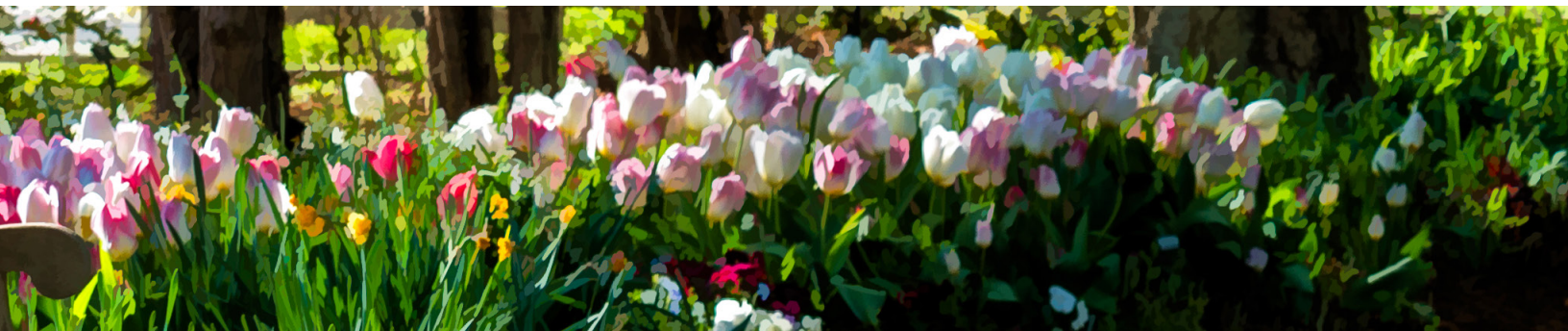




# NOVA PARKS ADOPTED BUDGET

FY 2023 | JULY 1, 2022 – JUNE 30, 2023



**Instructions for navigating the FY23 Budget pdf document:**

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

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

# **NOVA PARKS**

NORTHERN VIRGINIA REGIONAL  
PARK AUTHORITY

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## **BOARD MEMBERS**

Cate Magennis Wyatt, Loudoun County, NOVA Parks Chair of the Board

Sean Kumar, City of Alexandria, NOVA Parks Vice Chair

Brian D. Knapp, City of Fairfax, NOVA Parks Treasurer

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Paul Baldino, City of Falls Church

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Paul A. Gilbert  
Executive Director



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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**Northern Virginia Regional Park Authority  
Virginia**

For the Fiscal Year Beginning

**July 1, 2021**

*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, 2021. 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 2023 ADOPTED BUDGET

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## **Fiscal Year 2023 Budget Message**

July 1, 2022 - June 30, 2023

The Fiscal Year Budget for 2023 (July 2022 – June 2023) will be different from past years in many ways that all come from changes due to the pandemic.

On the positive side, two years of the pandemic has resulted in many more people rediscovering the outdoors and our parks. For our park system, this means increased usage and resulting revenues. The holiday light shows, golf courses, boating, and camping all performed well and are expected to continue to perform well. Our event venues saw a great resurgence in FY 2022 as the backlog of events from previous years were able to be successfully rescheduled.

NOVA Parks is unique in the Park and Recreation field with 88% of our operating expenses being funded with revenues from our diversified mix of park-related enterprises. This low level of taxpayer support means that NOVA Parks operates more like a company, focused on efficiencies and opportunities to achieve our annual operating budget of \$33,776,435. One example of this entrepreneurial focus is our holiday light shows. In 2013, the first year the Meadowlark Winter Walk of Lights joined the Bull Run Festival of Lights, revenues from this segment made up 5.2% of our funding. Today our three shows (Ice and Lights at Cameron Run added in FY20) have grown in scope and popularity. Now, 12.7% of our revenues come from this segment, with over 400,000 people in our region enjoying one or more of these shows every year.

### **Compensation & Staffing:**

This budget recognizes the dedicated staff we currently have while funding new talent who can be a part of shaping our future. One of the results of the pandemic was a significant disruption in the job market. During the Summer of 2021, NOVA Parks had considerable challenges in hiring enough seasonal and part-time staff to keep our operations open. We have also experienced



challenges hiring and retaining full-time employees. This under-employment exaggerated the financial performance, showing reduced expenses in many salary categories. To address these issues, we are taking a number of steps as part of the FY 2023 budget:

- Seasonal and part-time employee compensation is being increased. Virginia recently implemented a new minimum wage of \$11.00/hr., which is an increase from \$9.50/hr. In an effort to recruit and retain staff we will be implementing a minimum hourly wage of \$12.00/hr. This change will also adjust many other positions to account for the salary compression. The overall impact of this change is about \$600,000 in the upcoming year.
- Inflation has been setting new records, and supply chain and other factors continue to increase costs. Because of this a 5% market rate adjustment will be made to all full-time positions. This step is designed to address the impacts of inflation.
- A compensation study is currently being conducted to review the competitiveness of our full-time salaries. To help fund any needed changes, we are establishing a Compensation Funding Initiatives Account which includes an amount equal to 2% of full-time payroll. This account could be used to address identified gaps associated within our compensation structure.

This budget also funds several new positions that address strategic needs for our organization. We recently funded two positions that will receive full year funding in FY 2023. First, we created a Recruiter position. This position will help us attract the talent we need to operate and also help create a more diverse workforce. Additionally, we have added a new Aquatics Manager position. Our most labor-intensive operations are our five waterparks and this position was established to provide overall support to the waterparks.

The FY 2023 Budget includes a Maintenance Crew Leader position for Occoquan Regional Park. This is a park that has grown operations considerably since being rebuilt in 2018. We have an ambitious list of park development projects that we hope to create and support over the next few years. To aid in this effort, we are funding a position to focus on community engagement and another to start midway through the year to help manage various development projects.

A structural change in this year's budget has our Central Maintenance expenses being moved from the General Fund to the Enterprise Fund. Central Maintenance is a group of trades workers who provide specialized support throughout our park system. Since most of their work is in support of the parks, it makes sense to have those expenses as part of the Enterprise Fund.

## **Strategic Plan:**

As NOVA Parks is adopting the FY 2023 Budget, we are also developing our next Strategic Plan. This plan will focus our efforts over the next five years. Many of the priorities of this new plan are reflected in this budget. Our plan will focus on the following areas in an effort to distinguish NOVA Parks within the region.

### ***Environment***

This budget dedicates resources for such things as invasive species removal and an overall reduction in NOVA Parks' carbon footprint.

Invasive management efforts will include Upton Hill and Occoquan Regional Parks and the W&OD Trail. Enhanced automation and increased efforts to improve information technology will drive higher levels of efficiency in our day-to-day operations and result in a reduction in our carbon footprint and create a better user experience. In the last eight years we have reduced our fuel consumption by 20% by automating many of our processes.

### ***Belonging***

In the FY 2023 Budget, funding is included for additional historical research and interpretation so we can tell a more inclusive history through our parks and programs. NOVA Parks has numerous events planned for FY 2023 that highlight and celebrate the cultural diversity of our region.

### ***Building the Future***

The NOVA Parks Board adopted a set of exciting new projects that we will design and build over the next few years. These innovative facilities will allow us to serve the public in new ways. While most of this funding will be reflected in our Capital Budget, within the Operating Budget are both a Community Engagement Manager to help engage the public in these projects and a Project Manager to help us carry out more development projects.

### ***Staffing***

As outlined above, we are raising seasonal and part-time compensation to be more competitive. We have built in a 5% inflation offset for full-time staff into this budget and as mentioned are funding a number of new positions. We are also studying the competitiveness of our compensation. The new Recruiter position will focus on this strategic priority.

## ***Revenue & Efficiency***

The new Strategic Plan calls for us to grow our revenues at a rate greater than inflation. This year's budget has a rather ambitious goal of increasing enterprise revenues by 10%. This is mostly the result of increased park usage across many segments. The increased popularity of our parks and programs will fund the additional staffing and resulting expenses that will make the system more sustainable as we continue to navigate many challenges.

The last few years have brought tremendous change to our region and to the world. This budget puts NOVA Parks in a position to keep pace with these changes and to continue to grow our overall impact as the regional park system in Northern Virginia.

Sincerely,

A handwritten signature in cursive script that reads "Paul A. Gilbert".

Paul Gilbert

Executive Director

## Strategic Plan Linkage to the FY 2023 Budget

A new strategic plan for 2023-2027 is under development with a draft plan currently in the public input phase at the start of FY 23. While there may be some changes to the final document, the overall focus will likely remain the same. The strategic plan plays an integral role in shaping the budget and the future of NOVA Parks. Strategic goals and objectives have been developed for each cost center and these are included in individual cost center budget pages, located behind the Enterprise Fund tab in this document. These goals are linked to the pillars of the Draft 2023-2027 Strategic Plan listed below. The highlights of strategic accomplishments for FY 22 are also included within each cost center and are based on the 2017-2022 Strategic Plan, which follows this section.



## NOVA PARKS 5 YEAR STRATEGIC PLAN OVERVIEW

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



### ENVIRONMENT

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

Goal 1.2: Expand the park system with new lands.

Goal 1.3: Protect areas with rare or endangered species.

Goal 1.4: Expand leadership role in natural resource banking.

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

Goal 1.6: Build and retrofit innovative, green buildings.

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

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



## Belonging

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

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

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

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

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

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

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



## Our Team

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

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

Goal 3.3: Build a sustainable and engaging organizational culture.

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

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



## Building the Future

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

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

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

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

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

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

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



## **Revenue & Efficiency**

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

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

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

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

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

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



# Final 2018-2022 Strategic Planning Review



November 2021



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

**In 2017 our Vision for 2022 was ambitious:**

**“Our brand will be known in our region, and better connected to our great parks and programs. We will continue to be an innovator in our field with technology as well as programmatic innovation. We will continue to grow our parkland. We will find new sources of capital dollars. We will set the benchmark for customer service. NOVA Park will become more central to the identity of the whole region.”**

Through the incredible efforts of many it can be said that the 2022 vision for NOVA Parks has been surpassed. This success set NOVA Parks on a positive path as we begin our next strategic planning effort.

Today NOVA Parks is better known and more recognized in the communities we serve and support than ever before. There are numerous tangible accomplishments that have led NOVA Parks to where we are today as one of the most dynamic public park agencies in the nation.

One of the greatest strengths of NOVA Parks remains our enterprising and entrepreneurial spirit. This was on display with the development of a cutting-edge ropes course at Upton Hill Regional Park and our holiday light shows serving almost 500,000 people during the pandemic.

2019 marked our 60th Anniversary and we celebrated this in many ways, including a full year of “Throwback Thursdays.” This social media campaign highlighted the extraordinary stories of NOVA Parks and our development. This year-long celebration culminated in a gala event that brought together elected officials, friends groups and other community members to celebrate with us.

We have worked diligently on furthering the NOVA Parks brand. We developed a series of exceptional branding kiosks that connect, and cross promote the NOVA Parks brand throughout our extensive park system. Our digital presence continued to be an area of remarkable growth and success.

A hallmark feature of NOVA Parks is constantly growing our parkland. We dedicated two Civil War

focused Battlefield Parks in Loudoun County, and expanded our landholdings at both Occoquan Regional Park and Pohick Bay Regional Park. In total 65 new acres of parkland have been added through five deals. When our region faced a conservation challenge with the potential development of River Farm, elected officials and community leaders all turned to NOVA Parks to find a solution, and we provided leadership during this process. We continued to create value and connection with the development of countless community partnerships and have thrived at providing meaningful outdoor experiences for more than 500,000 children.

Our capital funding has been greatly enhanced with a myriad of grants and major donations totaling more than \$9.2 million. A shining example of this is the Volgenau Conservatory added at Meadowlark Botanical Gardens and cutting-edge dual trails design on the W&OD in the City of Falls Church. Project financing through Revenue Bonds has also allowed big, new projects to take shape and both Natural Resources Banking and new telecom deals will result in new funding streams for future capital projects.

We did not know in 2017 that there would be a world-wide pandemic that would impact every facet of life for nearly two years. In many ways it could be said that the pandemic strengthened NOVA Parks and our relationships within our communities even more as the public, through necessity, found their way back outside.

The Vision for 2022 was just one mile marker along the sixty-two-year path of NOVA Parks. But to the benefit of Northern Virginia, it is a vision that has been surpassed!





## Goals for Providing Unique and Exceptional Customer Experience

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

**Goal 2: Expand Offerings to Meet the Needs of Northern Virginia**

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

**Goal 4: Provide Exceptional Customer Interactions**

**Goal 5: Drive Park Innovation**

### Results for Providing Unique and Exceptional Customer Experiences:

The customer experience at NOVA Parks has changed and improved as a result of numerous innovations. Riders on the W&OD in Falls Church can experience the future of the trail design with separated pedestrian and cycling lanes. The public has an entirely new and exciting experience with Climb UPton the best ropes course in a multi-state area. Visitors at Occoquan can enjoy a one of a kind Suffragist Memorial and have a meal at Brickmakers Café.

Customer convenience has been greatly enhanced with the expansion of on-line platforms and reservations for our light shows, campgrounds, park programs and classes and other offerings. These platforms also convey user information and make for a more seamless customer experience.



*Turning Point Suffragist Memorial Ribbon Cutting*





Climb Upton



W&OD (Falls Church) Dual Trails Ribbon Cutting

**Survey customers of top attractions** - Surveys were done consistently across our core businesses including waterparks, golf courses & event venues and summer camps.

**Conduct staff training on innovation** - Presented at Managers meeting 4/8/19.

**Develop a staff toolkit to empower decision-making across multiple levels** - Done for waterparks and golf courses. The goal of this is to empower front-line staff to be able to resolve customer issues quickly.

**Define maintenance standards and inspection plan** - Standards developed, and inspections started in 2019.

**Implement Hiperweb** - This comprehensive maintenance tracking software has been fully implemented for physical asset management, inspection templates and as a preventive maintenance tool.

**Develop 3 significant outreach partnerships** - Loudoun Water/Beaverdam Park Development, Coalition to conserve River Farm, Falls Church/NVTA/WABA partnership on Dual Trails, Coalition for the Black and Latin/Hispanic Birder & Naturalist Series.

**Use web-based tools to engage public in planning** - Experimented with 'My Sidewalk' for Beaverdam. For Dual Trail we had email sign up for regular update messages, as well as regular website updates

**Expand mobile use of website by 50%** - Exceeded with 172% growth!

**Implement web-based W&OD navigation/interpretation by 2020** - This is complete and provides trail users that use our website with greatly expanded information on amenities along the trail.

**Host NOVA Parks signature event by 2021** - 60th Anniversary Gala in November 2019

**Engage 500,000 children in meaningful outdoor experiences by 2022** - Achieved

**Expand number of events by 30% by 2022** - On Track

**Implement ADA accessibility plan at park sites by 2022** - On Track





## Goals for Conserving and Protecting Natural and Historic Resources:

**Goal 1: Acquire More Parkland**

**Goal 2: Develop Sites that Respect and Enhance Natural Resource Conservation**

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

**Goal 5: Provide Enhanced Preservation of Historic Resources**

### Results for Conserving and Protecting Natural and Historic Resources:

NOVA Parks has been both expanding parkland for the future and focusing on building a more sustainable and resilient park system. 2018 marked the opening of the LEED Gold Jean R. Packard Center at Occoquan Regional Park. The Center optimizes energy performance with a solar array, a vegetated roofing surface and many features that reduce overall water usage in and around the building. Parking lots with extensive use of green building technology have been built at Upton Hill and Occoquan. And the new Dual Trails section of the W&OD Trail was built with innovative storm water features including the first in the region modular wetland.

As a public land agency, one of our greatest contributions to the environment is our continued preservation of more than 12,200 acres of public parkland. Our focus continues to be on growing this acreage total through concentrated efforts. Recent successes include two new historic parks in Loudoun County, and the addition of more than a half mile of all-important shoreline at two of our parks in Fairfax County.



*Tinner Hill sign unveiling*



*New forest at Upton Hill*





Fountainhead, photo by Mike Becvar



Pohick Bay ribbon cutting



Musa Murawih - Black & Hispanic Birder Volunteer

**Develop native-focused landscaping guidelines** – Staffing changes and pandemic delayed this objective.

**Open new LEED Gold Facility** - Jean R. Packard Center opened in 2018.

**Add 2 Historic Sites with Donations** – Completed with the Battle of Upperville/Goose Creek Bridge, and Battle of Middleburg/Mt. Defiance properties.

**Develop 10 Interpretive Exhibits or Programs that focus on Ecology** - Exhibits on: solar, forest bathing, watersheds, recycling, and a great increase in the number of Roving Naturalist programs.

**Interpret 5 Historic Features within our Parks by 2020** - Slave descendant program at Carlyle House, Exhibits at Mt. Defiance (5), Goose Creek Bridge, Tinner Hill (2), Aldie Mill/Daniel Dangerfield, W&OD both the Orion Anderson story, and the town of Wiehle.

**Conduct 3 Riparian Plantings** - White's Ford (2), Meadowlark, W&OD, and Upton (non-riparian)

**Create Model Low Impact Park by 2020** – Reservoir Park at Beaverdam will be begin construction in 2022.

**Add Birding to website by 2021** – Expanded birding program through both the Roving Naturalist Series, and the Black and Latin/Hispanic Birding and Naturalist Series at Upton Hill.

**Plant Complete Ecosystem** - At Upton Hill we planted all the species to make an Oak/Hickory successional forest.

**Acquire 4 New Properties by 2022** – Battle of Upperville/Goose Creek Bridge, Stribling, Lott properties at Pohick Bay and Donation of land at Occoquan. Substantial efforts on River Farm were undertaken.





## Goals for Communicating our Story:

**Goal 1: Develop and Implement a Comprehensive Branding Campaign**

**Goal 2: Be a Leader in social media, Website, and Mobile Technology**

**Goal 3: Develop Engaging and Educational Park Interpretation**

## Results for Communicating our Story:

Telling the NOVA Parks story can take many forms and resonate in just as many ways. During this latest strategic plan, it was an important goal to make NOVA Parks more recognizable and known throughout the region for our unique offerings and parks. In sharing this exceptional value, we have the opportunity to build connections with our park users.

In just the last two years alone the NOVA Parks story has generated more than thirty news features that have highlighted the agency and have contributed significantly to NOVA Parks' brand equity. These stories have focused on a variety of topics from conservation to innovation and diversity. We successfully generated feature stories about some of NOVA Parks' founders that helped to establish our organization. Brand equity is the sum of the stories told about the organization and through concerted effort, these stories are more frequent and better connected to our core organizational values.



*Ira Gabrielson*





Occoquan ribbon cutting



Branding Kiosk



Dangerfield

**Initiate Park Ambassador video series** - 4 videos in this series were created.

**Develop 5 animations for social media** - Complete - these are used seasonally.

**Develop branding standards** - Complete

**Integrate user content and photos into website** - Every park page has user reviews pulled from sites like Google, Facebook, Instagram and Trip Advisor.

**Implement news stories and blog strategy to support brand identity** - Telling the origin story of NOVA Parks through the media, and the Throwback Thursdays Series during our 60th Anniversary conveyed the values NOVA Parks has been built on. 2020/2021 has seen unprecedented news coverage of NOVA Park's programs and features.

**Communicate the stories of NOVA Parks' history as part of 60th Anniversary** - A comprehensive effort during the 2019 60th Anniversary highlighted many important stories of NOVA Parks history. Every event and ribbon cutting in 2019 connected to our 60th anniversary.

**Develop 4 cross branding efforts** - New Kiosks at all parks, Occoquan Recreated, Camping/Cottages, Waterparks and Light Shows focus on cross marketing.

**Conduct 6 branding outreach efforts** - Discover and Throwback were both agency branding efforts. Occoquan Recreated, Climb Upton, and Dual Trails were all facility brand efforts. Several recent news stories featuring NOVA Park's founders helped establish the origin story.

**Search engine optimization** - Ongoing with Google Ads, and significant website update in 2021.

**Brand Awareness survey by 2020** - With developing branding strategies, the timing of a survey was pushed back.

**Develop 10 new educational partnerships with local nature/history groups by 2021** - Groups include: Arlington Master Naturalists, Audubon Society of Northern Virginia, Arlington NAACP, Fairfax NAACP, Loudoun NAACP, Potomac Conservancy, Northern Virginia Conservation Trust, Fauquier/Loudoun Garden Club, Piedmont Heritage Association, Potomac Heritage Trail Association, MORE, Suffragist Docents, First Tee, Winkler Foundation, and more.





## Goals for Growing Financial Resources:

**Goal 1: Optimize Management of In-Demand Resources**

**Goal 2: Seek New Sources of Capital Funding**

**Goal 3: Expand Revenue Generation from New Facilities and Programs**

**Goal 4: Develop and Expand Fundraising**

### Results for Growth in Financial Resources:

From Actual FY'2017 revenues to budgeted FY'2022, NOVA Parks has grown annual operating income by over \$4.5 million. NOVA Parks significantly expanded the capacity of both the Bull Run Festival of Lights and Meadowlark Winter Walk of Lights. These investments resulted in record attendance at these two popular shows.

Land acquisitions at Pohick Bay and the development of Dual Trails on the W&OD have been driven by large grants. The new Conservatory at Meadowlark, and new parkland at Occoquan, Middleburg, and Upperville were possible because of generous donations.

Innovative Natural Resource Banking and telecommunications deals are set to provide additional capital funding.



*Volgenau Conservatory*





Brett Glymph, Director of VOF with Cate Magennis Wyatt, Michael Nardolilli & Dan Kaseman



Festival of Lights with two lanes



Occoquan Land Donation



River View, photo by Herman Jones

**Implement enhanced food service training for waterparks** - Completed - Phase I training has rolled out. High levels of turnover in seasonal staff make ongoing training a necessity.

**Open Occoquan Regional Park & reach projected reservations by 2022** - Park reopened in 2018 & reservations are ahead of schedule after pandemic shut down.

**Improve throughput of both holiday light shows** - Great Success- New, expanded parking lot at Meadowlark Gardens & two lanes all the way through the Bull Run show have significantly improved capacity and revenue.

**Two significant camping improvements for each campground** - Electric and Water upgrades at Pohick Bay. Road work, Water & Electric improved at Bull Run.

**Open new park at Beaverdam** - Construction will start in 2022.

**Increase on-line sales by 50%** - Over 60% growth achieved.

**Expand programming by 30% by 2022** - Completed

**New Capital Funding Sources** - Loudoun Water partnership. Grant funds from Northern Virginia Transportation Authority, Land & Water Conservation Fund, Virginia Land Conservation Foundation, Virginia Recreation Trails Grant. Natural Resource Banking will soon generate new capital funds. And telecommunications deals will soon result in new sources of funding.

**Three Public Private Partnerships** - Loudoun Water (Reservoir Park); American Battlefield Trust (Battle of Upperville/Goose Creek Bridge & Battle of Middleburg/Mt. Defiance), Wetland Studies & Solutions (Natural Resource Banking), Considerable progress with AlpineX indoor ski resort that will be next to Occoquan Park.

**Expand giving from foundations, donations & grants** - \$9.2 Million in new grant funding was added during this period. Some of the notable grants included \$3.2M from NVTA for Dual Trails, \$850K for Volgenau Conservatory, \$400K for BROT, Bequest of \$81K for the W&OD Trail. Awarded grants that have not yet been recognized as income include over \$4 million for River Farm, and \$2 million for Springdale II.





## Goals for Developing Human Resources:

**Goal 1: Foster a Positive and Professional Workplace**

**Goal 2: Promote High Productivity**

**Goal 3: Develop and Enhance Human Resource Management Tools**

## Results for Developing Our Human Resources:

The last few years have seen considerable staff turnover, driven by retirements. There are also significant changes going on in the labor market nationally. NOVA Parks desire's to have our agency staff better reflect the diversity of the community that we serve. We have cast a wide net, seeking to attract job candidates that might not have considered NOVA Parks before. This work is never done, but progress has been, and will continue to be made. A long-term strategy to attract and retain the talent for tomorrow has been to better communicate with our summer seasonal staff the benefits of a career in parks and recreation.

For current employees, we work to foster a positive and rewarding organizational culture, provide the management, training and technology tools needed for success, and an understanding of the positive role NOVA Parks is having on our community.



*Meadowlark Staff*





Corey Payne - Emma Werthmann - Tracy Hanford



Michael Nardolilli with Liz Gearhart



Paul Gilbert - Stewart Miller - Stella Koch

**Implement staff satisfaction survey** – Completed in 2018, including findings on organizational culture, and a new survey scheduled soon.

**Implement web-based resumé portal** - Completed

**Create two agency-wide work or social events to promote team** – We had a very successful 60th Anniversary Gala, and a recent all staff picnic and 5K, and many retirement parties. Large gatherings were paused during the restricted portion of the pandemic.

**Establish Mentoring Program** - Completed in 2019.

**Education about careers in field to seasonal employees** – For several years we have communicated with our summer seasonal staff about careers in Parks & Recreation.

**Formalize an academic internship program** – We have consistently had many college interns in various parts of our organization.

**Program for retention of top talent** - Increasing numbers of retirees are continuing to work in various roles.

**Develop web-based dashboard for Park Managers by 2020** – Using the software Open Gov the Budget team has created a dashboard for tracking financial information. Further steps can be added to this effort.

**Calendar of training opportunities** - Operations maintains a calendar of requests and opportunities.

**Program to recruit seasonal employees from users by 2020** - For several years we have communicated with our summer seasonal staff about careers in Parks & Recreation.

**Expand volunteers by 2022** - We have a web tool for this including an online form.

**Program to recruit employees from underrepresented groups by 2020-**  
Multifaceted efforts were reported last in the May 2021 Diversity/Equity/Inclusion Report. Progress has been made, with many ongoing efforts.





## Goals for Excellence in Governance:

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

**Goal 2: Support the Fundraising Goals of NOVA Parks**

**Goal 3: Assure Executive Leadership and Staffing Excellence**

**Goal 4: Assure Excellence in Board Governance**

## Results for Excellence in Governance:

The NOVA Parks Board has long attracted some of the top civic leaders of our region. Governance was tested like never before when the pandemic hit and 87% of the operating funding for the agency (Enterprise Fund) was suddenly shut down. The Board acted quickly to support efforts to control costs and maintain safe and well cared for facilities. Several budget changes were needed over the last two years to steer the organization through these ever-changing conditions.

These actions could not have been foreseen in 2017, but their success was a result of a Board of Directors focused on core governance issues.



*Board Members and Executive Director at Suffragist Memorial*





State Proclamation at 60th Gala



The opening of the Rt. 29 bridge on the W&OD



Volgenau ribbon cutting

**Annually review/approve budgets, forecasts, and the Strategic Planning** – These steps have been done. A focus on rapidly changing financial performance during the pandemic greatly helped performance.

**Provide annual governance oversight of fundraising efforts** – Reports on fundraising have been presented to the Board annually.

**Adopt fundraising plan with financial goals by 2018** – Completed

**Evaluate and act on a new employment contract for the Executive Director by 2018** – Completed

**Implement Board self-evaluation by 2019** – This goal is still pending

**Evaluate agency wide training efforts by 2020** – The pandemic put most training on hold and interrupted this goal.



## BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2023 Operating Budget is \$33,776,435, which is an increase of \$2,114,086 or 6.7% over the FY 2022 Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

<b>FY 2023 ADOPTED BUDGET - SUMMARY</b>			
	<b>FY 2021 ACTUAL</b>	<b>FY 2022 REVISED</b>	<b>FY 2023 ADOPTED</b>
General Fund Revenue	\$ 3,940,010	\$ 3,895,471	\$ 4,092,455
Enterprise Fund Revenue	\$ 20,772,329	\$ 25,223,440	\$ 28,369,274
<b>TOTAL REVENUE</b>	<b>\$ 24,712,339</b>	<b>\$ 29,118,911</b>	<b>\$ 32,461,729</b>
Enterprise Fund - Transfers In	\$ 1,247,699	\$ 936,073	\$ 451,995
General Fund - Transfers In	\$ 688,077	\$ 1,607,365	\$ 862,711
<b>TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE</b>	<b>\$ 26,648,115</b>	<b>\$ 31,662,349</b>	<b>\$ 33,776,435</b>
General Fund Expenditures	\$ 4,627,357	\$ 5,502,836	\$ 4,955,166
Enterprise Fund Expenses	\$ 18,273,667	\$ 25,309,402	\$ 28,796,269
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$ 22,901,024</b>	<b>\$ 30,812,238</b>	<b>\$ 33,751,435</b>
Transfers Out	\$ 1,549	\$ 825,112	\$ —
Contribution to Board Authorized Reserves/Adjustments	\$ 5,477	\$ 25,000	\$ 25,000
<b>TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE</b>	<b>\$ 22,908,050</b>	<b>\$ 31,662,349</b>	<b>\$ 33,776,435</b>
<b>OPERATING INCOME</b>	<b>\$ 3,740,065</b>	<b>\$ —</b>	<b>\$ —</b>
<b>USE OF DESIGNATED SET-ASIDE RESERVES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

### GENERAL FUND

The General Fund has traditionally been used to capture the costs associated with the General Administration and Central Maintenance functions of NOVA Parks. A transfer was then made from the Enterprise Fund to the General Fund to capture a portion of the Central Maintenance costs. In FY 2023, the Central Maintenance function is being fully 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 \$4,955,166, including transfers in the FY 2023 Budget. This is a decrease of \$547,670 or 10% compared to the FY 2022 Budget. The reason for this decrease is that the Central Maintenance function has been transferred to the Enterprise Fund.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2023 is \$2.04, and will provide a 5% 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 16% of total revenue, and in FY 2023, only 12% 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 \$822,711. This transfer includes the cost of development support from the General Fund.
- a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2023.

## **EXPENDITURES**

General Fund Expenditures are budgeted at \$4,955,166 which is a 10% decrease compared to the FY 2022 Budget, but this decrease is solely due to the Central Maintenance function moving to the Enterprise Fund. There are a number of budget initiatives in the General Fund that increase budgeted expenditures.

- Compensation Investments
  - Full implementation of new part-time rate structure approved in January which includes minimum wage increase to \$12 an hour which is \$1 an hour higher than the current requirement in Virginia.
  - 5% market rate adjustment to address inflation
  - Annual step-increases are included for eligible full-time employees
  - A retirement rate contribution of 20% is included in the budget. This is based on a calculated actuarial contribution rate of 19.16%. The current rate is 19.6%.
  - The employer share of health insurance is budgeted for a 12% increase in calendar year 2023. Health insurance is based on anticipated trends and the most recent estimates from our health insurance companies.
- New FT Positions
  - Community Engagement Position
  - Project Manager – (Funding Starting in January 2023 and partially offset by fewer PT hours)
  - Recruiter (recently approved, but FY 23 first full year of funding)
- While operating costs in the General Fund are reduced due to Central Maintenance moving to the Enterprise Fund, there are a number of operating expenses included that provide vision for the future.
  - Systems Support for technology initiatives is increased by \$85,000, from \$250,000 to \$335,000. The importance of having technology that works seamlessly and safely during these changing times is a key to continued success. Additionally, automating business processes improves efficiency and optimizes our workforce. With new technology being primarily cloud based, more of our technology solutions are operating expenses with annual fees instead of major capital purchases.
  - Training was reduced during the pandemic and this account is increased from \$25,000 to \$35,000 in the General Fund, to help bring closer to pre-pandemic levels.
  - The Personnel Recruitment account was increased from \$12,450 to \$30,000 to provide additional tools in recruiting and to support the new Recruiter position.
  - A contingency of \$150,000 included in the General Fund,. This year the total contingency amount is included in the General Fund and the total Contingency represents an increase of

almost \$10,000 compared to the FY 2022 Budget. The contingency serves as the first line of defense in unanticipated situations. This provides an additional buffer and will be used before considering the use of reserve funds.

- Strategic Plan Initiatives funding is included in the General Fund for \$20,000. There is an additional \$75,000 included in the Enterprise Fund.

## **ENTERPRISE FUND**

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

### **REVENUES**

Enterprise Fund Revenues are budgeted at \$28,821,269 for FY 2023. This is an increase of \$2,661,756 or 10.2% compared to the FY 2022 Budget, which included continued impacts from the pandemic. The FY 2023 revenue estimates are based on trends that have emerged since the pandemic, but with some caution on whether these trends will continue to the same level in the future. The budgeted revenues also factor in rate increases that were adopted for calendar year 2022.

- User Fee revenue is budgeted to increase by 14.9% or \$2,592,673 compared to the FY 2022 Budget.
  - **Golf Course User Fees** - Golf Course activity continues to remain strong at this point and revenue is budgeted to increase by 10.3% or \$353,600 compared to the FY 2022 Budget. While this is an increase compared to the budget, it is lower than the current trend of golf activity. There is uncertainty of whether this current trend will continue at the same pace. Additionally, golf is very reliant on weather, so a key month with bad weather can translate to much lower revenue.
  - **Aquatics User Fees** - These are budgeted to be 15% higher than the FY 2022 Budget. This brings Aquatics revenue up to a level prior to the pandemic due to expected increase in admissions compared to the height of the pandemic and rate adjustments. Some areas such as season passes and group admissions are not budgeted to be fully restored this year, but general admissions are budgeted to make up the difference through attendance and rate adjustments.
  - **Facility Rental User Fees** - These are mostly comprised of the rental of our event facilities, not including the catering portion of the events. These are budgeted to increase by 10.8% as events have made a strong comeback and are budgeted to exceed pre-pandemic event levels.
  - **Marine User Fees** - This includes boat rental, launch & parking fees, regattas, rowing camps and boat storage. These are budgeted to increase by 9.7% or \$76,000. This increase includes higher boat rental revenue compared to the FY 2022 Budget, but not to the level of the height of the pandemic as this trend is beginning to normalize. The increase also includes rate adjustments adopted for calendar year 2022.

- **Camping/Cottage User Fees** - Overall, this revenue is budgeted to increase by \$194,600, or 10.5%. Camping is budgeted to increase by 12%, cabins by 6% and cottages by 8% due to usage trends and rate adjustments.
- **Skeet, Trap & Archery User Fees** - This revenue is budgeted to increase by 8.3% and this is due mostly to rate increases that were implemented and necessary to help cover the rising costs for target costs.
- **Light Shows/Special Event User Fees** - This category is mainly comprised of the three holiday light shows, but it also includes revenue from the Temple Hall Fall Festival and other programmed events throughout NOVA Parks. This category is budgeted to increase by \$1,002,430 or 30.4% compared to the FY 2022 Budget. The main driver for this budgeted increase has been the increase in popularity of the light shows over the past few years.
- **Other Park User Fees** - A variety of activities are included in this category including the new Climb UPTon that opened this past year at Upton Hill Regional Park. Additional activities include boat/RV storage, park entrance fees, batting cages, miniature golf and equipment rental. This category is budgeted to increase by \$263,078 or 11.3%. Most of these activities are budgeted to have increased revenue in FY 2023, with Climb UPTon leading the way with a \$74,908 budgeted increase.
- Retail Operations revenue is budgeted to increase by 8.3% or \$508,281. 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 2023 brings retail operations back to pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 2.9% increase or \$26,043.
- The Other Revenue category increases by 2.3% or \$18,747. This includes numerous items that do not fit in other categories, including house rental, firewood and other miscellaneous revenue sources.

## EXPENSES

Operating expenses in the Enterprise Fund are budgeted at \$28,821,268 with a 10.2% increase compared to the FY 2022 Budget. This includes the Central Maintenance function being included fully in the Enterprise Fund for the first time. Without this, the Enterprise Fund would only have a 4.7% increase.

- Compensation Investments
  - Full implementation of new part-time rate structure approved in January which includes minimum wage increase to \$12 an hour which is \$1 an hour higher than the current requirement in Virginia
  - Part-Time hours - additional for increased revenue generating activity and required management and maintenance of facilities
  - Health insurance eligibility for 12 additional part-time positions
  - 5% market rate adjustment
  - Annual step-increases are included for eligible full-time employees

- A retirement rate contribution of 20% is included in the budget. This is based on an estimated actuarial contribution rate of 19.16%. The current rate is 19.6%
  - Establishment of a Compensation Funding Initiatives Account with funding equal to 2% of full-time salaries.
  - The employer share of health insurance is budgeted for a 12% increase in calendar year 2023. Health insurance is based on anticipated trends and the most recent estimates from our health insurance companies.
- New FT Positions
    - Crew Leader - Occoquan Regional Park
      - This position will add additional maintenance capability with the more intensive needs at River View and the Turning Point Memorial.
    - Marketing position - Enterprise Administration - to expand marketing and branding initiatives (Funding to start in January 2023)
    - Aquatics Manager - Enterprise Administration (recently approved, but FY 23 first full year of funding)
- Operating costs are budgeted to increase by 8.8% or \$313,574 compared to the FY 2022 Budget.
    - Most of the changes are due to costs associated with variations in park usage and programming such as credit card charges, park police and production costs.
    - Training was reduced during the pandemic and this account is increased from \$45,000 to \$60,000 in the Enterprise Fund, to help bring closer to pre-pandemic levels, which were at \$85,000.
    - There is a new account for Compensation Funding Initiatives that is budgeted at 2% of full-time salaries, at \$196,438.
    - There is not a Contingency in the Enterprise Fund for FY 2023, as it is fully included in the General Fund.
    - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$75,000. There is an additional \$20,000 included in the General Fund.
- Maintenance costs are budgeted to increase by 12.1%, but that includes the addition of maintenance costs from Central Maintenance which is newly added to the fund. Without including Central Maintenance, this category would increase by 8.6%. This increase is a combination of anticipated inflationary increases and additional maintenance needs.
- Insurance is budgeted to decrease by \$12,141 or 5.1%. This slight decrease is due to a decrease in Workers Compensation Insurance expense.
- Retail operations expense is budgeted to increase by 8.4%, which is similar to the increased level of retail revenue.
- Utilities are budgeted to increase 3.3%, based on anticipated rates and usage.
- Debt Payments are included in the Enterprise Fund budget for the following:
    - \$815,006 for the Jean R. Packard Center at Occoquan
    - \$223,530 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 2023.

## RESERVES

The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be at \$4.3 million at the start of FY 2023. Our financial policies state that these reserves should be between 8% and 15% of revenue for the upcoming budget year. For the current year, FY 2022, these reserves are at 15%.

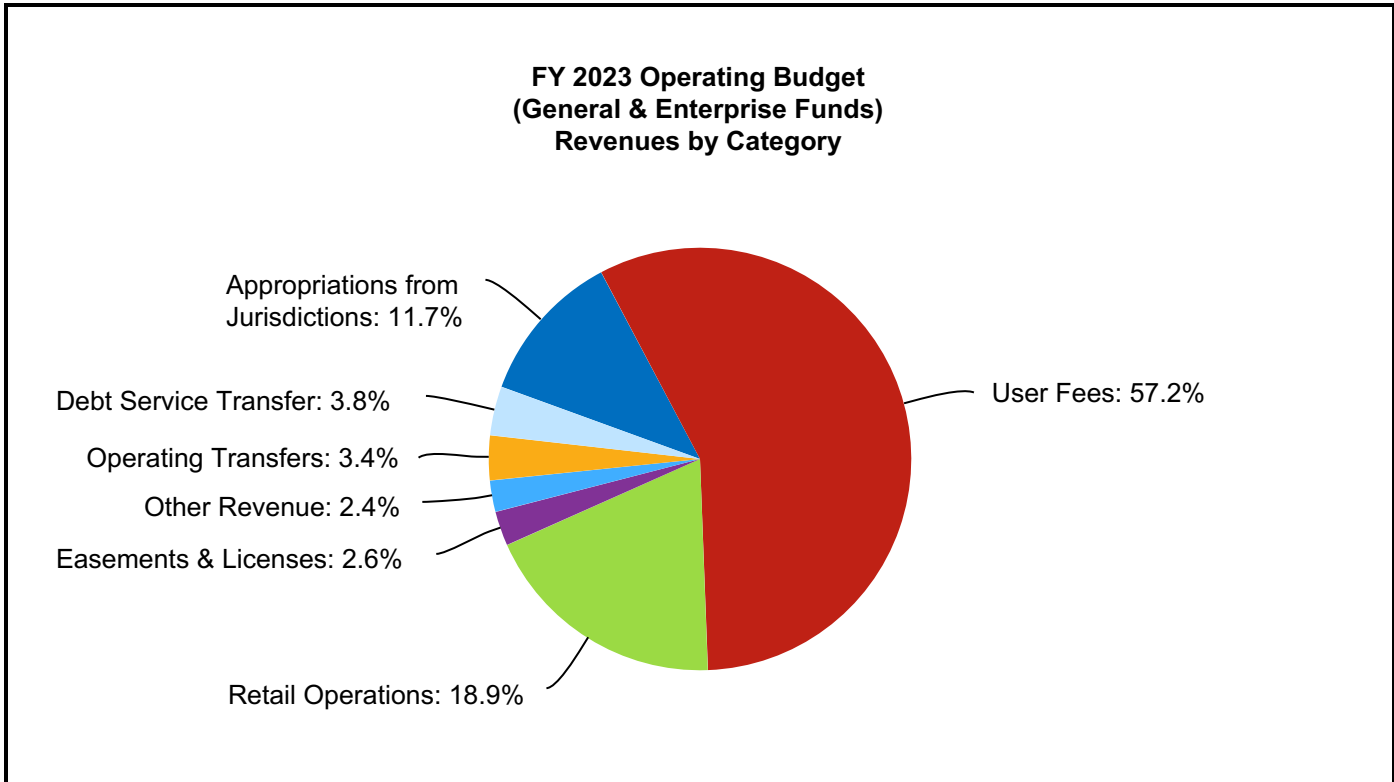
The Strategic Opportunity Reserve was established in 2021 to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks mission and stimulate economic growth. Funding for the Strategic Opportunity Reserve may be authorized by the Board once the Designated Set-Aside reaches the 15% target. The current level of the Strategic Opportunity Reserve is \$2.3 million. The combination of the Designated-Set Aside and Strategic Opportunity Reserve is expected to total 20% of FY 2023 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.

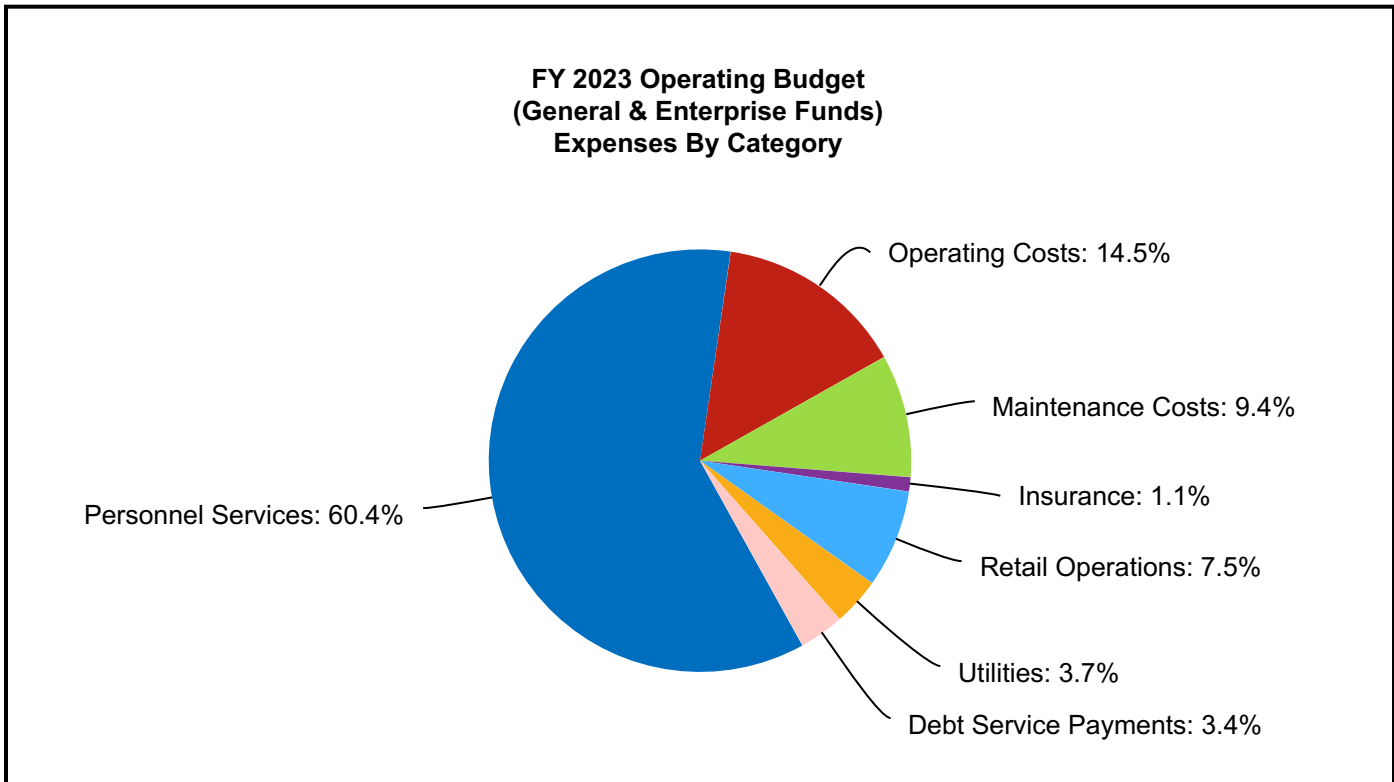
In addition to the above reserves, the FY 2023 Budget includes a total of \$150,000 in contingency funding which is budgeted in the General Fund. This serves as an additional buffer in challenging times due to weather or other unforeseen events.

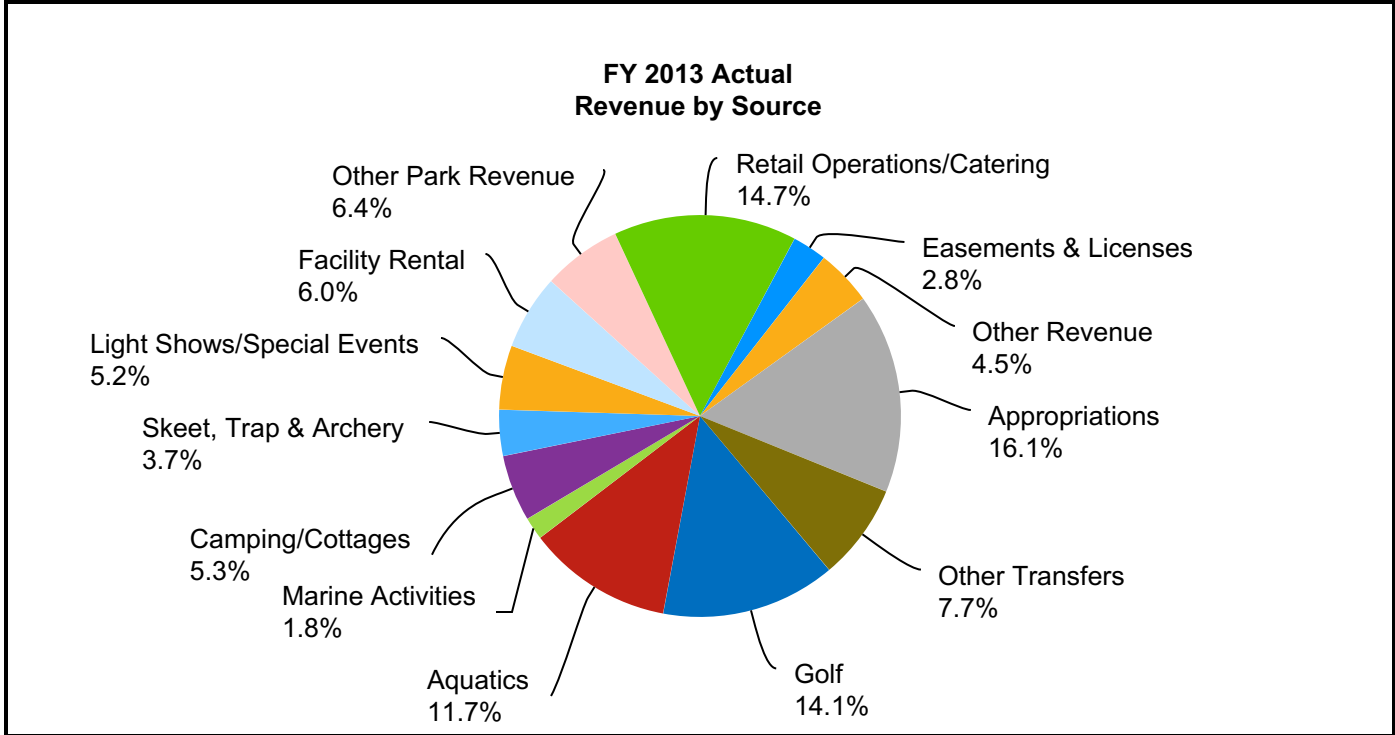


**Where the money comes from...**



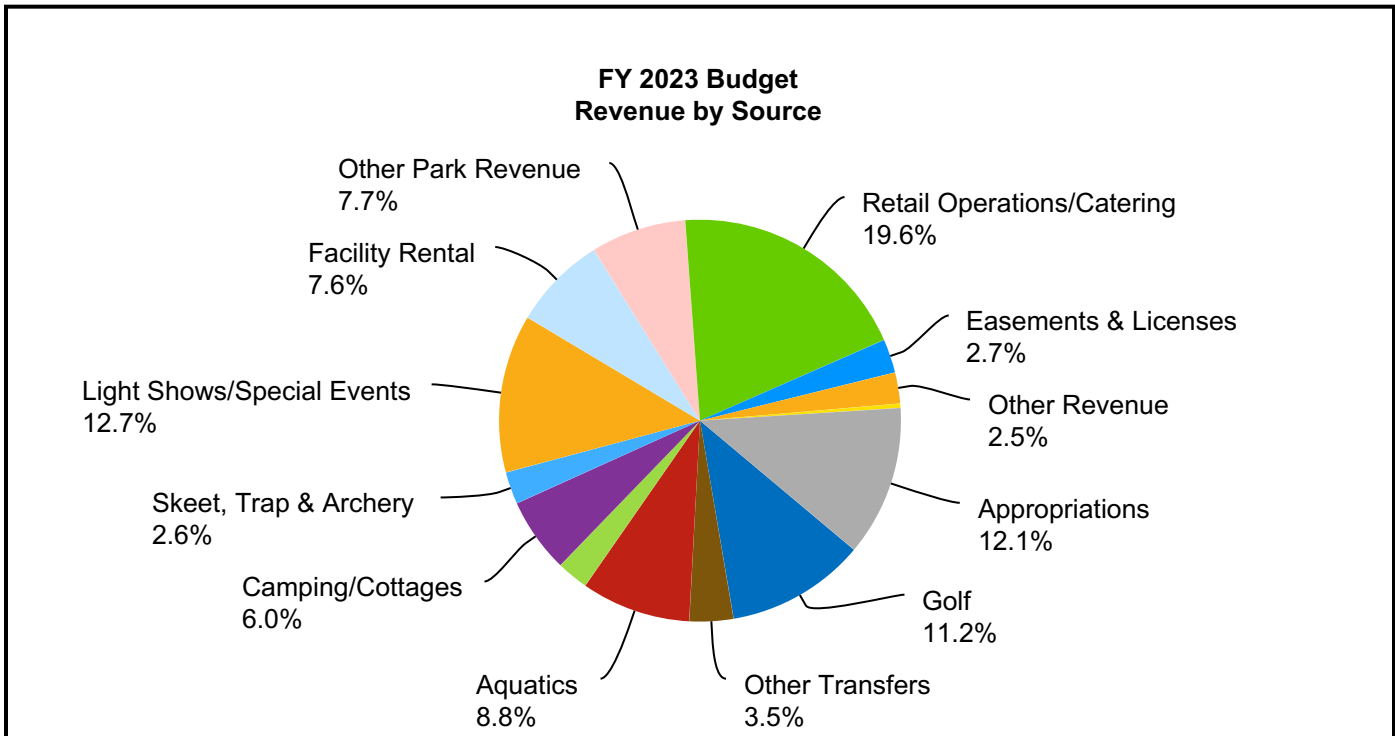
**Where the money goes...**



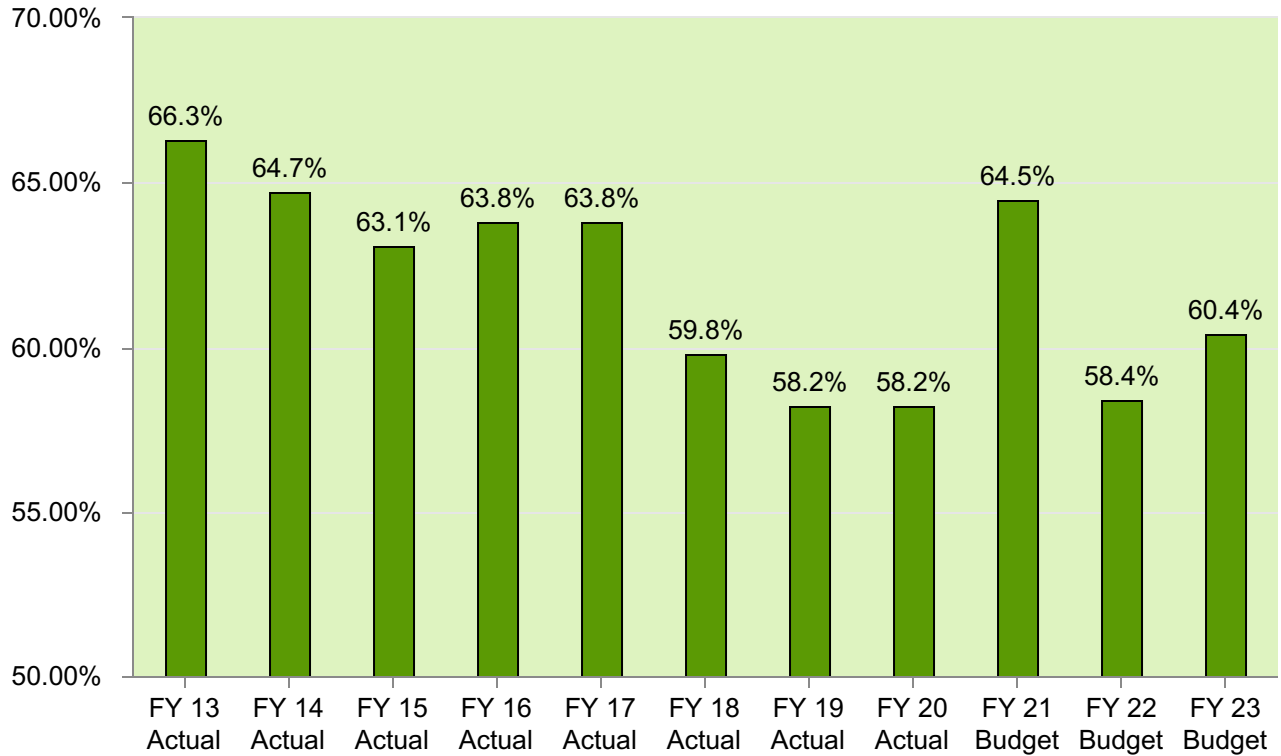


**CHANGING TRENDS IN REVENUE SOURCES...**

These two graphs show the changing face of NOVA PARKS revenue sources in recent years. The reliance on revenue from Appropriations from Jurisdictions has been decreasing over time. Light shows and event facilities/retail operations/catering are contributing a larger share of revenue than they have in the past. Golf and aquatics revenue have also decreased as a percent of all revenue.



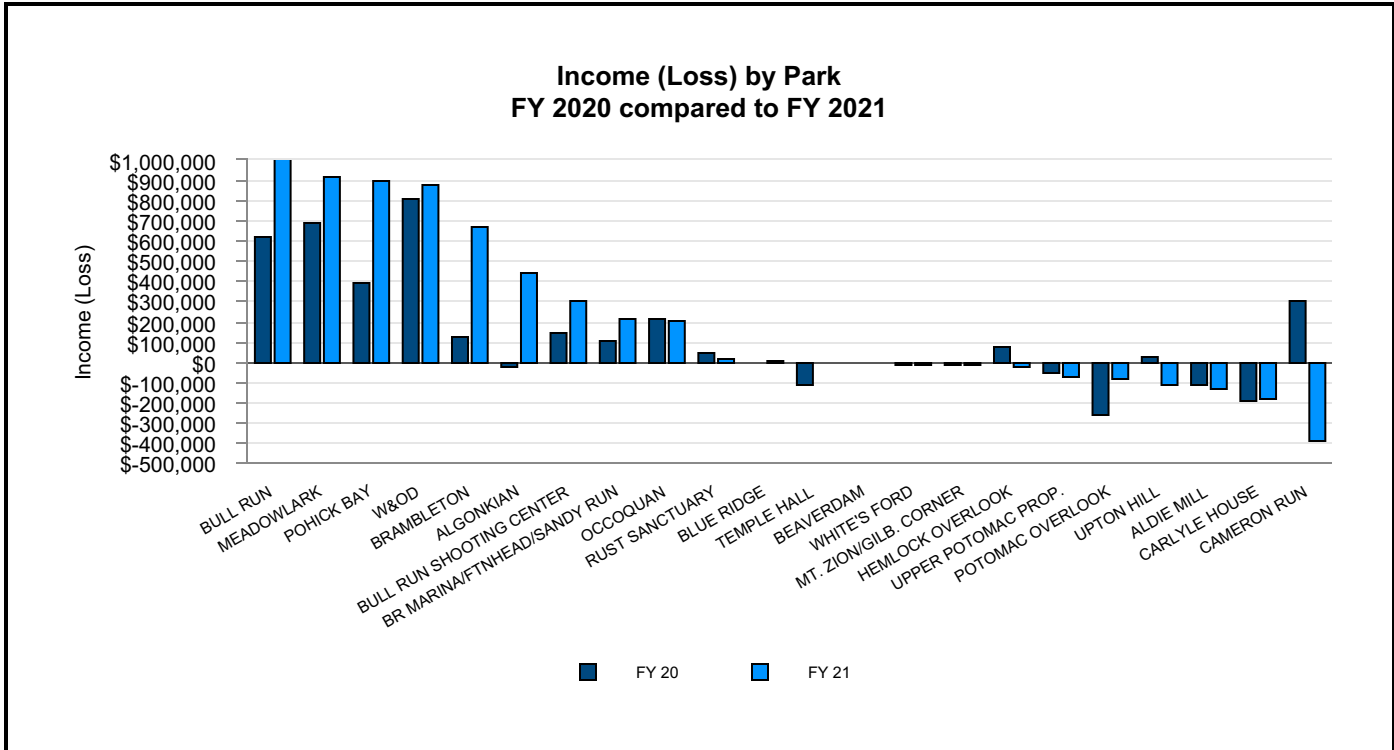
**Salaries & Benefits as a Percent  
of Total Operating Costs**



This chart shows the impact that the reduction in the employer retirement contribution rate has on overall personnel costs. Overall personnel costs (salaries and benefits combined) are budgeted to be 60.4% of operating costs in FY 2023. This is down from the range of 63% to 66% prior to FY 2018.

Compared to FY 2022, the FY 2023 budget includes an increase of personnel costs as a percent of all operating costs to 60.4%. This is due to the focus on compensation initiatives in the coming year.

The benefit portion of compensation had been hovering between 15% and 17.5% of operating costs through FY 17. While health insurance costs are increasing, there has been a substantial reduction in the employer retirement contribution rate. This rate reduction has contributed to the benefit portion now being budgeted at 13.9% of operating costs.



This graph shows the net income/loss of each major park for FY 2020 and FY 2021. The impacts of COVID-19 are evident in both the FY 20 and FY 21 numbers. The parks that have golf courses, light shows, camping and boating were the most successful in FY 2021.

	FY 2020	FY 2021
BULL RUN	618,729	2,114,260
MEADOWLARK	690,852	919,052
POHICK BAY	394,476	900,727
W&OD	807,608	880,443
BRAMBLETON	122,354	672,575
ALGONKIAN	(25,101)	442,983
BULL RUN SHOOTING CENTER	149,915	301,205
BR MARINA/FTNHEAD/SANDY RUN	105,205	212,192
OCCOQUAN	218,333	209,289
RUST SANCTUARY	49,207	19,969
BLUE RIDGE	(2,408)	7,012
TEMPLE HALL	(109,712)	(1,842)
BEAVERDAM	(5,156)	(7,314)
WHITE'S FORD	(14,083)	(12,355)
MT. ZION/GILB. CORNER	(10,615)	(16,921)
HEMLOCK OVERLOOK	73,981	(25,616)
UPPER POTOMAC PROP.	(52,364)	(76,112)
POTOMAC OVERLOOK	(263,262)	(86,067)
UPTON HILL	25,102	(117,301)
ALDIE MILL	(116,667)	(127,914)
CARLYLE HOUSE	(196,156)	(177,166)
CAMERON RUN	303,266	(388,459)

## FY 2023 COMBINED FUND SUMMARY

<b>REVENUE AND OTHER SOURCES</b>			
	<b>GENERAL FUND</b>	<b>ENTERPRISE FUND</b>	<b>TOTAL</b>
Appropriations from Jurisdictions	\$ 4,090,455	\$ 0	\$ 4,090,455
User Fees	0	19,988,807	19,988,807
Retail Operations	0	6,619,176	6,619,176
Easements and Licenses	0	922,496	922,496
Other Revenue	2,000	838,795	840,795
Operating Transfers	862,711	330,912	1,193,623
Debt Service Transfer	0	121,083	121,083
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$ 4,955,166</b>	<b>\$ 28,821,269</b>	<b>\$ 33,776,435</b>

<b>EXPENSES AND OTHER USES</b>			
	<b>GENERAL FUND</b>	<b>ENTERPRISE FUND</b>	<b>TOTAL</b>
Personnel Services	\$ 3,633,006	\$ 16,750,976	\$ 20,383,982
Operating Costs	1,022,375	3,872,691	4,895,066
Maintenance Costs	103,970	3,073,112	3,177,082
Insurance	146,891	224,859	371,750
Retail Operations	0	2,528,089	2,528,089
Utilities	48,924	1,186,923	1,235,847
Transfer from Enterprise to General Fund for Central Maintenance	0	0	0
Debt Service Payments	0	1,159,619	1,159,619
Contribution to Board Authorized Reserves	0	25,000	25,000
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 4,955,166</b>	<b>\$ 28,821,269</b>	<b>\$ 33,776,435</b>



## COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Appropriations from Jurisdictions	\$ 3,782,169	\$ 3,890,332	\$ 3,893,471	\$ 3,893,471	\$ 4,090,455
User Fees	12,976,691	15,957,374	17,396,044	17,080,839	19,988,807
Retail Operations	4,921,095	2,841,595	6,110,895	5,459,476	6,619,176
Easements and Licenses	1,050,447	1,076,682	896,453	896,453	922,496
Other Revenue*	869,175	946,356	822,048	2,026,645	840,795
<b>TOTAL REVENUE</b>	<b>\$23,599,577</b>	<b>\$ 24,712,339</b>	<b>\$29,118,911</b>	<b>\$29,356,884</b>	<b>\$32,461,729</b>
Transfers In	1,527,782	1,112,858	1,938,277	974,524	1,193,623
Transfer from Restricted Fund - Debt Service	326,232	0	0	0	0
Transfer from Capital Fund - Debt Service	12,168	822,918	605,161	0	121,083
<b>TOTAL TRANSFERS IN</b>	<b>\$ 1,866,182</b>	<b>\$ 1,935,776</b>	<b>\$ 2,543,438</b>	<b>\$ 974,524</b>	<b>\$ 1,314,706</b>
<b>TOTAL RESOURCES</b>	<b>\$25,465,759</b>	<b>\$ 26,648,115</b>	<b>\$ 31,662,349</b>	<b>\$30,331,409</b>	<b>\$33,776,435</b>

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

## COMBINED OPERATING FUND EXPENSES AND OTHER USES

	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Personnel Services	\$15,229,811	\$ 14,435,098	\$ 18,513,537	\$14,351,885	\$20,383,982
Operating Costs	3,563,087	2,817,722	4,382,141	3,986,207	4,895,066
Maintenance Costs	2,245,885	2,472,530	2,925,885	2,548,817	3,177,082
Insurance	350,574	312,904	384,250	310,513	371,750
Retail Operations	1,921,740	1,386,375	2,331,711	1,969,886	2,528,089
Utilities	969,265	919,073	1,225,388	888,699	1,235,847
Debt Service	502,032	557,322	1,049,325	434,451	1,159,619
<b>TOTAL EXPENSES</b>	<b>\$24,782,394</b>	<b>\$ 22,901,024</b>	<b>\$ 30,812,237</b>	<b>\$24,490,458</b>	<b>\$33,751,435</b>
Transfer to General Fund - Central Maintenance	828,890	235,850	825,112	—	—
Transfer to Balance General Fund	(511,606)	(234,301)	—	—	—
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 317,284</b>	<b>\$ 1,549</b>	<b>\$ 825,112</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSE AND OTHER USES</b>	<b>\$25,099,678</b>	<b>\$ 22,902,573</b>	<b>\$ 31,637,349</b>	<b>\$24,490,458</b>	<b>\$33,751,435</b>
Donation Adjustment/Reserve Activity	(271,727)	5,479	0	0	0
<b>COMBINED OPERATING FUND INCOME</b>	<b>\$ 637,809</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 5,840,951</b>	<b>\$ 25,000</b>
Transfer to Capital Fund	0	2,244,039	0	1,076,191	0
Transfer to Retirement Plan	0	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	0	748,013	0	0	0
Transfer to Designated Set Aside	637,809	0	0	0	0
Transfer to Sustainability Reserve	0	748,013	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>\$ 637,809</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 1,076,191</b>	<b>\$ 25,000</b>
<b>COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,764,760</b>	<b>\$ 0</b>

# OVERALL REVENUE SUMMARY AND ANALYSIS

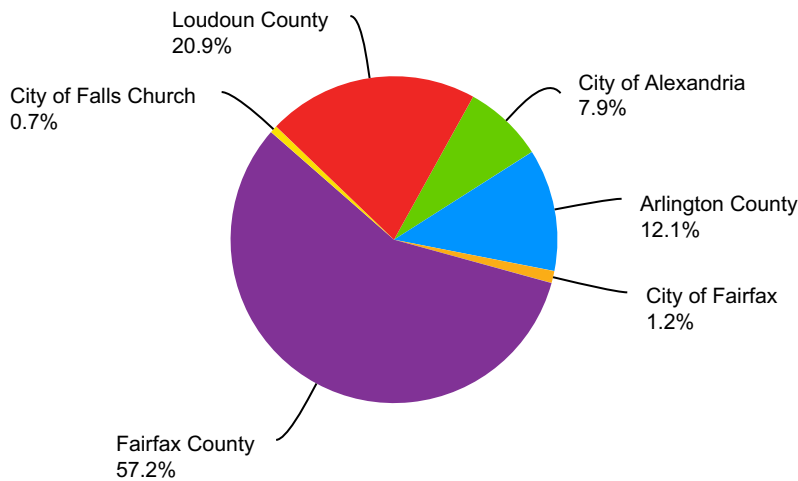
## APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 12% of total operating revenues in the FY 2023 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 2023, the operating per capita rate is \$2.04 and the capital per capita rate is \$2.77. The appropriation level requested is a combination of the per capita rate times the population.

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

**Appropriations Revenue by Jurisdiction**



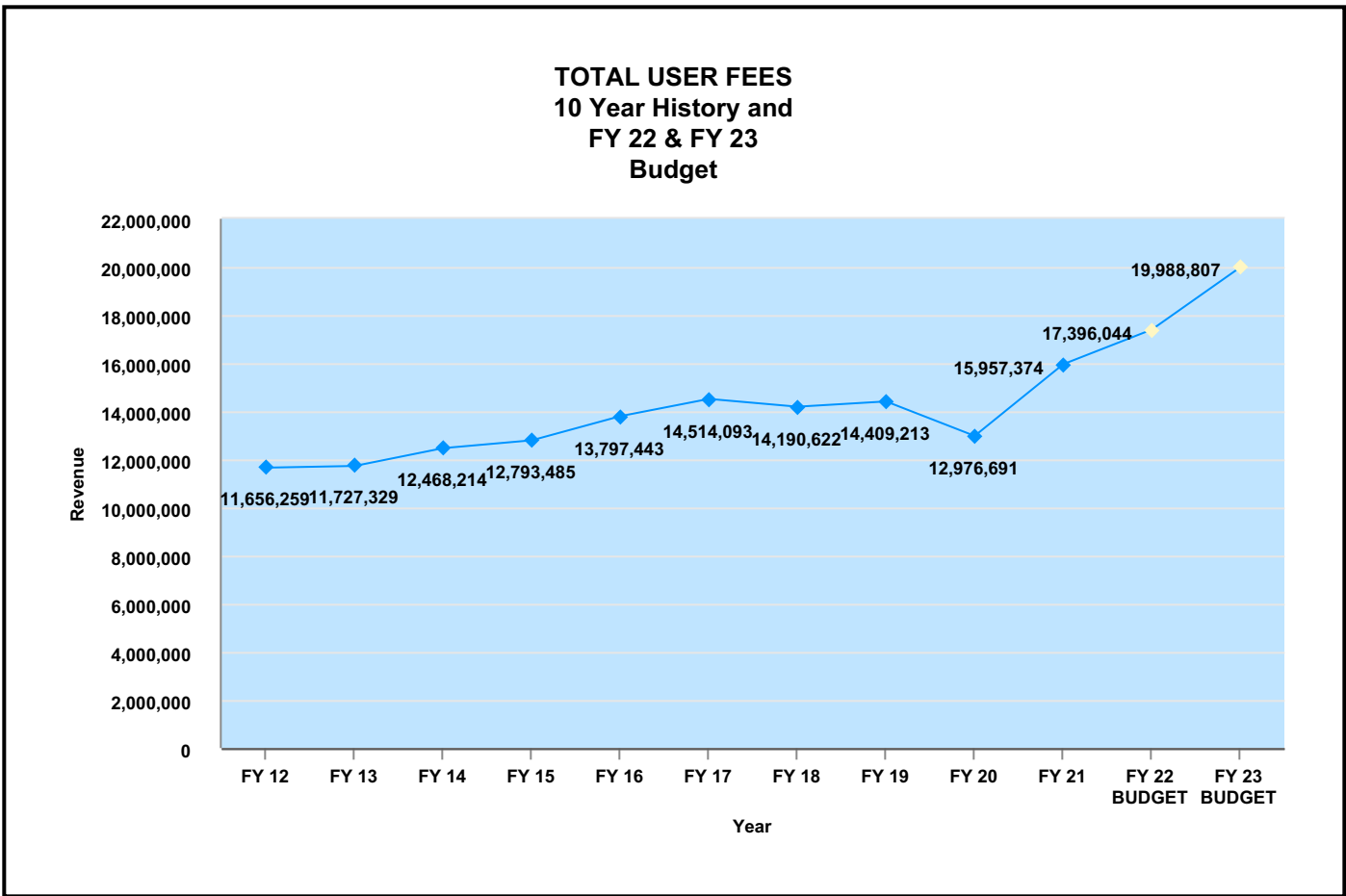
	OPERATING APPROPRIATION		
	Population*	Cost per Capita	Appropriation
<b>City of Alexandria</b>	159,277	\$2.04	\$ 324,925
<b>Arlington County</b>	242,465	\$2.04	494,629
<b>City of Fairfax</b>	23,937	\$2.04	48,831
<b>Fairfax County</b>	1,146,163	\$2.04	2,338,173
<b>City of Falls Church</b>	14,593	\$2.04	29,769
<b>Loudoun County</b>	418,690	\$2.04	854,128
<b>Total</b>	<b>2,005,125</b>		<b>\$ 4,090,455</b>

*The population for the FY 2023 Budget is based on: University of Virginia Weldon Cooper Center, Demographics Research Group. (2020) Virginia Population Estimates. Retrieved from <https://demographics.coopercenter.org/virginia-population-estimates>*

**USER FEES**

User Fees in the Enterprise Fund are the largest revenue source with 59.2% of total NOVA Parks operating revenue expected from that source in FY 2023. This revenue source is the key to financial stability for NOVA Parks. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including the current pandemic, weather, the economy and recreational trends.

