	\$ 1,470,233	\$ 1,423,524	\$ 748,527	\$ 1,472,448
	OPERATING INCOME (LOSS)	\$1,302,367	\$ 1,523,188	\$ 876,596	\$ 855,459	\$ 937,222

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Total Atrium events/rentals	145	150	120	75	120
• Atrium social events	145	146	100	71	100
• Percentage of Atrium Social Events catered by Great Blue Heron	100 %	100 %	100 %	100 %	100 %
• Annual attendance-social event guests	15,950	16,500	10,000	8,250	10,000
• Number of gazebo rentals	30	20	40	17	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 330	\$ 2,000	\$ 2,100	5.0%
Other Revenue	0	1,421	0	-100.0%
TOTAL REVENUE	\$ 330	\$ 3,421	\$ 2,100	-38.6%
EXPENSES BY CATEGORY				
Operating Costs	14	2,000	2,000	0.0%
Maintenance Costs	14,569	34,000	22,000	-35.3%
Utilities	612	1,500	1,500	0.0%
TOTAL EXPENSES	\$ 15,194	\$ 37,500	\$ 25,500	-32.0%
Net Income	\$ (14,864)	\$ (34,079)	\$ (23,400)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK						
REVENUES						
4131	Church Rental	\$ 250	\$ 0	\$ 600	\$ 200	\$ 1,400
4230	Entrance Fees	0	0	200	0	200
4600	Programmed Events	580	330	1,200	0	500
	TOTAL USER FEES	830	330	2,000	200	2,100
4605	Farm Rental Lease	0	0	1,421	0	0
	TOTAL OTHER REVENUE	0	0	1,421	0	0
	TOTAL REVENUES	\$ 830	\$ 330	\$ 3,421	\$ 200	\$ 2,100
EXPENSES						
5490	Programs and Promotions	\$ 201	\$ 14	\$ 2,000	\$ 0	\$ 2,000
	TOTAL OPERATING COSTS	201	14	2,000	0	2,000
5190	Facility Op. & Maintenance	14,000	14,569	34,000	15,634	22,000
	TOTAL MAINTENANCE COSTS	14,000	14,569	34,000	15,634	22,000
5580-002	Electricity	646	612	1,500	300	1,500
	TOTAL UTILITIES	646	612	1,500	300	1,500
	TOTAL EXPENSES	\$ 14,847	\$ 15,194	\$ 37,500	\$ 15,934	\$ 25,500
	OPERATING INCOME (LOSS)	\$ (14,017)	\$ (14,864)	\$ (34,079)	\$ (15,734)	\$ (23,400)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC	FY 2026 TARGET
• Special event & program attendance	40	44	400	25	150
• Rental event attendance	60	60	150	60	125
• School program attendance	0	0	425	25	100
• Scout attendance	0	0	90	N/A	50
• Volunteer hours	32	80	500	80	80

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 328,470	\$ 324,900	\$ 349,250	7.5%
Retail Operations	1339	2,500	3,500	40.0%
Other Revenue	600	0	0	0.0%
TOTAL REVENUE	\$ 330,408	\$ 327,400	\$ 352,750	7.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 480,177	\$ 541,190	\$ 556,077	2.8%
Operating Costs	9,887	15,400	15,400	0.0%
Maintenance Costs	73,272	99,200	86,200	-13.1%
Insurance	2,257	2,553	2,553	0.0%
Retail Operations	1101	1250	1750	40.0%
Utilities	26,341	31,000	31,000	0.0%
TOTAL EXPENSES	\$ 593,035	\$ 690,593	\$ 692,981	0.3%
Net Income	\$ (262,627)	\$ (363,193)	\$ (340,231)	

BUDGET HIGHLIGHTS

Major variances in budget:

- User fee revenue is budgeted to increase due to fee increases for batting cages and boating storage.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	2.00	3.00	4.00	4.00	4.00
Part-Time	6.20	5.91	4.96	5.15	5.15

OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-210 OCCOQUAN REGIONAL PARK						
REVENUES						
4460	Launch Fees	\$ 26,849.75	\$ 30,232	\$ 28,000	\$ 13,581	\$ 30,000
4690	Special Events	22,771	23,557	15,000	9,233	20,000
4670	Shelter Reservations	37,470	41,920	45,000	22,082	45,000
4600	Programmed Events	2,285	0	5,000	0	5,000
4045	Athletic Field Use Fee	0	80	0	0	0
4060	Batting Cage Fees	35,835	41,193	36,000	18,335	45,000
4070	Boat Rental	58,489	60,594	65,000	37,386	65,000
4080	Boat Storage	118,267	130,894	130,900	63,717	138,750
4810	Facility Fees	0	0	0	0	500
	TOTAL USER FEES	301,967	328,470	324,900	164,334	349,250
4640	Retail - Food	915	1,339	2,500	1,873	3,500
	TOTAL RETAIL OPERATIONS	915	1,339	2,500	1,873	3,500
4510	Miscellaneous Revenue	273	600	0	400	0
	TOTAL OTHER REVENUE	273	600	0	400	0
	TOTAL REVENUE AND OTHER SOURCES	\$ 303,156	\$ 330,408	\$ 327,400	\$ 166,607	\$ 352,750
EXPENSES						
5010	Full-Time Salaries	\$ 199,972	\$ 234,351	\$ 239,112	\$ 144,732	\$ 243,852
5020	Part-Time Salaries	119,122	123,302	161,995	70,935	164,863
5030	FICA	23,874	26,409	30,685	14,839	31,267
5040	Hospitalization	27,151	48,954	53,411	27,300	59,003
5060	Life Insurance	1,655	2,234	2,262	1,106	2,307
5050	Retirement	34,223	44,758	53,322	24,013	54,379
5070	Unemployment Tax	327	169	403	78	407
	TOTAL PERSONNEL SERVICES	406,324	480,177	541,190	283,002	556,077
5230	Gas and Diesel	7,377	7,805	9,000	4,062	9,000
5430	Park Police	1,531	928	3,000	0	3,000
5490	Programs and Promotions	1,162	0	2,000	0	2,000
5570	Uniforms	913	1,154	1,400	378	1,400
	TOTAL OPERATING COSTS	10,983	9,887	15,400	4,440	15,400
5180	Equipment/Vehicle Maintenance	8,657	12,084	13,200	3,396	13,200
5190	Facility Op. & Maintenance	87,960	61,188	86,000	32,694	73,000
	TOTAL MAINTENANCE COSTS	96,618	73,272	99,200	36,090	86,200
5290	Insurance - Vehicle	2,155	2,257	2,553	2,246	2,553
	TOTAL INSURANCE	2,155	2,257	2,553	2,246	2,553
5520	Retail - Food	19	1,101	1,250	678	1,750
	TOTAL RETAIL OPERATIONS	19	1,101	1,250	678	1,750
5580-001	Telephone	2,821	3,405	3,000	1,925	3,000
5580-002	Electricity	14,094	14,847	15,000	6,806	15,000
5580-004	Water/Sewer	2,359	4,361	8,000	3,807	8,000
5580-008	Propane Gas	2,702	2,297	3,500	0	3,500
5580-016	Internet/Cable	1,286	1,431	1,500	774	1,500
	TOTAL UTILITIES	23,262	26,341	31,000	13,312	31,000
	TOTAL EXPENSES	\$ 539,361	\$ 593,035	\$ 690,593	\$ 339,769	\$ 692,981
	OPERATING INCOME (LOSS)	\$ (236,205)	\$ (262,627)	\$ (363,193)	\$ (173,162)	\$ (340,231)

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 TPSP 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 TPSP 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Boat/RV storage usage	149	143	150	144	150
• Number of boat launches	1,912	1,745	2,500	854	1,800
• Number of batting cage rounds	17,721	21,500	16,250	10,256	22,000
• Number of picnic shelter rentals	253	259	260	124	260
• Number of volunteer hours	300	350	500	250	500
• Number of boat rentals	3,135	2,966	3,750	1,764	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 763,791	\$ 795,000	\$ 795,000	0.0%
Retail Operations	1,462,984	1,408,490	1,406,320	-0.2%
Other Revenue	240,143	125,250	123,630	-1.3%
Transfer from Restricted License Fee Fund	0	0	0	0.0%
Transfer from Capital Fund	0	0	0	0.0%
TOTAL REVENUE	\$ 2,466,918	\$ 2,328,740	\$ 2,324,950	-0.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 407,457	\$ 501,158	\$ 532,753	6.3%
Operating Costs	361,004	317,250	294,810	-7.1%
Maintenance Costs	271,553	247,750	272,250	9.9%
Insurance	5,668	9,250	7,500	-18.9%
Retail Operations	343,642	386,755	366,500	-5.2%
Utilities	108,110	111,200	118,200	6.3%
Debt Service	410,188	814,640	813,176	-0.2%
TOTAL EXPENSES	\$ 1,907,623	\$ 2,388,003	\$ 2,405,189	0.7%
Net Income	\$ 559,295	\$ (59,263)	\$ (80,239)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	4.25	4.25	4.25	4.25	4.25
Part-Time	3.37	3.61	3.86	3.77	3.77

THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-215 THE RIVER VIEW AT OCCOQUAN						
REVENUES						
4135	River View Rental	\$ 788,015	\$ 748,596	\$ 780,000	\$ 395,974	\$ 780,000
4487	Reservations-Pavilion Rental	10,740	15,195	15,000	11,915	15,000
	TOTAL USER FEES	798,755	763,791	795,000	407,889	795,000
4821	Equipment Rental	99,204	108,531	78,000	59,196	78,000
4822	NVRPA Event Staffing	107,332	131,034	47,250	43,234	45,630
4440	Interest	5,981	577	0	(715)	0
	TOTAL OTHER REVENUE	212,516	240,143	125,250	101,715	123,630
4115	Catering	880,433	887,759	936,000	483,942	912,600
4682	Administrative Fee	224,066	224,780	172,970	120,733	183,430
4641	Retail - Alcoholic Beverages	371,957	350,445	299,520	197,032	310,290
	TOTAL RETAIL OPERATIONS	1,476,456	1,462,984	1,408,490	801,706	1,406,320
	TOTAL REVENUE	2,487,726	2,466,918	2,328,740	1,311,310	2,324,950
TRANSFERS IN						
4950	Transfer from Restricted License Fee Fund	0	0	0	0	0
4900	Transfer from Capital Fund	0	0	0	0	0
	TOTAL TRANSFERS IN	0	0	0	0	0
	TOTAL RESOURCES	\$ 2,487,726	\$ 2,466,918	\$ 2,328,740	\$ 1,311,310	\$ 2,324,950
EXPENSES						
5010	Full-Time Salaries	\$ 196,732	\$ 230,482	\$ 240,660	\$ 134,306	\$ 249,466
5020	Part-Time Salaries	63,109	72,050	147,435	32,259	149,280
5030	FICA	19,425	22,548	29,689	11,613	30,504
5040	Hospitalization	24,229	35,653	27,039	15,717	45,118
5060	Life Insurance	1,642	1,986	2,277	1,016	2,360
5050	Retirement	35,868	44,623	53,667	23,073	55,631
5070	Unemployment Tax	208	116	391	44	394
	TOTAL PERSONNEL SERVICES	341,212	407,457	501,158	218,028	532,753
5186	Equipment Rental	97,774	97,037	74,100	54,884	74,100
5146	Contract Employment	270,598	258,287	236,750	127,117	214,310
5490	Programs and Promotions	3,038	5,030	5,000	694	5,000
5570	Uniforms	857	650	1,400	149	1,400
	TOTAL OPERATING COSTS	372,267	361,004	317,250	182,843	294,810
5180	Equipment/Vehicle Maintenance	228	1,359	2,750	153	2,750
5190	Facility Op. & Maintenance	226,053	270,194	245,000	209,270	269,500
	TOTAL MAINTENANCE COSTS	226,281	271,553	247,750	209,423	272,250
5143	Catering	297,560	268,337	308,880	140,256	292,030
5521	Retail - Alcoholic Beverages	69,548	75,305	77,875	40,716	74,470
	TOTAL RETAIL	367,108	343,642	386,755	180,972	366,500
5265	Insurance - Liquor Liability	4,662	5,668	9,250	6,800	7,500
	TOTAL INSURANCE	4,662	5,668	9,250	6,800	7,500
5580-001	Telephone	2,601	2,013	3,000	1,043	3,000
5580-002	Electricity	55,371	70,051	65,000	45,422	70,000
5580-003	Natural Gas	31,504	20,118	30,000	11,656	30,000
5580-004	Water/Sewer	8,296	10,022	7,000	8,800	9,000
5580-016	Cable/Internet	5,877	5,906	6,200	3,196	6,200
	TOTAL UTILITIES	103,649	108,110	111,200	70,116	118,200
2425	Note Payable VRA Principal	0	0	310,000	0	325,000
5322	Interest Expense VRA Note	453,040	410,188	504,640	196,937	488,176
	TOTAL DEBT SERVICE	453,040	410,188	814,640	196,937	813,176
	TOTAL EXPENSES	\$ 1,868,219	\$ 1,907,623	\$ 2,388,003	\$ 1,065,120	\$ 2,405,189
	OPERATING INCOME (LOSS)	\$ 619,507	\$ 559,295	\$ (59,263)	\$ 246,190	\$ (80,239)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• River View events/rentals	132	105	105	55	105
• Number of brunch wedding rentals	10	0	5	0	5
• Number of weddings over 200 guests	43	36	30	22	40
• Annual attendance-social event guests	21165	19,303	16,500	9,395	16,500
• Number of pavilion rentals	18	18	18	8	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
Retail Operations	\$ 436,918	\$ 477,500	\$ 477,500	0.0%
Other Revenue	138	500	500	0.0%
TOTAL REVENUE	\$ 437,056	\$ 478,000	\$ 478,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 170,749	\$ 207,279	\$ 208,572	0.6%
Operating Costs	0	7,000	7,000	0.0%
Maintenance Costs	13,203	31,000	21,000	-32.3%
Insurance	1277	1,000	750	-25.0%
Retail Operations	134,358	177,450	167,500	-5.6%
TOTAL EXPENSES	\$ 319,587	\$ 423,729	\$ 404,822	-4.5%
Net Income	\$ 117,468	\$ 54,271	\$ 73,178	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	4.77	4.77	4.77	4.77	4.77

BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-220 BRICKMAKERS CAFÉ AT OCCOQUAN						
REVENUES						
4822	NVRPA Event Staffing	\$ 212	\$ 138	\$ 500	\$ 0	\$ 500
TOTAL OTHER REVENUE		212	138	500	0	500
4640	Retail - Food	399,732	365,076	400,000	191,158	400,000
4115	Catering	46,152	38,769	37,500	30,445	37,500
4641	Retail -Alcoholic Beverages	34,408	33,073	40,000	16,312	40,000
TOTAL RETAIL OPERATIONS		480,292	436,918	477,500	237,914	477,500
TOTAL REVENUES		\$ 480,504	\$ 437,056	\$ 478,000	\$ 237,914	\$ 478,000
EXPENSES						
5020	Part-Time Salaries	\$ 135,359	\$ 148,941	\$ 178,704	\$ 75,785	\$ 178,704
5030	FICA	10,228	11,200	13,671	5,390	13,671
5040	Hospitalization	5,974	10,513	14,636	6,969	15,930
5070	Unemployment Tax	126	96	268	28	268
TOTAL PERSONNEL SERVICES		151,687	170,749	207,279	88,173	208,572
5146	Contract Employment	19,264	0	5,000	6,541	5,000
5490	Programs and Promotions	900	0	2,000	0	2,000
TOTAL OPERATING COSTS		20,164	0	7,000	6,541	7,000
5190	Facility Op. & Maintenance	18,743	13,203	31,000	7,195	21,000
TOTAL MAINTENANCE COSTS		18,743	13,203	31,000	7,195	21,000
5265	Insurance - Liquor Liability	2,488	1,277	1,000	1,350	750
TOTAL INSURANCE		2,488	1,277	1,000	1,350	750
5520	Retail -Food	181,941	129,625	166,250	62,470	157,500
5521	Retail - Alcoholic Beverages	8,196	4,733	11,200	1,259	10,000
TOTAL RETAIL OPERATIONS		190,137	134,358	177,450	63,729	167,500
TOTAL EXPENSES		\$ 383,219	\$ 319,587	\$ 423,729	\$ 166,987	\$ 404,822
OPERATING INCOME (LOSS)		\$ 97,285	\$ 117,468	\$ 54,271	\$ 70,927	\$ 73,178

BRICKMAKERS CAFÉ AT OCCOQUAN

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
* to increase accuracy, some performance measures are still being calculated					
• Number of restaurant guests served	46,711	41,611	48,000	N/A	48,000
• Number of special events	9	8	8	N/A	8
• Per customer average on food and beverage	11	10	11	N/A	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
Retail Operations	\$ 228,927	\$ 255,425	\$ 263,650	3.2%
Other Revenue	17,088	17,500	19,500	11.4%
TOTAL REVENUE	\$ 246,014	\$ 272,925	\$ 283,150	3.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 141,572	\$ 170,077	\$ 176,238	3.6%
Operating Costs	20,364	28,350	27,350	-3.5%
Maintenance Costs	4,734	10,500	10,500	0.0%
Insurance	2,165	2,615	1,777	-32.1%
Retail Operations	37,312	71,462	65,200	-8.8%
TOTAL EXPENSES	\$ 206,147	\$ 283,004	\$ 281,064	-0.7%
Net Income	\$ 39,867	\$ (10,079)	\$ 2,086	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.09	1.09	1.09	1.09	1.09
Part-Time	1.21	1.21	1.21	1.21	1.21

BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-125 BRICKMAKERS CATERING & EVENT SERVICES						
REVENUES						
4820,4821	Equipment Rental	\$ 9,900	\$ 9,200	\$ 10,000	\$ 12,700	\$ 12,000
4822	NVRPA Event Staffing	7,115	6,438	7,500	4,805	7,500
4510	Miscellaneous Revenue	0	1,450	0	0	0
TOTAL OTHER REVENUE		17,015	17,088	17,500	17,505	19,500
4200	Catering Food Truck	2,000	0	0	0	0
4115	Catering-Great Blue Heron	214,639	192,660	215,000	137,476	215,000
4682	Administrative Fee	21,881	16,549	21,175	16,479	23,650
4641	Retail - Alcoholic Beverages	17,606	19,717	19,250	17,081	25,000
TOTAL RETAIL OPERATIONS		256,125	228,927	255,425	171,035	263,650
TOTAL REVENUES		\$ 273,141	\$ 246,014	\$ 272,925	\$ 188,540	\$ 283,150
EXPENSES						
5010	Full-Time Salaries	\$ 100,217	\$ 104,223	\$ 95,395	\$ 55,553	\$ 99,990
5020	Part-Time Salaries	11,303	6,641	40,368	2,008	40,368
5030	FICA	8,489	8,437	10,386	4,516	10,737
5040	Hospitalization	1,376	1,604	1,649	787	1,795
5060	Life Insurance	1,327	1,478	902	764	946
5050	Retirement	16,642	19,166	21,273	9,750	22,298
5070	Unemployment Tax	44	23	104	3	104
TOTAL PERSONNEL SERVICES		139,399	141,572	170,077	73,381	176,238
5146	Contract Employment	15,492	8,154	14,800	9,807	12,000
5230	Gas and Diesel	3,616	3,390	4,200	1,496	4,200
5186	Equipment Rental	8,905	8,820	9,000	11,832	10,800
5570	Uniforms	0	0	350	0	350
TOTAL OPERATING COSTS		28,013	20,364	28,350	23,135	27,350
5180	Equipment/Vehicle Maintenance	598	1,501	3,300	1,094	3,300
5190	Facility Op. & Maintenance	5,568	3,233	7,200	2,124	7,200
TOTAL MAINTENANCE COSTS		6,166	4,734	10,500	3,218	10,500
5265	Insurance - Liquor Liability	276	472	700	450	500
5290	Insurance - Vehicle	1,616	1,693	1,915	2,246	1,277
TOTAL INSURANCE		1,893	2,165	2,615	2,696	1,777
5520	Retail -Food	61,345	36,215	66,650	27,768	60,200
5521	Retail - Alcoholic Beverages	2,007	1,097	4,812	1,212	5,000
TOTAL RETAIL OPERATIONS		63,352	37,312	71,462	28,980	65,200
TOTAL EXPENSES		\$ 238,823	\$ 206,147	\$ 283,004	\$ 131,410	\$ 281,064
OPERATING INCOME (LOSS)		\$ 34,318	\$ 39,867	\$ (10,079)	\$ 57,131	\$ 2,086