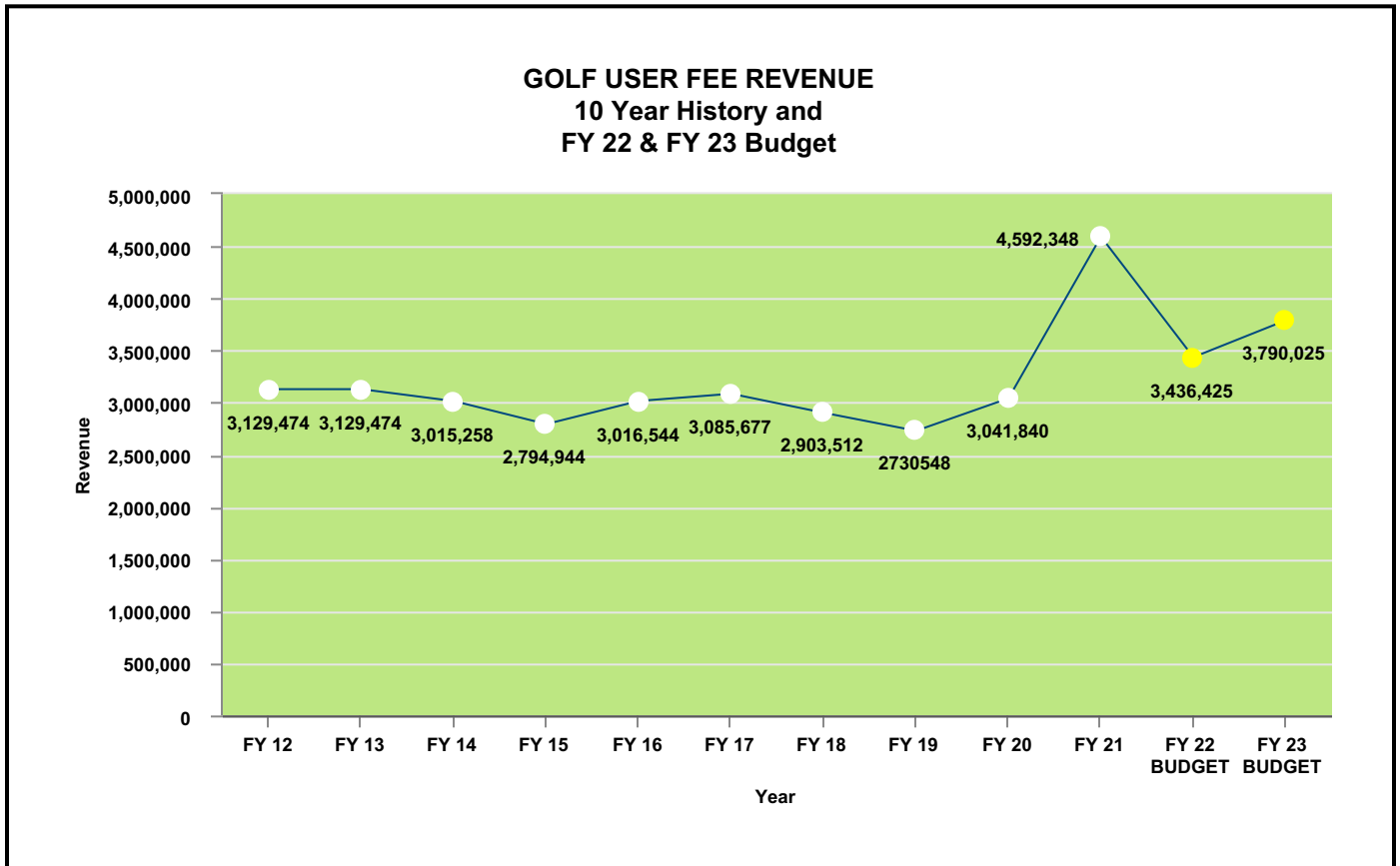
The following graph shows the total revenue for User Fees for ten years through FY 2021. It also includes budget data for FY 2022 and FY 2023. In FY 2023, User Fees are budgeted to total almost \$20 million. The budget for FY 2022 includes \$17.4 million in User Fees. Through seven months of the year, the FY 2022 year end actual user fee revenue is anticipated to exceed the budgeted amount, potentially reaching over \$19 million, depending on activity and weather for the remainder of the fiscal year.



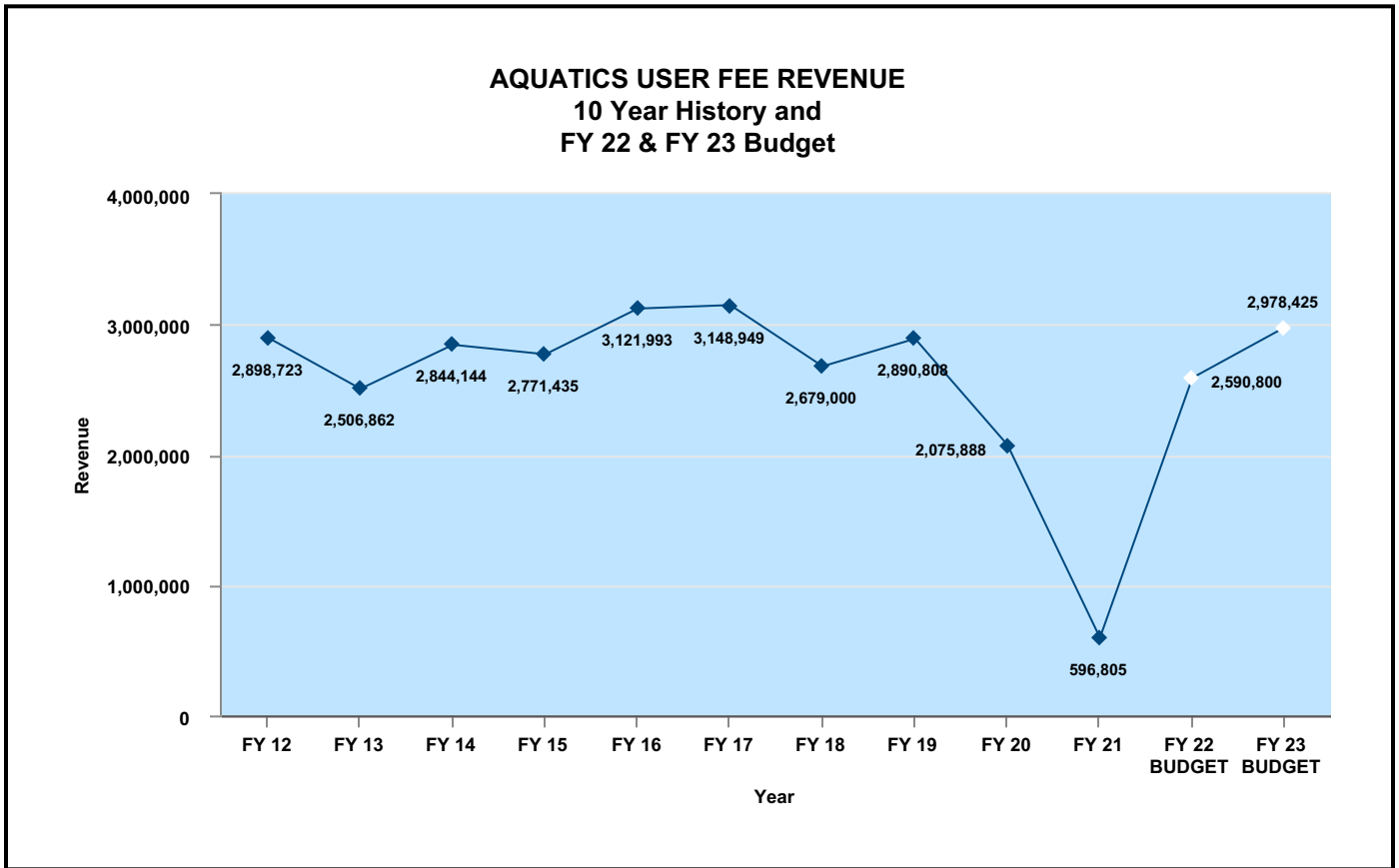
## GOLF USER FEES

Golf Revenue is the second largest user fee based revenue source budgeted for FY 2023, with 13.2% of all revenue and 19% of user fee revenue. The golf industry throughout the nation experienced a pattern of reduced play in recent years, but during the COVID-19 pandemic, golf has seen a resurgence. While this pattern may continue in the short term, it is too early to know the level of a long term increase in golf.

For FY 2023, the budget includes a 10% increase, but does not reflect the same level of play as during the pandemic. The FY 2023 Budget of \$3,790,025 in golf user fees is \$353,600 than the FY 2022 Budget. Prior to the pandemic, golf user fees hovered around \$3 million. It is anticipated that during the current fiscal year of FY 2022, golf user fee revenue will exceed the budget and could exceed \$4 million with favorable conditions.



## AQUATICS USER FEES



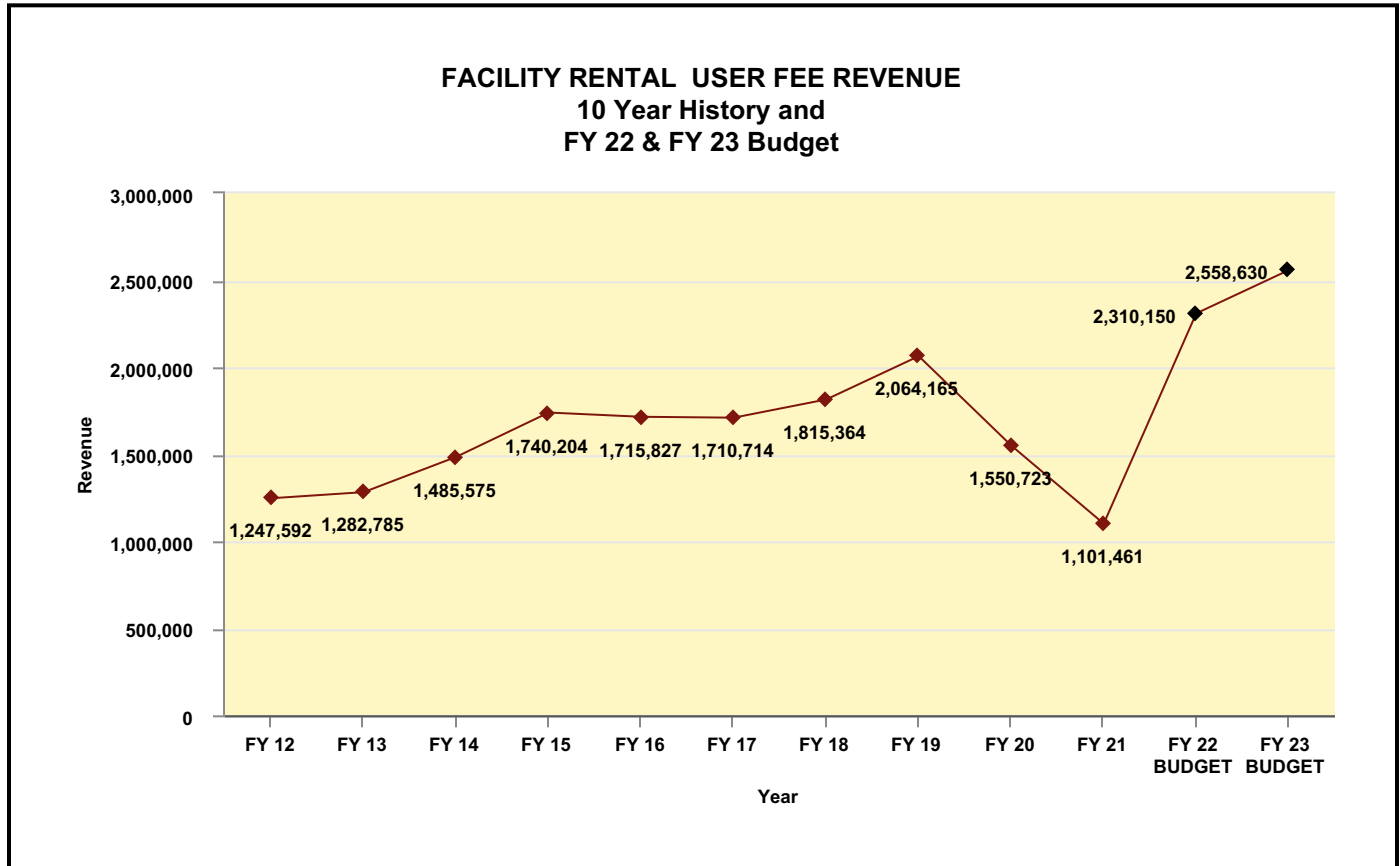
Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.3% of total NOVA Parks revenue and 14.9% of user fee revenue in FY 2023.

After major disruptions during the pandemic, the waterparks are budgeted to return to a more normal pattern during FY 2023. The return of a normal operating schedule and fee revisions combine to bring the budgeted revenue for waterparks to the level prior to the pandemic. This can be seen in the above graph in FY 2019 and the FY 2023 Budget. The revenue areas that are expected to continue to lag behind are group admissions and season passes.



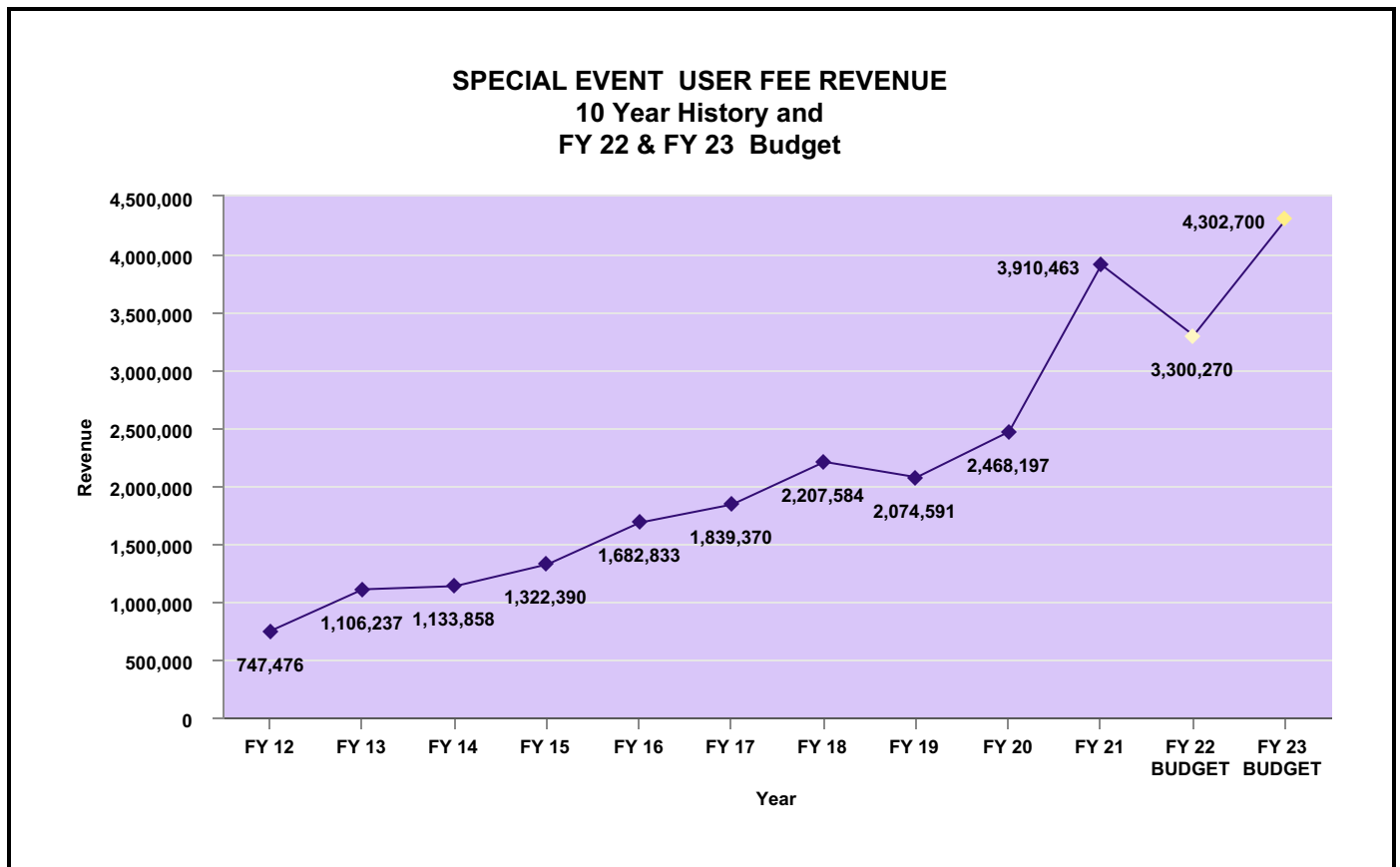
### FACILITY RENTAL FEES - (event facilities and other rental sites)

Facility Rentals are the fourth largest user fee category and comprise 8.9% of total revenue and 12.8% of user fee revenue. This category is mostly supported by the event facilities which include Meadowlark Atrium, Occoquan Riverview, Rust Sanctuary and Algonkian Woodlands. In addition to these facilities, shelter reservations and other rental sites are also included in this category. While the pandemic and associated restrictions severely reduced this revenue starting in March 2020 and continuing through FY 2021, current event and wedding bookings are strong and in demand. Based on this, the FY 2023 Budget includes the highest revenue to date for this category, with \$2.5 million.



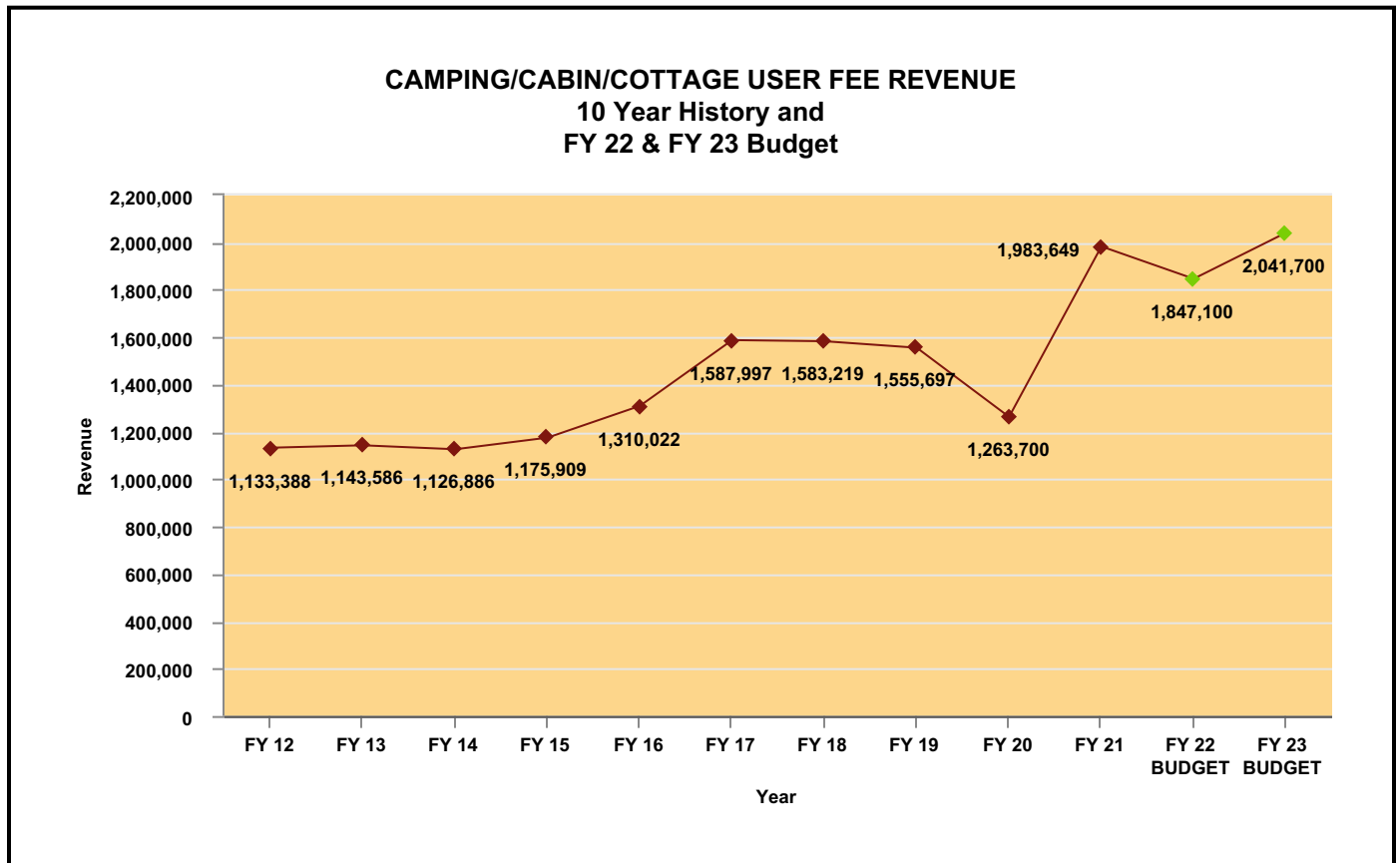
## LIGHT SHOW/SPECIAL EVENT USER FEES

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 5 times where it was a decade ago. This category has surpassed \$4.6 million so far in FY 2022, due to the increasing popularity of the light shows during the pandemic. The FY 2023 Budget includes \$4.3 million which is higher than the current budget, but slightly lower than the actual so far this year.



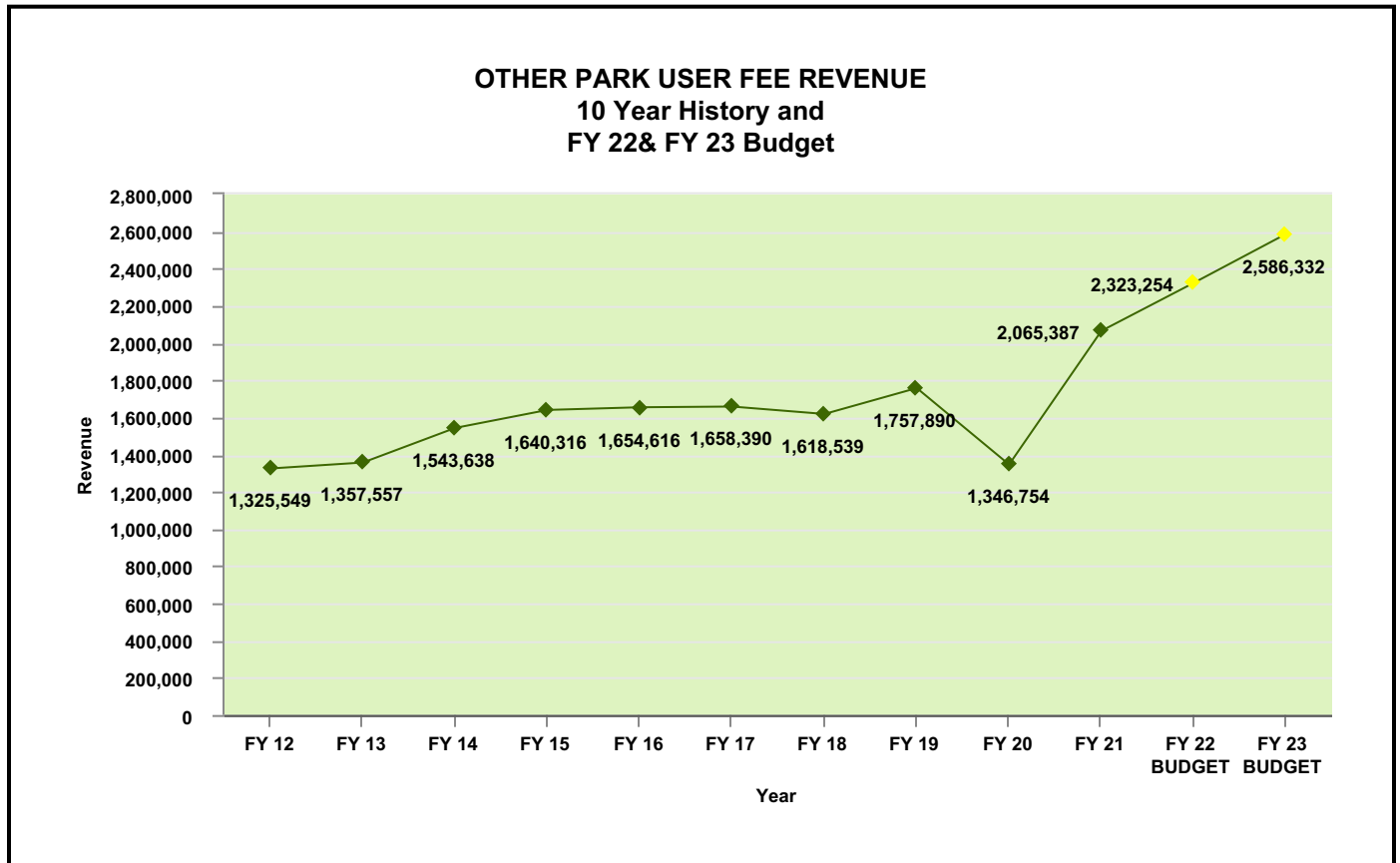
## CAMPING/CABIN/COTTAGE USER FEES

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 million dollars in FY 2023.



## OTHER PARK USER FEES

This category includes revenue from park entrance fees, batting cages, miniature golf, boat/RV storage, rental of equipment for events, and athletic field use. The addition of the new climbing feature, Climb UPton that opened last year at Upton Hill Regional Park is expected to help boost revenue in this category. Most activities in this category are expected to have increased revenue in FY 23.



## RETAIL OPERATIONS

The Retail Operations Revenue Category, located in the Enterprise Fund includes revenue from our food, beverage, catering and other retail operations. The revenue in this category is budgeted at \$6,619,176 which is an 8.3% increase compared to the FY 2022 Budget. 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 2023 brings retail operations back to pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total \$2,528,089.

## **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 \$922,496 in FY 2023. This represents a 2.9% increase or \$26,043 compared to FY 2022.

## **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 2023 there is \$838,795 budgeted in this category in the Enterprise Fund.

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

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

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

- Capital Development Support (\$822,711), which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings transferred from the Restricted License Fee Fund (\$40,000)

These transfers total \$862,711 in the General Fund Budget for FY 2023. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park (\$327,912)
- Transfer from the Carlyle House Friends for clerical support (\$3,000).
- Transfer from the Capital Fund to cover debt service interest payments (\$121,083) for property at Pohick Bay.

These transfers total \$451,995 in the Enterprise Fund Budget for FY 2023. 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 2023. In past years transfers were made 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 financial position that is expected to continue at these facilities.



# FUND STRUCTURE AND BUDGET PROCESS

## **FUND STRUCTURE**

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

### **Governmental Funds**

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

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

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

### **Proprietary Funds**

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

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

### **Other Funds**

The Authority includes other funds that are adopted between May and September. These funds include the Restricted License Fee Fund and Temple Hall Endowment Fund. There are also a number of non-major funds, which include Friends of the Carlyle House, Friends of Balls Bluff Battlefield, Friends of Bull Run Park, Friends of the Bull Run Shooting Center, Occoquan Watertrail League, Wetlands Mitigation Fund and the Friends of the W&OD Trail. The Self-Insurance Fund was included up until FY 2018, but that fund has been phased out.

### **Basis of Accounting**

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

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

## **Basis of Budgeting**

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

- The Enterprise Fund does not budget for depreciation expense, grants and contributions.
- In the budget, compensated absences are 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 staffs to discuss their revenue and expense accounts for the budget year on a line-by-line basis, augmented with historical data as well as the most current financial statements. Measurable results are reported for performance indicators at each facility. Budget staff spends much of the remainder of January and February developing estimates based on decisions being made regarding upcoming personnel changes, hospitalization and other benefit projections, new program initiatives, and other fixed costs. Budget staff incorporate those numbers into the budget document keeping in mind the agency's goals and objectives and links to the Strategic Plan. The Executive Director reviews and finalizes the proposed budget before submitting it to the Board. The Operating Budget is submitted to the Board at the March Park Authority Board Meeting. Goals and objectives are reviewed and updated in April and are integrated in the final budget document. The budget is adopted at the May Board Meeting for the fiscal year starting July 1.

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

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

## **AMENDING THE BUDGET**

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

### COST CENTER/FUND MATRIX

	General Fund	Enterprise Fund
Aldie Mill/MtDefiance/Goose Creek Historic Park		X
Algonkian Regional Park		X
Algonkian Golf Course		X
Algonkian-Volcano Island Waterpark		X
Algonkian-The Woodlands Meeting and Event Center		X
Algonkian Cottages		X
Beaverdam Property		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
Rust Sanctuary		X
Sandy Run Regional Park		X
Temple Hall Farm Regional Park		X
Temple Hall Fall Festival		X
Upper Potomac Properties & Springdale Regional		X
Upton Hill Regional Park		X
Upton Hill-Ocean Dunes Waterpark		X
W&OD Railroad Regional Park		X
White's Ford Regional Park		X
Administration-Enterprise		X

# BUDGET CALENDAR

## FISCAL YEAR 2023 BUDGET PROCESS

July 2021	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2022 projects and any new projects to be initiated in FY 2022 through FY 2025.
August 2021	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2022-FY 2026 Five Year Capital Budget.
September 2021	Capital budget revenues finalized, projects revised for FY 2022 and determined for FY 2023-2026. Five Year Capital Budget approved by Board for FY 2022-FY 2026.  Operating and Capital appropriation requests for FY 2022 are adopted by the Board.
November 2021	Operating and Capital appropriation requests for FY 2023 are sent to jurisdictions for consideration in their proposed FY 2023 Budgets.  Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2023.
December 2021	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 2023 revenue and expense request process.  Part Time Personnel requests and justifications for FY 2023 are submitted by Park Managers to Operations Superintendents.
January 2022	Park Managers submit FY 2023 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 2023 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2022	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. For FY 2023 this process will be ongoing until the adoption of the 2022 Strategic Plan.  Park Managers are asked to submit Equipment Requests for FY 2023.
March 17, 2022	Proposed FY 2023 Operating Budget finalized and presented to the Board for review.
May 7, 2022	Proposed FY 2023 Operating Budget presented to the Board for adoption.
July 1, 2022	Fiscal Year 2023 begins.



## FINANCIAL GUIDELINES AND PRACTICES

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

### FINANCIAL PLANNING

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

### REVENUE

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

### RESERVES

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

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

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

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

## **LONG TERM DEBT**

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

## **CAPITAL BUDGET**

- Adopt annually in September, a Rolling 5 Year Capital Budget that helps guide future park planning and development. The Capital Budget outlines how NOVA Parks intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets.
- Capital assets are capitalized at a threshold of \$10,000 and depreciated over the anticipated service life. The minimum service life of capital assets is five years, the next increment is ten years, service life then rises in ten year increments to a maximum of forty years. Capital projects which do not meet the \$10,000 threshold are expensed to uncapitalized development cost. Capital Equipment must meet an initial individual cost threshold of more than \$500.00. Vehicles are always capitalized.

## INVESTMENTS

### Deposits and Investments

**Deposits** - All cash of the Authority is maintained in accounts collateralized in accordance with the Virginia Security for Public Deposits Act, Section 2.2-4400 et. seq. of the *Code of Virginia* or covered by federal depository insurance.

**Investments** - State statutes authorize local governments and other public bodies to invest in obligations of the United States or its agencies thereof, obligations of the Commonwealth of Virginia or political subdivisions thereof, obligations of the International Bank for Reconstruction and Development (World Bank), the Asian Development Bank, the African Development Bank, "prime quality" commercial paper and certain corporate notes, bankers' acceptances, repurchase agreements and the State Treasurer's Local Government Investment Pool (LGIP).

The Authority has investments in the LGIP. The LGIP is a professionally managed money market fund which invests in qualifying obligations and securities as permitted by Virginia statutes. Pursuant to Section 2.2-4605 *Code of Virginia*, the Treasury Board of the Commonwealth sponsors the LGIP and has delegated certain functions to the State Treasurer. The LGIP reports to the Treasury Board at their regularly scheduled monthly meetings. The fair value of the LGIP is the same as the value of the pool shares, i.e., the LGIP maintains a stable net asset value of \$1 per share. The maturity of the LGIP is less than one year.

### INVESTMENT DIVERSIFICATION

In accordance with the *Code of Virginia* and the applicable laws, including regulations, the Authority's investment policy (Policy) permits investments in U.S. Treasury obligations, U. S. Government Agency Securities and Instrumentalities of Government Sponsored Corporations, obligations of the Commonwealth of Virginia, "prime quality" commercial paper, and certain bankers' acceptances, repurchase agreements, certificates of deposit, open-end investment funds (mutual funds), with a minimum Morningstar rating for funds of four stars, and the LGIP.

The Policy establishes limitations on the holdings on non-U.S. Treasury or U.S. Government obligations. The maximum percentage of the portfolio (book value at the date of acquisition) permitted in each security is as follows:

U.S. Treasury Obligations (bills, notes and bonds)	100% maximum
U.S. Government Agency Securities and Instruments of Government Sponsored Corporations	100% maximum
Local Government Investment Pool	100% maximum
Open-end Investment Funds (mutual funds)	20% maximum
Certificates of Deposit Virginia Qualified	
Commercial Banks/Savings and Loan Association	75% maximum
Bankers' Acceptances	50% maximum
Commercial Paper	35% maximum
Repurchase Agreements	25% maximum

Further, the Policy outlines diversification by financial institution as follows:

Bankers' Acceptances	Not more than 25% of the Authority's total portfolio may be invested with any one institution
Repurchase Agreements	Not more than 10% of the Authority's total portfolio may be invested with any one institution

Certificates of Deposit Virginia  
Qualified Commercial Banks/  
Savings and Loan Association

Not more than 33% of the Authority's total portfolio  
may be invested with any one institution

Commercial Paper

Not more than 5% of the Authority's total portfolio  
may be invested with any one issuer

Local Government Investment Pool

No restrictions

Open-end Investment Funds

No restrictions

At least 15% and not more than 25% of the portfolio shall be invested in instruments that can be liquidated with one day's notice.

### CREDIT RISK

As required by the *Code of Virginia*, the Policy requires that commercial paper have a short-term debt rating of no less than "A-1" (or its equivalent) from at least two of the following: Moody's Investors Service, Standard & Poor's and Fitch Investor's Service. Corporate notes, negotiable Certificates of Deposit and bank deposit notes maturing in less than one year must have a short-term debt rating of at least "A-1" by Standard & Poor's and "P-1" by Moody's Investor Service. Notes having a maturity of greater than one year must be rated "AA" by Standard & Poor's and "Aa" by Moody's Investor Service.

As of June 30, 2013, 99% of the portfolio was invested in the Local Government Investment Pool with a "AAAm" Standard & Poor's rating.

### INTEREST RATE RISK

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

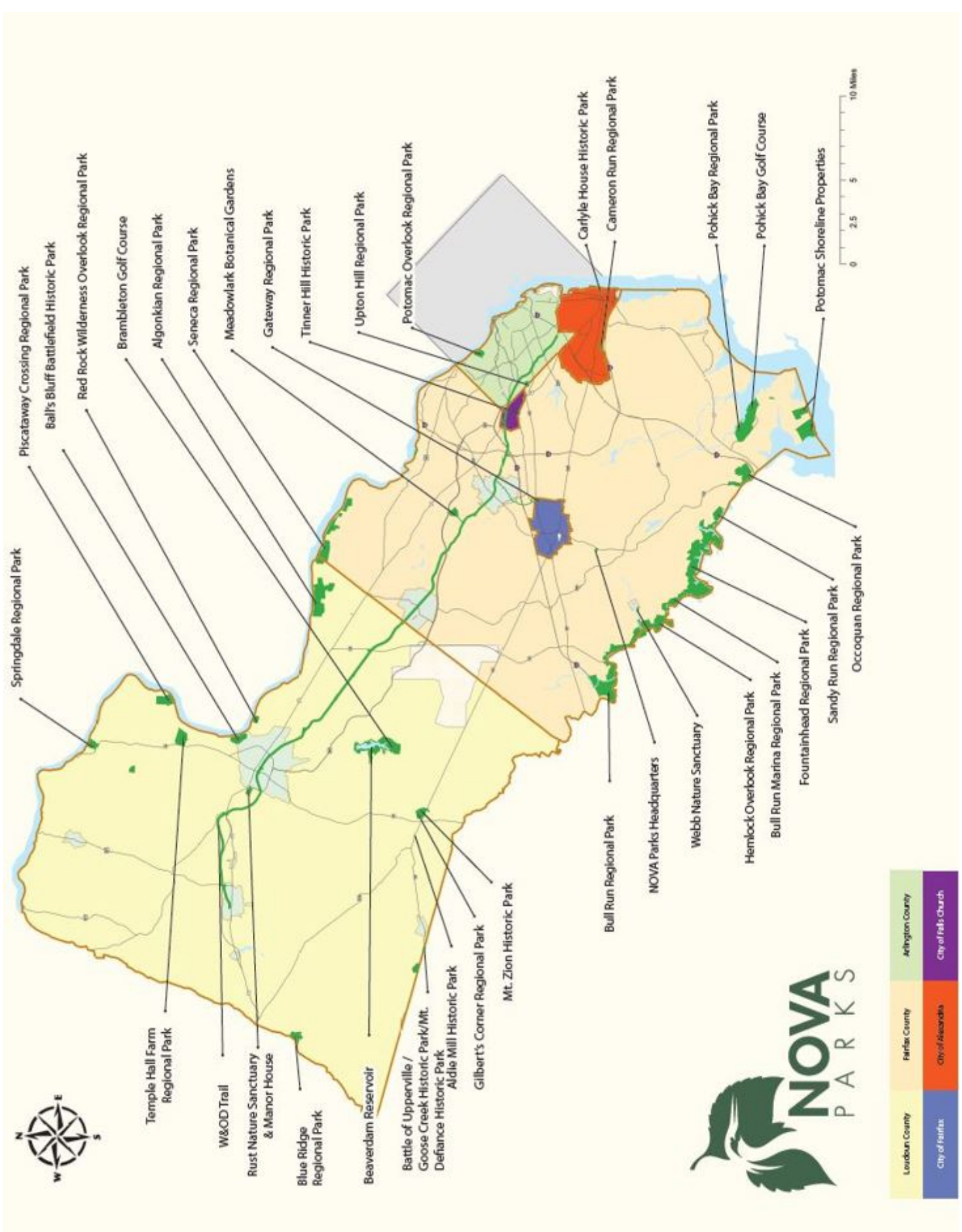
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

### FIDUCIARY FUNDS

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









# GENERAL FUND SUMMARY

## GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Appropriations from Jurisdictions	\$ 3,782,169	\$ 3,890,332	\$ 3,893,471	\$ 3,893,471	\$ 4,090,455
Other Revenue*	(16,640)	49,678	2,000	36,826	2,000
<b>TOTAL REVENUE</b>	<b>\$ 3,765,530</b>	<b>\$ 3,940,010</b>	<b>\$ 3,895,471</b>	<b>\$ 3,930,297</b>	<b>\$ 4,092,455</b>
Transfers in**	1,197,458	688,077	1,607,365	646,470	862,711
<b>TOTAL TRANSFERS IN</b>	<b>1,197,458</b>	<b>688,077</b>	<b>1,607,365</b>	<b>646,470</b>	<b>862,711</b>
<b>TOTAL RESOURCES</b>	<b>4,962,988</b>	<b>4,628,087</b>	<b>5,502,836</b>	<b>4,576,767</b>	<b>4,955,166</b>

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

\*\*Transfers in:

- Capital Development Support : \$822,711- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$40,000 from the Restricted License Fee Fund
- Beginning in FY 23, there will no longer be a transfer from the Enterprise Fund to the General Fund:to reimburse General Fund for a portion of Central Maintenance services . The Central Maintenance function will included as part of the Enterprise Fund.

## GENERAL FUND EXPENDITURES AND OTHER USES

	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Personnel Services	\$ 3,949,436	\$ 3,749,951	\$ 4,270,927	\$ 3,615,937	\$ 3,633,006
Operating Costs	715,438	571,456	823,025	673,160	1,022,375
Maintenance Costs	124,524	127,607	185,500	122,234	103,970
Insurance	105,430	112,652	147,250	117,655	146,891
Utilities	60,530	65,691	76,134	68,751	48,924
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,955,359</b>	<b>\$ 4,627,357</b>	<b>\$ 5,502,836</b>	<b>\$ 4,597,737</b>	<b>\$ 4,955,166</b>
Donation Adjustment/Reserve Activity	7,629	730	0	0	0
<b>TOTAL OTHER USES</b>	<b>\$ 7,629</b>	<b>\$ 730</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$ 4,962,988</b>	<b>\$ 4,628,087</b>	<b>\$ 5,502,836</b>	<b>\$ 4,597,737</b>	<b>\$ 4,955,166</b>

<b>OPERATING INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (20,969)</b>	<b>\$ 0</b>
<b>(TOTAL REVENUE - TOTAL EXPENDITURES)</b>					

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>BEGINNING BALANCE</b>	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
<b>GENERAL FUND REVENUES</b>					
City of Alexandria	\$ 305,667	\$ 313,034	\$ 310,346	\$ 310,346	\$ 324,925
Arlington County	448,783	463,166	472,196	472,196	494,629
City of Fairfax	46,025	47,919	46,689	46,689	48,831
Fairfax County	2,193,507	2,244,050	2,229,880	2,229,880	2,338,173
City of Falls Church	27,854	28,805	27,945	27,945	29,769
Loudoun County	760,333	793,358	806,415	806,415	854,128
<b>TOTAL APPROPRIATIONS</b>	<b>3,782,169</b>	<b>3,890,332</b>	<b>3,893,471</b>	<b>3,893,471</b>	<b>4,090,455</b>
Interest	(18,053)	(1,969)	2,000	295	2,000
Miscellaneous Revenue	1,413	51,648	0	36,531	0
<b>TOTAL OTHER REVENUE</b>	<b>(16,640)</b>	<b>49,678</b>	<b>2,000</b>	<b>36,826</b>	<b>2,000</b>
<b>TOTAL REVENUES</b>	<b>3,765,529</b>	<b>3,940,010</b>	<b>3,895,471</b>	<b>3,930,297</b>	<b>4,092,455</b>
<b>TRANSFERS IN</b>					
Transfer from Capital Fund	836,012	660,918	742,253	634,546	822,711
Transfer from Restricted Fund - Interest	44,162	25,610	40,000	11,925	40,000
Transfer from Enterprise Fund	(511,606)	(234,301)	0	0	0
Transfer - Ent. Fund for Central Maint.	828,890	235,850	825,112	0	0
<b>TOTAL TRANSFERS IN</b>	<b>1,197,458</b>	<b>688,077</b>	<b>1,607,365</b>	<b>646,470</b>	<b>862,711</b>
<b>TOTAL RESOURCES</b>	<b>\$ 4,962,988</b>	<b>\$ 4,628,087</b>	<b>\$ 5,502,836</b>	<b>\$ 4,576,767</b>	<b>\$ 4,955,166</b>

## GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>GENERAL FUND EXPENDITURES</b>					
Full-Time Salaries	\$ 2,600,841	\$ 2,395,391	\$ 2,748,252	\$ 2,391,381	\$ 2,235,214
Part-Time Salaries	298,141	345,056	393,960	289,005	461,275
FICA	213,993	203,335	237,813	187,191	198,849
Hospitalization	328,823	283,766	312,548	286,622	261,983
Life Insurance	23,431	19,710	30,779	17,667	25,430
Retirement	483,022	500,608	544,239	442,426	447,043
Unemployment Tax	1,185	2,086	3,336	1,644	3,212
<b>TOTAL PERSONNEL SERVICES</b>	<b>3,949,436</b>	<b>3,749,951</b>	<b>4,270,927</b>	<b>3,615,937</b>	<b>3,633,006</b>
Audit Fee	58,000	59,725	61,500	61,500	64,500
Board Member Expenses	2,951	549	8,500	3,195	8,500
Community Foundation Support	4,025	35	4,025	75	4,025
Contingency	0	0	50,000	0	150,000
Credit Card Fees and Bank Charges	34,783	31,306	52,500	28,064	53,850
Gas and Diesel	16,737	16,708	40,000	23,786	7,000
HR Employee Relations	12,291	7,922	25,000	11,078	25,000
Membership Fees and Dues	8,191	11,472	14,000	10,798	14,000
Office Supplies	18,749	18,672	27,000	18,816	27,000
Personnel Recruitment	11,942	22,570	12,450	33,530	30,000
Postage	10,846	2,686	11,750	5,592	11,750
Printing and Publications	5,174	4,985	5,000	1,213	5,000
Professional Services	315,235	185,763	200,000	182,732	200,000
Programs and Promotions	647	0	0	0	0
Public Information	0	0	0	269	0
Strategic Plan Initiatives	0	0	0	0	20,000
System Support	168,576	199,279	250,000	222,743	335,000
Training	13,145	6,189	25,000	13,035	35,000
Tuition Assistance	0	1,585	30,000	0	30,000
Uniforms	16,347	1,767	6,300	53,289	1,750
<b>TOTAL FACILITY OPERATING COSTS</b>	<b>715,438</b>	<b>571,456</b>	<b>823,025</b>	<b>673,160</b>	<b>1,022,375</b>
Equipment/Vehicle Maintenance	54,864	54,710	100,200	52,611	57,970
Facility Op. & Maintenance	69,660	72,896	85,300	69,622	46,000
<b>TOTAL MAINTENANCE COSTS</b>	<b>124,524</b>	<b>127,607</b>	<b>185,500</b>	<b>122,234</b>	<b>103,970</b>
Insurance - Property, Liability & Other	87,005	96,378	107,250	102,130	135,250
Insurance - Vehicle	15,153	13,910	15,000	13,152	6,641
Insurance - Workers Compensation	3,272	2,363	25,000	2,373	5,000
<b>TOTAL INSURANCE</b>	<b>105,430</b>	<b>112,652</b>	<b>147,250</b>	<b>117,655</b>	<b>146,891</b>
Telephone	20,832	21,393	25,772	17,908	20,772
Electricity	21,904	21,005	24,500	18,746	17,000
Natural Gas	3,520	4,370	5,152	4,433	5,152
Water/Sewer	2,011	1,512	2,000	2,053	2,000
Propane Gas	7,027	9,915	12,000	9,150	0
Heating Oil	1,493	2,319	2,500	2,405	0
Cable/Internet	3,744	5,178	4,210	14,057	4,000
<b>TOTAL UTILITIES</b>	<b>60,530</b>	<b>65,691</b>	<b>76,134</b>	<b>68,751</b>	<b>48,924</b>
<b>TOTAL GENERAL FUND EXPEND.</b>	<b>4,955,359</b>	<b>4,627,357</b>	<b>5,502,836</b>	<b>4,597,737</b>	<b>4,955,166</b>
Donation Adjustment/Reserve Activity	7,629	730	0	0	0
<b>NET INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (20,969)</b>	<b>\$ 0</b>
<b>ENDING BALANCE</b>	<b>\$ 64,220</b>	<b>\$ 64,220</b>	<b>\$ 64,220</b>	<b>\$ 43,251</b>	<b>\$ 64,220</b>

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 2,775,769	\$ 3,202,261	\$ 3,633,006	13.5 %
Operating Costs	558,083	785,475	1,022,375	30.2 %
Maintenance Costs	70,162	92,700	103,970	12.2 %
Insurance	104,575	138,750	146,891	5.9 %
Utilities	39,355	47,924	48,924	2.1 %
<b>TOTAL EXPENSES</b>	<b>\$ 3,547,943</b>	<b>\$ 4,267,110</b>	<b>\$ 4,955,166</b>	

## BUDGET HIGHLIGHTS

- Headquarters includes two new positions in FY 2023. The positions will focus on Community Engagement and Project Management. A Recruiter position was also added in FY 2022, and FY 2023 will be the first full year of funding for this position. System Support expenses are budgeted to increase by \$85,000 for technology initiatives. A Contingency is also included for \$150,000.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	21.15	21.15	21.15	22.15	23.65
Part-Time	3.93	4.71	5.51	5.88	6.98



## HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>1-700</b>	<b>HEADQUARTERS EXPENDITURES</b>					
5010	Full-Time Salaries	\$1,927,264	\$1,711,558	\$ 2,002,524	\$1,733,476	\$ 2,235,214
5020	Part-Time Salaries	298,141	345,056	393,960	289,005	461,275
5030	FICA	164,447	153,210	180,765	139,790	198,849
5040	Hospitalization	248,221	187,360	204,825	191,733	261,983
5060	Life Insurance	16,754	13,423	22,278	12,077	25,430
5050	Retirement	359,680	363,585	395,094	324,360	447,043
5070	Unemployment Tax	852	1,577	2,816	1,237	3,212
	<b>TOTAL PERSONNEL SERVICES</b>	<b>3,015,360</b>	<b>2,775,769</b>	<b>3,202,261</b>	<b>2,691,678</b>	<b>3,633,006</b>
5130	Audit Fee	58,000	59,725	61,500	61,500	64,500
5140	Board Member Expenses	2,951	549	8,500	3,195	8,500
5188	Community Foundation Support	4,025	35	4,025	75	4,025
	Contingency	0	0	50,000	0	150,000
5155	Credit Card Fees and Bank Charges	34,783	31,306	52,500	28,064	53,850
5230	Gas and Diesel	5,426	5,307	7,000	7,603	7,000
5500-030	HR Employee Relations	12,291	7,922	25,000	11,078	25,000
5390	Membership Fees and Dues	8,191	11,472	14,000	10,798	14,000
5415	Misc. Expenses Friends Group	17,799	242	0	3,443	0
5420	Office Supplies	18,749	18,672	27,000	18,816	27,000
5440	Personnel Recruitment	11,942	22,570	12,450	33,530	30,000
5460	Postage	10,846	2,686	11,750	5,592	11,750
5470	Printing and Publications	5,174	4,985	5,000	1,213	5,000
5480	Professional Services	315,235	185,763	200,000	182,732	200,000
5490	Programs and Promotions	647	0	0	0	0
5500-010	Public Information	0	0	0	269	0
5546	Strategic Plan Initiatives	0	0	0	0	20,000
5560	System Support	168,576	199,279	250,000	222,743	335,000
5400	Training	13,145	6,189	25,000	12,885	35,000
5405	Tuition Assistance	0	1,585	30,000	0	30,000
5570	Uniforms	13,258	(206)	1,750	51,998	1,750
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>701,039</b>	<b>558,083</b>	<b>785,475</b>	<b>655,536</b>	<b>1,022,375</b>
5180	Equipment/Vehicle Maintenance	26,177	25,033	52,700	18,967	57,970
5190	Facility Op. & Maintenance	35,523	45,129	40,000	52,459	46,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>61,700</b>	<b>70,162</b>	<b>92,700</b>	<b>71,426</b>	<b>103,970</b>
5270	Insurance - Property, Liability & Other	87,005	96,378	107,250	102,130	135,250
5290	Insurance - Vehicle	5,794	5,833	6,500	5,896	6,641
5300	Insurance - Workers Compensation	3,272	2,363	25,000	2,373	5,000
	<b>TOTAL INSURANCE</b>	<b>96,071</b>	<b>104,575</b>	<b>138,750</b>	<b>110,398</b>	<b>146,891</b>
5580-001	Telephone	16,493	16,114	20,772	13,747	20,772
5580-002	Electricity	15,991	13,407	17,000	12,663	17,000
5580-003	Natural Gas	3,520	4,370	5,152	4,433	5,152
5580-004	Water/Sewer	2,011	1,512	2,000	2,053	2,000
5580-016	Internet/Cable	2,700	3,952	3,000	12,888	4,000
	<b>TOTAL UTILITIES</b>	<b>40,714</b>	<b>39,355</b>	<b>47,924</b>	<b>45,783</b>	<b>48,924</b>
	<b>TOTAL HEADQUARTERS EXPENDITURES</b>	<b>\$3,914,883</b>	<b>\$3,547,943</b>	<b>\$ 4,267,110</b>	<b>\$3,574,822</b>	<b>\$ 4,955,166</b>

# CENTRAL MAINTENANCE

## PROGRAM OVERVIEW

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

## EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 974,182	\$ 1,068,665	—	-100.0%
Operating Costs	13,373	37,550	—	-100.0%
Maintenance Costs	57,445	92,800	—	-100.0%
Insurance	8,077	8,500	—	-100.0%
Utilities	26,336	28,210	—	-100.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,079,413</b>	<b>\$ 1,235,725</b>	<b>—</b>	<b>-100.0%</b>

## BUDGET HIGHLIGHTS

- Central Maintenance is currently included in the General Fund, but starting in FY 2023, this activity will be reflected in the Enterprise Fund. as this is a better representation of where this activity takes place.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 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 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>1-710</b>	<b>CENTRAL MAINTENANCE</b>					
	<b>EXPENDITURES</b>					
5010	Full Time Salaries	\$ 673,577	\$ 683,833	\$ 745,728	\$ 657,905	0
5030	FICA	49,546	50,125	57,048	47,401	0
5040	Hospitalization	80,602	96,406	107,723	94,889	0
5060	Life Insurance	6,678	6,287	8,501	5,590	0
5050	Retirement	123,342	137,022	149,146	118,066	0
5070	Unemployment Tax	333	509	520	407	0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>934,077</b>	<b>974,182</b>	<b>1,068,665</b>	<b>924,258</b>	<b>0</b>
5230	Gas and Diesel	11,311	11,401	33,000	16,183	0
5400	Training	0	0	0	150	0
5570	Uniforms	3,088	1,973	4,550	1,291	0
	<b>TOTAL OPERATING COSTS</b>	<b>14,399</b>	<b>13,373</b>	<b>37,550</b>	<b>17,624</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	28,688	29,677	47,500	33,644	0
5190	Facility Op. & Maintenance	34,137	27,767	45,300	17,164	0
5370	Major Contract Maintenance	0	0	0	0	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>62,824</b>	<b>57,445</b>	<b>92,800</b>	<b>50,808</b>	<b>0</b>
5290	Insurance - Vehicle	9,359	8,077	8,500	7,256	0
	<b>TOTAL INSURANCE</b>	<b>9,359</b>	<b>8,077</b>	<b>8,500</b>	<b>7,256</b>	<b>0</b>
5580-001	Telephone	4,339	5,279	5,000	4,161	0
5580-002	Electricity	5,913	7,598	7,500	6,083	0
5580-009	Heating Oil	1,493	2,319	2,500	2,405	0
5580-008	Propane Gas	7,027	9,915	12,000	9,150	0
5580-016	Cable/Internet	1,044	1,225	1,210	1,170	0
	<b>TOTAL UTILITIES</b>	<b>19,816</b>	<b>26,336</b>	<b>28,210</b>	<b>22,968</b>	<b>0</b>
	<b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b>	<b>\$ 1,040,476</b>	<b>\$ 1,079,413</b>	<b>\$ 1,235,725</b>	<b>\$ 1,022,915</b>	<b>0</b>



## ENTERPRISE FUND SUMMARY

### ENTERPRISE FUND REVENUES

	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
User Fees	\$ 12,976,691	\$ 15,957,374	\$ 17,396,044	\$ 17,080,839	\$ 19,988,807
Retail Operations	4,921,095	2,841,595	6,110,895	5,459,476	6,619,176
Easements and Licenses	1,050,447	1,076,682	896,453	898,509	922,496
Other Revenue*	885,815	896,678	820,048	1,989,819	838,795
<b>TOTAL REVENUE</b>	<b>\$ 19,834,048</b>	<b>\$ 20,772,329</b>	<b>\$ 25,223,440</b>	<b>\$ 25,428,643</b>	<b>\$ 28,369,274</b>
Transfers In **	330,324	424,781	330,912	328,054	330,912
Transfer from Restricted Fund - Debt Service	326,232	0	0	0	0
Transfer from Capital Fund - Debt Service	12,168	822,918	605,161	0	121,083
<b>TOTAL TRANSFERS IN</b>	<b>\$ 668,724</b>	<b>\$ 1,247,699</b>	<b>\$ 936,073</b>	<b>\$ 328,054</b>	<b>\$ 451,995</b>
<b>TOTAL RESOURCES</b>	<b>\$ 20,502,772</b>	<b>\$ 22,020,028</b>	<b>\$ 26,159,513</b>	<b>\$ 25,756,697</b>	<b>\$ 28,821,269</b>

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

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

### ENTERPRISE FUND EXPENSES AND OTHER USES

	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Personnel Services	\$11,280,375	\$10,685,147	\$ 14,242,611	\$10,735,949	\$16,750,976
Operating Costs	2,847,649	2,246,265	3,559,116	3,313,047	3,872,691
Maintenance Costs	2,121,360	2,344,923	2,740,385	2,426,583	3,073,112
Insurance	245,144	200,253	237,000	192,858	224,859
Retail Operations	1,921,740	1,386,375	2,331,711	1,969,886	2,528,089
Utilities	908,735	853,382	1,149,254	819,948	1,186,923
Debt Service	502,032	557,322	1,049,325	434,451	1,159,619
<b>TOTAL EXPENSES</b>	<b>\$19,827,035</b>	<b>\$18,273,667</b>	<b>\$ 25,309,402</b>	<b>\$19,892,722</b>	<b>\$28,796,269</b>
Transfer to General Fund - Central Maintenance	828,890	235,850	825,112	0	0
Transfer to Balance General Fund	(511,606)	(234,301)	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 317,284</b>	<b>\$ 1,549</b>	<b>\$ 825,112</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$20,144,319</b>	<b>\$18,275,216</b>	<b>\$ 26,134,514</b>	<b>\$19,892,722</b>	<b>\$28,796,269</b>
Donation Adjustment/Reserve Activity	(279,356)	4,749	0	0	0
<b>OPERATING INCOME</b>	<b>\$ 637,809</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 5,863,975</b>	<b>\$ 25,000</b>
Transfer to Capital Fund	0	2,244,039	0	1,076,191	0
Transfer to Retirement Plan	0	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	0	748,013	0	0	0
Transfer to Sustainability Reserve	0	748,013	0	0	0
Transfer to Designated Set Aside	637,809		0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>\$ 637,809</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
<b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,787,784</b>	<b>\$ 0</b>

## ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>ENTERPRISE FUND REVENUES</b>					
Administration - Enterprise Fund	\$ 208,796	\$ 168,308	\$ 66,000	\$ 1,214,318	\$ 66,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	33,160	14,828	38,900	35,724	33,500
Algonkian Golf Course	1,009,939	1,773,673	1,235,125	1,307,694	1,367,795
Algonkian Regional Park	180,533	227,877	243,900	186,674	260,500
Volcano Island Waterpark at Algonkian	310,071	109,402	436,400	299,769	494,625
The Woodlands at Algonkian Park	619,316	239,338	619,225	671,568	648,110
Algonkian Cottages	229,637	321,745	280,600	280,191	303,000
Beaverdam Property	4,638	16,395	12,000	13,246	15,500
Blue Ridge Regional Park	3,059	10,134	6,500	5,563	6,500
Brambleton Golf Course	1,341,195	1,929,057	1,627,140	1,525,646	1,755,150
Bull Run Marina	21,501	27,748	27,145	24,646	26,145
Bull Run Regional Park	844,812	1,283,172	1,178,000	1,055,103	1,309,120
Atlantis Waterpark at Bull Run	392,119	158,479	466,950	325,018	546,270
Bull Run Special Events Center	86,194	53,960	147,200	337,169	235,000
Bull Run Light Show	1,196,726	2,465,185	1,595,800	2,300,487	2,080,000
Bull Run Shooting Center	927,326	1,319,452	1,243,500	1,007,056	1,388,450
Cameron Run Regional Park	54,963	87,824	119,500	66,267	134,000
Ice & Lights - The Winter Village at Cameron Run	259,278	192,335	273,500	379,341	335,000
Great Waves Waterpark at Cameron Run	1,272,615	219,833	1,619,950	1,007,358	1,790,000
Carlyle House Historic Park	69,910	76,093	102,680	68,295	122,700
Brickmakers Catering and Event Services	241,543	58,109	191,932	123,629	223,040
Fountainhead Regional Park	264,168	470,367	353,412	303,608	415,912
Hemlock Overlook Regional Park	75,000	3,048	1,800	700	17,800
Meadowlark Atrium and Event Services	1,508,969	501,521	1,895,024	1,738,791	2,102,963
Meadowlark Botanical Gardens	292,154	800,002	497,500	510,515	542,000
Meadowlark Gardens Winter Walk of Lights	955,431	1,188,171	1,317,500	2,030,346	1,817,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	1,845	836	3,421	1,980	3,421
Occoquan Regional Park	245,079	328,938	293,700	252,221	314,700
The River View at Occoquan	1,694,028	1,334,875	2,229,407	1,783,093	2,023,064
Brickmakers Café at Occoquan	325,351	363,748	395,000	342,484	437,500
Pohick Bay Golf Course	1,103,948	1,525,424	1,171,300	1,246,807	1,286,070
Pohick Bay Marina	254,809	323,088	278,000	227,958	298,450
Pohick Bay Regional Park	794,891	1,175,332	1,123,502	978,586	1,347,663
Pirate's Cove Waterpark at Pohick Bay	437,391	186,166	547,150	360,935	628,400
Potomac Overlook Regional Park	7,670	171,574	132,200	151,398	146,950
Rust Sanctuary	700,238	460,938	977,907	1,079,734	1,024,711
Sandy Run Regional Park	214,615	234,460	275,692	219,301	280,692
Temple Hall Farm	121,128	210,187	217,183	129,649	184,183
Temple Hall Fall Festival	211,152	108,396	275,000	134,901	180,000
Upper Potomac Properties	29,199	32,721	28,800	15,523	28,800
Springdale Regional Park	21,076	22,480	17,815	23,651	17,815
Upton Hill Regional Park	135,500	230,378	827,213	405,393	709,262
Ocean Dunes Waterpark at Upton Hill	401,065	166,034	517,025	370,279	595,450
W&OD Railroad Regional Park	1,385,129	1,402,821	1,231,365	1,198,757	1,257,408
Piscataway Crossing Regional Park	15,610	25,579	20,650	15,326	20,650
<b>TOTAL AVAILABLE RESOURCES</b>	<b>20,502,773</b>	<b>22,020,028</b>	<b>26,159,513</b>	<b>25,756,697</b>	<b>28,821,269</b>



## ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>ENTERPRISE FUND EXPENSES</b>					
Administration - Enterprise Fund	\$ 2,613,847	\$ 2,066,135	\$ 3,685,443	\$ 2,435,066	\$ 3,230,665
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	149,827	142,742	192,709	148,778	200,746
Algonkian Golf Course	973,672	1,073,851	1,133,500	933,633	1,225,091
Algonkian Regional Park	581,128	614,946	689,307	573,645	742,782
Volcano Island Waterpark at Algonkian	241,567	133,604	364,438	236,038	400,878
The Woodlands at Algonkian Park	408,605	211,024	427,712	371,848	466,009
Algonkian Cottages	169,625	195,627	224,196	190,818	236,329
Beaverdam Property	9,793	23,709	41,329	11,063	47,055
Blue Ridge Regional Park	5,467	3,122	6,700	4,937	6,700
Brambleton Golf Course	1,218,840	1,256,482	1,404,240	1,199,168	1,487,043
Bull Run Marina	24,031	35,663	35,305	35,287	43,583
Bull Run Regional Park	1,079,105	1,191,782	1,202,804	1,080,881	1,327,271
Atlantis Waterpark at Bull Run	269,326	163,239	405,746	240,226	445,919
Bull Run Special Events Center	140,281	109,764	162,838	289,403	186,004
Bull Run Light Show	412,408	381,750	419,685	321,437	415,803
Bull Run Shooting Center	777,410	1,018,247	1,072,663	885,739	1,192,176
Cameron Run Regional Park	325,821	317,075	417,964	328,852	479,535
Ice & Lights - The Winter Village at Cameron Run	148,429	145,974	193,781	226,658	214,517
Great Waves Waterpark at Cameron Run	809,338	425,403	1,232,552	708,279	1,340,239
Carlyle House Historic Park	266,066	253,259	332,373	273,289	348,481
Brickmakers Catering and Event Services	212,662	132,175	242,821	142,655	248,459
Central Maintenance	0	0	0	0	1,308,912
Fountainhead Regional Park	162,419	314,730	269,540	291,337	314,326
Hemlock Overlook Regional Park	1,019	28,664	53,500	13,509	59,594
Meadowlark Atrium and Event Services	899,901	560,473	1,244,041	992,423	1,351,923
Meadowlark Botanical Gardens	955,445	815,961	1,069,589	847,194	1,160,223
Meadowlark Gardens Winter Walk of Lights	210,357	194,207	291,825	246,567	325,582
Mt. Zion Historic Park/Gilbert's Corner Regional Park	12,460	17,756	18,000	16,080	21,000
Occoquan Regional Park	380,821	391,742	475,880	392,868	624,821
The River View at Occoquan	1,417,488	1,046,923	2,018,248	1,284,644	2,053,814
Brickmakers Café at Occoquan	276,697	305,539	346,189	287,892	389,168
Pohick Bay Golf Course	972,655	1,073,789	1,060,290	968,560	1,140,421
Pohick Bay Marina	41,433	61,905	67,730	41,354	78,180
Pohick Bay Regional Park	930,587	1,008,055	1,032,241	860,681	1,199,611
Pirate's Cove Waterpark at Pohick Bay	251,888	165,534	400,295	249,664	437,339
Potomac Overlook Regional Park	270,932	257,641	323,408	271,074	363,812
Rust Sanctuary	651,031	440,969	859,244	678,638	920,819
Sandy Run Regional Park	208,629	169,991	196,768	159,014	241,014
Temple Hall Farm	352,312	276,927	399,182	225,609	343,468
Temple Hall Fall Festival	89,679	43,497	163,129	64,484	85,259
Upper Potomac Properties/Springdale	102,649	131,304	157,979	136,081	174,688
Springdale Regional Park	(10)	9	10,000	3,215	7,500
Upton Hill Regional Park	275,064	373,386	756,615	486,545	816,813
Ocean Dunes Waterpark at Upton Hill	236,399	140,327	370,478	236,564	408,838
W&OD Railroad Regional Park	577,521	522,378	621,524	471,767	641,766
Piscataway Crossing Regional Park	29,692	37,933	40,715	29,260	42,093
<b>TOTAL EXPENSES &amp; OTHER USES</b>	<b>\$20,144,319</b>	<b>\$18,275,215</b>	<b>\$ 26,134,514</b>	<b>\$19,892,722</b>	<b>\$28,796,269</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>BEGINNING BALANCE</b>	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
<b>ENTERPRISE FUND REVENUES</b>					
Driving Range	\$218,149	\$397,361	\$254,625	\$288,296	\$312,000
Electric/Gas Cart Rental	579,353	793,779	698,250	660,174	748,000
Golf Club Rental	5,152	6,183	8,000	6,010	8,000
Green Fees	2,219,687	3,366,609	2,451,750	2,632,295	2,696,925
Golf Handicap Program	14,190	19,853	18,000	15,478	19,300
Pull Cart Rental	5,310	8,563	5,800	5,244	5,800
<b>Total Golf Course User Fees</b>	<b>3,041,840</b>	<b>4,592,348</b>	<b>3,436,425</b>	<b>3,607,496</b>	<b>3,790,025</b>
Admissions	1,582,665	513,077	2,283,100	1,491,066	2,507,125
Cabana Rental	7,229	4,691	10,000	9,758	12,000
Group, Bounce Passes & Discount Passes	480,904	78,660	286,800	244,650	448,400
Locker Rental	5,090	378	10,900	1,282	10,900
<b>Total Aquatics User Fees</b>	<b>2,075,888</b>	<b>596,805</b>	<b>2,590,800</b>	<b>1,746,756</b>	<b>2,978,425</b>
Boat Rental	252,189	484,418	347,000	260,732	393,000
Crew Boat Storage	131,800	167,523	161,645	134,274	161,645
Launch & Parking Fees	151,518	230,494	198,400	164,921	257,400
Regatta & User Fees	55,960	25,484	58,000	36,108	25,000
Rowing Camps	5,823	13,780	16,000	19,030	20,000
<b>Total Marine User Fees</b>	<b>597,291</b>	<b>921,699</b>	<b>781,045</b>	<b>615,064</b>	<b>857,045</b>
Cabin Rentals	159,118	261,512	238,000	197,387	253,000
Camping Fees	867,012	1,392,065	1,316,500	1,183,101	1,473,700
Cottage Rentals	229,373	321,588	280,000	280,023	302,400
Laundry	8,198	8,484	12,600	8,003	12,600
<b>Total Camping/Cottage User Fees</b>	<b>1,263,700</b>	<b>1,983,649</b>	<b>1,847,100</b>	<b>1,668,514</b>	<b>2,041,700</b>
Shooting Tournament Fees	33,580	41,590	60,000	12,675	60,000
Target Sales	561,118	693,418	692,000	498,544	745,200
Gun Rental	37,600	50,553	55,000	37,177	68,750
<b>Total Skeet, Trap &amp; Archery User Fees</b>	<b>632,298</b>	<b>785,562</b>	<b>807,000</b>	<b>548,397</b>	<b>873,950</b>
Light Shows	2,124,364	3,733,969	2,906,300	4,331,003	3,893,000
Fall Festival	136,987	99,092	165,000	115,686	140,000
Programmed Events	91,537	76,902	148,970	134,216	164,200
Snowflake Stampede	29,840	0	0	0	0
Sponsors	0	0	0	150	0
Vendor Fees	85,468	500	80,000	135,552	105,500
<b>Total Special Events User Fees</b>	<b>2,468,197</b>	<b>3,910,463</b>	<b>3,300,270</b>	<b>4,716,457</b>	<b>4,302,700</b>
Atrium Rental	491,469	228,565	675,000	609,258	750,000
Carlyle House Rental	17,986	33,286	30,000	10,886	30,000
Center Rental	38,426	29,834	80,000	109,501	135,000
Church Rental	0	0	600	500	600
Manor House Rental	228,372	181,867	325,000	327,152	341,250
Algonkian Woodlands Rental	174,837	88,945	200,000	179,494	210,000
Mill Rental	2,520	1,500	2,500	2,375	2,500
River View Rental	404,862	227,416	667,000	574,540	725,000
Shelter Reservations	181,852	287,049	309,750	235,713	337,180
Visitor Center Rental	10,400	23,000	20,300	24,141	27,100
<b>Total Facility Rental User Fees</b>	<b>1,550,723</b>	<b>1,101,461</b>	<b>2,310,150</b>	<b>2,073,560</b>	<b>2,558,630</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Annual Dues	77,034	182,471	103,000	108,302	103,000
Athletic Field Use Fees	4,767	1,152	7,400	0	2,500
Batting Cage Fees	73,444	155,186	171,000	116,197	188,000
Boat/RV Storage	582,013	621,351	610,000	584,296	658,070
Camps	(34,261)	164,233	160,000	158,522	165,000
Climbing Feature Admissions	0	0	358,254	200,591	433,162
Entrance Fees	310,373	660,143	449,500	402,302	513,000
Equipment Rental	178,644	84,648	243,300	353,148	280,800
Inflatable Play Features	608	982	0	1,769	0
Miniature Golf	126,804	194,146	188,000	174,318	227,000
Permit Fees	5,975	(250)	6,500	4,500	6,500
Santa Pictures	17,115	0	17,000	0	0
Temple Hall Farm Rides	4,239	1,325	9,300	650	9,300
<b>Total Other Park User Fees</b>	<b>1,346,754</b>	<b>2,065,387</b>	<b>2,323,254</b>	<b>2,104,595</b>	<b>2,586,332</b>
<b>TOTAL USER FEES</b>	<b>12,976,691</b>	<b>15,957,374</b>	<b>17,396,044</b>	<b>17,080,839</b>	<b>19,988,807</b>
Retail - Ammunition	173,056	351,581	260,000	316,357	338,000
Retail - Alcoholic Beverages/Hard Liquor	817,858	429,194	960,510	953,216	1,036,278
Retail - Food (Includes Paper Products)	1,469,832	1,141,192	1,996,200	1,523,913	2,119,060
Retail - Great Blue Heron	1,586,582	468,971	1,934,400	1,731,874	2,150,200
Retail - Catering Food Truck	28,205	15,529	40,000	11,364	45,000
Administrative Fee	379,883	125,074	394,360	460,005	432,338
Retail - Algonkian Woodlands Catering	264,729	85,996	250,000	269,490	262,500
Retail - Pro Shop	131,119	200,597	160,000	156,484	160,000
Retail - Merchandise	69,832	20,878	115,425	36,773	75,800
Vending Machine Operation	0	2,585	0	0	0
<b>TOTAL RETAIL OPERATIONS</b>	<b>4,921,095</b>	<b>2,841,595</b>	<b>6,110,895</b>	<b>5,459,476</b>	<b>6,619,176</b>
License Fees	9,774	4,621	12,000	0	12,000
Rents & Easements	1,040,673	1,072,061	884,453	898,509	910,496
<b>TOTAL EASEMENTS AND LICENSES</b>	<b>1,050,447</b>	<b>1,076,682</b>	<b>896,453</b>	<b>898,509</b>	<b>922,496</b>
NVRPA Event Staffing	80,351	47,338	104,325	203,256	112,722
Contract Services	0	0	0	1,000	0
Kitchen Use Fee	5,524	4,000	7,000	4,943	5,000
Firewood/Propane	50,323	107,755	60,000	55,578	80,000
Garden Guild/Docent Activities	342	293	600	0	600
House & Bank Building Rental	213,167	220,223	225,221	192,112	219,821
Insurance Proceeds	50,524	31,289	0	1,107,753	0
Interest	97,853	9,560	6,000	556	6,000
Interest-Temple Hall	0	0	96,806	0	96,806
Interest-Occoquan	6,204	472	0	(8)	0
Lessons	98,228	154,815	153,500	118,129	155,000
Lifeguard Training Fee	0	0	0	0	0
Miscellaneous Revenue	98,102	142,012	63,596	165,276	73,846
Crop Sales	55,148	59,992	43,000	80,430	13,000
Rental Device Commission	1,450	0	0	0	0
Hemlock Contractual Agreement	75,000	0	0	0	16,000
Reservation Fees	53,601	91,040	60,000	60,794	60,000
Sponsorship	0	0	0	0	0
<b>TOTAL OTHER REVENUE</b>	<b>885,815</b>	<b>896,678</b>	<b>820,048</b>	<b>1,989,819</b>	<b>838,795</b>
<b>TOTAL ENTERPRISE FUND REVENUES</b>	<b>\$ 19,834,048</b>	<b>\$ 20,772,329</b>	<b>\$ 25,223,440</b>	<b>\$ 25,428,643</b>	<b>\$ 28,369,274</b>
Transfer from Carlyle House Friends Fund	2,089	63	3,000	0	3,000
Transfer from Restricted Fund - FOWOD	323	0	0	142	0
Transfer from Restricted Fund	327,912	327,912	327,912	327,912	327,912
Transfer from Restricted Fund - Debt Service	326,232	0	0	0	0
Transfer from Board Authorized Reserves	0	96,806	0	0	0
Transfer from Capital Fund - Debt Service	12,168	822,918	605,161	0	121,083
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	<b>668,724</b>	<b>1,247,699</b>	<b>936,073</b>	<b>328,054</b>	<b>451,995</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 20,502,772</b>	<b>\$ 22,020,028</b>	<b>\$ 26,159,513</b>	<b>\$ 25,756,697</b>	<b>\$ 28,821,269</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>ENTERPRISE FUND EXPENSES</b>					
Full-time Salaries	\$ 5,732,214	\$ 5,376,800	\$ 6,205,470	\$ 5,311,922	\$ 7,397,498
Part-Time Salaries	2,904,745	2,714,759	4,908,643	3,015,451	5,601,207
FICA	614,654	591,635	843,086	601,294	992,132
Hospitalization	944,926	904,931	958,561	833,748	1,163,609
Life Insurance	59,593	49,740	69,709	45,012	84,331
Retirement	1,015,053	1,034,987	1,228,564	914,200	1,479,500
Unemployment Tax	9,189	12,295	28,577	14,322	32,700
<b>TOTAL PERSONNEL SERVICES</b>	<b>11,280,375</b>	<b>10,685,147</b>	<b>14,242,611</b>	<b>10,735,949</b>	<b>16,750,976</b>
Camps	3,584	6,318	10,650	2,692	10,650
Contingency	0	0	90,426	0	0
Credit Card Charges	415,753	488,687	506,096	536,073	600,000
POS Technology Fees	174,028	192,413	200,000	209,602	206,000
Contract Employment	424,753	120,585	418,346	539,662	416,232
Fall Festival Operations	27,926	1,910	35,000	4,902	10,500
Golf Cart Rental	145,022	151,399	158,205	151,399	158,205
Beverage Cart Rental	7,622	10,307	8,316	10,307	8,316
Equipment Rental	210,806	82,261	286,947	294,131	320,810
Feed	12,199	6,930	9,000	5,124	9,000
Fertilizer	25,185	49,830	44,500	28,888	17,500
Garden Guild/Docent Activities	0	243	600	0	600
Gas and Diesel	118,027	124,611	186,600	145,847	214,500
Grants - Carlyle House	0	0	0	0	0
Grants - Potomac Overlook	390	1,982	0	1,533	0
Handicap Program	7,216	6,341	11,840	4,497	8,340
Instructor Fees	7,752	34,600	31,500	19,502	36,000
License Fees	36,899	7,473	12,200	0	12,200
Linen Service	16,029	17,160	14,480	12,165	18,000
Livestock	1,033	1,126	4,000	510	4,000
Membership Events/Friends Group	0	0	1,000	126	1,000
Park Police	31,350	36,246	43,750	123,450	78,600
Production Costs	332,451	357,458	349,000	407,622	394,100
Programs and Promotions	92,155	29,308	125,460	71,088	122,950
Public Information	464,893	233,454	536,800	398,129	541,800
Regatta Fees	0	4,931	10,000	8,558	10,000
Seeds and Plants	15,683	15,404	19,500	25,270	9,000
Shooting Tournament	26,078	17,366	28,000	4,377	28,000
Strategic Plan Initiatives	11,717	0	75,000	45,000	75,000
Compensation Funding Initiatives	0	0	0	0	196,438
Swimming Pool Safety Program	25,550	37,080	25,000	32,319	30,000
Targets	152,346	184,422	230,000	174,298	253,000
Training for Field Staff	42,482	3,144	45,000	39,133	60,000
Uniforms	13,070	19,617	32,900	12,648	37,800
Vet & Medicine	5,649	3,659	9,000	4,194	5,500
<b>TOTAL OPERATING COSTS</b>	<b>2,847,649</b>	<b>2,246,265</b>	<b>3,559,116</b>	<b>3,313,047</b>	<b>3,872,691</b>
Equipment/Vehicle Maintenance	178,087	193,564	239,758	183,338	315,984
Facility Op. & Maintenance	1,434,704	1,530,747	1,798,768	1,626,458	2,035,798
Garden Maintenance	55,747	24,707	74,000	48,318	87,000
Golf Course Maintenance	274,715	320,069	334,859	272,479	366,330
Major Contract Maintenance	171,752	263,479	285,000	279,823	260,000
Rental House Maintenance	6,355	12,357	8,000	16,166	8,000
<b>TOTAL MAINTENANCE COSTS</b>	<b>2,121,360</b>	<b>2,344,923</b>	<b>2,740,385</b>	<b>2,426,583</b>	<b>3,073,112</b>
Insurance - Liquor Liability	18,347	19,076	20,000	12,998	24,500
Insurance - Workers Comp	200,056	152,459	185,000	150,835	160,000
Insurance - Vehicle	26,741	28,718	32,000	29,026	40,359
<b>TOTAL INSURANCE</b>	<b>245,144</b>	<b>200,253</b>	<b>237,000</b>	<b>192,858</b>	<b>224,859</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
Retail - Ammunition	123,960	268,254	182,000	246,937	236,600
Retail - Alcoholic Beverages/Hard Liquor	212,520	114,756	304,079	208,923	328,034
Retail - Catering Food Truck	6,661	4,063	18,000	2,507	1,800
Retail - Algonkian Woodlands	107,755	32,896	90,000	77,648	94,500
Retail - Catering Great Blue Heron	379,356	115,718	506,826	366,008	557,550
Retail - Catering Rust Sanctuary	133,321	64,560	134,550	128,176	141,282
Retail - Food	810,284	586,342	907,046	776,063	983,923
Retail - Pro Shop	99,833	128,354	96,500	102,840	96,500
Retail Merchandise	19,730	32,731	62,710	37,685	52,900
Vending Machine Operation	0	0	0	0	0
Firewood	28,320	38,700	30,000	23,100	35,000
<b>TOTAL RETAIL OPERATIONS</b>	<b>1,921,740</b>	<b>1,386,375</b>	<b>2,331,711</b>	<b>1,969,886</b>	<b>2,528,089</b>
Telephone	77,876	76,087	80,060	65,717	90,914
Electricity	531,877	471,553	665,900	472,276	684,400
Natural Gas	22,280	27,182	32,500	21,785	32,500
Other	69	191	0	537	0
Water/Sewer	151,824	136,997	213,004	126,125	203,449
Propane Gas	50,899	59,274	74,900	58,886	84,300
Heating Oil	750	2,278	5,000	3,096	7,500
Internet/Cable	73,161	79,819	77,890	71,526	83,860
<b>TOTAL UTILITIES</b>	<b>908,735</b>	<b>853,382</b>	<b>1,149,254</b>	<b>819,948</b>	<b>1,186,923</b>
Note Payable VRA Principal			375,000	0	507,711
Interest Expense VRA Note	502,032	557,322	674,325	434,451	651,908
<b>TOTAL DEBT SERVICE</b>	<b>502,032</b>	<b>557,322</b>	<b>1,049,325</b>	<b>434,451</b>	<b>1,159,619</b>
<b>TOTAL EXPENSES</b>	<b>\$ 19,827,035</b>	<b>\$ 18,273,667</b>	<b>\$ 25,309,402</b>	<b>\$ 19,892,722</b>	<b>\$ 28,796,268</b>
<b>TRANSFERS OUT</b>					
Trans. - Gen. Fund for Central Maint.	\$ 828,890	\$ 235,850	\$ 825,112	\$ 0	\$ 0
Transfer to General Fund	\$ (511,606)	\$ (234,301)	\$ 0	\$ 0	\$ 0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ 317,284</b>	<b>\$ 1,549</b>	<b>\$ 825,112</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 20,144,320</b>	<b>\$ 18,275,215</b>	<b>\$ 26,134,514</b>	<b>\$ 19,892,722</b>	<b>\$ 28,796,268</b>
Donation/Adjustments	\$ (279,356)	\$ 4,749	\$ 0	\$ 0	\$ 0
<b>OPERATING INCOME (LOSS)</b>	<b>\$ 637,809</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 5,863,975</b>	<b>\$ 25,000</b>
Transfer to Designated Set Aside	637,809	0	0	0	0
Transfer to Capital Fund	0	2,244,039	0	1,076,191	0
Transfer to Retirement Plan	0	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	0	748,013	0	0	0
Transfer to Sustainability Reserve	0	748,013	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>637,809</b>	<b>3,740,065</b>	<b>25,000</b>	<b>1,076,191</b>	<b>25,000</b>
<b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,787,784</b>	<b>0</b>
<b>ENDING BALANCE</b>	<b>\$ 287,146</b>	<b>\$ 287,146</b>	<b>\$ 287,146</b>	<b>\$ 5,074,930</b>	<b>\$ 287,146</b>

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

## **PROGRAM OVERVIEW**

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

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

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

## **REVENUE & EXPENSE SUMMARY**

	<b>FY 2021 ACTUAL</b>	<b>FY 2022 REVISED</b>	<b>FY 2023 ADOPTED</b>	<b>% CHANGE 2022-2023</b>
<b>REVENUE BY SOURCE</b>				
User Fees	1,328	20,300	20,300	0.0 %
Other Revenue	13,500	18,600	13,200	(29.0)%
<b>TOTAL REVENUE</b>	<b>14,828</b>	<b>38,900</b>	<b>33,500</b>	<b>(13.9)%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	113,889	149,659	156,496	4.6 %
Operating Costs	811	13,950	13,950	0.0 %
Maintenance Costs	20,133	21,000	21,600	2.9 %
Utilities	7,911	8,100	8,700	7.4 %
<b>TOTAL EXPENSES</b>	<b>142,742</b>	<b>192,709</b>	<b>200,746</b>	<b>4.2 %</b>
<b>Net Income</b>	<b>(127,914)</b>	<b>(153,809)</b>	<b>(167,246)</b>	

## **BUDGET HIGHLIGHTS**

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

- There are no major variances in this budget.

## **STAFFING SUMMARY**

	<b>FY 2019 APPROVED (FTE)</b>	<b>FY 2020 APPROVED (FTE)</b>	<b>FY 2021 APPROVED (FTE)</b>	<b>FY 2022 REVISED (FTE)</b>	<b>FY 2023 BUDGET (FTE)</b>
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.75	.86	.95	.95	.95



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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 15,124	\$ (305)	\$ 17,000	\$ 13,145	\$ 17,000
4498	Mill Rental	2,520	1,500	2,500	2,375	2,500
4230	Entrance Fees/Group Admissions	326	133	800	365	800
	<b>TOTAL USER FEES</b>	<b>17,969</b>	<b>1,328</b>	<b>20,300</b>	<b>15,885</b>	<b>20,300</b>
4510	Misc. Revenue	341	0	0	0	0
4420	House Rental	14,850	13,500	18,600	19,839	13,200
	<b>TOTAL OTHER REVENUE</b>	<b>15,191</b>	<b>13,500</b>	<b>18,600</b>	<b>19,839</b>	<b>13,200</b>
	<b>TOTAL REVENUES</b>	<b>33,160</b>	<b>14,828</b>	<b>38,900</b>	<b>35,724</b>	<b>33,500</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 83,953	\$ 81,854	\$ 88,019	\$ 79,737	\$ 92,358
5020	Part-Time Salaries	10,209	7,897	34,085	13,482	34,682
5030	FICA	7,219	6,890	9,180	7,004	9,719
5060	Life Insurance	854	770	979	690	1,053
5050	Retirement	15,128	16,404	17,184	14,031	18,472
5070	Unemployment Tax	37	74	210	60	213
	<b>TOTAL PERSONNEL SERVICES</b>	<b>117,399</b>	<b>113,889</b>	<b>149,659</b>	<b>115,005</b>	<b>156,496</b>
5490	Programs & Promotions	9,013	811	13,600	3,799	13,600
5570	Uniforms	90	0	350	0	350
	<b>TOTAL OPERATING COSTS</b>	<b>9,102</b>	<b>811</b>	<b>13,950</b>	<b>3,799</b>	<b>13,950</b>
5180	Equipment/Vehicle Maintenance	0	0	0	0	0
5190	Facility Op. & Maintenance	15,875	20,021	20,000	18,631	20,600
5510	Rental House Maintenance	0	112	1,000	2,195	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>15,875</b>	<b>20,133</b>	<b>21,000</b>	<b>20,827</b>	<b>21,600</b>
5580-001	Telephone	3,296	2,865	3,300	3,153	3,300
5580-002	Electricity	2,043	1,980	2,500	1,951	2,500
5580-004	Water/Sewer	855	802	1,100	569	1,100
5580-009	Heating Oil	0	441	0	0	0
5580-016	Internet/Cable	1,256	1,824	1,200	1,760	1,800
	<b>TOTAL UTILITIES</b>	<b>7,450</b>	<b>7,911</b>	<b>8,100</b>	<b>9,148</b>	<b>8,700</b>
	<b>TOTAL EXPENSES</b>	<b>149,827</b>	<b>142,742</b>	<b>192,709</b>	<b>148,778</b>	<b>200,746</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(116,667)</b>	<b>(127,914)</b>	<b>(153,809)</b>	<b>(113,054)</b>	<b>(167,246)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2023



### Aldie Mill Historic Park:

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



Objectives:

- Develop a minimum of (2) new strategies to conduct SOL based programs virtually.
- Survey schools and past clients to develop an understanding of post pandemic needs.
- Create and implement (1) new revenue generating program.
- Maintain a minimum of (6) community partnerships.
- Develop a minimum of (2) new strategies to promote Mill rentals.
- Continue to cultivate, implement and evaluate a successful volunteer program.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

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



Objectives:

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

### Mt. Defiance Historic Park:

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



Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Implement (2) promotional strategies for the six newly installed interpretive signs for self-guided tours.

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

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



Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.

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

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

### **Aldie Mill**

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

#### **Highlights**

- Highlighted the Daniel Dangerfield interpretive sign at the mill to offer public programming about our untold African American history.
- Continued strong community partnerships including with local elementary school and Aldie Heritage Association for 3-way programming.
- Added (1) new SOL based program for 4th-6th graders.
- Developed new rental strategies around offering more flexible time frames to rent the space.
- Re-introduced (1) revenue generating program that had been lost due to pandemic.

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

#### **Highlights**

- Began the process of establishing Resident Curator program for Mt. Defiance.
- Implemented strategies and training techniques developed by the Customer Service Committee.

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

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

#### **Highlights**

- Maintained (3) community partnerships including an enhanced partnership with Civil War Trails to promote educational programming.
- Obtained new VDOT signage to help promote visitation and self-guided tours.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Daily tour attendance	1,646	1,962	2,700	1,150	2,700
• Annual attendance at public programs	200	131	400	124	400
• Special event attendance	996	55	1,200	150	1,200
• Number of facility rentals	3	1	6	2	6
• School tour attendance	713	124	900	54	450
• Virtual tour attendance	0	52	3,000	N/A	3,000
• Scout tours	0	0	100	0	100
• Volunteer hours received	641	412.5	550	257	550

# ALGONKIAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 227,486	\$ 243,400	\$ 260,000	6.8%
Retail Operations	90	500	500	0.0%
Other Revenue	300	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 227,877</b>	<b>\$ 243,900</b>	<b>\$ 260,500</b>	<b>6.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 554,748	\$ 623,457	\$ 671,429	7.7%
Operating Costs	13,835	12,100	12,100	0.0%
Maintenance Costs	36,582	41,000	46,100	12.4%
Insurance	2,244	2,500	2,554	2.2%
Retail Operations	144	150	150	0.0%
Utilities	7,393	10,100	10,449	3.5%
<b>TOTAL EXPENSES</b>	<b>\$ 614,946</b>	<b>\$ 689,307</b>	<b>\$ 742,782</b>	<b>7.8%</b>
<b>Net Income</b>	<b>(\$387,070)</b>	<b>(\$445,407)</b>	<b>(\$482,282)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Increased revenue due to additional activity and rate updates.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.75	3.88	3.95	3.95	3.95

## ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-035 ALGONKIAN REGIONAL PARK</b>						
<b>REVENUES</b>						
4460	Launch & Parking Fees	\$ 10,384	\$ 14,094	\$ 14,000	\$ 5,854	\$ 14,000
4600,4602	Programmed Events	4,568	4,419	6,000	1,227	6,000
4670	Shelter Reservations	40,690	63,247	75,000	59,817	81,000
4045	Athletic Field Use Fees	1,932	1,152	3,400	0	1,500
4080	Boat/RV Storage	116,746	140,425	140,000	113,134	150,000
4500	Miniature Golf	5,865	4,149	5,000	6,566	7,500
4800	Vendor Fees	0	0	0	0	0
	<b>TOTAL USER FEES</b>	<b>180,186</b>	<b>227,486</b>	<b>243,400</b>	<b>186,598</b>	<b>260,000</b>
4640	Retail - Food	0	90	500	77	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>90</b>	<b>500</b>	<b>77</b>	<b>500</b>
4510	Miscellaneous Revenue	147	300	0	0	0
4636	Rental Device Commission	200	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>347</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 180,533</b>	<b>\$ 227,877</b>	<b>\$ 243,900</b>	<b>\$ 186,674</b>	<b>\$ 260,500</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 330,868	\$ 323,326	\$ 359,195	\$ 312,916	\$ 374,382
5020	Part-Time Salaries	56,320	80,251	100,722	72,048	119,226
5030	FICA	28,680	29,847	34,809	28,252	37,761
5040	Hospitalization	47,131	52,547	53,089	42,398	60,079
5060	Life Insurance	3,451	3,131	4,039	2,647	4,268
5050	Retirement	60,181	65,143	70,859	54,690	74,876
5070	Unemployment Tax	235	503	744	409	836
	<b>TOTAL PERSONNEL SERVICES</b>	<b>526,866</b>	<b>554,748</b>	<b>623,457</b>	<b>513,359</b>	<b>671,429</b>
5230	Gas and Diesel	10,083	11,745	7,000	12,661	7,000
5490, 5492	Programs and Promotions	2,010	847	3,000	1560	3,000
5570	Uniforms	1124	1244	2,100	245	2,100
	<b>TOTAL OPERATING COSTS</b>	<b>13,218</b>	<b>13,835</b>	<b>12,100</b>	<b>14,465</b>	<b>12,100</b>
5180	Equipment/Vehicle Maintenance	4,527	4,015	9,000	4,543	9,900
5190	Facility Op. & Maintenance	25,423	32,567	32,000	30,142	36,200
	<b>TOTAL MAINTENANCE COSTS</b>	<b>29,951</b>	<b>36,582</b>	<b>41,000</b>	<b>34,685</b>	<b>46,100</b>
5290	Insurance - Vehicle	2,228	2,244	2,500	2,268	2,554
	<b>TOTAL INSURANCE</b>	<b>2,228</b>	<b>2,244</b>	<b>2,500</b>	<b>2,268</b>	<b>2,554</b>
5520	Retail - Food	0	144	150	5	150
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>144</b>	<b>150</b>	<b>5</b>	<b>150</b>
5580-001	Telephone	805	815	800	912	800
5580-002	Electricity	5,822	4,128	7,000	4,860	7,000
5580-004	Water/Sewer	1,315	1,375	1,400	2,052	1,449
5580-016	Internet/Cable	923	1075	900	1039	1200
	<b>TOTAL UTILITIES</b>	<b>8,865</b>	<b>7,393</b>	<b>10,100</b>	<b>8,863</b>	<b>10,449</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 581,128</b>	<b>\$ 614,946</b>	<b>\$ 689,307</b>	<b>\$ 573,645</b>	<b>\$ 742,782</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$400,595)</b>	<b>(\$387,070)</b>	<b>(\$445,407)</b>	<b>(\$386,971)</b>	<b>(\$482,282)</b>

# ALGONKIAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Continue to implement plan to replace park signage with standardized NOVA Parks signs.
- 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.
- Maintain a minimum of (3) diverse community partnerships.
- Continue to maintain and improve the trail systems through sustainable trail maintenance efforts.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 1,000 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:

- 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 (3) special events aimed at increasing awareness of the park and features.

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



#### Objectives:

- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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.

### 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 improvement plan for the mini golf.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters. Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.



## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Utilized maintenance inspection forms for all facilities.
- Partnered with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, and Loudoun County Crew teams.
- 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.

***Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the 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: Develop and enhance best practices to provide a quality customer experience.***

**Highlights**

- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines.
- Implemented strategies and training techniques developed by the Customer Service Committee.
- Hosted CPR/First Aid course to recertify and certify staff.
- Reviewed and updated the park FAQ page with additional common requests.

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

**Highlights**

- Maintained boat storage lots at 95% capacity.
- Continued to update and enhance the staff toolkit that enables and empowers part-time staff to effectively make decisions and solve problems.

## **MEASURABLE RESULTS**

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of boat launches	667	208	2,100	50	2,100
• Boat/RV storage usage	189	182	197	190	197
• Number of miniature golf rounds	1,262	498	1,240	1,436	1,800
• Number of picnic shelter rentals	229	360	360	261	360
• Number of programmed events	1	1	4	0	2

# ALGONKIAN GOLF COURSE

## PROGRAM OVERVIEW

Algonkian Golf Course is an 18-hole, par 72 course in Algonkian Regional Park. Built in the early 1960's, this traditional layout measures over 7,000 yards from the back tees. It provides the golfer with a variety of open and tight tree lined fairways featuring mature hardwoods and meandering creeks. Working towards the NOVA Parks goal of conservation, Algonkian maintains certification through Audubon International as an Audubon Cooperative Sanctuary. Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs. Algonkian Golf Course also serves as the home course for local High School Golf Teams.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,552,488	\$ 1,064,125	\$ 1,188,875	11.7%
Retail Operations	213,640	161,000	168,920	4.9%
Other Revenue	7,545	10,000	10,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,773,673</b>	<b>\$ 1,235,125</b>	<b>\$ 1,367,795</b>	<b>10.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 711,286	\$ 740,263	\$ 811,363	9.6%
Operating Costs	62,681	86,917	86,917	0.0%
Maintenance Costs	164,470	182,658	198,450	8.6%
Insurance	984	1,000	1,011	1.1%
Retail Operations	87,947	70,650	73,850	4.5%
Utilities	46,484	52,012	53,500	2.9%
<b>TOTAL EXPENSES</b>	<b>\$ 1,073,851</b>	<b>\$ 1,133,500</b>	<b>\$ 1,225,091</b>	<b>8.1%</b>
<b>Net Income</b>	<b>\$ 699,822</b>	<b>\$ 101,625</b>	<b>\$ 142,704</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted 10.7% higher due to the increase in golf play since the start of the pandemic. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	7.5	7.5	7.5	7.5	7.5
Part-Time	5.78	5.78	5.63	5.63	5.63

## ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-010 ALGONKIAN GOLF COURSE</b>						
<b>REVENUES</b>						
4210	Driving Range	\$ 57,328	\$ 122,003	\$ 70,875	\$ 85,747	\$ 95,000
4220	Cart Rental	171,629	281,736	220,500	238,376	245,000
4320	Golf Club Rental	2,145	2,593	3,000	2,220	3,000
4380	Green Fees	647,599	1,136,152	761,250	824,264	837,375
4400	Golf Handicap Program	3,419	5,238	5,500	3,482	5,500
4610	Pull Cart Rental	2,831	4,766	3,000	2,745	3,000
	<b>TOTAL USER FEES</b>	<b>884,951</b>	<b>1,552,488</b>	<b>1,064,125</b>	<b>1,156,834</b>	<b>1,188,875</b>
4475	Lessons	2,625	2,736	10,000	1,920	10,000
4510	Miscellaneous Revenue	487	4,809	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>3,112</b>	<b>7,545</b>	<b>10,000</b>	<b>1,920</b>	<b>10,000</b>
4641	Retail - Alcoholic Beverages	43,183	75,828	50,000	53,497	50,000
4640,4642,4643	Retail - Food	39,729	69,305	66,000	48,772	73,920
4650	Retail - Pro Shop	38,963	68,507	45,000	46,671	45,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>121,876</b>	<b>213,640</b>	<b>161,000</b>	<b>148,940</b>	<b>168,920</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,009,939</b>	<b>\$ 1,773,673</b>	<b>\$ 1,235,125</b>	<b>\$ 1,307,694</b>	<b>\$ 1,367,795</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 344,438	\$ 359,488	\$ 376,738	\$ 323,089	\$ 409,550
5020	Part-Time Salaries	112,227	152,844	149,510	118,573	165,810
5030	FICA	33,946	36,788	40,258	31,939	44,015
5040	Hospitalization	79,353	86,826	93,087	82,642	104,300
5060	Life Insurance	3,539	3,213	4,295	2,916	4,669
5050	Retirement	65,958	71,387	75,348	61,602	81,910
5070	Unemployment Tax	400	739	1,028	569	1,109
	<b>TOTAL PERSONNEL SERVICES</b>	<b>639,861</b>	<b>711,286</b>	<b>740,263</b>	<b>621,328</b>	<b>811,363</b>
5160	Golf Cart Rental	47,323	49,404	51,625	49,404	51,625
5138	Beverage Cart Rental	2,541	3,436	2,772	3,436	2,772
5230	Gas and Diesel	6,293	4,574	18,000	5,625	18,000
5260	Golf Handicap Program	2,332	1,083	3,420	165	3,420
5263	Instructor Fees	1,950	2,325	9,000	1,800	9,000
5570	Uniforms	1,432	1,859	2,100	1,354	2,100
	<b>TOTAL OPERATING COSTS</b>	<b>61,870</b>	<b>62,681</b>	<b>86,917</b>	<b>61,785</b>	<b>86,917</b>
5180	Equipment/Vehicle Maintenance	20,754	18,364	20,758	19,157	22,834
5190	Facility Op. & Maintenance	52,347	50,956	53,600	48,800	56,816
5240	Golf Course Maintenance	74,462	95,150	108,300	76,928	118,800
	<b>TOTAL MAINTENANCE COSTS</b>	<b>147,562</b>	<b>164,470</b>	<b>182,658</b>	<b>144,885</b>	<b>198,450</b>
5265	Insurance - Liquor Liability	608	535	500	542	500
5290	Insurance - Vehicle	0	449	500	454	511
	<b>TOTAL INSURANCE</b>	<b>608</b>	<b>984</b>	<b>1,000</b>	<b>995</b>	<b>1,011</b>
5521	Retail - Alcoholic Beverages	15,289	21,865	15,000	15,881	15,000
5520	Retail - Food	18,318	27,381	26,400	19,690	29,600
5530	Retail - Pro Shop	41,723	38,701	29,250	28,533	29,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>75,330</b>	<b>87,947</b>	<b>70,650</b>	<b>64,104</b>	<b>73,850</b>
5580-001	Telephone	3,917	4,098	3,960	3,140	4,500
5580-002	Electricity	27,104	25,456	31,000	20,697	31,000
5580-004	Water/Sewer	4,341	4,537	4,552	6,772	4,800
5580-008	Propane Gas	9,901	8,255	9,000	6,243	9,000
5580-016	Internet/Cable	3,177	4,138	3,500	3,684	4,200
	<b>TOTAL UTILITIES</b>	<b>48,441</b>	<b>46,484</b>	<b>52,012</b>	<b>40,536</b>	<b>53,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 973,672</b>	<b>\$ 1,073,851</b>	<b>\$ 1,133,500</b>	<b>\$ 933,633</b>	<b>\$ 1,225,091</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 36,267</b>	<b>\$ 699,822</b>	<b>\$ 101,625</b>	<b>\$374,061</b>	<b>\$ 142,704</b>

# ALGONKIAN GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Continue to refine the Heron Club membership with focus on customer appeal and profitability.
- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Refine the annual membership program with focus on customer appeal and profitability.
- Develop, Implement, and establish the Gallus Golf App program with a goal of establishing a membership base of 1,000 in the first year.

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



#### Objectives:

- Refine the annually developed Revenue Playbook in Wrike and utilize a minimum of two new technology tools to ensure we are promoting events and programs to reach new and existing customers.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- 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.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.

### **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.
- Consistently evaluate the previous year’s internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Develop a minimum of (2) outreach programs through partner organizations.

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



#### Objectives:

- Review and refine volunteer training protocol and onboarding process.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Conduct a minimum of (1) unannounced outside review of services and facilities through our golf consultants.

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



#### Objectives:

- Work with Food and Beverage Manager to consolidate menu with the focus on freshness, timely delivery, and profitability.
- Develop standardized staff training program for food prep, par levels and food presentation.
- Develop a promotion and sales plan with (2) strategies to increase retail revenues to reach 2023 budget.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 3% over FY22 gross.

# ALGONKIAN GOLF COURSE

## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

#### **Highlights**

- Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf, Member Guest Tournament, member guest specials, text club promotions and prize giveaways for new or renewing members.
- Worked with Troon Golf Management to identify market segments and to develop a promotional plan to target those segments.
- Implemented a new membership portal for members to easily book and cancel tee times.
- Reviewed and refined Heron Club membership benefits.

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

#### **Highlights**

- Surveyed customers to understand desired course improvements and offerings.
- Retained FY21 leagues and league membership.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Utilized text messaging and targeted emails to offer “demand pricing” at off peak times.
- Continued to utilize social media to conduct contests and push offerings to retain core golfers.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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

#### **Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Refined the outing and tournament tracking and sales tool to track potential sales leads.
- Implemented new events and promotions to include virtual pro-am tournaments and driving range specials.
- Continued partnerships with First Tee and Special Olympics DC to provide quality programs and events.

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

#### **Highlights**

- Installed and implemented a new tee sheet and Point of Sale to better serve our customers.
- 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.

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

#### **Highlights**

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

## **MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 TARGET</b>
				<b>6 months JUL- DEC 2021</b>	
-For complete accuracy some data is still being gathered.					
• 18 hole golf rounds (paid)	19,544	27,983	21,500	19,465	23,000
• 18 hole golf rounds (members)	4,682	6,334	8,500	4,711	8,500
• Power cart rentals-18 hole equivalent	12,611	20,682	11,760	10,319	13,800
• Number of driving range buckets sold	5,574	11,300	6,500	4,606	7,250
• Number of annual golf memberships sold	35	146	55	43	55
• Number of Heron Club Cards sold	100	262	200	109	200
• Per customer average on pro shop merchandise	\$1.60	\$2.00	\$1.50	\$1.50	\$1.43
• Per customer average on food & beverage	\$3.43	\$4.23	\$3.87	\$3.19	\$3.93
• Revenue per round of golf played	\$41.78	\$51.68	\$39.50	\$40.06	\$43.42
• Expense per round of golf played	\$40.28	\$31.29	\$37.78	\$22.63	\$38.89
• Volunteer hours received	6,456	5,199	6,800	N/A	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 86,275	\$ 335,250	\$ 384,625	14.7%
Retail Operations	23,126	101,150	110,000	8.7%
Other Revenue	0	—	—	-
<b>TOTAL REVENUE</b>	<b>\$ 109,402</b>	<b>\$ 436,400</b>	<b>\$ 494,625</b>	<b>13.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 59,172	\$ 234,413	\$ 259,078	10.5%
Maintenance Costs	39,901	60,000	66,500	10.8%
Retail Operations	16,286	41,225	45,000	9.2%
Utilities	18,245	28,800	30,300	5.2%
<b>TOTAL EXPENSES</b>	<b>\$ 133,604</b>	<b>\$ 364,438</b>	<b>\$ 400,878</b>	<b>10.0%</b>
<b>Net Income</b>	<b>\$ (24,202)</b>	<b>\$ 71,962</b>	<b>\$ 93,747</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 13.3% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.07	8.16	2.02	8.08	8.08

## VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-020 ALGONKIAN VOLCANO ISLAND WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 172,878	\$ 74,804	\$ 277,100	\$ 188,566	\$ 300,000
4570	Group Admissions	69,526	4,822	43,750	26,388	65,625
4490	Locker Rental	287	0	500	280	500
4560, 4580	Waterpark Passes	9,288	4,199	10,400	11,970	15,000
4670	Shelter Reservations	1,947	2,451	3,500	2,623	3,500
	<b>TOTAL USER FEES</b>	<b>253,924</b>	<b>86,275</b>	<b>335,250</b>	<b>229,826</b>	<b>384,625</b>
4640	Retail Operations	52,523	21,900	93,500	65,811	100,000
4660	Swim Merchandise	3,484	1,226	7,650	4,132	10,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>56,007</b>	<b>23,126</b>	<b>101,150</b>	<b>69,943</b>	<b>110,000</b>
4510	Miscellaneous Revenue	139	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 310,071</b>	<b>\$ 109,402</b>	<b>\$ 436,400</b>	<b>\$ 299,769</b>	<b>\$ 494,625</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 128,349	\$ 54,817	\$ 216,748	\$ 119,954	\$ 239,554
5030	FICA	7,147	4,193	16,581	9,176	18,326
5070	Unemployment Tax	389	162	1,084	741	1,198
	<b>TOTAL PERSONNEL SERVICES</b>	<b>135,885</b>	<b>59,172</b>	<b>234,413</b>	<b>129,870</b>	<b>259,078</b>
5190	Facility Op. & Maintenance	31,232	39,901	60,000	43,475	66,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>31,232</b>	<b>39,901</b>	<b>60,000</b>	<b>43,475</b>	<b>66,500</b>
5520	Retail Operations	51,359	16,286	37,400	36,517	40,000
5535	Swim Merchandise	(970)	0	3,825	2,836	5,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>50,390</b>	<b>16,286</b>	<b>41,225</b>	<b>39,353</b>	<b>45,000</b>
5580-001	Telephone	1,160	1,395	1,100	1,452	1,400
5580-002	Electricity	18,578	11,685	23,000	15,577	23,000
5580-004	Water/Sewer	3,157	3,299	3,500	4,925	4,500
5580-016	Internet/Cable	1,165	1,866	1,200	1,385	1,400
	<b>TOTAL UTILITIES</b>	<b>24,060</b>	<b>18,245</b>	<b>28,800</b>	<b>23,340</b>	<b>30,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 241,567</b>	<b>\$ 133,604</b>	<b>\$ 364,438</b>	<b>\$ 236,038</b>	<b>\$ 400,878</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 68,504</b>	<b>\$ (24,202)</b>	<b>\$ 71,962</b>	<b>\$ 63,731</b>	<b>\$ 93,747</b>



# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Work with the Marketing and Aquatics teams to continue to rebrand and reimagine the Annual Waterpark Pass to increase sales.
- 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 perks to include early admission, bring a friend, food and beverage discounts and perk parties.

**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.
- Work closely with the NOVA Parks Recruiter to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.

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



Objectives:

- Research and develop a plan to implement online waterpark ticket sales.
- 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.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Establish a consistent in and out of season meeting schedule with the Aquatics Manager to review and work to enhance all aspects of operations, including facility SOP(s), needed, and required facility maintenance and improvement projects, training, hiring and retention of staff.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.

**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.
- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery and profitability.
- Refine and market group and party food and retail offerings.
- Implement an effective inventory management system to reduce waste and meet customer needs.

**Goal Five: 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 to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

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

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

**Highlights**

- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Worked to develop a culture of safety with our new staff after being closed for a season including consistent trainings and both internal and external program reviews and audits.
- Reviewed and refined orientation to streamline the process.
- Expanded attendance at hiring events throughout the area, to include job fairs and school visits.
- Hosted multiple in-house NOVA Parks job fairs
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training.

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

**Highlights**

- Conducted surveys of groups participants to understand client expectations during the pandemic.
- Marketed birthday parties highlighting the safety provided by an outdoor experience.

**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.

**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.
- Continued to expand facility theming with installation of two new volcano-themed slides, as well as a complete remodel of the admissions area.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2022 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.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of general admissions	24,209	7,549	30,600	21,640	30,600
• Number of youth group participants	11,179	826	7,700	4,579	10,000
• Number of Annual Waterpark Passes sold	15	150	120	81	170
• Avg. amount customers spent on food, beverages & retail	\$1.58	\$2.56	\$2.44	\$2.50	\$2.46
• Number of birthday party participants	665	321	1,000	809	1000
• Number of birthday parties	42	28	65	74	65

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 88,945	\$ 202,000	\$ 210,000	4.0%
Retail Operations	136,834	384,750	403,988	5.0%
Other Revenue	13,559	32,475	34,122	5.1%
<b>TOTAL REVENUE</b>	<b>\$ 239,338</b>	<b>\$ 619,225</b>	<b>\$ 648,110</b>	<b>4.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 91,099	\$ 180,312	\$ 210,070	16.5%
Operating Costs	27,124	65,800	64,739	-1.6%
Maintenance Costs	34,632	43,000	45,700	6.3%
Insurance	2,671	2,500	3,500	40.0%
Retail Operations	39,664	118,000	123,900	5.0%
Utilities	15,835	18,100	18,100	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 211,024</b>	<b>\$ 427,712</b>	<b>\$ 466,009</b>	<b>9.0%</b>
<b>Net Income</b>	<b>\$ 28,314</b>	<b>\$ 191,513</b>	<b>\$ 182,101</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs. There is also an increase in liquor liability insurance cost.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.83	1.33	1.33	1.33	1.33
Part-Time	2.21	2.72	2.02	2.40	2.64

## THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-030 ALGONKIAN-WOODLANDS MEETING &amp; EVENT CENTER</b>						
<b>REVENUES</b>						
4130	Woodlands Rental	\$ 174,837	\$ 88,945	\$ 200,000	\$ 179,494	\$ 210,000
4443	Kitchen Use Fee	0	0	2,000	0	0
	<b>TOTAL USER FEES</b>	<b>174,837</b>	<b>88,945</b>	<b>202,000</b>	<b>179,494</b>	<b>210,000</b>
4821	Equipment Rental	21,542	8,545	20,000	27,649	21,000
4822	Contract Employment	11,425	5,015	12,475	28,054	13,122
	<b>TOTAL OTHER REVENUE</b>	<b>32,967</b>	<b>13,559</b>	<b>32,475</b>	<b>55,703</b>	<b>34,122</b>
4640,4641,4647	Retail - Alcohol	91,876	31,610	87,500	103,829	91,875
4115	Catering	264,729	85,996	250,000	269,490	262,500
4682	Administrative Fee	54,909	19,227	47,250	63,051	49,613
	<b>TOTAL RETAIL OPERATIONS</b>	<b>411,513</b>	<b>136,834</b>	<b>384,750</b>	<b>436,371</b>	<b>403,988</b>
	<b>TOTAL REVENUES</b>	<b>\$ 619,316</b>	<b>\$ 239,338</b>	<b>\$ 619,225</b>	<b>\$ 671,568</b>	<b>\$ 648,110</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 69,412	\$ 41,918	\$ 69,289	\$ 56,098	\$ 73,487
5020	Part-Time Salaries	29,736	30,185	77,093	23,251	95,424
5030	FICA	7,535	5,375	11,198	5,773	12,922
5040	Hospitalization	4,713	5,006	7,645	9,114	12,171
5060	Life Insurance	572	290	790	340	838
5050	Retirement	12,346	8,196	13,858	9,697	14,697
5070	Unemployment Tax	89	130	439	130	530
	<b>TOTAL PERSONNEL SERVICES</b>	<b>124,403</b>	<b>91,099</b>	<b>180,312</b>	<b>104,403</b>	<b>210,070</b>
5186	Equipment Rental	19,632	7,369	19,000	24,287	19,950
5146	Contract Employment	79,030	17,690	39,000	80,438	37,589
5230	Gas and Diesel	0	0	600	110	0
5340	Linen Service	2,269	1,437	3,000	762	3,000
5570	Uniforms	90	306	700	195	700
5490	Programs and Promotions	2,061	321	3,500	1,686	3,500
	<b>TOTAL OPERATING COSTS</b>	<b>103,082</b>	<b>27,124</b>	<b>65,800</b>	<b>107,477</b>	<b>64,739</b>
5180	Equipment/Vehicle Maintenance	0	157	1,000	1,637	1,100
5190	Facility Op. & Maintenance	30,910	34,475	42,000	41,328	44,600
	<b>TOTAL MAINTENANCE COSTS</b>	<b>30,910</b>	<b>34,632</b>	<b>43,000</b>	<b>42,965</b>	<b>45,700</b>
5265	Insurance-Liquor liability	2,544	2,671	2,500	1,800	3,500
	<b>TOTAL INSURANCE</b>	<b>2,544</b>	<b>2,671</b>	<b>2,500</b>	<b>1,800</b>	<b>3,500</b>
5143	Catering	107,755	32,896	90,000	77,648	94,500
5521	Retail - Alcohol	24,258	6,768	28,000	24,057	29,400
	<b>TOTAL RETAIL OPERATIONS</b>	<b>132,012</b>	<b>39,664</b>	<b>118,000</b>	<b>101,705</b>	<b>123,900</b>
5580-001	Telephone	2,538	2,399	2,600	2,156	2,600
5580-002	Electricity	10,463	9,852	11,000	8,095	11,000
5580-008	Propane	561	1,301	2,000	901	2,000
5580-016	Internet/Cable	2,091.64	2,281.55	2,500	2,346.01	2,500
	<b>TOTAL UTILITIES</b>	<b>15,653</b>	<b>15,835</b>	<b>18,100</b>	<b>13,497</b>	<b>18,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 408,605</b>	<b>\$ 211,024</b>	<b>\$ 427,712</b>	<b>\$ 371,848</b>	<b>\$ 466,009</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 210,711</b>	<b>\$ 28,314</b>	<b>\$ 191,513</b>	<b>\$ 299,721</b>	<b>\$ 182,101</b>

# THE WOODLANDS AT ALGONKIAN PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted campaign strategy that address social, print, media, promotions and required collateral for the Woodlands.
- Implement at least (2) new strategies to increase off-peak event rentals.
- Maintain an effective system for consistent follow up and response to online and mail survey reviews.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Perform detailed event tracking and analysis to monitor expense and revenue performance.
- Host a minimum of (2) open house events.
- Continue to implement a plan that focuses on attracting nontraditional rental business developing a minimum of (2) new strategies.
- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- Conduct a comprehensive review of our catering and alcohol offerings that focus on how we can improve our services.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment of Event and Food & Beverage staff.

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



#### Objectives:

- Re-vitalize and update the facility virtual tour.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Implement formal training procedures and guidelines for Events Assistant.

# **THE WOODLANDS AT ALGONKIAN PARK**

## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

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

***Goal Two: Enhance the facilities and provide a unique and exceptional customer experience.***

**Highlights**

- Updated the virtual facility tour to include Matterport 360 visual elements.
- Implemented strategies and techniques developed by the Customer Service Committee.
- Created and implemented new communication processes with Great Blue Heron catering to ensure a seamless guest experience
- Reviewed and updated training documents for Events Coordinator position
- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines.

## **MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Number of social rentals (events)	45	25	58	36	60
• Number of wedding/social events catered (in-house)	40	24	54	36	60
• Number of daytime rentals (meetings)	36	10	31	15	31

# ALGONKIAN COTTAGES

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 321,745	\$ 280,600	\$ 303,000	8.0%
<b>TOTAL REVENUE</b>	<b>\$ 321,745</b>	<b>\$ 280,600</b>	<b>\$ 303,000</b>	<b>8.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 119,399	\$ 140,664	\$ 145,654	3.5%
Operating Costs	15,722	11,480	15,000	30.7%
Maintenance Costs	22,566	28,000	32,375	15.6%
Utilities	37,940	44,052	43,300	-1.7%
<b>TOTAL EXPENSES</b>	<b>\$ 195,627</b>	<b>\$ 224,196</b>	<b>\$ 236,329</b>	<b>5.4%</b>
<b>Net Income</b>	<b>\$ 126,118</b>	<b>\$ 56,404</b>	<b>\$ 66,671</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Operating and maintenance costs are budgeted to increase, but higher user fee revenue results in a slightly higher budgeted net income.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.5	0.5	0.5	0.5	0.5
Part-Time	2.98	2.98	3.00	3.00	3.00

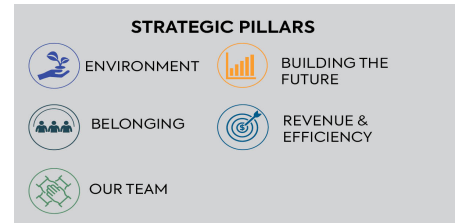


## ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-040 ALGONKIAN COTTAGES</b>						
<b>REVENUES</b>						
4150,4151	Cottage Rental	\$ 229,373	\$ 321,588	\$ 280,000	\$ 280,023	\$ 302,400
4470	Laundry	264	158	600	168	600
<b>TOTAL USER FEES</b>		<b>229,637</b>	<b>321,745</b>	<b>280,600</b>	<b>280,191</b>	<b>303,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 229,637</b>	<b>\$ 321,745</b>	<b>\$ 280,600</b>	<b>\$ 280,191</b>	<b>\$ 303,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 25,946	\$ 24,952	\$ 29,677	\$ 23,661	\$ 31,106
5020	Part-Time Salaries	51,977	76,025	89,215	73,469	94,072
5030	FICA	5,817	7,638	9,095	7,160	9,576
5040	Hospitalization	6,463	5,510	5,938	6,448	3,834
5060	Life Insurance	273	237	338	228	355
5050	Retirement	4,873	4,808	5,935	4,638	6,221
5070	Unemployment Tax	55	228	466	146	490
<b>TOTAL PERSONNEL SERVICES</b>		<b>95,403</b>	<b>119,399</b>	<b>140,664</b>	<b>115,750</b>	<b>145,654</b>
5340	Linen Service	13,760	15,722	11,480	11,403	15,000
<b>TOTAL OPERATING COSTS</b>		<b>13,760</b>	<b>15,722</b>	<b>11,480</b>	<b>11,403</b>	<b>15,000</b>
5180	Equipment/Vehicle Maintenance	79	281	500	1,009	550
5190	Facility Op. & Maintenance	22,505	22,285	27,500	25,139	31,825
<b>TOTAL MAINTENANCE COSTS</b>		<b>22,584</b>	<b>22,566</b>	<b>28,000</b>	<b>26,148</b>	<b>32,375</b>
5580-001	Telephone	1,407	1,613	2,000	1,410	2,000
5580-002	Electricity	16,841	15,874	20,000	15,426	20,000
5580-004	Water/Sewer	4,341	4,537	4,552	6,772	4,800
5580-008	Propane	1,072	1,225	2,500	305	1,500
5580-016	Internet/Cable	14,217	14,691	15,000	13,604	15,000
<b>TOTAL UTILITIES</b>		<b>37,877</b>	<b>37,940</b>	<b>44,052</b>	<b>37,517</b>	<b>43,300</b>
<b>TOTAL EXPENSES</b>		<b>\$ 169,625</b>	<b>\$ 195,627</b>	<b>\$ 224,196</b>	<b>\$ 190,818</b>	<b>\$ 236,329</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 60,012</b>	<b>\$ 126,118</b>	<b>\$ 56,404</b>	<b>\$ 89,372</b>	<b>\$ 66,671</b>

# ALGONKIAN COTTAGES

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Implement at least (2) new promotions to drive off-peak rentals.
- Implement a plan to reach past clientele and inform them of recent cottage improvements.
- Improve marketing efforts and branding by working with a minimum of (2) tourism-oriented associations.
- Continue to establish a visual cottage “theme” to include improvements through park signage and overall cottage appearance.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

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

**FY 2022 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.
- Continued to improve online reservation system to ensure a smooth check-in/check-out procedure greatly improving customer satisfaction and record keeping.
- Led consistent staff trainings on cottage check in procedures and enhanced customer service skills.
- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- Continued to improve the overall cottage aesthetics with new features such as sliding doors, new bed linens, and living room furniture.
- Implemented new cottage signage to create a cohesive visual theme.

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Three Bedroom-Rental Nights (8 cottages)	649	846	985	611	985
• Four Bedroom-Rental Nights (2 cottages)	216	270	285	193	285
• Five Bedroom-Rental Nights (2 cottages)	221	232	285	177	285

# BEAVERDAM PROPERTY

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 16,395.19	\$ 12,000	\$ 15,500	29.2 %
<b>TOTAL REVENUE</b>	<b>\$ 16,395.19</b>	<b>\$ 12,000</b>	<b>\$ 15,500</b>	<b>29.2 %</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 17,507	\$ 30,329	\$ 36,005	18.7 %
Operating Costs	19	500	500	0.0 %
Maintenance Costs	6,184	10,500	10,550	0.5 %
<b>TOTAL EXPENSES</b>	<b>\$ 23,709</b>	<b>\$ 41,329</b>	<b>\$ 47,055</b>	<b>13.9 %</b>
<b>Net Income</b>	<b>\$ (7,314)</b>	<b>\$ (29,329)</b>	<b>\$ (31,555)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	1.03	1.03	0.58	1.03	1.03

## BEAVERDAM PROPERTY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-042 BEAVERDAM PROPERTY</b>						
<b>REVENUES</b>						
4460	Launch & Parking Fees	\$ 4,638	\$ 15,870	\$ 12,000	\$ 13,246	\$ 15,000
4600	Programmed Events	0	25	0	0	0
4800	Vendor Fees	0	500	0	0	500
<b>TOTAL USER FEES</b>		<b>4,638</b>	<b>16,395</b>	<b>12,000</b>	<b>13,246</b>	<b>15,500</b>
<b>TOTAL REVENUES</b>		<b>\$ 4,638</b>	<b>\$ 16,395</b>	<b>\$ 12,000</b>	<b>\$ 13,246</b>	<b>\$ 15,500</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 4,091	\$ 16,213	\$ 28,043	\$ 6,548	\$ 33,292
5030	FICA	313	1,240	2,145	487	2,547
5070	Unemployment Tax	11	54	140	30	166
<b>TOTAL PERSONNEL SERVICES</b>		<b>4,415</b>	<b>17,507</b>	<b>30,329</b>	<b>7,065</b>	<b>36,005</b>
5230	Gas and Diesel	0	19	500	80	500
<b>TOTAL OPERATING COSTS</b>		<b>0</b>	<b>19</b>	<b>500</b>	<b>80</b>	<b>500</b>
5180	Equipment/Vehicle Maintenance	0	893	500	0	550
5190	Facility Op. & Maintenance	5,378	5,291	10,000	3,918	10,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>5,378</b>	<b>6,184</b>	<b>10,500</b>	<b>3,918</b>	<b>10,550</b>
<b>TOTAL EXPENSES</b>		<b>\$ 9,793</b>	<b>\$ 23,709</b>	<b>\$ 41,329</b>	<b>\$ 11,063</b>	<b>\$ 47,055</b>
<b>OPERATING INCOME (LOSS)</b>		<b>(\$5,156)</b>	<b>(\$7,314)</b>	<b>(\$29,329)</b>	<b>\$2,183</b>	<b>(\$31,555)</b>

# BEAVERDAM PROPERTY

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Develop a minimum of (1) new program offering to engage guests.

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



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) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (3) diverse community partnerships to include the Loudoun County Scholastic Rowing Committee.
- Continue to participate in the development process for Reservoir Park and prepare for new park construction to begin in 2023.
- Working closely with the Park Operations Superintendent continue to develop the planned park budget for the projected opening in 2024.

**Goal Three: 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 (1) new program offering to engage guests.

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



Objectives:

- Develop a minimum of (1) new program offering to engage guests.

**FY 2022 STRATEGIC GOAL HIGHLIGHTS**

*Goal One: Continue to preserve and develop the parkland and facilities to provide a unique and exceptional customer experience.*

**Highlights**

- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines.
- Continued to implement maintenance standards and inspections to maintain parking and boat launch areas and trail system.
- Supported one Eagle Scout trail improvement project and one Girl Scout Silver Medal Award that highlighted Life Jacket Awareness.
- Local Boy Scout and Girl Scout troops conducted annual trail cleanups and graffiti removal.
- Maintained partnerships with Loudoun County Scholastic Rowing Committee, Loudoun Water, NRPA, and local boy and girl scout troops.
- Participated in Goose Creek Scenic River Advisory Committee meetings.
- Established new partnership with the National Safe Boating Council and supported their Safe Boating Campaign "Wear It" program.
  - Developed and implemented Water Safety Day Program with video messages highlighting general water safety and safe usage of the reservoir. Developed and implemented a social media campaign surrounding National Safe Boating Week.
- Began the development of an initial staffing plan for each proposed park amenity.

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Number of boat launches	601	2,515	3,000	1,633	2,500
• Volunteer hours received	0	440	1,000	105	1,000



# BLUE RIDGE REGIONAL PARK

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## 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 10,134	\$ 6,500	\$ 6,500	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 10,134</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Maintenance Costs	\$ 2,905	\$ 6,500	\$ 6,500	0.0%
Utilities	217	200	200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 3,122</b>	<b>\$ 6,700</b>	<b>\$ 6,700</b>	<b>0.0%</b>
<b>Net Income</b>	<b>\$ 7,012</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 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 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-045</b>	<b>BLUE RIDGE REGIONAL PARK</b>					
	<b>REVENUES</b>					
4100	Camping Fees	\$ 3,059	\$ 10,134	\$ 6,500	\$ 5,563	\$ 6,500
	<b>TOTAL USER FEES</b>	<b>3,059</b>	<b>10,134</b>	<b>6,500</b>	<b>5,563</b>	<b>6,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 3,059</b>	<b>\$ 10,134</b>	<b>\$ 6,500</b>	<b>\$ 5,563</b>	<b>\$ 6,500</b>
	<b>EXPENSES</b>					
5190	Facility Op. & Maintenance	\$ 5,266	\$ 2,905	\$ 6,500	\$ 4,820	\$ 6,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>5,266</b>	<b>2,905</b>	<b>6,500</b>	<b>4,820</b>	<b>6,500</b>
5580-002	Electricity	201	217	200	117	200
	<b>TOTAL UTILITIES</b>	<b>201</b>	<b>217</b>	<b>200</b>	<b>117</b>	<b>200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 5,467</b>	<b>\$ 3,122</b>	<b>\$ 6,700</b>	<b>\$ 4,937</b>	<b>\$ 6,700</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (2,408)</b>	<b>\$ 7,012</b>	<b>\$ (200)</b>	<b>\$ 626</b>	<b>\$ (200)</b>

# BLUE RIDGE REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



Objectives:

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



# BLUE RIDGE REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Conducted an invasive plant removal project with the assistance of park partners.
- Facilitated successful partnerships with the Friends of Blue Ridge Mountain, Boy Scouts, Girl Scouts, Virginia Native Plant Society, and the Northern Virginia Astronomy Club.
- Continued to update database and assets within the CMMS.
- Updated and installed new directional and basic wayfinding signage.
- Added a secure storage area for hand tools that allows scout troops camping on-site to assist with volunteer projects.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Number of group campers	576	1,200	1,200	346	1,200
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	N/A	3	3	0	3
• Volunteer hours received	0	500	300	0	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 the Park View High School Golf Teams. The golf course is also adjacent to the National Recreation and Park Associations Headquarters and Beaverdam Reservoir. Amenities include a driving range, pro shop, grill, putting and chipping.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,712,016	\$ 1,387,140	\$ 1,510,150	8.9%
Retail Operations	181,280	220,000	220,000	0.0%
Other Revenue	35,761	20,000	25,000	25.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,929,057</b>	<b>\$ 1,627,140</b>	<b>\$ 1,755,150</b>	<b>7.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 819,802	\$ 927,857	\$ 993,203	7.0%
Operating Costs	103,925	104,982	110,382	5.1%
Maintenance Costs	196,014	208,211	225,554	8.3%
Insurance	3,262	3,500	3,054	-12.7%
Retail Operations	84,202	97,250	97,250	0.0%
Utilities	49,276	62,440	57,600	-7.8%
<b>TOTAL EXPENSES</b>	<b>\$ 1,256,482</b>	<b>\$ 1,404,240</b>	<b>\$ 1,487,043</b>	<b>5.9%</b>
<b>Net Income</b>	<b>\$ 672,575</b>	<b>\$ 222,900</b>	<b>\$ 268,107</b>	

## BUDGET HIGHLIGHTS

- Revenues are budgeted 7.9% higher due to the increase in golf play an since the start of the pandemic as well as rate adjustments. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	8.5	8.5	8.5	8.5	8.5
Part-Time	7.27	7.27	7.27	7.27	7.27

## BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-055 BRAMBLETON GOLF COURSE</b>						
<b>REVENUES</b>						
4210	Driving Range	\$ 93,410	\$ 161,618	\$ 105,000	\$ 123,743	\$ 127,000
4220	Cart Rental	214,792	274,560	273,000	247,522	273,000
4320	Golf Club Rental	1,200	775	2,000	1,880	2,000
4380	Green Fees	867,323	1,252,489	987,000	963,930	1,085,700
4400	Golf Handicap Program	8,385	9,355	7,500	7,339	8,800
4600	Programmed Events	1,340	1,850	2,640	3,881	3,650
4610	Pull Cart Rental	2,216	3,369	2,500	2,227	2,500
4670	Shelter Reservations	800	8,000	7,500	5,600	7,500
	<b>TOTAL USER FEES</b>	<b>1,189,466</b>	<b>1,712,016</b>	<b>1,387,140</b>	<b>1,356,121</b>	<b>1,510,150</b>
4641	Retail - Alcoholic Beverages	49,030	59,459	70,000	45,962	70,000
4640, 4642, 4643	Retail - Food	45,851	53,530	85,000	48,563	85,000
4650	Retail - Pro Shop	52,633	68,290	65,000	55,535	65,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>147,514</b>	<b>181,280</b>	<b>220,000</b>	<b>150,060</b>	<b>220,000</b>
4475	Lessons	3,935	30,820	20,000	19,305	25,000
4510	Miscellaneous Revenue	280	4,941	0	160	0
	<b>TOTAL OTHER REVENUE</b>	<b>4,215</b>	<b>35,761</b>	<b>20,000</b>	<b>19,465</b>	<b>25,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,341,195</b>	<b>\$ 1,929,057</b>	<b>\$ 1,627,140</b>	<b>\$ 1,525,646</b>	<b>\$ 1,755,150</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 503,292	\$ 463,136	\$ 503,486	\$ 473,885	\$ 532,200
5020	Part-Time Salaries	121,289	129,924	179,475	139,914	204,026
5030	FICA	44,349	43,350	51,872	43,442	56,321
5040	Hospitalization	92,924	85,377	86,406	74,613	86,809
5060	Life Insurance	4,845	4,268	5,684	3,878	6,067
5050	Retirement	88,146	92,941	99,717	81,255	106,440
5070	Unemployment Tax	474	804	1,217	763	1,340
	<b>TOTAL PERSONNEL SERVICES</b>	<b>855,319</b>	<b>819,802</b>	<b>927,857</b>	<b>817,750</b>	<b>993,203</b>
5160	Golf Cart Rental	48,849	50,998	53,290	50,998	53,290
5138	Beverage Cart Rental	2,541	3,436	2,772	3,436	2,772
5230	Gas and Diesel	14,004	17,242	22,000	19,176	22,000
5260	Golf Handicap Program	3,700	3,836	3,420	3,346	3,420
5263	Instructor Fees	4,767	25,979	18,000	14,534	22,500
5490	Programs and Promotions	865	1,801	2,350	3,292	3,250
5570	Uniforms	1,406	635	3,150	790	3,150
	<b>TOTAL OPERATING COSTS</b>	<b>76,132</b>	<b>103,925</b>	<b>104,982</b>	<b>95,571</b>	<b>110,382</b>
5180	Equipment/Vehicle Maintenance	17,217	21,218	21,000	17,489	23,100
5190	Facility Op. & Maintenance	65,944	67,588	70,211	67,626	74,924
5240	Golf Course Maintenance	87,031	107,209	117,000	83,995	127,530
	<b>TOTAL MAINTENANCE COSTS</b>	<b>170,191</b>	<b>196,014</b>	<b>208,211</b>	<b>169,109</b>	<b>225,554</b>
5265	Insurance - Liquor Liability	633	570	500	563	500
5290	Insurance - Vehicle	1,783	2,692	3,000	2,268	2,554
	<b>TOTAL INSURANCE</b>	<b>2,415</b>	<b>3,262</b>	<b>3,500</b>	<b>2,830</b>	<b>3,054</b>
5521	Retail - Alcoholic Beverages	14,661	18,046	21,000	13,257	21,000
5520, 5522	Retail - Food	20,282	19,176	34,000	18,067	34,000
5530	Retail - Pro Shop	32,086	46,980	42,250	38,901	42,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>67,029</b>	<b>84,202</b>	<b>97,250</b>	<b>70,225</b>	<b>97,250</b>
5580-001	Telephone	4,256	3,927	4,300	3,198	4,300
5580-002	Electricity	20,831	20,707	30,000	16,168	25,000
5580-008	Propane Gas	17,383	18,970	23,000	18,798	23,000
5580-016	Internet/Cable	5,284	5,672	5,140	5,519	5,300
	<b>TOTAL UTILITIES</b>	<b>47,754</b>	<b>49,276</b>	<b>62,440</b>	<b>43,683</b>	<b>57,600</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,218,840</b>	<b>\$ 1,256,482</b>	<b>\$ 1,404,240</b>	<b>\$ 1,199,168</b>	<b>\$ 1,487,043</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 122,354</b>	<b>\$ 672,575</b>	<b>\$ 222,900</b>	<b>\$ 326,478</b>	<b>\$ 268,107</b>

# BRAMBLETON GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Continue to refine the Heron Club membership with focus on customer appeal and profitability.
- Refine the annual membership program with focus on customer appeal and profitability.
- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Develop, Implement, and establish the Gallus Golf App program with a goal of establishing a membership base of 1000 in the first year.

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



#### Objectives:

- Refine the annually developed Revenue Playbook in Wrike and utilize a minimum of two new technology tools to ensure we are promoting events and programs to reach new and existing customers.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- 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.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.

### **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.
- Consistently evaluate the previous year’s internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Develop a minimum of (2) outreach programs through partner organizations.

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



#### Objectives:

- Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Review and refine volunteer training protocol and onboarding process.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.

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



#### Objectives:

- Work with Food and Beverage Manager to consolidate menu with the focus on freshness, timely delivery, and profitability.
- Develop standardized staff training program for food prep, par levels, food presentation and fire safety and awareness.
- Develop a promotion and sales plan with (2) strategies to increase retail revenues to reach 2023 budget.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 3% over FY22 gross



## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Conducted several member events to promote the added value of memberships including, Swing into Spring, member guest specials, text club promotions and prize giveaways for new or renewing members. Conducted annual Club Championship Tournament to include members in special events.
- Analyzed Heron Club Membership profitability and increased membership pricing to reflect the demand and increased course expenses.
- Developed and implemented Annual and Heron Club Memberships and improvement strategies to address concerns.
- Conducted a competitive analysis and adjusted membership pricing.
- Developed a Heron Club Savings/Value chart to highlight cost savings to promote to prospective members. With annual membership sales on hold for 2022 season, utilized opportunity to upsell Heron Club Membership to prospective members.

### **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 and developed social media and web posting strategies and content schedules to promote events and programs.
- Modified tournament, outing and pavilion agreements to inform clients of sanitation and safety strategies. Communicated strategies verbally to previous and prospective clients.
- Utilized tournament tracking tool to track new clients. Utilized the new client information to invite clients out in 2022. Utilized returning client information to invite returning clients out in 2022.
- Tee sheet utilization has been at its peak. We are monitoring our historically non-peak 1-3pm window to maximize utilization.
- Encouraged golfers to book online through phone messaging system. Encouraged golfers who booked through Golf Now to reserve through the Brambleton web site to save on booking fees.

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

#### **Highlights**

- Provided Troon with program and event content for monthly "call to action" emails. Posted video content on a monthly basis highlighted by a series of videos during spring aeration.
- Evaluated previous year's programs. Modified Family Play Night, and Club Championship based on findings.
- Added a 9-hole family tournament and have family range days planned.
- Scheduled (3) spring break Junior Clinics with (2) sessions each day.
- Hosted the PGA Jr. Golf League, Buckeye Junior Golf Tour and US Kids tournaments.

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

#### **Highlights**

- Maintained COVID Protocols and communications to the public surrounding the changes.
- Reviewed and revised Volunteer SOP's and designated trainers to train our new staff. Implemented recruiting strategies among current volunteer staff to recruit new volunteers.
- Hosted (2) customer service culture orientation trainings for staff. Rejuvenated the great board and great card program.

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

#### **Highlights**

- Worked with Food & Beverage managers to consolidate menu options and established par levels based on peak sale hours.
- Developed and implemented staff training program for food prep, par levels, food presentation, food safety, fire safety and fire response.
- Implemented year end and holiday retail sales promotions to clear out existing inventory.
- Utilized Food & Beverage training opportunities to train staff on upselling combo offerings. Reinforced upselling techniques upon golfer check in to increase range ball and merchandise sales.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• 18 hole golf rounds (paid)	27,288	36,577	30,800	20,583	30,800
• 18 hole golf rounds (members)	2,053	5,871	7,000	4,237	7,000
• Power Cart Rentals	11,014	18,096	15,400	12,314	15,400
• Number of Driving Range buckets sold	6,685	11,890	8,500	6,264	10,750
• Per customer average on pro shop merchandise	\$1.78	\$1.61	\$1.72	\$1.70	\$1.72
• Per customer average on food & beverage	\$3.23	\$2.66	\$4.10	\$2.86	\$4.10
• Revenue per round of golf played	\$45.71	\$45.45	\$41.33	\$44.27	\$46.43
• Expense per round of golf played	\$41.54	\$29.60	\$37.15	\$30.53	\$39.34
• Number of social pavilion rentals	1	8	9	5	9
• Number of annual memberships sold	80	103	80	48	85
• Number of Heron Club Cards sold	164	237	280	117	280
• Volunteer hours received	2,584	6,814	8,000	3,491	8,000

# BULL RUN REGIONAL PARK

## PROGRAM OVERVIEW

Bull Run Regional Park, in western Fairfax County, opened in 1969 and, at approximately 1,500 acres, is the largest of the thirty-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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,177,234	\$ 1,093,000	\$ 1,214,120	11.1%
Retail Operations	51,589	55,000	55,000	0.0%
Other Revenue	54,349	30,000	40,000	33.3%
<b>TOTAL REVENUE</b>	<b>\$ 1,283,172</b>	<b>\$ 1,178,000</b>	<b>\$ 1,309,120</b>	<b>11.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 868,895	\$ 870,304	\$ 970,384	11.5%
Operating Costs	25,706	37,300	47,100	26.3%
Maintenance Costs	133,546	125,000	138,500	10.8%
Insurance	3,141	4,000	4,087	2.2%
Retail Operations	49,055	42,500	42,500	0.0%
Utilities	111,440	123,700	124,700	0.8%
<b>TOTAL EXPENSES</b>	<b>\$ 1,191,782</b>	<b>\$ 1,202,804</b>	<b>\$ 1,327,271</b>	<b>10.3%</b>
<b>Net Income</b>	<b>\$ 91,390</b>	<b>\$ (24,804)</b>	<b>\$ (18,151)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 11.1% due in part to increased camping and shelter reservations. Additionally, park entrance revenue is increased as the gatehouse operating hours have been expanded. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs. Operating costs increase due to increased Park Police expense.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	6.24	6.34	6.53	6.71	6.91

## BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-070 BULL RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4095	Cabin Rentals	\$ 69,403	\$ 111,432	\$ 108,000	\$ 91,866	\$ 115,000
4100	Camping Fees	454,157	733,108	660,000	611,892	739,200
4470	Laundry	4,325	4,256	5,000	4,121	5,000
4670	Shelter Reservations	49,077	78,672	90,000	60,064	94,000
4600, 4690	Programmed Events	2,120	781	8,000	2,464	8,000
4045	Athletic Field Use Fees	2,835	0	4,000	0	1,000
4675, 4080	Boat/RV Storage	128,489	139,387	135,000	139,119	147,420
4230	Entrance Fees	63,567	103,648	79,000	73,191	100,000
4500	Disc Golf	4,456	5,949	4,000	3,849	4,500
	<b>TOTAL USER FEES</b>	<b>778,428</b>	<b>1,177,234</b>	<b>1,093,000</b>	<b>986,566</b>	<b>1,214,120</b>
4640, 4661	Retail Operations	39,527	51,589	55,000	41,397	55,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>39,527</b>	<b>51,589</b>	<b>55,000</b>	<b>41,397</b>	<b>55,000</b>
4255,4601	Firewood/Propane	25,591	53,423	30,000	27,140	40,000
4510	Miscellaneous Revenue	666	926	0	0	0
4636	Rental Device Commission	600	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>26,857</b>	<b>54,349</b>	<b>30,000</b>	<b>27,140</b>	<b>40,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 844,812</b>	<b>\$ 1,283,172</b>	<b>\$ 1,178,000</b>	<b>\$ 1,055,103</b>	<b>\$ 1,309,120</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 445,052	\$ 439,173	\$ 472,091	\$ 422,669	\$ 497,668
5020	Part-Time Salaries	143,866	206,935	169,324	169,421	209,369
5030	FICA	43,046	47,755	48,693	42,666	54,088
5040	Hospitalization	90,605	82,417	80,265	78,493	102,685
5060	Life Insurance	4,638	4,031	5,326	3,618	5,673
5050	Retirement	81,071	87,575	93,438	74,884	99,534
5070	Unemployment Tax	475	1,010	1,167	581	1,367
	<b>TOTAL PERSONNEL SERVICES</b>	<b>808,752</b>	<b>868,895</b>	<b>870,304</b>	<b>792,332</b>	<b>970,384</b>
5230	Gas and Diesel	13,200	14,496	20,000	19,931	20,000
5430	Park Police	3,175	7,650	7,000	8,425	16,800
5490	Programs and Promotions	5,985	907	7,500	4,846	7,500
5570	Uniforms	1,328	2,653	2,800	931	2,800
	<b>TOTAL OPERATING COSTS</b>	<b>23,687</b>	<b>25,706</b>	<b>37,300</b>	<b>34,134</b>	<b>47,100</b>
5180	Equipment/Vehicle Maintenance	32,017	31,456	35,000	26,924	38,500
5190	Facility Op. & Maintenance	83,114	102,090	90,000	82,095	100,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>115,131</b>	<b>133,546</b>	<b>125,000</b>	<b>109,020</b>	<b>138,500</b>
5290	Insurance - Vehicle	2,674	3,141	4,000	3,628	4,087
	<b>TOTAL INSURANCE</b>	<b>2,674</b>	<b>3,141</b>	<b>4,000</b>	<b>3,628</b>	<b>4,087</b>
5524	Firewood	12,000	18,800	15,000	10,000	15,000
5520	Retail Operations	20,163	30,255	27,500	26,188	27,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>32,163</b>	<b>49,055</b>	<b>42,500</b>	<b>36,188</b>	<b>42,500</b>
5580-001	Telephone	6,440	7,147	6,000	5,520	7,000
5580-002	Electricity	65,180	67,952	80,000	62,711	80,000
5580-004	Water/Sewer	12,188	16,461	20,000	20,091	20,000
5580-008	Propane	9,848	16,817	14,500	14,722	14,500
5580-016	Cable/Internet	3,043	3,062	3,200	2,536	3,200
	<b>TOTAL UTILITIES</b>	<b>96,698</b>	<b>111,440</b>	<b>123,700</b>	<b>105,580</b>	<b>124,700</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,079,105</b>	<b>\$ 1,191,782</b>	<b>\$ 1,202,804</b>	<b>\$ 1,080,881</b>	<b>\$ 1,327,271</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (234,293)</b>	<b>\$ 91,390</b>	<b>\$ (24,804)</b>	<b>\$ (25,778)</b>	<b>\$ (18,151)</b>

# BULL RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



### 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 replace park signage with standardized NOVA Parks signs.
- Establish and maintain a minimum of (5) diverse community partnerships.
- 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.

### 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.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (2) park special events aimed at increasing awareness of the park and features.
- Offer a minimum of (5) Roving Naturalist led programs to engage the next generation of conservationists.

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



#### Objectives:

- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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 FY22 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.

**FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Partnered with the Virginia Bluebird Society, NOVA Disc Golf, Northern Virginia Purple Martin Initiative, and the Clifton Horse Society.
- Partnered with Boy Scouts to complete (2) Eagle Scout Projects.
- Implemented campground inspection forms for routine maintenance.

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

**Highlights**

- 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 the annual Easter Egg Hunt.

***Goal Three: Provide a unique and exceptional customer experience.***

**Highlights**

- Hosted (3) customer service training sessions for staff.
- All 2022 season staff attended Customer Service training.
- Maintained an effective system to respond to all customer feedback.

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

**Highlights**

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

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

**Highlights**

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

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL- DEC 2021</b>	<b>FY 2023 TARGET</b>
• Number of non –jurisdiction vehicle entries	5,694	9,239	8,500	4,708	9,000
• Number of nightly camping rentals	11,712	16,281	14,700	11,316	16,000
• Number of group campers	810	624	2,000	265	2,000
• Boat/RV storage usage (208 capacity)	198	174	198	198	198
• Number of picnic shelter rentals	242	402	430	276	430
• Number of cabin rentals	710	1,218	1,330	859	1,330
• Number of pavilion rentals	8	13	30	3	30
• Volunteer hours received	4,818	4,323	10,000	1,575	6,500

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 112,172	\$ 339,450	\$ 409,250	20.6%
Retail Operations	46,295	127,500	137,020	7.5%
Other Revenue	12	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 158,479</b>	<b>\$ 466,950</b>	<b>\$ 546,270</b>	<b>17.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 74,849	\$ 272,396	\$ 301,669	10.7%
Maintenance Costs	51,069	65,000	72,000	10.8%
Retail Operations	31,204	51,850	55,750	7.5%
Utilities	6,118	16,500	16,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 163,239</b>	<b>\$ 405,746</b>	<b>\$ 445,919</b>	<b>9.9%</b>
<b>Net Income</b>	<b>\$ -4,760</b>	<b>\$ 61,204</b>	<b>\$ 100,351</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 17% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.96	9.37	2.36	9.42	9.42

## ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-080 BULL RUN ATLANTIS WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 202,922	\$ 99,659	\$ 297,500	\$ 196,928	\$ 342,125
4570	Group Admissions	68,188	5,371	28,350	17,374	42,525
4490	Locker Rental	244	0	600	0	600
4580	Waterpark Passes	15,192	7,142	13,000	17,897	24,000
	<b>TOTAL USER FEES</b>	<b>286,547</b>	<b>112,172</b>	<b>339,450</b>	<b>232,198</b>	<b>409,250</b>
4640	Retail Operations	100,128	44,115	119,000	90,179	128,520
4660	Swim Merchandise	5,121	2,180	8,500	2,641	8,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>105,248</b>	<b>46,295</b>	<b>127,500</b>	<b>92,820</b>	<b>137,020</b>
4510	Miscellaneous Revenue	324	12	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>324</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 392,119</b>	<b>\$ 158,479</b>	<b>\$ 466,950</b>	<b>\$ 325,018</b>	<b>\$ 546,270</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 139,130	\$ 69,332	\$ 251,869	\$ 138,530	\$ 278,936
5030	FICA	10,644	5,304	19,268	10,598	21,339
5070	Unemployment Tax	560	213	1,259	886	1,395
	<b>TOTAL PERSONNEL SERVICES</b>	<b>150,334</b>	<b>74,849</b>	<b>272,396</b>	<b>150,013</b>	<b>301,669</b>
5190	Facility Op. & Maintenance	40,933	51,069	65,000	36,664	72,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>40,933</b>	<b>51,069</b>	<b>65,000</b>	<b>36,664</b>	<b>72,000</b>
5520	Retail Operations	63,113	30,478	47,600	41,020	51,500
5535	Swim Merchandise	1,552	725	4,250	490	4,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>64,665</b>	<b>31,204</b>	<b>51,850</b>	<b>41,510</b>	<b>55,750</b>
5580-001	Telephone	390	393	500	325	500
5580-002	Electricity	11,725	4,438	14,500	10,647	14,500
5580-016	Cable/Internet	1,279	1,287	1,500	1,066	1,500
	<b>TOTAL UTILITIES</b>	<b>13,395</b>	<b>6,118</b>	<b>16,500</b>	<b>12,039</b>	<b>16,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 269,326</b>	<b>\$ 163,239</b>	<b>\$ 405,746</b>	<b>\$ 240,226</b>	<b>\$ 445,919</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 122,793</b>	<b>\$ (4,760)</b>	<b>\$ 61,204</b>	<b>\$ 84,792</b>	<b>\$ 100,351</b>

# ATLANTIS WATERPARK AT BULL RUN

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Work with the Marketing and Aquatics teams to continue to rebrand and reimagine the Annual Waterpark Pass to increase sales.
- 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 perks to include early admission, bring a friend, food and beverage discounts and perk parties.

**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.
- Work closely with the NOVA Parks Recruiter to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.
- 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.

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



Objectives:

- Research and develop a plan to implement online waterpark ticket sales.
- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Build out an organic social media campaign for entire year that supplements regular marketing content and campaigns.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Establish a consistent in and out of season meeting schedule with the Aquatics Manager to review and work to enhance all aspects of operations, including facility SOP(s), needed, and required facility maintenance and improvement projects, training, hiring and retention of staff.

**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.
- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery and profitability.
- Refine and market group and party food and retail offerings.
- Implement an effective inventory management system to reduce waste and meet customer needs.

**Goal Five: 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 to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.



# ATLANTIS WATERPARK AT BULL RUN

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

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

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

**Highlights**

- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Worked to develop a culture of safety with our new staff after being closed for a season including consistent trainings and both internal and external program reviews and audits.
- Reviewed and refined orientation to streamline the process.
- Expanded attendance at hiring events throughout the area, to include job fairs and school visits.
- Hosted multiple in-house NOVA Parks job fairs
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training.

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

**Highlights**

- Conducted surveys of groups participants to understand client expectations during the pandemic.
- Marketed birthday parties highlighting the safety provided by an outdoor experience.
- Calendar of Events was implemented to increase after 4pm weekday visitation.
- 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.

**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 2022 season staff attended Customer Service training.
- Implemented an effective staff incentive program to promote a high level of customer service.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Number of general admissions	21,445	32,064	31,450	21,584	33,500
• Number of youth group participants	10,153	3,007	3,500	2,430	5,000
• Number of Annual Waterpark Passes sold	54	245	122	104	235
• Number of birthday party participants	460	198	1,000	375	1,000
• Number of birthday parties	39	16	75	36	75
• Average amount customers spent on food, beverages & retail	\$3.33	\$1.30	\$3.30	\$3.76	\$3.45

# **BULL RUN SPECIAL EVENTS CENTER**

## **PROGRAM OVERVIEW**

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

## **REVENUE & EXPENSE SUMMARY**

	<b>FY 2021 ACTUAL</b>	<b>FY 2022 REVISED</b>	<b>FY 2023 ADOPTED</b>	<b>% CHANGE 2022-2023</b>
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 31,409	\$ 100,000	\$ 155,000	55.0%
Other Revenue	22,540	47,200	80,000	69.5%
<b>TOTAL REVENUE</b>	<b>\$ 53,950</b>	<b>\$ 147,200</b>	<b>\$ 235,000</b>	<b>59.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 65,732	\$ 84,233	\$ 76,454	-9.2%
Operating Costs	32,027	54,305	84,850	56.2%
Maintenance Costs	10,718	23,000	23,400	1.7%
Retail Operations	0	0	0	-
Utilities	1,287	1,300	1,300	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 109,764</b>	<b>\$ 162,838</b>	<b>\$ 186,004</b>	<b>14.2%</b>
<b>Net Income</b>	<b>\$ -55,815</b>	<b>\$ -15,638</b>	<b>\$ 48,996</b>	

## **BUDGET HIGHLIGHTS**

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

- This budget has a net income that has been restored to the pre-pandemic level, with an expectation of the return to a normal level of events.

## **STAFFING SUMMARY**

	<b>FY 2019 APPROVED (FTE)</b>	<b>FY 2020 APPROVED (FTE)</b>	<b>FY 2021 APPROVED (FTE)</b>	<b>FY 2022 REVISED (FTE)</b>	<b>FY 2023 BUDGET (FTE)</b>
<b>Full-Time</b>	0.50	0.50	0.50	0.50	0.50
<b>Part-Time</b>	0.94	0.94	0.79	0.94	0.94

## BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>BULL RUN SPECIAL EVENTS CENTER</b>						
<b>3-075 CENTER</b>						
<b>REVENUES</b>						
4124	Center Rental	\$ 38,426	\$ 29,834	\$ 80,000	\$ 109,501	\$ 135,000
4600	Programmed Events	5,409	1,575	20,000	7,884	20,000
<b>TOTAL USER FEES</b>		<b>43,835</b>	<b>31,409</b>	<b>100,000</b>	<b>117,385</b>	<b>155,000</b>
4640-076	Retail Operations	0	10	0	0	0
<b>TOTAL RETAIL OPERATIONS</b>		<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>
4510, 4532	Miscellaneous Revenue	17,200	9,720	14,750	110,659	25,000
4821	Equipment Rental	25,159	12,820	32,450	109,125	55,000
<b>TOTAL OTHER REVENUE</b>		<b>42,359</b>	<b>22,540</b>	<b>47,200</b>	<b>219,784</b>	<b>80,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 86,194</b>	<b>\$ 53,960</b>	<b>\$ 147,200</b>	<b>\$ 337,169</b>	<b>\$ 235,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 39,774	\$ 31,895	\$ 40,342	\$ 26,059	\$ 28,853
5020	Part-Time Salaries	16,479	16,903	23,100	16,386	27,956
5030	FICA	4,144	3,514	4,853	2,897	4,346
5040	Hospitalization	7,143	6,634	7,275	7,111	9,040
5060	Life Insurance	410	325	460	205	329
5050	Retirement	7,245	6,394	8,068	4,131	5,771
5070	Unemployment Tax	39	67	136	28	160
<b>TOTAL PERSONNEL SERVICES</b>		<b>75,233</b>	<b>65,732</b>	<b>84,233</b>	<b>56,818</b>	<b>76,454</b>
5186	Equipment Rental	25,660	3,527	29,205	54,045	49,500
5470	Production Costs	34	60	0	2,759	0
5450	Portable Johns	0	10,863	0	68,870	0
5490	Programs & Promotions	3,577	1,726	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	16,950	15,523	14,750	89,410	25,000
5570	Uniforms	36	329	350	150	350
<b>TOTAL OPERATING COSTS</b>		<b>46,257</b>	<b>32,027</b>	<b>54,305</b>	<b>215,233</b>	<b>84,850</b>
5190	Facility Op. & Maintenance	17,512	10,718	23,000	16,285	23,400
<b>TOTAL MAINTENANCE COSTS</b>		<b>17,512</b>	<b>10,718</b>	<b>23,000</b>	<b>16,285</b>	<b>23,400</b>
5580-016	Cable/Internet	1,279	1,287	1,300	1,066	1,300
<b>TOTAL UTILITIES</b>		<b>1,279</b>	<b>1,287</b>	<b>1,300</b>	<b>1,066</b>	<b>1,300</b>
<b>TOTAL EXPENSES</b>		<b>\$ 140,281</b>	<b>\$ 109,764</b>	<b>\$ 162,838</b>	<b>\$ 289,403</b>	<b>\$ 186,004</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (54,088)</b>	<b>\$ (55,805)</b>	<b>\$ (15,638)</b>	<b>\$ 47,766</b>	<b>\$ 48,996</b>

# **BULL RUN SPECIAL EVENTS CENTER**

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## **STRATEGIC GOALS & OBJECTIVES FY 2023**

***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 (5) major events.
- Host a minimum of (15) small events.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Attract a minimum of (2) new small events or (1) major event.
- Create, organize and implement an internally managed special event with a gross of \$20,000.

# **BULL RUN SPECIAL EVENTS CENTER**

## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- Hosted several smaller events in FY22 including a multi-week Jurassic Encounter Dinosaur Drive Thru and scholastic cross country meets.
- Hosted a large two-day country concert with national acts.
- Site improvements completed including gravel lot improvements, fence repairs, landscape improvements and a major stage renovation.
- Surveyed all events that had postponed or canceled due to the pandemic to reengage them to find out about future needs.
- Improved infrastructure by adding additional electrical capacity and lighting.
- Implemented in-house handling of event security, trash service, parking crew, and first aid greatly improving delivery of these services and improving the overall customer experience.

## **MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Total revenue of Special Events Center	\$86,194	\$53,960	\$147,200	\$303,527	\$235,000

# BULL RUN FESTIVAL OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 2,435,325	\$ 1,567,800	2,030,000	29.5%
Retail Operations	29,859	28,000	50,000	78.6%
<b>TOTAL REVENUE</b>	<b>\$ 2,465,185</b>	<b>\$ 1,595,800</b>	<b>2,080,000</b>	<b>30.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 195,500	\$ 228,935	195,353	-14.7%
Operating Costs	169,699	174,350	193,350	10.9%
Maintenance Costs	2,402	1,000	1,100	10.0
Retail Operations	8,514	12,900	20,000	55.0%
Utilities	5,635	2,500	6,000	140.0%
<b>TOTAL EXPENSES</b>	<b>\$ 381,750</b>	<b>\$ 419,685</b>	<b>415,803</b>	<b>-0.9%</b>
<b>Net Income</b>	<b>\$ 2,083,435</b>	<b>\$ 1,176,115</b>	<b>1,664,197</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- A net income increase of almost \$500K is included in this budget to align the budget more closely to the recent increases experienced in the past two years.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	1.50	1.50	1.50	1.50	1.50
Part-Time	3.21	3.21	2.96	3.22	3.17

## BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-078 BULL RUN LIGHT SHOW</b>						
<b>REVENUES</b>						
4485	Light Show Vehicle Entries	\$ 1,039,844	\$ 2,435,325	\$ 1,470,800	\$ 2,119,584	\$ 1,925,000
4655	Santa Pictures	17,115	0	17,000	0	0
4685	Programmed Events-Stampede	29,840	0	0	0	0
4800	Vendor Fees	85,468	0	80,000	135,552	105,000
<b>TOTAL USER FEES</b>		<b>1,172,267</b>	<b>2,435,325</b>	<b>1,567,800</b>	<b>2,255,137</b>	<b>2,030,000</b>
4640	Retail Operations	24,459	29,859	28,000	45,351	50,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>24,459</b>	<b>29,859</b>	<b>28,000</b>	<b>45,351</b>	<b>50,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 1,196,726</b>	<b>\$ 2,465,185</b>	<b>\$ 1,595,800</b>	<b>\$ 2,300,487</b>	<b>\$ 2,080,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 96,025	\$ 63,484	\$ 83,509	\$ 49,668	\$ 68,002
5020	Part-Time Salaries	50,643	86,370	84,709	93,843	91,238
5030	FICA	10,377	10,743	12,869	10,658	12,182
5040	Hospitalization	21,989	21,158	29,711	7,239	9,040
5060	Life Insurance	818	666	952	469	775
5050	Retirement	17,486	12,734	16,702	9,731	13,600
5070	Unemployment Tax	170	346	484	387	516
<b>TOTAL PERSONNEL SERVICES</b>		<b>197,509</b>	<b>195,500</b>	<b>228,935</b>	<b>171,995</b>	<b>195,353</b>
5520	Retail Operations	12,531	8,514	11,200	22,813	20,000
5539	Retail Santa Pictures	687	0	1,700	0	0
<b>TOTAL RETAIL OPERATIONS</b>		<b>13,218</b>	<b>8,514</b>	<b>12,900</b>	<b>22,813</b>	<b>20,000</b>
5230	Gas & Diesel	10,044	10,772	12,000	11,723	12,000
5470	Production Costs	160,054	158,216	160,000	106,326	181,000
5490	Programs & Promotions	27,484	576	2,000	685	0
5570	Uniforms	180	135	350	266	350
<b>TOTAL OPERATING COSTS</b>		<b>197,762</b>	<b>169,699</b>	<b>174,350</b>	<b>118,999</b>	<b>193,350</b>
5180	Equipment/Vehicle Maintenance	1,824	2,402	1,000	1,522	1,100
<b>TOTAL MAINTENANCE COSTS</b>		<b>1,824</b>	<b>2,402</b>	<b>1,000</b>	<b>1,522</b>	<b>1,100</b>
5580-002	Electricity	2,096	5,635	2,500	6,107	6,000
<b>TOTAL UTILITIES</b>		<b>2,096</b>	<b>5,635</b>	<b>2,500</b>	<b>6,107</b>	<b>6,000</b>
<b>TOTAL EXPENSES</b>		<b>\$ 412,408</b>	<b>\$ 381,750</b>	<b>\$ 419,685</b>	<b>\$ 321,437</b>	<b>\$ 415,803</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 784,318</b>	<b>\$ 2,083,435</b>	<b>\$ 1,176,115</b>	<b>\$ 1,979,051</b>	<b>\$ 1,664,197</b>

# BULL RUN FESTIVAL OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



### Objectives:

- Develop a minimum of (2) strategies to encourage purchasing tickets online.
- Using existing customer data from the online ticketing system develop a minimum of (3) strategies to promote the show to encourage existing customers to revisit.
- Maintain an in-demand pricing model built around the historically busiest days.
- Continue to refine the plan for consistent and continued annual event improvements.
- Develop a minimum of two (2) strategies to promote the FOL outside the northern Virginia region.
- Work closely with the NOVA Parks Marketing team to develop at least 2 months prior to the show opening a multifaceted event campaign strategy that address social, print, media, promotions, and required collateral.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain an effective and efficient plan for dual lanes of traffic through the show.
- 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 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Developed and executed online ticket sales plan to encourage off peak purchasing and improve entrance into the show.
- Updated pricing model to increase revenue from at the door sales while encouraging off peak attendance.
- Implemented an online retail plan that helped us reach a new record in FOL retail sales.
- Event improvements included use of new RGB technology in several displays, more tree wrapping, and incorporation of several refurbished displays.
- All seasonal show staff attended Customer Service training which included Festival of Lights specific customer scenarios.
- Revised employee incentive program and rewards to continue to improve part-time staff retention.

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Number of light show vehicle entries	87,389	86,438	55,000	62,311	58,000

# BULL RUN SHOOTING CENTER

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 786,812	\$ 808,500	\$ 875,450	8.3%
Retail Operations	408,619	335,000	413,000	23.3%
Other Revenue	124,022	100,000	100,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,319,452</b>	<b>\$ 1,243,500</b>	<b>\$ 1,388,450</b>	<b>11.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 452,750	\$ 508,063	\$ 544,454	7.2%
Operating Costs	204,122	261,700	284,700	8.8%
Maintenance Costs	44,972	50,000	55,500	11.0%
Insurance	897	1000	1022	2.2%
Retail Operations	300,892	231,500	286,100	23.6%
Utilities	14,614	20,400	20,400	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,018,247</b>	<b>\$ 1,072,663</b>	<b>\$ 1,192,176</b>	<b>11.1%</b>
<b>Net Income</b>	<b>\$ 301,205</b>	<b>\$ 170,837</b>	<b>\$ 196,274</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget incorporates the new usage rates for calendar year 2022 as well as increased expenses for part-time personnel and maintenance. Additionally, the cost of ammunition has risen dramatically and this is reflected in retail revenue and retail expense.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	9.76	9.80	9.80	9.80	9.80

## BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-090 BULL RUN SHOOTING CENTER</b>						
<b>REVENUES</b>						
4040	Archery Target Fees	\$ 21,406	\$ 19,606	\$ 27,000	\$ 20,398	\$ 27,000
4390	Gun Rental	37,600	50,553	55,000	37,177	68,750
4745	Shooting Tournament Fees	33,580	41,590	60,000	12,675	60,000
4730	Target Sales	539,712	673,812	665,000	478,146	718,200
4670	Shelter Reservations	250	1,250	1,500	500	1,500
	<b>TOTAL USER FEES</b>	<b>632,548</b>	<b>786,812</b>	<b>808,500</b>	<b>548,897</b>	<b>875,450</b>
4010	Ammunition	173,056	351,581	260,000	316,357	338,000
4640	Retail Operations	44,947	57,038	75,000	48,045	75,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>218,003</b>	<b>408,619</b>	<b>335,000</b>	<b>364,402</b>	<b>413,000</b>
4475	Lessons	76,223	115,159	100,000	93,384	100,000
4510	Miscellaneous Revenue	552	8,863	0	373	0
	<b>TOTAL OTHER REVENUE</b>	<b>76,775</b>	<b>124,022</b>	<b>100,000</b>	<b>93,757</b>	<b>100,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 927,326</b>	<b>\$ 1,319,452</b>	<b>\$ 1,243,500</b>	<b>\$ 1,007,056</b>	<b>\$ 1,388,450</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 142,935	\$ 138,215	\$ 151,192	\$ 131,778	\$ 156,386
5020	Part-Time Salaries	177,185	231,493	266,136	182,821	301,164
5030	FICA	24,178	27,793	31,765	23,175	35,003
5040	Hospitalization	19,060	25,465	26,040	18,587	17,256
5060	Life Insurance	1,453	1,261	1,700	1,131	1,783
5050	Retirement	25,895	27,699	29,818	23,564	31,277
5070	Unemployment Tax	490	824	1,411	605	1,586
	<b>TOTAL PERSONNEL</b>	<b>391,197</b>	<b>452,750</b>	<b>508,063</b>	<b>381,661</b>	<b>544,454</b>
5230	Gas and Diesel	1,729	1,528	2,500	1,692	2,500
5263	Instructor Fees	0	41	0	0	0
5415	Miscellaneous Expense	0	0	0	111	0
5490	Programs and Promotions	270	180	500	45	500
5563	Shooting Tournament	26,078	17,366	28,000	4,377	28,000
5564	Targets	152,346	184,422	230,000	174,298	253,000
5570	Uniforms	376	584	700	635	700
	<b>TOTAL OPERATING COSTS</b>	<b>180,799</b>	<b>204,122</b>	<b>261,700</b>	<b>181,157</b>	<b>284,700</b>
5180	Equipment/Vehicle Maintenance	6,966	16,883	18,000	9,440	19,800
5190	Facility Op. & Maintenance	21,415	28,088	32,000	22,040	35,700
	<b>TOTAL MAINTENANCE COSTS</b>	<b>28,380</b>	<b>44,972</b>	<b>50,000</b>	<b>31,479</b>	<b>55,500</b>
5290	Insurance - Vehicle	891	897	1,000	907	1,022
	<b>TOTAL INSURANCE</b>	<b>891</b>	<b>897</b>	<b>1,000</b>	<b>907</b>	<b>1,022</b>
5520	Retail Operations	36,204	32,638	49,500	35,593	49,500
5520-050	Ammunition	123,960	268,254	182,000	246,937	236,600
	<b>TOTAL RETAIL OPERATIONS</b>	<b>160,164</b>	<b>300,892</b>	<b>231,500</b>	<b>282,530</b>	<b>286,100</b>
5580-001	Telephone	1,966	1,978	2,000	1,639	2,000
5580-002	Electricity	11,671	10,278	16,000	4,413	16,000
5580-016	Cable/Internet	2,343	2,358	2,400	1,953	2,400
	<b>TOTAL UTILITIES</b>	<b>15,979</b>	<b>14,614</b>	<b>20,400</b>	<b>8,004</b>	<b>20,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 777,410</b>	<b>\$ 1,018,247</b>	<b>\$ 1,072,663</b>	<b>\$ 885,739</b>	<b>\$ 1,192,176</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 149,915</b>	<b>\$ 301,205</b>	<b>\$ 170,837</b>	<b>\$ 121,316</b>	<b>\$ 196,274</b>

# BULL RUN SHOOTING CENTER

## STRATEGIC GOALS & OBJECTIVES FY 2023



### **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.
- Implement a plan to standardize all signage throughout the facility.
- 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 (2) park wide 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 shot gun 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: Provide a unique and exceptional customer experience.**



#### 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.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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 strategies to attract and serve park users.**



#### Objectives:

- Offer a minimum of (3) Learn to Shoot courses each weekend.
- Secure a minimum of one new vendor to ensure a secure retail supply chain with a focus on ammunition purchasing.
- Host a minimum of (70) group outings that include a minimum of (10) clients each.
- Implement a plan that utilizes (2) new strategies to reach perspective league clients.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Provide a minimum of two on field “emergency incident” trainings.

# BULL RUN SHOOTING CENTER

## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

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

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

**Highlights**

- Hosted a Wobble Trap league.
- Hosted 5-Stand and Skeet Leagues.
- Hosted (3) Registered Sporting Clays Tournaments.
- Held (3) Non-Registered Sporting Clays tournaments.
- Partnered with Super Sporter to promote our National Sporting Clays Association (NSCA) tournaments.
- Continued to partner with Cabela’s to promote the range.
- Partnered with George Mason University’s Trap & Skeet Club to assist with tournaments. Also partnered with local 4-H clubs.

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

**Highlights**

- All staff attended Level I Customer Service Training.
- Implemented consistent monthly staff meetings to improve communication and teamwork.
- Utilized customer service incentive plan to encourage best practices.
- Received updated training on Win Score scoring system, used for tournament scoring, 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 strategies to attract and serve park users.**

**Highlights**

- Offered (8) Learn to Shoot (LTS) and (3) Learn the Game (LTG) classes each week once COVID restrictions were lifted.
- Maintained fall and winter archery leagues.
- Hired a new archery instructor for the lesson program, tournaments, and leagues.
- Have started working with two new vendors to supply ammunition to combat national shortages.

**MEASURABLE RESULTS**

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of targets thrown (25 targets per round)	2,350,070	2,824,545	2,782,000	1,341,440	2,782,000
• Number of archery lane rentals	4,177	2,379	6,000	1,922	6,000
• Ammunition shotgun shell boxes (25 shells/box)	22,343	43,687	30,000	20,763	30,000
• Number of participants-Learn to Shoot Program	1,888	4,348	3,200	1,136	3,200
• Number of corporate outings	37	55	85	25	85
• Number of corporate outing participants	383	642	900	325	750
• Per round average on pro shop sales (including ammo)	\$2.32	\$3.62	\$3.01	\$5.02	\$3.01

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 4,298	\$ 9,645	\$ 8,645	-10.4%
Other Revenue	23,450	17,500	17,500	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 27,748</b>	<b>\$ 27,145</b>	<b>\$ 26,145</b>	<b>-3.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 16,435	\$ 16,605	\$ 20,978	26.3%
Operating Costs	1	0	0	-
Maintenance Costs	17,893	16,700	20,605	23.4%
Utilities	1,334	2,000	2,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 35,663</b>	<b>\$ 35,305</b>	<b>\$ 43,583</b>	<b>23.4%</b>
<b>Net Income</b>	<b>\$ (7,914)</b>	<b>\$ (8,160)</b>	<b>\$ (17,438)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget reflects the increased minimum wage rate for part time personnel.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 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 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-060 BULL RUN MARINA</b>						
<b>REVENUES</b>						
4080	Boat Storage	\$ 7,012	\$ 4,238	\$ 8,645	\$ 12,781	\$ 8,645
4673	Rowing Camps	0	60	1,000	0	0
	<b>TOTAL USER FEES</b>	<b>7,012</b>	<b>4,298</b>	<b>9,645</b>	<b>12,781</b>	<b>8,645</b>
4640, 4285	Miscellaneous Revenue	14,489	23,450	17,500	11,865	17,500
	<b>TOTAL OTHER REVENUE</b>	<b>14,489</b>	<b>23,450</b>	<b>17,500</b>	<b>11,865</b>	<b>17,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 21,501</b>	<b>\$ 27,748</b>	<b>\$ 27,145</b>	<b>\$ 24,646</b>	<b>\$ 26,145</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 2,708	\$ 11,204	\$ 11,627	\$ 11,124	\$ 14,569
5020	Part-Time Salaries	0	0	0	0	0
5030	FICA	814	826	889	780	1,115
5040	Hospitalization	1,484	1,543	1,623	1,832	2,207
5060	Life Insurance	120	102	133	107	166
5050	Retirement	2,123	2,186	2,325	2,180	2,914
5070	Unemployment Tax	4	7	8	5	8
	<b>TOTAL PERSONNEL SERVICES</b>	<b>7,252</b>	<b>16,435</b>	<b>16,605</b>	<b>16,028</b>	<b>20,978</b>
5230	Gas and Diesel	36	1	0	0	0
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>36</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	0	0	0	0	0
5190	Facility Op. & Maintenance	10,870	11,444	9,500	10,264	13,405
5252	Gate keys	4,581	6,449	7,200	7,362	7,200
	<b>TOTAL MAINTENANCE COSTS</b>	<b>15,452</b>	<b>17,893</b>	<b>16,700</b>	<b>17,625</b>	<b>20,605</b>
5580-002	Electricity	1,291	1,334	2,000	1,634	2,000
	<b>TOTAL UTILITIES</b>	<b>1,291</b>	<b>1,334</b>	<b>2,000</b>	<b>1,634</b>	<b>2,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 24,031</b>	<b>\$ 35,663</b>	<b>\$ 35,305</b>	<b>\$ 35,287</b>	<b>\$ 43,583</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (2,529)</b>	<b>\$ (7,914)</b>	<b>\$ (8,160)</b>	<b>\$ (10,642)</b>	<b>\$ (17,438)</b>

# BULL RUN MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

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

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



Objectives:

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



**FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

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

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

**Highlights**

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

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Number of crew boats stored	26	25	26	N/A	26
• Number of keys sold for boat launching	606	937	700	N/A	700

# CAMERON RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 81,479	\$ 110,000	\$ 122,000	10.9%
Retail Operations	5,836	9,500	12,000	26.3%
Other Revenue	509	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 87,824</b>	<b>\$ 119,500</b>	<b>\$ 134,000</b>	<b>12.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	283,408	370,200	426,608	15.2%
Operating Costs	3,592	6,550	6,550	0.0%
Maintenance Costs	27,740	36,414	40,555	11.4%
Insurance	897	1,000	1,022	2.2%
Retail Operations	1,438	3,800	4,800	26.3%
<b>TOTAL EXPENSES</b>	<b>\$ 317,075</b>	<b>\$ 417,964</b>	<b>\$ 479,535</b>	<b>14.7%</b>
<b>Net Income</b>	<b>\$ (229,251)</b>	<b>\$ (298,464)</b>	<b>\$ (345,535)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue incorporates rate updates in 2022. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	4.92	4.92	4.73	4.73	4.59

## CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-110 CAMERON RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4670	Shelter Reservations	\$ 5,548	\$ 4,173	\$ 11,000	\$ 2,780	\$ 11,000
4600	Programmed Events	1,895	794	3,000	0	0
4060	Batting Cage Fees	16,452	36,535	48,000	25,013	55,000
4500	Miniature Golf	27,314	39,978	48,000	30,107	56,000
	<b>TOTAL USER FEES</b>	<b>51,208</b>	<b>81,479</b>	<b>110,000</b>	<b>57,900</b>	<b>122,000</b>
4640	Retail - Food	3,722	5,836	9,500	8,367	12,000
4790	Vending Machine Operation	0	0	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3,722</b>	<b>5,836</b>	<b>9,500</b>	<b>8,367</b>	<b>12,000</b>
4510	Miscellaneous Revenue	7	509	0	1	0
4636	Rental Device Commission	25	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>32</b>	<b>509</b>	<b>0</b>	<b>1</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 54,963</b>	<b>\$ 87,824</b>	<b>\$ 119,500</b>	<b>\$ 66,267</b>	<b>\$ 134,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 154,979	\$ 160,201	\$ 177,868	\$ 155,640	\$ 193,016
5020	Part-Time Salaries	48,107	46,755	104,848	44,576	129,330
5030	FICA	14,491	15,151	21,333	14,102	24,659
5040	Hospitalization	39,729	27,170	28,719	31,346	38,033
5060	Life Insurance	1,555	1,506	1,984	1,391	2,200
5050	Retirement	27,627	32,363	34,804	28,356	38,603
5070	Unemployment Tax	207	263	644	275	767
	<b>TOTAL PERSONNEL SERVICES</b>	<b>286,694</b>	<b>283,408</b>	<b>370,200</b>	<b>275,687</b>	<b>426,608</b>
5230	Gas and Diesel	1,882	2,764	3,500	2,245	3,500
5490	Programs and Promotions	0	0	2,000	346	2,000
5570	Uniforms	798	828	1,050	671	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>2,680</b>	<b>3,592</b>	<b>6,550</b>	<b>3,261</b>	<b>6,550</b>
5180	Equipment/Vehicle Maintenance	2,148	860	3,000	4,075	3,300
5190	Facility Op. & Maintenance	32,424	26,880	33,414	38,945	37,255
	<b>TOTAL MAINTENANCE COSTS</b>	<b>34,572</b>	<b>27,740</b>	<b>36,414</b>	<b>43,020</b>	<b>40,555</b>
5290	Insurance - Vehicle	891	897	1,000	907	1,022
	<b>TOTAL INSURANCE</b>	<b>891</b>	<b>897</b>	<b>1,000</b>	<b>907</b>	<b>1,022</b>
5520	Retail - Food	983	1,438	3,800	5,978	4,800
	<b>TOTAL RETAIL OPERATIONS</b>	<b>983</b>	<b>1,438</b>	<b>3,800</b>	<b>5,978</b>	<b>4,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 325,821</b>	<b>\$ 317,075</b>	<b>\$ 417,964</b>	<b>\$ 328,852</b>	<b>\$ 479,535</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (270,859)</b>	<b>\$ (229,251)</b>	<b>\$ (298,464)</b>	<b>\$ (262,585)</b>	<b>\$ (345,535)</b>

# CAMERON RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Continue to implement consistent improvement plans for the miniature golf course and batting cage with at least (2) significant improvements for each facility.
- 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 the NOVA Parks Marketing team to develop at least 2 months prior to opening a multifaceted campaign that addresses social, print, media, promotions and required collateral aimed at increasing batting cage and mini golf revenue.
- Continue to work with City of Alexandria to implement lease requirements.
- Host a minimum of (3) special events, to include 5k races and other activities.

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



#### Objectives:

- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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:

- 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 FY22 gross revenue.

# CAMERON RUN REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Miniature golf course professionally landscaped and new carpet installed.
- Reconfigured several food and beverage service areas to improve product display and variety.
- Replaced batting cage equipment including bats and helmets.
- New ADA access improvements completed near the entrance to the park.

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

**Highlights**

- Partnered with the Girl Scouts of America to host their 2022 northern Virginia regional cookie distribution.
- Assist community partners in the coordination of the 2022 Spring Alexandria 5K Run Registration and T-shirt distribution.
- Hosted (3) nature programs with NOVA Parks' Roving Naturalist.
- Participated in the Alexandria Chamber of Commerce Visit 2022 Spring campaign event to promote the Park.

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

**Highlights**

- Implemented new employee culture for Supervisors and Managers training that includes the power of positive leadership.
- Updated the new park ranger staff guidebook to ensure staff are equipped to handle a variety of situations.

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

**Highlights**

- Revised retail food and beverage offerings, removing low sellers and offering new products in both batting cages and mini golf.
- Increased promotional opportunities for birthdays and shelters by focusing on social media marketing, utilizing new marketing sign templates, and Endless Summer promotions.
- Added access to Waterpark Shark Shack gift shop for guests utilizing parks venues but not Waterpark to drive retail sales.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Batting cage rounds	13,320	28,066	39,500	13,017	39,500
• Miniature golf rounds	5,101	7,164	12,000	4,885	12,000
• Picnic shelter rentals	27	13	35	13	35
• Number of park birthday party guests	100	93	150	569	150

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 175,857	\$ 221,000	\$ 288,000	30%
Retail Operations	16,478	52,500	47,000	-10%
<b>TOTAL REVENUE</b>	<b>\$ 192,335</b>	<b>\$ 273,500</b>	<b>\$ 335,000</b>	<b>22%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	36,439	86,531	98,417	14%
Operating Costs	95,256	74,000	85,600	16%
Retail Operations	11,431	22,250	19,500	-12%
Utilities	2,847	11,000	11,000	0%
<b>TOTAL EXPENSES</b>	<b>\$ 145,974</b>	<b>\$ 193,781</b>	<b>\$ 214,517</b>	<b>11%</b>
<b>Net Income</b>	<b>\$ 46,361</b>	<b>\$ 79,719</b>	<b>\$ 120,484</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.00	2.90	3.34	3.34	3.34

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-115 CAMERON RUN WINTER VILLAGE</b>						
<b>REVENUES</b>						
4297	General Admission	\$ 127,176	\$ 123,454	\$ 130,000	\$ 237,467	\$ 190,000
4683	Skating	66,021	36,486	60,000	67,373	65,000
4684	Skate Rentals	29,323	15,916	28,000	31,201	30,000
4488	Group Admissions	0	0	3,000	925	3,000
	<b>TOTAL USER FEES</b>	<b>222,521</b>	<b>175,857</b>	<b>221,000</b>	<b>336,965</b>	<b>288,000</b>
4642	Retail-Food	32,840	13,325	40,000	38,590	40,000
4640	Retail Operations	3,917	3,153	12,500	3,786	7,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>36,757</b>	<b>16,478</b>	<b>52,500</b>	<b>42,376</b>	<b>47,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 259,278</b>	<b>\$ 192,335</b>	<b>\$ 273,500</b>	<b>\$ 379,341</b>	<b>\$ 335,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 54,515	\$ 36,439	\$ 80,010	\$ 70,236	\$ 91,000
5030	FICA	0	0	6,121	0	6,962
5070	Unemployment	0	0	400	0	455
	<b>TOTAL PERSONNEL SERVICES</b>	<b>54,515</b>	<b>36,439</b>	<b>86,531</b>	<b>70,236</b>	<b>98,417</b>
5470	Light Show Production Costs	65,397	95,256	74,000	120,250	85,600
	<b>TOTAL OPERATING COSTS</b>	<b>65,397</b>	<b>95,256</b>	<b>74,000</b>	<b>120,250</b>	<b>85,600</b>
5520-015	Retail-Food	20,467	3,475	16,000	18,804	16,000
5520-000	Retail Operations	640	7,956	6,250	10,543	3,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>21,108</b>	<b>11,431</b>	<b>22,250</b>	<b>29,347</b>	<b>19,500</b>
5580-002	Electricity	3,500	0	6,000	0	6,000
5580-008	Propane	3,910	2,847	5,000	6,825	5,000
	<b>TOTAL UTILITIES</b>	<b>7,410</b>	<b>2,847</b>	<b>11,000</b>	<b>6,825</b>	<b>11,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 148,429</b>	<b>\$ 145,974</b>	<b>\$ 193,781</b>	<b>\$ 226,658</b>	<b>\$ 214,517</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 110,848</b>	<b>\$ 46,361</b>	<b>\$ 79,719</b>	<b>\$ 152,683</b>	<b>\$ 120,484</b>

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



Objectives:

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



# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Partnered with the City of Alexandria Chamber on their 2022 Holiday Promotions.
- Converted a number of displays to more energy efficient LED lights.
- Conducted extensive guest services and food and beverage training.
- Established a new interactive area including space where visitors could write letters to Santa.
- Promoted (3) "Countdown to tree lighting ceremonies" LIVE on social media.
- Continued to successfully add new displays and features to the show including a large light bulb display and additional photo areas.
- Hosted annual VIP event with the city Mayor and distinguished guests.
- Created a large presence on Facebook and other social media platforms throughout the show including several LIVE promotions.
- Continued to successfully utilize our online ticketing platform providing easy to use guest access to show tickets.
- Continued to refine retail plan to maximize revenues, this included added additional retail kiosks.
- Refined days and hours of operation to maximize revenues.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Number of Village Admissions	27,052	9,932	19,000	21,089	25,000
• Number of Ice Skaters	6,902	4,217	7,500	7,231	13,000
• Average amount customers spent on food/beverage	\$1.20	\$1.34	\$2.11	\$ 1.78	\$ 1.60

# GREAT WAVES WATERPARK AT CAMERON RUN

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 155,874	\$ 1,171,000	\$ 1,299,000	10.9%
Retail Operations	63,959	448,950	491,000	9.4%
Other Revenue	0	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 219,833</b>	<b>\$ 1,619,950</b>	<b>\$ 1,790,000</b>	<b>10.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 139,025	\$ 669,327	\$ 761,289	13.7%
Operating Costs	5,550	16,850	16,850	0.0%
Maintenance Costs	116,124	167,000	184,400	10.4%
Retail Operations	38,547	181,875	198,900	9.4%
Utilities	126,156	197,500	178,800	-9.5%
<b>TOTAL EXPENSES</b>	<b>\$ 425,403</b>	<b>\$ 1,232,552</b>	<b>\$ 1,340,239</b>	<b>8.7%</b>
<b>Net Income</b>	<b>\$ -205,570</b>	<b>\$ 387,398</b>	<b>\$ 449,761</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 10.5% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance expense.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	21.40	21.88	5.52	22.08	22.55

## GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-120 GREAT WAVES WATERPARK at CAMERON RUN</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 788,215	\$ 134,727	\$ 1,062,500	\$ 688,652	\$ 1,150,000
4093	Cabana Rental	7,229	4,691	10,000	9,758	12,000
4060	Batting Cage Fees	50	0	0	0	0
4421	Play Features	608	982	0	1,769	0
4490	Locker Rental	3,744	366	8,500	602	8,500
4570	Group Admissions	109,984	2,220	50,000	27,324	75,000
4580	Waterpark Passes	30,219	11,094	30,000	28,467	43,500
4670	Shelter Reservations	9,466	1,794	10,000	4,128	10,000
	<b>TOTAL USER FEES</b>	<b>949,514</b>	<b>155,874</b>	<b>1,171,000</b>	<b>760,909</b>	<b>1,299,000</b>
4640,4652,4654	Retail Operations	311,627	59,885	426,000	231,718	426,000
4660,4653	Swim Merchandise	11,473	4,074	22,950	14,731	25,000
4200	Food Truck	0	0	0	0	40,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>323,101</b>	<b>63,959</b>	<b>448,950</b>	<b>246,449</b>	<b>491,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,272,615</b>	<b>\$ 219,833</b>	<b>\$ 1,619,950</b>	<b>\$ 1,007,358</b>	<b>\$ 1,790,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 41,789	\$ 41,124	\$ 49,846	\$ 41,553	\$ 49,965
5020	Part-Time Salaries	301,358	79,475	561,199	233,967	646,480
5030	FICA	14,998	9,232	44,898	20,978	51,009
5040	Hospitalization	3,841	81	0	0	0
5060	Life Insurance	519	433	568	338	570
5050	Retirement	7,065	8,402	9,969	7,511	9,993
5070	Unemployment Tax	679	279	2,846	1,348	3,272
	<b>TOTAL PERSONNEL SERVICES</b>	<b>370,249</b>	<b>139,025</b>	<b>669,327</b>	<b>305,694</b>	<b>761,289</b>
5143	Catering	0	0	0	(35)	0
5146	Contract Employment	7,405	0	0	1,863	0
5490	Programs and Promotions	0	0	1,500	3,059	1,500
5430	Park Police	11,225	5,550	15,000	18,325	15,000
5570	Uniforms	38	0	350	0	350
	<b>TOTAL OPERATING COSTS</b>	<b>18,668</b>	<b>5,550</b>	<b>16,850</b>	<b>23,213</b>	<b>16,850</b>
5180	Equipment/Vehicle Maintenance	0	621	2,000	1,304	2,200
5190	Facility Op. & Maintenance	114,726	115,503	165,000	145,437	182,200
	<b>TOTAL MAINTENANCE COSTS</b>	<b>114,726</b>	<b>116,124</b>	<b>167,000</b>	<b>146,740</b>	<b>184,400</b>
5520	Retail Operations	136,749	34,957	170,400	111,108	186,400
5535	Swim Merchandise	566	3,590	11,475	3,695	12,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>137,314</b>	<b>38,547</b>	<b>181,875</b>	<b>114,802</b>	<b>198,900</b>
5580-000	Other Utilities	0	0	0	346	0
5580-001	Telephone	3,468	3,888	3,800	3,413	3,800
5580-002	Electricity	61,115	40,648	60,000	59,621	60,000
5580-004	Water/Sewer	90,210	70,903	120,000	43,637	100,000
5580-008	Propane	4,892	1,020	5,000	1,132	5,000
5580-016	Internet/Cable	8,696	9,697	8,700	9,681	10,000
	<b>TOTAL UTILITIES</b>	<b>168,381</b>	<b>126,156</b>	<b>197,500</b>	<b>117,830</b>	<b>178,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 809,338</b>	<b>\$ 425,403</b>	<b>\$ 1,232,552</b>	<b>\$ 708,279</b>	<b>\$ 1,340,239</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 463,277</b>	<b>\$ (205,570)</b>	<b>\$ 387,398</b>	<b>\$ 299,079</b>	<b>\$ 449,761</b>

# GREAT WAVES WATERPARK AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Work with the Marketing and Aquatics teams to continue to rebrand and reimagine the Annual Waterpark Pass to increase sales.
- 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 perks to include early admission, bring a friend, food and beverage discounts and perk parties.

### **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.
- Promote staff teamwork by facilitating at least (3) staff meetings or activities during the season.
- Work closely with the NOVA Parks Recruiter to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.

### **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.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Develop and implement a plan to optimize all-facility pass sales.
- Establish a consistent in and out of season meeting schedule with the Aquatics Manager to review and work to enhance all aspects of operations, including facility SOP(s), needed, and required facility maintenance and improvement projects, training, hiring and retention of staff.

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



#### Objectives:

- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery, and profitability.
- 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.
- Ensure usage and documentation of effective inventory management system to reduce waste and meet customer needs.
- Implement at least (3) new strategies to increase retail sales by 2% over FY22 gross.

### **Goal Five: 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.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

# GREAT WAVES WATERPARK AT CAMERON RUN

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Created a comprehensive annual marketing calendar for annual pass promotions and sales.
- Promoted off-season sales campaign for online annual pass sales.
- Distributed season pass flyers at mini golf and batting cages, gave out flyers at job fairs
- Established information kiosks at entrance of Waterpark with season pass information.
- Initiate Facebook LIVE promotions.
- Hosted on-site exclusive member appreciation events.

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

**Highlights**

- Park Manager attended and spoke at the 2021 World Waterpark Conference.
- Worked to develop a culture of safety with our new staff after being closed for a season including consistent trainings and both internal and external program reviews and audits.
- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Coordinated a number of new onsite school job fairs and on-site drive thru job fairs.
- Implemented new virtual hiring opportunities and interview methods to ensure effective hiring of qualified staff.
- Continued to updated SOP(s) for various pump room operations.
- Created and implemented new pool dosage charts for pool chemistry to ensure consistency of operation.

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

**Highlights**

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

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

**Highlights**

- Reviewed and revised the food and beverage menus at Surfside Pizza and Riptide Café to be more efficient.
- Incorporated the NOVA Parks Food Truck into the waterpark Food and Beverage operations for the season increasing service levels and revenues.
- Opened Suny’s Snacks window to serve additional dessert, drink and snacks options to drive more sales.
- Ensured all supervisory Food & Beverage staff obtained their Serv Safe food management certification.
- Established Food & beverage SOP(s) for each food venue to provide more consistent operations.
- Established an upselling training program for retail food sales.

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

**Highlights**

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan
- All staff attended Customer Service in service training and orientation.
- Hosted weekly in-service trainings to include positive management and guest services trainings.
- Created a new and more efficient bag check area.
- Implement a new staff recognition program to promote a high level of customer service.
- Recognized by Washington Family magazine “Best For Families”.

### MEASURABLE RESULTS

	FY 2020	FY 2021	FY 2022	FY 2022	FY 2023
	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET
				6 months JUL- DEC 2021	
• General admissions	58,365	11,242	79,900	45,448	86,000
• Youth group participants	10,125	284	4,200	2,131	5,300
• Annual Waterpark Passes sold	144	177	440	173	640
• Annual Waterpark Pass entries	1,735	387	1,320	784	1,920
• Group shelter rentals	20	0	15	1	15
• Birthday parties	55	16	100	42	100
• Birthday participants	708	320	2,000	853	2,000
• Avg. amt. customers spent on food, beverages and retail	\$4.56	\$5.29	\$4.96	\$5.05	\$5.23

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 61,790	\$ 87,080	\$ 104,100	19.5%
Retail Operations	12,008	12,000	15,000	25.0%
Other Revenue	2,231	600	600	0.0%
Transfers In	63	3,000	3,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 76,093</b>	<b>\$ 102,680</b>	<b>\$ 122,700</b>	<b>19.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 186,338	\$ 260,113	\$ 269,831	3.7%
Operating Costs	4,999	9,960	11,550	16.0%
Maintenance Costs	34,650	33,000	36,600	10.9%
Retail Operations	8,681	6,600	7,500	13.6%
Utilities	18,590	22,700	23,000	1.3%
<b>TOTAL EXPENSES</b>	<b>\$ 253,259</b>	<b>\$ 332,373</b>	<b>\$ 348,481</b>	<b>4.8%</b>
<b>Net Income</b>	<b>\$ (177,166)</b>	<b>\$ (229,693)</b>	<b>\$ (225,781)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue increases included to close to pre-pandemic levels.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	2.45	2.45	2.45	2.45	1.97

## CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-130 CARLYLE HOUSE HISTORIC PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 6,569	\$9,725	\$ 14,780	\$ 15,357	\$ 22,000
4240	Carlyle House Rental	17,986	33,286	30,000	10,886	30,000
4230	Entrance Fees	28,806	15,179	40,500	26,668	50,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	1,225	3,600	1,800	2,525	2,100
<b>TOTAL USER FEES</b>		<b>54,586</b>	<b>61,790</b>	<b>87,080</b>	<b>55,435</b>	<b>104,100</b>
4640, 4090	Retail Operations	9,018	12,008	12,000	12,860	15,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>9,018</b>	<b>12,008</b>	<b>12,000</b>	<b>12,860</b>	<b>15,000</b>
4050	Bank Building Rental	3,876	1,938	0	0	0
4270	Garden Guild/Docent Activities	342	293	600	0	600
<b>TOTAL OTHER REVENUE</b>		<b>4,218</b>	<b>2,231</b>	<b>600</b>	<b>0</b>	<b>600</b>
4910	Transfer from Carlyle House Friends Fund	2,089	63	3,000	0	3,000
<b>TOTAL TRANSFER / OTHER FUNDS</b>		<b>2,089</b>	<b>63</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 69,910</b>	<b>\$ 76,093</b>	<b>\$ 102,680</b>	<b>\$ 68,295</b>	<b>\$ 122,700</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 105,448	\$ 117,699	\$ 133,018	\$ 122,652	\$ 144,074
5020, 5025	Part-Time Salaries	48,709	23,594	74,754	34,013	67,885
5030, 5035	FICA	11,616	10,695	15,734	11,581	16,215
5040	Hospitalization	14,219	9,472	8,477	9,850	10,780
5060	Life Insurance	1,199	1,130	1,492	1,049	1,642
5050	Retirement	18,345	23,572	26,184	21,316	28,815
5070	Unemployment Tax	169	176	454	186	419
<b>TOTAL PERSONNEL SERVICES</b>		<b>199,703</b>	<b>186,338</b>	<b>260,113</b>	<b>200,648</b>	<b>269,831</b>
5220	Garden Guild/Docent Activities	0	243	600	0	600
5490	Programs and Promotions	4,613	4,756	8,660	7,377	10,250
5570	Uniforms	48	0	700	0	700
<b>TOTAL OPERATING COSTS</b>		<b>4,661</b>	<b>4,999</b>	<b>9,960</b>	<b>7,377</b>	<b>11,550</b>
5190	Facility Op. & Maintenance	34,938	34,650	33,000	43,675	36,600
<b>TOTAL MAINTENANCE COSTS</b>		<b>34,938</b>	<b>34,650</b>	<b>33,000</b>	<b>43,675</b>	<b>36,600</b>
5520	Retail Operations	5,287	8,681	6,600	8,610	7,500
<b>TOTAL RETAIL OPERATIONS</b>		<b>5,287</b>	<b>8,681</b>	<b>6,600</b>	<b>8,610</b>	<b>7,500</b>
5580-001	Telephone	3,214	2,903	3,800	1,620	3,800
5580-002	Electricity	13,546	11,303	14,000	6,508	14,000
5580-004	Water/Sewer	3,019	2,698	3,300	3,479	3,500
5580-016	Internet/Cable	1,698	1,687	1,600	1,371	1,700
<b>TOTAL UTILITIES</b>		<b>21,477</b>	<b>18,590</b>	<b>22,700</b>	<b>12,978</b>	<b>23,000</b>
<b>TOTAL EXPENSES</b>		<b>\$ 266,066</b>	<b>\$ 253,259</b>	<b>\$ 332,373</b>	<b>\$ 273,289</b>	<b>\$ 348,481</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (196,156)</b>	<b>\$ (177,166)</b>	<b>\$ (229,693)</b>	<b>\$ (204,994)</b>	<b>\$ (225,781)</b>

# CARLYLE HOUSE HISTORIC PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



Objectives:

- Consistently conduct visitor surveys to ensure we are meeting expectations.
- Provide at least (2) innovative programming partnerships with other area historic sites.
- Refine the year-round comprehensive programming schedule.
- Implement at least (1) new interpretive tool.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.
- Implement a minimum of (2) new strategies to meet site rental revenue goals.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to implement a promotion and sales plan to increase retail revenues by 5% from FY22 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:

- Work closely with the Friends of Carlyle House on their delivery of quality public programs and fundraising.
- Implement (2) new strategies for recruiting, training, and retaining volunteers.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.
- Continue to work closely with the owner of the bank building on the office space dedicated to Carlyle staff.



# CARLYLE HOUSE HISTORIC PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Implemented new programming in collaboration with Little Theatre of Alexandria, Old Town Books, The Athenaeum, C. Thomas poet and teaching artist and Alexandria Caen Sister City Committee.
- Maintained successful programs including yoga and trivia in partnership with Lee-Fendall House Museum.
- Celebrated 45<sup>th</sup> anniversary opening of Carlyle House with exhibit.
- Rentals remained steady despite adjacent bank building renovations.

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

**Highlights**

- Completed install of new HVAC system for the house.
- Conducted research and planning for new fire detection and suppression systems.
- Installed portions of the new detection system.
- Implemented kitchen renovation.
- Ongoing physical plant coordination with bank building construction team.
- Completed American Alliance of Museums reaccreditation update report with response that no further action required and accreditation was complete.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Daily tour attendance	6,991	3,171	9,100	3,495	9,100
• School tour attendance	598	118	1,100	49	850
• Scout tour attendance	0	18	30	40	30
• Special events attendance	2,035	2,270	4,200	3,051	5,200
• Facility rentals	0	22	25	8	25
• Volunteer hours	1,773	1,667	4,000	1,205	3,500
• Average amount spent on resale items	\$1.13	\$3.65	\$1.18	\$2.80	\$1.50

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 411,580	\$ 295,500	\$ 353,000	19.5%
Retail Operations	41,102	45,000	50,000	11.1%
Other Revenue	17,686	12,912	12,912	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 470,367</b>	<b>\$ 353,412</b>	<b>\$ 415,912</b>	<b>17.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 244,187	\$ 205,940	\$ 247,915	20.4%
Operating Costs	2,297	3,200	4,050	26.6%
Maintenance Costs	31,112	26,500	28,450	7.4%
Insurance	449	500	511	2.2%
Retail Operations	29,608	25,000	25,000	0.0%
Utilities	7,077	8,400	8,400	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 314,730</b>	<b>\$ 269,540</b>	<b>\$ 314,326</b>	<b>16.6%</b>
<b>Net Income</b>	<b>\$ 155,637</b>	<b>\$ 83,872</b>	<b>\$ 101,586</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenue increase of 17.7% due to budgeting for the recent increases in boat rentals as well as rate adjustments. Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.90	1.40	1.40	1.40	1.40
Part-Time	3.72	3.37	3.37	3.96	3.96

## FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-140 FOUNTAINHEAD REGIONAL PARK</b>						
<b>REVENUES</b>						
4070	Boat Rental	\$ 162,501	\$ 308,870	\$ 216,000	\$ 172,700	\$ 250,000
4530	Launch & Parking Fees	55,825	88,916	65,000	61,165	75,000
4690	Special Events	834	6,075	5,000	16,834	15,000
4600	Programmed Events	(100)	3,172	5,500	1,832	8,000
4670	Shelter Reservations	1,730	4,546	4,000	3,807	5,000
4500	Miniature Golf	311	0	0	0	0
	<b>TOTAL USER FEES</b>	<b>221,101</b>	<b>411,580</b>	<b>295,500</b>	<b>256,338</b>	<b>353,000</b>
4640, 4660	Retail Operations	26,720	41,102	45,000	32,976	50,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>26,720</b>	<b>41,102</b>	<b>45,000</b>	<b>32,976</b>	<b>50,000</b>
4420	House Rental	12,002	12,912	12,912	13,360	12,912
4510	Miscellaneous Revenue	4,345	4,774	0	934	0
	<b>TOTAL OTHER REVENUE</b>	<b>16,347</b>	<b>17,686</b>	<b>12,912</b>	<b>14,294</b>	<b>12,912</b>
	<b>TOTAL REVENUES</b>	<b>\$ 264,168</b>	<b>\$ 470,367</b>	<b>\$ 353,412</b>	<b>\$ 303,608</b>	<b>\$ 415,912</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 36,179	\$ 72,466	\$ 76,448	\$ 83,736	\$ 88,427
5020	Part-Time Salaries	46,541	130,415	90,742	101,728	112,148
5030	FICA	8,818	15,382	12,594	13,594	15,344
5040	Hospitalization	10,894	10,647	10,028	10,873	12,686
5060	Life Insurance	712	645	842	648	1,008
5050	Retirement	12,461	14,089	14,776	13,166	17,685
5070	Unemployment Tax	149	542	510	375	617
	<b>TOTAL PERSONNEL SERVICES</b>	<b>115,754</b>	<b>244,187</b>	<b>205,940</b>	<b>224,120</b>	<b>247,915</b>
5230	Gas and Diesel	722	1,774	2,000	2,400	2,000
5490	Programs and Promotions	0	0	500	861	1,000
5570	Uniforms	179	523	700	433	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>901</b>	<b>2,297</b>	<b>3,200</b>	<b>3,693</b>	<b>4,050</b>
5180	Equipment/Vehicle Maintenance	2,685	813	3,000	3,185	3,300
5190	Facility Op. & Maintenance	20,045	30,038	23,000	28,448	24,650
5510	Rental House Maintenance	75	261	500	300	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>22,805</b>	<b>31,112</b>	<b>26,500</b>	<b>31,933</b>	<b>28,450</b>
5290	Insurance - Vehicle	446	449	500	454	511
	<b>TOTAL INSURANCE</b>	<b>446</b>	<b>449</b>	<b>500</b>	<b>454</b>	<b>511</b>
5520,5535	Retail Operations	16,061	29,608	25,000	24,750	25,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>16,061</b>	<b>29,608</b>	<b>25,000</b>	<b>24,750</b>	<b>25,000</b>
5580-001	Telephone	1,098	1,169	1,200	1,027	1,200
5580-002	Electricity	4,312	4,833	6,000	4,490	6,000
5580-016	Internet/cable	1,044	1,075	1,200	870	1,200
	<b>TOTAL UTILITIES</b>	<b>6,453</b>	<b>7,077</b>	<b>8,400</b>	<b>6,387</b>	<b>8,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 162,419</b>	<b>\$ 314,730</b>	<b>\$ 269,540</b>	<b>\$ 291,337</b>	<b>\$ 314,326</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 101,749</b>	<b>\$ 155,637</b>	<b>\$ 83,872</b>	<b>\$ 12,271</b>	<b>\$ 101,586</b>

# FOUNTAINHEAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



### **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 a minimum of (3) diverse community partnerships.
- Continue to work with MORE and PATC to evaluate and improve the hiking, biking, and equestrian trails.
- Develop and implement a plan to repurpose the mini golf area.
- 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: 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.
- Offer a minimum of (3) naturalist lead programs.
- Create and implement a Comprehensive Programming Plan.

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



#### Objectives:

- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Develop and implement a part-time staffing plan to meet the budget.
- 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 at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

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



#### Objectives:

- Continue to work with volunteer groups to facilitate harmonious multi-use trail experiences on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Refine operational SOPs and guidelines to improve marina operations and facilities.
- Develop and implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Implement at least (3) new strategies to increase the number of boat rentals over FY22.
- Implement at least (1) new strategy to improve net retail sales revenues by 5% from FY22 gross.

# FOUNTAINHEAD REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Maintained community partnerships with Potomac Appalachian Trail Club (PATC), Mid-Atlantic Off-road Enthusiasts (MORE), and Friends of the Occoquan.
- Worked with Burgandy Farm School for their annual Fall reservoir cleanup and worked with MORE on multiple organized workdays.
- Hosted an Earth Day event which included creating and planting a pollinator garden in the upper part of the park.

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

**Highlights**

- Roving naturalist hosted sunrise paddles, a full moon paddle, lunar eclipse paddle and Earth Day Bird Walk and Critter Corner.
- Special Events included a Women’s Half Marathon, an adventure race, orienteering and multiple mountain bike rides and skills clinics.

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

**Highlights**

- Staff redesigned Great Board and participated in Customer Service Champion training and implemented new strategies.
- Conducted end-of-season staff evaluations and created a system designed to promote retention of the top employees.

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

**Highlights**

- Created a new resource for part time staff so they have access to a “one-stop shop” of SOP’s and guidelines when needed.
- Developed Group Rental plan to standardize and combine shelter and boat rental groups and increase revenues of both.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC	FY 2023 TARGET
-For complete accuracy some data is still being gathered.					
• Number of jon boat rentals	2,479	4,304	3,200	N/A	3,500
• Number of boat ramp launches (daily type)	821	1,494	800	N/A	825
• Number of boat shore launches	1,905	3,153	1,600	N/A	1,650
• Number of season ramp launch passes sold	227	220	225	N/A	230
• Number of season shore launch passes sold	480	523	400	N/A	410
• Number of stand up paddle board rentals	N/A	N/A	2,000	N/A	2,200
• Number of motor rentals	1,436	1,979	1,400	N/A	1,550
• Number of kayak rentals	7,660	10,566	7,600	N/A	8,350
• Number of picnic shelter rentals	4	39	35	N/A	40
• Average revenue retail per boat rental and daily launch	\$1.96	\$2.03	\$2.96	N/A	\$3.03
• Number of volunteer hours	400	N/A	800	N/A	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. While the site has been a location for outdoor experiential education in the past, the park operations are currently passive use only with trail access being the primary feature of the park.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
Other Revenue	\$ 3,048	\$ 1,800	\$ 17,800	888.9 %
<b>TOTAL REVENUE</b>	<b>\$ 3,048</b>	<b>\$ 1,800</b>	<b>\$ 17,800</b>	<b>888.9 %</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$3,490	\$10,000	\$11,594	15.9 %
Operating Costs	170	500	500	— %
Maintenance Costs	\$ 8,996	\$ 15,000	19,500	30.0 %
Utilities	16,007	28,000	28,000	0.0 %
<b>TOTAL EXPENSES</b>	<b>\$ 28,664</b>	<b>\$ 53,500</b>	<b>\$ 59,594</b>	<b>11.4 %</b>
<b>Net Income</b>	<b>\$ (25,446)</b>	<b>\$ (51,700)</b>	<b>(41,794)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Personnel and maintenance costs are budgeted with an increase due to minimum wage increase and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0	0.325

## HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-150 HEMLOCK OVERLOOK</b>						
<b>REVENUES</b>						
4510	Miscellaneous Revenue	\$ 0	\$ 1,998	\$ 0	\$ 0	\$ 0
4420	House Rental	0	1,050	1,800	700	1,800
4672	Revenue Share from Partnership	75,000	0	0	0	16,000
<b>TOTAL OTHER REVENUE</b>		<b>75,000</b>	<b>3,048</b>	<b>1,800</b>	<b>700</b>	<b>17,800</b>
<b>TOTAL REVENUES</b>		<b>\$ 75,000</b>	<b>\$ 3,048</b>	<b>\$ 1,800</b>	<b>\$ 700</b>	<b>\$ 17,800</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 0	\$ 3,228	\$ 9,228	\$ 2,671	\$ 10,720
5030	FICA	0	247	722	193	820
5070	Unemployment Tax	0	15	50	10	54
<b>TOTAL PERSONNEL SERVICES</b>		<b>0</b>	<b>3,490</b>	<b>10,000</b>	<b>2,874</b>	<b>11,594</b>
5230-001	Gasoline	0	170	500	155	500
<b>TOTAL OPERATING COSTS</b>		<b>0</b>	<b>170</b>	<b>500</b>	<b>155</b>	<b>500</b>
5180	Equipment/Vehicle Maintenance	-	-	-	54	-
5190	Facility Op. & Maintenance	1,019	8,996	15,000	3,867	19,500
<b>TOTAL MAINTENANCE</b>		<b>1,019</b>	<b>8,996</b>	<b>15,000</b>	<b>3,921</b>	<b>19,500</b>
5580-002	Electricity	0	10,941	20,500	3,387	20,500
5580-008	Propane Gas	0	3,857	5,000	2,583	5,000
5580-009	Heating Oil	0	1,210	2,500	589	2,500
<b>TOTAL UTILITIES</b>		<b>0</b>	<b>16,007</b>	<b>28,000</b>	<b>6,559</b>	<b>28,000</b>
<b>TOTAL EXPENSES</b>		<b>\$ 1,019</b>	<b>\$ 28,664</b>	<b>\$ 53,500</b>	<b>\$ 13,509</b>	<b>\$ 59,594</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 73,981</b>	<b>\$ (25,616)</b>	<b>\$ (51,700)</b>	<b>\$ (12,809)</b>	<b>\$ (41,794)</b>

# HEMLOCK OVERLOOK REGIONAL PARK

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## STRATEGIC GOALS & OBJECTIVES FY 2023

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



Objectives:

- Develop both short-term and long-term strategic goals and vision for Hemlock.