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of catered events	82	80	88	52	88
• Number of people provided catering and retail services	15,665	15,062	18,000	10,600	18,000
• Amount of catering shelter revenue	\$28,840	\$27,640	\$26,000	\$17,000	\$26,000
• Amount of catering admission revenue	\$22,600	\$21,865	\$22,000	\$14,500	\$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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 259	\$ 400	\$ 400	0.0%
Other Revenue	0	10,980	10,980	0.0%
TOTAL REVENUE	\$ 259	\$ 11,380	\$ 11,380	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 32,320	\$ 38,618	\$ 41,737	8.1%
Maintenance Costs	0	4,000	4,000	0.0%
TOTAL EXPENSES	\$ 32,320	\$ 42,618	\$ 45,737	7.3%
Net Income	\$ (32,061)	\$ (31,238)	\$ (34,357)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 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 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-470 PISCATAWAY CROSSING REGIONAL PARK						
REVENUES						
4460	Boat Launch	\$ 91	\$ 259	\$ 400	\$ 270	\$ 400
	TOTAL USER FEES	91	259	400	270	400
4605	Property Lease	20,250	0	10,980	0	10,980
	TOTAL OTHER REVENUE	20,250	0	10,980	0	10,980
	TOTAL REVENUES	\$ 20,341	\$ 259	\$ 11,380	\$ 270	\$ 11,380
EXPENSES						
5010	Full-Time Salaries	\$ 33,022	\$ 23,032	\$ 28,060	\$ 13,562	\$ 30,316
5030	FICA	2,133	1,716	2,147	925	2,319
5040	Hospitalization	1,558	2,551	1,869	890	2,034
5060	Life Insurance	287	231	265	138	287
5050	Retirement	5,661	4,789	6,257	2,748	6,761
5070	Unemployment	5	2	20	0	20
	TOTAL PERSONNEL SERVICES	42,666	32,320	38,618	18,263	41,737
5190	Facility Op. & Maintenance	2,914	0	4,000	0	4,000
	TOTAL MAINTENANCE COSTS	2,914	0	4,000	0	4,000
	TOTAL EXPENSES	\$ 45,581	\$ 32,320	\$ 42,618	\$ 18,263	\$ 45,737
	OPERATING INCOME (LOSS)	\$ (25,240)	\$ (32,061)	\$ (31,238)	\$ (17,993)	\$ (34,357)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of launches	19	52	80	54	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
SOURCE				
	\$ 1,106,532	\$ 1,183,000	\$ 1,143,710	-3.3%
	54,461	75,000	75,000	0.0%
	90,613	96,700	96,700	0.0%
Capital Fund	121,083	121,083	121,083	0.0%
TOTAL REVENUE	\$ 1,372,689	\$ 1,475,783	\$ 1,436,493	-2.7%
CATEGORY				
	\$ 911,011	\$ 900,357	\$ 951,389	5.7%
	40,066	45,250	45,250	0.0%
	112,186	99,200	105,600	6.5%
	2,821	3,830	3,192	-16.7%
	44,664	57,500	57,500	0.0%
	69,057	82,000	84,000	2.4%
	6,615	121,083	121,083	0.0%
TOTAL EXPENSES	\$ 1,186,421	\$ 1,309,220	\$ 1,368,013	4.5%
	\$ 186,268	\$ 166,563	\$ 68,480	

BUDGET HIGHLIGHTS

Major variances in budget:

- Camping trends have dropped slightly since the pandemic high. Revenues have been reduced slightly to match actuals.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	6.63	6.82	7.42	7.56	7.07

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-260 POHICK BAY REGIONAL PARK REVENUES						
4095	Cabin Rentals	\$ 112,822	\$ 112,311	\$ 140,000	\$ 65,483	\$ 140,000
4095	Camping Fees	812,021	785,314	828,000	399,632	785,000
4095	Laundry	8,116	6,928	8,000	3,321	8,000
4095	Programmed Events	4,736	3,532	5,000	2,561	5,000
4670	Shelter Reservations	16,894	15,943	15,000	5,785	15,750
4750	RV Storage	94,178	96,961	100,000	47,694	104,500
4230	Entrance Fees	75,035	77,433	77,000	35,841	75,460
4500	Miniature Golf & Disc Golf	8,788	8,110	10,000	3,966	10,000
	TOTAL USER FEES	1,132,590	1,106,532	1,183,000	564,283	1,143,710
4640, 4648	Retail Operations	73,209	54,201	75,000	34,635	75,000
	TOTAL RETAIL OPERATIONS	73,209	54,461	75,000	34,635	75,000
4420	House Rental	54,000	55,600	56,700	27,800	56,700
4440	Interest	5,067	7,434	0	3,626	0
4255	Firewood	35,130	27,580	40,000	18,666	40,000
4510	Miscellaneous Revenue	4,554	0	0	0	0
	TOTAL OTHER REVENUE	98,751	90,613	96,700	50,092	96,700
	TOTAL REVENUE	1,304,551	1,251,606	1,354,700	649,009	1,315,410
TRANSFERS IN						
4900	Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
	TOTAL TRANSFER IN	121,083	121,083	121,083	0	121,083
	TOTAL RESOURCES	\$ 1,425,634	\$ 1,372,689	\$ 1,475,783	\$ 649,009	\$ 1,436,493
EXPENSES						
5010	Full-Time Salaries	\$ 412,813	\$ 444,484	\$ 438,064	\$ 263,129	\$ 475,790
5020	Part-Time Salaries	223,492	252,009	237,879	131,447	230,074
5030	FICA	47,147	52,036	51,710	27,515	53,999
5040	Hospitalization	68,229	72,923	70,235	35,773	80,300
5060	Life Insurance	3,722	4,012	4,144	2,159	4,501
5050	Retirement	72,592	85,221	97,688	45,129	106,101
5070	Unemployment Tax	493	326	637	130	625
	TOTAL PERSONNEL SERVICES	828,487	911,011	900,357	505,283	951,389
5230	Gas and Diesel	18,115	17,143	19,500	6,891	19,500
5430	Park Police	14,470	15,690	15,800	6,150	15,800
5490	Programs and Promotions	7,151	5,055	7,500	4,588	7,500
5570	Uniforms	2,620	2,178	2,450	919	2,450
	TOTAL OPERATING COSTS	42,356	40,066	45,250	18,548	45,250
5180	Equipment/Vehicle Maintenance	14,615	16,827	17,500	7,920	17,500
5190	Facility Op. & Maintenance	78,044	89,501	79,700	47,066	86,100
5510	Rental House Maintenance	3,845	5,858	2,000	1,925	2,000
	TOTAL MAINTENANCE COSTS	96,504	112,186	99,200	56,911	105,600
5290	Insurance - Vehicle	2,694	2,821	3,830	2,808	3,192
	TOTAL INSURANCE	2,694	2,821	3,830	2,808	3,192
5524	Firewood	15,715	18,440	20,000	5,200	20,000
5520	Retail Operations	45,282	26,224	37,500	28,253	37,500
	TOTAL RETAIL OPERATIONS	60,997	44,664	57,500	33,453	57,500
5580-001	Telephone	6,153	6,335	5,500	4,847	7,500
5580-002	Electricity	57,658	54,069	65,000	23,503	65,000
5580-004	Water/Sewer	4,677	4,834	5,000	2,291	5,000
5580-009	Heating Oil	1,961	0	2,000	0	2,000
5580-016	Internet/Cable	4,271	3,819	4,500	1,231	4,500
	TOTAL UTILITIES	74,721	69,057	82,000	31,873	84,000
2425	Note Payable VRA	0	0	115,556	0	115,556
5322	Interest Expense VRA Note	8,019	6,615	5,527	2,764	5,527
	TOTAL DEBT SERVICE	8,019	6,615	121,083	2,764	121,083
	TOTAL EXPENSES	\$ 1,113,779	\$ 1,186,421	\$ 1,309,220	\$ 651,638	\$ 1,368,013
	OPERATING INCOME (LOSS)	\$ 311,854	\$ 186,268	\$ 166,563	\$ (2,629)	\$ 68,480

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of non-jurisdiction vehicle entries	6,078	6,688	8,850	3,170	8,650
• Number of nightly camping rentals	17,124	15,148	16,200	2,240	15,400
• Number of group campers	4,778	15,476	9,000	2,429	9,000
• RV /Boat storage usage (115 spaces available)	115	101	115	106	115
• Number of miniature & disc golf rounds	2,981	2,534	3,000	2,486	3,000
• Picnic shelter rentals	117	91	87	31	87
• Number of nightly cabin rentals	1,152	935	1,200	191	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 1,745,876	\$ 1,546,700	\$ 1,759,764	13.8%
Retail Operations	275,854	244,000	272,000	11.5%
Other Revenue	0	1,000	1,000	0.0%
TOTAL REVENUE	\$ 2,021,730	\$ 1,791,700	\$ 2,032,764	13.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 865,445	\$ 870,860	\$ 910,925	4.6%
Operating Costs	86,213	104,755	104,755	0.0%
Maintenance Costs	259,615	235,300	245,150	4.2%
Insurance	3,023	2,377	2,027	-14.7%
Retail Operations	123,907	107,261	118,820	10.8%
Utilities	38,373	35,400	39,900	12.7%
TOTAL EXPENSES	\$ 1,376,575	\$ 1,355,953	\$ 1,421,576	4.8%
Net Income	\$ 645,154	\$ 435,747	\$ 611,188	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted 13.5% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	7.46	7.46	7.94	7.94	7.87

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-240 POHICK BAY GOLF COURSE						
REVENUES						
4210	Driving Range	\$ 124,093	\$ 125,600	\$ 120,000	\$ 62,997	\$ 132,000
4220	Cart Rental	332,856	438,400	350,000	244,295	423,500
4320	Golf Club Rental	4,077	3,929	3,500	2,305	3,500
4380	Green Fees	1,114,156	1,172,316	1,067,200	647,820	1,195,264
4400	Golf Handicap Program	4,536	4,148	5,000	1,375	5,000
4610	Pull Cart Rental	231	1,483	1,000	104	500
TOTAL USER FEES		1,579,950	1,745,876	1,546,700	958,895	1,759,764
4641	Retail - Alcoholic Beverages	68,034	84,344	75,000	46,344	85,000
4640,4642,4643	Retail - Food	74,907	96,875	84,000	52,873	94,000
4650	Retail - Pro Shop	81,184	94,636	85,000	51,834	93,000
TOTAL RETAIL OPERATIONS		224,125	275,854	244,000	151,051	272,000
4475	Lessons	0	0	1,000	600	1,000
TOTAL OTHER REVENUE		0	0	1,000	600	1,000
TOTAL REVENUES		\$ 1,804,075	\$ 2,021,730	\$ 1,791,700	\$ 1,110,546	\$ 2,032,764
EXPENSES						
5010	Full-Time Salaries	\$ 366,937	\$ 396,250	\$ 384,162	\$ 224,697	\$ 404,330
5020	Part-Time Salaries	233,222	249,984	254,072	125,261	259,047
5030	FICA	44,061	47,352	48,825	23,849	50,748
5040	Hospitalization	72,893	91,211	93,918	42,590	102,220
5060	Life Insurance	3,308	3,658	3,634	1,880	3,825
5050	Retirement	65,435	76,737	85,668	39,186	90,166
5070	Unemployment Tax	374	252	581	110	589
TOTAL PERSONNEL SERVICES		786,229	865,445	870,860	457,574	910,925
5160	Golf Cart Rental	55,634	55,634	67,928	29,280	67,928
5138	Beverage Cart Rental	3,748	3,748	3,472	1,836	3,472
5230	Gas and Diesel	31,298	24,687	29,000	13,591	29,000
5260	Golf Handicap Program	888	1,358	1,605	60	1,605
5263	Instructor Fees	0	0	1,000	0	1,000
5570	Uniforms	659	787	1,750	648	1,750
TOTAL OPERATING COSTS		92,227	86,213	104,755	45,416	104,755
5180	Equipment/Vehicle Maintenance	31,925	36,676	38,000	38,103	38,000
5190	Facility Op. & Maintenance	73,713	74,406	64,300	33,885	67,500
5240	Golf Course Maintenance	129,771	148,533	133,000	86,794	139,650
TOTAL MAINTENANCE COSTS		235,409	259,615	235,300	158,782	245,150
5265	Insurance - Liquor Liability	725	1,330	1,100	1,650	750
5290	Insurance - Vehicle	1,616	1,693	1,277	1,685	1,277
TOTAL INSURANCE		2,341	3,023	2,377	3,335	2,027
5521	Retail - Alcoholic Beverages	21,147	23,764	22,433	13,930	25,350
5520	Retail - Food	39,885	38,414	33,708	19,646	37,750
5530	Retail - Pro Shop	46,781	61,729	51,120	29,446	55,720
TOTAL RETAIL OPERATIONS		107,814	123,907	107,261	63,022	118,820
5580-001	Telephone	3,437	3,966	3,500	2,352	4,000
5580-002	Electricity	26,160	28,920	26,000	21,174	30,000
5580-004	Water/Sewer	1,734	2,127	2,500	1,105	2,500
5580-016	Internet/Cable	3,335	3,360	3,400	1,881	3,400
TOTAL UTILITIES		34,666	38,373	35,400	26,512	39,900
TOTAL EXPENSES		\$ 1,258,687	\$ 1,376,575	\$ 1,355,953	\$ 754,640	\$ 1,421,576
OPERATING INCOME (LOSS)		\$ 545,388	\$ 645,154	\$ 435,747	\$ 355,906	\$ 611,188

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.

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC	FY 2026 TARGET
• 18 hole golf rounds (paid)	25,854	27,054	24,255	15,006	26,000
• 18 hole golf rounds (members)	7,703	6,353	11,550	2,762	11,550
• Power cart rentals	14,600	21,360	23,595	12,090	23,595
• Number of driving range buckets sold	8,667	13,142	6,450	5,726	13,800
• Number of Annual Golf Memberships sold	77	55	75	25	50
• Subscription memberships sold - Heron's Choice	13	27	100	22	100
• Per customer average on pro shop merchandise	\$ 2.41	\$ 2.84	\$ 2.37	\$ 2.91	\$ 2.48
• Per customer average of food & beverage	\$ 4.25	\$ 5.42	\$ 4.44	\$ 5.58	\$ 4.77
• Revenue per round of golf played	\$ 53.76	\$ 60.51	\$ 50.04	\$ 62.5	\$ 53.34
• Cost per round of golf played	\$ 37.5	\$ 41.20	\$ 37.87	\$ 42.47	\$ 36.89

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 258,286	\$ 280,000	\$ 288,625	3.1%
Retail Operations	9,674	8,000	8,000	0.0%
TOTAL REVENUE	\$ 267,960	\$ 288,000	\$ 296,625	3.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 41,489	\$ 59,258	\$ 52,382	-11.6%
Maintenance Costs	14,347	12,300	12,300	0.0%
Retail Operations	3,998	3,200	3,200	0.0%
Utilities	6,266	6,500	6,500	0.0%
TOTAL EXPENSES	\$ 66,100	\$ 81,258	\$ 74,382	-8.5%
Net Income	\$ 201,860	\$ 206,742	\$ 222,243	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.86	1.86	1.86	1.86	1.70

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-250 POHICK BAY MARINA						
REVENUES						
4070,4540,4680	Boat Rental	\$ 44,560	\$ 39,096	\$ 45,000	\$ 20,427	\$ 40,000
4460	Launch & Parking Fees	62,574	64,778	65,000	33,671	67,000
4600	Programmed Events	25	2,401	0	2,040	2,000
4080	Boat Storage	134,385	131,540	150,000	65,682	158,625
4670	Shelter Reservations	21,407	20,470	20,000	8,292	21,000
	TOTAL USER FEES	262,951	258,286	280,000	130,112	288,625
4640	Retail Operations	7,725	9,674	8,000	3,951	8,000
	TOTAL RETAIL OPERATIONS	7,725	9,674	8,000	3,951	8,000
	TOTAL REVENUES	\$ 270,675	\$ 267,960	\$ 288,000	\$ 134,063	\$ 296,625
EXPENSES						
5020	Part-Time Salaries	\$ 36,090	\$ 38,499	\$ 54,970	\$ 25,887	\$ 48,585
5030	FICA	2,805	2,942	4,205	1,980	3,725
5070	Unemployment Tax	98	48	82	43	73
	TOTAL PERSONNEL SERVICES	38,992	41,489	59,258	27,910	52,382
5180	Equipment/Vehicle Maintenance	0	12	0	0	0
5190	Facility Op. & Maintenance	11,982	14,335	12,300	6,149	12,300
	TOTAL MAINTENANCE COSTS	11,982	14,347	12,300	6,149	12,300
5520	Retail-Food	3,754	3,998	3,200	2,563	3,200
	TOTAL RETAIL OPERATIONS	3,754	3,998	3,200	2,563	3,200
5580-001	Telephone	360	360	500	220	500
5580-002	Electricity	5,614	5,906	6,000	1,836	6,000
	TOTAL UTILITIES	5,974	6,266	6,500	2,056	6,500
	TOTAL EXPENSES	\$ 60,703	\$ 66,100	\$ 81,258	\$ 38,678	\$ 74,382
	OPERATING INCOME (LOSS)	\$ 209,973	\$ 201,860	\$ 206,742	\$ 95,386	\$ 222,243

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Boat storage (153 storage sites available)	145	143	145	143	145
• Boat launches	4,424	4,082	4,200	2,229	4,325
• Total boat rentals	2,376	1,919	3,200	979	2,850
• Guided water tour participants	67	70	200	N/A	200
• Number of Eagle's Nest rentals	33	34	20	10	20
• Number of family shelter rentals	115	90	200	28	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 588,872	\$ 517,800	\$ 553,500	6.9%
Retail Operations	262,575	225,300	225,300	0.0%
TOTAL REVENUE	\$ 851,447	\$ 743,100	\$ 778,800	4.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 280,527	\$ 297,257	\$ 294,599	-0.9%
Operating Costs	0	0	0	0.0%
Maintenance Costs	120,642	95,000	99,750	5.0%
Retail Operations	96,786	91,650	91,650	0.0%
Utilities	30,694	29,800	30,800	3.4%
TOTAL EXPENSES	\$ 528,649	\$ 513,707	\$ 516,799	0.6%
Net Income	\$ 322,799	\$ 229,393	\$ 262,001	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted to increase due to fee increases for certain user fee categories.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	8.47	8.47	8.47	8.37	8.37

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-270 PIRATE'S COVE WATERPARK at POHICK BAY						
REVENUES						
4550	Admissions	\$ 309,846	\$ 482,907	\$ 420,000	\$ 234,342	\$ 441,000
4570	Group Admissions	23,925	41,951	35,300	40,364	50,000
4490	Locker Rental	179	438	500	127	500
4580	Waterpark Passes	57,596	53,936	56,000	35,223	56,000
4600	Programmed Events	0	120	0	0	0
4670	Shelter Reservations	4,848	9,520	6,000	4,107	6,000
	TOTAL USER FEES	396,395	588,872	517,800	314,163	553,500
4640	Retail Operations	162,936	247,595	210,000	114,024	210,000
4660	Swim Merchandise	10,076	14,981	15,300	6,641	15,300
	TOTAL RETAIL OPERATIONS	173,012	262,575	225,300	120,665	225,300
	TOTAL REVENUES	\$ 569,407	\$ 851,447	\$ 743,100	\$ 434,829	\$ 778,800
EXPENSES						
5020	Part-Time Salaries	\$ 230,470	\$ 260,290	\$ 275,749	\$ 162,156	\$ 272,509
5030	FICA	17,524	19,912	21,095	12,405	21,665
5070	Unemployment Tax	767	324	414	262	425
	TOTAL PERSONNEL SERVICES	248,761	280,527	297,257	174,823	294,599
5490	Programs and Promotions	107	0	0	0	0
	TOTAL OPERATING COSTS	107	0	0	0	0
5190	Facility Op. & Maintenance	82,647	120,642	95,000	47,662	99,750
	TOTAL MAINTENANCE COSTS	82,647	120,642	95,000	47,662	99,750
5520	Retail Operations	87,092	89,416	84,000	39,026	84,000
5535	Swim Merchandise	1,321	7,370	7,650	3,055	7,650
	TOTAL RETAIL OPERATIONS	88,413	96,786	91,650	42,080	91,650
5580-001	Telephone	3,038	2,982	3,000	1,285	3,000
5580-002	Electricity	30,234	26,582	25,500	17,300	26,500
5580-016	Internet/Cable	1,264	1,130	1,300	211	1,300
	TOTAL UTILITIES	34,537	30,694	29,800	18,795	30,800
	TOTAL EXPENSES	\$ 454,465	\$ 528,649	\$ 513,707	\$ 283,361	\$ 516,799
	OPERATING INCOME (LOSS)	\$ 114,942	\$ 322,799	\$ 229,393	\$ 151,468	\$ 262,001