# HEMLOCK OVERLOOK REGIONAL PARK

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## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Successfully secured a new vendor to utilize Hemlock for the summer of 2022.

# 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 planned for the gardens.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 729,829	\$ 436,500	\$ 481,000	10.2%
Retail Operations	67,661	60,000	60,000	0.0%
Other Revenue	2,511	1,000	1,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 800,002</b>	<b>\$ 497,500</b>	<b>\$ 542,000</b>	<b>8.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 637,380	\$ 823,389	\$ 894,376	8.6%
Operating Costs	7,616	16,300	16,300	0.0%
Maintenance Costs	90,555	134,000	151,900	13.4%
Insurance	1,346	1,500	1,533	2.2%
Retail Operations	32,045	36,000	36,000	0.0%
Utilities	47,019	58,400	60,114	2.9%
<b>TOTAL EXPENSES</b>	<b>\$ 815,961</b>	<b>\$ 1,069,589</b>	<b>\$ 1,160,223</b>	<b>8.5%</b>
<b>Net Income</b>	<b>\$ (15,959)</b>	<b>\$ (572,089)</b>	<b>\$ (618,223)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The budget includes increased revenue from admissions. Personnel and maintenance costs are budgeted with an increase due to part time wage increase and higher maintenance expenses.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	7.50	8.00	8.00	8.00	8.00
Part-Time	7.81	7.23	7.42	7.34	7.51

## MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-180 MEADOWLARK BOTANICAL GARDENS</b>						
<b>REVENUES</b>						
4020	Misc Rev / Annual Dues	\$ 77,034	\$ 182,471	\$ 103,000	\$ 108,302	\$ 103,000
4101	Camps	(9,190)	57,233	52,000	50,647	57,000
4600	Programmed Events	2,738	1,947	8,000	16,181	8,000
4812, 4810	Visitor Center Rental/Photographer Fees	8,925	19,400	13,500	21,616	20,000
4230	Entrance Fees	160,849	468,779	260,000	249,998	290,000
4670	Shelter Reservations	0	0	0	0	3,000
	<b>TOTAL USER FEES</b>	<b>240,355</b>	<b>729,829</b>	<b>436,500</b>	<b>446,744</b>	<b>481,000</b>
4640	Retail Operations	38,804	67,596	60,000	63,556	60,000
4646	ML Bell Garden Postcards	910	65	0	215	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>39,714</b>	<b>67,661</b>	<b>60,000</b>	<b>63,771</b>	<b>60,000</b>
4510	Misc. Revenue	25	116	0	0	0
4181	Meadowlark Escrow Interest Transfer	12,060	2,396	1,000	0	1,000
	<b>TOTAL OTHER REVENUE</b>	<b>12,085</b>	<b>2,511</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 292,154</b>	<b>\$ 800,002</b>	<b>\$ 497,500</b>	<b>\$ 510,515</b>	<b>\$ 542,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 435,962	\$ 311,921	\$ 425,922	\$ 358,837	\$ 446,853
5020	Part-Time Salaries	115,741	173,033	189,215	126,079	224,764
5030	FICA	39,950	35,682	46,683	35,088	51,379
5040	Hospitalization	83,494	55,553	71,299	61,113	75,473
5060	Life Insurance	4,400	2,594	4,800	3,195	5,094
5050	Retirement	79,162	57,639	84,204	65,397	89,371
5070	Unemployment Tax	501	959	1,266	642	1,444
	<b>TOTAL PERSONNEL SERVICES</b>	<b>759,210</b>	<b>637,380</b>	<b>823,389</b>	<b>650,351</b>	<b>894,376</b>
5230	Gas and Diesel	3,089	2,499	5,000	3,931	5,000
5380	Membership Events	0	0	1,000	15	1,000
5490	Programs and Promotions	46	817	3,500	7,814	3,500
5171	Camps	1,108	2,921	4,000	890	4,000
5570	Uniforms	517	1,379	2,800	540	2,800
	<b>TOTAL OPERATING COSTS</b>	<b>4,760</b>	<b>7,616</b>	<b>16,300</b>	<b>13,191</b>	<b>16,300</b>
5180	Equipment/Vehicle Maintenance	7,797	10,817	14,000	11,568	15,400
5190	Facility Op. & Maintenance	64,393	63,755	65,000	71,043	71,500
5215	Garden Maintenance	39,621	15,983	55,000	30,359	65,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>111,811</b>	<b>90,555</b>	<b>134,000</b>	<b>112,970</b>	<b>151,900</b>
5290	Insurance - Vehicle	1,337	1,346	1,500	1,361	1,533
	<b>TOTAL INSURANCE</b>	<b>1,337</b>	<b>1,346</b>	<b>1,500</b>	<b>1,361</b>	<b>1,533</b>
5520	Retail Operations	37,795	32,045	36,000	26,708	36,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>37,795</b>	<b>32,045</b>	<b>36,000</b>	<b>26,708</b>	<b>36,000</b>
5580-001	Telephone	3,863	4,052	4,000	4,280	5,214
5580-002	Electricity	27,678	26,590	35,000	23,604	35,000
5580-003	Natural Gas	1,878	6,157	8,000	6,894	8,000
5580-004	Water/Sewer	4,133	6,980	8,000	4,830	8,000
5580-008	Propane Gas	0	0	400	0	400
5580-016	Cable/Internet	2,979	3,240	3,000	3,006	3,500
	<b>TOTAL UTILITIES</b>	<b>40,531</b>	<b>47,019</b>	<b>58,400</b>	<b>42,614</b>	<b>60,114</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 955,445</b>	<b>\$ 815,961</b>	<b>\$ 1,069,589</b>	<b>\$ 847,194</b>	<b>\$ 1,160,223</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (663,290)</b>	<b>\$ (15,959)</b>	<b>\$ (572,089)</b>	<b>\$ (336,679)</b>	<b>\$ (618,223)</b>

# MEADOWLARK BOTANICAL GARDENS

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

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

# MEADOWLARK BOTANICAL GARDENS

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

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

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

#### **Highlights:**

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

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

#### **Highlights:**

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

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

#### **Highlights:**

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

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Memberships	1,798	4,104	5,000	4,320	5,000
• Admissions (including members)	34,735	123,895	71,000	53,264	74,000
• Program participants	4,125	1,000	6,400	622	6,400
• Camp Grow participants	159	135	180	90	180
• School programs-number of students	420	150	1,400	419	1,400
• Average amount visitors spend on resale items	\$0.91	\$0.94	\$0.76	\$0.77	\$0.69
• Volunteer hours received	3,000	1,500	3,000	1,500	3,000

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,122,787	\$ 1,214,500	\$ 1,680,000	38.3%
Retail Operations	65,383	103,000	137,000	33.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,188,171</b>	<b>\$ 1,317,500</b>	<b>\$ 1,817,000</b>	<b>37.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 79,629	\$ 129,099	\$ 139,082	7.7%
Operating Costs	93,186	115,000	127,500	10.9%
Retail Operations	21,393	43,926	55,500	26.3%
Utilities	0	3,800	3,500	-7.9%
<b>TOTAL EXPENSES</b>	<b>\$ 194,207</b>	<b>\$ 291,825</b>	<b>\$ 325,582</b>	<b>11.6%</b>
<b>Net Income</b>	<b>\$ 993,964</b>	<b>\$ 1,025,675</b>	<b>\$ 1,491,418</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The budgeted net income increases by \$465,743 due to anticipate increased visitation based on the increased attendance in recent years.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.50	0.50	0.50	0.50
Part-Time	3.07	2.92	3.11	3.15	3.44

## MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-185 MEADOWLARK LIGHT SHOW</b>						
<b>REVENUES</b>						
4486	Admissions	\$ 840,536	\$ 1,122,754	\$ 1,194,500	\$ 1,838,479	\$ 1,650,000
4488	Group Admissions	21,465	33	20,000	35,974	30,000
<b>TOTAL USER FEES</b>		<b>862,001</b>	<b>1,122,787</b>	<b>1,214,500</b>	<b>1,874,453</b>	<b>1,680,000</b>
4642	Retail-Food	72,172	48,587	76,000	105,313	90,000
4640	Retail Operations	21,258	16,796	27,000	26,815	27,000
4641	Retail - Alcoholic Beverages	0	0	0	23,765	20,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>93,430</b>	<b>65,383</b>	<b>103,000</b>	<b>155,892</b>	<b>137,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 955,431</b>	<b>\$ 1,188,171</b>	<b>\$ 1,317,500</b>	<b>\$ 2,030,346</b>	<b>\$ 1,817,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 0	\$ 24,343	\$ 26,822	\$ 20,032	\$ 24,983
5020	Part-Time Salaries	55,558	43,148	79,723	64,798	95,838
5030	FICA	(18)	1,519	8,151	6,235	9,243
5040	Hospitalization	0	5,892	8,314	2,331	3,238
5060	Life Insurance	163	233	306	195	285
5050	Retirement	0	4,487	5,364	3,731	4,997
5070	Unemployment	0	7	419	263	499
<b>TOTAL PERSONNEL SERVICES</b>		<b>55,702</b>	<b>79,629</b>	<b>129,099</b>	<b>97,586</b>	<b>139,082</b>
5470, 5151	Light Show Production Costs	107,066	93,063	115,000	109,418	127,500
5490	Programs and Promotions	3,903	0	0	545	0
5410	Miscellaneous Event Expenses	0	123	0	490	0
<b>TOTAL OPERATING COSTS</b>		<b>110,969</b>	<b>93,186</b>	<b>115,000</b>	<b>110,453</b>	<b>127,500</b>
5520-015, 025, 5522-000	Retail-Food	21,908	12,567	30,426	21,444	36,000
5520-000	Retail Operations	21,777	8,826	13,500	14,166	13,500
5521	Retail - Alcoholic Beverages	0	0	0	2,918	6,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>43,685</b>	<b>21,393</b>	<b>43,926</b>	<b>38,528</b>	<b>55,500</b>
5580-002	Electricity	0	0	3,500	0	3,500
5580-008	Propane	0	0	300	0	0
<b>TOTAL UTILITIES</b>		<b>0</b>	<b>0</b>	<b>3,800</b>	<b>0</b>	<b>3,500</b>
<b>TOTAL EXPENSES</b>		<b>\$ 210,357</b>	<b>\$ 194,207</b>	<b>\$ 291,825</b>	<b>\$ 246,567</b>	<b>\$ 325,582</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 745,075</b>	<b>\$ 993,964</b>	<b>\$ 1,025,675</b>	<b>\$ 1,783,779</b>	<b>\$ 1,491,418</b>

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



Objectives:

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



# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

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

**MEASURABLE RESULTS**

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Number of light show entries	76,421	68,644	74,000	111,374	90,000
• Average amount visitors spend on food & retail items	\$1.50	\$0.94	\$1.39	\$1.37	\$1.52

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 270,161	\$ 701,750	\$ 780,000	11.2%
Retail Operations	189,780	1,090,350	1,211,963	11.2%
Other Revenue	41,580	102,924	111,000	7.8%
<b>TOTAL REVENUE</b>	<b>\$ 501,521</b>	<b>\$ 1,895,024</b>	<b>\$ 2,102,963</b>	<b>11.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 341,967	\$ 536,961	\$ 595,507	10.9%
Operating Costs	54,085	222,350	224,566	1.0%
Maintenance Costs	58,546	91,500	98,750	7.9%
Insurance	5,423	4,500	6,500	44.4%
Retail Operations	55,531	334,530	371,700	11.1%
Utilities	44,921	54,200	54,900	1.3%
<b>TOTAL EXPENSES</b>	<b>\$ 560,473</b>	<b>\$ 1,244,041</b>	<b>\$ 1,351,923</b>	<b>8.7%</b>
<b>Net Income</b>	<b>\$ -58,952</b>	<b>\$ 650,983</b>	<b>\$ 751,040</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget has a net income that has been restored close to the pre-pandemic level, with an expectation of the return to a normal level of events.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	4.50	4.50	4.50	4.50	4.50
Part-Time	7.77	5.51	5.06	5.56	5.79

## MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-170 MEADOWLARK ATRIUM AND EVENT SERVICES</b>						
<b>REVENUES</b>						
4135	Atrium Rental	\$ 491,469	\$ 228,565	\$ 675,000	\$ 609,258	\$ 750,000
4443	Kitchen Use Fee	5,524	4,000	5,000	4,000	5,000
4487	Reservations-Lilac Pavillion Rental	8,558	15,791	8,750	12,600	10,000
4290	Reservations - Gazebo Rental	6,758	21,805	13,000	9,275	15,000
	<b>TOTAL USER FEES</b>	<b>512,308</b>	<b>270,161</b>	<b>701,750</b>	<b>635,133</b>	<b>780,000</b>
4821	Equipment Rental	46,912	22,208	67,500	96,616	75,000
4822	NVRPA Event Staffing	20,850	19,170	35,424	61,795	36,000
4693	Special Services	93	203	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>67,854</b>	<b>41,580</b>	<b>102,924</b>	<b>158,411</b>	<b>111,000</b>
4115	Catering	580,669	108,217	708,750	570,640	787,500
4682	Administrative Fee	129,464	28,492	133,535	137,519	148,838
4640,4641,4647	Retail - Alcoholic Beverages	218,673	53,071	248,065	237,089	275,625
	<b>TOTAL RETAIL OPERATIONS</b>	<b>928,806</b>	<b>189,780</b>	<b>1,090,350</b>	<b>945,247</b>	<b>1,211,963</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,508,969</b>	<b>\$ 501,521</b>	<b>\$ 1,895,024</b>	<b>\$ 1,738,791</b>	<b>\$ 2,102,963</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 192,463	\$ 206,238	\$ 233,351	\$ 207,437	\$ 250,978
5020	Part-Time Salaries	71,044	31,525	178,440	86,129	202,997
5030	FICA	19,097	17,132	31,502	21,029	34,729
5040	Hospitalization	33,024	43,901	43,266	41,676	52,552
5060	Life Insurance	2,274	1,976	2,660	1,806	2,861
5050	Retirement	35,658	40,896	46,670	36,885	50,196
5070	Unemployment Tax	224	298	1,072	397	1,195
	<b>TOTAL PERSONNEL SERVICES</b>	<b>353,784</b>	<b>341,967</b>	<b>536,961</b>	<b>395,360</b>	<b>595,507</b>
5186	Equipment Rental	46,662	20,376	64,125	80,989	71,250
5146	Contract Employment	131,863	31,860	152,975	167,735	148,066
5490	Programs and Promotions	1,958	616	3,500	1,617	3,500
5570	Uniforms	874	1,233	1,750	323	1,750
	<b>TOTAL OPERATING COSTS</b>	<b>181,357</b>	<b>54,085</b>	<b>222,350</b>	<b>250,663</b>	<b>224,566</b>
5180	Equipment/Vehicle Maintenance	2,509	0	2,500	185	2,750
5190	Facility Op. & Maintenance	63,622	49,822	70,000	63,507	74,000
5215	Garden Maintenance	16,127	8,723	19,000	17,959	22,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>82,258</b>	<b>58,546</b>	<b>91,500</b>	<b>81,651</b>	<b>98,750</b>
5143	Catering	174,341	46,021	255,150	163,250	283,500
5521	Retail - Alcoholic Beverages	52,416	9,510	79,380	47,406	88,200
	<b>TOTAL RETAIL</b>	<b>226,757</b>	<b>55,531</b>	<b>334,530</b>	<b>210,656</b>	<b>371,700</b>
5265	Insurance - Liquor Liability	5,294	5,423	4,500	3,233	6,500
	<b>TOTAL INSURANCE</b>	<b>5,294</b>	<b>5,423</b>	<b>4,500</b>	<b>3,233</b>	<b>6,500</b>
5580-001	Telephone	3,004	1,822	3,000	1,357	3,000
5580-002	Electricity	33,370	26,852	35,000	31,446	35,000
5580-003	Natural Gas	9,263	8,791	10,000	11,385	10,000
5580-004	Water/Sewer	3,480	5,879	4,800	5,396	5,500
5580-016	Cable/Internet	1,335	1,578	1,400	1,276	1,400
	<b>TOTAL UTILITIES</b>	<b>50,451</b>	<b>44,921</b>	<b>54,200</b>	<b>50,860</b>	<b>54,900</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 899,901</b>	<b>\$ 560,473</b>	<b>\$ 1,244,041</b>	<b>\$ 992,423</b>	<b>\$ 1,351,923</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 609,068</b>	<b>\$ (58,952)</b>	<b>\$ 650,983</b>	<b>\$ 746,368</b>	<b>\$ 751,040</b>

# MEADOWLARK ATRIUM AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



### Objectives:

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

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



### Objectives:

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

# MEADOWLARK ATRIUM AND EVENT SERVICES

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

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

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

**Highlights**

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

<u>MEASURABLE RESULTS</u>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL</b> <small>6 months JUL-DEC 2021</small>	<b>FY 2023 TARGET</b>
• Total Atrium events/rentals	97	38	96	63	120
• Atrium social events	83	32	96	56	100
• Percentage of Atrium Social Events catered by Great Blue Heron	96 %	90 %	97 %	93 %	97 %
• Annual attendance-social event guests	13,095	2,280	11,800	8,505	10,000
• Number of gazebo rentals	23	66	51	25	50

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

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 125	\$ 2,000	\$ 2,000	0.0%
Other Revenue	710.5	1,421	1,421	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 835.5</b>	<b>\$ 3,421</b>	<b>\$ 3,421</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 0	\$ 0	0	-
Operating Costs	0	1,500	1,500	0.0%
Maintenance Costs	16,939	15,000	18,000	20.0%
Utilities	818	1,500	1,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 17,756</b>	<b>\$ 18,000</b>	<b>\$ 21,000</b>	<b>16.7%</b>
<b>Net Income</b>	<b>\$ (16,921)</b>	<b>\$ (14,579)</b>	<b>(17,579)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 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 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK</b>						
<b>REVENUES</b>						
4131	Church Rental	\$ 0	\$ 0	\$ 600	\$ 500	\$ 600
4230	Entrance Fees	233	0	200	0	200
4600	Programmed Events	1,365	125	1,200	769	1,200
	<b>TOTAL USER FEES</b>	<b>1,598</b>	<b>125</b>	<b>2,000</b>	<b>1,269</b>	<b>2,000</b>
4605	Farm Rental Lease	247	711	1,421	711	1,421
	<b>TOTAL OTHER REVENUE</b>	<b>247</b>	<b>711</b>	<b>1,421</b>	<b>711</b>	<b>1,421</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,845</b>	<b>\$ 836</b>	<b>\$ 3,421</b>	<b>\$ 1,980</b>	<b>\$ 3,421</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 16	\$ 0	\$ 0	\$ 0	\$ 0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5490	Programs and Promotions	163	0	1,500	360	1,500
	<b>TOTAL OPERATING COSTS</b>	<b>163</b>	<b>0</b>	<b>1,500</b>	<b>360</b>	<b>1,500</b>
5190	Facility Op. & Maintenance	10,314	16,939	15,000	14,671	18,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>10,314</b>	<b>16,939</b>	<b>15,000</b>	<b>14,671</b>	<b>18,000</b>
5580-002	Electricity	1,966	818	1,500	1,049	1,500
	<b>TOTAL UTILITIES</b>	<b>1,966</b>	<b>818</b>	<b>1,500</b>	<b>1,049</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 12,460</b>	<b>\$ 17,756</b>	<b>\$ 18,000</b>	<b>\$ 16,080</b>	<b>\$ 21,000</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (10,615)</b>	<b>\$ (16,921)</b>	<b>\$ (14,579)</b>	<b>\$ (14,100)</b>	<b>\$ (17,579)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2023



### Mt. Zion Historic Park:

**Goal One: Enhance quality of life through beneficial, successful programs that meet the needs of the community and provide a unique and exceptional customer experience.**



Objectives:

- 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 a minimum of (2) new strategies to conduct SOL based programs.
- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance utilizing no less than 500 volunteer hours across both sites.
- Conduct a minimum of (3) SOL based programs.
- Maintain a minimum of (5) diverse community partnerships.

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



Objectives:

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

### Gilbert's Corner Regional Park:

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



Objectives:

- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance utilizing no less than 500 volunteer hours across both sites.
- Define the appropriate steps and timeline needed to connect existing trail system to adjacent sites.
- Maintain a minimum of (3) diverse community partnerships.
- Install a minimum of (1) new display that interprets the history at Gilbert's Corner.
- Develop and implement a complete interpretive plan for both natural and historic resources.

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



Objectives:

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



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

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

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

**Highlights**

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

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

**Highlights**

- Maintained (4) educational partnerships including the addition of Shepherd University.
- Implemented strategies and training techniques developed by the Customer Service Committee.
- Park staff conducted weekly and monthly routine facility maintenance inspections.
- Maintained appropriate COVID protocols and procedures during public programming and activities.

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

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

**Highlights**

- Volunteer corps at Gilbert's Corner grew and focused their efforts on the installation of a monthly Story Walk along the hiking trails.
- Maintained (3) community partnerships.
- Installed (1) new Civil War Trails sign about the history of Gilbert's Corner.

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

**Highlights**

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

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC	FY 2023 TARGET
• Special event & program attendance	447	101	600	99	600
• Rental event attendance	0	30	150	50	150
• School program attendance	0	2	850	0	425
• Scout attendance	0	0	90	0	90
• Volunteer hours	0	52	570	46	500

# OCCOQUAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 328,692	\$ 289,000	\$ 313,500	8.5%
Retail Operations	70	1,200	1200	0.0%
Other Revenue	175	3,500	0	-100.0%
<b>TOTAL REVENUE</b>	<b>\$ 328,938</b>	<b>\$ 293,700</b>	<b>\$ 314,700</b>	<b>7.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 293,078	\$ 338,850	\$ 431,115	27.2%
Operating Costs	7,200	12,700	16,700	31.5%
Maintenance Costs	67,908	82,650	136,783	65.5%
Insurance	1,795	2,000	2,043	2.2%
Retail Operations	174	480	480	0.0%
Utilities	21,587	39,200	37,700	-3.8%
<b>TOTAL EXPENSES</b>	<b>\$ 391,742</b>	<b>\$ 475,880</b>	<b>\$ 624,821</b>	<b>31.3%</b>
<b>Net Income</b>	<b>\$ (62,804)</b>	<b>\$ (182,180)</b>	<b>\$ (310,121)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes a new Crew Leader position that will provide additional maintenance capability with the more intensive needs at River View and the Turning Point Memorial.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	3.00
Part-Time	3.44	4.89	5.22	6.20	5.91

## OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-210</b>	<b>OCCOQUAN REGIONAL PARK</b>					
	<b>REVENUES</b>					
4460	Launch Fees	\$ 25,498.7	\$ 35,239.5	\$ 33,000	\$ 23,120	\$ 36,000
4690	Special Events	18,113	11,110	15,000	14,049	10,000
4670	Shelter Reservations	21,922	39,887	33,000	28,775	35,500
4600	Programmed Events	9,048	5,435	12,000	3,331	8,000
4060	Batting Cage Fees	14,348	34,026	20,000	23,268	30,000
4070	Boat Rental	43,637	90,771	66,000	50,849	75,000
4080	Boat Storage	111,372	112,224	110,000	108,800	119,000
	<b>TOTAL USER FEES</b>	<b>243,939</b>	<b>328,692</b>	<b>289,000</b>	<b>252,191</b>	<b>313,500</b>
4640	Retail - Food	796	70	1,200	12	1,200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>796</b>	<b>70</b>	<b>1,200</b>	<b>12</b>	<b>1,200</b>
4475	Lessons	0	0	3,500	0	0
4510	Miscellaneous Revenue	119	175	0	18	0
4636	Rental Device Commission	225	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>344</b>	<b>175</b>	<b>3,500</b>	<b>18</b>	<b>0</b>
	<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$ 245,079</b>	<b>\$ 328,938</b>	<b>\$ 293,700</b>	<b>\$ 252,221</b>	<b>\$ 314,700</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 128,917	\$ 115,389	\$ 126,090	\$ 107,845	\$ 169,526
5020	Part-Time Salaries	98,442	124,103	158,900	89,829	174,947
5030	FICA	17,185	18,140	21,427	14,464	26,352
5040	Hospitalization	13,796	10,813	5,938	13,749	23,457
5060	Life Insurance	1,315	1,104	1,382	938	1,933
5050	Retirement	23,304	23,127	24,238	19,421	33,905
5070	Unemployment Tax	217	401	875	407	995
	<b>TOTAL PERSONNEL SERVICES</b>	<b>283,177</b>	<b>293,078</b>	<b>338,850</b>	<b>246,653</b>	<b>431,115</b>
5230	Gas and Diesel	3,193	3,132	6,000	5,284	6,000
5430	Park Police	0	0	0	0	6,000
5490	Programs and Promotions	7,378	3,585	6,000	6,627	4,000
5570	Uniforms	261	483	700	350	700
	<b>TOTAL OPERATING COSTS</b>	<b>10,833</b>	<b>7,200</b>	<b>12,700</b>	<b>12,261</b>	<b>16,700</b>
5180	Equipment/Vehicle Maintenance	4,433	7,524	12,000	7,773	13,200
5190	Facility Op. & Maintenance	55,650	60,384	70,650	100,825	123,583
	<b>TOTAL MAINTENANCE COSTS</b>	<b>60,082</b>	<b>67,908</b>	<b>82,650</b>	<b>108,598</b>	<b>136,783</b>
5290	Insurance - Vehicle	1,783	1,795	2,000	1,814	2,043
	<b>TOTAL INSURANCE</b>	<b>1,783</b>	<b>1,795</b>	<b>2,000</b>	<b>1,814</b>	<b>2,043</b>
5520	Retail - Food	456	174	480	221	480
	<b>TOTAL RETAIL OPERATIONS</b>	<b>456</b>	<b>174</b>	<b>480</b>	<b>221</b>	<b>480</b>
5580-001	Telephone	1,794	2,725	2,200	2,546	2,200
5580-002	Electricity	12,631	11,002	22,000	10,467	18,000
5580-003	Natural Gas	69	191	0	191	0
5580-004	Water/Sewer	8,411	2,643	10,000	6,302	12,500
5580-008	Propane Gas	988	3,644	3,500	2,662	3,500
5580-016	Internet/Cable	597	1,381	1,500	1,154	1,500
	<b>TOTAL UTILITIES</b>	<b>24,490</b>	<b>21,587</b>	<b>39,200</b>	<b>23,322</b>	<b>37,700</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 380,821</b>	<b>\$ 391,742</b>	<b>\$ 475,880</b>	<b>\$ 392,868</b>	<b>\$ 624,821</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (135,742)</b>	<b>\$ (62,804)</b>	<b>\$ (182,180)</b>	<b>\$ (140,647)</b>	<b>\$ (310,121)</b>

# OCCOQUAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



### **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 a minimum of (5) diverse community partnerships.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to maintain and improve the trail systems through sustainable trail maintenance efforts.

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



Objectives:

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

### **Goal Three: 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.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Continue and increase cross-agency promotion and marketing efforts across all park facilities.

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



Objectives:

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

### **Goal Five: Implement a new park wide management plan.**



Objectives:

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

# OCCOQUAN REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

#### Highlights

- Worked with the Fairfax County Urban Forester and contractor on invasive species removal.
- Coordinated with the Turning Point Suffragist Memorial team to add additional elements to enhance the beauty of the memorial including additional plantings, a rose garden, and a permanent gazebo.
- Worked with local Boy Scout troops to update the park patio with a stone firepit and wood bench seating.
- The Blue and White trails were enhanced with new trailhead designs and work to make trails more sustainable and user friendly.
- Maintained the following community partnerships: Friends of the Occoquan, George Mason University, Turning Point Suffragist Memorial Association, Town of Occoquan/Mayor of Occoquan, Fairfax County & Prince William County Marine Police, United States Coast Guard, FBI, National Geospatial Intelligence Agency, Fairfax County Urban Search and Rescue, Prince William Marina
- Utilizing the CMMS, we ensured regular park maintenance was scheduled and completed. This includes restroom winterization, vehicle maintenance, HVAC operation and kayak storage.
- Put in place contracted arrangements to aid in the maintenance of park grounds, the Suffragist Memorial and areas immediately around the River View.

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

#### Highlights

- The Brickyard 5k Course hosted (12) events during FY 2022 losing some to the Pandemic.
- The park hosted (18) external special events in FY 2022 including the following:
  - FOTO River Clean-ups (2)
  - Burn Boot Camp
  - GMW River Clean-ups (2)
  - Prince William Cruisers Car Show
  - Weekend Bassers Fishing Tournaments (2)
  - Deutsch Concourse D'Elegance Car Show
  - New Horizons Fishing Tournaments (2)
  - TPSM Memorial Dedication
  - Patriot District BSA Day Camp
  - Girl Scout Bridging Ceremony (2)
- Collaborated with the Roving Park Naturalist to offer (4) Cozy Creature Campfires programs.

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

#### Highlights

- Customer Service trainings were implemented for Batting Cage & Marina operations.
- Continued to utilize the Great Board and new Great Cards to promote staff recognition from both peers and park guests.
- Reviewed park signage for consistency and wayfinding adding several new directional and information signs making it easier for visitors to navigate the park.

### 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.
- Effectively added an event inquiry form to make it simpler to communicate details for external 5k events and special events at the park.
- Designed and implemented a plan to enhance the overall appearance of the batting cages including:
  - Repaint the exterior of the batting cage hut
  - Designed and added large windscreen batting graphics to the cages.
  - Eliminated rotting wood planter beds and added new grass seed to the area.
  - Removed rust and repainted coin boxes.

### Goal Five: *Implement a new park wide management plan.*

#### Highlights

- Enhanced lines of communication between The River View, Brickmaker's Café and Brickmakers Catering ensuring cohesive messaging.
- Implemented weekly meetings providing the opportunity to debrief from the previous week's event, plan for upcoming events and discuss park issues and challenges at large.
- Established and implemented daily and long-term plans for the maintenance and upkeep of the Turning Point Suffragist Memorial.
- Ensured all health and safety protocols were followed to protect park staff and guests during the Covid environment.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Boat/RV storage usage	145	144	150	142	150
• Number of boat launches	2,812	3,403	3,000	1,599	3,000
• Number of batting cage rounds	9,574	22,621	13,000	10,409	16,250
• Number of picnic shelter rentals	177	298	235	177	235
• Number of volunteer hours	271	259	500	129	500
• Number of boat rentals	3,227	5,711	4,000	2,703	4,240
• Number of 5 K events	22	8	12	3	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 234,566	\$ 682,000	\$ 740,000	8.5%
Retail Operations	262,511	1,077,251	1,171,564	8.8%
Other Revenue	25,682	100,156	111,500	11.3%
Transfer from Restricted License Fee Fund	0	0	0	
Transfer from Capital Fund	812,116	370,000	0	
<b>TOTAL REVENUE</b>	<b>\$ 1,334,875</b>	<b>\$ 2,229,407</b>	<b>\$ 2,023,064</b>	<b>-9.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 255,487	\$ 424,341	\$ 442,647	4.3%
Operating Costs	50,639	223,601	233,830	4.6%
Maintenance Costs	142,717	154,965	131,321	-15.3%
Insurance	4,810	5,500	6,000	9.1%
Retail Operations	86,491	329,977	359,310	8.9%
Utilities	26,472	65,700	65,700	0.0%
Debt Service	480,308	814,164	815,006	0.1%
<b>TOTAL EXPENSES</b>	<b>\$ 1,046,923</b>	<b>\$ 2,018,248</b>	<b>\$ 2,053,814</b>	<b>1.8%</b>
<b>Net Income</b>	<b>\$ 287,951</b>	<b>\$ 211,159</b>	<b>\$ (30,750)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- For the first time, the River View at Occoquan is budgeted to cover debt service costs without a transfer from the Capital Fund. The event centers have seen a resurgence since re-opening after pandemic closures and they are budgeted to continue on this path.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	3.25	4.25	4.25	4.25	4.25
Part-Time	1.84	2.59	2.89	3.37	3.61

## THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-215 THE RIVER VIEW AT OCCOQUAN</b>						
<b>REVENUES</b>						
4135	River View Rental	\$ 404,862	\$ 227,416	\$ 667,000	\$ 574,540	\$ 725,000
4487	Reservations-Pavilion Rental	6,800	7,150	15,000	5,200	15,000
	<b>TOTAL USER FEES</b>	<b>411,662</b>	<b>234,566</b>	<b>682,000</b>	<b>579,740</b>	<b>740,000</b>
4821	Equipment Rental	46,797	14,247	66,550	66,202	72,500
4822	NVRPA Event Staffing	28,450	10,963	33,606	81,780	39,000
4440	Interest	6,204	472	0	(8)	0
	<b>TOTAL OTHER REVENUE</b>	<b>81,450</b>	<b>25,682</b>	<b>100,156</b>	<b>147,974</b>	<b>111,500</b>
4115	Catering	544,226	169,978	699,900	646,624	761,250
4682	Administrative Fee	122,903	37,954	132,366	155,151	143,876
4641	Retail - Alcoholic Beverages	104,824	26,913	244,985	129,459	266,438
	<b>TOTAL RETAIL OPERATIONS</b>	<b>874,684</b>	<b>262,511</b>	<b>1,077,251</b>	<b>1,055,379</b>	<b>1,171,564</b>
	<b>TOTAL REVENUE</b>	<b>1,367,796</b>	<b>522,759</b>	<b>1,859,407</b>	<b>1,783,093</b>	<b>2,023,064</b>
<b>TRANSFERS IN</b>						
4950	Transfer from Restricted Fund	326,232	0	0	0	0
4900	Transfer from Capital Fund	0	812,116	370,000	0	0
	<b>TOTAL TRANSFERS IN</b>	<b>326,232</b>	<b>812,116</b>	<b>370,000</b>	<b>0</b>	<b>0</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 1,694,028</b>	<b>\$ 1,334,875</b>	<b>\$ 2,229,407</b>	<b>\$ 1,783,093</b>	<b>\$ 2,023,064</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 165,133	\$ 164,356	\$ 208,009	\$ 159,461	\$ 219,228
5020	Part-Time Salaries	40,724	16,500	115,606	35,515	128,443
5030	FICA	15,205	13,379	24,084	14,286	26,597
5040	Hospitalization	31,000	27,065	31,966	17,595	21,223
5060	Life Insurance	1,908	1,501	2,371	1,299	2,499
5050	Retirement	30,349	32,490	41,602	29,104	43,846
5070	Unemployment Tax	243	197	704	271	812
	<b>TOTAL PERSONNEL SERVICES</b>	<b>284,563</b>	<b>255,487</b>	<b>424,341</b>	<b>257,530</b>	<b>442,647</b>
5186	Equipment Rental	48,243	15,076	63,215	57,489	68,875
5146	Contract Employment	131,882	33,295	153,986	175,560	158,555
5490	Programs and Promotions	5,332	1,883	5,000	3,180	5,000
5570	Uniforms	317	385	1,400	327	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>185,773</b>	<b>50,639</b>	<b>223,601</b>	<b>236,556</b>	<b>233,830</b>
5180	Equipment/Vehicle Maintenance	321	349	2,500	0	2,750
5190	Facility Op. & Maintenance	149,558	142,368	152,465	147,088	128,571
	<b>TOTAL MAINTENANCE COSTS</b>	<b>149,880</b>	<b>142,717</b>	<b>154,965</b>	<b>147,088</b>	<b>131,321</b>
5143	Catering	205,015	69,697	251,676	202,793	274,050
5521	Retail - Alcoholic Beverages	50,780	16,793	78,301	55,195	85,260
	<b>TOTAL RETAIL</b>	<b>255,795</b>	<b>86,491</b>	<b>329,977</b>	<b>257,988</b>	<b>359,310</b>
5265	Insurance - Liquor Liability	4,544	4,810	5,500	2,527	6,000
	<b>TOTAL INSURANCE</b>	<b>4,544</b>	<b>4,810</b>	<b>5,500</b>	<b>2,527</b>	<b>6,000</b>
5580-001	Telephone	3,280	2,668	2,000	1,750	3,000
5580-002	Electricity	28,389	2,633	40,000	10,246	40,000
5580-003	Natural Gas	8,988	10,588	11,500	1,575	11,500
5580-004	Water/Sewer	513	4,882	6,000	2,893	5,000
5580-016	Cable/Internet	5,899	5,700	6,200	4,763	6,200
	<b>TOTAL UTILITIES</b>	<b>47,069</b>	<b>26,472</b>	<b>65,700</b>	<b>21,228</b>	<b>65,700</b>
2425	Note Payable VRA Principal	0	250,000	265,000	0	280,000
5322	Interest Expense VRA Note	489,864	480,308	549,164	361,727	535,006
	<b>TOTAL DEBT SERVICE</b>	<b>489,864</b>	<b>480,308</b>	<b>814,164</b>	<b>361,727</b>	<b>815,006</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,417,488</b>	<b>\$ 1,046,923</b>	<b>\$ 2,018,248</b>	<b>\$ 1,284,644</b>	<b>\$ 2,053,814</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 276,540</b>	<b>\$ 287,951</b>	<b>\$ 211,159</b>	<b>\$ 498,450</b>	<b>\$ (30,750)</b>

# THE RIVER VIEW AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted campaign strategy that address 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.
- Maintain a web-based content management software for scheduling, tracking leads, and ensuring consistent communication.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Host a minimum of (2) Open House events.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Maintain a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform detailed event tracking and analysis to monitor expense and revenue performance.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Conduct a comprehensive annual review of our catering and alcohol offerings that focus on how we can improve our services.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment of Event and Food & Beverage staff.
- 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 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.
- 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.



# THE RIVER VIEW AT OCCOQUAN

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Implemented a number of marketing and outreach strategies to drive rentals and interest in the site these included: The Signature CEO Conference, Planner’s Lounge, and facilitating a featured venue campaign in Virginia Bride Magazine.
- Created templates for social media hashtags to reach new markets more efficiently.
- Increased client leads by implementing monthly strategies including tour follow up sheets designed to reach back out to tours in a timely manner and recording new & improved virtual tours.
- Maintained our content management software to track leads and ensuring proper communications through the event process.
- Maintained weekly presence on social media platforms. Strategies included photographer outreach, sharing of regional vendor content, and comment interactions.
- Hosted (1) open house in February 2022 that resulted in four new contracts.
- Constantly monitored websites (google, Facebook, the knot, wedding wire) for new reviews and responded accordingly.
- Focused on increasing off-peak rentals by hosting three styled shoots to showcase winter & summer aesthetics and maintaining and conducting outreach using our lead database.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.

**Goal Two: *Enhance the facilities and provide a unique and exceptional customer experience.***

**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.
- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines.
- From July 2021 – March 2022, our Net Promotor Score remained high.
- Continued to conducted surveys with clients to effectively manage reputation and consistently review customer experience.

**MEASURABLE RESULTS**

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• River View events/rentals	60	44	88	63	100
• Number of brunch wedding rentals	4	5	5	2	5
• Number of weddings over 200 guests	24	1	20	20	25
• Annual attendance-social event guests	10825	2,270	11,880	9,610	16,500
• Number of pavilion rentals	8	14	16	6	16

# BRICKMAKERS CAFÉ AT OCCOQUAN

## PROGRAM OVERVIEW

Brickmakers Café is located within the 14,000 square foot Jean R. Packard Center in Occoquan Regional Park. The Café offers a casual dining experience with stunning views of the Occoquan River along with seasonal food offerings and events.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 0	\$ 0	0	-
Retail Operations	363,342	394,500	437,000	10.8%
Other Revenue	406	500	500	0.0
<b>TOTAL REVENUE</b>	<b>\$ 363,748</b>	<b>\$ 395,000</b>	<b>\$ 437,500</b>	<b>10.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 100,448	\$ 162,539	\$ 182,053	12.0%
Operating Costs	5,250	4,500	4,500	0.0%
Maintenance Costs	28,167	25,600	29,940	17.0%
Insurance	438	1,500	1,500	0.0%
Retail Operations	171,235	152,050	171,175	12.6%
<b>TOTAL EXPENSES</b>	<b>\$ 305,539</b>	<b>\$ 346,189</b>	<b>\$ 389,168</b>	<b>12.4%</b>
<b>Net Income</b>	<b>\$ 58,209</b>	<b>\$ 48,811</b>	<b>\$ 48,332</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Brickmakers Cafe is budgeted to have a similar net income to last year. Personnel and maintenance costs are budgeted with an increase due to part time wage increases and higher maintenance expenses.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.04	3.17	3.82	4.77	4.77

## BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-220 BRICKMAKERS CAFÉ AT OCCOQUAN</b>						
<b>REVENUES</b>						
4822	NVRPA Event Staffing	630	395	500	573	500
4510	Miscellaneous Revenue	0	11	0	0	0
<b>TOTAL OTHER REVENUE</b>		<b>630</b>	<b>406</b>	<b>500</b>	<b>573</b>	<b>500</b>
4640	Retail - Food	253,403	312,085	300,000	301,428	350,000
4115	Catering	29,276	13,083	34,000	13,491	34,000
4641	Retail -Alcoholic Beverages	42,042	38,174	60,000	26,992	52,500
	Retail-Other	0	0	500	0	500
<b>TOTAL RETAIL OPERATIONS</b>		<b>324,721</b>	<b>363,342</b>	<b>394,500</b>	<b>341,911</b>	<b>437,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 325,351</b>	<b>\$ 363,748</b>	<b>\$ 395,000</b>	<b>\$ 342,484</b>	<b>\$ 437,500</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 108,122	\$ 92,451	\$ 150,290	\$ 86,981	\$ 156,866
5030	FICA	8,245	7,071	11,497	6,431	12,000
5040	Hospitalization	1,966	693	0	3,848	12,403
5060	Life Insurance	0	0	0	0	0
5050	Retirement	0	0	0	0	0
5070	Unemployment Tax	230	233	751	248	784
<b>TOTAL PERSONNEL SERVICES</b>		<b>118,563</b>	<b>100,448</b>	<b>162,539</b>	<b>97,508</b>	<b>182,053</b>
5146	Contract Employment	7,892	5,250	2,500	7,715	2,500
5490	Programs and Promotions	92	0	2,000	0	2,000
<b>TOTAL OPERATING COSTS</b>		<b>7,984</b>	<b>5,250</b>	<b>4,500</b>	<b>7,715</b>	<b>4,500</b>
5190	Facility Op. & Maintenance	22,743	28,167	25,600	21,397	29,940
<b>TOTAL MAINTENANCE COSTS</b>		<b>22,743</b>	<b>28,167</b>	<b>25,600</b>	<b>21,397</b>	<b>29,940</b>
5265	Insurance - Liquor Liability	544	438	1,500	1,798	1,500
<b>TOTAL INSURANCE</b>		<b>544</b>	<b>438</b>	<b>1,500</b>	<b>1,798</b>	<b>1,500</b>
5520	Retail -Food	116,613	160,594	132,000	152,553	153,600
5521	Retail - Alcoholic Beverages	10,250	10,641	19,800	6,920	17,325
	Retail-Other	0	0	250	0	250
<b>TOTAL RETAIL OPERATIONS</b>		<b>126,863</b>	<b>171,235</b>	<b>152,050</b>	<b>159,474</b>	<b>171,175</b>
<b>TOTAL EXPENSES</b>		<b>\$ 276,697</b>	<b>\$ 305,539</b>	<b>\$ 346,189</b>	<b>\$ 287,892</b>	<b>\$ 389,168</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 48,654</b>	<b>\$ 58,209</b>	<b>\$ 48,811</b>	<b>\$ 54,593</b>	<b>\$ 48,332</b>

# BRICKMAKERS CAFÉ AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



### Objectives:

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



# BRICKMAKERS CAFÉ AT OCCOQUAN

## FY 2022 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 menus and Suffragist memorial tours.
- Conducted food handling and alcohol service training certification for Café staff.
- Conducted bacterial and viral related training in accordance with health department guidelines.
- Consistently implemented new monthly specials for events including the Super Bowl, Valentine’s Day, St. Patrick’s Day, Cinco de Mayo, Mother’s Day, Father’s Day, 4th of July, Labor Day, Halloween, Veteran’s Day and a winter/ holiday wine tasting.
- Implemented several new strategies to increase awareness of Brickmakers Café including Visit Occoquan Magazine, consistent social media postings, updating catering related material for private events, and increased advertising throughout park for online ordering.
- Customer service training for Café safe completed including a focus on greeting customers, effectively taking orders and handling customer complaints.
- Updated daily, weekly and monthly SOPs related to facility cleanliness, prepping, cooking and presentation of menu items, and new pager food pick-up system.
- Worked with Food and Beverage Manager and Assistant Food and Beverage Manager to update and revise menu offerings to ensure proper food margins and increase speed of service.
- Developed a plan for improvements for the outside dining space including new patio tables, chairs and umbrellas. Installed patio heaters to extend outside sitting season.
- Worked with Food and Beverage Manager, Assistant Food and Beverage Manager and Restaurant Supervisor to update weekly schedule templates to forecast staffing needs throughout the year. Developed new job descriptions for Restaurant Sous Chef and Grill Cook positions
- Maintained covid19 related safety protocols established by the state and local level health departments and NOVA Parks
- Updated patio rental guidelines and private event menus to increase catering revenue. Developed material for suffragist memorial tour boxed lunches,

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Number of restaurant guests served	35,811	39,280	45,000	20,865	48,000
• Number of special events	6	9	6	6	8
• Per customer average on food and beverage	9	9	8	10	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
Retail Operations	\$ 54,524	\$ 182,732	\$ 213,340	16.8%
Other Revenue	3,585	9,200	9,700	5.4%
<b>TOTAL REVENUE</b>	<b>\$ 58,109</b>	<b>\$ 191,932</b>	<b>\$ 223,040</b>	<b>16.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 103,184	\$ 137,587	\$ 151,866	10.4%
Operating Costs	4,858	17,746	12,790	-27.9%
Maintenance Costs	3,519	21,000	14,820	-29.4%
Insurance	2,578	3,500	3,533	0.9%
Retail Operations	17,955	61,188	64,950	6.1%
Utilities	81	1,800	500	-72.2%
<b>TOTAL EXPENSES</b>	<b>\$ 132,175</b>	<b>\$ 242,821</b>	<b>\$ 248,459</b>	<b>2.3%</b>
<b>Net Income</b>	<b>\$ (74,067)</b>	<b>\$ (50,889)</b>	<b>\$ (25,419)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes an improved net income even though personnel and maintenance costs are budgeted with an increase due to part time wage increase and higher maintenance expenses.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	1.09	1.09	1.09	1.09	1.09
Part-Time	2.64	2.62	1.05	1.21	1.21

## BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-125 BRICKMAKERS CATERING &amp; EVENT SERVICES</b>						
<b>REVENUES</b>						
4820	NVRPA Equipment Rental	\$ 10,594	\$ 0	\$ 2,000	\$ 0	\$ 0
4821	Equipment Rental	0	0	3,600	0	3,600
4822	NVRPA Event Staffing	5,120	3,585	3,600	3,140	6,100
	<b>TOTAL OTHER REVENUE</b>	<b>15,714</b>	<b>3,585</b>	<b>9,200</b>	<b>3,140</b>	<b>9,700</b>
4200	Catering Food Truck	28,205	15,529	40,000	11,364	5,000
4115	Catering-Great Blue Heron	165,745	30,018	118,000	90,850	175,000
4682	Administrative Fee	15,732	4,812	10,572	11,811	15,840
4640,4641,4647	Retail - Alcoholic Beverages	16,146	4,164	14,160	6,463	17,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>225,829</b>	<b>54,524</b>	<b>182,732</b>	<b>120,489</b>	<b>213,340</b>
	<b>TOTAL REVENUES</b>	<b>\$ 241,543</b>	<b>\$ 58,109</b>	<b>\$ 191,932</b>	<b>\$ 123,629</b>	<b>\$ 223,040</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 76,142	\$ 73,877	\$ 76,999	\$ 74,914	\$ 82,876
5020	Part-Time Salaries	26,440	5,786	34,274	2,852	40,368
5030	FICA	7,944	6,061	8,512	5,813	9,428
5040	Hospitalization	4,450	1,519	1,310	1,201	1,428
5060	Life Insurance	1,182	1,068	878	968	945
5050	Retirement	13,460	14,805	15,400	12,551	16,575
5070	Unemployment Tax	52	68	215	46	245
	<b>TOTAL PERSONNEL SERVICES</b>	<b>129,670</b>	<b>103,184</b>	<b>137,587</b>	<b>98,346</b>	<b>151,866</b>
5146	Contract Employment	7,125	2,170	4,646	5,957	5,000
5230	Gas and Diesel	2,862	2,609	4,200	2,835	4,200
5186	Equipment Rental	9,613	0	8,550	0	3,240
5570	Uniforms	111	80	350	0	350
	<b>TOTAL OPERATING COSTS</b>	<b>19,712</b>	<b>4,858</b>	<b>17,746</b>	<b>8,792</b>	<b>12,790</b>
5180	Equipment/Vehicle Maintenance	2,513	377	3,000	2,242	3,300
5190	Facility Op. & Maintenance	7,599	3,142	18,000	3,919	11,520
	<b>TOTAL MAINTENANCE COSTS</b>	<b>10,112</b>	<b>3,519</b>	<b>21,000</b>	<b>6,161</b>	<b>14,820</b>
5265	Insurance - Liquor Liability	1,244	1,232	2,000	193	2,000
5290	Insurance - Vehicle	1,337	1,346	1,500	1,361	1,533
	<b>TOTAL INSURANCE</b>	<b>2,581</b>	<b>2,578</b>	<b>3,500</b>	<b>1,554</b>	<b>3,533</b>
5520	Retail -Food	42,255	13,723	38,940	25,058	57,750
5521	Retail - Alcoholic Beverages	1,633	168	4,248	235	5,400
5200	Catering Food Truck	6,661	4,063	18,000	2,507	1,800
	<b>TOTAL RETAIL OPERATIONS</b>	<b>50,549</b>	<b>17,955</b>	<b>61,188</b>	<b>27,800</b>	<b>64,950</b>
5580-008	Propane	38	81	1,800	0	500
	<b>TOTAL UTILITIES</b>	<b>38</b>	<b>81</b>	<b>1,800</b>	<b>0</b>	<b>500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 212,662</b>	<b>\$ 132,175</b>	<b>\$ 242,821</b>	<b>\$ 142,655</b>	<b>\$ 248,459</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 28,881</b>	<b>\$ (74,067)</b>	<b>\$ (50,889)</b>	<b>\$ (19,026)</b>	<b>\$ (25,419)</b>

# BRICKMAKERS CATERING AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



### Objectives:

- Develop and implement a minimum of (3) new sales strategies focused on reengaging former corporate and special event catering clients.
- Drive new business leads to Catering and Event Services through a minimum of (4) new and innovative promotional programs.
- Develop a minimum of (3) strategies aimed directly at increasing rentals of the Occoquan Pavilion.
- Conduct bi-annual review of all distributors/suppliers to determine best pricing and service.
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Continue to track expenses and part-time and contract labor as part of an internal cost analysis system.
- Maintain ordering guidelines to ensure expense controls and maximization of revenue.
- Maintain guidelines and SOP's for training catering and food truck staff. Conduct training orientation program to ensure all staff members are trained in the various areas of catering.
- Continue to oversee in-house food service & safety certification programs.
- Continue to oversee in-house alcohol training programs.
- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted campaign strategy that address social, print, media, promotions and required collateral for Brickmakers Catering and Event Services.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Continue to refine plan to increase the service potential of the Food Truck, including use at Great Waves Waterpark and Meadowlark's Winter Walk of Lights and a minimum of (10) operating days within the NOVA Parks system.
- Assist waterpark staff in menu consolidation to focus on freshness, timely delivery, and profitability.
- Conduct an internal concessions audit program to include random inspections of waterpark concessions operations and tracking of write-offs throughout the season.
- Continue to prepare annual concessions analyses for each waterpark location.



# **BRICKMAKERS CATERING AND EVENT SERVICES**

## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**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; and specialty menu add-ons
- Developed promotional programs to increase new catering leads through measures including catering and park related website changes; improved event inquiry forms; social media postings related to pavilion rentals and catering; marketing eblasts; increased printed material at park locations; and specific menus relating to rehearsals/casual weddings, 5k runs and baby showers
- Developed new strategies aimed at increasing rentals of Occoquan Pavilion including 5k menu options; catering buyout packages to permit outside food and beverage; printed material to advertise through the River View and Brickmakers Café; and new menus related to weddings and wedding rehearsals
- Conducted fall and spring bi-annual review of all distributors to ensure best pricing and service
- Updated and revised menu offerings to ensure pricing margins are in line with established pricing
- 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 demonstrational training of food truck equipment with required sign-off sheets
- Continued to oversee in-house food service and safety certification programs for full time, part time and seasonal staff through a mixture of in-class training, online training, printed material and on-job training
- Continued to oversee in-house alcohol training programs through a combination of TIPs Alcohol Service and ServSafe Alcohol Service
- Implemented Customer Service Training to focus on aspects of catering relating to email and phone correspondence; initial onsite meeting of group contacts on event days; and continued interactions with group contacts and guests during the event to ensure needs/expectations are met throughout the event
- Created a focused plan to consistently promote the Brickmakers Catering and Brickmakers Café brand at all park facilities and events
- Worked with Food and Beverage Manager to increase the service potential of the Park Street Eats Food Truck to include 100 days of operation during the summer at Great Waves Waterpark; 45 days of operation at Temple Hall Farm during Pumpkin Patch event; 60 days of operation at Meadowlark’s Winter Walk of Lights; and availability to service car shows and catering related add-on services during the spring
- Worked with Food and Beverage Manager to consolidate concessions menu to focus on freshness, speed of service and profitability. Held trainings with full time waterpark staff to review menus and practices to properly train seasonal concessions staff
- 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
- Continued to prepare annual end of season concessions analyses to compare NOVA Parks waterpark concessions operations and review budgetary goals/food per caps
- Maintained covid19 related safety protocols established by the state and local health departments and NOVA Parks

## **MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
-For complete accuracy some data is still being gathered.					
• Number of catered events	63	N/A	66	N/A	80
• Number of people provided catering and retail services	16,380	N/A	12,800	N/A	17,000
• Amount of catering shelter revenue	\$28,900	N/A	\$22,000	N/A	\$22,000
• Amount of catering admission revenue	\$31,944	N/A	\$20,800	N/A	\$20,800

# POHICK BAY REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,006,690	\$ 974,000	\$ 1,074,880	10.4%
Retail Operations	53,364	52,000	55,000	5.8%
Other Revenue	104,476	86,700	96,700	11.5%
Transfer from Capital Fund	10,802	10,802	121,083	1020.9%
<b>TOTAL REVENUE</b>	<b>\$ 1,175,332</b>	<b>\$ 1,123,502</b>	<b>\$ 1,347,663</b>	<b>20.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 759,272	\$ 798,289	\$ 806,324	1.0%
Operating Costs	26,115	32,950	41,750	26.7%
Maintenance Costs	85,299	80,000	88,800	11.0%
Insurance	2,244	2,500	2,554	2.2%
Retail Operations	39,911	41,000	47,500	15.9%
Utilities	84,412	66,700	91,600	37.3%
Debt Service	10,802	10,802	121,083	1020.9%
<b>TOTAL EXPENSES</b>	<b>\$ 1,008,055</b>	<b>\$ 1,032,241</b>	<b>\$ 1,199,611</b>	<b>10.4%</b>
<b>Net Income</b>	<b>\$ 167,277</b>	<b>\$ 91,261</b>	<b>\$ 148,052</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase due in part to increased camping and shelter reservations. Additionally, park entrance revenue is increased as the gatehouse operating hours have been expanded. Personnel and maintenance costs are budgeted with an increase due to part time wage increase and higher maintenance costs. Operating costs increase due to increased Park Police expense. This is the first year the the budget reflects both principal and interest for debt service.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	6.44	6.44	6.44	6.63	6.82

## POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-260 POHICK BAY REGIONAL PARK REVENUES</b>						
4095	Cabin Rentals	\$ 89,714	\$ 150,080	\$ 130,000	\$ 104,710	\$ 138,000
4095	Camping Fees	409,796	648,823	650,000	565,646	728,000
4095	Laundry	3,609	4,070	7,000	3,714	7,000
4095	Programmed Events	2,955	8,042	5,000	6,163	8,000
4670	Shelter Reservations	10,863	15,144	14,000	13,433	15,680
4750	RV Storage	89,818	93,837	90,000	90,621	97,200
4230	Entrance Fees	56,593	72,404	69,000	52,080	72,000
4500	Miniature Golf & Disc Golf	8,651	14,290	9,000	9,223	9,000
	<b>TOTAL USER FEES</b>	<b>671,998</b>	<b>1,006,690</b>	<b>974,000</b>	<b>845,590</b>	<b>1,074,880</b>
4640, 4661	Retail Operations	37,804	53,364	52,000	52,343	55,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>37,804</b>	<b>53,364</b>	<b>52,000</b>	<b>52,343</b>	<b>55,000</b>
4636	Rental Device Commission	350	0	0	0	0
4420	House Rental	45,602	49,334	56,700	47,250	56,700
4440	Interest	2,032	194	0	123	0
4255, 4601	Firewood/Propane	24,732	54,333	30,000	28,438	40,000
4510	Miscellaneous Revenue	205	615	0	4,842	0
	<b>TOTAL OTHER REVENUE</b>	<b>72,920</b>	<b>104,476</b>	<b>86,700</b>	<b>80,652</b>	<b>96,700</b>
	<b>TOTAL REVENUE</b>	<b>782,723</b>	<b>1,164,530</b>	<b>1,112,700</b>	<b>978,586</b>	<b>1,226,580</b>
<b>TRANSFERS IN</b>						
4900	Transfer from Capital Fund - Debt Service	12,168	10,802	10,802	0	121,083
	<b>TOTAL TRANSFER IN</b>	<b>12,168</b>	<b>10,802</b>	<b>10,802</b>	<b>0</b>	<b>121,083</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 794,891</b>	<b>\$ 1,175,332</b>	<b>\$ 1,123,502</b>	<b>\$ 978,586</b>	<b>\$ 1,347,663</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 404,268	\$ 392,471	\$ 428,253	\$ 337,138	\$ 399,891
5020	Part-Time Salaries	118,347	169,855	164,889	136,407	202,530
5030	FICA	38,122	41,434	45,001	34,288	46,085
5040	Hospitalization	87,474	74,127	69,545	55,230	71,988
5060	Life Insurance	4,231	3,751	4,826	2,887	4,559
5050	Retirement	73,446	76,794	84,671	58,503	79,978
5070	Unemployment Tax	461	841	1,104	595	1,293
	<b>TOTAL PERSONNEL SERVICES</b>	<b>726,348</b>	<b>759,272</b>	<b>798,289</b>	<b>625,049</b>	<b>806,324</b>
5230	Gas and Diesel	9,969	10,637	16,000	13,778	16,000
5430	Park Police	0	7,400	7,000	6,800	15,800
5490	Programs and Promotions	3,638	5,739	7,500	3,291	7,500
5570	Uniforms	1,541	2,339	2,450	1,716	2,450
	<b>TOTAL OPERATING COSTS</b>	<b>15,148</b>	<b>26,115</b>	<b>32,950</b>	<b>25,584</b>	<b>41,750</b>
5180	Equipment/Vehicle Maintenance	12,713	10,615	15,000	14,205	16,500
5190	Facility Op. & Maintenance	60,774	73,999	63,000	67,654	70,300
5510	Rental House Maintenance	709	686	2,000	3,349	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>74,196</b>	<b>85,299</b>	<b>80,000</b>	<b>85,208</b>	<b>88,800</b>
5290	Insurance - Vehicle	2,228	2,244	2,500	2,268	2,554
	<b>TOTAL INSURANCE</b>	<b>2,228</b>	<b>2,244</b>	<b>2,500</b>	<b>2,268</b>	<b>2,554</b>
5524	Firewood	16,320	19,900	15,000	13,100	20,000
5520	Retail Operations	23,355	20,011	26,000	25,296	27,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>39,675</b>	<b>39,911</b>	<b>41,000</b>	<b>38,396</b>	<b>47,500</b>
5580-001	Telephone	5,107	5,169	4,700	3,982	5,100
5580-002	Electricity	51,076	72,667	52,000	64,203	75,000
5580-004	Water/Sewer	386	1,540	3,500	3,682	5,000
5580-009	Heating Oil	0	628	2,000	792	2,000
5580-016	Internet/Cable	4,255	4,409	4,500	3,553	4,500
	<b>TOTAL UTILITIES</b>	<b>60,823</b>	<b>84,412</b>	<b>66,700</b>	<b>76,211</b>	<b>91,600</b>
2425	Note Payable VRA	0	0	0	0	112,711
5322	Interest Expense VRA Note	12,168	10,802	10,802	7,966	8,372
	<b>TOTAL DEBT SERVICE</b>	<b>12,168</b>	<b>10,802</b>	<b>10,802</b>	<b>7,966</b>	<b>121,083</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 930,587</b>	<b>\$ 1,008,055</b>	<b>\$ 1,032,241</b>	<b>\$ 860,681</b>	<b>\$ 1,199,611</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (135,696)</b>	<b>\$ 167,277</b>	<b>\$ 91,261</b>	<b>\$ 117,905</b>	<b>\$ 148,052</b>

# POHICK BAY REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



### **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 a minimum of (3) diverse community partnerships.
- 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 3000 volunteer hours.
- Implement an improvement plan for the mini golf and disc golf course facilities.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (3) park special events aimed at increasing awareness of the park its features.
- Offer a minimum of (3) naturalist led programs.
- Continue to expand the programs offered to campers to include educational, entertainment based and environmentally focused programs.

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



Objectives:

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

### **Goal Four: *Optimize management 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 refine retail sales and increase retail revenue by 5% over FY22 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.

# POHICK BAY REGIONAL PARK

## **FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Hosted a volunteer day focused on the removal of Kudzu.
- Completed enhancements to Comfort Stations 3 and 4 to improve the exterior aesthetics.
- Conducted annual trail inspections to ensure quality and maintenance of the trail system.
- Conducted (2) volunteer workdays to enhance and beautify the aesthetics of the miniature golf course.
- Hosted several Eagle Scout projects to enhance park offerings.

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

**Highlights**

- Continued to implement a comprehensive calendar of value-added programming in the campground every weekend from April - October.
- Conducted our annual Halloween Weekend themed event schedule of programs and activities for the campground.
- Hosted our first Easter themed weekend for campers offering a variety of programs to guests.
- 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: Develop and enhance best practices to provide a quality customer experience.**

**Highlights**

- Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- 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.
- Continued to conduct increased cleaning procedures throughout the park to meet the needs for our guests.

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

**Highlights**

- Continued to upgrade underutilized campsites by leveling with retaining walls to increase rentals and improve experience.
- Completed a full outdoor patio area for Deluxe Cabin 36 so guests now have a large and leveled exterior space to enjoy.
- Continue to implement a calendar of social media posts, promo-codes, and e-blasts designed to increase off-peak campground visitation.
- Completed various campground enhancements to include asphalt repairs, grill, and fire ring replacements, picnic tables restoration, electronic locks for cabin guests and landscape enhancements.
- Renovated Comfort Station one to better serve the growing needs of the campground.
- Installed new permanent game area for registered campers.
- Continued to upgrade underutilized campsites by leveling with retaining walls to increase rentals and improve experience.
- Completed a full outdoor patio area for Deluxe Cabin 36 so guests now have a large and leveled exterior space to enjoy.

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

**Highlights**

- 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.
- Boat & RV storage inquiry form was adopted on the web page to streamline the process for prospective storage clients to assist in meeting the growing demand.
- Updated marketing collateral for gatehouse distribution to cross promote all of Pohick's amenities.

## **MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL-DEC 2021</b>	<b>FY 2023 TARGET</b>
• Number of non-jurisdiction vehicle entries	7,125	8,125	8,125	8,452	8,500
• Number of nightly camping rentals	10,910	15,000	15,000	9,152	16,200
• Number of group campers	3,438	9,000	9,000	2,725	9,000
• RV /Boat storage usage (115 spaces available)	115	115	115	115	115
• Winter storage months rented for RV's/boats	114	115	115	120	115
• Number of miniature & disc golf rounds	2,761	3,000	3,000	2,574	3,000
• Picnic shelter rentals	71	95	95	91	100
• Number of nightly cabin rentals	848	1,200	1,200	658	1,300
• Volunteer hours received	3,038	5,000	5,000	1,946	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,337,694	\$ 995,300	\$ 1,102,150	10.7%
Retail Operations	176,624	171,000	178,920	4.6%
Other Revenue	11,107	5,000	5,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,525,424</b>	<b>\$ 1,171,300</b>	<b>\$ 1,286,070</b>	<b>9.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 661,915	\$ 676,269	\$ 741,945	9.7%
Operating Costs	82,713	92,312	88,812	-3.8%
Maintenance Costs	212,594	189,109	205,863	8.9%
Insurance	1881	2,000	2,033	1.7%
Retail Operations	88,629	67,900	71,068	4.7%
Utilities	26,057	32,700	30,700	-6.1%
<b>TOTAL EXPENSES</b>	<b>\$ 1,073,789</b>	<b>\$ 1,060,290</b>	<b>\$ 1,140,421</b>	<b>7.6%</b>
<b>Net Income</b>	<b>\$ 451,635</b>	<b>\$ 111,010</b>	<b>\$ 145,649</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted 9.8% higher due to the increase in golf play an since the start of the pandemic as well as rate adjustments. Personnel and maintenance costs are budgeted with an increase due to part time wage increases and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	7.46	7.46	7.46	7.46	7.46

## POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-240 POHICK BAY GOLF COURSE</b>						
<b>REVENUES</b>						
4210	Driving Range	\$ 67,412	\$ 113,740	\$ 78,750	\$ 78,806	\$ 90,000
4220	Cart Rental	192,932	237,483	204,750	174,277	230,000
4320	Golf Club Rental	1,807	2,815	3,000	1,910	3,000
4380	Green Fees	704,765	977,968	703,500	844,102	773,850
4400	Golf Handicap Program	2,385	5,260	5,000	4,657	5,000
4610	Pull Cart Rental	263	428	300	272	300
<b>TOTAL USER FEES</b>		<b>969,564</b>	<b>1,337,694</b>	<b>995,300</b>	<b>1,104,023</b>	<b>1,102,150</b>
4641	Retail - Alcoholic Beverages	49,518	58,589	55,000	42,078	55,000
4640,4642,4643	Retail - Food	43,937	54,235	66,000	42,903	73,920
4650	Retail - Pro Shop	39,523	63,799	50,000	54,278	50,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>132,978</b>	<b>176,624</b>	<b>171,000</b>	<b>139,259</b>	<b>178,920</b>
4475	Lessons	1,190	6,100	5,000	3,520	5,000
4510	Miscellaneous Revenue	216	5,007	0	6	0
<b>TOTAL OTHER REVENUE</b>		<b>1,406</b>	<b>11,107</b>	<b>5,000</b>	<b>3,526</b>	<b>5,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 1,103,948</b>	<b>\$ 1,525,424</b>	<b>\$ 1,171,300</b>	<b>\$ 1,246,807</b>	<b>\$ 1,286,070</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 290,339	\$ 285,267	\$ 298,280	\$ 277,142	\$ 325,906
5020	Part-Time Salaries	175,263	212,541	210,399	173,182	228,514
5030	FICA	34,386	36,667	38,914	32,363	42,413
5040	Hospitalization	58,409	66,836	64,368	62,049	74,874
5060	Life Insurance	2,970	2,685	3,400	2,425	3,715
5050	Retirement	52,578	57,167	59,656	49,277	65,181
5070	Unemployment Tax	381	751	1,252	548	1,343
<b>TOTAL PERSONNEL SERVICES</b>		<b>614,326</b>	<b>661,915</b>	<b>676,269</b>	<b>596,987</b>	<b>741,945</b>
5160	Golf Cart Rental	48,849	50,998	53,290	50,998	53,290
5138	Beverage Cart Rental	2,541	3,436	2,772	3,436	2,772
5230	Gas and Diesel	15,588	19,397	25,000	20,340	25,000
5260	Golf Handicap Program	1,184	1,422	5,000	986	1,500
5263	Instructor Fees	1,035	6,255	4,500	3,168	4,500
5570	Uniforms	668	1,206	1,750	1,096	1,750
<b>TOTAL OPERATING COSTS</b>		<b>69,865</b>	<b>82,713</b>	<b>92,312</b>	<b>80,023</b>	<b>88,812</b>
5180	Equipment/Vehicle Maintenance	26,025	26,743	26,000	25,651	28,600
5190	Facility Op. & Maintenance	55,008	68,139	53,550	54,669	57,263
5240	Golf Course Maintenance	113,222	117,711	109,559	111,556	120,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>194,255</b>	<b>212,594</b>	<b>189,109</b>	<b>191,876</b>	<b>205,863</b>
5265	Insurance - Liquor Liability	500	535	500	542	500
5290	Insurance - Vehicle	1,337	1,346	1,500	1,361	1,533
<b>TOTAL INSURANCE</b>		<b>1,837</b>	<b>1,881</b>	<b>2,000</b>	<b>1,902</b>	<b>2,033</b>
5521	Retail - Alcoholic Beverages	14,978	17,330	16,500	13,741	16,500
5520	Retail - Food	24,103	28,626	26,400	27,004	29,568
5530	Retail - Pro Shop	26,023	42,674	25,000	35,405	25,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>65,105</b>	<b>88,629</b>	<b>67,900</b>	<b>76,151</b>	<b>71,068</b>
5580-001	Telephone	3,245	3,034	3,000	3,005	3,000
5580-002	Electricity	19,850	18,563	25,000	14,946	23,000
5580-004	Water/Sewer	1,416	1,500	1,800	1,176	1,800
5580-016	Internet/Cable	2,758	2,961	2,900	2,494	2,900
<b>TOTAL UTILITIES</b>		<b>27,268</b>	<b>26,057</b>	<b>32,700</b>	<b>21,621</b>	<b>30,700</b>
<b>TOTAL EXPENSES</b>		<b>\$ 972,655</b>	<b>\$ 1,073,789</b>	<b>\$ 1,060,290</b>	<b>\$ 968,560</b>	<b>\$ 1,140,421</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 131,293</b>	<b>\$ 451,635</b>	<b>\$ 111,010</b>	<b>\$ 278,247</b>	<b>\$ 145,649</b>

# POHICK BAY GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Continue to refine the Heron Club membership with focus on customer appeal and profitability.
- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Refine the annual membership program with focus on customer appeal and profitability.
- Develop, Implement, and establish the Gallus Golf App program with a goal of establishing a membership base of 1000 in the first year.

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



#### Objectives:

- Refine the annually developed Revenue Playbook in Wrike and utilize a minimum of two new technology tools to ensure we are promoting events and programs to reach new and existing customers. Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- 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.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.

### 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.
- Consistently evaluate the previous year’s internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players  
Develop a minimum of (2) outreach programs through partner organizations.