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of general admissions	30,511	44,548	38,250	20,589	38,250
• Number of youth group participants	3,409	6,325	5,050	5,870	6,500
• Number of Annual Waterpark Passes sold	678	741	845	613	845
• Average amount customers spent on food/beverages	\$5.04	6.80	\$5.10	\$4.46	\$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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 155,256	\$ 147,500	\$ 149,500	1.4%
Retail Operations	4,059	4,000	4,000	0.0%
Other Revenue	13,200	13,200	13,200	0.0%
TOTAL REVENUE	\$ 172,515	\$ 164,700	\$ 166,700	1.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 375,183	\$ 371,357	\$ 390,975	5.3%
Operating Costs	10,823	14,400	14,400	0.0%
Maintenance Costs	24,276	32,100	32,100	0.0%
Insurance	2,257	2,553	1,915	-25.0%
Retail Operations	2,097	2,000	2,000	0.0%
Utilities	12,904	13,900	14,100	1.4%
TOTAL EXPENSES	\$ 427,541	\$ 436,310	\$ 455,490	4.4%
Net Income	\$ (255,026)	\$ (271,610)	\$ (288,790)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	1.81	1.81	1.81	1.88	1.91

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-300 POTOMAC OVERLOOK REGIONAL PARK						
REVENUES						
4600	Programmed Events	\$ 33,175	\$ 31,646	\$ 30,000	\$ 13,291	\$ 30,000
4101	Camps	98,911	119,435	114,000	16,875	116,000
4670	Shelter Reservations	3,285	4,175	3,500	1,080	3,500
	TOTAL USER FEES	135,371	155,256	147,500	31,246	149,500
4640	Retail Operations	4,046	4,059	4,000	3,217	4,000
	TOTAL RETAIL OPERATIONS	4,046	4,059	4,000	3,217	4,000
4420	House Rental	13,200	13,200	13,200	5,500	13,200
	TOTAL OTHER REVENUE	13,200	13,200	13,200	5,500	13,200
	TOTAL REVENUES	\$ 152,617	\$ 172,515	\$ 164,700	\$ 39,963	\$ 166,700
EXPENSES						
5010	Full-Time Salaries	\$ 202,145	\$ 220,798	\$ 215,722	\$ 128,034	\$ 229,785
5020	Part-Time Salaries	49,387	60,690	57,033	33,761	59,300
5030	FICA	18,872	21,176	20,866	11,360	22,115
5040	Hospitalization	25,248	28,087	27,384	13,040	26,150
5060	Life Insurance	1,778	2,023	2,041	1,051	2,174
5050	Retirement	35,274	42,298	48,106	21,863	51,242
5070	Unemployment Tax	159	112	206	53	209
	TOTAL PERSONNEL SERVICES	332,863	375,183	371,357	209,163	390,975
5230	Gas and Diesel	1,811	1,523	2,200	673	2,200
5259	Grant Expense	114	592	0	1,001	0
5490	Programs and Promotions	3,934	3,885	4,500	1,673	4,500
5570	Uniforms	371	1,087	1,050	396	1,050
5171	Camps	6,285	3,736	6,650	3,723	6,650
	TOTAL OPERATING COSTS	12,515	10,823	14,400	7,466	14,400
5180	Equipment/Vehicle Maintenance	2,378	1,482	3,300	1,175	3,300
5190	Facility Op. & Maintenance	18,776	22,376	28,300	10,152	28,300
5510	Rental House Maintenance	387	418	500	677	500
	TOTAL MAINTENANCE COSTS	21,541	24,276	32,100	12,004	32,100
5290	Insurance - Vehicle	2,155	2,257	2,553	1,685	1,915
	TOTAL INSURANCE	2,155	2,257	2,553	1,685	1,915
5520	Retail Operations	2,288	2,097	2,000	1,256	2,000
	TOTAL RETAIL OPERATIONS	2,288	2,097	2,000	1,256	2,000
5580-001	Telephone	1,835	2,069	2,300	1,022	2,300
5580-002	Electricity	6,245	7,445	7,000	2,962	7,500
5580-004	Water/Sewer	714	935	600	587	1,000
5580-008	Propane Gas	1,135	567	1,700	305	1,300
5580-016	Cable/Internet	1,100	1,889	2,300	825	2,000
	TOTAL UTILITIES	11,029	12,904	13,900	5,701	14,100
	TOTAL EXPENSES	\$ 382,391	\$ 427,541	\$ 436,310	\$ 237,274	\$ 455,490
	OPERATING INCOME (LOSS)	\$ (229,774)	\$ (255,026)	\$ (271,610)	\$ (197,311)	\$ (288,790)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Public program/Special Event participants	2,365	2,314	2,000	592	2,000
• School & Scout program participants	1,668	1,826	1,250	774	1,250
• Birthday party participants	96	95	90	37	90
• Camp Overlook participants	359	349	360	258	360
• Number of shelter rentals	29	30	30	9	30
• Volunteer hours received	2,905	4,911	5,000	3,866	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 31,611	\$ 37,500	\$ 40,000	6.7%
Total Transfers in	120,000	120,000	120,000	0.0%
TOTAL RESOURCES	\$ 151,611	\$ 157,500	\$ 160,000	1.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 228,822	\$ 252,189	\$ 262,195	4.0%
Operating Costs	5,945	7,500	8,500	13.3%
Maintenance Costs	32,640	72,500	72,500	0.0%
Utilities	20,308	16,800	22,200	32.1%
TOTAL EXPENSES	\$ 287,714	\$ 348,989	\$ 365,395	4.7%
Net Income	\$ (136,103)	\$ (191,489)	\$ (205,395)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.75	1.00	1.00	1.00
Part-Time	0.00	1.83	2.43	2.43	2.43

WINKLER BOTANICAL PRESERVE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-460 WINKLER BOTANICAL PRESERVE						
REVENUES						
4600	Programmed Events	\$ 806	\$ 1,431	\$ 2,500	\$ 2,479	\$ 3,000
4810	Facility Fees	150	450	1,000	50	1,000
4101	Camps	16,160	29,730	34,000	0	36,000
	TOTAL USER FEES	17,116	31,611	37,500	2,529	40,000
	TOTAL REVENUES	\$ 17,116	\$ 31,611	\$ 37,500	\$ 2,529	\$ 40,000
4345	Grants	120,000	120,000	120,000	0	120,000
	TOTAL TRANSFERS IN	120,000	120,000	120,000	0	120,000
	TOTAL RESOURCES	\$ 137,116	\$ 151,611	\$ 157,500	\$ 2,529	\$ 160,000
EXPENSES						
5010	Full-Time Salaries	\$ 34,446	\$ 67,361	\$ 66,453	\$ 40,490	\$ 71,607
5020	Part-Time Salaries	72,516	105,985	126,648	54,212	126,506
5030	FICA	7,741	12,490	14,772	6,435	15,156
5040	Hospitalization	13,782	29,372	28,638	13,637	32,050
5060	Life Insurance	291	622	629	326	677
5050	Retirement	6,829	12,942	14,819	6,707	15,968
5070	Unemployment Tax	116	50	230	13	230
	TOTAL PERSONNEL SERVICES	135,721	228,822	252,189	121,821	262,195
5230	Gas and Diesel	260	739	1,150	264	1,150
5490	Programs and Promotions	490	967	2,500	1,415	2,500
5570	Uniforms	366	350	350	263	350
5171	Camps	2,814	3,889	3,500	334	4,500
	TOTAL OPERATING COSTS	3,931	5,945	7,500	2,277	8,500
5180	Equipment/Vehicle Maintenance	362	824	2,500	78	2,500
5190	Facility Op. & Maintenance	18,913	15,804	25,000	5,932	25,000
5215	Garden Maintenance	23,071	16,012	45,000	10,586	45,000
	TOTAL MAINTENANCE COSTS	42,346	32,640	72,500	16,595	72,500
5580-001	Telephone	1,079	1,875	2,200	1,071	2,200
5580-002	Electricity	6,019	8,723	6,400	2,862	9,000
5580-004	Water/Sewer	4,484	7,265	5,200	5,052	8,000
5580-008	Propane Gas	0	0	500	0	500
5580-016	Cable/Internet	1,899	2,445	2,500	1,021	2,500
	TOTAL UTILITIES	13,481	20,308	16,800	10,006	22,200
	TOTAL EXPENSES	\$ 195,478	\$ 287,714	\$ 348,989	\$ 150,699	\$ 365,395
	OPERATING INCOME (LOSS)	\$ (58,362)	\$ (136,103)	\$ (191,489)	\$ (148,170)	\$ (205,395)

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL	FY 2026 TARGET
				6 months JUL-DEC 2024	
• 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	79	1,542	700	374	1,800
• Volunteer hours received	52	345	500	246	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

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 527,772	\$ 466,520	\$ 533,120	14.3%
Retail Operations	1,033,523	794,400	830,600	4.6%
Other Revenue	153,065	89,400	103,240	15.5%
TOTAL REVENUE	\$ 1,714,360	\$ 1,350,320	\$ 1,466,960	8.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 377,697	\$ 480,277	\$ 512,008	6.6%
Operating Costs	319,857	195,745	237,510	21.3%
Maintenance Costs	165,666	153,650	161,250	4.9%
Insurance	4,376	6,138	5,888	-4.1%
Retail Operations	247,372	218,200	216,460	-0.8%
Utilities	15,424	20,500	19,900	-2.9%
TOTAL EXPENSES	\$ 1,130,391	\$ 1,074,510	\$ 1,153,016	7.3%
Net Income	\$ 583,968	\$ 275,810	\$ 313,944	

BUDGET HIGHLIGHTS

Major variances in budget:

- The revenue increase of 8.6% 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

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	3.83	3.83	3.83	3.83	3.83
Part-Time	4.32	4.32	4.45	4.09	4.24

RUST NATURE SANCTUARY & MANOR HOUSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-320 RUST NATURE SANCTUARY & MANOR HOUSE						
REVENUES						
4240	Facility Rental-Manor House	\$ 465,337	\$ 491,488	\$ 440,000	\$ 267,363	\$ 490,000
4822	NVRPA Event Staffing	32,646	36,284	26,520	14,689	43,120
	TOTAL USER FEES	497,982	527,772	466,520	282,051	533,120
4420	Apartment Rental	7,800	1,430	0	0	0
4821	Equipment Rental	122,055	149,985	88,200	79,998	102,040
4081	Storage Rental (PEC)	1,800	1,650	1,200	600	1,200
4443	Outside Catering Fees	943	0	0	0	0
4693	Special Services	0	0	0	250	0
	TOTAL OTHER REVENUE	132,598	153,065	89,400	80,848	103,240
4115	Catering	586,136	636,481	528,000	323,942	539,000
4682	Administrative Fee	135,207	151,312	97,500	74,238	108,340
4640	Retail Operations	4	2	0	(3)	0
4641,4647	Retail - Alcoholic Beverages	210,371	245,727	168,900	124,641	183,260
	TOTAL RETAIL OPERATIONS	931,717	1,033,523	794,400	522,819	830,600
	TOTAL REVENUES	\$ 1,562,298	\$ 1,714,360	\$ 1,350,320	\$ 885,718	\$ 1,466,960
EXPENSES						
5010	Full-Time Salaries	\$ 195,380	\$ 217,031	\$ 224,608	\$ 135,198	\$ 241,004
5020	Part-Time Salaries	84,237	68,050	148,740	49,490	156,290
5030	FICA	20,865	21,385	28,561	12,295	30,393
5040	Hospitalization	25,267	25,521	25,780	15,601	27,910
5060	Life Insurance	1,684	1,941	2,125	1,007	2,280
5050	Retirement	24,173	43,685	50,088	22,891	53,744
5070	Unemployment Tax	164	83	376	41	388
	TOTAL PERSONNEL SERVICES	351,771	377,697	480,277	236,523	512,008
5186	Equipment Rental	131,130	139,179	88,200	79,205	102,040
5146	Contract Employment	147,771	176,618	100,695	77,432	128,120
5230	Gas & Diesel	1,889	937	1,300	443	1,300
5340	Linen Service	956	1,018	1,000	780	1,000
5490	Programs and Promotions	2,291	1,447	3,500	3,426	4,000
5570	Uniforms	243	658	1,050	0	1,050
	TOTAL OPERATING COSTS	284,280	319,857	195,745	161,285	237,510
5180	Equipment/Vehicle Maintenance	238	279	1,650	2,871	1,650
5190	Facility Op. & Maintenance	135,610	165,387	152,000	90,109	159,600
	TOTAL MAINTENANCE COSTS	135,848	165,666	153,650	92,981	161,250
5143	Catering	209,568	200,679	174,250	105,867	172,480
5521	Retail - Alcohol Beverages	36,495	46,693	43,950	26,449	43,980
	TOTAL RETAIL	246,063	247,372	218,200	132,316	216,460
5265	Insurance - Liquor Liability	3,578	3,811	5,500	4,750	5,250
5290	Vehicle Insurance	539	564	638	562	638
	TOTAL INSURANCE	4,117	4,376	6,138	5,312	5,888
5580-001	Telephone	3,670	3,768	1,200	1,864	1,200
5580-002	Electricity	13,879	9,557	14,000	5,647	14,000
5580-008	Propane	2,963	262	2,400	256	200
5580-009	Heating Oil	0	1,299	500	0	500
5580-016	Internet/Cable	0	538	2,400	2,031	4,000
	TOTAL UTILITIES	20,511	15,424	20,500	9,799	19,900
	TOTAL EXPENSES	\$ 1,042,590	\$ 1,130,391	\$ 1,074,510	\$ 638,214	\$ 1,153,016
	OPERATING INCOME (LOSS)	\$ 519,707	\$ 583,968	\$ 275,810	\$ 247,504	\$ 313,944

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Prime rental months (May, June, July, August September, October)	80	82	70	41	75
• Non-Prime rental months (March, April, first 3 weekends of November)	15	5	15	0	10
• Winter rental months (November, December, January, February)	3	1	4	1	0
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	320	320	100	6	300
• Number of Naturalist Programs	0	0	2	2	4
• Camp Rust Participants	N/A	N/A	N/A	N/A	20

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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 296,552	\$ 288,500	\$ 280,000	-2.9%
Other Revenue	40,593	28,192	28,192	0.0%
TOTAL REVENUE	\$ 337,145	\$ 316,692	\$ 308,192	-2.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 167,596	\$ 203,935	\$ 214,350	5.1%
Operating Costs	11,823	15,500	15,500	0.0%
Maintenance Costs	47,433	34,350	36,850	7.3%
Insurance	1,693	1,277	638	-50.0%
Utilities	10,488	9,200	9,700	5.4%
TOTAL EXPENSES	\$ 239,034	\$ 264,262	\$ 277,038	4.8%
Net Income	\$ 98,112	\$ 52,430	\$ 31,154	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	1.01	1.43	1.43	1.43	1.43

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-350 SANDY RUN REGIONAL PARK						
REVENUES						
4080	Crew Boat Storage	\$ 161,703	\$ 155,984	\$ 153,000	\$ 84,851	\$ 153,000
4160	Daily User Fees	3,378	12,759	3,500	955	5,000
4530, 4460	Launch & Parking Fees	97,385	84,553	95,000	28,158	90,000
4630	Regatta Fees	17,710	14,590	12,000	7,632	12,000
4673	Rowing Camps	16,689	28,668	25,000	18,743	20,000
TOTAL USER FEES		296,865	296,552	288,500	140,340	280,000
4420	House Rental	29,344	39,028	27,192	19,000	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	855	1,565	1,000	825	1,000
TOTAL OTHER REVENUE		30,199	40,593	28,192	19,825	28,192
TOTAL REVENUES		\$ 327,064	\$ 337,145	\$ 316,692	\$ 160,165	\$ 308,192
EXPENSES						
5010	Full-Time Salaries	\$ 84,558	\$ 91,154	\$ 102,723	\$ 47,677	\$ 108,618
5020	Part-Time Salaries	11,637	31,144	46,002	11,249	46,719
5030	FICA	6,999	8,863	11,377	3,766	11,883
5040	Hospitalization	12,222	16,379	19,829	8,085	21,754
5060	Life Insurance	860	870	972	426	1,028
5050	Retirement	16,912	19,141	22,907	9,552	24,222
5070	Unemployment Tax	32	46	125	6	126
TOTAL PERSONNEL SERVICES		133,220	167,596	203,935	80,760	214,350
5230	Gas and Diesel	3,213	2,721	3,500	1,147	3,500
5504	Regatta Fees	11,590	9,103	12,000	4,098	12,000
TOTAL OPERATING COSTS		14,803	11,823	15,500	5,246	15,500
5180	Equipment/Vehicle Maintenance	5,529	4,069	3,850	1,330	3,850
5190	Facility Op. & Maintenance	30,127	43,053	29,500	17,519	32,000
5510	Rental House Maintenance	930	312	1,000	13	1,000
TOTAL MAINTENANCE COSTS		36,587	47,433	34,350	18,861	36,850
5290	Insurance - Vehicle	1,616	1,693	1,277	1,123	638
TOTAL INSURANCE		1,616	1,693	1,277	1,123	638
5580-001	Telephone	4,826	1,402	1,300	559	1,300
5580-002	Electricity	3,997	7,702	6,500	3,201	7,000
5580-016	Internet/Cable	692	1,383	1,400	692	1,400
TOTAL UTILITIES		9,515	10,488	9,200	4,452	9,700
TOTAL EXPENSES		\$ 195,741	\$ 239,034	\$ 264,262	\$ 110,442	\$ 277,038
OPERATING INCOME (LOSS)		\$ 131,324	\$ 98,112	\$ 52,430	\$ 49,723	\$ 31,154

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of boats stored	255	255	255	255	255
• Number of spring break programs	59	61	48	3	60
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	9,372	8,969	10,750	0	9,000
• Number of VASRA scholastic regattas	9	9	10	0	9
• Number of club regatta competitors	5,227	4,353	4,000	4,975	4,000
• Number of club regattas	4	3	4	5	4
• Number of collegiate regatta competitors	1,422	898	1,100	0	1,000
• Number of collegiate regattas	6	4	5	0	4
• Total number of regatta spectators	15,000	15,000	15,000	7,500	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 35,998	\$ 37,500	\$ 38,000	1.3%
Retail Operations	(24)	0	0	0.0%
Other Revenue	148,452	157,383	157,383	0.0%
TOTAL REVENUE	\$ 184,426	\$ 194,883	\$ 195,383	0.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 236,338	\$ 271,165	\$ 285,420	5.3%
Operating Costs	28,291	35,350	34,400	-2.7%
Maintenance Costs	43,811	66,500	66,500	0.0%
Insurance	3,386	3,191	2,553	-20.0%
Utilities	16,369	16,400	16,400	0.0%
TOTAL EXPENSES	\$ 328,194	\$ 392,606	\$ 405,273	3.2%
Net Income	\$ (143,768)	\$ (197,723)	\$ (209,890)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	2.25	2.25	2.25	2.25	2.25
Part-Time	1.19	1.19	1.19	1.19	1.19

TEMPLE HALL FARM REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-380 TEMPLE HALL FARM REGIONAL PARK						
REVENUES						
4412-001	Hay Rides - Tractor	\$ 19,894	\$ 17,890	\$ 17,000	\$ 14,430	\$ 18,000
4670	Shelter Reservations	16,025	15,890	11,000	4,150	15,000
4812	Visitor Center Rental	0	0	1,500	0	0
4600	Programmed Events	3,180	2,218	8,000	400	5,000
	TOTAL USER FEES	39,099	35,998	37,500	18,980	38,000
4015	Animals	5,930	1,419	3,500	2,011	3,500
4140	Crop Sales	8,250	0	14,000	0	0
4420	House Rental	41,177	43,077	43,077	21,539	43,077
4345, 4970	Grant - Contribution from Endowment	96,806	96,806	96,806	0	96,806
4410, 4605	Miscellaneous Revenue	7,150	7,150	0	0	14,000
	TOTAL OTHER REVENUE	159,313	148,452	157,383	23,550	157,383
4640	Retail Operations	(105)	(24)	0	90	0
	TOTAL RETAIL OPERATIONS	\$ (105)	\$ (24)	\$ 0	\$ 90	\$ 0
	TOTAL REVENUES	\$ 198,307	\$ 184,426	\$ 194,883	\$ 42,620	\$ 195,383
EXPENSES						
5010	Full Time Salaries	\$ 95,105	\$ 155,062	\$ 165,505	\$ 87,122	\$ 174,966
5020	Part Time Salaries	20,072	17,527	35,480	9,800	35,480
5030	FICA	8,676	12,780	15,375	6,668	16,099
5040	Hospitalization	14,915	17,840	16,188	7,626	18,059
5060	Life Insurance	911	1,390	1,566	771	1,655
5050	Retirement	18,760	31,694	36,908	16,799	39,017
5070	Unemployment Tax	73	44	143	15	143
	TOTAL PERSONNEL SERVICES	158,512	236,338	271,165	128,800	285,420
5200	Feed	7,683	11,682	9,000	2,496	9,000
5210	Fertilizer	4,931	0	5,000	470	5,000
5230	Gas and Oil	8,204	8,702	8,000	2,780	8,000
5350	Livestock Purchases	450	595	2,000	0	2,000
5490	Programs & Promotions	1,195	1,559	2,500	0	1,550
5540	Seeds & Plants	1,568	737	3,000	60	3,000
5570	Uniforms	660	1,003	350	0	350
5590	Vet & Medicine	4,034	4,013	5,500	879	5,500
	TOTAL FACILITY OPERATING COSTS	28,725	28,291	35,350	6,685	34,400
5180	Equipment/Vehicle Maintenance	26,473	16,686	27,500	15,412	27,500
5190	Facility Op. & Maintenance	33,327	25,950	32,000	10,775	32,000
5195	Facility Op. & Maintenance-Cabin	181	390	5,000	603	5,000
5510	Rental House Maintenance	3,624	785	2,000	2,540	2,000
	TOTAL MAINTENANCE COSTS	63,604	43,811	66,500	29,331	66,500
5290	Insurance - Vehicle	3,233	3,386	3,191	2,246	2,553
	TOTAL INSURANCE	3,233	3,386	3,191	2,246	2,553
5580-002	Electricity	13,243	13,043	13,000	6,370	13,000
5580-001	Telephone	1,771	1,641	1,700	899	1,700
5580-016	Internet/Cable	1,795	1,686	1,700	899	1,700
	TOTAL UTILITIES	16,808	16,369	16,400	8,168	16,400
	TOTAL OPERATING EXPENSES	\$ 270,883	\$ 328,194	\$ 392,606	\$ 175,230	\$ 405,273
	OPERATING INCOME (LOSS)	\$ (72,576)	\$ (143,768)	\$ (197,723)	\$ (132,610)	\$ (209,890)

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 3rd 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• School tour attendance	2,717	2,500	2,000	1,521	2,000
• Special events attendance	2,800	2,560	2,800	822	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 133,036	\$ 145,000	\$ 145,000	0.0%
Retail Operations	60,011	77,000	77,000	0.0%
TOTAL REVENUE	\$ 193,047	\$ 222,000	\$ 222,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 20,570	\$ 35,168	\$ 35,295	0.4%
Operating Costs	17,879	27,500	25,000	-9.1%
Maintenance Costs	897	0	0	0.0%
Retail Operations	53,340	56,500	56,500	0.0%
TOTAL EXPENSES	\$ 92,686	\$ 119,168	\$ 116,795	-2.0%
Net Income	\$ 100,361	\$ 102,832	\$ 105,205	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	2.69	1.11	1.11	1.11	1.11

TEMPLE HALL FALL FESTIVAL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-385 TEMPLE HALL FALL FESTIVAL						
REVENUES						
4491	Fall Festival Admissions	\$ 147,759	\$ 133,036	\$ 145,000	\$ 155,883	\$ 145,000
TOTAL USER FEES		147,759	133,036	145,000	155,883	145,000
4640	Blast Zone	9,579	6,942	10,000	8,351	10,000
4642	Retail Operations - Food	18,800	18,238	30,000	24,222	30,000
4660	Retail Operations - Merchandise	23,415	23,221	25,000	27,418	25,000
4606	Retail Operations - Pumpkin Sales	11,510	11,610	12,000	13,709	12,000
TOTAL RETAIL OPERATIONS		63,304	60,011	77,000	73,700	77,000
TOTAL REVENUES		\$ 211,063	\$ 193,047	\$ 222,000	\$ 229,583	\$ 222,000
EXPENSES						
5020	Part Time Salaries	\$ 15,824	\$ 19,085	\$ 32,623	\$ 15,355	\$ 32,742
5030	FICA	1,211	1,460	2,496	1,175	2,505
5070	Unemployment Tax	60	25	49	22	49
TOTAL PERSONNEL SERVICES		17,094	20,570	35,168	16,551	35,295
5152	Fall Festival Operation	12,636	13,784	11,000	9,838	12,000
5210	Fertilizer	0	0	8,000	2,818	4,500
5230	Gas and Oil	100	0	0	0	0
5430	Park Police	0	0	2,500	1,973	2,500
5540	Seeds & Plants	1,814	4,096	6,000	3,045	6,000
TOTAL FACILITY OPERATING COSTS		14,549	17,879	27,500	17,674	25,000
5190	Facility Op. & Maintenance	383	897	0	1,111	0
TOTAL MAINTENANCE COSTS		383	897	0	1,111	0
5525	Retail - Food	7,933	7,840	9,000	10,486	9,000
5535	Retail - Merchandise	0	0	12,500	0	12,500
5520	Retail - Pumpkins	40,530	45,500	35,000	23,805	35,000
TOTAL RETAIL OPERATIONS		48,463	53,340	56,500	34,291	56,500
TOTAL OPERATING EXPENSES		\$ 80,489	\$ 92,686	\$ 119,168	\$ 69,627	\$ 116,795
OPERATING INCOME (LOSS)		\$ 130,574	\$ 100,361	\$ 102,832	\$ 159,956	\$ 105,205

TEMPLE HALL FALL FESTIVAL

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Fall Festival attendance	13,551	11,626	10,500	14,320	10,500
• Retail/Food per customer	\$1.34	\$5.16	\$7.33	\$5.15	\$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 19th Century farmhouse and outbuildings.

Upper Potomac Parklands-761 acres along the Potomac River in Fairfax and Loudoun Counties, located between Riverbend Park and Lowes Island development. The parklands have natural surface trails and portions of the DC Water and Sewer Authority sewer line, vents and access road.

Symington Cabin-a 50 acre tract in Loudoun County with a log cabin, pond and gravel roadway. The tract also includes a number of trails.

Ball's Bluff, Red Rock and Upper Potomac parklands are sites for the Potomac Heritage National Scenic Trail.

SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
Other Revenue	\$ 89,486	\$ 102,440	\$ 89,040	-13.1 %
Easements & Licenses	0	0	0	0.0 %
TOTAL REVENUE	\$ 89,486	\$ 102,440	\$ 89,040	-13.1 %
EXPENSES BY CATEGORY				
Personnel Services	\$ 166,609	\$ 178,206	\$ 188,688	5.9 %
Operating Costs	168	1,550	1,550	0.0 %
Maintenance Costs	13,022	58,500	56,000	-4.3 %
Utilities	165	1,500	1,500	0.0 %
TOTAL EXPENSES	\$ 179,965	\$ 239,756	\$ 247,738	3.3 %
Net Income	\$ (90,479)	\$ (137,316)	\$ (158,698)	

BUDGET HIGHLIGHTS

Major variances in budget:

- This budget now includes the budget for the newly acquired Cattail Regional Park.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	0.47	0.47	0.47	0.60	0.60

UPPER POTOMAC PROPERTIES/SPRINGDALE /CATTAIL REGIONAL PARKS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-340 UPPER POTOMAC PROPERTIES						
REVENUES						
4420	House Rental	\$ 28,800	\$ 28,800	\$ 28,800	\$ 14,400	\$ 28,800
	TOTAL OTHER REVENUE	28,800	28,800	28,800	14,400	28,800
4480-371	Lic Fee - DC Water	286	0	0	0	0
	TOTAL EASEMENTS & LICENSES	286	0	0	0	0
	TOTAL REVENUES	\$ 29,086	\$ 28,800	\$ 28,800	\$ 14,400	\$ 28,800
EXPENSES						
5010	Full-Time Salaries	\$ 114,199	\$ 115,671	\$ 105,283	\$ 70,763	\$ 111,219
5020	Part-Time Salaries	10,688	1,855	16,038	4,858	16,524
5030	FICA	9,402	8,717	9,281	5,240	9,772
5040	Hospitalization	16,833	19,201	18,057	8,681	20,094
5060	Life Insurance	920	886	996	465	1,052
5050	Retirement	18,889	20,267	23,478	10,635	24,802
5070	Unemployment Tax	60	14	74	7	75
	TOTAL PERSONNEL SERVICES	170,989	166,609	173,207	100,650	183,538
5230	Gas and Diesel	0	0	500	0	500
5570	Uniforms	0	168	1,050	38	1,050
	TOTAL OPERATING COSTS	0	168	1,550	38	1,550
5180	Equipment/Vehicle Maintenance	0	262	0	0	0
5190	Facility Op. & Maintenance	11,404	10,027	17,000	1,948	14,000
5510	Rental House Maintenance	2,413	2,733	1,500	1,764	1,500
	TOTAL MAINTENANCE COSTS	13,816	13,022	18,500	3,712	15,500
5580-002	Electricity	159	165	1,500	81	1,500
	TOTAL UTILITIES	159	165	1,500	81	1,500
	TOTAL EXPENSES	\$ 184,964	\$ 179,965	\$ 194,757	\$ 104,480	\$ 202,088
	OPERATING INCOME (LOSS)	\$ (155,879)	\$ (151,165)	\$ (165,957)	\$ (90,080)	\$ (173,288)
3-360 SPRINGDALE						
REVENUES						
4420	House Rental	\$ 21,916	\$ 23,231	\$ 15,140	\$ 11,954	\$ 15,140
4605	Property Lease	2,975	25,380	14,400	0	14,400
	TOTAL OTHER REVENUE	24,891	48,611	29,540	11,954	29,540
	TOTAL REVENUES	\$ 24,891	\$ 48,611	\$ 29,540	\$ 11,954	\$ 29,540
EXPENSES						
5190	Facility Op. & Maintenance	\$ 243	\$ 0	\$ 5,000	\$ 0	\$ 5,000
	TOTAL MAINTENANCE COSTS	243	0	5,000	0	5,000
	TOTAL EXPENSES	\$ 243	\$ 0	\$ 5,000	\$ 0	\$ 5,000
	OPERATING INCOME (LOSS)	\$ 24,648	\$ 48,611	\$ 24,540	\$ 11,954	\$ 24,540
3-127 CATTAIL REGIONAL PARK						
REVENUES						
4420	House Rental	\$ 0	\$ 12,075	\$ 44,100	\$ 8,625	\$ 30,700
	TOTAL OTHER REVENUE	0	12,075	44,100	8,625	30,700
	TOTAL REVENUES	\$ 0	\$ 12,075	\$ 44,100	\$ 8,625	\$ 30,700
EXPENSES						
5020	Part-Time Salaries	\$ 0	\$ 0	\$ 4,637	\$ 0	\$ 4,777
5030	FICA	0	0	355	0	365
5070	Unemployment Tax	0	0	7	0	7
	TOTAL PERSONNEL SERVICES	0	0	4,998	0	5,150
5190	Facility Op. & Maintenance	0	0	34,500	530	34,500
5510	Rental House Maintenance	0	0	500	1,418	1,000
	TOTAL MAINTENANCE COSTS	0	0	35,000	1,948	35,500
5580-002	Electricity	0	0	0	317	0
5580-004	Water/Sewer	0	0	0	1	0
	TOTAL UTILITIES	0	0	0	318	0
	TOTAL EXPENSES	\$ 0	\$ 0	\$ 39,998	\$ 2,265	\$ 40,650
	OPERATING INCOME (LOSS)	\$ 0	\$ 12,075	\$ 4,102	\$ 6,360	\$ (9,950)

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 4th grade students.
- On July 4th 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of visitors on tours at Ball’s Bluff	1,803	1,530	1,500	770	1,500
• Number of visitors for special events	985	690	800	275	800
• Number of Ball’s Bluff Battlefield volunteer hours	1,550	1,600	1,200	700	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 519,697	\$ 658,350	\$ 664,350	0.9%
Retail Operations	24,053	23,500	23,500	0.0%
Other Revenue	11,851	0	0	0.0%
TOTAL REVENUE	\$ 555,601	\$ 681,850	\$ 687,850	0.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 550,690	\$ 574,843	\$ 599,232	4.2%
Operating Costs	6,483	12,950	8,050	-37.8%
Maintenance Costs	97,405	89,500	93,800	4.8%
Insurance	1,129	1,277	1,277	0.0%
Retail Operations	12,923	10,000	10,000	0.0%
Utilities	12,203	15,100	14,300	-5.3%
Debt Service	69,121	225,653	223,798	-0.8%
TOTAL EXPENSES	\$ 749,953	\$ 929,323	\$ 950,456	2.3%
Net Income	\$ (194,352)	\$ (247,473)	\$ (262,606)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	5.87	7.28	7.76	8.00	8.00

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-400 UPTON HILL REGIONAL PARK						
REVENUES						
4127	Climbing Feature Admissions	\$ 267,044	\$ 253,368	\$ 360,000	\$ 160,179	\$ 360,000
4600	Programmed Events	1,086	764	1,350	0	1,350
4670	Shelter Reservations	11,060	9,842	12,000	6,321	12,000
4060	Batting Cage Fees	113,380	99,230	113,000	48,560	119,000
4500	Miniature Golf	171,167	156,493	172,000	90,071	172,000
4490	Locker Rental	0	0	0	25	0
	TOTAL USER FEES	563,739	519,697	658,350	305,155	664,350
4640	Retail Operations	18,973	24,053	23,500	15,026	23,500
	TOTAL RETAIL OPERATIONS	18,973	24,053	23,500	15,026	23,500
4440	Interest	6,936	11,879	0	5,923	0
4510	Miscellaneous Revenue	0	(28)	0	0	0
	TOTAL OTHER REVENUE	6,936	11,851	0	5,923	0
	TOTAL REVENUE	589,648	555,601	681,850	326,104	687,850
EXPENSES						
5010	Full-Time Salaries	\$ 202,279	\$ 219,847	\$ 213,602	\$ 123,371	\$ 229,227
5020	Part-Time Salaries	187,485	227,246	249,843	133,962	251,379
5030	FICA	29,181	33,563	35,453	18,502	36,766
5040	Hospitalization	23,412	26,102	25,796	15,781	28,077
5060	Life Insurance	1,759	1,991	2,021	1,036	2,168
5050	Retirement	34,841	41,649	47,633	20,953	51,118
5070	Unemployment Tax	471	293	495	157	497
	TOTAL PERSONNEL SERVICES	479,427	550,690	574,843	313,760	599,232
5230	Gas and Diesel	2,070	2,415	3,000	1,182	3,000
5490	Programs and Promotions	2,296	3,372	8,900	2,028	4,000
5570	Uniforms	704	696	1,050	586	1,050
	TOTAL OPERATING COSTS	5,070	6,483	12,950	3,796	8,050
5180	Equipment/Vehicle Maintenance	1,657	1,633	2,200	627	2,200
5190	Facility Op. & Maintenance	88,583	95,772	87,300	83,091	91,600
	TOTAL MAINTENANCE COSTS	90,239	97,405	89,500	83,718	93,800
5290	Insurance - Vehicle	1,078	1,129	1,277	1,123	1,277
	TOTAL INSURANCE	1,078	1,129	1,277	1,123	1,277
5520	Retail Operations	7,461	12,923	10,000	6,578	10,000
	TOTAL RETAIL OPERATIONS	7,461	12,923	10,000	6,578	10,000
5580-001	Telephone	2,166	2,808	2,800	1,042	2,800
5580-002	Electricity	4,763	4,962	6,000	1,598	6,000
5580-004	Water/Sewer	3,710	4,083	5,000	3,723	5,000
5580-016	Internet/Cable	336	350	1,300	177	500
	TOTAL UTILITIES	10,975	12,203	15,100	6,540	14,300
2425	Note Payable VRA Principal	0	0	130,000	0	135,000
5322	Interest Expense VRA Note	73,438	69,121	95,653	33,136	88,798
	TOTAL DEBT SERVICE	73,438	69,121	225,653	33,136	223,798
	TOTAL EXPENSES	\$ 667,687	\$ 749,953	\$ 929,323	\$ 448,652	\$ 950,456
	OPERATING INCOME (LOSS)	\$ (78,040)	\$ (194,352)	\$ (247,473)	\$ (122,548)	\$ (262,606)

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 2023	FY 2024	FY 2025	FY 2025	FY 2026
	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET
				6 months JUL- DEC 2024	
• Number of miniature golf rounds	33,161	15,257	30,000	16,195	30,000
• Number of batting cage rounds	30,659	30,659	75,500	29,345	75,500
• Number of special event participants	83	0	280	0	280
• Number of birthday party participants	2,089	1,309	1,500	549	1,500
• Volunteer hours received	932	0	700	276	700
• Ropes course admissions	7,839	3,641	12,950	4,262	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
User Fees	\$ 574,961	\$ 532,100	\$ 563,675	5.9%
Retail Operations	174,651	145,500	162,000	11.3%
Other Revenue	16,996	18,000	18,000	0.0%
TOTAL REVENUE	\$ 766,609	\$ 695,600	\$ 743,675	6.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 244,723	\$ 281,533	\$ 288,847	2.6%
Maintenance Costs	99,887	82,000	86,100	5.0%
Retail Operations	80,557	59,250	66,000	11.4%
Utilities	45,393	48,300	48,300	0.0%
TOTAL EXPENSES	\$ 470,562	\$ 471,083	\$ 489,247	3.9%
Net Income	\$ 296,047	\$ 224,517	\$ 254,428	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted to increase by 6.9% 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 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	7.78	7.76	7.76	7.91	7.91