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



#### Objectives:

- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Review and refine volunteer training protocol and onboarding process.
- Conduct a minimum of (1) unannounced outside review of services and facilities through our golf consultants.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

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



#### Objectives:

- Work with the Food & Beverage Manager to consolidate menu with a focus on freshness, timely delivery and profitability.
- Review the implementation of purchasing and inventory guidelines for golf pro shop.
- Develop a promotion and sales plan with 2 strategies to increase retail revenues to reach FY23 budget.
- Evaluate current food & beverage operations and develop opportunities to increase gross revenues by 5% from FY22.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling.
- Increase online retail sales by 3% (gross) from FY22.



# POHICK BAY GOLF COURSE

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Continue to 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, Fall for Golf, Member Guest Tournament, member guest specials, text club promotions and prize giveaways for new or renewing members.
- Reviewed and refined Heron Club membership benefits.
- Implemented a new membership portal for members to easily book and cancel tee times.

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

**Highlights**

- Identified off peak days and time blocks and implemented targeted email and text campaigns to increase play during those time periods.
- Utilized text messaging and targeted emails to offer “demand pricing” at off peak 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 retain core golfers.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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

**Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Conducted outreach events onsite at the course during Holiday Weekends to attract daily users and grow F&B during peak days.
- Offered a variety of initiatives to attract new and expanded clientele at the course during slower business times.
- Continue to update outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.
- Refined the outing and tournament tracking and sales tool to track potential sales leads.

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

**Highlights**

- Continued to utilize “review tracker” software that compiles all social media reviews and allows staff to respond quickly to customer feedback.
- Installed and implemented a new tee sheet and Point of Sale to better serve our customers.
- Replaced outdated lighting and fixtures across the entire pro shop for a more efficient, modern and welcoming look for guests.
- Hosted customer service trainings for volunteers and staff both before and during the season.
- Continued to utilize social media, email blasts, and NOVA website to engage with customers.
- Maintained sanitation throughout the course to with a focus on safety cleanliness standards for our guests

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

**Highlights**

- Worked with Pro Shop Manager to review all food & beverage retail to ensure and maintain proper margins for sales following increase in cost of goods and opportunities to increase revenue.
- Post Pandemic was able to reorganize and restock Pro Shop merchandise to bolster sales and increase options for guests.

### MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC	FY 2023 TARGET
• 18 hole golf rounds (paid)	23,674	19,950	19,950	11,701	21,000
• 18 hole golf rounds (members)	9,469	10,000	10,000	4,515	10,000
• Power cart rentals	10,718	18,900	18,900	6,520	19,500
• Number of driving range buckets sold	4,921	5,000	5,000	6,209	5,500
• Number of Annual Golf Memberships sold	52	85	85	42	85
• Number of Heron Club Memberships	90	230	230	104	230
• Per customer average on pro shop merchandise	\$ 1.24	\$ 1.67	\$ 1.67	\$ 2.59	\$ 1.36
• Per customer average of food & beverage	\$ 2.81	\$ 4.04	\$ 4.04	\$ 3.96	\$ 2.54
• Revenue per round of golf played	\$ 33.31	\$ 37.54	\$ 37.54	\$ 56.37	\$ 41.49
• Cost per round of golf played	\$ 29.35	\$ 35.40	\$ 35.40	\$ 37.08	\$ 36.79

# POHICK BAY MARINA

## PROGRAM OVERVIEW

Pohick Bay Marina features a boat launch facility for motorized boats, canoes, kayaks, and sailboats, providing access to the Potomac River. There are two concrete plank launch ramps with docks that can accommodate up to 8 boats at a time. The gravel shore launch area is for small watercraft such as personal watercraft, canoes, and kayaks. Patrons can rent paddleboats, paddleboards, canoes, kayaks, and rowboats 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 310,156	\$ 265,000	\$ 285,450	7.7%
Retail Operations	12,932	13,000	13,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 323,088</b>	<b>\$ 278,000</b>	<b>\$ 298,450</b>	<b>7.4%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 30,917	\$ 44,530	\$ 54,280	21.9%
Maintenance Costs	17,686	9,000	11,700	30.0%
Retail Operations	7,064	5,200	5,200	0.0%
Utilities	6,238	9,000	7,000	-22.2%
<b>TOTAL EXPENSES</b>	<b>\$ 61,905</b>	<b>\$ 67,730</b>	<b>\$ 78,180</b>	<b>15.4%</b>
<b>Net Income</b>	<b>\$ 261,183</b>	<b>\$ 210,270</b>	<b>\$ 220,270</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The budget includes revenue increases in part due to rate adjustments. The budgeted net income is in a range similar to recent years.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.96	1.86	1.86	1.86	1.86

## POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-250 POHICK BAY MARINA</b>						
<b>REVENUES</b>						
4070,4540,4680	Boat Rental	\$ 46,051	\$ 84,777	\$ 65,000	\$ 37,183	\$ 68,000
4460	Launch & Parking Fees	54,055	76,108	52,000	40,632	62,000
4600	Programmed Events	544	105	4,000	0	0
4080	Boat Storage	135,588	135,478	135,000	132,623	144,450
4670	Shelter Reservations	6,947	13,688	9,000	11,482	11,000
4095	Cabin Rentals	0	0	0	812	0
	<b>TOTAL USER FEES</b>	<b>243,185</b>	<b>310,156</b>	<b>265,000</b>	<b>222,732</b>	<b>285,450</b>
4640	Retail Operations	11,624	12,932	13,000	5,225	13,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>11,624</b>	<b>12,932</b>	<b>13,000</b>	<b>5,225</b>	<b>13,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 254,809</b>	<b>\$ 323,088</b>	<b>\$ 278,000</b>	<b>\$ 227,958</b>	<b>\$ 298,450</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 20,904	\$ 28,627	\$ 41,174	\$ 22,114	\$ 50,190
5030	FICA	1,599	2,190	3,150	1,630	3,840
5070	Unemployment Tax	73	100	206	107	251
	<b>TOTAL PERSONNEL SERVICES</b>	<b>22,576</b>	<b>30,917</b>	<b>44,530</b>	<b>23,852</b>	<b>54,280</b>
5190	Facility Op. & Maintenance	6,014	17,686	9,000	7,927	11,700
	<b>TOTAL MAINTENANCE COSTS</b>	<b>6,014</b>	<b>17,686</b>	<b>9,000</b>	<b>7,927</b>	<b>11,700</b>
5520	Retail-Food	6,273	7,064	5,200	4,323	5,200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>6,273</b>	<b>7,064</b>	<b>5,200</b>	<b>4,323</b>	<b>5,200</b>
5580-001	Telephone	480	480	500	303	500
5580-002	Electricity	6,090	5,758	8,500	4,950	6,500
	<b>TOTAL UTILITIES</b>	<b>6,570</b>	<b>6,238</b>	<b>9,000</b>	<b>5,253</b>	<b>7,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 41,433</b>	<b>\$ 61,905</b>	<b>\$ 67,730</b>	<b>\$ 41,354</b>	<b>\$ 78,180</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 213,376</b>	<b>\$ 261,183</b>	<b>\$ 210,270</b>	<b>\$ 186,603</b>	<b>\$ 220,270</b>

# POHICK BAY MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Maintain a minimum of (3) diverse community partnerships.
- Continue to grow the marina service area to include improvements, expanding facility rentals & retail sales.
- Continue to implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- Continue to maintain an effective Invasive Plant Management Plan.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

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



Objectives:

- Develop and host a minimum of (4) health, wellness, or family programs.
- Host at least (1) special event aimed at environmental protection.
- Develop and implement (3) strategies to grow marina revenues by 5% over FY22 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 FY22 gross.
- Implement a marketing strategy to increase launch pass sales by 5% over FY22 gross.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/ replacement of rental vessels.

**FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Continued to address park invasives with multiple volunteer clean-up workdays for areas along the shoreline.
- Created protection and buffers around boat and RV storage lots, clearing damaged and at-risk trees.
- Enhancements were completed at the boat rental operations including repairs to buildings and boat racks.
- Replaced and installed new boat launch ramp signage to improve the safety and traffic flow at launch ramp for boats and pedestrians.
- Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.
- Maintained sanitation throughout the park to enhance safety and cleanliness standards.

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

**Highlights**

- Conducted several Naturalist led paddle tour programs of our waterways including popular sunset offerings.
- The Roving Naturalist conducted multiple birding observation programs focused on Osprey and Bald Eagle activity.
- Continue to implement offers to the marina for campground patrons – all campground reservations during peak season received a marina perk.
- Continued to manage and ensure boats and lifejackets were sanitized between use of all customers.
- Maintained an expanded the hours of operation schedule to capitalize on the outside activity needs of our customers.

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

**Highlights**

- Continued park-wide cross promotional marketing efforts for the marina offerings.
- Offered group rentals during weekdays to capitalize on off peak visitation.
- Expanded the kayak rental fleet to provide alternative rental option during peak summer days and to increase revenues.
- Maintained an effective staffing plan at the marina to assist with securing trailer parking spots for boaters and manage parking control.

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL- DEC 2021</b>	<b>FY 2023 TARGET</b>
• Boat storage (153 storage sites available)	145	145	145	145	145
• Boat launches	5,317	4,340	4,340	2,813	4,340
• Total boat rentals	3,725	5,000	5,000	2,090	5,000
• Guided water tour participants	50	200	200	41	200
• Number of Eagle's Nest rentals	9	12	12	18	12
• Number of family shelter rentals	45	70	70	64	115

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 125,952	\$ 383,100	\$ 453,100	18.3%
Retail Operations	60,214	164,050	175,300	6.9%
Other Revenue	0	0	0	-
<b>TOTAL REVENUE</b>	<b>\$ 186,166</b>	<b>\$ 547,150</b>	<b>\$ 628,400</b>	<b>14.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 64,939	\$ 242,345	\$ 269,389	11.2%
Operating Costs	0	1,500	0	-100.0%
Maintenance Costs	60,717	65,000	72,000	10.8%
Retail Operations	31,488	67,150	71,650	6.7%
Utilities	8,390	24,300	24,300	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 165,534</b>	<b>\$ 400,295</b>	<b>\$ 437,339</b>	<b>9.3%</b>
<b>Net Income</b>	<b>\$ 20,633</b>	<b>\$ 146,855</b>	<b>\$ 191,061</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 14.8% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Personnel and maintenance costs are budgeted with an increase due to part time wage increases and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	8.33	8.46	2.12	8.47	8.47

## PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-270 PIRATE'S COVE WATERPARK at POHICK BAY</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 219,928	\$ 107,768	\$ 331,500	\$ 207,576	\$ 380,000
4570	Group Admissions	46,901	2,787	19,600	8,990	29,400
4490	Locker Rental	763	0	700	390	700
4600	Programmed Events	1,504	0	2,500	0	0
4580	Waterpark Passes	35,064	12,489	20,800	30,853	35,000
4670	Shelter Reservations	3,217	2,909	8,000	4,826	8,000
	<b>TOTAL USER FEES</b>	<b>307,378</b>	<b>125,952</b>	<b>383,100</b>	<b>252,635</b>	<b>453,100</b>
4640	Retail Operations	118,947	54,260	148,750	99,433	160,000
4660	Swim Merchandise	10,660	5,954	15,300	8,867	15,300
	<b>TOTAL RETAIL OPERATIONS</b>	<b>129,607</b>	<b>60,214</b>	<b>164,050</b>	<b>108,300</b>	<b>175,300</b>
4510	Miscellaneous Revenue	406	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>406</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 437,391</b>	<b>\$ 186,166</b>	<b>\$ 547,150</b>	<b>\$ 360,935</b>	<b>\$ 628,400</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 129,899	\$ 60,155	\$ 224,082	\$ 123,610	\$ 249,088
5030	FICA	9,937	4,602	17,142	9,456	19,055
5070	Unemployment Tax	533	182	1,120	752	1,245
	<b>TOTAL PERSONNEL SERVICES</b>	<b>140,370</b>	<b>64,939</b>	<b>242,345</b>	<b>133,818</b>	<b>269,389</b>
5490	Programs and Promotions	1,309	0	1,500	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>1,309</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	0	581	0	0	0
5190	Facility Op. & Maintenance	38,254	60,136	65,000	45,371	72,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>38,254</b>	<b>60,717</b>	<b>65,000</b>	<b>45,371</b>	<b>72,000</b>
5520	Retail Operations	46,614	29,925	59,500	53,949	64,000
5535	Swim Merchandise	5,402	1,563	7,650	(2,232)	7,650
	<b>TOTAL RETAIL OPERATIONS</b>	<b>52,016</b>	<b>31,488</b>	<b>67,150</b>	<b>51,716</b>	<b>71,650</b>
5580-001	Telephone	2,041	2,266	2,000	2,145	2,000
5580-002	Electricity	16,640	4,819	21,000	15,562	21,000
5580-016	Internet/Cable	1,259	1,305	1,300	1,052	1,300
	<b>TOTAL UTILITIES</b>	<b>19,940</b>	<b>8,390</b>	<b>24,300</b>	<b>18,759</b>	<b>24,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 251,888</b>	<b>\$ 165,534</b>	<b>\$ 400,295</b>	<b>\$ 249,664</b>	<b>\$ 437,339</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 185,503</b>	<b>\$ 20,633</b>	<b>\$ 146,855</b>	<b>\$ 111,272</b>	<b>\$ 191,061</b>

# PIRATE'S COVE WATERPARK AT POHICK BAY

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Work with the Marketing and Aquatics teams to continue to rebrand and reimagine the Annual Waterpark Pass to increase sales.
- 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 perks to include early admission, bring a friend, food and beverage discounts and perk parties.

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



#### Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Work closely with the NOVA Parks Recruiter to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.

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



#### Objectives:

- Research and develop a plan to implement online waterpark ticket sales.
- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Establish a consistent in and out of season meeting schedule with the Aquatics Manager to review and work to enhance all aspects of operations, including facility SOP(s), needed, and required facility maintenance and improvement projects, training, hiring and retention of staff.

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



#### Objectives:

- Work with Food & Beverage Manager to consolidate menu with a focus on freshness, timely delivery, and profitability.
- 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.
- Implement an effective inventory management system to reduce waste and meet customer needs.

### **Goal Five: 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 to develop and expand facility theming. Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.



# PIRATE'S COVE WATERPARK AT POHICK BAY

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Offered pass sales through Certifikid that generated new additional pass sales.
- Promoted off-season sales campaign for online annual pass sales.
- Hosted on-site exclusive member appreciation events.
- 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.
- Worked to develop a culture of safety with our new staff after being closed for a season 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.
- Reviewed and refined orientation to streamline the process.

**Goal Four: Enhance the customer experience by providing superior 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: Enhance the overall quality of the customer experience.**

**Highlights**

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Reservable picnic areas were created outside of the waterpark and utilized this past season to provide further opportunities to waterpark patrons.
- Replaced all funbrella canopies over the concessions eating area and around the pool deck to streamline the look and finish the overall replacement that has been in place over the past couple years.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of general admissions	29,730	38,250	38,250	23,186	38,250
• Number of youth group participants	7,504	3,500	3,500	1,601	4,500
• Number of Annual Waterpark Passes sold	137	312	312	141	560
• Average amount customers spent on food & beverages	\$3.18	3.54	\$3.54	\$3.91	\$3.69

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 127,325	\$ 118,000	\$ 132,000	11.9%
Retail Operations	2,571	1,000	1,750	75.0%
Other Revenue	41,678	13,200	13,200	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 171,574</b>	<b>\$ 132,200</b>	<b>\$ 146,950</b>	<b>11.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 218,396	\$ 269,008	\$ 305,744	13.7%
Operating Costs	9,617	15,200	15,200	0.0%
Maintenance Costs	16,408	24,000	26,850	11.9%
Insurance	1,346	2,000	2,043	2.2%
Retail Operations	1,175	500	875	75.0%
Utilities	10,698	12,700	13,100	3.1%
<b>TOTAL EXPENSES</b>	<b>\$ 257,641</b>	<b>\$ 323,408</b>	<b>\$ 363,812</b>	<b>12.5%</b>
<b>Net Income</b>	<b>\$ (86,067)</b>	<b>\$ (191,208)</b>	<b>\$ (216,862)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- This budget includes additional revenues and expenses, with a net that is in the normal range for this cost center. Personnel and maintenance costs are budgeted with an increase due to part time wage increases and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	1.75	1.76	1.81	1.81	1.81

## POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-300 POTOMAC OVERLOOK REGIONAL PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 17,380	\$ 16,803	\$ 15,000	\$ 27,529	\$ 20,000
4101	Camps	(25,071)	107,000	100,000	107,875	108,000
4670	Shelter Reservations	1,380	3,522	3,000	3,075	4,000
	<b>TOTAL USER FEES</b>	<b>(6,311)</b>	<b>127,325</b>	<b>118,000</b>	<b>138,479</b>	<b>132,000</b>
4640	Retail Operations	419	2,571	1,000	1,919	1,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>419</b>	<b>2,571</b>	<b>1,000</b>	<b>1,919</b>	<b>1,750</b>
4420	House Rental	13,200	13,790	13,200	11,000	13,200
4345	Grants	0	27,888	0	0	0
4000, 4510	Miscellaneous Revenue	362	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>13,562</b>	<b>41,678</b>	<b>13,200</b>	<b>11,000</b>	<b>13,200</b>
	<b>TOTAL REVENUES</b>	<b>\$ 7,670</b>	<b>\$ 171,574</b>	<b>\$ 132,200</b>	<b>\$ 151,398</b>	<b>\$ 146,950</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 151,197	\$ 143,387	\$ 161,117	\$ 147,302	\$ 173,087
5020	Part-Time Salaries	30,549	20,601	46,165	25,169	52,325
5030	FICA	13,716	12,401	15,563	12,709	17,244
5040	Hospitalization	11,742	11,733	12,566	20,332	26,116
5060	Life Insurance	1,532	1,356	1,793	1,259	1,973
5050	Retirement	25,814	28,725	31,453	25,613	34,617
5070	Unemployment Tax	161	194	351	218	382
	<b>TOTAL PERSONNEL SERVICES</b>	<b>234,711</b>	<b>218,396</b>	<b>269,008</b>	<b>232,603</b>	<b>305,744</b>
5230	Gas and Diesel	2,222	2,181	3,500	2,064	3,500
5490	Programs and Promotions	2,573	1,383	4,000	4,201	4,000
5570	Uniforms	304	673	1,050	528	1,050
5171	Camps	2,476	3,398	6,650	1,802	6,650
	<b>TOTAL OPERATING COSTS</b>	<b>7,965</b>	<b>9,617</b>	<b>15,200</b>	<b>10,128</b>	<b>15,200</b>
5180	Equipment/Vehicle Maintenance	1,526	2,347	3,000	1,156	3,300
5190	Facility Op. & Maintenance	13,885	13,000	20,500	14,797	23,050
5510	Rental House Maintenance	309	1,061	500	425	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>15,720</b>	<b>16,408</b>	<b>24,000</b>	<b>16,377</b>	<b>26,850</b>
5290	Insurance - Vehicle	1,337	1,346	2,000	1,814	2,043
	<b>TOTAL INSURANCE</b>	<b>1,337</b>	<b>1,346</b>	<b>2,000</b>	<b>1,814</b>	<b>2,043</b>
5520	Retail Operations	47	1,175	500	877	875
	<b>TOTAL RETAIL OPERATIONS</b>	<b>47</b>	<b>1,175</b>	<b>500</b>	<b>877</b>	<b>875</b>
5580-001	Telephone	2,578	1,621	2,200	1,032	2,200
5580-002	Electricity	6,205	5,712	7,000	4,345	7,000
5580-004	Water/Sewer	329	172	600	343	600
5580-008	Propane Gas	721	1,622	1,700	2,455	1,700
5580-016	Cable/Internet	1,320	1,570	1,200	1,100	1,600
	<b>TOTAL UTILITIES</b>	<b>11,153</b>	<b>10,698</b>	<b>12,700</b>	<b>9,275</b>	<b>13,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 270,932</b>	<b>\$ 257,641</b>	<b>\$ 323,408</b>	<b>\$ 271,074</b>	<b>\$ 363,812</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (263,262)</b>	<b>\$ (86,067)</b>	<b>\$ (191,208)</b>	<b>\$ (119,677)</b>	<b>\$ (216,862)</b>

# POTOMAC OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to implement a plan for enhanced animal interpretation.
- Maintain a minimum of (3) diverse community partnerships.
- 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:

- Continue to conduct and enhance camp programming and park operations.
- Review and refine the year-round comprehensive programming schedule.
- Maintain an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on natural resource management at the park.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Improve retail operations by 10% over FY22 gross.
- Develop and implement a plan to enhance interpretation of at least (2) areas within the park.

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



#### Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- 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 effective volunteer program to facilitate park improvements and quality utilizing no less than 2000 volunteer hours.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.

# POTOMAC OVERLOOK REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Public events offered for park beautification projects included *MLK Day of Service* and *Florafest* which focused on park clean-up and invasive plant removal.
- Added a new Tadpole exhibit in the nature center and installed the Raptor Flight sign on the raptor trail.
- The Arlington Master Naturalists, Master Gardeners of Northern VA and PORP Park Stewards continue to educate the public and beautify the park through upkeep of the demonstration gardens, volunteer opportunities, and public events.
- Native grasses and flowers were planted with the goal of becoming official Monarch Butterfly waystation.
- A native shade garden was installed in front of nature center.
- Used CMMS to keep up with annual maintenance needs, inspections, and standards.
- Major renovations to Bird of Prey enclosures completed with a new vestibule for storage and increased safety for the birds.
- Hosted (10) boy scouts for their eagle scout projects including frog pond boardwalk, seating area outside of auditorium, trail around nature center, portable benches at stage, a boardwalk along our butterfly garden, and general trail enhancements such as water bars and erosion prevention.

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

### Highlights

- Camp revenues increased by 19% and (2) additional sessions were offered over FY21.
- Enhanced signage to better market shelter rentals, birthday parties, summer camps and program offerings.
- Hosted *Pepper Fest* and *PORP 50<sup>th</sup> Anniversary events*.
- Increased revenue for programmed events by 70% over FY21 included new public program offerings including *Native Americans of Arlington*, *Nature Photography*, and also integrated the new virtual Tree ID Hike into a scout program.
- Created signage for *Deer Exclusion Zone* that discusses the impact deer are having on the native flora and fauna.

**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.
- Conducted effective routine training of new naturalists, summer camp staff and volunteers.
- Maintained regular post schedules to Facebook, Instagram, Next door including new videos advertising large public events. Created 3 different StoryWalks™ to engage the public and advertise upcoming events.
- Reimplementing the LIT (Leader in Training) volunteer program with redesigned goals and expectations.
- Both full time and part time staff received additional training on raptor care and handling.
- Switched from paper to online evaluation system for camp and program feedback.
- Continued with NOVA Parks COVID-19 protocols and adapted as changes occurred.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• Public program/Special Event participants	416	1,846	1,250	490	1,800
• School & Scout program participants	1,425	293	1,000	281	1,000
• Birthday party participants	38	7	60	26	60
• Camp Overlook participants	298	56	350	233	350
• Offsite programming participants	323	0	650	0	650
• Number of shelter rentals	15	14	30	22	36
• Volunteer hours received	1,404	1,202	2,750	1,406	2,750

# RUST SANCTUARY

## PROGRAM OVERVIEW

Rust Sanctuary became a NOVA Parks managed property in 2013 through adoption of a 40-year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the sanctuary while offering environmental education programs.

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 190,078	\$ 343,720	\$ 359,250	4.5%
Retail Operations	235,983	575,187	603,961	5.0%
Other Revenue	34,878	59,000	61,500	4.2%
<b>TOTAL REVENUE</b>	<b>\$ 460,938</b>	<b>\$ 977,907</b>	<b>\$ 1,024,711</b>	<b>4.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 219,203	\$ 401,853	\$ 442,522	10.1%
Operating Costs	67,629	172,441	176,867	2.6%
Maintenance Costs	59,118	91,250	96,388	5.6%
Insurance	3,310	3,000	4,011	33.7%
Retail Operations	78,194	176,400	185,231	5.0%
Utilities	13,515	14,300	15,800	10.5%
<b>TOTAL EXPENSES</b>	<b>\$ 440,969</b>	<b>\$ 859,244</b>	<b>\$ 920,819</b>	<b>7.2%</b>
<b>Net Income</b>	<b>\$ 19,969</b>	<b>\$ 118,663</b>	<b>\$ 103,892</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The event centers have seen a resurgence since re-opening after pandemic closures and they are budgeted to continue on this path.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	2.33	2.83	3.83	3.83	3.83
Part-Time	5.97	5.56	3.63	4.32	4.32

## RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-320</b>	<b>RUST SANCTUARY</b>					
	<b>REVENUES</b>					
4240	Facility Rental-Manor House	\$ 228,372	\$ 181,867	\$ 325,000	\$ 327,152	\$ 341,250
4822	NVRPA Event Staffing	13,876	8,211	18,720	27,914	18,000
	<b>TOTAL USER FEES</b>	<b>242,248</b>	<b>190,078</b>	<b>343,720</b>	<b>355,065</b>	<b>359,250</b>
4420	Apartment Rental	6,474	8,050	7,800	6,500	7,800
4821	Equipment Rental	25,842	25,178	50,000	52,055	52,500
4693	Special Services	500	0	0	0	0
4081	Storage Rental (PEC)	1,800	1,650	1,200	1,500	1,200
4142	Contract Services	0	0	0	1,000	0
4443	Outside Catering Fees	0	0	0	943	0
	<b>TOTAL OTHER REVENUE</b>	<b>34,616</b>	<b>34,878</b>	<b>59,000</b>	<b>61,998</b>	<b>61,500</b>
4115	Catering	266,666	147,674	373,750	410,269	392,450
4682	Administrative Fee	56,874	34,588	70,637	92,473	74,171
4640	Retail Operations	(3)	1	0	(8)	0
4641,4647	Retail - Alcoholic Beverages	99,837	53,720	130,800	159,936	137,340
	<b>TOTAL RETAIL OPERATIONS</b>	<b>423,374</b>	<b>235,983</b>	<b>575,187</b>	<b>662,671</b>	<b>603,961</b>
	<b>TOTAL REVENUES</b>	<b>\$ 700,238</b>	<b>\$ 460,938</b>	<b>\$ 977,907</b>	<b>\$ 1,079,734</b>	<b>\$ 1,024,711</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 120,491	\$ 139,000	\$ 181,267	\$ 132,354	\$ 191,185
5020	Part-Time Salaries	111,673	48,008	138,456	62,660	148,003
5030	FICA	17,323	13,941	24,164	14,007	25,948
5040	Hospitalization	20,262	16,306	19,615	27,316	36,076
5060	Life Insurance	1,161	1,205	2,023	1,079	2,180
5050	Retirement	132	450	35,483	(790)	38,237
5070	Unemployment Tax	274	293	845	331	893
	<b>TOTAL PERSONNEL SERVICES</b>	<b>271,316</b>	<b>219,203</b>	<b>401,853</b>	<b>236,956</b>	<b>442,522</b>
5186	Equipment Rental	60,996	35,913	102,852	77,321	107,995
5146	Contract Employment	59,556	30,320	65,239	100,395	64,522
5230	Gas & Diesel	795	916	1,300	1,547	1,300
5490	Programs and Promotions	1,806	145	2,000	3,425	2,000
5570	Uniforms	344	335	1,050	910	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>123,498</b>	<b>67,629</b>	<b>172,441</b>	<b>183,598</b>	<b>176,867</b>
5180	Equipment/Vehicle Maintenance	1,587	298	1,500	168	1,650
5190	Facility Op. & Maintenance	74,865	58,821	89,750	83,659	94,738
	<b>TOTAL MAINTENANCE COSTS</b>	<b>76,452</b>	<b>59,118</b>	<b>91,250</b>	<b>83,827</b>	<b>96,388</b>
5143	Catering	133,321	64,560	134,550	128,176	141,282
5521	Retail - Alcohol Beverages	28,255	13,634	41,850	29,312	43,949
	<b>TOTAL RETAIL</b>	<b>161,576</b>	<b>78,194</b>	<b>176,400</b>	<b>157,488</b>	<b>185,231</b>
5265	Insurance - Liquor Liability	2,437	2,861	2,500	1,800	3,500
5290	Vehicle Insurance	446	449	500	454	511
	<b>TOTAL INSURANCE</b>	<b>2,882</b>	<b>3,310</b>	<b>3,000</b>	<b>2,254</b>	<b>4,011</b>
5580-001	Telephone	3,314	3,441	3,600	2,701	3,600
5580-002	Electricity	9,658	10,439	9,000	9,556	10,500
5580-008	Propane	1,585	(366)	1,200	2,259	1,200
5580-009	Heating Oil	750	0	500	0	500
	<b>TOTAL UTILITIES</b>	<b>15,307</b>	<b>13,515</b>	<b>14,300</b>	<b>14,516</b>	<b>15,800</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 651,031</b>	<b>\$ 440,969</b>	<b>\$ 859,244</b>	<b>\$ 678,638</b>	<b>\$ 920,819</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 49,207</b>	<b>\$ 19,969</b>	<b>\$ 118,663</b>	<b>\$ 401,096</b>	<b>\$ 103,892</b>

# RUST SANCTUARY

## STRATEGIC GOALS & OBJECTIVES FY 2023



### **Goal One: Manage and enhance the Rust Sanctuary as a premier event venue.**



#### Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted campaign strategy that address social, print, media, promotions and required collateral for Rust Manor House.
- Maintain a web-based content management software (Event Temple) for scheduling, tracking leads, and ensuring consistent communication.
- Maintain a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Host a minimum of (2) open house events.
- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Maintain an effective system for consistent follow up and response to online and mail survey reviews.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment of Event and Food & Beverage staff.
- Conduct a comprehensive review of our catering and alcohol offerings that focus on how we can improve our services.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.

### **Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.**



#### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to develop a strategy to promote the NOVA Parks / Audubon Naturalist Society partnership and activities at Rust Sanctuary.
- In cooperation with the Audubon Naturalist Society, 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 through quality customer interactions and experiences.**



#### Objectives:

- Offer a minimum of (2) naturalist led programs.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.



**FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Continued to work closely with Visit Loudoun to promote site.
- Hosted an open house in March with more than 150 attendees.
- Maintained our event management software to track leads and to ensure proper communications through the entire event process.
- Maintained weekly presence on social media platforms.
- Working to develop and grow outside relationships with local vendors with more than (10) attending the March open house.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.

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

**Highlights**

- Working closely with ANS and their acquired grant funding to implement a management plan for the aging pine forest.
- Complete several extensive renovations around the property and house including a library remodel and pathway restoration.

***Goal Three: Provide a unique and exceptional customer experience.***

**Highlights**

- Participated in internal job fairs to attract candidates for day of event staff.
- Developed a training tool for new hires detailing processes and procedures.
- Continued to utilize CMMS to communicate routine and emergency maintenance.
- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines.

**MEASURABLE RESULTS**

	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ACTUAL</b>	<b>FY 2022 TARGET</b>	<b>FY 2022 ACTUAL 6 months JUL- DEC 2021</b>	<b>FY 2023 TARGET</b>
• Prime rental months (May, June, July, August September, October)	39	32	50	25	50
• Non-Prime rental months (March, April, first 3 weekends of November)	6	0	15	6	15
• Winter rental months (November, December, January, February)	5	0	4	2	4
• House and grounds rentals	4	0	4	2	4
• Tent, house and grounds Rentals	40	32	65	31	65
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	140	25	100	25	100
• Number of Naturalist Programs	1	1	2	0	2

# SANDY RUN REGIONAL PARK

## PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax, is designed for the education, training, practice and racing for competitive and recreational rowing and sculling. The facility is open February through November weather permitting. It primarily serves ten local high schools and one college rowing program for men and women; several rowing clubs are housed here as well. The facility hosts regattas as well as occasional special events. Out of state high school and college teams often visit during spring break for training and practice, and local teams and clubs hold sweep and sculling camps. The facility also provides storage for scholastic, collegiate, private, and club crew shells in three boathouses and on outside boat storage racks.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 202,488	\$ 248,000	\$ 253,000	2.0%
Other Revenue	31,973	27,692	27,692	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 234,460</b>	<b>\$ 275,692</b>	<b>\$ 280,692</b>	<b>1.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 116,966	\$ 139,918	\$ 180,192	28.8%
Operating Costs	7,727	14,000	14,000	0.0%
Maintenance Costs	33,542	28,500	32,950	15.6%
Insurance	897	1,500	1,022	-31.9%
Retail Operations	0	0	0	-
Utilities	10,858	12,850	12,850	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 169,991</b>	<b>\$ 196,768</b>	<b>\$ 241,014</b>	<b>22.5%</b>
<b>Net Income</b>	<b>\$ 64,470</b>	<b>\$ 78,924</b>	<b>\$ 39,678</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Personnel and maintenance costs are budgeted with an increase due to part time wage increases, additional part time staffing and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.90	1.40	1.40	1.40	1.40
Part-Time	1.42	1.01	1.01	1.01	1.43

## SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-350 SANDY RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4080	Crew Boat Storage	\$ 124,788	\$ 163,285	\$ 153,000	\$ 121,493	\$ 153,000
4160	Daily User Fees	0	0	3,000	2,581	3,000
4530, 4460	Launch & Parking Fees	695	0	22,000	20766	55,000
4630	Regatta Fees	55,960	25,484	55,000	33,527	22,000
4673	Rowing Camps	5,823	13,720	15,000	19,030	20,000
<b>TOTAL USER FEES</b>		<b>187,267</b>	<b>202,488</b>	<b>248,000</b>	<b>197,396</b>	<b>253,000</b>
4420	House Rental	26,485	27,556	27,192	21,360	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	863	4,417	500	545	500
<b>TOTAL OTHER REVENUE</b>		<b>27,348</b>	<b>31,973</b>	<b>27,692</b>	<b>21,905</b>	<b>27,692</b>
<b>TOTAL REVENUES</b>		<b>\$ 214,615</b>	<b>\$ 234,460</b>	<b>\$ 275,692</b>	<b>\$ 219,301</b>	<b>\$ 280,692</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 111,399	\$ 75,024	\$ 77,274	\$ 70,602	\$ 92,490
5020	Part-Time Salaries	10,221	10,556	27,920	11,981	43,796
5030	FICA	5,633	6,157	7,949	5,872	10,426
5040	Hospitalization	8,947	10,191	10,514	11,298	13,653
5060	Life Insurance	721	665	866	679	1,054
5050	Retirement	12,616	14,275	15,198	13,807	18,498
5070	Unemployment Tax	53	99	196	63	275
<b>TOTAL PERSONNEL SERVICES</b>		<b>149,590</b>	<b>116,966</b>	<b>139,918</b>	<b>114,302</b>	<b>180,192</b>
5230	Gas and Diesel	3,015	2,381	4,000	2,300	4,000
5504	Regatta Fees	0	4,931	10,000	8,558	10,000
5570	Uniforms	0	416	0	0	0
<b>TOTAL OPERATING COSTS</b>		<b>3,015</b>	<b>7,727</b>	<b>14,000</b>	<b>10,858</b>	<b>14,000</b>
5180	Equipment/Vehicle Maintenance	4,161	3,120	3,500	2,126	3,850
5190	Facility Op. & Maintenance	34,797	28,933	24,000	20,079	28,100
5510	Rental House Maintenance	1,450	1,489	1,000	365	1,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>40,408</b>	<b>33,542</b>	<b>28,500</b>	<b>22,570</b>	<b>32,950</b>
5520	Retail Items	2,874	0	0	0	0
<b>TOTAL RETAIL OPERATIONS</b>		<b>2,874</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5290	Insurance - Vehicle	891	897	1,500	1,361	1,022
<b>TOTAL INSURANCE</b>		<b>891</b>	<b>897</b>	<b>1,500</b>	<b>1,361</b>	<b>1,022</b>
5580-001	Telephone	6,671	5,656	6,500	4,658	6,500
5580-002	Electricity	5,179	5,113	5,500	5,266	5,500
5580-016	Internet/Cable	0	89	850	0	850
<b>TOTAL UTILITIES</b>		<b>11,850</b>	<b>10,858</b>	<b>12,850</b>	<b>9,925</b>	<b>12,850</b>
<b>TOTAL EXPENSES</b>		<b>\$ 208,629</b>	<b>\$ 169,991</b>	<b>\$ 196,768</b>	<b>\$ 159,014</b>	<b>\$ 241,014</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 5,986</b>	<b>\$ 64,470</b>	<b>\$ 78,924</b>	<b>\$ 60,287</b>	<b>\$ 39,678</b>

# SANDY RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



### **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) workdays. 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 through quality customer interactions and experiences.***



Objectives:

- Work closely with VASRA, clubs, schools, and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with park neighbors and associated user groups.
- Implement 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 2022 STRATEGIC GOAL HIGHLIGHTS

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

**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.

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

**Highlights**

- Maintained online system to schedule, invoice, and collect payments for daily user groups.
- Rowing camps included learn to row days hosted during spring and summer months.

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

**Highlights**

- Fully audited boat storage rack space comparing on site storage against our system counts and corrected any discrepancies ensuring efficient and fair allocation of storage space.
- Worked with VASRA to coordinate, plan, and execute (10) high school regattas and five college regattas for the spring season.
- Provided the park neighbors with detailed communications regarding fall and spring regattas including schedule information and NOVA Parks operations plans to mitigate traffic issues.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
-For complete accuracy some data is still being gathered.					
• Number of boats stored	275	N/A	260	N/A	275
• Number of spring break programs	0	0	48	N/A	48
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	0	7,989	10,405	N/A	10,405
• Number of VASRA scholastic regattas	0	7	11	N/A	11
• Number of club regatta competitors	4,000	0	4,000	N/A	4,000
• Number of club regattas	3	0	4	N/A	4
• Number of collegiate regatta competitors	0	839	1,100	N/A	1,100
• Number of collegiate regattas	0	5	5	N/A	5
• Total number of regatta spectators	0	N/A	15,000	N/A	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 7,100	\$ 28,800	\$ 25,800	-10.4%
Retail Operations	(55)	0	0	-
Other Revenue	203,142	188,383	158,383	-15.9%
<b>TOTAL REVENUE</b>	<b>\$ 210,187</b>	<b>\$ 217,183</b>	<b>\$ 184,183</b>	<b>-15.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 148,729	\$ 236,004	\$ 218,547	-7.4%
Operating Costs	71,748	83,350	41,850	-49.8%
Maintenance Costs	39,300	61,828	65,028	5.2%
Insurance	2,692	2,000	2,043	2.2%
Retail Operations	0	0	0	-
Utilities	14,457	16,000	16,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 276,927</b>	<b>\$ 399,182</b>	<b>\$ 343,468</b>	<b>-14.0%</b>
<b>Net Income</b>	<b>\$ (66,740)</b>	<b>\$ (181,999)</b>	<b>\$ (159,285)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major changes in this budget.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 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 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-380 TEMPLE HALL FARM REGIONAL PARK</b>						
<b>REVENUES</b>						
4412-001	Hay Rides - Tractor	\$ 4,239	\$ 1,325	\$ 9,300	\$ 650	\$ 9,300
4101	Camps	0	0	8,000	0	0
4670	Shelter Reservations	1,675	2,670	3,500	5,540	3,500
4812	Visitor Center Rental	250	0	5,000	0	5,000
4600	Programmed Events	(10)	3,105	3,000	3,240	8,000
	<b>TOTAL USER FEES</b>	<b>6,154</b>	<b>7,100</b>	<b>28,800</b>	<b>9,430</b>	<b>25,800</b>
4015	Animals	16,393	3,681	5,500	3,912	5,500
4140	Crop Sales	55,148	59,992	43,000	80,430	13,000
4420	House Rental	43,077	42,487	43,077	35,898	43,077
4345, 4970	Grant - Contribution from Endowment	0	96,806	96,806	0	96,806
4410, 4510	Miscellaneous Revenue	344	175	0	0	0
4636	Rental Device Commission	25	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>114,987</b>	<b>203,142</b>	<b>188,383</b>	<b>120,240</b>	<b>158,383</b>
4640	Retail Operations	(13)	(55)	0	(21)	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>\$ (13)</b>	<b>\$ (55)</b>	<b>\$ 0</b>	<b>\$ (21)</b>	<b>\$ 0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 121,128</b>	<b>\$ 210,187</b>	<b>\$ 217,183</b>	<b>\$ 129,649</b>	<b>\$ 184,183</b>
<b>EXPENSES</b>						
5010	Full Time Salaries	\$ 183,294	\$ 94,622	\$ 143,828	\$ 75,130	\$ 128,939
5020	Part Time Salaries	14,588	21,388	30,880	10,145	33,760
5030	FICA	12,098	8,562	13,071	6,139	12,446
5040	Hospitalization	1,321	6,446	18,389	12,172	15,885
5060	Life Insurance	1,649	781	1,596	690	1,470
5050	Retirement	28,822	16,795	27,996	14,301	25,788
5070	Unemployment Tax	88	134	244	78	259
	<b>TOTAL PERSONNEL SERVICES</b>	<b>241,858</b>	<b>148,729</b>	<b>236,004</b>	<b>118,656</b>	<b>218,547</b>
5200	Feed	12,199	6,930	9,000	5,124	9,000
5210	Fertilizer	16,785	44,246	34,500	23,589	9,500
5230	Gas and Oil	5,479	2,951	11,000	5,262	8,000
5350	Livestock Purchases	1,033	1,126	4,000	510	4,000
5490	Programs & Promotions	1,836	216	2,500	1,445	2,500
5540	Seeds & Plants	15,110	12,347	13,000	21,441	3,000
5570	Uniforms	399	276	350	72	350
5590	Vet & Medicine	5,649	3,659	9,000	4,194	5,500
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>58,491</b>	<b>71,748</b>	<b>83,350</b>	<b>61,637</b>	<b>41,850</b>
5180	Equipment/Vehicle Maintenance	12,366	15,191	25,000	8,825	27,500
5190	Facility Op. & Maintenance	21,141	16,587	29,828	18,098	30,528
5195	Facility Op. & Maintenance-Cabin	171	171	5,000	171	5,000
5510	Rental House Maintenance	1,904	7,352	2,000	3,240	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>35,582</b>	<b>39,300</b>	<b>61,828</b>	<b>30,334</b>	<b>65,028</b>
5290	Insurance - Vehicle	2,674	2,692	2,000	2,721	2,043
	<b>TOTAL INSURANCE</b>	<b>2,674</b>	<b>2,692</b>	<b>2,000</b>	<b>2,721</b>	<b>2,043</b>
5580-002	Electricity	10,706	11,437	13,000	9,497	13,000
5580-001	Telephone	1,875	1,635	1,500	1,382	1,500
5580-016	Internet/Cable	1,125	1,385	1,500	1,382	1,500
	<b>TOTAL UTILITIES</b>	<b>13,706</b>	<b>14,457</b>	<b>16,000</b>	<b>12,261</b>	<b>16,000</b>
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 352,312</b>	<b>\$ 276,927</b>	<b>\$ 399,182</b>	<b>\$ 225,609</b>	<b>\$ 343,468</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (231,184)</b>	<b>\$ (66,740)</b>	<b>\$ (181,999)</b>	<b>\$ (95,960)</b>	<b>\$ (159,285)</b>

# TEMPLE HALL FARM REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

- Implement a minimum of (2) new single day outing or camp programs.
- Identify (2) new ways to improve the customer experience through the use of technology or innovation.
- Implement at least (2) strategies that focuses on Visitor's Center and Pavilion rentals.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Establish and maintain a minimum of (8) diverse community partnerships.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



Objectives:

- Identify (2) new ways to interpret heritage farming in the AV Symington Center using technology or innovation.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- (All properties)
- Work with existing partners to deliver a minimum of 200 volunteer hours.
- Implement a preservation plan for consistent and continued site improvements and maintenance of historic elements addressing a minimum of (5) areas of focus.
- Maintain and enhance a sustainable long term animal exhibit plan.

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



Objectives:

- Develop a minimum of (2) improvements to the current self-guided farm tour to improve interpretation.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Maintained the farm’s outstanding partnership with Legacy Farm who works to empower neurodiverse young adults through garden-to-table apprenticeships by expanding their useable agricultural space and storage.
- New public programs offered included: Farmer for a Day, Story Time on the Farm, Horse Tails, and the creation of a new interpretive space called Critter Corner.
- Revitalized group/school tours attendance as pandemic restrictions have improved.

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

**Highlights**

- New signs have been installed to recognize and educate visitors on the enslaved people’s history at Temple Hall Farm.
- Several structures including a number of barns and sheds have been renovated using salvaged wood from Piscataway Regional Park.
- Windows in the main house were replaced with more energy efficient units.
- An agricultural lease was put in place for some of the acreage at Temple Hall.
- Staff maintained relationships with several volunteer organizations including Legacy Farm, Young Men’s Service League, Blue Bird Society, Girl Scouts of American and Boy Scouts of America, ROTC, Loudoun Soil and Water, Loudon Wildlife Conservancy, 4-H, and Loudoun Hunger Relief.

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

**Highlights**

- Continued to update and implement unique scavenger hunt offerings that act as a fun method for visitors to enjoy self-guided tours of the farm.
- Social media content expanded significantly providing fun and creative content for the farm and as quickly become one of the more popular social sites for NOVA Parks.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL-DEC 2021	FY 2023 TARGET
• School tour attendance	847	48	1,100	671	500
• Special events attendance	255	330	1,250	145	1,500

# TEMPLE HALL FALL FESTIVAL

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 99,092	\$ 165,000	\$ 140,000	-15.2%
Retail Operations	9,304	110,000	40,000	-63.6%
<b>TOTAL REVENUE</b>	<b>\$ 108,396</b>	<b>\$ 275,000</b>	<b>\$ 180,000</b>	<b>-34.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 5,676	\$ 61,629	\$ 32,759	-46.8%
Operating Costs	10,553	51,500	24,500	-52.4%
Maintenance Costs	9	0	0	-
Retail Operations	27,260	50,000	28,000	-44.0%
<b>TOTAL EXPENSES</b>	<b>\$ 43,497</b>	<b>\$ 163,129</b>	<b>\$ 85,259</b>	<b>-47.7%</b>
<b>Net Income</b>	<b>\$ 64,899</b>	<b>\$ 111,871</b>	<b>\$ 94,741</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- While the net income is in a normal range, revenues and expenses have changes as this event transitions to a fall festival.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	2.92	2.69	1.35	2.69	1.11

## TEMPLE HALL FALL FESTIVAL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-385 TEMPLE HALL FALL FESTIVAL</b>						
<b>REVENUES</b>						
4491	Fall Festival Admissions	\$ 136,987	\$ 99,092	\$ 165,000	\$ 115,686	\$ 140,000
<b>TOTAL USER FEES</b>		<b>136,987</b>	<b>99,092</b>	<b>165,000</b>	<b>115,686</b>	<b>140,000</b>
4640	Blast Zone	9,579	0	10,000	7,132	10,000
4642	Retail Operations - Food	28,282	3,512	50,000	10,605	20,000
4660	Retail Operations - Merchandise	17,907	4,300	30,000	1,479	10,000
4606	Retail Operations - Pumpkin Sales	18,397	1,492	20,000	0	0
<b>TOTAL RETAIL OPERATIONS</b>		<b>74,164</b>	<b>9,304</b>	<b>110,000</b>	<b>19,215</b>	<b>40,000</b>
<b>TOTAL REVENUES</b>		<b>\$ 211,152</b>	<b>\$ 108,396</b>	<b>\$ 275,000</b>	<b>\$ 134,901</b>	<b>\$ 180,000</b>
<b>EXPENSES</b>						
5020	Part Time Salaries	\$ 24,407	\$ 5,264	\$ 56,984	\$ 11,537	\$ 30,290
5030	FICA	1,867	401	4,359	883	2,317
5070	Unemployment Tax	90	11	285	61	151
<b>TOTAL PERSONNEL SERVICES</b>		<b>26,364</b>	<b>5,676</b>	<b>61,629</b>	<b>12,481</b>	<b>32,759</b>
5151	Fall Festival Commission	5,041	0	0	0	0
5152	Fall Festival Operation	22,785	1,910	35,000	4,902	10,500
5210	Fertilizer	8,400	5,585	10,000	5,299	8,000
5230	Gas and Oil	0	0	0	951	0
5540	Seeds & Plants	572	3,058	6,500	3,830	6,000
<b>TOTAL FACILITY OPERATING COSTS</b>		<b>36,799</b>	<b>10,553</b>	<b>51,500</b>	<b>14,982</b>	<b>24,500</b>
5190	Facility Op. & Maintenance	1,104	9	0	61	0
<b>TOTAL MAINTENANCE COSTS</b>		<b>1,104</b>	<b>9</b>	<b>0</b>	<b>61</b>	<b>0</b>
5525	Retail - Food	11,372	2,155	20,000	5,209	8,000
5535	Retail - Merchandise	6,740	506	15,000	0	5,000
5520	Retail - Pumpkins	7,300	24,599	15,000	31,750	15,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>25,412</b>	<b>27,260</b>	<b>50,000</b>	<b>36,959</b>	<b>28,000</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>\$ 89,679</b>	<b>\$ 43,497</b>	<b>\$ 163,129</b>	<b>\$ 64,484</b>	<b>\$ 85,259</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 121,473</b>	<b>\$ 64,899</b>	<b>\$ 111,871</b>	<b>\$ 70,418</b>	<b>\$ 94,741</b>

# TEMPLE HALL FALL FESTIVAL

## STRATEGIC GOALS & OBJECTIVES FY 2023

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



### Objectives:

- Continue to implement an effective operations plan for a premier fall event.
- Develop and implement a comprehensive plan to increase Food & Beverage sales to meet adopted FY23 budget.
- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement an annual plan for consistent and continued capital and event operations improvements.
- Implement at least (1) strategy or technique developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Work closely with the NOVA Parks Marketing team to develop at least 2 months prior to the show opening a multifaceted event campaign strategy that address social, print, media, promotions, and required collateral.
- Maintain a yearly review system of industry trends and standards with a focus on local competition.
- Create a comprehensive calendar and schedule of events, including a minimum of (2) offerings through the Roving Naturalist program to engage the next generation of conservationists.

# TEMPLE HALL FALL FESTIVAL

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Additional features including a new “Blast Zone” and Food Truck area were added to the festival.
- A pick your own sunflower patch was created and stationed along the wagon route to the pumpkin fields.
- Full-time staff received level 2 customer service training and part-time staff trained on level 1.
- Social media content expanded significantly providing fun and creative event details creating a noticeable increase in traffic across our platforms.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Fall Festival attendance	11,240	9,915	15,000	10,976	10,500
• Retail/Food per customer	\$6.48	\$0.94	\$7.33	\$1.75	\$10.48

# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## PROGRAM OVERVIEW

### UPPER POTOMAC PROPERTIES:

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

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

**Red Rock Wilderness Regional Park**-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19<sup>th</sup> Century farmhouse and outbuildings.

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

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

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

### SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 150 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

## REVENUE & EXPENSE SUMMARY

	FY 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
Other Revenue	\$ 52,580	\$ 46,615	\$ 46,615	0.0%
Easements & Licenses	2,621	0	0	- %
<b>TOTAL REVENUE</b>	<b>\$ 55,202</b>	<b>\$ 46,615</b>	<b>\$ 46,615</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 122,264	\$ 140,079	\$ 154,777	10.5%
Operating Costs	870	1200	1200	0.0%
Maintenance Costs	7,595	26,000	25,500	-1.9%
Insurance	449	500	511	2.2%
Utilities	137	200	200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 131,313</b>	<b>\$ 167,979</b>	<b>\$ 182,188</b>	<b>8.5%</b>
<b>Net Income</b>	<b>\$ (76,112)</b>	<b>\$ (121,364)</b>	<b>\$ (135,573)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	0.47	0.47	0.47	0.47	0.47

## UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-340 UPPER POTOMAC PROPERTIES</b>						
<b>REVENUES</b>						
4420	House Rental	\$ 29,199	\$ 30,100	\$ 28,800	\$ 15,530	\$ 28,800
	<b>TOTAL OTHER REVENUE</b>	<b>29,199</b>	<b>30,100</b>	<b>28,800</b>	<b>15,530</b>	<b>28,800</b>
4640-076	Retail Operations	—	—	—	(8)	—
	<b>TOTAL RETAIL OPERATIONS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-8</b>	<b>\$0</b>
4480-371	Lic Fee - DC Water	0	2,621	0	0	0
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>0</b>	<b>2,621</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 29,199</b>	<b>\$ 32,721</b>	<b>\$ 28,800</b>	<b>\$ 15,523</b>	<b>\$ 28,800</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 54,439	\$ 82,997	\$ 87,828	\$ 87,603	\$ 94,304
5020	Part-Time Salaries	1,250	0	11,769	619	14,580
5030	FICA	5,949	6,151	7,619	6,346	8,330
5040	Hospitalization	15,245	15,554	14,187	13,825	17,504
5060	Life Insurance	848	778	1,001	692	1,075
5050	Retirement	14,481	16,724	17,566	14,323	18,861
5070	Unemployment Tax	33	60	109	45	123
	<b>TOTAL PERSONNEL SERVICES</b>	<b>92,245</b>	<b>122,264</b>	<b>140,079</b>	<b>123,453</b>	<b>154,777</b>
5230	Gas and Diesel	321	419	500	428	500
5570	Uniforms	186	450	700	0	700
	<b>TOTAL OPERATING COSTS</b>	<b>507</b>	<b>870</b>	<b>1,200</b>	<b>428</b>	<b>1,200</b>
5180	Equipment/Vehicle Maintenance	0	0	0	56	0
5190	Facility Op. & Maintenance	7,404	6,189	15,000	5,589	17,000
5510	Rental House Maintenance	1,908	1,396	1,000	6,292	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>9,312</b>	<b>7,586</b>	<b>16,000</b>	<b>11,937</b>	<b>18,000</b>
5290	Insurance - Vehicle	446	449	500	0	511
	<b>TOTAL INSURANCE</b>	<b>446</b>	<b>449</b>	<b>500</b>	<b>0</b>	<b>511</b>
5580-002	Electricity	139	137	200	263	200
	<b>TOTAL UTILITIES</b>	<b>139</b>	<b>137</b>	<b>200</b>	<b>263</b>	<b>200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 102,649</b>	<b>\$ 131,304</b>	<b>\$ 157,979</b>	<b>\$ 136,081</b>	<b>\$ 174,688</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (73,449)</b>	<b>\$ (98,583)</b>	<b>\$ (129,179)</b>	<b>\$ (120,558)</b>	<b>\$ (145,888)</b>
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-360 SPRINGDALE</b>						
<b>REVENUES</b>						
4420	House Rental	\$ 18,401	\$ 19,505	\$ 15,140	\$ 20,676	\$ 15,140
4605	Property Lease	2,675	2,975	2,675	2,975	2,675
	<b>TOTAL OTHER REVENUE</b>	<b>21,076</b>	<b>22,480</b>	<b>17,815</b>	<b>23,651</b>	<b>17,815</b>
	<b>TOTAL REVENUES</b>	<b>\$ 21,076</b>	<b>\$ 22,480</b>	<b>\$ 17,815</b>	<b>\$ 23,651</b>	<b>\$ 17,815</b>
<b>EXPENSES</b>						
5190	Facility Op. & Maintenance	\$ (10)	\$ 9	\$ 10,000	\$ 3,215	\$ 7,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>(10)</b>	<b>9</b>	<b>10,000</b>	<b>3,215</b>	<b>7,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ (10)</b>	<b>\$ 9</b>	<b>\$ 10,000</b>	<b>\$ 3,215</b>	<b>\$ 7,500</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 21,086</b>	<b>\$ 22,471</b>	<b>\$ 7,815</b>	<b>\$ 20,436</b>	<b>\$ 10,315</b>

# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023

### 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 a minimum of (2) new ways to improve interpretation through the use of technology or innovation.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Continue to cultivate, implement, and evaluate a successful volunteer program. Work closely with NOVA Parks' Community Manager on a minimum of (2) new strategies to engage broader participation and impact of the Friends of Ball's Bluff.
- Host a minimum of (4) special events or public programs, including a minimum of (1) offering through the Roving Naturalist program to engage the next generation of conservationists.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



Objectives:

- Conduct at least (2) public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections. Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



# UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- New information area added at Red Rock to provide informative park information to visitors.
- The trail systems through Ball's Bluff were remarked with updated blazes.
- Ball's Bluff anniversary weekend was hosted in October and included living history demonstrations, tours, cannon firing, Illumination ceremony and a performance of period music.
- Site tours of Ball's Bluff hosted by staff and the exceptional Friends of Ball's Bluff Tour guides continued to deliver weekend tours spring into fall.

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

**Highlights**

- Partnered with Loudoun Wildlife Conservancy to provide a series of volunteer opportunities to remove garlic mustard and other invasive plants at Ball's Bluff.
- Park Day was held in cooperation with the American Battlefield Trust to clean up and improve the trails and park grounds at Balls' Bluff.
- Friends of Ball's Bluff dedicated more than 500 hours for trail maintenance and improvements to the battlefield.
- Agricultural leases remain in place for significant portions of the property at Springdale.
- Partnered with the Boy Scouts of America and members of the ROTC program at Loudoun County High School to implement a number of park improvements at Red Rock including parking lot improvements and trail maintenance.
- Renovations and maintenance completed at the Jackson House at Ball's Bluff.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of visitors on tours at Ball's Bluff	699	1,010	1,500	850	1,500
• Number of visitors for special events	554	671	800	390	800
• Number of Ball's Bluff Battlefield volunteer hours	655	1,351	1,000	1,000	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 hopes to attract 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 216,874	\$ 584,604	\$ 690,512	18.1%
Retail Operations	11,638	18,250	18,750	2.7%
Other Revenue	1,866	0	0	-
Transfer From Capital Fund	0	224,359	0	-100.0
<b>TOTAL REVENUE</b>	<b>\$ 230,378</b>	<b>\$ 827,213</b>	<b>\$ 709,262</b>	<b>-14.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 268,153	\$ 410,456	\$ 470,111	14.5%
Operating Costs	2,150	12,950	12,950	0.0%
Maintenance Costs	26,774	73,500	81,350	10.7%
Insurance	897	1000	1022	2.2%
Retail Operations	2,787	12,650	7,750	-38.7%
Utilities	6,412	21,700	20,100	-7.4%
Debt Service	66,212	224,359	223,530	-0.4
<b>TOTAL EXPENSES</b>	<b>\$ 373,386</b>	<b>\$ 756,615</b>	<b>\$ 816,813</b>	<b>8.0%</b>
<b>Net Income</b>	<b>\$ (143,008)</b>	<b>\$ 70,598</b>	<b>\$ (107,551)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- In only the second year of Climb UPton, this park is budgeted to cover debt service costs without a transfer from the Capital Fund. This budget includes increased revenue for ClimbUPton. Personnel and maintenance costs are budgeted with an increase due to part time wage increases and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	3.46	3.46	4.00	5.87	7.28

## UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-400 UPTON HILL REGIONAL PARK</b>						
<b>REVENUES</b>						
4127	Climbing Feature Admissions	\$ 0	\$ 0	\$ 358,254	\$ 200,591	\$ 433,162
4600	Programmed Events	143	2,118	1,350	120	1,350
4636	Rental Device Commission	25	0	0	0	0
4670	Shelter Reservations	4,227	350	0	2,187	3,000
4060	Batting Cage Fees	42,594	84,625	103,000	67,916	103,000
4500	Miniature Golf	80,206	129,781	122,000	124,573	150,000
4421	Inflatable Park Play Features	0	0	0	0	0
	<b>TOTAL USER FEES</b>	<b>127,195</b>	<b>216,874</b>	<b>584,604</b>	<b>395,387</b>	<b>690,512</b>
4640	Retail Operations	8,129	11,638	18,250	9,553	18,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>8,129</b>	<b>11,638</b>	<b>18,250</b>	<b>9,553</b>	<b>18,750</b>
4440	Interest	0	1,561	0	433	0
4510	Miscellaneous Revenue	177	305	0	19	0
	<b>TOTAL OTHER REVENUE</b>	<b>177</b>	<b>1,866</b>	<b>0</b>	<b>452</b>	<b>0</b>
	<b>TOTAL REVENUE</b>	<b>135,500</b>	<b>230,378</b>	<b>602,854</b>	<b>405,393</b>	<b>709,262</b>
<b>TRANSFERS IN</b>						
	Transfer from Capital Fund	0	0	224,359	0	0
	<b>TOTAL TRANSFERS IN</b>	<b>0</b>	<b>0</b>	<b>224,359</b>	<b>0</b>	<b>0</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 135,500</b>	<b>\$ 230,378</b>	<b>\$ 827,213</b>	<b>\$ 405,393</b>	<b>\$ 709,262</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 118,363	\$ 115,185	\$ 158,731	\$ 144,630	\$ 169,124
5020	Part-Time Salaries	48,981	74,138	151,957	131,109	212,766
5030	FICA	11,979	13,377	23,473	19,724	29,215
5040	Hospitalization	34,292	41,366	42,673	31,142	22,070
5060	Life Insurance	1,315	1,054	1,766	1,233	1,928
5050	Retirement	19,635	22,714	30,976	25,011	33,825
5070	Unemployment Tax	158	319	880	576	1,184
	<b>TOTAL PERSONNEL SERVICES</b>	<b>234,721</b>	<b>268,153</b>	<b>410,456</b>	<b>353,425</b>	<b>470,111</b>
5230	Gas and Diesel	1,039	629	3,000	1,790	3,000
5490	Programs and Promotions	298	614	8,900	1,251	8,900
5570	Uniforms	161	907	1,050	366	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>1,498</b>	<b>2,150</b>	<b>12,950</b>	<b>3,407</b>	<b>12,950</b>
5180	Equipment/Vehicle Maintenance	1,323	536	2,000	1,547	2,200
5190	Facility Op. & Maintenance	22,794	26,238	71,500	51,840	79,150
	<b>TOTAL MAINTENANCE COSTS</b>	<b>24,116</b>	<b>26,774</b>	<b>73,500</b>	<b>53,387</b>	<b>81,350</b>
5290	Insurance - Vehicle	891	897	1,000	907	1,022
	<b>TOTAL INSURANCE</b>	<b>891</b>	<b>897</b>	<b>1,000</b>	<b>907</b>	<b>1,022</b>
5520	Retail Operations	3,972	2,787	12,650	2,615	7,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3,972</b>	<b>2,787</b>	<b>12,650</b>	<b>2,615</b>	<b>7,750</b>
5580-001	Telephone	415	424	1,400	1,836	2,800
5580-002	Electricity	5,714	4,527	14,000	2,619	10,000
5580-004	Water/Sewer	3,335	1,051	5,000	3,308	6,000
5580-016	Internet/Cable	402	410	1,300	282	1,300
	<b>TOTAL UTILITIES</b>	<b>9,865</b>	<b>6,412</b>	<b>21,700</b>	<b>8,045</b>	<b>20,100</b>
2425	Note Payable VRA Principal	0	0	110,000	0	115,000
5322	Interest Expense VRA Note	0	66,212	114,359	64,758	108,530
	<b>TOTAL DEBT SERVICE</b>	<b>0</b>	<b>66,212</b>	<b>224,359</b>	<b>64,758</b>	<b>223,530</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 275,064</b>	<b>\$ 373,386</b>	<b>\$ 756,615</b>	<b>\$ 486,545</b>	<b>\$ 816,813</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (139,564)</b>	<b>\$ (143,008)</b>	<b>\$ 70,598</b>	<b>\$ (81,152)</b>	<b>\$ (107,551)</b>

# UPTON HILL REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to revise and implement guidelines and SOPs for an overall park and facility maintenance program.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts by conducting a minimum of (2) scheduled workdays.
- Continue to implement an effective Invasive Plant Management Plan.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to maintain Native Forest plantings.

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



#### Objectives:

- Develop and implement a comprehensive marketing plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage by 5%.
- 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.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% of gross from FY22.

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



#### Objectives:

- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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 a multifaceted campaign strategy that address 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.

**FY 2022 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights:**

- Volunteer efforts and targeted herbicide applications by contractors to control and manage invasives has yielded great results for the health of the urban reforestation area, lower park, and trail system.
- Renovations to the miniature golf course were completed including carpet replacement, landscaping improvements, and improvements to the sales building.
- Ropes course equipment and elements were added into the CMMS as assets to better track re-occurring preventative maintenance tasks throughout the year.

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

**Highlights:**

- Partnered with the Arlington Regional Master Naturalist to host several Black & Hispanic Birder/Naturalist walks as part of a series co-lead by NOVA Parks' Roving Naturalists and park volunteers.
- Secured grant funding from the Northern Virginia Audubon Society to further develop resources for the Black & Hispanic Birder/Naturalist walks and install infrastructure such as bird feeders, interpretive signage, and deer exclusion fencing.
- Park volunteers dedicated over 1,000 hours for invasive plant pulls, trash/debris removal and Eagle Scout projects.
- Successfully opened Climb Upton in late July 2021 and extended our operating season into early November.
- Programming and promotions developed and implemented for Spring reopening and summer for Climb Upton.

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

**Highlights:**

- Staff delivered and participated in Level I customer service training.
- Refined the ropes course operations for guest flow incorporating a secondary harnessing area and safety briefing video to ensure information is delivered consistently and at pace with guest expectations.
- Developed Frequently Asked Questions list for Climb Upton.
- Added sunshades to Climb Upton structure to improve customer experience.
- Implemented new online booking software for Climb Upton to maximize ease and consistency of reservations.
- Continued to expand retail options at the miniature golf course and Climb Upton including Climb Upton branded merchandise offerings.

***Goal Four: Implement Upton Hill Master Plan***

**Highlights:**

- Lower park renovations were completed, these included new ADA parking along Wilson Blvd., a new covered picnic shelter, updated restrooms, and unique climbing focused playground.
- With the completion of the new Climb Upton admissions building the batting cage operations were successfully incorporated in the new space to provide consistent service for this existing operation.

**MEASURABLE RESULTS**

	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>	<b>FY 2023</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>ACTUAL</b>	<b>TARGET</b>
				<b>6 months JUL- DEC 2021</b>	
• Number of miniature golf rounds	14,794	24,105	27,000	19,784	27,000
• Number of batting cage rounds	30,639	62,643	74,000	37,714	74,000
• Number of special event participants	24	124	280	36	280
• Number of birthday party participants	138	892	550	1051	730
• Volunteer hours received	38	1000.15	200	458.5	600
• Ropes course admissions	N/A	N/A	12,933	4,541	15,600

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 124,667	\$ 386,000	\$ 453,950	17.6%
Retail Operations	41,367	116,025	126,500	9.0%
Other Revenue	0	15,000	15,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 166,034</b>	<b>\$ 517,025</b>	<b>\$ 595,450</b>	<b>15.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 52,938	\$ 226,318	\$ 249,788	10.4%
Maintenance Costs	45,039	56,000	62,100	10.9%
Retail Operations	17,086	46,960	51,250	9.1%
Utilities	25,264	41,200	45,700	10.9%
<b>TOTAL EXPENSES</b>	<b>\$ 140,327</b>	<b>\$ 370,478</b>	<b>\$ 408,838</b>	<b>10.4%</b>
<b>Net Income</b>	<b>\$ 25,707</b>	<b>\$ 146,547</b>	<b>\$ 186,612</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 15.2% due to rate increases and anticipated increase in visitation after the low levels during the pandemic. Personnel and maintenance costs are budgeted with an increase due to part time wage increases and higher maintenance costs.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	7.24	7.37	1.56	7.78	7.76

## OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-420 UPTON HILL-OCEAN DUNES WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 198,721	\$ 96,119	\$ 314,500	\$ 209,345	\$ 335,000
4570	Group Admissions	36,891	2,099	18,900	10,412	28,350
4490	Locker Rental	53	12	600	11	600
4580	Waterpark Passes	59,651	26,437	52,000	64,977	90,000
	<b>TOTAL USER FEES</b>	<b>295,315</b>	<b>124,667</b>	<b>386,000</b>	<b>284,744</b>	<b>453,950</b>
4640	Retail Operations	88,303	39,715	110,500	80,619	120,000
4660	Swim Merchandise	2,790	1,652	5,525	4,916	6,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>91,093</b>	<b>41,367</b>	<b>116,025</b>	<b>85,535</b>	<b>126,500</b>
4475	Lessons	14,255	0	15,000	0	15,000
4510	Miscellaneous Revenue	401	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>14,657</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>15,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 401,065</b>	<b>\$ 166,034</b>	<b>\$ 517,025</b>	<b>\$ 370,279</b>	<b>\$ 595,450</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 112,077	\$ 48,953	\$ 209,263	\$ 117,629	\$ 230,965
5030	FICA	8,574	3,828	16,009	9,317	17,669
5070	Unemployment Tax	473	157	1,046	748	1,155
	<b>TOTAL PERSONNEL SERVICES</b>	<b>121,124</b>	<b>52,938</b>	<b>226,318</b>	<b>127,693</b>	<b>249,788</b>
5180	Equipment/Vehicle Maintenance	240	234	0	0	0
5190	Facility Op. & Maintenance	37,641	44,805	56,000	39,401	62,100
	<b>TOTAL MAINTENANCE COSTS</b>	<b>37,881</b>	<b>45,039</b>	<b>56,000</b>	<b>39,401</b>	<b>62,100</b>
5520	Retail Operations	47,989	15,338	44,200	36,341	48,000
5535	Swim Merchandise	(859)	1,748	2,760	966	3,250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>47,130</b>	<b>17,086</b>	<b>46,960</b>	<b>37,306</b>	<b>51,250</b>
5580-001	Telephone	1,660	1,697	2,300	1,554	2,300
5580-002	Electricity	15,337	12,864	22,000	17,754	22,000
5580-004	Water/Sewer	9,529	6,915	14,000	9,274	18,000
5580-016	Internet/Cable	3,739	3,789	2,900	3,582	3,400
	<b>TOTAL UTILITIES</b>	<b>30,265</b>	<b>25,264</b>	<b>41,200</b>	<b>32,164</b>	<b>45,700</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 236,399</b>	<b>\$ 140,327</b>	<b>\$ 370,478</b>	<b>\$ 236,564</b>	<b>\$ 408,838</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 164,665</b>	<b>\$ 25,707</b>	<b>\$ 146,547</b>	<b>\$ 133,715</b>	<b>\$ 186,612</b>

# OCEAN DUNES WATERPARK AT UPTON HILL

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



**Objectives:**

- Work with the Marketing and Aquatics teams to continue to rebrand and reimagine the Annual Waterpark Pass to increase sales.
- 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 perks to include early admission, bring a friend, food and beverage discounts and perk parties.

**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.
- Work closely with the NOVA Parks Recruiter to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.

**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.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Develop and implement a swim lesson program that meets budget goals and customer needs.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.
- Maintain an effective plan that optimizes all-facility pass sales.

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



**Objectives:**

- Work with Food & Beverage Manager to consolidate menu with a focus on freshness, timely delivery, and profitability.
- 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 party food and retail offerings.
- Ensure usage and documentation of effective inventory management system to reduce waste.
- Implement (3) new strategies to increase retail sales by 2% from FY22.

**Goal Five: 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 to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.



# OCEAN DUNES WATERPARK AT UPTON HILL

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights:**

- Offered pass sales through Certifikid that generated new additional pass sales.
- Promoted off-season sales campaign for online annual pass sales.
- Hosted on-site exclusive member appreciation events.
- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Utilized the Aquatics Committee to promote new target dates for pass sales as we refine marketing.