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-420 UPTON HILL-OCEAN DUNES WATERPARK						
REVENUES						
4550	Admissions	\$ 312,277	\$ 417,488	\$ 380,000	\$ 234,718	\$ 399,000
4570	Group Admissions	27,769	32,108	36,500	25,153	38,325
4490	Locker Rental	82	83	600	35	600
4580	Waterpark Passes	104,931	121,502	115,000	79,404	120,750
4670	Shelter Reservations	0	3,780	0	5,975	5,000
	TOTAL USER FEES	445,059	574,961	532,100	345,283	563,675
4640	Retail Operations	121,054	160,950	135,000	86,131	150,000
4660	Swim Merchandise	6,548	13,701	10,500	6,119	12,000
	TOTAL RETAIL OPERATIONS	127,602	174,651	145,500	92,251	162,000
4475	Lessons	13,827	16,996	18,000	8,817	18,000
	TOTAL OTHER REVENUE	13,827	16,996	18,000	8,817	18,000
	TOTAL REVENUES	\$ 586,488	\$ 766,609	\$ 695,600	\$ 446,350	\$ 743,675
EXPENSES						
5020	Part-Time Salaries	\$ 204,387	\$ 226,809	\$ 261,162	\$ 141,087	\$ 267,947
5030	FICA	16,018	17,633	19,979	10,568	20,498
5070	Unemployment Tax	707	282	392	236	402
	TOTAL PERSONNEL SERVICES	221,112	244,723	281,533	151,891	288,847
5190	Facility Op. & Maintenance	87,230	99,887	82,000	51,510	86,100
	TOTAL MAINTENANCE COSTS	87,230	99,887	82,000	51,510	86,100
5520	Retail Operations	64,298	68,280	54,000	31,129	60,000
5535	Swim Merchandise	7,112	12,278	5,250	513	6,000
	TOTAL RETAIL OPERATIONS	71,409	80,557	59,250	31,643	66,000
5580-001	Telephone	1,850	1,638	2,300	1,172	2,300
5580-002	Electricity	26,939	28,653	28,000	17,382	28,000
5580-004	Water/Sewer	11,077	11,289	14,000	9,406	14,000
5580-016	Internet/Cable	4,010	3,814	4,000	2,044	4,000
	TOTAL UTILITIES	43,876	45,393	48,300	30,004	48,300
	TOTAL EXPENSES	\$ 423,627	\$ 470,562	\$ 471,083	\$ 265,048	\$ 489,247
	OPERATING INCOME (LOSS)	\$ 162,862	\$ 296,047	\$ 224,517	\$ 181,302	\$ 254,428

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of general admissions	45,790	35,880	30,600	19,692	30,600
• Number of youth group participants	8,394	6,179	4,900	3,408	4,900
• Number of waterpark passes sold	432	1,637	1,400	224	1,470
• Number of group swim lesson participants	31	28	30	12	30
• Number of private swim lesson participants	22	44	48	16	48
• Average amount customers spent on f/b & merch.	\$3.35	\$3.80	\$3.75	\$3.68	\$4.17
• Number of Daily All Facility Discount Passes sold	2,262	1,106	1,900	1,758	1,900
• Number of waterpark birthday party participants	1,774	1,232	2,400	570	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
REVENUE BY SOURCE				
Easements & Licenses	\$ 951,545	\$ 953,414	\$ 658,457	-30.9%
Retail Operations	227	500	500	0.0%
Other Revenue	6,278	6,500	6,500	0.0%
Transfer from Restricted Fund	415,000	480,173	775,130	61.4%
TOTAL REVENUE	\$ 1,373,050	\$ 1,440,587	\$ 1,440,587	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 525,125	\$ 586,642	\$ 584,086	-0.4%
Operating Costs	11,266	26,400	26,400	0.0%
Maintenance Costs	147,583	195,673	205,673	5.1%
Insurance	3,386	3,830	3,830	0.0%
Retail Operations	101	250	250	0.0%
Utilities	13,323	14,700	15,000	2.0%
TOTAL EXPENSES	\$ 700,784	\$ 827,495	\$ 835,238	0.9%
Net Income	\$ 672,267	\$ 613,092	\$ 605,349	

BUDGET HIGHLIGHTS

Major variances in budget:

- License fee revenue is decreasing significantly to reflect a long term lease that has ended. The transfer in from the Restricted Fund was increased to offset the lost revenue from the licenses fees.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	2.94	3.10	3.10	3.19	3.19

W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-450 W&OD RAILROAD REGIONAL PARK						
REVENUES						
4480	License Fees	\$ 0	\$ 0	\$ 9,600	\$ 0	\$ 4,800
	Rents, Easements & Licenses:					
4770	Non-Recurring	0	0	0	0	0
4780	Recurring	915,242	951,545	943,814	390,446	653,657
	TOTAL EASEMENTS & LICENSES	915,242	951,545	953,414	390,446	658,457
4090, 4640	Retail Operations	376	227	500	30	500
	TOTAL RETAIL OPERATIONS	376	227	500	30	500
4535	Permit Fees	9,250	6,250	6,500	750	6,500
4510	Miscellaneous Revenue	0	28	0	0	0
	TOTAL OTHER REVENUE	9,250	6,278	6,500	750	6,500
	TOTAL REVENUE	924,867	958,050	960,414	391,226	665,457
TRANSFERS IN						
4950	Transfer from Restricted Fund	327,912	415,000	480,173	240,087	775,130
	TOTAL TRANSFERS IN	327,912	415,000	480,173	240,087	775,130
	TOTAL RESOURCES	\$1,252,779	\$1,373,050	\$ 1,440,587	\$ 631,313	\$ 1,440,587
EXPENSES						
5010	Full-Time Salaries	\$ 309,091	\$ 333,545	\$ 322,592	\$ 182,863	\$ 315,372
5020	Part-Time Salaries	65,745	49,293	111,181	30,927	114,253
5030	FICA	27,738	28,320	33,184	14,557	32,866
5040	Hospitalization	41,471	46,469	44,369	22,224	47,952
5060	Life Insurance	2,758	2,986	3,052	1,520	2,983
5050	Retirement	55,149	64,424	71,938	32,901	70,328
5070	Unemployment Tax	128	87	327	15	331
	TOTAL PERSONNEL SERVICES	502,079	525,125	586,642	285,006	584,086
5230	Gas and Diesel	14,203	10,244	15,000	5,267	15,000
5330	License Fees	0	0	10,000	0	10,000
5570	Uniforms	955	1,022	1,400	329	1,400
	TOTAL OPERATING COSTS	15,158	11,266	26,400	5,596	26,400
5180	Equipment/Vehicle Maintenance	13,757	20,930	17,325	7,446	17,325
5190	Facility Op. & Maintenance	116,336	126,653	178,348	111,076	188,348
	TOTAL MAINTENANCE COSTS	130,092	147,583	195,673	118,522	205,673
5290	Insurance - Vehicle	3,233	3,386	3,830	2,808	3,830
	TOTAL INSURANCE	3,233	3,386	3,830	2,808	3,830
5520	Retail Operations	399	101	250	4	250
	TOTAL RETAIL OPERATIONS	399	101	250	4	250
5580-001	Telephone	5,476	5,428	5,300	2,787	5,600
5580-002	Electricity	5,173	4,915	5,500	2,077	5,500
5580-003	Natural Gas	2,245	2,183	3,000	925	3,000
5580-004	Water/Sewer	782	797	900	432	900
	TOTAL UTILITIES	13,676	13,323	14,700	6,221	15,000
	TOTAL EXPENSES	\$ 664,637	\$ 700,784	\$ 827,495	\$ 418,157	\$ 835,238
	OPERATING INCOME (LOSS)	\$ 588,143	\$ 672,267	\$ 613,092	\$ 213,156	\$ 605,349

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 50th 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	1,000,000+	2,000,000+
• Number of FOWOD members	385	1,031	500	332	500
• Operating cost per linear ft of trail (400,000 ft. of	\$1.67	\$1.78	\$2.07	\$2.09	\$2.07
• Number of outreach and public programs	7	8	8	6	8
• Volunteer hours received	5,000	5,250	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,329,525	\$ 1,326,491	\$ 1,371,379	3 %
Operating Costs	21,206	37,550	37,550	0 %
Maintenance Costs	98,837	100,250	100,250	0 %
Insurance	9,593	8,936	10,213	14 %
Utilities	26,606	28,210	30,210	7 %
TOTAL EXPENSES	\$ 1,485,766	\$ 1,501,437	\$ 1,549,602	3 %

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	13.00	13.00	13.00	13.00	13.00
Part-Time	0.00	0.00	0.00	0.00	0.00

CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-710	CENTRAL MAINTENANCE					
	EXPENDITURES					
5010	Full Time Salaries	\$ 919,278	\$ 953,894	\$ 920,759	\$ 541,691	\$ 953,599
5030	FICA	68,400	70,842	70,438	37,108	72,950
5040	Hospitalization	98,453	115,478	120,734	57,416	122,636
5060	Life Insurance	7,748	8,417	8,710	4,350	9,021
5050	Retirement	159,063	180,743	205,329	93,180	212,653
5070	Unemployment Tax	156	151	520	0	520
	TOTAL PERSONNEL SERVICES	1,253,099	1,329,525	1,326,491	733,745	1,371,379
5230	Gas and Diesel	20,983	17,805	33,000	6,607	33,000
5570	Uniforms	2,110	3,402	4,550	1,934	4,550
	TOTAL OPERATING COSTS	23,093	21,206	37,550	8,541	37,550
5180	Equipment/Vehicle Maintenance	23,822	57,268	52,250	38,957	52,250
5190	Facility Op. & Maintenance	44,310	41,569	48,000	18,954	48,000
	TOTAL MAINTENANCE COSTS	68,133	98,837	100,250	57,911	100,250
5290	Insurance - Vehicle	8,621	9,593	8,936	7,861	10,213
	TOTAL INSURANCE	8,621	9,593	8,936	7,861	10,213
5580-001	Telephone	5,405	5,395	5,000	2,708	5,500
5580-002	Electricity	7,952	9,148	7,500	4,083	8,000
5580-009	Heating Oil	3,763	2,042	2,500	851	3,500
5580-008	Propane Gas	9,527	8,616	12,000	2,462	12,000
5580-016	Cable/Internet	1,404	1,404	1,210	702	1,210
	TOTAL UTILITIES	28,050	26,606	28,210	10,806	30,210
	TOTAL CENTRAL MAINTENANCE EXPENDITURES	\$ 1,380,996	\$ 1,485,766	\$ 1,501,437	\$ 818,864	\$ 1,549,602

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL	FY 2026 TARGET
				6 months JUL-DEC 2024	
• Number of HVAC work orders completed	96	198	160	100	160
• Number of electrical work orders completed	93	180	150	101	150
• Number of heavy equipment work orders completed	90	156	120	49	120
• Number of fleet maintenance work orders/state inspections completed	102	192	150	104	150
• Number of equipment maintenance work orders completed	37	72	80	27	80
• Number of welding work orders completed	29	61	60	25	60
• Number of plumbing work orders completed	14	42	20	25	20
• Number of carpentry work orders completed	47	53	100	27	100
• Number of preventive maintenance corrections completed	159	214	230	136	230
• Number of emergency/critical work orders completed	N/A	44	40	29	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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 PROPOSED	% CHANGE 2025-2026
Other Revenue	746,473	87,000	87,000	0.0%
TOTAL REVENUE	\$ 746,473	\$ 87,000	\$ 87,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,264,906	\$ 1,360,350	\$ 1,416,794	4.1%
Operating Costs	1,704,523	1,971,323	2,139,262	8.5%
Maintenance Costs	222,242	260,000	260,000	0.0%
Insurance	142,390	146,278	160,638	9.8%
Utilities	0	1,000	1,000	0.0%
Total Transfers Out	126,466	0	0	0.0%
TOTAL EXPENSES	\$ 3,460,528	\$ 3,738,951	\$ 3,977,695	6.4%
Net Income	\$ (2,714,055)	\$ (3,651,951)	\$ (3,890,695)	
TRANSFERS TO OTHER FUNDS	\$ 5,634,924	\$ 25,000	\$ 25,000	

BUDGET HIGHLIGHTS

Major variances in budget:

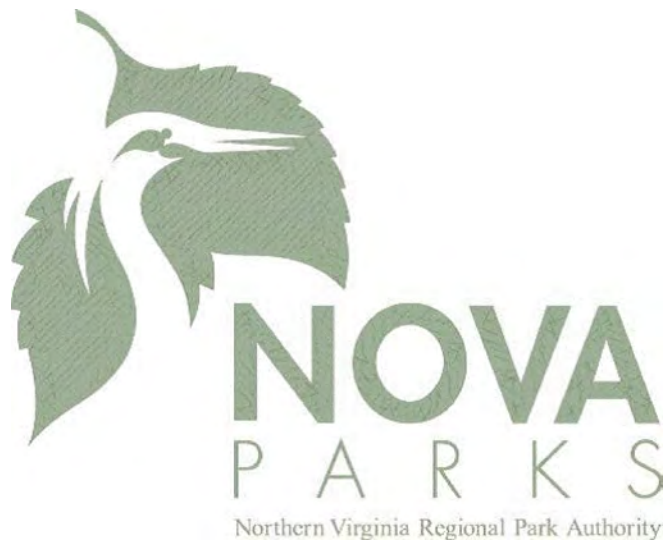
- This budget includes expense increases related to increased overall enterprise fund revenue. Additionally there is funding for Strategic Plan Initiatives as well as a 350% increase to contingency.

STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	7.85	8.35	8.85	9.00	9.00
Part-Time	0.30	0.65	1.61	1.61	2.03

ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
3-720 ADMINISTRATION - ENTERPRISE FUND						
REVENUES						
4516	Reservation Fees-POS Active	\$ 69,800	\$ 63,850	\$ 75,000	\$ 27,349	\$ 75,000
4430	Insurance Proceeds	27,062	136,046	0	26,292	0
4510, 4515	Miscellaneous Revenue	38,109	57,212	0	3,700	0
4440	Interest	337,469	489,365	12,000	0	12,000
TOTAL OTHER REVENUE		472,439	746,473	87,000	57,341	87,000
4770	Non-Recurring License Fees	0	0	0	0	0
TOTAL REVENUES		\$ 472,439	\$ 746,473	\$ 87,000	\$ 57,341	\$ 87,000
EXPENSES						
5010	Full-Time Salaries	\$ 786,051	\$ 897,640	\$ 929,786	\$ 500,682	\$ 945,073
5020	Part-Time Salaries	60,756	44,637	60,750	30,945	76,590
5030	FICA	62,735	70,066	75,776	36,456	78,157
5040	Hospitalization	70,030	73,167	77,448	36,880	96,808
5060	Life Insurance	6,003	6,610	8,796	3,337	8,940
5050	Retirement	142,786	172,663	207,342	85,163	210,751
5070	Unemployment Tax	158	124	451	(22)	475
TOTAL PERSONNEL SERVICES		1,128,519	1,264,906	1,360,350	693,442	1,416,794
5155	Credit Card Charges	787,889	831,529	804,971	463,982	850,112
5230	Gas and Diesel	1,937	1,872	2,000	959	2,000
5380	POS Transaction Fees	299,204	304,612	300,000	167,790	310,000
5149	Contingency	0	0	50,000	0	225,000
5330	License Fees	0	0	2,200	0	2,200
5500	Public Information	369,741	419,649	541,800	255,972	541,800
5546	Strategic Plan Initiatives	5,135	1,071	45,000	0	45,000
	Compensation Funding Initiatives	0	0	82,202	0	20,000
5400	Training for Field Staff	55,232	84,090	60,000	26,650	60,000
5490	Programs & Promotions - Naturalist	636	2,137	3,450	987	3,450
5493	Promotional Items-Uniforms	8,817	8,547	19,000	1,937	19,000
5555	Swimming Pool Safety Program	62,646	50,361	60,000	12,929	60,000
5570	Uniforms	552	656	700	0	700
TOTAL OPERATING COSTS		1,591,790	1,704,523	1,971,323	931,207	2,139,262
5180	Equipment/Vehicle Maintenance	5,149	5,517	0	12,515	0
5190	Facility Op. & Maintenance	4,625	1,508	0	1,381	0
5370	Major Contract Maintenance	264,372	215,217	260,000	248,496	260,000
TOTAL MAINTENANCE COSTS		274,147	222,242	260,000	262,392	260,000
5290	Insurance - Vehicle	4,363	7,132	1,278	0	638
5300	Workers Comp	118,807	135,258	145,000	158,942	160,000
TOTAL INSURANCE		123,170	142,390	146,278	158,942	160,638
5580-001	Telephone	0	0	1,000	0	1,000
TOTAL UTILITIES		0	0	1,000	0	1,000
TOTAL EXPENSES		\$ 3,117,625	\$ 3,334,062	\$ 3,738,951	\$ 2,045,983	\$ 3,977,695
TRANSFERS OUT						
5900	Transfer to General Fund	\$ (96,301)	\$ 126,466	\$ 0	\$ 0	\$ 0
TOTAL TRANSFERS OUT		\$ (96,301)	\$ 126,466	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES		\$ 3,021,324	\$ 3,460,528	\$ 3,738,951	\$ 2,045,983	\$ 3,977,695
OPERATING INCOME (LOSS)		\$ (2,548,885)	\$ (2,714,055)	\$ (3,651,951)	\$ (1,988,642)	\$ (3,890,695)
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
5955	Transfer to Retirement Fund	0	563,492	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
	Transfer to Strategic Opportunity Reserve	\$ 513,690	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL TRANSFER TO OTHER FUNDS		5,136,900	5,634,924	25,000	0	25,000
	Donation Adjustment	210,867	331,665			



CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2024	FY 2025 REVISED BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
BEGINNING BALANCE	\$13,086,455	\$15,031,388	\$2,102,032	\$0	\$0	\$0
Revenue						
Total Appropriations	5,561,928	6,086,485	6,323,401	6,553,649	6,792,786	7,041,179
Total Other Revenue	12,913,632	1,847,548	0	1,000,000	0	0
Total Transfers from Other Funds	556,489	3,061,325	840,000	340,000	320,000	320,000
Total Revenue	19,032,049	10,995,358	7,163,401	7,893,649	7,112,786	7,361,179
Total Beginning Balance + Revenues	32,118,504	26,026,746	9,265,433	7,893,649	7,112,786	7,361,179
Expenditures						
Equipment	1,404,241	1,623,209	1,150,000	1,150,000	1,150,000	1,150,000
Development	15,278,887	19,101,505	7,715,433	6,343,649	5,562,786	5,811,179
Land Acquisition	271,452	3,000,000	400,000	400,000	400,000	400,000
Transfer to Enterprise Fund	121,083	200,000	0	0	0	0
Total Capital Expenditures	17,075,663	23,924,714	9,265,433	7,893,649	7,112,786	7,361,179
Adjustments for Reserve Accounts	11,453	0	0	0	0	0
Ending Balance	\$15,031,388	\$2,102,032	\$0	\$0	\$0	\$0

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 FY26, population figures are based on July, 2023 population updates. For FY26 the per capita rate for our six member jurisdictions will be \$3.14.

Jurisdiction	FY 2025 BUDGET	FY 2026 BUDGET
City of Alexandria	\$ 479,128	\$ 497,976
Arlington County	\$ 731,087	\$ 761,384
City of Fairfax	\$ 72,729	\$ 74,575
Fairfax County	\$ 3,453,458	\$ 3,577,710
City of Falls Church	\$ 44,135	\$ 49,220
Loudoun County	\$ 1,305,948	\$ 1,362,537
Total	\$ 6,086,485	\$ 6,323,401

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 Woodlands - Solar Panels	27,000	Installation of solar panel system
Algonkian Golf Course Shed	10,000	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
Fountainhead Shelter	5,000	Replacement of picnic shelter
Meadowlark Atrium	20,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Botanical Garden	15,000	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	15,000	Additional light displays and refurbishments to generate more revenue
Meadowlark Building Renovations	15,000	Various renovations and maintenance to buildings and facilities
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	5,000	Miscellaneous nature center renovations
Rust Event Facility	15,000	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	25,000	Provides savings to energy costs
Electric Vehicle Charging Stations	15,000	Plan and install electric vehicle charging stations
Park Campground Improvements	10,000	Improvements to campgrounds to enhance facilities
TOTAL EST. ANNUAL OPERATING IMPACT	\$ 998,500	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
BEGINNING BALANCE	2-000-3090-000	\$13,086,455	\$15,031,388	\$2,102,032	\$0	\$0	\$0
CAPITAL FUND REVENUES							
Appropriations:							
City of Alexandria	2-000-4030-020	\$472,852	\$479,128	\$497,976	\$516,040	\$534,759	\$554,158
Arlington County	-010	706,579	731,087	761,384	789,784	819,243	849,800
City of Fairfax	-030	71,839	72,729	74,575	76,822	79,136	81,520
Fairfax County	-050	3,000,000	3,453,458	3,577,710	3,685,488	3,796,514	3,910,884
City of Falls Church	-040	43,550	44,135	49,220	51,207	53,274	55,425
Loudoun County	-060	1,267,108	1,305,948	1,362,537	1,434,309	1,509,861	1,589,393
Total Appropriations		\$5,561,928	\$6,086,485	\$6,323,401	\$6,553,649	\$6,792,786	\$7,041,179
Surplus from Operating Budget for Capital		3,944,447					
License Fee Revenues	2-000-4770-000	6,195,131					
UOSA License Fee for Bull Run Occoquan Trail	2-000-4785-000		250,000				
Mitigation Credit Revenues	2-000-4771-000	1,719,779					
Grant for W&OD Dual Trails					1,000,000		
Grant for Land Acquisition	2-000-4345-000		500,000				
Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail	2-000-4340-000	22,050	397,548				
City of Fairfax contributions toward wetland park at Gateway	2-000-4345-000		500,000				
Donations-Today and Tomorrow	2-000-4170-010	376					
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	217					
Donations-Meadowlark Camp Grow	2-000-4180-005	1,520					
Donations-Meadowlark Escrow	2-000-4180-010	6,028					
Donations-Meadowlark-Special	2-000-4180-030	28,319					
Donations-TPSM	2-000-4180-025	20,850					
Interest-Turnage Endowment Fund	2-000-4440-020	6,912					
Interest-Damman Account	2-000-4440-021	17,695					
Hemlock Contribution	2-000-4415-000	20,000					
Interest Earnings		890,354	200,000				
Miscellaneous Revenue	2-000-4510-000	39,954					
Total Other Revenue		\$12,913,632	\$1,847,548	\$0	\$1,000,000	\$0	\$0
Use of Damman Reserve for Children's Garden	2-000-3035-000	79,243	81,222				
Use of Meadowlark Donations for Garden Development	2-000-3060-000	27,246	330,103	40,000	40,000	20,000	20,000
Transfer from NOVA Parks Strategic Opportunity Fund	2-000-4290-000		2,000,000				
Use of Winkler Botanical Preserve Fund	2-000-3035-000		250,000	400,000			
Transfer from Restricted License Fee Fund	2-000-4950-000	450,000	400,000	400,000	300,000	300,000	300,000
Total Transfers		556,489	3,061,325	840,000	340,000	320,000	320,000
Total Revenue		\$19,032,049	\$10,995,358	\$7,163,401	\$7,893,649	\$7,112,786	\$7,361,179
TOTAL BEGINNING BALANCE & CAPITAL FUND REVENUES		\$32,118,504	\$26,026,746	\$9,265,433	\$7,893,649	\$7,112,786	\$7,361,179

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
DEVELOPMENT:							
Aldie Mill Historic Park							
Mill Renovations	2-005-6599-000	\$68,402	\$106,598				
Algonkian Golf Course							
Building Renovations	2-010-6592-000	112,215					
Fire Damage Equipment Replacement	2-000-6020-000	36,672					
Irrigation Improvements							40,000
Algonkian Cottages							
Building Renovations	2-040-6780-000	152,663	615,000	30,000	30,000	30,000	30,000
Volcano Island Waterpark at Algonkian Park							
Pool and Building Renovations	2-020-6900-000	70	340,000	800,000			
The Woodlands at Algonkian Park							
Building Renovations	2-030-6792-000		75,000				
Installation of Solar Panels	2-030-6792-000	6,161	300,000				
Reservoir Park at Beaverdam							
New Park Infrastructure and Facility Development	2-042-6542-000	140,338	850,000	200,000	200,000	200,000	200,000
Trail Improvements	2-042-7212-000	45,300	185,000	100,000			
Brambleton Golf Course							
Building Renovations	2-055-6841-000	200,969	127,000				
Irrigation Replacement	2-055-7320-000	73,780				50,000	1,150,000
Bull Run Regional Park							
Water Service Upgrades - Campground	2-070-7320-000		300,000				
Campstore Renovations	2-070-6791-000	54,765					
Pavilion Shelter Roof Replacement	2-070-6656-000	26,615					
Atlantis Waterpark at Bull Run Park							
Waterpark Improvements	2-080-6753-000		260,000	800,000			
Bull Run Festival of Lights							
Light Show Improvements	2-078-6226-000	197,966	385,000	110,000	110,000	110,000	110,000
Bull Run Shooting Center							
Building Renovations	2-090-6780-000			30,000			
Cameron Run Regional Park							
Batting Cage Renovations	2-110-6752-000	47,274					
Great Waves Waterpark at Cameron Run							
Pool Renovations	2-120-6900-000	50,414	200,000	100,000	100,000	1,500,000	100,000
Ice and Lights at Cameron Run							
Light Show Improvements	2-110-6226-000	61,327	75,000	75,000	75,000	75,000	75,000

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
Cattail Park							
New Park Infrastructure	2-127-6542-000		150,000	200,000			
Carlyle House Historic Park							
Building Renovations	2-130-6780-000	21,468	255,672	75,000			
Fire Suppression System	2-130-6780-000	121,700	14,273				
Central Maintenance							
Building Renovations	2-710-6780-000	11,705	25,000				
Fountainhead							
Marina Renovations	2-140-6780-000	126,031	175,000	200,000			
Park Trail Development	2-140-6610-000	17,500	50,000				
Shelter Replacement	2-140-7055-000		75,000				
Gateway Wetlands Park							
Park Development	2-450-7213-000	126,100	949,185				
Headquarters							
Automated Systems	2-700-6120-000	98,006	152,000	60,000	60,000	60,000	60,000
Building Renovations	2-700-6780-000	59,686	150,000	5,000	5,000	5,000	5,000
Hemlock Overlook Regional Park							
Miscellaneous Improvements	2-150-6780-000	72,725					
Escrow Contribution for Building Reserves	2-150-6536-000	10,000	10,000	10,000	15,000	15,000	15,000
Meadowlark Atrium and Event Services							
Entrance and Building Renovations	2-170-6780-000	20,293	80,000				
Meadowlark Botanical Gardens							
Garden Development Projects	2-180-6480-000	27,246	330,103	40,000	40,000	20,000	20,000
Pond Fountains	2-180-6460-000		35,000				
Irrigation Improvements	2-180-6560-000		20,000				
Building Renovations	2-180-6780-000		100,000				
Perimeter Fencing	2-180-6440-000			50,000			
Children's Garden Development	2-180-6235-000	79,243	81,223	50,000			
Greenhouse Renovations	2-180-6270-000	16,955	118,045				
Park Signage	2-000-5185-026		25,000				
Meadowlark Gardens Winter Walk of Lights							
Light Show Improvements	2-185-6226-000	93,183	110,000	110,000	110,000	110,000	110,000
Light Show Storage Building	2-185-6592-000	75,596	1,100,000				
Parking Lot Improvements	2-185-6650-000	33,405	20,000				
Mount Zion							
Building Renovations	2-200-6542-000		60,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
Occoquan Regional Park							
Building Renovations	2-210-6220-000	8,362	250,000				
Retaining Wall Improvements	2-210-6542-000	77,712					
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	95,799					
Bridge Repairs	2-210-7212-000	31,255					
Pohick Bay Golf Course							
Clubhouse Improvements	2-240-6800-000		60,000				
Building Renovations	2-240-6780-000	20,092	100,000				
Water Supply Improvement	2-260-7054-000		300,000				
Pohick Bay Marina							
Dock Renovations	2-250-6823-000	204,275	50,000	250,000			
Pohick Bay Regional Park							
Park Development	2-260-6700-000		200,000		1,000,000		
Comfort Station Renovations	2-260-6820-000	154,044					
Campground Water Supply Improvements	2-260-7054-000	37,214	375,000				
Mini Golf Renovations	2-260-6856-000	19,051	40,000				
Pirate's Cove at Pohick Bay							
Pool Renovations	2-270-6900-000	63,350	300,000	100,000	150,000	150,000	
Potomac Overlook Regional Park							
Building Renovations	2-300-6860-000	6,790	140,000				
Rust Sanctuary							
Building Renovations	2-320-6390-000	171,244	205,000				
Sandy Run Regional Park							
Building and Dock Renovations	2-350-6780-000	29,654	320,000				
Temple Hall Farm Regional Park							
Festival Improvements	2-380-6594-000	15,963	25,000	15,000	15,000	15,000	15,000
Upton Hill Park Regional Park							
Adventure Climbing Facility	2-400-6096-000	27,377					
Mini Golf Renovations	2-400-6856-000	23,290					
Batting Cage Renovations	2-400-6752-000	69,967					
Ocean Dunes at Upton Hill							
Building Renovations	2-420-6780-000	9,370	220,630				
Winkler Botanical Preserve							
Road and Parking Improvements	2-460-6780-000	15,703	250,000	400,000			

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
W&OD Railroad Regional Park							
Building Renovations	2-450-6780-000	65,638					
Trail Improvements	2-450-7212-000	167,913	1,352,823	400,000	300,000	300,000	300,000
W&OD Dual Trails - Arlington	2-450-7212-003		100,000				
W&OD Dual Trails - Vienna	2-450-7212-004		100,000				
W&OD Dual Trails	2-450-7212-XXX				1,000,000		
W&OD Trail Visitors Center	2-450-7280-000		200,000				
General Parks							
ADA Improvements	2-000-6095-000	342,522	400,000	200,000	200,000	200,000	200,000
Capital Maintenance and Improvements	2-000-6052-000	371,992	700,865	250,000	250,000	250,000	250,000
Equipment		1,404,241	1,623,209	1,150,000	1,150,000	1,150,000	1,150,000
Interpretation	2-000-6543-000	51,524	105,000	30,000	30,000	30,000	30,000
Development Support	2-000-6340-010	948,589	1,027,690	1,073,936	1,122,263	1,172,765	1,225,539
Campground Improvements		103,112	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements	2-000-6841-000	532,096	545,000	345,000	225,000	225,000	625,000
Park Branding/Informational Kiosks	2-000-6652-000		119,394	50,000	100,000		
Park Natural Surface Trail Improvements	2-000-7212-000		40,000	40,000	40,000	40,000	40,000
Bull Run - Occoquan Trail Improvements	2-000-7212-001	27,562	496,935				
Bull Run - Occoquan Trail Bridges	2-000-7212-002	35,884	399,116				
Park Energy Projects	2-000-6358-000	72,928	100,000	200,000	200,000	100,000	100,000
Electric Vehicle Charging Stations	2-000-6348-000	8,985	200,000	150,000	75,000		
Park Entrance Signs	2-000-6647-000	2,997	115,000				
Planning - General	2-000-6660-000	6,101	200,000	20,000	20,000	20,000	20,000
Rental House Maintenance	2-000-6848-000	51,572	265,000	100,000	100,000	100,000	100,000
Habitat Restoration/Invasive Removal and Native Plantings	2-000-6976-000	48,897	75,000	75,000	75,000	75,000	75,000
Roads & Parking	2-000-7020-000	309,872	869,953	321,497	296,386	310,021	315,640
Waterpark Capital Maintenance and Improvements	2-000-7340-000	649,747	800,000	500,000	300,000	300,000	300,000
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	2,491					
Donations-Meadowlark Special Expense	2-000-5185-030	44,663					
Donations-TPSM Expense	2-000-5185-025	24,496					
Donations-Meadowlark Camp Grow	2-000-5185-005	3,111					
Nonrecurring License Fee Transfer	2-000-7400-000	6,320,131					
Mitigation Credit Revenues Transfer	2-000-7401-000	1,719,779					
Miscellaneous Expense							
Subtotal Development including Equipment		\$16,683,128	\$20,724,714	\$8,865,433	\$7,493,649	\$6,712,786	\$6,961,179
LAND ACQUISITION							
Land Acquisition	2-000-6051-000	271,452	3,000,000	400,000	400,000	400,000	400,000
Subtotal Land Acquisition		\$271,452	\$3,000,000	\$400,000	\$400,000	\$400,000	\$400,000
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		200,000				
TOTAL CAPITAL EXPENDITURES		\$17,075,663	\$23,924,714	\$9,265,433	\$7,893,649	\$7,112,786	\$7,361,179

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2025 Revised	FY 2026	FY 2027	FY 2028	FY 2029
Aldie Mill					
<u>Renovations</u>					
Tail and head race improvements	106,598				
Algonkian Park					
<u>Renovations</u>					
Irrigation Improvements					40,000
Algonkian Woodlands Event Center					
<u>Renovations</u>					
Window Replacement and patio improvements	75,000				
Installation of solar panels	300,000				
Volcano Island Waterpark at Algonkian					
<u>Renovations</u>					
Pool improvements and new play features	340,000	800,000			
Algonkian Cottages					
<u>Improvements</u>					
Cottage renovations and upgrades	615,000	30,000	30,000	30,000	30,000
Reservoir Park at Beaverdam					
<u>Development</u>					
New park development	850,000	200,000	200,000	200,000	200,000
New trail construction	185,000	100,000			
Brambleton Golf Course					
<u>Renovations</u>					
Restroom renovations	127,000				
Irrigation replacement				50,000	1,150,000
Bull Run Regional Park					
<u>Renovations</u>					
Campground water service expansion	300,000				
Atlantis Waterpark at Bull Run					
<u>Renovations</u>					
Waterpark renovations and new play features	260,000	800,000			
Bull Run Festival of Lights					
<u>Light Show Improvements</u>					
New light show displays	385,000	110,000	110,000	110,000	110,000
Bull Run Shooting Center					
<u>Renovations</u>					
Clubhouse exterior renovations		30,000			

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2025</u> Revised	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>
Carlyle House Historic Park					
<u>Renovations</u>					
Exterior stucco repairs and house improvements	255,672	75,000			
<u>Improvements</u>					
Completion of fire suppression system	14,273				
Great Waves at Cameron Run					
<u>Renovations</u>					
Miscellaneous facility improvements and renovations	200,000	100,000	100,000	1,500,000	100,000
Ice and Lights at Cameron Run					
<u>Development</u>					
Miscellaneous enhancements and new light show displays	75,000	75,000	75,000	75,000	75,000
Cattail Park					
<u>Improvements</u>					
New park entrance, parking and trail development	150,000	200,000			
Central Maintenance					
<u>Improvements</u>					
Improvements to buildings and maintenance yard	25,000				
Fountainhead Regional Park					
<u>Marina Building Renovations</u>					
Building renovations, new floating dock and shoreline access improvements	175,000	200,000			
<u>Development</u>					
Mountain bike trail and comfort station improvements	50,000				
Picnic Shelter replacement	75,000				
Gateway Wetlands Park					
<u>Strategic Initiatives Project</u>					
Wetlands park development	949,185				
Headquarters					
<u>Automated Systems</u>					
Automated system improvements and upgrades	152,000	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
Hemlock Overlook Regional Park					
<u>Escrow Contribution</u>					
Annual contribution to Hemlock facilities renovation account per agreement with facility operator	10,000	10,000	15,000	15,000	15,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2025</u> Revised	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>
Meadowlark Atrium and Event Services					
<u>Renovations-Building</u>					
Atrium storage upgrades	80,000				
Meadowlark Botanical Gardens					
<u>Development</u>					
Garden development projects and park entrance renovations	330,103	40,000	40,000	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	81,223	50,000			
<u>Development-Greenhouse Conservatory</u>					
Construction of new hoop house for plant storage	118,045				
<u>Development-Park Signage</u>					
Design and install new directional and informational signs	25,000				
<u>Development-Pond Fountains</u>					
Pond fountain and aeration installation	35,000				
<u>Development-Fencing</u>					
Repairs to perimeter fencing		50,000			
<u>Renovations</u>					
Bell Garden irrigation installation	20,000				
Maintenance facility building renovations	100,000				
<u>Development-Pond Fountains</u>					
Pond fountain and aeration installation	35,000				
Meadowlark Gardens Winter Walk of Lights					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements	110,000	110,000	110,000	110,000	110,000
<u>Storage Improvements</u>					
New building for light show storage and workshop area	1,100,000				
<u>Parking Lot Improvements</u>					
Improvements to the grass overflow parking area	20,000				
Mount Zion					
<u>Renovations</u>					
Improvements to the HVAC system and building exterior	60,000				
Occoquan Regional Park					
<u>Occoquan Jean R. Packard Center</u>					
Café deck expansion, kiln lighting and trail improvements	250,000				

SUMMARY OF CAPITAL FUND PROJECTS

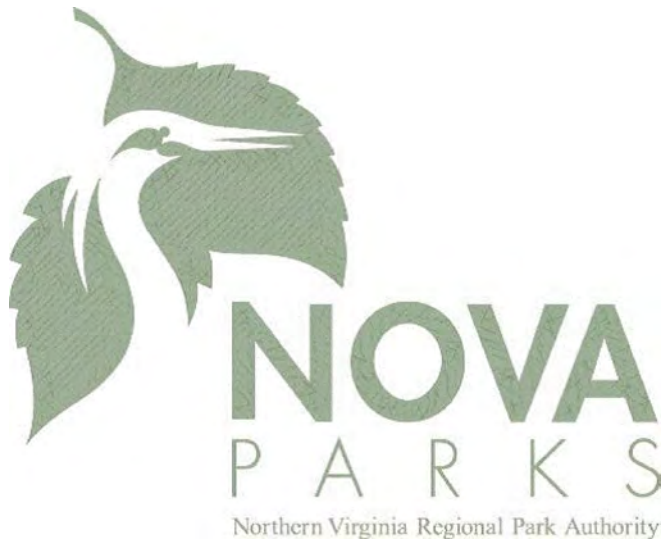
	<u>FY 2025</u> Revised	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>
<u>Improvements</u>					
Mountain bike course planning and partial development	50,000	50,000			
<u>Strategic Initiatives Project</u>					
Indoor/outdoor adventure facility planning					200,000
Pohick Bay Regional Park					
<u>Renovations-Campground</u>					
Improvements to park water system and waterline extension to campsites	375,000				
<u>Strategic Initiatives Project</u>					
Planning for future park development	200,000		1,000,000		
<u>Renovations</u>					
Mini Golf renovations	40,000				
Pirate's Cove at Pohick Bay					
<u>Renovations</u>					
Connection to public water and pool improvements	300,000	100,000	150,000	150,000	
Pohick Bay Marina					
<u>Renovations</u>					
Floating dock design and installation	50,000	250,000			
Pohick Bay Golf Course					
<u>Renovations</u>					
Pond improvements to increase irrigation supply	300,000				
New equipment storage structure	100,000				
Cart shed renovations	60,000				
Potomac Overlook					
<u>Renovations</u>					
Nature center exhibit renovations and shelter improvements	140,000				
Rust Sanctuary					
<u>Renovations</u>					
Manor house improvements and new storage shed	205,000				
Sandy Run Regional Park					
<u>Renovations</u>					
New launch dock, storage racks, and drainage improvements	320,000				
Temple Hall Farm Regional Park					
<u>Festival Improvements</u>					
Additional festival features and attractions	25,000	15,000	15,000	15,000	15,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2025</u> Revised	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>
<u>Ocean Dunes at Upton Hill</u>					
<u>Renovations</u>					
Restroom renovations	220,630				
<u>Winkler Botanical Preserve</u>					
<u>Improvements</u>					
Site planning, parking expansion, and miscellaneous improvements	250,000	400,000			
<u>W&OD Trail</u>					
<u>Trail Improvements</u>					
Miscellaneous improvements including crossing upgrades at Shreve Road and bridge and culvert repairs	1,352,823	400,000	300,000	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>					
Dual trail planning in Arlington area	100,000				
<u>Development - Dual Trails</u>					
Dual trail planning in Vienna area	100,000				
<u>Strategic Initiatives Project</u>					
Visitors center planning	200,000				
<u>ADA Improvements</u>					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	400,000	200,000	200,000	200,000	200,000
<u>Park Development Support</u>					
Funding for portions of salaries and benefits of staff that directly manage capital projects	1,027,690	1,073,936	1,122,263	1,172,765	1,225,539
<u>Campground Improvements</u>					
Miscellaneous improvements to NOVA Parks camping facilities	100,000	100,000	100,000	100,000	100,000
<u>Golf Course Improvements</u>					
Miscellaneous improvements to all three golf courses	545,000	345,000	225,000	225,000	625,000
<u>Capital Maintenance and Improvements</u>					
Funds for miscellaneous renovations and upgrades to aging park facilities	700,865	250,000	250,000	250,000	250,000
<u>Interpretation</u>					
Miscellaneous interpretive projects throughout the park system	105,000	30,000	30,000	30,000	30,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2025</u> Revised	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>
<u>Park Branding/Informational Kiosks</u>					
Design and installation of informational kiosks at parks	119,394	50,000	100,000		
<u>Park Energy Projects</u>					
Improvements throughout park system to reduce energy costs	100,000	200,000	200,000	100,000	100,000
Electric vehicle charging stations	200,000	150,000	75,000		
<u>Park Signs</u>					
New park entrance signs	115,000				
<u>Park General Planning</u>					
Miscellaneous park and facility planning projects	200,000	20,000	20,000	20,000	20,000
<u>Park Rental House Improvements</u>					
Miscellaneous improvements to park rental houses	265,000	100,000	100,000	100,000	100,000
<u>Habitat Restoration/Invasive Removal and Native Plantings</u>					
Tree plantings, invasive species removal and habitat restoration projects	75,000	75,000	75,000	75,000	75,000
<u>Park Road and Parking Renovations</u>					
Miscellaneous improvements to road and parking areas throughout the park system	869,953	321,497	296,386	310,021	315,640
<u>Waterpark Capital Maintenance and Improvements</u>					
Miscellaneous waterpark repairs and renovations	800,000	500,000	300,000	300,000	300,000
<u>Park Trails</u>					
Improvements to trail networks at various parks including Bull Run, Occoquan and Fountainhead	936,051	40,000	40,000	40,000	40,000
<u>Equipment</u>					
Includes new and replacement equipment and vehicles at all parks, Central Maintenance and Headquarters	1,623,209	1,150,000	1,150,000	1,150,000	1,150,000
<u>Park Land and Easement Acquisition</u>					
Land and easement acquisition projects	3,000,000	400,000	400,000	400,000	400,000
TOTAL CAPITAL PROJECTS	23,724,714	9,265,433	7,893,649	7,112,786	7,361,179
Interest Transfer to General Fund	200,000				
TOTAL CAPITAL EXPENDITURES	\$23,924,714	\$9,265,433	\$7,893,649	\$7,112,786	\$7,361,179