**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.
- Worked to develop a culture of safety with our new staff after being closed for a season 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.
- Reviewed and refined orientation to streamline the process.

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

**Highlights:**

- Expanded swim retail merchandise offerings to better meet guests needs and drive revenues.
- Reviewed food sales and created an updated par level form for ordering.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Revised and streamlined concessions menu to expedite service.
- Conducted a food service management training with focus on best practices and staff training with the Food & Beverage Managers.

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

**Highlights:**

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Worked with frontline staff to develop FAQ sheets to accompany workstations so employees were better equipped to answer questions from guests
- Waterslides and Splash pad were revitalized with new paint and color schemes.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of general admissions	24,246	9,482	30,600	21,533	30,600
• Number of youth group participants	3,836	500	2,800	1,443	3,500
• Number of waterpark passes sold	308	883	624	292	1,000
• Number of group swim lesson participants	47	N/A	21	0	21
• Number of private swim lesson participants	31	N/A	48	0	48
• Average amount customers spent on f/b & merch.	\$3.08	\$3.57	\$3.08	3	\$3.42
• Number of Daily All Facility Discount Passes sold	1,208	204	1,900	628	1,900
• Number of waterpark birthday party participants	356	390	2,400	830	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
Easements & Licenses	\$ 1,074,061	\$ 896,453	\$ 922,496	2.9%
Retail Operations	1074	500	500	0.0%
Other Revenue	-226	6,500	6,500	0.0%
Transfer from Restricted Fund	327,912	327,912	327,912	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,402,821</b>	<b>\$ 1,231,365</b>	<b>\$ 1,257,408</b>	<b>2.1%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 430,682	\$ 514,674	\$ 510,271	-0.9%
Operating Costs	17,283	26,400	26,400	0.0%
Maintenance Costs	59,734	63,000	87,580	39.0%
Insurance	2,692	3,000	3,065	2.2%
Retail Operations	345	250	250	0.0%
Utilities	11,642	14,200	14,200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 522,378</b>	<b>\$ 621,524</b>	<b>\$ 641,766</b>	<b>3.3%</b>
<b>Net Income</b>	<b>\$ 880,443</b>	<b>\$ 609,841</b>	<b>\$ 615,642</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Maintenance costs have increased for mowing.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	2.94	2.94	2.94	2.94	3.10

## W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-450 W&amp;OD RAILROAD REGIONAL PARK</b>						
<b>REVENUES</b>						
4480	License Fees	\$ 9,774	\$ 2,000	\$ 12,000	\$ 0	\$ 12,000
	Rents, Easements & Licenses:					
4770	Non-Recurring	228,671	219,210	10,000	27,636	0
4780	Recurring	812,002	852,851	874,453	838,173	910,496
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>1,050,447</b>	<b>1,074,061</b>	<b>896,453</b>	<b>865,809</b>	<b>922,496</b>
4090, 4640	Retail Operations	472	1,074	500	394	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>472</b>	<b>1,074</b>	<b>500</b>	<b>394</b>	<b>500</b>
4535	Permit Fees	5,975	(250)	6,500	4,500	6,500
	<b>TOTAL OTHER REVENUE</b>	<b>5,975</b>	<b>(226)</b>	<b>6,500</b>	<b>4,500</b>	<b>6,500</b>
	<b>TOTAL REVENUE</b>	<b>1,056,894</b>	<b>1,074,909</b>	<b>903,453</b>	<b>870,703</b>	<b>929,496</b>
<b>TRANSFERS IN</b>						
4946	Transfer from Restricted Fund-FOWOD	323	0	0	142	0
4950	Transfer from Restricted Fund	327,912	327,912	327,912	327,912	327,912
	<b>TOTAL TRANSFERS IN</b>	<b>328,235</b>	<b>327,912</b>	<b>327,912</b>	<b>328,054</b>	<b>327,912</b>
	<b>TOTAL RESOURCES</b>	<b>\$1,385,129</b>	<b>\$1,402,821</b>	<b>\$ 1,231,365</b>	<b>\$1,198,757</b>	<b>\$ 1,257,408</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 284,753	\$ 261,874	\$ 287,668	\$ 244,373	\$ 271,978
5020	Part-Time Salaries	46,542	44,001	88,365	30,977	103,118
5030	FICA	24,095	22,250	28,472	19,972	28,695
5040	Hospitalization	47,084	49,240	49,568	33,453	48,308
5060	Life Insurance	3,029	2,355	3,236	1,845	3,101
5050	Retirement	52,378	50,688	56,764	38,837	54,396
5070	Unemployment Tax	136	273	602	145	676
	<b>TOTAL PERSONNEL SERVICES</b>	<b>458,018</b>	<b>430,682</b>	<b>514,674</b>	<b>369,602</b>	<b>510,271</b>
5230	Gas and Diesel	10,360	9,718	15,000	8,199	15,000
5330	License Fees	36,899	7,473	10,000	0	10,000
5570	Uniforms	0	93	1,400	564	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>47,259</b>	<b>17,283</b>	<b>26,400</b>	<b>8,762</b>	<b>26,400</b>
5180	Equipment/Vehicle Maintenance	7,422	14,636	15,000	7,955	16,500
5190	Facility Op. & Maintenance	49,569	45,099	48,000	71,058	71,080
	<b>TOTAL MAINTENANCE COSTS</b>	<b>56,991</b>	<b>59,734</b>	<b>63,000</b>	<b>79,013</b>	<b>87,580</b>
5290	Insurance - Vehicle	2,674	2,692	3,000	2,721	3,065
	<b>TOTAL INSURANCE</b>	<b>2,674</b>	<b>2,692</b>	<b>3,000</b>	<b>2,721</b>	<b>3,065</b>
5520	Retail Operations	36	345	250	796	250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>36</b>	<b>345</b>	<b>250</b>	<b>796</b>	<b>250</b>
5580-001	Telephone	4,594	4,806	4,800	4,223	4,800
5580-002	Electricity	4,930	4,364	5,500	4,094	5,500
5580-003	Natural Gas	2,151	1,646	3,000	1,931	3,000
5580-004	Water/Sewer	868	825	900	625	900
	<b>TOTAL UTILITIES</b>	<b>12,543</b>	<b>11,642</b>	<b>14,200</b>	<b>10,873</b>	<b>14,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 577,521</b>	<b>\$ 522,378</b>	<b>\$ 621,524</b>	<b>\$ 471,767</b>	<b>\$ 641,766</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 807,608</b>	<b>\$ 880,443</b>	<b>\$ 609,841</b>	<b>\$ 726,990</b>	<b>\$ 615,642</b>

# W&OD RAILROAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023



**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 all high priority items from the 2021 Bridge and Culvert inspection report.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) focused efforts on designated sections of the trail to address invasive plant removal.
- Maintain a minimum of (4) diverse community partnerships.

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



Objectives:

- Host a minimum of (3) public interpretive programs.
- Promote positive user behavior and experience through continued use of the Sign-The-Pledge campaign.
- Participate in a minimum of (2) public outreach programs.
- Maintain an effective system to receive, evaluate, and respond to customer feedback.
- 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.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**



Objectives:

- Work closely with NOVA Parks' Community Manager on a minimum of (2) new strategies to engage broader participation and impact of FOWOD on the trail.
- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) diverse community partnerships.
- Implement a minimum of (3) enhancement projects using funds designated for use by FOWOD.

**Goal Four: Remain a leader in safety of multi-use trails.**



Objectives:

- Continue to utilize a minimum of (3) new strategies to promote trail safety through social media.
- Conduct a one-year review of the Dual Trails project and operations in Falls Church to assist with in the planning for similar projects in the future.
- Develop a 2023 safety slogan and annual theme to promote positive user behaviors.
- Develop a plan for consistent review, implementation, education, and promotion of safety related improvements and implement a minimum of (3) trail safety improvements annually that focus on enhancing the culture.
- Establish consistent bi-annual meetings with the NOVA Parks Recruiter to review needs and to implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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.

# W&OD RAILROAD REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Maintained community partnerships with Reston Association, Dominion, Boy Scouts of America, Virginia Department of Transportation, and Arlington County.
- Continued to implement trail repaving priorities.
- Implemented new sign plans for dual trails opening in Falls Church.
- Continue to assist with repairs on select bridges and culverts following previous inspection reports.
- Utilized in-house CMMS to increase efficiency of routine maintenance tasks to equipment and facilities.
- Implemented the use of contractor assistance to better and more efficiently manage mowing of select areas along the trail.
- Re-decked multiple bridge surfaces greatly improving user experience.

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

**Highlights**

- Stayed current on local, state, and federal regulations regarding COVID-19 policies and safety guidelines
- Continued to effectively utilize social media channels to gain user feedback, convey safety messages, communicate trail information and project status and promote features of the park and the trails unique history.
- Partnered with National Rails to Trails to host an event in Vienna that focused on trail safety.
- Participated in “Bike to Work Day” in partnership with Loudoun County, Herndon, Falls Church, and various bike shops and cycling community.
- Worked on revamping the conditions/regulations for nonprofits and local governments to host an event on the Trail.
- Fabricated and installed (3) interpretive displays that focused on telling the story of African American history as it relates to the Jim Crowe Laws.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**

**Highlights**

- Assisted with the Friend’s Sponsored 10K event.
- Partnered with Boy Scouts of America, Whole Foods, and numerous area bike shops to promote and improve the trail.
- Supported the completion of several Friend’s sponsored projects.
- Updated and enhanced promotional materials for event giveaways and membership rewards.
- Updated the Friends brochure to reflect new messaging and marketing efforts.
- Worked to successfully fill open Friend’s board positions.
- Continue to work with the Friends Group on public awareness by adding more signage to areas along the trail as well as revamping the adopt-a-trail program.

**Goal Four: Remain a leader in safety of multi-use trails.**

**Highlights**

- Continue to update assets and preventive maintenance in CMMS to streamline and improve increase efficiency.
- Unveiled new dual trail area in Falls Church with the focus on separation of user groups to enhance safety.
- Worked closely with Dominion and VDOT to establish a safe detour for the multiple, large-scale power line restrings through Ashburn-Leesburg area and other projects in Fairfax.
- Continue to fund and collaborate with the Volunteer W&OD Trail Patrol.

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

**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

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Park visitation	2,000,000	2,000,000	2,000,000+	1,000,000	2,000,000+
• Number of FOWOD members	317	500	500	261	500
• Operating cost per linear ft of trail (400,000 ft. of	\$1.60	\$1.53	\$1.55	\$1.31	\$1.60
• Number of outreach and public programs	N/A	6	6	3	6
• Volunteer hours received	654	6,000	6,000	1,500	6,000

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 266	\$ 400	\$ 400	0.0%
Other Revenue	25,313	20,250	20,250	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 25,579</b>	<b>\$ 20,650</b>	<b>\$ 20,650</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 33,259	\$ 35,215	\$ 38,093	8.2%
Operating Costs	1,298	1,500	0	-100.0%
Maintenance Costs	3,377	4,000	4,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 37,933</b>	<b>\$ 40,715</b>	<b>\$ 42,093</b>	<b>3.4%</b>
<b>Net Income</b>	<b>\$ (12,355)</b>	<b>\$ (20,065)</b>	<b>\$ (21,443)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 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 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-470</b>	<b>PISCATAWAY CROSSING REGIONAL PARK</b>					
	<b>REVENUES</b>					
4460	Boat Launch	\$ 422	\$ 266	\$ 400	\$ 139	\$ 400
	<b>TOTAL USER FEES</b>	<b>422</b>	<b>266</b>	<b>400</b>	<b>139</b>	<b>400</b>
4605	Property Lease	15,188	25,313	20,250	15,188	20,250
	<b>TOTAL OTHER REVENUE</b>	<b>15,188</b>	<b>25,313</b>	<b>20,250</b>	<b>15,188</b>	<b>20,250</b>
	<b>TOTAL REVENUES</b>	<b>\$ 15,610</b>	<b>\$ 25,579</b>	<b>\$ 20,650</b>	<b>\$ 15,326</b>	<b>\$ 20,650</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 21,109	\$ 25,033	\$ 26,175	\$ 21,693	\$ 28,305
5030	FICA	1,592	1,849	2,002	1,608	2,165
5040	Hospitalization	1,277	1,211	1,485	1,349	1,619
5060	Life Insurance	249	233	298	210	323
5050	Retirement	3,964	4,915	5,235	4,271	5,661
5070	Unemployment	7	19	20	14	20
	<b>TOTAL PERSONNEL SERVICES</b>	<b>28,199</b>	<b>33,259</b>	<b>35,215</b>	<b>29,147</b>	<b>38,093</b>
5230	Gas and Diesel	1,494	1,298	1,500	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>1,494</b>	<b>1,298</b>	<b>1,500</b>	<b>0</b>	<b>0</b>
5190	Facility Op. & Maintenance	0	3,377	4,000	113	4,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>3,377</b>	<b>4,000</b>	<b>113</b>	<b>4,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 29,692</b>	<b>\$ 37,933</b>	<b>\$ 40,715</b>	<b>\$ 29,260</b>	<b>\$ 42,093</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (14,083)</b>	<b>\$ (12,355)</b>	<b>\$ (20,065)</b>	<b>\$ (13,934)</b>	<b>\$ (21,443)</b>

# PISCATAWAY CROSSING REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2023

**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.
- Conduct at least (1) public outreach opportunity to facilitate maintenance and beautification projects within the park.

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



Objectives:

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



# PISCATAWAY CROSSING REGIONAL PARK

## FY 2022 STRATEGIC GOAL HIGHLIGHTS

**Goal One:** *Enhance quality of life by providing a unique and exceptional customer experience that meets the needs of the community.*

### Highlights

- Capital project undertaken to weatherproof the historic house and to install a new roof.
- Park signage was updated to reflect the new park name.

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

### Highlights

- Fields continue to be operated under an active farming lease agreement.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL 6 months JUL- DEC 2021	FY 2023 TARGET
• Number of launches	75	33	100	30	100

# 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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ —	\$ —	1,136,917	—
Operating Costs	—	—	37,550	—
Maintenance Costs	—	—	97,550	—
Insurance	—	—	8,685	—
Utilities	—	—	28,210	—
<b>TOTAL EXPENSES</b>	<b>\$ —</b>	<b>\$ —</b>	<b>1,308,912</b>	<b>—</b>

## BUDGET HIGHLIGHTS

- Prior to FY 2023, Central Maintenance was budgeted in the General Fund. Past expenses can be seen behind the General Fund tab.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
<b>Full-Time</b>	13.00	13.00	13.00	13.00	13.00
<b>Part-Time</b>	0.00	0.00	0.00	0.00	0.00

## CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-710</b>	<b>CENTRAL MAINTENANCE</b>					
	<b>EXPENDITURES</b>					
5010	Full Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	798,025
5030	FICA	0	0	0	0	61,049
5040	Hospitalization	0	0	0	0	108,621
5060	Life Insurance	0	0	0	0	9,097
5050	Retirement	0	0	0	0	159,605
5070	Unemployment Tax	0	0	0	0	520
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,136,917</b>
5230	Gas and Diesel	0	0	0	0	33,000
5400	Training	0	0	0	0	0
5570	Uniforms	0	0	0	0	4,550
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,550</b>
5180	Equipment/Vehicle Maintenance	0	0	0	0	52,250
5190	Facility Op. & Maintenance	0	0	0	0	45,300
5370	Major Contract Maintenance	0	0	0	0	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>97,550</b>
5290	Insurance - Vehicle	0	0	0	0	8,685
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,685</b>
5580-001	Telephone	0	0	0	0	5,000
5580-002	Electricity	0	0	0	0	7,500
5580-009	Heating Oil	0	0	0	0	2,500
5580-008	Propane Gas	0	0	0	0	12,000
5580-016	Cable/Internet	0	0	0	0	1,210
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,210</b>
	<b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>1,308,912</b>

# CENTRAL MAINTENANCE

## STRATEGIC GOALS & OBJECTIVES FY 2023



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Lead process of continuing to develop site inspection forms and creating and editing written maintenance standards.
- Implement agency-wide Park Maintenance Standards Manual along with Director of Park Operations.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site peer inspection programs, conducting at least (6) inspections.

# CENTRAL MAINTENANCE

## FY 2022 STRATEGIC HIGHLIGHTS

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

**Highlights**

- System training updates for employees on HiperWeb (web-based software) was held.
- Access and system updates performed throughout year for proper access.
- Work order process updated and is operating effectively.
- Additional preventive maintenance reminders added for Fleet Vehicles, Motorized Equipment and HVAC Systems.
- Fleet vehicle asset information updated.
- Equipment database information updated.

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

**Highlights**

- Electrical crew conducted on-site training with various park staff on proper batting cage operations and maintenance.
- Conducted training at Great Waves Waterpark for the new wave control system.

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

**Highlights**

- Updated 5-year HVAC system replacement schedule.
- Updated 5-year fleet vehicle replacement schedule.
- Completed winterization walk-thru for all pools and seasonal plumbing facilities.
- Reviewed equipment and fleet vehicle maintenance checklists with appropriate staff.
- Updated preventive maintenance reminders for carpentry, plumbing, HVAC, and electrical systems.
- Improved lighting, electrical, plumbing, and safety systems to ensure good working order at Hemlock Overlook Regional Park. Cleared numerous dead and downed trees from winter storm damage.
- Working on LED lighting retrofit at Pohick Bay, Algonkian, and Brambleton Golf Courses, Meadowlark Atrium & Visitors Center, Hemlock Overlook, Great Waves Waterpark, and Occoquan Batting Cages.

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

**Highlights**

- Updated CMMS and trained staff to build out preventive maintenance reminders for specific assets.
- Completed on-site inspections for waterparks, facilities with seasonal plumbing, and park rental homes.
- Waterpark pre-opening electrical inspections completed.

## MEASURABLE RESULTS

	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL <small>6 months JUL-DEC 2021</small>	FY 2023 TARGET
• Number of HVAC work orders completed	139	186	160	85	160
• Number of electrical work orders completed	127	145	150	90	150
• Number of heavy equipment work orders completed	103	96	120	51	120
• Number of fleet maintenance work orders/state inspections completed	158	193	150	88	150
• Number of equipment maintenance work orders completed	62	79	80	37	80
• Number of welding work orders completed	57	81	60	32	60
• Number of plumbing work orders completed	14	16	20	14	20
• Number of carpentry work orders completed	60	61	100	37	100
• Number of preventive maintenance corrections completed	182	268	230	125	230
• Number of emergency/critical work orders completed	42	45	40	24	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 2021 ACTUAL	FY 2022 REVISED	FY 2023 ADOPTED	% CHANGE 2022-2023
Other Revenue	168,308	66,000	66,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 168,308</b>	<b>\$ 66,000</b>	<b>\$ 66,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 686,716	\$ 883,659	\$ 1,094,427	23.9%
Operating Costs	958,190	1,505,672	1,715,238	13.9%
Maintenance Costs	266,772	285,000	260,000	-8.8%
Insurance	152,907	185,000	160,000	-13.5%
Utilities	0	1,000	1,000	0.0%
Total Transfers Out	1,549	825,112	0	-100.0%
<b>TOTAL EXPENSES</b>	<b>\$ 2,066,135</b>	<b>\$ 3,685,443</b>	<b>\$ 3,230,665</b>	<b>-12.3%</b>
<b>Net Income</b>	<b>\$ (1,897,827)</b>	<b>\$ (3,619,443)</b>	<b>\$ (3,164,665)</b>	
<b>TRANSFERS TO OTHER FUNDS</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

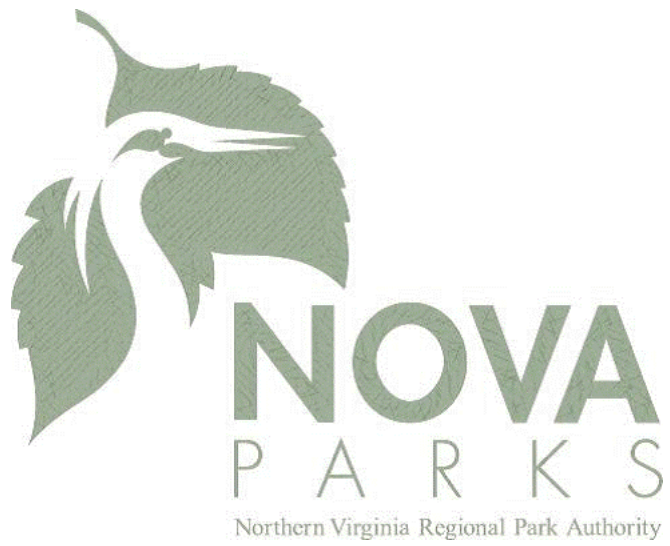
- Personnel costs have increased due to funding for an Aquatics Manager and a new marketing position. Operating expenses include a new account for Compensation Funding initiatives.

## STAFFING SUMMARY

	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
Full-Time	6.85	6.85	6.85	7.85	8.35
Part-Time	0.23	0.23	0.30	0.30	0.65

## ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>3-720 ADMINISTRATION - ENTERPRISE FUND</b>						
<b>REVENUES</b>						
4516	Reservation Fees-POS Active	\$ 53,601	\$ 91,040	\$ 60,000	\$ 60,794	\$ 60,000
4430	Insurance Proceeds	50,524	31,289	0	1,107,753	0
4510, 4515	Miscellaneous Revenue	8,849	38,174	0	13,071	0
4440	Interest	95,822	7,804	6,000	0	6,000
<b>TOTAL OTHER REVENUE</b>		<b>208,796</b>	<b>168,308</b>	<b>66,000</b>	<b>1,181,618</b>	<b>66,000</b>
4770	Non-Recurring License Fees	—	—	—	32,700	—
<b>TOTAL REVENUES</b>		<b>\$ 208,796</b>	<b>\$ 168,308</b>	<b>\$ 66,000</b>	<b>\$ 1,214,318</b>	<b>\$ 66,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 571,149	\$ 495,681	\$ 635,509	\$ 531,163	\$ 775,777
5020	Part-Time Salaries	3,226	4,467	9,083	10,698	24,750
5030	FICA	42,043	36,878	49,464	39,181	61,240
5040	Hospitalization	51,598	46,631	55,256	43,520	68,202
5060	Life Insurance	5,689	4,392	6,926	3,958	8,844
5050	Retirement	103,306	98,403	127,102	93,203	155,155
5070	Unemployment Tax	170	264	319	234	458
<b>TOTAL PERSONNEL SERVICES</b>		<b>777,179</b>	<b>686,716</b>	<b>883,659</b>	<b>721,956</b>	<b>1,094,427</b>
5155	Credit Card Charges	415,753	488,687	506,096	536,073	600,000
5230	Gas and Diesel	608	760	2,000	1,342	2,000
5380	POS Transaction Fees	174,028	192,413	200,000	209,602	206,000
5149	Contingency	0	0	90,426	0	0
5330	License Fees	0	0	2,200	0	2,200
5500	Public Information	464,893	233,454	536,800	398,129	541,800
5546	Strategic Plan Initiatives	11,717	0	75,000	45,000	75,000
	Compensation Funding Initiatives	0	0	0	0	196,438
5400	Training for Field Staff	42,482	3,144	45,000	39,133	60,000
5490	Programs & Promotions - Naturalist	1,361	756	3,450	1,304	3,450
5493	Promotional Items-Uniforms	4,586	1,629	19,000	8,472	19,000
5555	Swimming Pool Safety Program	25,550	37,080	25,000	32,319	30,000
5570	Uniforms	261	267	700	188	700
<b>TOTAL OPERATING COSTS</b>		<b>1,141,239</b>	<b>958,190</b>	<b>1,505,672</b>	<b>1,271,562</b>	<b>1,715,238</b>
5180	Equipment/Vehicle Maintenance	4,936	2,233	0	9,545	0
5190	Facility Op. & Maintenance	956	1,060	0	1,345	0
5370	Major Contract Maintenance	171,752	263,479	285,000	279,823	260,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>177,644</b>	<b>266,772</b>	<b>285,000</b>	<b>290,713</b>	<b>260,000</b>
5290	Insurance - Vehicle	446	449	0	0	0
5300	Workers Comp	200,056	152,459	185,000	150,835	160,000
<b>TOTAL INSURANCE</b>		<b>200,502</b>	<b>152,907</b>	<b>185,000</b>	<b>150,835</b>	<b>160,000</b>
5580-001	Telephone	0	0	1,000	0	1,000
<b>TOTAL UTILITIES</b>		<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
<b>TOTAL EXPENSES</b>		<b>\$ 2,296,564</b>	<b>\$ 2,064,586</b>	<b>\$ 2,860,331</b>	<b>\$ 2,435,066</b>	<b>\$ 3,230,665</b>
<b>TRANSFERS OUT</b>						
5905	Trans. - Gen. Fund for Central Maint.	828,890	235,850	825,112	0	0
5900	Transfer to General Fund	\$ (511,607)	\$ (234,301)	\$ 0	\$ 0	\$ 0
<b>TOTAL TRANSFERS OUT</b>		<b>\$ 317,283</b>	<b>\$ 1,549</b>	<b>\$ 825,112</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>		<b>\$ 2,613,847</b>	<b>\$ 2,066,135</b>	<b>\$ 3,685,443</b>	<b>\$ 2,435,066</b>	<b>\$ 3,230,665</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ (2,405,051)</b>	<b>\$ (1,897,827)</b>	<b>\$ (3,619,443)</b>	<b>\$ (1,220,748)</b>	<b>\$ (3,164,665)</b>
5147	Transfer to the Designated Set Aside	637,809	0	0	0	0
5910	Transfer to Capital Fund	0	2,244,039	0	1,076,191	0
5955	Transfer to Retirement Fund	0	0	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	0	748,013	0	0	0
3005	Transfer to Sustainability Reserve	0	748,013	0	0	0
<b>TOTAL TRANSFER TO OTHER FUNDS</b>		<b>637,809</b>	<b>3,740,065</b>	<b>25,000</b>	<b>1,076,191</b>	<b>25,000</b>
	Donation Adjustment	(279,356)	4,749			





## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2023  
Approved

**Equipment**

**ALGONKIAN GOLF COURSE**

Counter Top Refrigerator	\$	5,400
E Range Driving Range Dispenser		15,000
Used/off lease Grinder		15,000
	<b>\$</b>	<b>35,400</b>

**ALGONKIAN COTTAGES**

TV and Wall Mounts	\$	6,500
	<b>\$</b>	<b>6,500</b>

**ALGONKIAN PARK**

Zero-Turn Mower	\$	16,000
	<b>\$</b>	<b>16,000</b>

**WOODLANDS AT ALGONKIAN**

Gas Grill with Storage Cage	\$	2,000
Portable Bar		4,250
Smallwares (glassware, china, silverware)		4,000
Tables and Chairs		8,000
	<b>\$</b>	<b>18,250</b>

**BRAMBLETON GOLF COURSE MAINTENANCE**

10 x 14 Gable Shed	\$	6,000
7 station bag rack		2,100
Sidewinder Trim Mower		38,000
	<b>\$</b>	<b>46,100</b>

**BULL RUN MARINA**

6'x16' Trailer	\$	5,000
	<b>\$</b>	<b>5,000</b>

**BULL RUN PARK**

100 Gallon tow behind spot sprayer/broadcast sprayer	\$	1,300
	<b>\$</b>	<b>1,300</b>

**BULL RUN SPECIAL EVENTS**

Compact Tractor	\$	25,000
Shipping containers		8,000
Stage Top		9,000
	<b>\$</b>	<b>42,000</b>

**BULL RUN LIGHT SHOW**

Light Show Ticket Booths	\$	24,000
Shipping Container		5,000
	<b>\$</b>	<b>29,000</b>

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2023  
Approved

## Equipment

### BULL RUN SHOOTING CENTER

Gator	\$	11,333
Yale		48,900
	<b>\$</b>	<b>60,233</b>

### ATLANTIS WATERPARK AT BULL RUN

PTAC HVAC Units	\$	4,000
Auto pool vacuum		8,000
3 inch trash pump		2,000
Hot Water Heater		8,000
Pressure Washer		2,000
	<b>\$</b>	<b>24,000</b>

### CAMERON RUN PARK

Garbage cans	\$	1,860
Zero turn mower		11,000
Replacement Radios		1,800
	<b>\$</b>	<b>14,660</b>

### ICE & LIGHTS AT CAMERON RUN

Zamboni	\$	15,000
	<b>\$</b>	<b>15,000</b>

### GREAT WAVES AT CAMERON RUN

Birthday Deck Shade	\$	4,000
Lounge Chairs		15,000
Oil fryers		6,000
	<b>\$</b>	<b>25,000</b>

### BRICKMAKERS CATERING & EVENT SERVICES

Catering smallwares	\$	3,000
Charbroiler		2,000
Chest freezer		800
	<b>\$</b>	<b>5,800</b>

### FOUNTAINHEAD PARK

40HP Mercury Outboard Motor	\$	6,000
Battery Tenders		2,500
Hedge trimmer		700
Trolling Motor Batteries		1,300
	<b>\$</b>	<b>10,500</b>

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

Equipment	FY 2023 Approved
<b>MEADOWLARK ATRIUM &amp; GREAT BLUE HERON CATERING</b>	
Commercial Propane Grill	\$ 2,500
Event Tables, Chairs, Carts	10,000
Misc Smallwares and equipment	4,000
Water Heater	6,500
Wrought Iron Trellis with Gate for White Garden and Atrium Terrace	1,200
	<b>\$ 24,200</b>
<b>MEADOWLARK GARDENS</b>	
Battery Powered Landscape set	\$ 4,000
John Deere Gator	14,000
	<b>\$ 18,000</b>
<b>OCCOQUAN PARK</b>	
Mower boom extension	\$ 20,000
	<b>\$ 20,000</b>
<b>THE RIVER VIEW AT OCCOQUAN</b>	
Buffet utensils and platters	\$ 2,500
Catering smallwares	5,000
Misc Smallwares and equipment	5,000
Refrigerator	6,000
	<b>\$ 18,500</b>
<b>BRICKMAKERS CAFE</b>	
Equipment and smallwares	\$ 3,000
Patio Furniture	10,000
	<b>\$ 13,000</b>
<b>POHICK BAY GOLF COURSE</b>	
Heavy Duty Utility Vehicle	\$ 33,000
Small Deck Rough Mower	30,000
	<b>\$ 63,000</b>
<b>POHICK BAY MARINA</b>	
Kayak Launch for the Dock	\$ 10,000
Park Boat & Trailer	25,000
	<b>\$ 35,000</b>
<b>POHICK BAY REGIONAL PARK</b>	
Box Scraper for tractor	\$ 2,000
Stump grinder for bobcat	12,000
	<b>\$ 14,000</b>
<b>PIRATE'S COVE WATERPARK AT POHICK BAY</b>	
Prominent Controllers	\$ 10,000
	<b>\$ 10,000</b>

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2023  
Approved

Equipment

**POTOMAC OVERLOOK**

Addition to the playground	\$	9,000
Heavy duty trash lids		575
	<b>\$</b>	<b>9,575</b>

**RUST NATURE SANCTUARY**

2 Door Refrigerators	\$	6,000
2 Food Warmers		5,000
Catering smallwares		3,500
Chivari Chairs		4,383
Plates, cutlery, and glassware		10,000
Window treatment		30,000
	<b>\$</b>	<b>58,883</b>

**SANDY RUN**

6'x16' Trailer	\$	5,000
Tow behind blower		8,000
Trash Cans		1,200
	<b>\$</b>	<b>14,200</b>

**UPTON HILL PARK**

Picnic tables	\$	10,000
True Blue XL		2,700
	<b>\$</b>	<b>12,700</b>

**OCEAN DUNES AT UPTON HILL**

Concessions Freezer	\$	6,200
Deck chairs		8,000
Pool Vacuum		2,800
	<b>\$</b>	<b>17,000</b>

**W&OD Trail**

Battery powered saw	\$	1,700
	<b>\$</b>	<b>1,700</b>

**TOTAL FACILITIES EQUIPMENT - PARKS**

**\$ 684,501**

Account Number:  
2-000-6010-000

**CENTRAL MAINTENANCE EQUIPMENT**

Amprobe - Wire Tracer for Breakers	\$	1,800
Emax Air Compressor		4,600
Milwaukee M18 Force Logic Press Tool Kit		3,549
Underground Electrical Fault Locator		2,000
	<b>\$</b>	<b>11,949</b>

**TOTAL PARKS & CENTRAL MAINTENANCE FACILITIES EQUIPMENT**

**\$ 696,450**

# CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6000-000

FY 2023  
Approved

Equipment

**HEADQUARTERS AND PARKS OFFICE EQUIPMENT**

Printers	\$	2,500
Computer/Monitors		56,250
RDP server for Accounting		24,000
IT Server Room Enclosure		1,200
KVM		800
Accounting wing printer		3,000
PBX Replacement		8,000
POS Computers/Tablets		4,250
Cash Drawers/Receipt Printer		7,500
Credit Card Readers		12,400
<b>Total Headquarters and Parks Office Equipment</b>	<b>\$</b>	<b>119,900</b>

**TOTAL PARKS & CM EQUIPMENT** \$ 696,450

**TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT** \$ 119,900

**TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)** \$ 816,350

**TOTAL VEHICLE REQUESTS** \$ 83,650

Account Number:  
2-000-6030-000

**TOTAL VEHICLES & EQUIPMENT** \$ 900,000

## CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2021	FY 2022 REVISED BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<b>BEGINNING BALANCE</b>	<b>\$2,641,792</b>	<b>\$5,560,792</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Revenue</b>						
Total Appropriations	5,237,256	5,291,128	5,554,196	5,666,440	5,866,171	6,073,482
Total Other Revenue	8,453,209	11,607,638	0	650,000	0	0
Total Transfers from Other Funds	393,516	1,085,466	620,000	720,000	320,000	320,000
<b>Total Revenue</b>	<b>14,083,981</b>	<b>17,984,232</b>	<b>6,174,196</b>	<b>7,036,440</b>	<b>6,186,171</b>	<b>6,393,482</b>
<b>Total Beginning Balance + Revenues</b>	<b>16,725,773</b>	<b>23,545,024</b>	<b>6,174,196</b>	<b>7,036,440</b>	<b>6,186,171</b>	<b>6,393,482</b>
<b>Expenditures</b>						
Equipment	550,504	968,813	900,000	900,000	900,000	900,000
Development	8,147,012	12,403,852	4,874,196	5,736,440	4,886,171	5,093,482
Land Acquisition	1,587,777	9,560,000	400,000	400,000	400,000	400,000
Debt Service Transfer to Enterprise Fund	822,918	594,359				
Interest Transfer to General Fund	41,185	18,000				
<b>Total Capital Expenditures</b>	<b>11,149,395</b>	<b>23,545,024</b>	<b>6,174,196</b>	<b>7,036,440</b>	<b>6,186,171</b>	<b>6,393,482</b>
<b>Subtotal</b>	<b>\$5,576,379</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Adjustments for Reserve Accounts</b>	<b>(15,586)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>\$5,560,792</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the University of Virginia Weldon Cooper Center, Demographics Research Group. For FY23, population figures are based on July, 2020 population updates. For FY23 the per capita rate for our six member jurisdictions will be \$2.77.

Jurisdiction	FY 2022 BUDGET	FY 2023 BUDGET
City of Alexandria	\$ 421,753	\$ 441,197
Arlington County	\$ 641,703	\$ 671,628
City of Fairfax	\$ 63,449	\$ 66,305
Fairfax County	\$ 3,030,349	\$ 3,174,872
City of Falls Church	\$ 37,977	\$ 40,423
Loudoun County	\$ 1,095,897	\$ 1,159,771
<b>Total</b>	<b>\$ 5,291,128</b>	<b>\$ 5,554,196</b>

## OPERATING IMPACT OF CAPITAL PROJECTS

A major factor in the development of capital priorities is knowledge of the potential impact a capital project may have on the operating budget. A capital project may have additional costs associated with it in the form of personnel, maintenance or specific operating costs. A project may also enhance revenue potential or provide cost savings. It is important to take these factors into account when developing the budget. As NOVA Parks is mostly enterprise funded, increased revenue potential is a key to sustainable park operations.

The following is a list of capital projects in the five year plan that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands	10,000	Flooring upgrades and window replacement
Algonkian-Volcano Island Waterpark	45,000	Renovate admissions area and add new waterpark play features
Algonkian Cottages	25,000	Miscellaneous cottage improvements
Bull Run Light Show	15,000	Additional light displays and features to increase attendance and generate more revenue
Bull Run Campground	35,000	Campground electric and waterline upgrades and additions
Bull Run Atlantis Waterpark	50,000	Waterpark restroom renovations and new features
Bull Run Special Events Center	25,000	Miscellaneous facility improvements
Cameron Run Ice and Lights	25,000	Development and continued improvements to Cameron Run Ice and Lights feature
Cameron Run - Great Waves Waterpark	10,000	Pool structural repairs, resurfacing and miscellaneous renovations
Fountainhead Marina Building Renovations	15,000	Building renovation and access routes to fishing piers and boat launch area
Meadowlark Atrium	15,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Greenhouse	15,000	Construction of new hoop house for plant storage
Meadowlark Children's Garden	25,000	Development and improvements of the Children's Garden at Meadowlark
Meadowlark Light Show	45,000	Additional light displays and refurbishments to generate more revenue
Occoquan Jean R. Packard Center	25,000	Parking lot lighting, deck and patio expansion and miscellaneous improvements
Pohick Bay Park Renovations	55,000	Renovating both Comfort Station #1 and #2. Future park planning and improvements
Pohick Bay Campground	35,000	Campground waterline upgrades and additions
Pohick Bay Marina	5,000	Replacement of boat launch dock stringers and decking
Rust Event Facility	5,000	Resurface flooring and stone portico repairs
Temple Hall Fall Festival	5,000	Improvements will increase attendance and revenue
Upton Hill Miniature Golf	10,000	Miscellaneous course improvements and renovations
Park Energy Projects	5,000	Provides savings to energy costs
Park Campground Improvements	20,000	Improvements to campgrounds to enhance facilities
<b>TOTAL EST. ANNUAL OPERATING IMPACT</b>	<b>\$ 520,000</b>	

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2021	REVISED FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<b>BEGINNING BALANCE</b>	<b>2-000-3090-000</b>	<b>\$5,481,585</b>	<b>\$2,641,792</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>CAPITAL FUND REVENUES</b>							
Appropriations:							
City of Alexandria	2-000-4030-020	\$425,405	\$421,753	\$441,197	\$450,600	\$466,945	\$483,883
Arlington County	-010	629,431	641,702.8	671,628.05	687,298	713,639	740,989
City of Fairfax	-030	65,121	63,448.95	66,305.49	67,317	69,345	71,434
Fairfax County	-050	3,000,000	3,030,349.2	3,174,871.51	3,216,872	3,307,186	3,400,035
City of Falls Church	-040	39,146	37,977.15	40,422.61	41,121	42,444	43,809
Loudoun County	-060	1,078,153	1,095,896.9	1,159,771.3	1,203,232	1,266,613	1,333,332
<b>Total Appropriations</b>		<b>\$5,237,256</b>	<b>\$5,291,128</b>	<b>\$5,554,196</b>	<b>\$5,666,440</b>	<b>\$5,866,171</b>	<b>\$6,073,482</b>
Surplus from Operating Budget for Capital		2,244,039					
Grants-Other	2-000-4345-000						
Trail Improvements-Falls Church NVT Grant Funds	2-000-4345-001	1,298,794	1,586,323				
Interest	2-000-4440-000	40,592	18,000				
Accrued Interest	2-000-4440-004	-676					
Change in Market Value	2-000-4440-030	-37,617					
Bond Financing-Upton Hill Adventure/Climbing Course	2-000-4713-000	3,590,549					
Sale of Alexandria Bank Building	2-000-4920-000	300,000					
Grant Funds for W&OD Trails-N. Va. Trans. Auth.	2-000-4350-000	322,500			650,000		
Gifts/Grants for purchase of Springdale II Property	2-000-4340-003		2,025,000				
River Farm Acquisition	2-000-4345-000		7,125,000				
Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail	2-000-4340-000	665,526	478,217				
Grant from Virginia Recreational Trails Program for trail along Beaverdam Reservoir	2-000-4340-005		331,923				
Donations-Today and Tomorrow	2-000-4170-010	4,286					
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	65					
Donations-Meadowlark Camp Grow	2-000-4180-005	175					
Donations-Meadowlark Escrow	2-000-4180-010	8,850					
Donations-Meadowlark-Special	2-000-4180-030	10,580					
Hemlock Contribution	2-000-4415-000	4,697	43,175				
Interest-Turnage Endowment Fund	2-000-4440-020	182					
Interest-Daman Account	2-000-4440-021	669					
<b>Total Other Revenue</b>		<b>\$8,453,209</b>	<b>\$11,607,638</b>	<b>\$0</b>	<b>\$650,000</b>	<b>\$0</b>	<b>\$0</b>
Transfer from Damman Reserve for Children's Garden	2-000-4953-000	71,516	160,466				
Transfer Meadowlark Donations for Garden Development	2-000-4925-000		225,000	20,000	20,000	20,000	20,000
Transfer from Strategic Opportunity Reserve	2-000-4920-000		100,000	300,000	400,000		
Transfer from Restricted License Fee Fund	2-000-4950-000	322,000	600,000	300,000	300,000	300,000	300,000
<b>Total Transfers</b>		<b>393,516</b>	<b>1,085,466</b>	<b>620,000</b>	<b>720,000</b>	<b>320,000</b>	<b>320,000</b>
<b>Total Revenue</b>		<b>\$14,083,981</b>	<b>\$17,984,232</b>	<b>\$6,174,196</b>	<b>\$7,036,440</b>	<b>\$6,186,171</b>	<b>\$6,393,482</b>
<b>TOTAL BEGINNING BALANCE &amp; CAPITAL FUND REVENUES</b>		<b>\$16,725,773</b>	<b>\$23,545,025</b>	<b>\$6,174,196</b>	<b>\$7,036,440</b>	<b>\$6,186,171</b>	<b>\$6,393,482</b>



# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2021	REVISED FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<b>DEVELOPMENT:</b>							
<b>Aldie Mill Historic Park</b>							
Renovations - Tail and Head Race Repairs	2-005-6599-000	\$380,454	\$60,000				
<b>Algonkian Golf Course</b>							
Cart Storage Charging System	2-010-6592-000		50,000		250,000		
<b>Algonkian Cottages</b>							
Miscellaneous Cottage Improvements	2-040-6780-000		30,000	30,000	130,000	280,000	30,000
<b>Volcano Island Waterpark at Algonkian Park</b>							
Renovate Admissions Area and Replace Waterpark Equipment	2-020-6900-000		60,000	50,000		450,000	
<b>The Woodlands at Algonkian Park</b>							
Roof and Flooring Renovations	2-030-6792-000	1,812	80,000		50,000		
<b>Beaverdam Reservoir</b>							
New Park Infrastructure and Facility Development	2-042-6542-000				200,000	200,000	200,000
Trail Improvements	2-042-7212-000		450,000				
<b>Brambleton Golf Course</b>							
Replace Fuel Tanks and Cart Storage Charging System	2-055-6841-000		75,000	25,000	100,000		
<b>Bull Run Regional Park</b>							
Camping-Upgrade Electric	2-070-6355-000		30,000				
Camping-Water Service	2-070-7320-000			100,000			
<b>Atlantis Waterpark at Bull Run Park</b>							
Restroom Renovations; Waterpark Improvements	2-080-6753-000		125,000			100,000	1,000,000
<b>Bull Run Festival of Lights</b>							
Light Show Improvements	2-078-6226-000	74,462	75,000	75,000	75,000	75,000	75,000
<b>Bull Run Special Events Center</b>							
Miscellaneous Improvements	2-075-6221-000		150,000				
<b>Bull Run Shooting Center</b>							
Roof Repairs	2-090-6780-000		50,000				
<b>Cameron Run Regional Park</b>							
Miniature Golf Improvements	2-110-6856-000	29,125					
Replace Batting Cage Net	2-110-6752-000					40,000	
<b>Great Waves Waterpark at Cameron Run</b>							
Pool Renovations	2-120-6900-000	28,293	400,000	200,000	100,000	100,000	100,000

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2021	REVISED FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<b>Ice and Lights at Cameron Run</b>							
Miscellaneous Enhancements	2-110-6226-000	146,154	90,000	75,000	75,000	75,000	75,000
<b>Cattail Park</b>							
Improvements	2-340-6650-000		40,000		100,000	50,000	
<b>Carlyle House Historic Park</b>							
HVAC System and House Renovations	2-130-6780-000	207,681	400,000				
Fire Suppression System	2-130-6780-000		130,000	200,000			
<b>Fountainhead</b>							
Marina Renovations	2-140-6780-000		50,000	100,000			200,000
Development	2-140-6610-000		100,000			500,000	250,000
<b>Headquarters</b>							
Automated Systems	2-700-6120-000	50,199	95,000	60,000	60,000	60,000	60,000
Building Renovations	2-700-6780-000		200,000	5,000	5,000	5,000	5,000
<b>Hemlock Overlook Regional Park</b>							
Escrow Contribution	2-150-6536-000	4,697					
Miscellaneous Improvements	2-150-6780-000		50,000				
<b>Meadowlark Atrium and Event Services</b>							
Renovations - Entrance Improvements	2-170-6780-000	41,027		75,000			
Renovations - Roof and HVAC System	2-170-6780-000		430,000				
<b>Meadowlark Botanical Gardens</b>							
Garden Development - Misc. Projects	2-180-6480-000		225,000	20,000	20,000	20,000	20,000
Trail Improvements	2-180-7212-000	93,799	90,000				
Children's Garden	2-180-6235-000	71,516	160,466			50,000	
Donation-Meadowlark Greenhouse	2-180-6270-000	104,862	30,000				
Irrigation System	2-180-6560-000	5,482					
<b>Meadowlark Gardens Winter Walk of Lights</b>							
Light Show Improvements	2-185-6226-000	53,951	75,000	250,000	75,000	75,000	75,000
Light Show Storage Building	2-185-6592-000		40,000	200,000			
<b>Mount Defiance</b>							
Miscellaneous Building Improvements	2-005-6848-000		100,000				
<b>Occoquan Regional Park</b>							
Occoquan Jean R, Packard Center	2-210-6220-000	185,697	230,000	170,000			
Retaining Wall Improvements	2-210-6542-000		75,000				
<b>Piscataway Crossing</b>							
Building Repairs	2-470-6542-000		100,000				

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2021	REVISED FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<b>Pohick Bay Golf Course</b>							
Barn Removal and Clubhouse Improvements	2-240-6750-000	79,410					
Renovations - Building	2-240-6780-000	5,665					
Permanent Waterline	2-260-7054-000		200,000				
<b>Pohick Bay Marina</b>							
Renovations - Dock	2-250-6823-000	64,891					
<b>Pohick Bay Regional Park</b>							
Park Planning/Improvements	2-260-6700-000		100,000	200,000	200,000		
Renovations - Comfort Station	2-260-6820-000		160,000				
Connect to Public Water at Campground	2-260-7054-000	219,561	30,000		100,000		
<b>Potomac Overlook Regional Park</b>							
Building Renovations	2-300-6860-000	111	80,000			40,000	
Exterior Lighting Installation	2-300-7020-000						
<b>River Farm</b>							
Miscellaneous Improvements	3-310-6390-000		100,000	300,000	400,000		
<b>Rust Sanctuary</b>							
Pond Renovations	2-320-6542-000	9,162	125,000				
Facility Improvements	2-320-6390-000	9,763	53,000				
<b>Sandy Run Regional Park</b>							
Boathouse Roof Replacements	2-350-6754-000	50,029					
Office and Dock Renovations	2-350-6780-000		150,000			75,000	
<b>Temple Hall Farm Regional Park</b>							
Festival Improvements	2-380-6594-000		35,000	15,000	15,000	15,000	15,000
<b>Upton Hill Park Regional Park</b>							
Adventure Climbing Facility	2-400-6096-000	2,592,627	568,657				
Renovations - Mini Golf	2-400-6856-000	36,884	100,000				
Parking Expansion and Site Reforestation	2-400-6650-000	5,881					
<b>W&amp;OD Railroad Regional Park</b>							
Trail Improvements	2-450-7212-000	182,119	864,029	300,000	300,000	300,000	300,000
W&OD Dual Trails - Arlington	2-450-7212-001				650,000		
W&OD Dual Trails - NVTA Grant	2-450-7212-001	1,298,813	1,586,323				
Sterling Blvd. Bridge Planning	2-450-6700-000						100,000

## CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2021	REVISED FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET
<b>General Parks</b>							
ADA Improvements	2-000-6095-000	198,068	400,000	400,000	400,000	400,000	400,000
Capital Maintenance	2-000-6052-000	702,037	500,000	125,000	125,000	125,000	125,000
Equipment		550,504	968,813	900,000	900,000	900,000	900,000
Automated Systems	2-000-6120-000						
Interpretation	2-000-6543-000	6,010	30,000	30,000	30,000	30,000	30,000
Development Support	2-000-6340-010	619,733	724,253	749,602	775,838	802,992	831,097
Campground Improvements	2-260-6790-000 2-070-6790-000	13,804	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements	2-000-6841-000	99,303	150,000	150,000	550,000	150,000	150,000
Park Branding/Informational Kiosks	2-000-6652-000	3,000	150,000				
Park Trail Improvements	2-000-7212-000	25,657	598,086		100,000		
Park Energy Projects	2-000-6358-000	31,962	50,000	50,000	50,000	50,000	50,000
Park Entrance Signs	2-000-6647-000	17,736	40,000				
Planning - General	2-000-6660-000 2-000-6660-010	40,609	115,000	100,205	20,000	20,000	20,000
Rental House Maintenance	2-000-6848-000	37,619	125,000	75,000	50,000	50,000	50,000
Riparian and Buffer Plantings	2-000-6976-000		30,000	30,000	30,000	30,000	30,000
Roads & Parking	2-000-7020-000	126,631	444,038	314,389	300,602	318,179	300,000
Waterpark Capital Maintenance/Repairs	2-000-7340-000	181,496	450,000	300,000	300,000	300,000	300,000
Future Park Facility Enhancements and Renovations	2-000-6585-000						202,385
Donations-Meadowlark Special Expense	2-000-5185-030	9,220					
<b>Subtotal Development including Equipment</b>		<b>\$8,697,515</b>	<b>\$13,372,665</b>	<b>\$5,774,196</b>	<b>\$6,636,440</b>	<b>\$5,786,171</b>	<b>\$5,993,482</b>
<b>LAND ACQUISITION</b>							
Land Acquisition	2-000-6051-000	1,587,777	9,560,000	400,000	400,000	400,000	400,000
<b>Subtotal Land Acquisition</b>		<b>\$1,587,777</b>	<b>\$9,560,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>
Transfer to Enterprise Fund-Debt Service Occoquan	2-000-5930-000	822,918	370,000				
Transfer to Enterprise Fund-Debt Service Upton Hill	2-000-5930-000		224,359				
	2-000-5900-000	41,185	18,000				
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$11,149,395</b>	<b>\$23,545,024</b>	<b>\$6,174,196</b>	<b>\$7,036,440</b>	<b>\$6,186,171</b>	<b>\$6,393,482</b>

# SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2022</u> Revised	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
<b>Aldie Mill</b>					
<u>Renovations</u>					
Tail and head race improvements	60,000				
<b>Algonkian Golf Course</b>					
<u>Development</u>					
Replace cart storage building and add solar charging	50,000		250,000		
<b>Algonkian Woodlands Event Center</b>					
<u>Renovations</u>					
Flooring upgrades and window replacement	80,000		50,000		
<b>Volcano Island Waterpark at Algonkian</b>					
<u>Renovations</u>					
Renovate admissions area and add new waterpark play features	60,000	50,000		450,000	
<b>Algonkian Cottages</b>					
<u>Improvements</u>					
Cottage renovations and upgrades	30,000	30,000	130,000	280,000	30,000
<b>Beaverdam Reservoir</b>					
<u>Development</u>					
New park development costs			200,000	200,000	200,000
New trail construction	450,000				
<b>Brambleton Golf Course</b>					
<u>Renovations</u>					
Fuel tank replacement, conversion to electric golf carts and new cart storage building roof	75,000	25,000	100,000		
<b>Bull Run Regional Park</b>					
<u>Campground Renovations</u>					
Electric and water service upgrades	30,000	100,000			
<b>Atlantis Waterpark at Bull Run</b>					
<u>Renovations</u>					
Restroom renovations	125,000				
Waterpark renovations and new play features				100,000	1,000,000
<b>Bull Run Special Events</b>					
<u>Renovations</u>					
Miscellaneous facility improvements	150,000				
<b>Bull Run Festival of Lights</b>					
<u>Light Show Improvements</u>					
Additions and refurbishments to enhance light show and continuously provide new features	75,000	75,000	75,000	75,000	75,000
<b>Bull Run Shooting Center</b>					
<u>Improvements</u>					
Repairs to building drainage and archery range roof	50,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2022</u> Revised	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
<b>Carlyle House Historic Park</b>					
<u>Renovations</u>					
HVAC system replacement and building enhancements	400,000				
<u>Improvements</u>					
New fire detection and suppression system	130,000	200,000			
<b>Cameron Run Regional Park</b>					
<u>Improvements</u>					
Batting cage upgrades				40,000	
<b>Great Waves at Cameron Run</b>					
<u>Renovations</u>					
Pool structural repairs, resurfacing and miscellaneous renovations	400,000	200,000	100,000	100,000	100,000
<b>Ice and Lights at Cameron Run</b>					
<u>Development</u>					
Miscellaneous enhancements	90,000	75,000	75,000	75,000	75,000
<b>Cattail Park</b>					
<u>Improvements</u>					
New park entrance, parking and trail development	40,000		100,000	50,000	
<b>Fountainhead Regional Park</b>					
<u>Marina Building Renovations</u>					
Building renovations and new floating dock	50,000	100,000			200,000
<u>Development</u>					
New park facilities and improvements	100,000			500,000	250,000
<b>Headquarters</b>					
<u>Automated Systems</u>					
Automated system improvements and upgrades	95,000	60,000	60,000	60,000	60,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects	200,000	5,000	5,000	5,000	5,000
<b>Hemlock Overlook Regional Park</b>					
<u>Renovations</u>					
Miscellaneous facility improvements	50,000				
<b>Meadowlark Atrium and Event Services</b>					
<u>Renovations-Building</u>					
Entrance renovations		75,000			
<u>Renovations</u>					
Replace rooftop HVAC units and flat roof	430,000				

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2022</u> Revised	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
<b>Meadowlark Botanical Gardens</b>					
<u>Development</u>					
Garden development projects	225,000	20,000	20,000	20,000	20,000
<u>Trail System</u>					
Repairs and enhancements to garden trails	90,000				
<u>Children's Garden</u>					
Construction of additional elements of the children's garden	160,466			50,000	
<u>Development-Greenhouse Conservatory</u>					
Construction of new hoop house for plant storage	30,000				
<b>Meadowlark Gardens Winter Walk of Lights</b>					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements	75,000	250,000	75,000	75,000	75,000
<u>Storage Improvements</u>					
New building for light show storage	40,000	200,000			
<b>Mount Defiance</b>					
<u>Renovations</u>					
Repairs and renovations to structures	100,000				
<b>Occoquan Regional Park</b>					
<u>Occoquan Jean R. Packard Center</u>					
Parking lot lighting, deck and patio expansion and miscellaneous improvements	230,000	170,000			
<u>Improvements-Retaining Wall</u>					
Repairs to brick retaining walls and culvert headwalls	75,000				
<b>Piscataway Crossing</b>					
<u>Renovations-Building</u>					
Historic house repairs and farm structure removal	100,000				
<b>Pohick Bay Regional Park</b>					
<u>Renovations-Campground water</u>					
Improvements to park water system and extension to campsites	30,000		100,000		
<u>Renovations</u>					
Park planning and park improvements	100,000	200,000	200,000		
<u>Renovations-Comfort Station</u>					
Renovate Comfort Stations #1 and #2	160,000				
<b>Pohick Bay Golf Course</b>					
<u>Renovations</u>					
New irrigation supply waterline	200,000				
<b>Potomac Overlook</b>					
<u>Renovations</u>					
Exhibit renovations	80,000			40,000	

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2022</u> Revised	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
<b>River Farm</b>					
<u>Improvements</u>					
Facility repairs and renovations	100,000	300,000	400,000		
<b>Rust Sanctuary</b>					
<u>Renovations</u>					
Pond dam repairs	125,000				
<u>Improvements</u>					
Resurface tent pad at event rental area	53,000				
<b>Sandy Run Regional Park</b>					
<u>Renovations</u>					
Improvements to Erg area and staff work space, replace launch dock	150,000			75,000	
<b>Temple Hall Farm Regional Park</b>					
<u>Festival Improvements</u>					
Additional festival features and attractions	35,000	15,000	15,000	15,000	15,000
<b>Upton Regional Park</b>					
<u>Development-Climbing Course</u>					
Completion of adventure course and lower park improvements	568,657				
<u>Renovations-Mini Golf</u>					
Miscellaneous improvements	100,000				
<b>W&amp;OD Trail</b>					
<u>Trail Improvements</u>					
Various improvements, crossing upgrades at Shreve Road and bridge and culvert repairs	864,029	300,000	300,000	300,000	300,000
<u>Development - Sterling Boulevard Bridge</u>					
Funds to assist Loudoun County with planning of grade separated crossing					100,000
<u>Development - Dual Trails</u>					
Dual trail construction in Falls Church	1,586,323				
<u>Development - Dual Trails</u>					
Design of dual trail construction in Arlington			650,000		



## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2022</u> Revised	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
<b><u>ADA Improvements</u></b>					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	400,000	400,000	400,000	400,000	400,000
<b><u>Park Development Support</u></b>					
This account funds portions of salaries and benefits of staff that directly manage capital projects	724,253	749,602	775,838	802,992	831,097
<b><u>Campground Improvements</u></b>					
Miscellaneous improvements to NOVA Parks camping facilities	100,000	100,000	100,000	100,000	100,000
<b><u>Golf Course Improvements</u></b>					
Miscellaneous capital improvements to all three golf courses	150,000	150,000	550,000	150,000	150,000
<b><u>Capital Maintenance</u></b>					
Funds for miscellaneous renovations and upgrades to aging park facilities	500,000	125,000	125,000	125,000	125,000
<b><u>Interpretation</u></b>					
Miscellaneous interpretive projects throughout the park system	30,000	30,000	30,000	30,000	30,000
<b><u>Park Branding/Informational Kiosks</u></b>					
Funds for the design and installation of uniform informational kiosks at our major parks	150,000				
<b><u>Park Energy Projects</u></b>					
Improvements throughout park system to reduce energy costs	50,000	50,000	50,000	50,000	50,000
<b><u>Park Signs</u></b>					
New park entrance signs	40,000				
<b><u>Park General Planning</u></b>					
Miscellaneous park and facility planning projects	115,000	100,205	20,000	20,000	20,000
<b><u>Park Rental House Improvements</u></b>					
Miscellaneous improvements to park rental houses	125,000	75,000	50,000	50,000	50,000
<b><u>Park Riparian and Buffer Plantings</u></b>					
Plant trees and vegetation to enhance and improve habitats at various parks	30,000	30,000	30,000	30,000	30,000
<b><u>Park Road and Parking Renovations</u></b>					
Miscellaneous improvements to road and parking areas throughout the park system	444,038	314,389	300,602	318,179	300,000

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2022</u> Revised	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
<b><u>Waterpark Capital Maintenance</u></b>					
Miscellaneous waterpark repairs and renovations	450,000	300,000	300,000	300,000	300,000
<b><u>Park Trails</u></b>					
Major improvements to trail networks at various parks including Bull Run, Occoquan and Fountainhead	598,086		100,000		
<b><u>Future Park Facility Enhancements and Renovations</u></b>					
Funds to be allocated for future park projects					202,385
<b><u>Equipment</u></b>					
Includes new and replacement equipment at all parks, Central Maintenance and Headquarters	968,813	900,000	900,000	900,000	900,000
<b><u>Park Land and Easement Acquisition</u></b>					
Provide funds for various land and easement acquisition projects	9,560,000	400,000	400,000	400,000	400,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>22,932,665</b>	<b>6,174,196</b>	<b>7,036,440</b>	<b>6,186,171</b>	<b>6,393,482</b>
Transfer to Enterprise Fund-Debt Service Occoquan	370,000				
Transfer to Enterprise Fund-Debt Service Upton Hill	224,359				
Interest transfer to the General Fund	18,000				
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$23,545,024</b>	<b>\$6,174,196</b>	<b>\$7,036,440</b>	<b>\$6,186,171</b>	<b>\$6,393,482</b>

## HISTORY OF NOVA PARKS

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NOVA Parks (Northern Virginia Regional Park Authority) has been serving the citizens of Northern Virginia for more than 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2023, 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

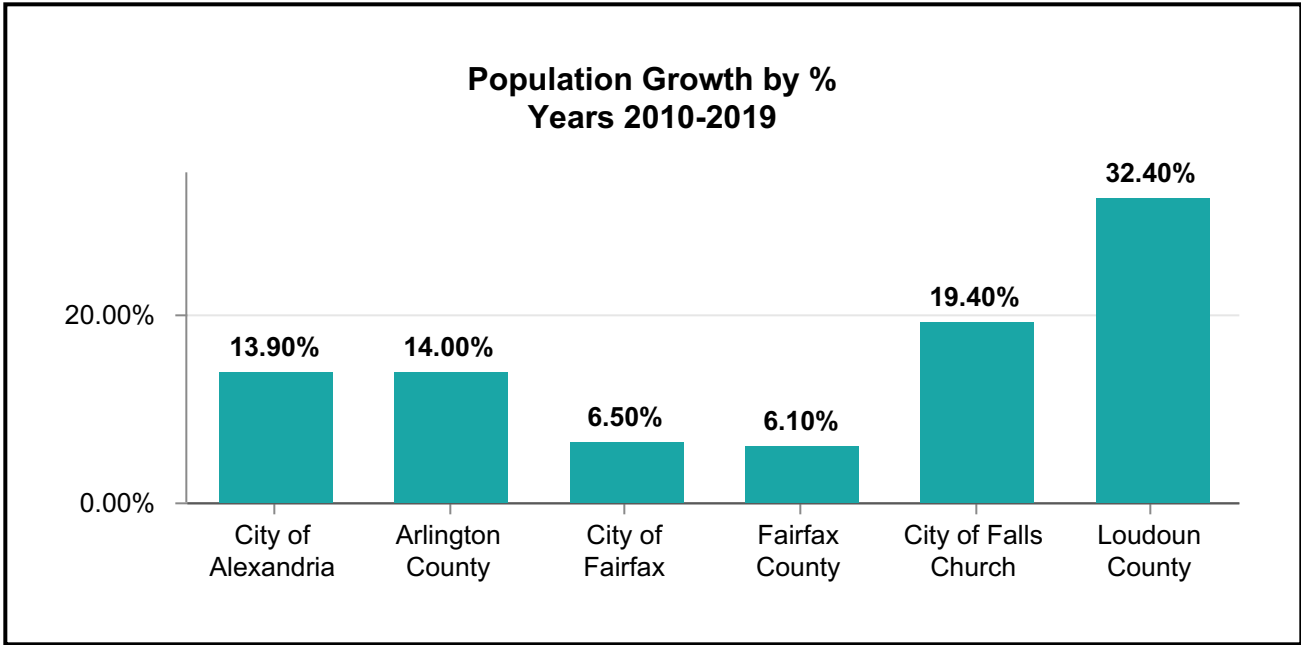
FACILITIES	PARKS																										
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	Balf's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlisle House	Fountainhead / Webb Sanctuary	Gateway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

## REGIONAL DEMOGRAPHICS

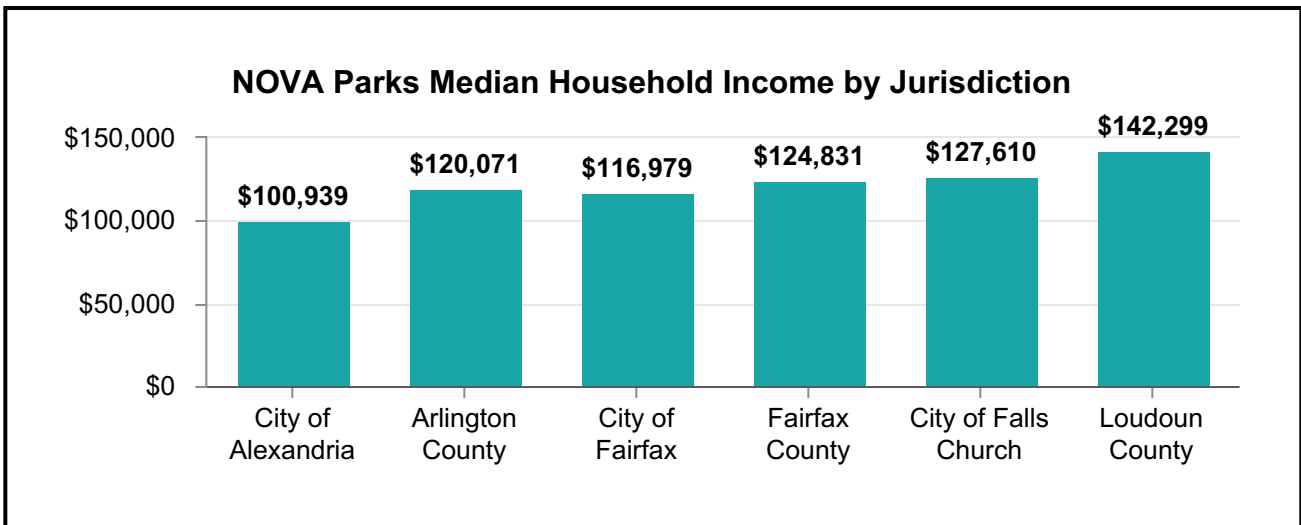
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria -	159,428
Arlington County -	236,842
City of Fairfax -	24,019
Fairfax County -	1,147,532
City of Falls Church -	14,617
Loudoun County -	413,538
<b>Total Population -</b>	<b>1,995,976</b>

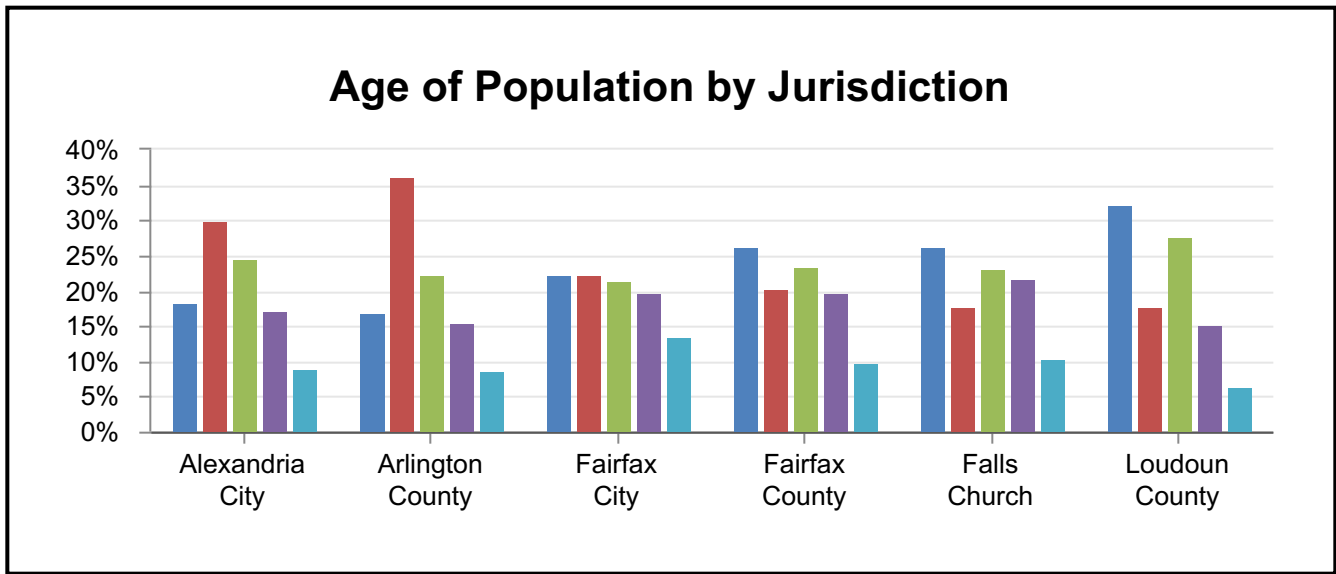
*This population information may differ from the population used to determine member jurisdiction appropriations in this budget.*



The jurisdictions' that make up NOVA Parks, population grew by 12.4% from 2010 through 2019. The most notable jurisdiction is Loudoun County which increased by 32.4%

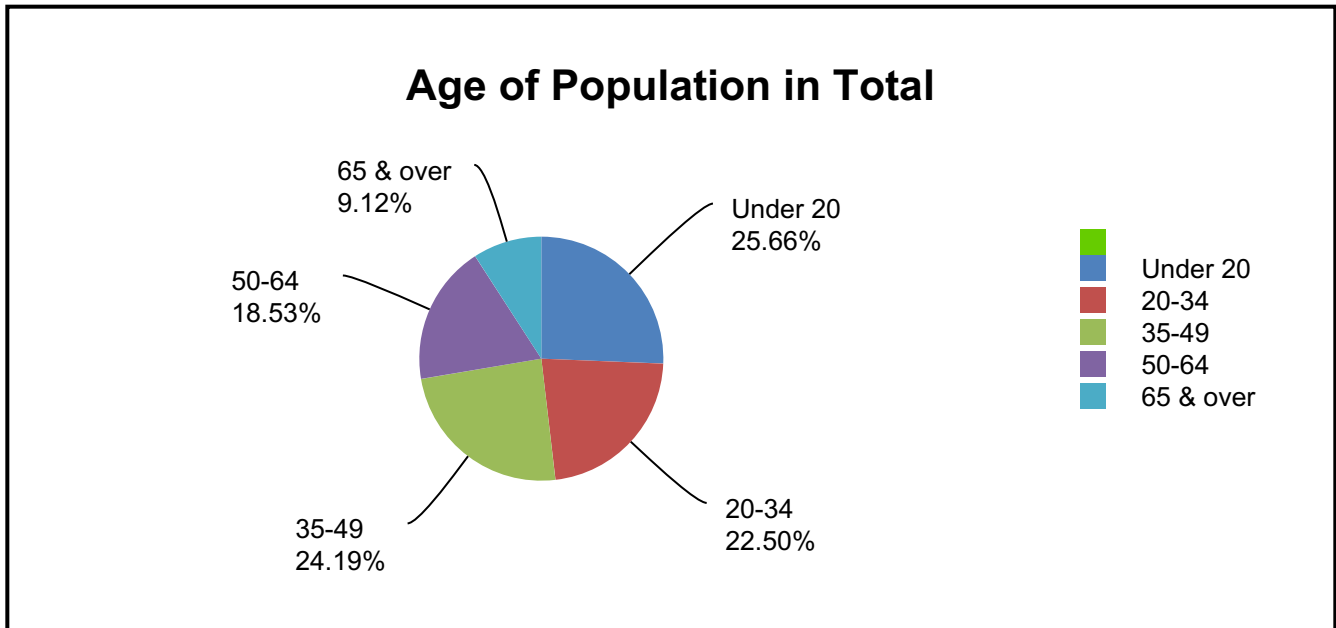


# REGIONAL DEMOGRAPHICS



	Alexandria City	Arlington County	Fairfax City	Fairfax County	Falls Church	Loudoun County
Under 20	18.4%	17.0%	22.4%	26.3%	26.4%	32.4%
20-34	30.2%	36.2%	22.4%	20.3%	18.0%	18.0%
35-49	24.6%	22.4%	21.5%	23.6%	23.3%	27.8%
50-64	17.4%	15.7%	19.9%	20.0%	21.8%	15.4%
65 & over	9.2%	8.8%	13.6%	9.8%	10.5%	6.5%

It is important for NOVA Parks to be aware of the unique characteristics that define each of our jurisdictions. In respect to population age, Loudoun County has the highest concentration of children, with 32.4% of the population under 20. The age range of 20-34 is most prevalent in Arlington County (36.2%) and the City of Alexandria (30.2%).