HISTORY OF NOVA PARKS

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

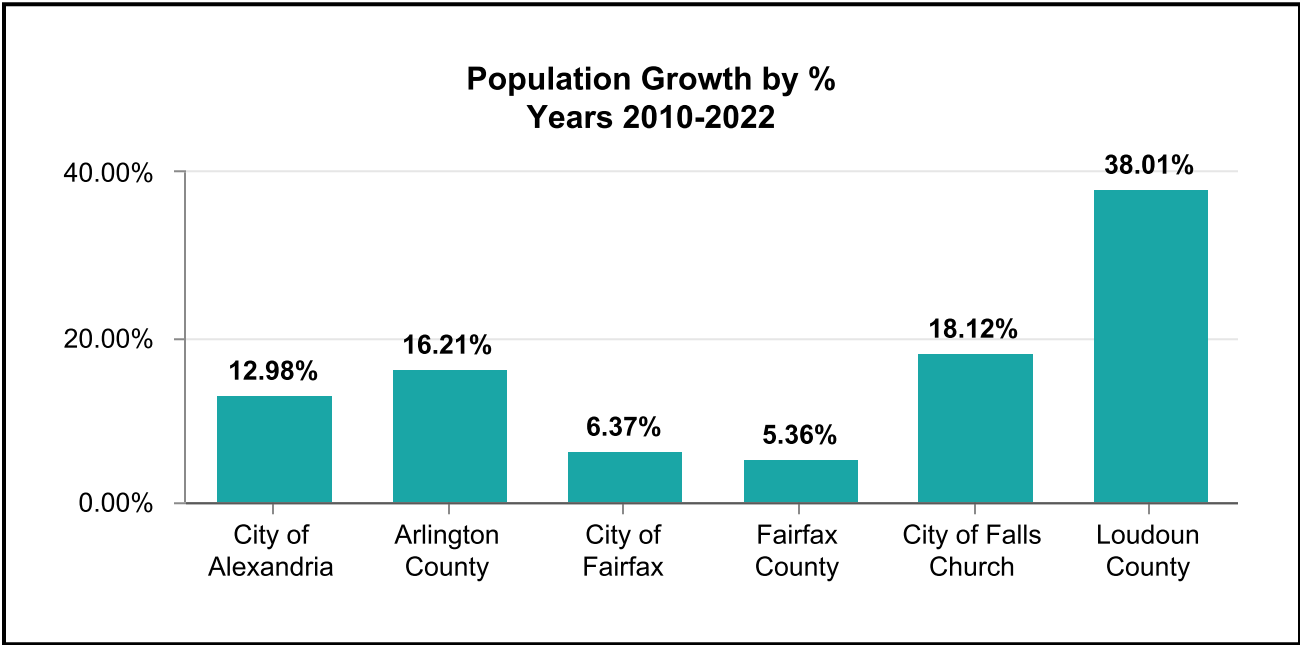
FACILITIES	PARKS																										
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	Ball's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowlark Gardens	Mt. Zion / Gilbert's Corner Properties	Ocoquan	Pollock Bay	Potomac Overlook	Red Rock - an Upper Potomac Property	Rust Manor House & Sanctuary	Sandy Run	Temple Hall Farm	Tinner Hill	Upton Hill	Plisaway Crossing	W&OD
18-Hole Golf Course/Driving Range		X			X														X								
Family Vacation Cabins							X												X								
Family Vacation Cottages		X																									
Mini-Golf Course		X								X	X								X							X	
Disc Golf Course							X												X								
Outdoor Swimming Pool		X					X	X											X						X		
Wave Pool								X																			
Water Slide		X					X	X											X						X		
Water Play Ground		X					X	X											X						X		
Rental Picnic Shelters / Picnic Areas		X					X	X	X	X	X					X	X	X					X	X	X		
Camping-Family & Group					X		X												X								
Meeting & Reception Room(s)	X	X								X					X	X	X		X		X		X				
Gazebos for Weddings		X			X					X					X	X				X							
Crew Practice & Racing		X	X		X																		X				
Boat/RV Storage		X					X											X	X								
Boat Launch		X	X		X					X							X	X									X
Jon Boat Rentals										X																	
Electric Motor Rentals										X																	
Fishing Pier									X	X																	
Canoe/Kayak Rentals										X							X	X									
Sporting Clays, Skeet & Trap								X																			
Archery Range								X																			
Archery & Gun Pro Shop								X																			
Food/Drink Concessions		X			X		X		X	X					X		X	X								X	
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
Horse Trails		X	X				X	X			X	X					X	X									X
Multi-Use Paved Trails		X															X	X							X	X	
Mountain Bike Trails											X																X
Soccer Fields		X					X																				
Play Grounds		X					X	X									X	X	X				X	X	X	X	X
Softball / Baseball Fields																X											
Batting Cage									X							X									X		
Visitor's Center															X								X				
Volleyball Court		X																									
Botanical / Display Gardens										X					X				X								

REGIONAL DEMOGRAPHICS

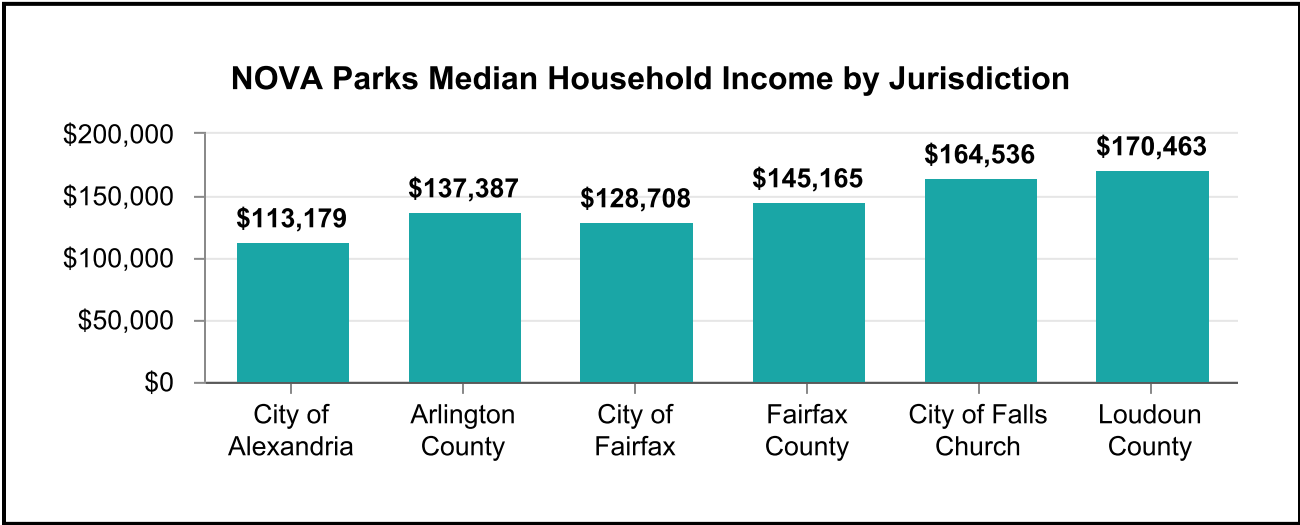
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria -	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
Total Population -	2,008,741

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

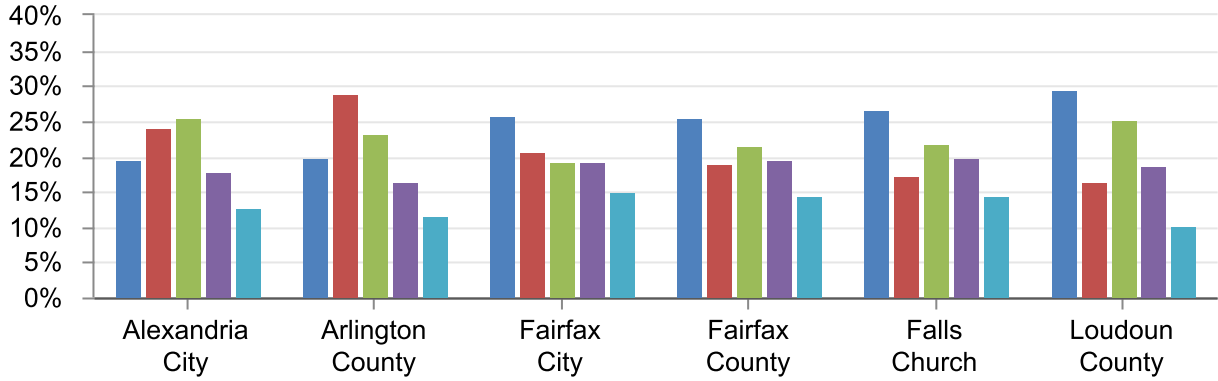


The jurisdictions' that make up NOVA Parks population grew by 13.07% from 2010 through 2022. The most notable jurisdiction is Loudoun County which increased by 38.01%



REGIONAL DEMOGRAPHICS

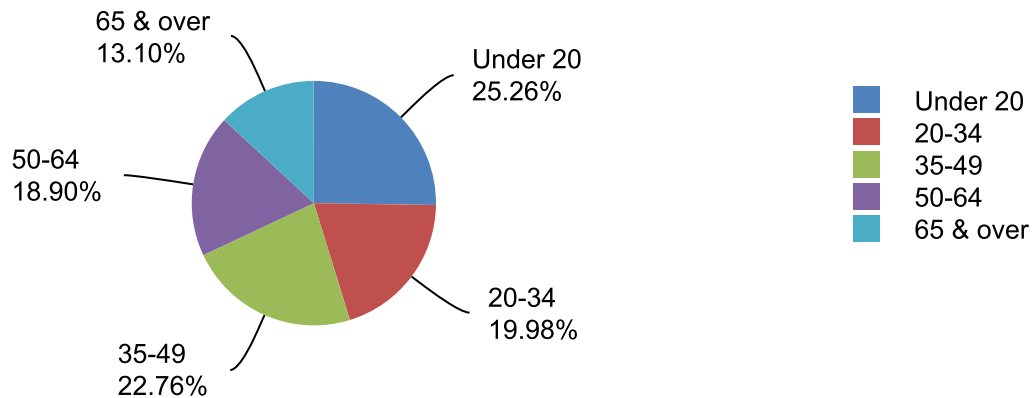
Age of Population by Jurisdiction



	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%.

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
ENTERPRISE FUND BY PARK					
Aldie Mill Historic Park/Mt. Defiance Historic Park					
Aldie Mill Revenues	\$ 25,154	\$ 16,348	\$ 24,025	\$ 6,727	\$ 20,000
Total Revenues	\$ 25,154	\$ 16,348	\$ 24,025	\$ 6,727	\$ 20,000
Aldie Mill Expenses	\$ 201,903	\$ 191,779	\$ 227,130	\$ 100,595	\$ 215,775
Total Expenses	\$ 201,903	\$ 191,779	\$ 227,130	\$ 100,595	\$ 215,775
Operating Income (Loss)	\$ (176,750)	\$ (175,431)	\$ (203,105)	\$ (93,868)	\$ (195,775)
Algonkian Regional Park					
Revenue					
Algonkian Park	\$ 248,806	\$ 266,014	\$ 290,000	\$ 137,184	\$ 292,185
Algonkian Golf	2,047,703	2,222,522	1,915,500	1,232,061	2,167,100
Volcano Island Waterpark at Algonkian	518,206	701,180	639,500	388,468	658,000
The Woodlands at Algonkian Park	708,491	764,092	741,380	432,366	714,530
Algonkian Cottages	352,292	343,728	335,600	204,129	352,350
Total Revenues	\$ 3,875,497	\$ 4,297,536	\$ 3,921,980	\$ 2,394,208	\$ 4,184,165
Expenses					
Algonkian Park	\$ 779,054	\$ 849,282	\$ 887,171	\$ 459,935	\$ 934,597
Algonkian Golf	1,291,855	1,359,370	1,408,127	718,618	1,484,128
Volcano Island Waterpark at Algonkian	422,558	460,117	478,866	257,332	491,431
The Woodlands at Algonkian Park	458,034	573,828	561,903	335,260	568,630
Algonkian Cottages	202,225	225,501	254,421	129,458	260,272
Total Expenses	\$ 3,153,725	\$ 3,468,098	\$ 3,590,488	\$ 1,900,604	\$ 3,739,058
Operating Income (Loss)	\$ 721,772	\$ 829,438	\$ 331,492	\$ 493,603	\$ 445,107
Blue Ridge Regional Park					
Blue Ridge Park Revenues	\$ 9,285	\$ 9,123	\$ 8,000	\$ 3,831	\$ 8,500
Total Revenues	\$ 9,285	\$ 9,123	\$ 8,000	\$ 3,831	\$ 8,500
Blue Ridge Park Expenses	\$ 3,077	\$ 4,766	\$ 6,700	\$ 3,792	\$ 6,700
Total Expenses	\$ 3,077	\$ 4,766	\$ 6,700	\$ 3,792	\$ 6,700
Operating Income (Loss)	\$ 6,207	\$ 4,357	\$ 1,300	\$ 39	\$ 1,800
Reservoir Park at Beaverdam					
Reservoir Park at Beaverdam	\$ 13,916	\$ 18,581	\$ 189,000	\$ 23,481	\$ 206,400
Total Revenues	\$ 13,916	\$ 18,581	\$ 189,000	\$ 23,481	\$ 206,400
Reservoir Park at Beaverdam	\$ 22,297	\$ 31,867	\$ 304,881	\$ 91,681	\$ 345,205
Total Expenses	\$ 22,297	\$ 31,867	\$ 304,881	\$ 91,681	\$ 345,205
Operating Income (Loss)	(\$8,382)	(\$13,286)	(\$115,881)	(\$68,201)	(\$138,805)
Brambleton Golf Course					
Brambleton Revenues	\$ 2,385,514	\$ 2,747,017	\$ 2,380,183	\$ 1,534,779	\$ 2,670,710
Total Revenues	\$ 2,385,514	\$ 2,747,017	\$ 2,380,183	\$ 1,534,779	\$ 2,670,710
Brambleton Expenses	\$ 1,517,518	\$ 1,675,187	\$ 1,714,261	\$ 900,773	\$ 1,833,403
Total Expenses	\$ 1,517,518	\$ 1,675,187	\$ 1,714,261	\$ 900,773	\$ 1,833,403
Operating Income (Loss)	\$ 867,995	\$ 1,071,830	\$ 665,922	\$ 634,006	\$ 837,308

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Bull Run Regional Park					
Revenue					
Bull Run Regional Park	\$ 1,393,420	\$ 1,381,799	\$ 1,438,875	\$ 703,567	\$ 1,428,250
Atlantis Waterpark at Bull Run	557,750	826,368	669,100	416,985	707,100
Bull Run Special Events Center	494,068	253,741	326,000	3,614	326,000
Bull Run Light Show	2,144,173	2,247,407	2,140,000	2,132,617	2,155,000
Total Revenues	\$ 4,589,410	\$ 4,709,316	\$ 4,573,975	\$ 3,256,783	\$ 4,616,350
Expenses					
Bull Run Regional Park	\$ 1,417,557	\$ 1,499,305	\$ 1,475,734	\$ 805,524	\$ 1,546,146
Atlantis Waterpark at Bull Run	477,938	497,057	518,332	299,541	535,706
Bull Run Special Events Center	439,999	252,340	322,388	45,799	326,505
Bull Run Light Show	436,189	467,446	483,354	345,584	493,565
Total Expenses	\$ 2,771,683	\$ 2,716,149	\$ 2,799,809	\$ 1,496,448	\$ 2,901,922
Operating Income (Loss)	\$ 1,817,727	\$ 1,993,168	\$ 1,774,166	\$ 1,760,334	\$ 1,714,428
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	\$ 1,331,627	\$ 1,318,945	\$ 1,391,500	\$ 733,939	\$ 1,421,500
Total Revenues	\$ 1,331,627	\$ 1,318,945	\$ 1,391,500	\$ 733,939	\$ 1,421,500
Bull Run Shooting Center Expenses	\$ 1,192,843	\$ 1,199,648	\$ 1,289,469	\$ 629,678	\$ 1,296,651
Total Expenses	\$ 1,192,843	\$ 1,199,648	\$ 1,289,469	\$ 629,678	\$ 1,296,651
Operating Income (Loss)	\$ 138,783	\$ 119,298	\$ 102,031	\$ 104,261	\$ 124,849
Cameron Run Regional Park					
Revenue					
Cameron Run Park	\$ 88,286	\$ 80,572	\$ 110,000	\$ 40,301	\$ 107,000
The Winter Village at Cameron Run	319,921	370,158	385,500	226,775	378,000
Great Waves Waterpark at Cameron Run	1,821,008	2,374,497	2,097,500	1,328,747	2,235,500
Total Revenues	\$ 2,229,215	\$ 2,825,227	\$ 2,593,000	\$ 1,595,822	\$ 2,720,500
Expenses					
Cameron Run Park	\$ 533,033	\$ 553,520	\$ 547,041	\$ 308,421	\$ 579,924
The Winter Village at Cameron Run	220,014	264,418	245,882	227,060	268,837
Great Waves Waterpark at Cameron Run	1,317,519	1,632,846	1,534,643	938,974	1,652,511
Total Expenses	\$ 2,070,567	\$ 2,450,784	\$ 2,327,566	\$ 1,474,456	\$ 2,501,272
Operating Income (Loss)	\$ 158,649	\$ 374,443	\$ 265,434	\$ 121,366	\$ 219,228
Carlyle House Historic Park					
Carlyle House Revenues	\$ 91,390	\$ 92,418	\$ 127,100	\$ 52,444	\$ 130,100
Total Revenues	\$ 91,390	\$ 92,418	\$ 127,100	\$ 52,444	\$ 130,100
Carlyle House Expenses	\$ 344,235	\$ 376,864	\$ 421,759	\$ 202,061	\$ 454,807
Total Expenses	\$ 344,235	\$ 376,864	\$ 421,759	\$ 202,061	\$ 454,807
Operating Income (Loss)	(\$252,845)	(\$284,446)	(\$294,659)	(\$149,617)	(\$324,707)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Bull Run Marina/Fountainhead/Sandy Run Parks					
Revenue					
Bull Run Marina	\$ 19,217	\$ 21,396	\$ 25,276	\$ 5,661	\$ 21,276
Fountainhead	394,459	386,361	414,712	186,732	414,712
Sandy Run Regional Park	327,064	337,145	316,692	160,165	308,192
Total Revenues	\$ 740,740	\$ 744,902	\$ 756,680	\$ 352,558	\$ 744,180
Expenses					
Bull Run Marina	\$ 43,458	\$ 49,038	\$ 48,039	\$ 22,350	\$ 48,800
Fountainhead	393,047	366,247	359,425	206,896	374,322
Sandy Run Regional Park	195,741	239,034	264,262	110,442	277,038
Total Expenses	\$ 632,246	\$ 654,318	\$ 671,726	\$ 339,689	\$ 700,160
Operating Income (Loss)	\$ 108,494	\$ 90,584	\$ 84,954	\$ 12,869	\$ 44,020
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	\$ 21,370	\$ 30,300	\$ 75,000	\$ 37,539	\$ 75,000
Total Revenues	\$ 21,370	\$ 30,300	\$ 75,000	\$ 37,539	\$ 75,000
Hemlock Overlook Expenses	\$ 23,682	\$ 14,661	\$ 22,778	\$ 726	\$ 7,000
Total Expenses	\$ 23,682	\$ 14,661	\$ 22,778	\$ 726	\$ 7,000
Operating Income (Loss)	\$ (2,312)	\$ 15,639	\$ 52,222	\$ 36,812	\$ 68,000
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	\$ 648,048	\$ 744,331	\$ 709,350	\$ 339,937	\$ 730,069
Meadowlark Gardens Winter Walk of Lights	1,643,331	1,860,655	1,929,000	1,798,956	1,956,000
Meadowlark Atrium and Event Services	2,789,475	2,993,420	2,300,120	1,603,986	2,409,670
Total Revenues	\$ 5,080,853	\$ 5,598,406	\$ 4,938,470	\$ 3,742,878	\$ 5,095,739
Expenses					
Meadowlark Gardens	\$ 1,161,462	\$ 1,247,650	\$ 1,360,277	\$ 699,247	\$ 1,446,887
Meadowlark Gardens Winter Walk of Lights	288,571	363,160	405,662	272,025	421,054
Meadowlark Atrium and Event Services	1,487,108	1,470,233	1,423,524	748,527	1,472,448
Total Expenses	\$ 2,937,141	\$ 3,081,042	\$ 3,189,463	\$ 1,719,798	\$ 3,340,388
Operating Income (Loss)	\$ 2,143,712	\$ 2,517,364	\$ 1,749,007	\$ 2,023,080	\$ 1,755,351
Mt. Zion Historic Park/Gilbert's Corner Regional Park					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 830	\$ 330	\$ 3,421	\$ 200	\$ 2,100
Total Revenues	\$ 830	\$ 330	\$ 3,421	\$ 200	\$ 2,100
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 14,847	\$ 15,194	\$ 37,500	\$ 15,934	\$ 25,500
Total Expenses	\$ 14,847	\$ 15,194	\$ 37,500	\$ 15,934	\$ 25,500
Operating Income (Loss)	(\$14,017)	(\$14,864)	(\$34,079)	(\$15,734)	(\$23,400)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Occoquan Regional Park					
Revenue					
Occoquan Park	\$ 303,156	\$ 330,408	\$ 327,400	\$ 166,607	\$ 352,750
The River View at Occoquan	2,487,726	2,466,918	2,328,740	1,311,310	2,324,950
Brickmakers Café at Occoquan	480,504	437,056	478,000	237,914	478,000
Brickmakers Catering and Event Services	273,141	246,014	272,925	188,540	283,150
Total Revenues	\$ 3,544,527	\$ 3,480,396	\$ 3,407,065	\$ 1,904,371	\$ 3,438,850
Expenses					
Occoquan Park	\$ 539,361	\$ 593,035	\$ 690,593	\$ 339,769	\$ 692,981
The River View at Occoquan	1,868,219	1,907,623	2,388,003	1,065,120	2,405,189
Brickmakers Café at Occoquan	383,219	319,587	423,729	166,987	404,822
Brickmakers Catering and Event Services	238,823	206,147	283,004	131,410	281,064
Total Expenses	\$ 3,029,622	\$ 3,026,392	\$ 3,785,329	\$ 1,703,286	\$ 3,784,057
Operating Income (Loss)	\$514,905	\$454,004	(\$378,264)	\$201,085	(\$345,207)
Pohick Bay Regional Park					
Revenue					
Pohick Bay Regional Park	\$ 1,425,634	\$ 1,372,689	\$ 1,475,783	\$ 649,009	\$ 1,436,493
Pohick Bay Golf Course	1,804,075	2,021,730	1,791,700	1,110,546	2,032,764
Pohick Bay Marina	270,675	267,960	288,000	134,063	296,625
Pirate's Cover Waterpark at Pohick Bay	569,407	851,447	743,100	434,829	778,800
Total Revenues	\$ 4,069,791	\$ 4,513,826	\$ 4,298,583	\$ 2,328,447	\$ 4,544,682
Expenses					
Pohick Bay Regional Park	\$ 1,113,779	\$ 1,186,421	\$ 1,309,220	\$ 651,638	\$ 1,368,013
Pohick Bay Golf Course	1,258,687	1,376,575	1,355,953	754,640	1,421,576
Pohick Bay Marina	60,703	66,100	81,258	38,678	74,382
Pirate's Cover Waterpark at Pohick Bay	454,465	528,649	513,707	283,361	516,799
Total Expenses	\$ 2,887,633	\$ 3,157,745	\$ 3,260,138	\$ 1,728,317	\$ 3,380,771
Operating Income (Loss)	\$ 1,182,158	\$ 1,356,081	\$ 1,038,445	\$ 600,130	\$ 1,163,911
Potomac Overlook Regional Park					
Potomac Overlook Revenues	\$ 152,617	\$ 172,515	\$ 164,700	\$ 39,963	\$ 166,700
Total Revenues	\$ 152,617	\$ 172,515	\$ 164,700	\$ 39,963	\$ 166,700
Potomac Overlook Expenses	\$ 382,391	\$ 427,541	\$ 436,310	\$ 237,274	\$ 455,490
Total Expenses	\$ 382,391	\$ 427,541	\$ 436,310	\$ 237,274	\$ 455,490
Operating Income (Loss)	(\$229,774)	(\$255,026)	(\$271,610)	(\$197,311)	(\$288,790)
Winkler Botanical Preserve					
Winkler Botanical Preserve Revenues	\$ 137,116	\$ 151,611	\$ 157,500	\$ 2,529	\$ 160,000
Total Revenues	\$ 137,116	\$ 151,611	\$ 157,500	\$ 2,529	\$ 160,000
Winkler Botanical Preserve Expenses	\$ 195,478	\$ 287,714	\$ 348,989	\$ 150,699	\$ 365,395
Total Expenses	\$ 195,478	\$ 287,714	\$ 348,989	\$ 150,699	\$ 365,395
Operating Income (Loss)	(\$58,362)	(\$136,103)	(\$191,489)	(\$148,170)	(\$205,395)
Rust Nature Sanctuary & Manor House					
Rust Nature Sanctuary & Manor House Revenues	\$ 1,562,298	\$ 1,714,360	\$ 1,350,320	\$ 885,718	\$ 1,466,960
Total Revenues	\$ 1,562,298	\$ 1,714,360	\$ 1,350,320	\$ 885,718	\$ 1,466,960
Rust Nature Sanctuary & Manor House Expenses	\$ 1,042,590	\$ 1,130,391	\$ 1,074,510	\$ 638,214	\$ 1,153,016
Total Expenses	\$ 1,042,590	\$ 1,130,391	\$ 1,074,510	\$ 638,214	\$ 1,153,016
Operating Income (Loss)	\$ 519,707	\$ 583,968	\$ 275,810	\$ 247,504	\$ 313,944

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Upper Potomac Properties					
Upper Potomac Properties Revenues	\$ 29,086	\$ 28,800	\$ 28,800	\$ 14,400	\$ 28,800
Springdale Revenues	\$ 24,891	\$ 48,611	\$ 29,540	\$ 11,954	\$ 29,540
Cattail Regional Park Revenues	\$ 0	\$ 12,075	\$ 44,100	\$ 8,625	\$ 30,700
Total Revenues	\$ 53,977	\$ 89,486	\$ 102,440	\$ 34,979	\$ 89,040
Upper Potomac Properties Expenses	\$ 184,964	\$ 179,965	\$ 194,757	\$ 104,480	\$ 202,088
Springdale Expenses	\$ 243	\$ 0	\$ 5,000	\$ 0	\$ 5,000
Cattail Regional Park Expenses	\$ 0	\$ 0	\$ 39,998	\$ 2,265	\$ 40,650
Total Expenses	\$ 185,208	\$ 179,965	\$ 239,756	\$ 106,746	\$ 247,738
Operating Income (Loss)	\$ (131,231)	\$ (90,479)	\$ (137,316)	\$ (71,767)	\$ (158,698)
Upton Hill Regional Park					
Revenues					
Upton Hill Park	\$ 589,648	\$ 555,601	\$ 681,850	\$ 326,104	\$ 687,850
Ocean Dunes Waterpark at Upton Hill	\$ 586,488	\$ 766,609	\$ 695,600	\$ 446,350	\$ 743,675
Total Revenues	\$ 1,176,136	\$ 1,322,209	\$ 1,377,450	\$ 772,455	\$ 1,431,525
Expenses					
Upton Hill Park	\$ 667,687	\$ 749,953	\$ 929,323	\$ 448,652	\$ 950,456
Ocean Dunes Waterpark at Upton Hill	\$ 423,627	\$ 470,562	\$ 471,083	\$ 265,048	\$ 489,247
Total Expenses	\$ 1,091,314	\$ 1,220,515	\$ 1,400,405	\$ 713,700	\$ 1,439,703
Operating Income (Loss)	\$ 84,822	\$ 101,695	\$ (22,955)	\$ 58,754	\$ (8,178)
W&OD Railroad Regional Park					
W&OD Railroad Park Revenues	\$ 1,252,779	\$ 1,373,050	\$ 1,440,587	\$ 631,313	\$ 1,440,587
Total Revenues	\$ 1,252,779	\$ 1,373,050	\$ 1,440,587	\$ 631,313	\$ 1,440,587
W&OD Railroad Park Expenses	\$ 664,637	\$ 700,784	\$ 827,495	\$ 418,157	\$ 835,238
Total Expenses	\$ 664,637	\$ 700,784	\$ 827,495	\$ 418,157	\$ 835,238
Operating Income (Loss)	\$ 588,143	\$ 672,267	\$ 613,092	\$ 213,156	\$ 605,349
Piscataway Crossing					
Piscataway Crossing Revenues	\$ 20,341	\$ 259	\$ 11,380	\$ 270	\$ 11,380
Total Revenues	\$ 20,341	\$ 259	\$ 11,380	\$ 270	\$ 11,380
Piscataway Crossing Expenses	\$ 45,581	\$ 32,320	\$ 42,618	\$ 18,263	\$ 45,737
Total Expenses	\$ 45,581	\$ 32,320	\$ 42,618	\$ 18,263	\$ 45,737
Operating Income (Loss)	\$ (25,240)	\$ (32,061)	\$ (31,238)	\$ (17,993)	\$ (34,357)
Temple Hall Farm					
Revenues					
Temple Hall Farm Revenues	\$ 198,307	\$ 184,426	\$ 194,883	\$ 42,620	\$ 195,383
Temple Hall Fall Festival Revenues	\$ 211,063	\$ 193,047	\$ 222,000	\$ 229,583	\$ 222,000
Total Revenues	\$ 409,370	\$ 377,473	\$ 416,883	\$ 272,203	\$ 417,383
Expenses					
Temple Hall Farm Expenses	\$ 270,883	\$ 328,194	\$ 392,606	\$ 175,230	\$ 405,273
Temple Hall Fall Festival Expenses	\$ 80,489	\$ 92,686	\$ 119,168	\$ 69,627	\$ 116,795
Total Expenses	\$ 351,372	\$ 420,880	\$ 511,774	\$ 244,857	\$ 522,069
Operating Income (Loss)	\$ 57,998	\$ (43,407)	\$ (94,891)	\$ 27,346	\$ (104,686)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-DEC ACTUAL FY 2025	PROPOSED FY 2026
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	\$ 472,439	\$ 746,473	\$ 87,000	\$ 57,341	\$ 87,000
Central Maintenance Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 472,439	\$ 746,473	\$ 87,000	\$ 57,341	\$ 87,000
Admin - Enterprise Fund Expenses	\$ 3,021,324	\$ 3,460,528	\$ 3,738,951	\$ 2,045,983	\$ 3,977,695
Central Maintenance Expenses	\$ 1,380,996	\$ 1,485,766	\$ 1,501,437	\$ 818,864	\$ 1,549,602
Total Expenses	\$ 4,402,320	\$ 4,946,294	\$ 5,240,388	\$ 2,864,847	\$ 5,527,297
Operating Income (Loss)	\$ (3,929,881)	\$ (4,199,822)	\$ (5,153,388)	\$ (2,807,506)	\$ (5,440,297)
TOTAL REVENUES	\$ 33,246,191	\$ 36,350,108	\$ 33,796,242	\$ 20,664,778	\$ 35,149,351
TOTAL EXPENSES	\$ 29,163,910	\$ 31,410,899	\$ 33,771,242	\$ 17,700,598	\$ 35,124,351
Adjustments/Reserve Activity	\$ (1,054,619)	\$ (695,715)	\$ 0	\$ 0	\$ 0
Operating Income (Loss)	\$ 5,136,900	\$ 5,634,924	\$ 25,000	\$ 2,964,180	\$ 25,000

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Headquarters					
Full -Time	22.15	23.65	24.15	25.00	26.00
Part -Time	5.88	6.98	4.76	3.71	3.99
Central Maintenance					
Full -Time	13.00	13.00	13.00	13.00	13.00
Part -Time	0.00	0.00	0.00	0.00	0.00
Aldie Mill Historic Park					
Full -Time	1.00	1.00	1.00	1.00	1.00
Part -Time	0.95	0.95	0.95	1.15	1.03
Algonkian Regional Park					
Full -Time	6.00	6.00	6.00	6.00	6.00
Part -Time	3.95	3.95	4.07	4.15	4.15
Algonkian Golf Course					
Full -Time	7.50	7.50	7.00	7.00	7.00
Part -Time	5.63	5.63	5.77	6.49	6.49
Volcano Island Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	8.08	8.08	8.27	8.43	8.43
The Woodlands Meeting & Event Center					
Full -Time	1.33	1.33	2.33	2.33	2.33
Part -Time	2.40	2.64	2.47	1.65	2.33
Algonkian Cottages					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	3.00	3.00	3.00	3.00	3.14
Reservoir Park at Beaverdam					
Full -Time	0.00	0.00	0.00	0.50	0.50
Part -Time	1.03	1.03	1.03	4.05	4.38
Brambleton Golf Course					
Full -Time	8.50	8.50	8.00	8.50	8.50
Part -Time	7.27	7.27	7.27	7.69	7.94
Bull Run Regional Park					
Full -Time	8.00	8.00	8.00	8.00	8.00
Part -Time	6.71	6.91	7.23	7.64	8.20
Bull Run Marina					
Full -Time	0.20	0.20	0.20	0.20	0.20
Part -Time	0.00	0.00	0.00	0.00	0.00
Atlantis Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	9.42	9.42	9.33	9.37	9.48
Bull Run Special Events Center					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	0.94	0.94	0.94	0.94	0.94

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Bull Run Light Show					
Full -Time	1.50	1.50	1.50	1.50	1.50
Part -Time	3.22	3.17	3.37	3.37	3.81
Bull Run Shooting Center					
Full -Time	2.00	2.00	2.00	2.00	2.00
Part -Time	9.80	9.80	9.80	9.80	9.80
Cameron Run Regional Park					
Full -Time	3.00	3.00	4.00	4.00	4.00
Part -Time	4.73	4.59	3.51	3.92	4.50
Ice & Lights - The Winter Village at Cameron Run					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	3.34	3.34	2.64	2.64	2.36
Great Waves Waterpark					
Full -Time	1.00	1.00	1.00	1.00	1.00
Part -Time	22.08	22.55	22.56	22.36	22.08
Carlyle House Historic Park					
Full -Time	2.00	2.00	2.00	2.00	2.00
Part -Time	2.45	1.97	2.14	2.45	2.50
Fountainhead Regional Park					
Full -Time	1.40	1.40	1.40	1.40	1.40
Part -Time	3.96	3.96	4.20	4.16	4.16
Hemlock Overlook Regional Park					
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.33	0.32	0.32	0.32	0.00
Meadowlark Botanical Gardens					
Full -Time	8.00	8.00	8.00	8.00	8.00
Part -Time	7.34	7.51	7.89	8.15	8.48
Meadowlark Light Show					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	3.15	3.44	3.65	3.65	3.65
Meadowlark Atrium					
Full -Time	4.50	4.50	4.50	4.50	4.50
Part -Time	5.56	5.79	4.80	4.66	4.80
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	0.00	0.00	0.00	0.00	0.00
Occoquan Regional Park					
Full -Time	2.00	3.00	4.00	4.00	4.00
Part -Time	6.20	5.91	4.96	5.15	5.15
The River View at Occoquan					
Full -Time	4.25	4.25	4.25	4.25	4.25
Part -Time	3.37	3.61	3.86	3.77	3.77
Brickmakers Café at Occoquan					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	4.77	4.77	4.77	4.77	4.77
Brickmaker's Catering at Occoquan					
Full -Time	1.09	1.09	1.09	1.09	1.09
Part -Time	1.21	1.21	1.21	1.21	1.21

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Pohick Bay Regional Park					
Full -Time	7.00	7.00	7.00	7.00	7.00
Part -Time	6.63	6.82	7.42	7.56	7.07
Pohick Bay Golf Course					
Full -Time	5.00	5.00	5.00	5.00	5.00
Part -Time	7.46	7.46	7.94	7.94	7.87
Pohick Bay Marina					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	1.86	1.86	1.86	1.86	1.70
Pirate's Cove Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	8.47	8.47	8.47	8.37	8.37
Potomac Overlook Regional Park					
Full -Time	3.00	3.00	3.00	3.00	3.00
Part -Time	1.81	1.81	1.81	1.88	1.91
Winkler Botanical Preserve					
Full-Time	0.00	0.75	1.00	1.00	1.00
Part-Time	0.00	1.83	2.43	2.43	2.43
Rust Nature Sanctuary & Manor House					
Full -Time	3.83	3.83	3.83	3.83	3.83
Part -Time	4.32	4.32	4.45	4.09	4.24
Sandy Run Regional Park					
Full -Time	1.40	1.40	1.40	1.40	1.40
Part -Time	1.01	1.43	1.43	1.43	1.43
Temple Hall Farm					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
Temple Hall Fall Festival					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	2.69	1.11	1.11	1.11	1.11
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	0.47	0.47	0.47	0.60	0.60
Upton Hill Regional Park					
Full -Time	3.00	3.00	3.00	3.00	3.00
Part -Time	5.87	7.28	7.76	8.00	8.00
Ocean Dunes Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	7.78	7.76	7.76	7.91	7.91
W&OD Railroad Regional Park					
Full -Time	4.00	4.00	4.00	4.00	4.00
Part -Time	2.94	3.10	3.10	3.19	3.19
Piscataway Crossing Regional Park					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	0.00	0.00	0.00	0.00	0.00
Enterprise Fund Administration					
Full -Time	7.85	8.35	8.85	9.00	9.00
Part -Time	0.30	0.65	1.61	1.61	2.03
Total Full -Time Staffing	139.00	142.75	146.00	148.00	149.00
Total Part-Time Staffing	189.57	194.30	193.58	197.84	200.61

*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

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

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