The age of the population in total is fairly evenly split between the under 20, 20-34, and the 35-49 age groups with just over 70% of the population in these age groups. The 50-64 age groups with almost 19% of the population and the 65-Over at approximately 9%.

## SPECIAL FUND BUDGETS

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### FY 2023 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

**Restricted Fund**- This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends, the Occoquan Water Trail League and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services.

**Friends of the Carlyle House Budget**- This FY 2023 budget is presented to the Board for final approval.

# RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	JUL-APR ACTUAL FY 2022	BUDGET FY 2022	ADOPTED FY 2023
	<b>BEGINNING BALANCE*</b>	<b>\$ 2,488,293</b>	<b>\$ 2,960,147</b>	<b>\$ 3,386,439</b>	<b>\$ 3,383,778</b>	<b>\$3,449,789</b>
	<b>REVENUES</b>					
6-000-4250-000	AT&T Fiberoptics License Fee	\$ 608,424	\$ 620,289	\$ 616,334	\$ 616,334	\$ 616,334
6-090-4495-000	BRSC Friends - Memberships	0	80	46	2,000	2,000
6-090-4171-000	BRSC-Donations	0	3,642	3,689	0	0
6-340-4170-000	Balls Bluff Battlefield Friends	9,315	3,170	5,320	5,000	5,000
6-140-4495-000	OWL Income	5,836	10,391	0	2,000	2,000
6-000-4440-000	Interest	62,337	27,839	11,927	40,000	40,000
6-000-4440-005	Interest-Accrued	(9,983)	(1,014)	186	0	0
6-000-4440-030	Change in Market Value	30,219	(24,965)	(16,793)	0	0
6-000-4250-020	Williams Fiberoptics License Fee	434,624	434,624	438,535	438,535	438,535
6-450-4170-000	FOWOD Donations	5,605	80,708	716	0	0
6-450-4440-000	Interest FOWOD	593	46	57	150	150
6-450-4495-000	W&OD Friends	18,585	22,055	12,710	28,000	28,000
6-455-4818-000	Wetlands Mitigation Fund Revenue	0	0	67	2,000	2,000
6-455-4440-020	Wetlands Mitigation Fund Interest	1,029	98	0	500	500
	<b>TOTAL REVENUES</b>	<b>\$ 1,166,584</b>	<b>\$ 1,176,963</b>	<b>\$ 1,072,795</b>	<b>\$ 1,134,519</b>	<b>\$ 1,134,519</b>
	<b>EXPENSES</b>					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$3,469	\$4,193	\$3,064	\$4,000	\$4,000
6-340-5175-000	Balls Bluff Battlefield Friends	5,788	4,880	1,496	3,000	3,000
6-140-5175-000	OWL Friends - Misc. Expenses	0	0	0	10,000	10,000
6-000-5142-000	W&OD Bridge Inspections	0	0	0	0	0
6-450-XXXX-XXX	W&OD Friends	35,390	28,089	16,525	48,500	48,500
6-000-5370-000	W&OD Major Maintenance	0	0	0	75,000	75,000
6-000-5480-000	W&OD Professional Services	0	0	0	25,000	25,000
	<b>TOTAL EXPENSES</b>	<b>\$ 44,647</b>	<b>\$ 37,162</b>	<b>\$ 21,085</b>	<b>\$ 165,500</b>	<b>\$ 165,500</b>
6-000-5910-000	Transfer to Capital Fund	0	322,000	0	600,000	300,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	327,912	327,912	327,912	327,912
	Transfer to Enterprise Fund for Occoquan	326,232	0	0	0	0
6-000-5900-000	Interest Transfer to General Fund	44,162	25,610	11,925	40,000	40,000
	<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>\$ 698,306</b>	<b>\$ 675,522</b>	<b>\$ 339,837</b>	<b>\$ 967,912</b>	<b>\$ 667,912</b>
	<b>TOTAL EXPENDITURES/TRANSFERS</b>	<b>\$ 742,953</b>	<b>\$ 712,684</b>	<b>\$ 360,922</b>	<b>\$ 1,133,412</b>	<b>\$ 833,412</b>
	<b>ENDING BALANCE</b>	<b>\$ 3,383,777</b>	<b>\$ 3,848,056</b>	<b>\$ 4,559,930</b>	<b>\$ 3,450,896</b>	<b>\$ 4,231,037</b>

Note \*Beginning balance for FY 22 includes \$109,100 of Friends of the W&OD, \$945 Friends of Bull Run, \$6,358 Friends of BRSC, \$49,984 OWL funds, \$16,209 Friends of Balls Bluff & \$64,136 of Wetland Mitigation funds.



# FRIENDS OF CARLYLE HOUSE

## I. OPERATING BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	FY 2022	ACTUAL FY 2022 JUL-APR	ADOPTED FY 2023
	<b>BEGINNING BALANCE</b>	\$ 53,142	\$ 48,461	\$ 40,000	\$ 48,387	\$46,927
	<b>REVENUES</b>					
8-000-4020-000	Annual Dues	\$ 1,670	\$ 1,600	\$ 10,000	\$ 506	\$ 10,000
8-000-4190-001	Donations-Operations/Museum Annual Appeal Education	\$ (1,625.00)	0	6,500	0	6,500
8-000-4600-000	Programmed Events	225	(195)	5,000	0	5,000
	<b>TOTAL REVENUES</b>	<b>\$ 270</b>	<b>\$ 1,405</b>	<b>\$ 21,500</b>	<b>\$ 506</b>	<b>\$ 21,500</b>
	<b>EXPENSES</b>					
8-000-5143-000	Clerical Support	\$2,089	\$0	\$3,000	\$0	\$3,000
8-000-5158-000	Educational Activities	779	0	5,000	116	5,000
8-000-5380-000	Membership Events	1,970	35	5,000	972	5,000
8-000-5460-000	Office Supplies/Postage	52	110	500	58	500
8-000-5470-000	Printing/Publications	58	0	2,000	233	2,000
8-000-5490-000	Programs and Promotions	3	1,334	7,000	587	7,000
	<b>TOTAL EXPENSES</b>	<b>\$ 4,951</b>	<b>\$ 1,479</b>	<b>\$ 22,500</b>	<b>\$ 1,966</b>	<b>\$ 22,500</b>
	<b>ENDING BALANCE</b>	<b>\$ 48,461</b>	<b>\$ 48,387</b>	<b>\$ 39,000</b>	<b>\$ 46,927</b>	<b>\$ 45,927</b>

## II. COLLECTIONS PURCHASES BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	FY 2022	ACTUAL FY 2022 JUL-APR	ADOPTED FY 2023
	<b>BEGINNING BALANCE</b>	\$ 157,678	\$ 161,366	\$ 145,000	\$ 165,508	\$165,936
	<b>REVENUES</b>					
8-000-4190-000, 002, 010, 888	Donations - Museum Collection	\$ 7,032	\$ 4,105	\$ 6,500	\$ 541	\$ 6,500
8-000-4440-000	Interest	5,476	519	500	364	500
	<b>TOTAL REVENUES</b>	<b>\$ 12,508</b>	<b>\$ 4,624</b>	<b>\$ 7,000</b>	<b>\$ 905</b>	<b>\$ 7,000</b>
	<b>EXPENSES</b>					
8-000-6040-000	Clerical Support	\$0	\$75	\$25,000	\$200	\$25,000
8-000-6040-010	Educational Activities	8,820	344	5,000	277	5,000
8-000-9040-000	Membership Events	0	63	0	0	0
	<b>TOTAL EXPENSES</b>	<b>\$ 8,820</b>	<b>\$ 482</b>	<b>\$ 30,000</b>	<b>\$ 477</b>	<b>\$ 30,000</b>
	<b>ENDING BALANCE</b>	<b>\$ 161,366</b>	<b>\$ 165,508</b>	<b>\$ 122,000</b>	<b>\$ 165,936</b>	<b>\$ 142,936</b>

## III. DOUG THURMAN FUND BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	FY 2022	ACTUAL FY 2022 JUL-APR	ADOPTED FY 2023
	<b>BEGINNING BALANCE</b>	\$ 129,140	\$ 129,050	\$ 126,000	\$ 127,898	\$ 127,898
	<b>EXPENSES</b>					
8-000-5144-000	Education	\$ 90	\$ 1,152	\$ 8,000	\$0	\$ 8,000
	<b>TOTAL EXPENSES</b>	<b>\$ 90</b>	<b>\$ 1,152</b>	<b>\$ 8,000</b>	<b>\$ 0</b>	<b>\$ 8,000</b>
	<b>ENDING BALANCE</b>	<b>\$ 129,050</b>	<b>\$ 127,898</b>	<b>\$ 118,000</b>	<b>\$ 127,898</b>	<b>\$ 119,898</b>
	<b>ENDING BALANCE-TOTAL ALL</b>	<b>\$ 338,877</b>	<b>\$ 341,793</b>	<b>\$ 279,000</b>	<b>\$ 340,761</b>	<b>\$ 308,761</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>ENTERPRISE FUND BY PARK</b>					
<b>Aldie Mill Historic Park/Mt. Defiance Historic Park</b>					
Aldie Mill Revenues	\$ 33,160	\$ 14,828	\$ 38,900	\$ 35,724	\$ 33,500
<b>Total Revenues</b>	<b>\$ 33,160</b>	<b>\$ 14,828</b>	<b>\$ 38,900</b>	<b>\$ 35,724</b>	<b>\$ 33,500</b>
Aldie Mill Expenses	\$ 149,827	\$ 142,742	\$ 192,709	\$ 148,778	\$ 200,746
<b>Total Expenses</b>	<b>\$ 149,827</b>	<b>\$ 142,742</b>	<b>\$ 192,709</b>	<b>\$ 148,778</b>	<b>\$ 200,746</b>
<b>Operating Income (Loss)</b>	<b>\$ (116,667)</b>	<b>\$ (127,914)</b>	<b>\$ (153,809)</b>	<b>\$ (113,054)</b>	<b>\$ (167,246)</b>
<b>Algonkian Regional Park</b>					
<b>Revenue</b>					
Algonkian Park	\$ 180,533	\$ 227,877	\$ 243,900	\$ 186,674	\$ 260,500
Algonkian Golf	1,009,939	1,773,673	1,235,125	1,307,694	1,367,795
Volcano Island Waterpark at Algonkian	310,071	109,402	436,400	299,769	494,625
The Woodlands at Algonkian Park	619,316	239,338	619,225	671,568	648,110
Algonkian Cottages	229,637	321,745	280,600	280,191	303,000
<b>Total Revenues</b>	<b>\$ 2,349,496</b>	<b>\$ 2,672,035</b>	<b>\$ 2,815,250</b>	<b>\$ 2,745,896</b>	<b>\$ 3,074,030</b>
<b>Expenses</b>					
Algonkian Park	\$ 581,128	\$ 614,946	\$ 689,307	\$ 573,645	\$ 742,782
Algonkian Golf	973,672	1,073,851	1,133,500	933,633	1,225,091
Volcano Island Waterpark at Algonkian	241,567	133,604	364,438	236,038	400,878
The Woodlands at Algonkian Park	408,605	211,024	427,712	371,848	466,009
Algonkian Cottages	169,625	195,627	224,196	190,818	236,329
<b>Total Expenses</b>	<b>\$ 2,374,597</b>	<b>\$ 2,229,052</b>	<b>\$ 2,839,153</b>	<b>\$ 2,305,982</b>	<b>\$ 3,071,088</b>
<b>Operating Income (Loss)</b>	<b>\$ (25,101)</b>	<b>\$ 442,983</b>	<b>\$ (23,903)</b>	<b>\$ 439,914</b>	<b>\$ 2,942</b>
<b>Blue Ridge Regional Park</b>					
Blue Ridge Park Revenues	\$ 3,059	\$ 10,134	\$ 6,500	\$ 5,563	\$ 6,500
<b>Total Revenues</b>	<b>\$ 3,059</b>	<b>\$ 10,134</b>	<b>\$ 6,500</b>	<b>\$ 5,563</b>	<b>\$ 6,500</b>
Blue Ridge Park Expenses	\$ 5,467	\$ 3,122	\$ 6,700	\$ 4,937	\$ 6,700
<b>Total Expenses</b>	<b>\$ 5,467</b>	<b>\$ 3,122</b>	<b>\$ 6,700</b>	<b>\$ 4,937</b>	<b>\$ 6,700</b>
<b>Operating Income (Loss)</b>	<b>\$ (2,408)</b>	<b>\$ 7,012</b>	<b>\$ (200)</b>	<b>\$ 626</b>	<b>\$ (200)</b>
<b>Beaverdam Property</b>					
Beaverdam Revenues	\$ 4,638	\$ 16,395	\$ 12,000	\$ 13,246	\$ 15,500
<b>Total Revenues</b>	<b>\$ 4,638</b>	<b>\$ 16,395</b>	<b>\$ 12,000</b>	<b>\$ 13,246</b>	<b>\$ 15,500</b>
Beaverdam Expenses	\$ 9,793	\$ 23,709	\$ 41,329	\$ 11,063	\$ 47,055
<b>Total Expenses</b>	<b>\$ 9,793</b>	<b>\$ 23,709</b>	<b>\$ 41,329</b>	<b>\$ 11,063</b>	<b>\$ 47,055</b>
<b>Operating Income (Loss)</b>	<b>(\$5,156)</b>	<b>(\$7,314)</b>	<b>(\$29,329)</b>	<b>\$2,183</b>	<b>(\$31,555)</b>
<b>Brambleton Golf Course</b>					
Brambleton Revenues	\$ 1,341,195	\$ 1,929,057	\$ 1,627,140	\$ 1,525,646	\$ 1,755,150
<b>Total Revenues</b>	<b>\$ 1,341,195</b>	<b>\$ 1,929,057</b>	<b>\$ 1,627,140</b>	<b>\$ 1,525,646</b>	<b>\$ 1,755,150</b>
Brambleton Expenses	\$ 1,218,840	\$ 1,256,482	\$ 1,404,240	\$ 1,199,168	\$ 1,487,043
<b>Total Expenses</b>	<b>\$ 1,218,840</b>	<b>\$ 1,256,482</b>	<b>\$ 1,404,240</b>	<b>\$ 1,199,168</b>	<b>\$ 1,487,043</b>
<b>Operating Income (Loss)</b>	<b>\$ 122,354</b>	<b>\$ 672,575</b>	<b>\$ 222,900</b>	<b>\$ 326,478</b>	<b>\$ 268,107</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>Bull Run Regional Park</b>					
<b>Revenue</b>					
Bull Run Regional Park	\$ 844,812	\$ 1,283,172	\$ 1,178,000	\$ 1,055,103	\$ 1,309,120
Atlantis Waterpark at Bull Run	392,119	158,479	466,950	325,018	546,270
Bull Run Special Events Center	86,194	53,960	147,200	337,169	235,000
Bull Run Light Show	1,196,726	2,465,185	1,595,800	2,300,487	2,080,000
<b>Total Revenues</b>	<b>\$ 2,519,850</b>	<b>\$ 3,960,795</b>	<b>\$ 3,387,950</b>	<b>\$ 4,017,777</b>	<b>\$ 4,170,390</b>
<b>Expenses</b>					
Bull Run Regional Park	\$ 1,079,105	\$ 1,191,782	\$ 1,202,804	\$ 1,080,881	\$ 1,327,271
Atlantis Waterpark at Bull Run	269,326	163,239	405,746	240,226	445,919
Bull Run Special Events Center	140,281	109,764	162,838	289,403	186,004
Bull Run Light Show	412,408	381,750	419,685	321,437	415,803
<b>Total Expenses</b>	<b>\$ 1,901,121</b>	<b>\$ 1,846,535</b>	<b>\$ 2,191,073</b>	<b>\$ 1,931,946</b>	<b>\$ 2,374,997</b>
<b>Operating Income (Loss)</b>	<b>\$ 618,729</b>	<b>\$ 2,114,260</b>	<b>\$ 1,196,877</b>	<b>\$ 2,085,831</b>	<b>\$ 1,795,393</b>
<b>Bull Run Shooting Center</b>					
Bull Run Shooting Center Revenues	\$ 927,326	\$ 1,319,452	\$ 1,243,500	\$ 1,007,056	\$ 1,388,450
<b>Total Revenues</b>	<b>\$ 927,326</b>	<b>\$ 1,319,452</b>	<b>\$ 1,243,500</b>	<b>\$ 1,007,056</b>	<b>\$ 1,388,450</b>
Bull Run Shooting Center Expenses	\$ 777,410	\$ 1,018,247	\$ 1,072,663	\$ 885,739	\$ 1,192,176
<b>Total Expenses</b>	<b>\$ 777,410</b>	<b>\$ 1,018,247</b>	<b>\$ 1,072,663</b>	<b>\$ 885,739</b>	<b>\$ 1,192,176</b>
<b>Operating Income (Loss)</b>	<b>\$ 149,915</b>	<b>\$ 301,205</b>	<b>\$ 170,837</b>	<b>\$ 121,316</b>	<b>\$ 196,274</b>
<b>Cameron Run Regional Park</b>					
<b>Revenue</b>					
Cameron Run Park	\$ 54,963	\$ 87,824	\$ 119,500	\$ 66,267	\$ 134,000
The Winter Village at Cameron Run	259,278	192,335	273,500	379,341	335,000
Great Waves Waterpark at Cameron Run	1,272,615	219,833	1,619,950	1,007,358	1,790,000
<b>Total Revenues</b>	<b>\$ 1,586,855</b>	<b>\$ 499,993</b>	<b>\$ 2,012,950</b>	<b>\$ 1,452,966</b>	<b>\$ 2,259,000</b>
<b>Expenses</b>					
Cameron Run Park	\$ 325,821	\$ 317,075	\$ 417,964	\$ 328,852	\$ 479,535
The Winter Village at Cameron Run	148,429	145,974	193,781	226,658	214,517
Great Waves Waterpark at Cameron Run	809,338	425,403	1,232,552	708,279	1,340,239
<b>Total Expenses</b>	<b>\$ 1,283,589</b>	<b>\$ 888,452</b>	<b>\$ 1,844,296</b>	<b>\$ 1,263,789</b>	<b>\$ 2,034,291</b>
<b>Operating Income (Loss)</b>	<b>\$ 303,266</b>	<b>\$ (388,459)</b>	<b>\$ 168,654</b>	<b>\$ 189,177</b>	<b>\$ 224,709</b>
<b>Carlyle House Historic Park</b>					
Carlyle House Revenues	\$ 69,910	\$ 76,093	\$ 102,680	\$ 68,295	\$ 122,700
<b>Total Revenues</b>	<b>\$ 69,910</b>	<b>\$ 76,093</b>	<b>\$ 102,680</b>	<b>\$ 68,295</b>	<b>\$ 122,700</b>
Carlyle House Expenses	\$ 266,066	\$ 253,259	\$ 332,373	\$ 273,289	\$ 348,481
<b>Total Expenses</b>	<b>\$ 266,066</b>	<b>\$ 253,259</b>	<b>\$ 332,373</b>	<b>\$ 273,289</b>	<b>\$ 348,481</b>
<b>Operating Income (Loss)</b>	<b>(\$196,156)</b>	<b>(\$177,166)</b>	<b>(\$229,693)</b>	<b>(\$204,994)</b>	<b>(\$225,781)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>Bull Run Marina/Fountainhead/Sandy Run Parks</b>					
<b>Revenue</b>					
Bull Run Marina	\$ 21,501	\$ 27,748	\$ 27,145	\$ 24,646	\$ 26,145
Fountainhead	264,168	470,367	353,412	303,608	415,912
Sandy Run Regional Park	214,615	234,460	275,692	219,301	280,692
<b>Total Revenues</b>	<b>\$ 500,284</b>	<b>\$ 732,576</b>	<b>\$ 656,249</b>	<b>\$ 547,555</b>	<b>\$ 722,749</b>
<b>Expenses</b>					
Bull Run Marina	\$ 24,031	\$ 35,663	\$ 35,305	\$ 35,287	\$ 43,583
Fountainhead	162,419	314,730	269,540	291,337	314,326
Sandy Run Regional Park	208,629	169,991	196,768	159,014	241,014
<b>Total Expenses</b>	<b>\$ 395,079</b>	<b>\$ 520,384</b>	<b>\$ 501,613</b>	<b>\$ 485,638</b>	<b>\$ 598,923</b>
<b>Operating Income (Loss)</b>	<b>\$ 105,205</b>	<b>\$ 212,192</b>	<b>\$ 154,636</b>	<b>\$ 61,917</b>	<b>\$ 123,826</b>
<b>Hemlock Overlook Regional Park</b>					
Hemlock Overlook Revenues	\$ 75,000	\$ 3,048	\$ 1,800	\$ 700	\$ 17,800
<b>Total Revenues</b>	<b>\$ 75,000</b>	<b>\$ 3,048</b>	<b>\$ 1,800</b>	<b>\$ 700</b>	<b>\$ 17,800</b>
Hemlock Overlook Expenses	\$ 1,019	\$ 28,664	\$ 53,500	\$ 13,509	\$ 59,594
<b>Total Expenses</b>	<b>\$ 1,019</b>	<b>\$ 28,664</b>	<b>\$ 53,500</b>	<b>\$ 13,509</b>	<b>\$ 59,594</b>
<b>Operating Income (Loss)</b>	<b>\$ 73,981</b>	<b>\$ (25,616)</b>	<b>\$ (51,700)</b>	<b>\$ (12,809)</b>	<b>\$ (41,794)</b>
<b>Meadowlark Botanical Gardens</b>					
<b>Revenue</b>					
Meadowlark Gardens	\$ 292,154	\$ 800,002	\$ 497,500	\$ 510,515	\$ 542,000
Meadowlark Gardens Winter Walk of Lights	955,431	1,188,171	1,317,500	2,030,346	1,817,000
Meadowlark Atrium and Event Services	1,508,969	501,521	1,895,024	1,738,791	2,102,963
<b>Total Revenues</b>	<b>\$ 2,756,554</b>	<b>\$ 2,489,693</b>	<b>\$ 3,710,024</b>	<b>\$ 4,279,652</b>	<b>\$ 4,461,963</b>
<b>Expenses</b>					
Meadowlark Gardens	\$ 955,445	\$ 815,961	\$ 1,069,589	\$ 847,194	\$ 1,160,223
Meadowlark Gardens Winter Walk of Lights	210,357	194,207	291,825	246,567	325,582
Meadowlark Atrium and Event Services	899,901	560,473	1,244,041	992,423	1,351,923
<b>Total Expenses</b>	<b>\$ 2,065,702</b>	<b>\$ 1,570,641</b>	<b>\$ 2,605,455</b>	<b>\$ 2,086,184</b>	<b>\$ 2,837,729</b>
<b>Operating Income (Loss)</b>	<b>\$ 690,852</b>	<b>\$ 919,052</b>	<b>\$ 1,104,569</b>	<b>\$ 2,193,468</b>	<b>\$ 1,624,234</b>
<b>Mt. Zion Historic Park/Gilbert's Corner Regional Park</b>					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 1,845	\$ 836	\$ 3,421	\$ 1,980	\$ 3,421
<b>Total Revenues</b>	<b>\$ 1,845</b>	<b>\$ 836</b>	<b>\$ 3,421</b>	<b>\$ 1,980</b>	<b>\$ 3,421</b>
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 12,460	\$ 17,756	\$ 18,000	\$ 16,080	\$ 21,000
<b>Total Expenses</b>	<b>\$ 12,460</b>	<b>\$ 17,756</b>	<b>\$ 18,000</b>	<b>\$ 16,080</b>	<b>\$ 21,000</b>
<b>Operating Income (Loss)</b>	<b>(\$10,615)</b>	<b>(\$16,921)</b>	<b>(\$14,579)</b>	<b>(\$14,100)</b>	<b>(\$17,579)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>Occoquan Regional Park</b>					
<b>Revenue</b>					
Occoquan Park	\$ 245,079	\$ 328,938	\$ 293,700	\$ 252,221	\$ 314,700
The River View at Occoquan	1,694,028	1,334,875	2,229,407	1,783,093	2,023,064
Brickmakers Café at Occoquan	325,351	363,748	395,000	342,484	437,500
Brickmakers Catering and Event Services	241,543	58,109	191,932	123,629	223,040
<b>Total Revenues</b>	<b>\$ 2,506,000</b>	<b>\$ 2,085,668</b>	<b>\$ 3,110,039</b>	<b>\$ 2,501,427</b>	<b>\$ 2,998,304</b>
<b>Expenses</b>					
Occoquan Park	\$ 380,821	\$ 391,742	\$ 475,880	\$ 392,868	\$ 624,821
The River View at Occoquan	1,417,488	1,046,923	2,018,248	1,284,644	2,053,814
Brickmakers Café at Occoquan	276,697	305,539	346,189	287,892	389,168
Brickmakers Catering and Event Services	212,662	132,175	242,821	142,655	248,459
<b>Total Expenses</b>	<b>\$ 2,287,668</b>	<b>\$ 1,876,379</b>	<b>\$ 3,083,138</b>	<b>\$ 2,108,058</b>	<b>\$ 3,316,263</b>
<b>Operating Income (Loss)</b>	<b>\$218,333</b>	<b>\$209,289</b>	<b>\$26,901</b>	<b>\$393,369</b>	<b>(\$317,959)</b>
<b>Pohick Bay Regional Park</b>					
<b>Revenue</b>					
Pohick Bay Regional Park	\$ 794,891	\$ 1,175,332	\$ 1,123,502	\$ 978,586	\$ 1,347,663
Pohick Bay Golf Course	1,103,948	1,525,424	1,171,300	1,246,807	1,286,070
Pohick Bay Marina	254,809	323,088	278,000	227,958	298,450
Pirate's Cover Waterpark at Pohick Bay	437,391	186,166	547,150	360,935	628,400
<b>Total Revenues</b>	<b>\$ 2,591,039</b>	<b>\$ 3,210,010</b>	<b>\$ 3,119,952</b>	<b>\$ 2,814,286</b>	<b>\$ 3,560,583</b>
<b>Expenses</b>					
Pohick Bay Regional Park	\$ 930,587	\$ 1,008,055	\$ 1,032,241	\$ 860,681	\$ 1,199,611
Pohick Bay Golf Course	972,655	1,073,789	1,060,290	968,560	1,140,421
Pohick Bay Marina	41,433	61,905	67,730	41,354	78,180
Pirate's Cover Waterpark at Pohick Bay	251,888	165,534	400,295	249,664	437,339
<b>Total Expenses</b>	<b>\$ 2,196,563</b>	<b>\$ 2,309,283</b>	<b>\$ 2,560,555</b>	<b>\$ 2,120,259</b>	<b>\$ 2,855,552</b>
<b>Operating Income (Loss)</b>	<b>\$ 394,476</b>	<b>\$ 900,727</b>	<b>\$ 559,397</b>	<b>\$ 694,027</b>	<b>\$ 705,032</b>
<b>Potomac Overlook Regional Park</b>					
Potomac Overlook Revenues	\$ 7,670	\$ 171,574	\$ 132,200	\$ 151,398	\$ 146,950
<b>Total Revenues</b>	<b>\$ 7,670</b>	<b>\$ 171,574</b>	<b>\$ 132,200</b>	<b>\$ 151,398</b>	<b>\$ 146,950</b>
Potomac Overlook Expenses	\$ 270,932	\$ 257,641	\$ 323,408	\$ 271,074	\$ 363,812
<b>Total Expenses</b>	<b>\$ 270,932</b>	<b>\$ 257,641</b>	<b>\$ 323,408</b>	<b>\$ 271,074</b>	<b>\$ 363,812</b>
<b>Operating Income (Loss)</b>	<b>(\$263,262)</b>	<b>(\$86,067)</b>	<b>(\$191,208)</b>	<b>(\$119,677)</b>	<b>(\$216,862)</b>
<b>Rust Sanctuary</b>					
Rust Sanctuary Revenues	\$ 700,238	\$ 460,938	\$ 977,907	\$ 1,079,734	\$ 1,024,711
<b>Total Revenues</b>	<b>\$ 700,238</b>	<b>\$ 460,938</b>	<b>\$ 977,907</b>	<b>\$ 1,079,734</b>	<b>\$ 1,024,711</b>
Rust Sanctuary Expenses	\$ 651,031	\$ 440,969	\$ 859,244	\$ 678,638	\$ 920,819
<b>Total Expenses</b>	<b>\$ 651,031</b>	<b>\$ 440,969</b>	<b>\$ 859,244</b>	<b>\$ 678,638</b>	<b>\$ 920,819</b>
<b>Operating Income (Loss)</b>	<b>\$ 49,207</b>	<b>\$ 19,969</b>	<b>\$ 118,663</b>	<b>\$ 401,096</b>	<b>\$ 103,892</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>Upper Potomac Properties</b>					
Upper Potomac Properties Revenues	\$ 29,199	\$ 32,721	\$ 28,800	\$ 15,523	\$ 28,800
Springdale Revenues	\$ 21,076	\$ 22,480	\$ 17,815	\$ 23,651	\$ 17,815
<b>Total Revenues</b>	<b>\$ 50,275</b>	<b>\$ 55,202</b>	<b>\$ 46,615</b>	<b>\$ 39,173</b>	<b>\$ 46,615</b>
Upper Potomac Properties Expenses	\$ 102,649	\$ 131,304	\$ 157,979	\$ 136,081	\$ 174,688
Springdale Expenses	\$ (10)	\$ 9	\$ 10,000	\$ 3,215	\$ 7,500
<b>Total Expenses</b>	<b>\$ 102,639</b>	<b>\$ 131,313</b>	<b>\$ 167,979</b>	<b>\$ 139,296</b>	<b>\$ 182,188</b>
<b>Operating Income (Loss)</b>	<b>\$ (52,364)</b>	<b>\$ (76,112)</b>	<b>\$ (121,364)</b>	<b>\$ (100,123)</b>	<b>\$ (135,573)</b>
<b>Upton Hill Regional Park</b>					
<b>Revenues</b>					
Upton Hill Park	\$ 135,500	\$ 230,378	\$ 827,213	\$ 405,393	\$ 709,262
Ocean Dunes Waterpark at Upton Hill	\$ 401,065	\$ 166,034	\$ 517,025	\$ 370,279	\$ 595,450
<b>Total Revenues</b>	<b>\$ 536,565</b>	<b>\$ 396,411</b>	<b>\$ 1,344,238</b>	<b>\$ 775,671</b>	<b>\$ 1,304,712</b>
<b>Expenses</b>					
Upton Hill Park	\$ 275,064	\$ 373,386	\$ 756,615	\$ 486,545	\$ 816,813
Ocean Dunes Waterpark at Upton Hill	\$ 236,399	\$ 140,327	\$ 370,478	\$ 236,564	\$ 408,838
<b>Total Expenses</b>	<b>\$ 511,463</b>	<b>\$ 513,713</b>	<b>\$ 1,127,094</b>	<b>\$ 723,109</b>	<b>\$ 1,225,651</b>
<b>Operating Income (Loss)</b>	<b>\$ 25,102</b>	<b>\$ (117,301)</b>	<b>\$ 217,144</b>	<b>\$ 52,563</b>	<b>\$ 79,061</b>
<b>W&amp;OD Railroad Regional Park</b>					
W&OD Railroad Park Revenues	\$ 1,385,129	\$ 1,402,821	\$ 1,231,365	\$ 1,198,757	\$ 1,257,408
<b>Total Revenues</b>	<b>\$ 1,385,129</b>	<b>\$ 1,402,821</b>	<b>\$ 1,231,365</b>	<b>\$ 1,198,757</b>	<b>\$ 1,257,408</b>
W&OD Railroad Park Expenses	\$ 577,521	\$ 522,378	\$ 621,524	\$ 471,767	\$ 641,766
<b>Total Expenses</b>	<b>\$ 577,521</b>	<b>\$ 522,378</b>	<b>\$ 621,524</b>	<b>\$ 471,767</b>	<b>\$ 641,766</b>
<b>Operating Income (Loss)</b>	<b>\$ 807,608</b>	<b>\$ 880,443</b>	<b>\$ 609,841</b>	<b>\$ 726,990</b>	<b>\$ 615,642</b>
<b>Piscataway Crossing</b>					
Piscataway Crossing Revenues	\$ 15,610	\$ 25,579	\$ 20,650	\$ 15,326	\$ 20,650
<b>Total Revenues</b>	<b>\$ 15,610</b>	<b>\$ 25,579</b>	<b>\$ 20,650</b>	<b>\$ 15,326</b>	<b>\$ 20,650</b>
Piscataway Crossing Expenses	\$ 29,692	\$ 37,933	\$ 40,715	\$ 29,260	\$ 42,093
<b>Total Expenses</b>	<b>\$ 29,692</b>	<b>\$ 37,933</b>	<b>\$ 40,715</b>	<b>\$ 29,260</b>	<b>\$ 42,093</b>
<b>Operating Income (Loss)</b>	<b>\$ (14,083)</b>	<b>\$ (12,355)</b>	<b>\$ (20,065)</b>	<b>\$ (13,934)</b>	<b>\$ (21,443)</b>
<b>Temple Hall Farm</b>					
<b>Revenues</b>					
Temple Hall Farm Revenues	\$ 121,128	\$ 210,187	\$ 217,183	\$ 129,649	\$ 184,183
Temple Hall Fall Festival Revenues	\$ 211,152	\$ 108,396	\$ 275,000	\$ 134,901	\$ 180,000
<b>Total Revenues</b>	<b>\$ 332,279</b>	<b>\$ 318,583</b>	<b>\$ 492,183</b>	<b>\$ 264,550</b>	<b>\$ 364,183</b>
<b>Expenses</b>					
Temple Hall Farm Expenses	\$ 352,312	\$ 276,927	\$ 399,182	\$ 225,609	\$ 343,468
Temple Hall Fall Festival Expenses	\$ 89,679	\$ 43,497	\$ 163,129	\$ 64,484	\$ 85,259
<b>Total Expenses</b>	<b>\$ 441,991</b>	<b>\$ 320,425</b>	<b>\$ 562,310</b>	<b>\$ 290,092</b>	<b>\$ 428,727</b>
<b>Operating Income (Loss)</b>	<b>\$ (109,712)</b>	<b>\$ (1,842)</b>	<b>\$ (70,127)</b>	<b>\$ (25,542)</b>	<b>\$ (64,544)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2020	ACTUAL FY 2021	REVISED FY 2022	JUL-APR ACTUAL FY 2022	ADOPTED FY 2023
<b>Enterprise Fund Administration</b>					
Admin - Enterprise Fund Revenues	\$ 208,796	\$ 168,308	\$ 66,000	\$ 1,214,318	\$ 66,000
Central Maintenance Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenues</b>	<b>\$ 208,796</b>	<b>\$ 168,308</b>	<b>\$ 66,000</b>	<b>\$ 1,214,318</b>	<b>\$ 66,000</b>
Admin - Enterprise Fund Expenses	\$ 2,613,847	\$ 2,066,135	\$ 3,685,443	\$ 2,435,066	\$ 3,230,665
Central Maintenance Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,308,912
<b>Total Expenses</b>	<b>\$ 2,613,847</b>	<b>\$ 2,066,135</b>	<b>\$ 3,685,443</b>	<b>\$ 2,435,066</b>	<b>\$ 4,539,577</b>
<b>Operating Income (Loss)</b>	<b>\$ (2,405,051)</b>	<b>\$ (1,897,827)</b>	<b>\$ (3,619,443)</b>	<b>\$ (1,220,748)</b>	<b>\$ (4,473,577)</b>
<b>TOTAL REVENUES</b>	<b>\$ 20,502,773</b>	<b>\$ 22,020,028</b>	<b>\$ 26,159,513</b>	<b>\$ 25,756,697</b>	<b>\$ 28,821,269</b>
<b>TOTAL EXPENSES</b>	<b>\$ 20,144,319</b>	<b>\$ 18,275,215</b>	<b>\$ 26,134,513</b>	<b>\$ 19,892,722</b>	<b>\$ 28,796,269</b>
Donation Adjustment/Reserve Activity	\$ (279,356)	\$ 4,749	\$ 0	\$ 0	\$ 0
<b>Operating Income (Loss)</b>	<b>\$ 637,809</b>	<b>\$ 3,740,065</b>	<b>\$ 25,000</b>	<b>\$ 5,863,975</b>	<b>\$ 25,000</b>

- Central Maintenance was in the General Fund prior to FY23

## **NOVA PARKS FINANCIAL FORECAST**

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NOVA Parks has long recognized the need for projecting finances into the future and this has led to the development of a more dynamic and multi-layered process for financial planning and forecasting for the operating budget.

The Financial Forecast through 2030 is a starting point in placing a strategic focus on our long term financial decisions.

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

- A Base Forecast capability to 2040
- Scenarios that are individually applied to the base forecast.
- A combination of scenarios and additional forecast levels. These are looked at in the model in an interactive mode.
  
- The Base Model Forecast is developed using the following assumptions:
  - The forecast method prior to the pandemic: most revenue and expense account types were based on the 5 Year Average with adjustments for specific account types.
    - The main account types that varied from this assumption in previous years include the following:
      - Appropriations Revenue increases by population and inflation in the base model.
      - Salaries and benefits were adjusted by an estimated 3.5% increase per year, unless other information is present to calculate the rate.
      - Special Event User Fee Revenue, Retail Operations Revenue/Expense are modified each year based on current trends.
      - New initiatives that have less than five years of history are individually assessed.
  - Due to COVID-19, the included forecast is an interim forecast, as there are still too many unknown variables to provide a forecast with a high confidence level at this time. Each account type was individually adjusted based on current knowledge and trends.
    - Salary and benefit increases vary throughout the model years due to recent trends in compensation and inflation.
  - The forecast base year is the FY 2023 Budget.



**OPERATING BUDGET - GENERAL & ENTERPRISE FUNDS**  
**FINANCIAL FORECAST BASE MODEL FY 2020-FY2030**

Row Labels	2020A	2021A	2022B	2023B	2024F	2025F	2026F	2027F	2028F	2029F	2030F
<b>01-REVENUES</b>	<b>25,977,366</b>	<b>26,648,115</b>	<b>31,502,349</b>	<b>33,776,435</b>	<b>35,876,509</b>	<b>37,428,204</b>	<b>38,941,483</b>	<b>40,447,013</b>	<b>42,020,618</b>	<b>43,691,468</b>	<b>45,338,872</b>
01--APPROPRIATION-ARLINGTON COUNTY	448,783	463,166	472,196	494,629	517,877	537,038	546,168	555,452	564,895	574,498	584,265
02--APPROPRIATION-CITY OF ALEXANDRIA	305,667	313,034	310,346	324,925	339,222	350,755	355,666	360,645	365,694	370,814	376,005
03--APPROPRIATION-CITY OF FAIRFAX	46,025	47,919	46,689	48,831	51,370	53,528	54,705	55,909	57,139	58,396	59,681
04--APPROPRIATION-CITY OF FALLS CHURCH	27,854	28,805	27,945	29,769	31,317	32,632	33,350	34,084	34,834	35,600	36,383
05--APPROPRIATION-FAIRFAX COUNTY	2,193,507	2,244,050	2,229,880	2,338,173	2,434,038	2,509,493	2,537,098	2,565,006	2,593,221	2,621,746	2,650,585
06--APPROPRIATION-LOUDOUN COUNTY	760,333	793,358	806,415	854,128	911,355	963,302	998,944	1,035,905	1,074,233	1,113,980	1,155,197
07--SKEET TRAP & ARCHERY USER FEES	632,298	785,562	807,000	873,950	902,353	931,680	961,959	993,223	1,026,000	1,061,909	1,099,076
08--SPECIAL EVENTS USER FEES	2,124,641	3,910,463	2,841,020	3,902,700	4,371,024	4,502,155	4,637,219	4,776,336	4,919,626	5,067,215	5,219,231
09--GOLF USER FEES	3,054,919	4,592,348	3,436,425	3,790,025	4,169,028	4,377,479	4,596,353	4,748,032	4,904,718	5,076,383	5,254,056
10--AQUATICS USER FEES	2,068,659	596,805	2,580,800	2,966,425	3,114,746	3,239,336	3,346,234	3,456,660	3,570,730	3,695,705	3,825,055
11--FACILITY RENTAL USER FEES	1,537,165	1,105,461	2,645,854	2,967,992	3,140,136	3,243,760	3,350,804	3,461,381	3,575,606	3,700,752	3,830,279
12--CAMPING/COTTAGE USER FEES	1,270,929	1,983,649	1,857,100	2,053,700	2,156,388	2,264,204	2,377,414	2,496,285	2,621,099	2,752,154	2,889,762
13--MARINE ACTIVITIES USER FEES	1,179,304	754,176	1,391,045	1,515,115	1,574,618	1,636,458	1,700,727	1,767,520	1,836,936	1,909,078	1,984,033
14--OTHER PARK USER FEES	1,308,305	2,148,511	1,924,685	2,118,160	2,289,501	2,474,702	2,674,885	2,891,261	3,125,139	3,377,936	3,651,183
15--RETAIL OPERATIONS	4,494,610	2,949,351	5,656,535	6,141,838	6,448,930	6,771,376	7,109,945	7,465,442	7,838,715	8,230,650	8,642,183
16--OTHER REVENUE	1,096,133	918,999	1,088,523	1,118,873	1,162,509	1,207,847	1,254,953	1,303,896	1,354,748	1,407,583	1,462,479
17--EASEMENTS AND LICENSES	1,050,447	1,076,682	896,453	922,496	951,093	980,577	1,010,975	1,042,315	1,074,627	1,107,941	1,142,287
18--TRANSFERS-IN-CAPITAL FUND	848,180	1,483,836	1,347,414	943,794	976,827	1,011,016	1,046,401	1,083,025	1,120,931	1,160,164	1,200,770
19--TRANSFERS-IN-CARLYLE HS FUND	2,089	64	3,000	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446
24--TRANSFERS-IN-TH TO	-	96,806	-	-	-	-	-	-	-	-	-
25--TRANSFERS-IN-ENTERPRISE FUND	828,890	1,549	765,112	-	-	-	-	-	-	-	-
26--TRANSFERS-IN-OWL	323	-	-	-	-	-	-	-	-	-	-
27--TRANSFERS-IN-RESTRICTED FUND	698,306	353,522	367,912	367,912	331,121	337,743	344,498	351,388	358,416	365,584	372,896
<b>02-EXPENDITURES</b>	<b>25,339,557</b>	<b>22,908,051</b>	<b>31,477,349</b>	<b>33,751,435</b>	<b>35,156,633</b>	<b>36,941,743</b>	<b>38,573,314</b>	<b>40,167,120</b>	<b>41,827,999</b>	<b>43,558,814</b>	<b>45,362,553</b>
01-SALARIES AND WAGES	11,535,942	10,832,006	14,184,534	15,695,193	16,793,857	17,801,488	18,691,563	19,532,683	20,411,654	21,330,178	22,290,036
02-FICA	828,647	794,970	1,069,846	1,190,981	1,274,350	1,350,811	1,418,352	1,482,177	1,548,875	1,618,575	1,691,411
03-HOSPITALIZATION	1,273,748	1,188,697	1,262,899	1,425,592	1,477,945	1,532,222	1,588,491	1,646,827	1,707,306	1,770,005	1,835,007
04-RETIREMENT	1,498,075	1,535,594	1,763,856	1,926,542	2,061,400	2,164,470	2,251,049	2,329,836	2,411,380	2,495,778	2,583,131
05-LIFE INSURANCE	83,024	69,450	100,488	109,761	114,920	120,321	125,976	131,897	138,097	144,587	151,383
06-UNEMPLOYMENT TAX	10,374	14,381	31,913	35,912	36,631	37,363	38,111	38,873	39,650	40,443	41,252
07-OTHER-EXPENSES/DEBT SERVICE	1,774,595	537,322	2,395,226	2,262,833	2,364,660	2,447,424	2,533,083	2,621,741	2,713,502	2,808,475	2,906,771
08-FACILITY OPERATING COSTS	2,870,233	2,821,785	3,711,791	4,554,659	4,188,591	4,335,191	4,486,923	4,643,965	4,806,504	4,974,732	5,148,848
09-MAINTENANCE COSTS	2,293,955	2,472,530	3,001,410	3,209,407	3,369,877	3,538,371	3,679,906	3,827,102	3,980,186	4,139,394	4,304,970
10-INSURANCE	350,574	312,904	384,250	371,750	376,980	382,182	387,507	392,907	398,382	403,933	409,561
11-NON-OPERATING EXPENSES	-	-	-	-	-	-	-	-	-	-	-
12-UTILITIES	969,265	919,073	1,225,388	1,235,847	1,277,866	1,321,313	1,366,238	1,412,690	1,460,721	1,510,386	1,561,739
14-RETAIL OPERATIONS	1,293,961	1,382,311	1,580,635	1,732,957	1,819,605	1,910,585	2,006,114	2,106,420	2,211,741	2,322,328	2,438,445
15--TRANSFERS-OUT-GENERAL FUND	828,890	1,549	765,112	-	-	-	-	-	-	-	-
16--DONATION/RESERVE ACTIVITY	(271,727)	5,479	-	-	-	-	-	-	-	-	-
<b>03-NET INCOME FORECAST</b>	<b>637,809</b>	<b>3,740,065</b>	<b>25,000</b>	<b>25,000</b>	<b>719,877</b>	<b>486,461</b>	<b>368,169</b>	<b>279,893</b>	<b>192,620</b>	<b>132,654</b>	<b>76,319</b>

## LONG TERM DEBT

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### Long Term Debt Policy

NOVA Parks has only recently begun using Long Term Debt as a method of financing. In March 2018, the following Debt Policy was adopted:

*NOVA Parks is an independent government agency organized under the Park Authorities Act of Virginia. In the acquisition and construction of parks and park features debt may be incurred. Such debt will only be for long term capital assets, and will be done in consideration of the following guidelines:*

- *Long-term borrowing will not be used to finance current operations or normal maintenance*
- *Debt will not be incurred for periods longer than the expected useful life of the asset*
- *An adequate revenue stream will be identified to pay off the debt*
- *Cost of issuance, debt service, capitalized interest, and project management may be included in capital project costs, and thus eligible for financing*
- *Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General and Enterprise Fund revenues, measured annually.*

### NOVA Parks Debt Restrictions and Guidelines

NOVA Parks is not subject to any specific debt limits from outside sources. A Debt Policy adopted by NOVA Parks in March of 2018 (see above), includes the following guidance:

*Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General & Enterprise Fund revenues, measured annually.*

Calculation of Debt Policy Margin:

General & Enterprise Budgeted Revenues FY 2023	\$ 33,776,435
<b>Policy Annual Debt Limit-10% of Budgeted Revenues</b>	<b>3,377,644</b>
Springdale Property	\$ 250,000
Occoquan-Jean R. Packard Center	815,006
Property acquisition at Pohick Bay	121,083
Upton Hill	223,530
<b>FY 2023 Principal &amp; Interest</b>	<b>\$ 1,409,619</b>

For FY 2023, the debt service expense is 4.2% of combined General & Enterprise Fund Revenues, which is within the policy guidelines of 10%.

The following schedules present the state of NOVA Parks indebtedness at the current time, including projected debt service payments on current outstanding bonds and notes.

## DEBT SERVICE

Virginia Resources Authority-VPFP 2016C, November 2, 2016

Purpose: Occoquan Regional Park, Development of the Jean R. Packard Occoquan Center

Date	Principal	Interest	Total Debt Service
4/1/2017	-	273,705.21	273,705.21
10/1/2017	220,000.00	298,587.50	518,587.50
4/1/2018	-	296,250.00	296,250.00
10/1/2018	230,000.00	296,250.00	526,250.00
4/1/2019	-	291,006.25	291,006.25
10/1/2019	240,000.00	291,006.25	531,006.25
4/1/2020	-	285,206.25	285,206.25
10/1/2020	250,000.00	285,206.25	535,206.25
4/1/2021	-	279,675.00	279,675.00
10/1/2021	265,000.00	279,675.00	544,675.00
4/1/2022	-	272,884.38	272,884.38
10/1/2022	280,000.00	272,884.38	552,884.38
4/1/2023	-	265,709.38	265,709.38
10/1/2023	290,000.00	265,709.38	555,709.38
4/1/2024	-	258,278.13	258,278.13
10/1/2024	310,000.00	258,278.13	568,278.13
4/1/2025	-	250,334.38	250,334.38
10/1/2025	325,000.00	250,334.38	575,334.38
4/1/2026	-	242,006.25	242,006.25
10/1/2026	340,000.00	242,006.25	582,006.25
4/1/2027	-	233,293.75	233,293.75
10/1/2027	360,000.00	233,293.75	593,293.75
4/1/2028	-	224,068.75	224,068.75
10/1/2028	380,000.00	224,068.75	604,068.75
4/1/2029	-	214,331.25	214,331.25
10/1/2029	400,000.00	214,331.25	614,331.25
4/1/2030	-	204,081.25	204,081.25
10/1/2030	420,000.00	204,081.25	624,081.25
4/1/2031	-	193,318.75	193,318.75
10/1/2031	440,000.00	193,318.75	633,318.75
4/1/2032	-	182,043.75	182,043.75
10/1/2032	460,000.00	182,043.75	642,043.75
4/1/2033	-	172,556.25	172,556.25
10/1/2033	480,000.00	172,556.25	652,556.25
4/1/2034	-	162,656.25	162,656.25
10/1/2034	500,000.00	162,656.25	662,656.25
4/1/2035	-	152,343.75	152,343.75
10/1/2035	520,000.00	152,343.75	672,343.75
4/1/2036	-	141,618.75	141,618.75
10/1/2036	545,000.00	141,618.75	686,618.75
4/1/2037	-	130,378.13	130,378.13
10/1/2037	565,000.00	130,378.13	695,378.13
4/1/2038	-	119,343.75	119,343.75
10/1/2038	590,000.00	119,343.75	709,343.75
4/1/2039	-	109,387.50	109,387.50
10/1/2039	610,000.00	109,387.50	719,387.50
4/1/2040	-	97,500.00	97,500.00
10/1/2040	635,000.00	97,500.00	732,500.00
4/1/2041	-	85,134.38	85,134.38
10/1/2041	660,000.00	85,134.38	745,134.38
4/1/2042	-	72,271.88	72,271.88
10/1/2042	685,000.00	72,271.88	757,271.88
4/1/2043	-	58,912.50	58,912.50
10/1/2043	710,000.00	58,912.50	768,912.50
4/1/2044	-	45,056.25	45,056.25
10/1/2044	740,000.00	45,056.25	785,056.25
4/1/2045	-	30,618.75	30,618.75
10/1/2045	770,000.00	30,618.75	800,618.75
4/1/2046	-	15,600.00	15,600.00
10/1/2046	800,000.00	15,600.00	815,600.00
	14,020,000.00	10,744,024.03	24,764,024.03

**DEBT SERVICE**

Virginia Resources Authority- 2018 C-515642-01-Virginia Water Facilities Revolving Fund  
 Purpose: Property Acquisition at Pohick Bay  
 (Addl. project funding: grants and other sources)

Date	Principal	Interest	Total Debt Service
10/1/2018	\$53,565.89	\$6,975.52	\$60,541.41
4/1/2019	53,782.45	6,758.96	\$60,541.41
10/1/2019	54,118.59	6,422.82	\$60,541.41
4/1/2020	54,456.83	6,084.58	\$60,541.41
10/1/2020	54,797.18	5,744.23	\$60,541.41
4/1/2021	55,139.67	5,401.74	\$60,541.41
10/1/2021	55,484.29	5,057.12	\$60,541.41
4/1/2022	55,831.07	4,710.34	\$60,541.41
10/1/2022	56,180.01	4,361.40	\$60,541.41
4/1/2023	56,531.13	4,010.28	\$60,541.41
10/1/2023	56,884.45	3,656.96	\$60,541.41
4/1/2024	57,239.98	3,301.43	\$60,541.41
10/1/2024	57,597.73	2,943.68	\$60,541.41
4/1/2025	57,957.72	2,583.69	\$60,541.41
10/1/2025	58,319.95	2,221.46	\$60,541.41
4/1/2026	58,684.45	1,856.96	\$60,541.41
10/1/2026	59,051.23	1,490.18	\$60,541.41
4/1/2027	59,420.30	1,121.11	\$60,541.41
10/1/2027	59,791.68	749.73	\$60,541.41
4/1/2028	60,165.38	376.03	\$60,541.41
	<u>\$1,135,000.00</u>	<u>\$75,828.22</u>	<u>\$1,210,828.22</u>

**DEBT SERVICE**

Note Payable- Purpose: Property Acquisition-Springdale  
 December 2015-December 2024, interest free

Date	Principal	Interest	Total Debt Service
12/17/2018	\$225,000.00	\$—	\$225,000.00
12/17/2019	\$225,000.00	\$—	\$225,000.00
12/17/2020	\$250,000.00	\$—	\$250,000.00
12/17/2021	\$250,000.00	\$—	\$250,000.00
12/17/2022	\$250,000.00	\$—	\$250,000.00
12/17/2023	\$250,000.00	\$—	\$250,000.00
12/17/2024	\$250,000.00	\$—	\$250,000.00
		\$—	
	<u>1,700,000.00</u>		<u>\$1,700,000.00</u>

**DEBT SERVICE**  
**Virginia Resources Authority-VPFP 2020C, November 18, 2020**  
**Purpose: Upton Hill Regional Park**

Period Ending	Principal	Interest	Total Debt Service
4/1/2021		53,693.78	53,693.78
10/1/2021	110,000.00	59,293.76	169,293.76
4/1/2022		56,475.01	56,475.01
10/1/2022	115,000.00	56,475.01	171,475.01
4/1/2023		53,528.13	53,528.13
10/1/2023	125,000.00	53,528.13	178,528.13
4/1/2024		50,325.01	50,325.01
10/1/2024	130,000.00	50,325.01	180,325.01
4/1/2025		46,993.76	46,993.76
10/1/2025	135,000.00	46,993.76	181,993.76
4/1/2026		43,534.38	43,534.38
10/1/2026	145,000.00	43,534.38	188,534.38
4/1/2027		39,818.76	39,818.76
10/1/2027	150,000.00	39,818.76	189,818.76
4/1/2028		35,975.01	35,975.01
10/1/2028	160,000.00	35,975.01	195,975.01
4/1/2029		31,875.01	31,875.01
10/1/2029	170,000.00	31,875.01	201,875.01
4/1/2030		27,518.76	27,518.76
10/1/2030	175,000.00	27,518.76	202,518.76
4/1/2031		23,034.38	23,034.38
10/1/2031	185,000.00	23,034.38	208,034.38
4/1/2032		20,143.76	20,143.76
10/1/2032	190,000.00	20,143.76	210,143.76
4/1/2033		18,103.13	18,103.13
10/1/2033	195,000.00	18,103.13	213,103.13
4/1/2034		16,200.00	16,200.00
10/1/2034	195,000.00	16,200.00	211,200.00
4/1/2035		14,212.51	14,212.51
10/1/2035	200,000.00	14,212.51	214,212.51
4/1/2036		12,175.01	12,175.01
10/1/2036	205,000.00	12,175.01	217,175.01
4/1/2037		9,956.25	9,956.25
10/1/2037	210,000.00	9,956.25	219,956.25
4/1/2038		7,687.50	7,687.50
10/1/2038	215,000.00	7,687.50	222,687.50
4/1/2039		5,228.13	5,228.13
10/1/2039	220,000.00	5,228.13	225,228.13
4/1/2040		2,712.51	2,712.51
10/1/2040	225,000.00	2,712.51	227,712.51
4/1/2041			
	3,455,000.00	1,143,981.56	4,598,981.56

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
<b>Headquarters</b>					
Full -Time	21.15	21.15	21.15	22.15	23.65
Part -Time	3.93	4.71	5.51	5.88	6.98
<b>Central Maintenance</b>					
Full -Time	13	13	13	13	13
Part -Time	0	0	0	0	0
<b>Aldie Mill Historic Park</b>					
Full -Time	1	1	1	1	1
Part -Time	0.75	0.86	0.95	0.95	0.95
<b>Algonkian Regional Park</b>					
Full -Time	6	6	6	6	6
Part -Time	3.75	3.88	3.95	3.95	3.95
<b>Algonkian Golf Course</b>					
Full -Time	7.5	7.5	7.5	7.5	7.5
Part -Time	5.78	5.78	5.63	5.63	5.63
<b>Volcano Island Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	8.07	8.16	2.02	8.08	8.08
<b>The Woodlands Meeting &amp; Event Center</b>					
Full -Time	0.83	1.33	1.33	1.33	1.33
Part -Time	2.21	2.72	2.02	2.4	2.64
<b>Algonkian Cottages</b>					
Full -Time	0.5	0.5	0.5	0.5	0.5
Part -Time	2.98	2.98	3	3	3
<b>Beaverdam Property</b>					
Full -Time	0	0	0	0	0
Part -Time	1.03	1.03	0.58	1.03	1.03
<b>Brambleton Golf Course</b>					
Full -Time	8.5	8.5	8.5	8.5	8.5
Part -Time	7.27	7.27	7.27	7.27	7.27
<b>Bull Run Regional Park</b>					
Full -Time	8	8	8	8	8
Part -Time	6.24	6.34	6.53	6.71	6.91
<b>Bull Run Marina</b>					
Full -Time	0.2	0.2	0.2	0.2	0.2
Part -Time	0	0	0	0	0
<b>Atlantis Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	8.96	9.37	2.36	9.42	9.42
<b>Bull Run Special Events Center</b>					
Full -Time	0.5	0.5	0.5	0.5	0.5
Part -Time	0.94	0.94	0.79	0.94	0.94

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
<b>Bull Run Light Show</b>					
Full -Time	1.5	1.5	1.5	1.5	1.5
Part -Time	3.21	3.21	2.96	3.22	3.17
<b>Bull Run Shooting Center</b>					
Full -Time	2	2	2	2	2
Part -Time	9.76	9.8	9.8	9.8	9.8
<b>Cameron Run Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	4.92	4.92	4.73	4.73	4.59
<b>Ice &amp; Lights - The Winter Village at Cameron Run</b>					
Full -Time	0	0	0	0	0
Part -Time	0	2.9	3.34	3.34	3.34
<b>Great Waves Waterpark</b>					
Full -Time	1	1	1	1	1
Part -Time	21.4	21.88	5.52	22.08	22.55
<b>Carlyle House Historic Park</b>					
Full -Time	2	2	2	2	2
Part -Time	2.45	2.45	2.45	2.45	1.97
<b>Fountainhead Regional Park</b>					
Full -Time	0.9	1.4	1.4	1.4	1.4
Part -Time	3.72	3.37	3.37	3.96	3.96
<b>Hemlock Overlook Regional Park</b>					
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0.325	0.32
<b>Meadowlark Botanical Gardens</b>					
Full -Time	7.5	8	8	8	8
Part -Time	7.81	7.23	7.42	7.34	7.51
<b>Meadowlark Light Show</b>					
Full -Time	0	0.5	0.5	0.5	0.5
Part -Time	3.07	2.92	3.11	3.15	3.44
<b>Meadowlark Atrium</b>					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	7.77	5.51	5.06	5.56	5.79
<b>Mt. Zion/Gilberts Corner Regional Park</b>					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	0	0
<b>Occoquan Regional Park</b>					
Full -Time	2	2	2	2	3
Part -Time	3.44	4.89	5.22	6.2	5.91
<b>The River View at Occoquan</b>					
Full -Time	3.25	4.25	4.25	4.25	4.25
Part -Time	1.84	2.59	2.89	3.37	3.61
<b>Brickmakers Café at Occoquan</b>					
Full -Time	0	0	0	0	0
Part -Time	1.04	3.17	3.82	4.77	4.77
<b>Brickmaker's Catering at Occoquan</b>					
Full -Time	1.09	1.09	1.09	1.09	1.09
Part -Time	2.64	2.62	1.05	1.21	1.21

## PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 REVISED (FTE)	FY 2023 BUDGET (FTE)
<b>Pohick Bay Regional Park</b>					
Full -Time	7	7	7	7	7
Part -Time	6.44	6.44	6.44	6.63	6.82
<b>Pohick Bay Golf Course</b>					
Full -Time	5	5	5	5	5
Part -Time	7.46	7.46	7.46	7.46	7.46
<b>Pohick Bay Marina</b>					
Full -Time	0	0	0	0	0
Part -Time	1.96	1.86	1.86	1.86	1.86
<b>Pirate's Cove Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	8.33	8.46	2.12	8.47	8.47
<b>Potomac Overlook Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	1.75	1.76	1.81	1.81	1.81
<b>Rust Sanctuary</b>					
Full -Time	2.33	2.83	3.83	3.83	3.83
Part -Time	5.97	5.56	3.63	4.32	4.32
<b>Sandy Run Regional Park</b>					
Full -Time	0.90	1.4	1.4	1.4	1.4
Part -Time	1.42	1.01	1.01	1.01	1.43
<b>Temple Hall Farm</b>					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
<b>Temple Hall Fall Festival</b>					
Full -Time	0	0	0	0	0
Part -Time	2.92	2.69	1.35	2.69	1.11
<b>Upper Potomac Properties</b>					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	0.47	0.47	0.47	0.47	0.47
<b>Upton Hill Regional Park</b>					
Full -Time	3	3	3	3	3
Part -Time	3.46	3.46	4	5.87	7.28
<b>Ocean Dunes Waterpark</b>					
Full -Time	0	0	0	0	0
Part -Time	7.24	7.37	1.56	7.78	7.76
<b>W&amp;OD Railroad Regional Park</b>					
Full -Time	4	4	4	4	4
Part -Time	2.94	2.94	2.94	2.94	3.1
<b>Piscataway Crossing Regional Park</b>					
Full -Time	0.50	0.5	0.5	0.5	0.5
Part -Time	0	0	0	0	0
<b>Enterprise Fund Administration</b>					
Full -Time	6.85	6.85	6.85	7.85	8.35
Part -Time	0.23	0.23	0.3	0.3	0.65
<b>Total Full -Time Staffing</b>	<b>132</b>	<b>136</b>	<b>137</b>	<b>139</b>	<b>142</b>
<b>Total Part-Time Staffing</b>	<b>176.77</b>	<b>181.91</b>	<b>137.49</b>	<b>189.565</b>	<b>192.47</b>



**Account** – A separate financial reporting unit for budgeting, management or accounting purposes to classify and group similar transactions.

**Active Network-** Web-based recreation management software handling point of sale and reservation transactions.

**Active Works Outdoors** – Provides Web-based recreation management software to efficiently manage campground reservations.

**Actual** – Monies that have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

**Adopted Budget** – The Operating Budget that is passed by the Park Authority Board at the May meeting prior to the start of the July 1 fiscal year.

**ADA** – Americans with Disabilities Act

**Appropriation** – An authorization made by a member jurisdiction which permits a specific amount of money be made available for expenditures, for a period of one year.

**Balanced Budget** – A budget where total anticipated revenues and other sources equals total estimated expenditures/expenses and other uses. Interfund transfers may be used to balance individual fund budgets.

**Basis of Accounting** – The timing of recognition when the effects of transactions or events should be recognized for financial reporting purposes. Examples are an accrual basis (when the transactions or events take place) or cash basis (when cash is received or paid).

**Beginning Balance** – Unexpended funds from the previous fiscal year that may be used to make expenditures during the next fiscal year.

**Bond** – An agreement under which a sum is borrowed from an investor or bank at a stipulated rate of interest and repaid after an agreed period of time.

**Budget** – A financial plan for a specific fiscal year that contains both the estimated revenues to be received during the year and the proposed expenditures to be incurred to achieve stated objectives.

**Budget Amendment** – The mechanism used to revise the working budget to reflect changes that occur throughout the fiscal year. Once the working budget is complete it can only be changed by a budget amendment.

**Budget Calendar** – The schedule of key dates which the Park Authority follows in the preparation and adoption of the budget.

**Budget Message** – A written summary of the proposed budget from the Executive Director. The message provides a summary of the most important aspects of the budget, and changes from previous years. The message is updated to reflect the final budget, once adopted.

**Capital Budget** – Funds made available for the acquisition or construction of capital assets. The expenditure may be for new construction, addition, replacement, or renovations to land, infrastructure, buildings and park equipment.

**Capital Improvement Program (CIP)** – A five year plan, usually adopted in September, created to help guide future park planning and development. The CIP outlines how the Park Authority intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets. The current CIP is for FY 2020 Revised-FY 2024.

**Climb UPton** - a 90 element high ropes adventure course. Climb UPton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure.

## GLOSSARY

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**Community Foundation for Northern Virginia** –The Community Foundation for Northern Virginia has served as a premier, trusted charitable partner of Northern Virginians since 1978. NOVA Parks has established funds with the Community Foundation to procure, develop, maintain and improve regional parks and to support conservation, preservation and education.

**Comprehensive Annual Financial Report (CAFR)** – This official annual report summarizes financial data for the previous fiscal year in a standardized format.

**Contingencies** – An amount included in any fund to cover unforeseen events that may occur during the fiscal year.

**Cost-Center** – A Northern Virginia Regional Park facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Park.

**Designated Set-Aside** – A reserve made up from the available balance materializing at the end of the fiscal year which are not required for expenditures and are set aside for future funding requirements.

**Debt Service** – Cash that is required to cover the repayment of interest and principal on a debt for a particular period.

**Easements and Licenses** – An easement is interest in land that lasts for a specific purpose with property ownership. A license is permission to use land that can be revoked at any time.

**Ellis and Associates** – Ellis and Associates provides training and courses in aquatic safety, procedures, and techniques.

**Endowment Fund** – A fund used to account for a specific activity or property, in the case of Temple Hall Farm it is used to account for the operation of the property. The use of the fund is restricted to maintenance, operation, management and improvement of the farm. Investment income may be expended from the fund assets. Principal shall not be depleted, except to finance items of an emergency nature.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed and operated similarly to those of a business activity. The fee schedules for these services are established to ensure that overall revenues are adequate to meet overall expenditures.

**Expenditure** – Actual outlay of monies for goods and services within the General Fund and Capital Fund which are considered governmental activity funds.

**Expenses** – Charges incurred in the Enterprise Fund for salaries and benefits, operations, maintenance, or other charges necessary for an activity to function. Results in a decrease to net income.

**Fiscal Year** – The Park Authority Fiscal Year is the 12 month period starting July 1 and ending the following June 30.

**Full Time Equivalent (FTE)** is defined as follows: It is the measure of authorized personnel where part-time positions are converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time person working 20 hours per week for 52 weeks would be equivalent to an FTE of 0.5.

**Full-Time Position** – A position regularly scheduled to work 40 hours per week, or 2,080 hours per year.

**Fund** – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance** – The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.

**General Fund** – the Park Authority fund that receives the operating appropriations from the supporting jurisdictions and funds the Headquarters and Central Maintenance staff and functions. It is also the fund where revenues and expenditures that are not related to a specific Park Authority facility reside.

**GFOA** – Government Finance Officers Association is a professional association of state, provincial and local finance officers in the United States and Canada.

**Grant** – A sum of money given by an organization for a particular purpose

**Great Blue Heron Catering** – NOVA Parks Catering Service

**Jurisdiction** – The local government entity that is a part of the Northern Virginia Regional Park Authority. The six supporting member jurisdictions include the City of Alexandria, Arlington County, the City of Fairfax, Fairfax County, the City of Falls Church and Loudoun County.

**LEED Certification** – Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It was developed by the U.S. Green Building Council (USGBC) in 2000 and is intended to provide building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

**Market Rate Adjustment** – The percentage rate applied to staff salaries to compensate for increases in the cost of living. The rate is developed using consumer price index information for the region.

**Measurable Results** – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

**Mission Statement** – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

**NRPA** – National Recreation and Park Association whose mission is “To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.” The NRPA also provides continuing education programs, accreditation / certification and advocacy.

**LGIP** - Local Government Investment Pool is an investment by local governments in which their money is pooled as a method for managing local funds.

**Line Item** – A unit of information in a document shown on a separate line of its own. Line items often refer to a budget element that is separately identified.

**Objective** – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget** – A budget for general revenues and expenses necessary for an entity to function.

**Operating Transfers** – The movement of monies from one fund to another to cover costs related to certain program operations.

**Organization Chart** – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

**Park Authority** – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

**Part-Time Position** – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months,

**Per Capita** – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

**Per Capita Rates** – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

**Performance Measurement** – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

## GLOSSARY

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**Position** – A budgeted authorization for employment, which can be either full-time or part-time, but may not exceed 1 FTE.

**PPEA** – The Virginia Public-Private Education Facilities and Infrastructure Act of 2002.

**Restricted License Fee Fund** – Revenue and expenses related to fiber optic license fees along the W&OD Trail, interest earned on the investments and income derived from various Friends groups. Expenses also include W&OD major maintenance and related professional services

**Reserves** – An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for spending.

**Revenue** – Funds that are received as income.

**Seasonal Employee** – A part-time employee whose work hours are scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

**Self-Insurance Fund** – Includes revenue from interest earned on fund investments and insurance premium transfer from the General Fund. Expenses include insurance claim investigations, claims, professional services and safety programs

**Strategic Plan** – The document that outlines long-term goals, critical issues, and action plans for the purpose of increasing the Park Authority's effectiveness in attaining its mission, priorities, goals and objectives. A strategic plan aids in ensuring appropriate allocation of limited resources.

**Strategic Opportunity Reserve** - established in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks missions and stimulate the economic growth.

**Transfers** – See Operating Transfers

**User Fees** – Charges for specific services provided to the public paid by the party who benefits from the service. Examples include waterpark admissions, golf course rounds, and picnic shelter rental.

**VDOT** – Virginia Department of Transportation

**Virginia Standards of Learning (SOL)** – The Standards of Learning for Virginia Public Schools describe the commonwealth's expectations for student learning and achievement in grades K-12 in English, mathematics, science, history/social science, technology, the fine arts, foreign language, health and physical education, and driver education.

**Waterpark Pass** - Annual pass good at any NOVA Parks Waterpark, valid for one year from date of purchase.

**Waterpark** – A NOVA Parks water facility with interactive features combining zero depth areas and deep water areas, that is designed for all ages and carries a theme