

NOVA Parks Board Meeting Agenda
March 21, 2024
NOVA Parks Headquarters
5400 Ox Road, Fairfax Station 22039

- 7:30 P.M. Board Meeting
- Call to Order
 - Amendments to Agenda
 - Approve January Meeting Minutes
- 7:40 P.M. Presentation of FY'2025 (July 2024 – June 2025) Proposed Operating Budget – Kim McCleskey
- 8:05 P.M. Wayfinding and Jurisdictional Signs on the W&OD – Paul Gilbert
- 8:30 Solar Project at Algonkian Regional Park – Brian Nolan
- 8:50 Update on Reservoir Park at Beaverdam – Brian Nolan
- 9:15 Closed Session for real estate, contract negotiations, and potential litigation - § 2.2-3712
- Motion to go into Closed Session
 - Motion to move into Open Session
 - Certify that only items allowed in Closed Session were discussed
 - Action on any issues discussed in Closed Session
- Adjourn

NOVA Parks

Board Meeting, January 18, 2024

7:30 p.m.

NOVA Parks Headquarters

5400 Ox Road

Fairfax Station, VA 22039

MINUTES

ATTENDANCE:

Members Present:

Cate Magennis Wyatt, Chair

Sean Kumar, Vice Chair

Paul Baldino

James Bonfils

Michael Nardolilli

Paul Ferguson, exited the meeting at 8:30

Patricia Harrison

Stella Koch

Mark Chandler

Scott Price, arrived at 8:57

Staff Present:

Paul Gilbert, Executive Director

Kelly Gilfillen, Director of Marketing & Communications

Chris Pauley, Director of Park Operations

Lauren Weaver, Director of Finance

Brian Nolan, Director of Planning & Development

Kim McCleskey, Budget Administrator

Mark Whaley, Park Operations Superintendent

Blythe Russian, Park Operations Superintendent

Danielle Endler, Human Resources Administrator

Mike DePue, Planning & Grants Administrator

John Bell, Senior Planner

Ahn Phan, Community Engagement Manager

Kiley Christian, Planning & Development Assistant

Rodney Thomas, Project Manager

Adam Melton, Information Technology Administrator

Guests:

Michael Lupton, Partner, Robinson, Farmer Cox Associates

CALL TO ORDER:

The Chair called the meeting to order at 7:31 p.m.

APPROVAL OF MINUTES:

Minutes from the November 15th Board Meeting

Motion made by Mr. Bonfils, seconded by Ms. Koch to approve the November Board Minutes.

Unanimously approved.

BOARD OF DIRECTORS ELECTIONS:

Mr. Ferguson, Chair of the Elections Committee, continued in his role of contacting Board Members to discuss the interest of Officer positions. Mr. Ferguson spoke about the elections and the terms being 3 years in length. He reported that Mr. Sean Kumar of the City of Alexandria expressed an interest in serving as Chair of the Board of Directors; Mr. Paul Baldino of the City of Falls Church expressed an interest in serving as Vice Chair, Mr. Jim Bonfils of Loudoun County expressed an interest in serving as Treasurer; and Ms. Pat Harrison of Fairfax County expressed an interest in serving as the At-Large Member position. Mr. Mark Chandler of Fairfax City also expressed his interest at the meeting to be considered for both, the Treasurer, and the At-Large Member positions.

After a brief synopsis of each interested Board Members' qualifications, the Board agreed to take a vote by ballot. Ms. Danielle Endler, HR Administrator for NOVA Parks handed out and collected the ballots, and results, were given to Mr. Ferguson. The Board ballots were tallied and read by Mr. Ferguson, Ms. Pat Harrison will be serving as At-Large Member, Mr. Jim Bonfils will be serving as Treasurer, along with Mr. Sean Kumar as Chair and Mr. Paul Baldino as Vice Chair.

Motion made by Mr. Ferguson, seconded by Ms. Koch to appointment the Executive Committee.

Unanimously approved.

Ms. Magennis Wyatt turned the meeting over to Mr. Kumar.

EXECUTIVE DIRECTOR'S REPORT, PAUL GILBERT, EXECUTIVE DIRECTOR:

Mr. Gilbert thanked the outgoing chair, Ms. Magennis Wyatt for her outstanding work and service to NOVA Parks during the last 3 years as Chair of the of the Board of Directors. He presented Ms. Magennis Wyatt with plaque for her excellent service and thanked her on behalf of all the organization.

Mr. Gilbert also discussed the latest updates on Cattail Regional Park and the media coverage, and the extensive amount that it has been reported on. Mr. Gilbert also announced that Mr. Chris Pauley has spoken with a contractor, and a trail is in the works in the future at Cattail Regional Park.

Mr. Gilbert discussed the 50th anniversary of the W&OD and the theme of yesterday, today, and tomorrow. He discussed doing a ribbon cutting ceremony when The Weile Bridge opens in September. Mr. Gilbert also spoke about Earth Day plans and discussed how the W&OD Trails are not yet complete and concluded with exciting plans regarding the W&OD Dual Trails.

PRESENTATION OF AUDIT, MICHAEL LUPTON, PARTNER, ROBINSON, FARMER COX ASSOCIATES:

Michael Lupton, Partner with Robinson, Farmer, Cox Associates gave an analysis of the FY23 Audit. Mr. Lupton issued an audit opinion that the ACFR Report for FY23 was an unmodified, and clean. Mr. Lupton also reported that NOVA Parks, and Ms. Weaver and her team also received an award, again for Certificate of Achievement for reporting for FY2023.

Motion made by Mr. Baldino, seconded by Mr. Bonfils to accept the Auditor's report as presented.

Unanimously approved.

LIGHT SHOW REPORTS, SUPERINTENDENTS, MARK WHALEY & BLYTHE RUSSIAN:

Mr. Mark Whaley, Superintendent, present a report on Bull Run Festival of Lights for the 2023-2024 light show season. He reported that Bull Run Festival of Lights had 61,629 vehicles this season. Mr. Whaley also reported on the carnival, merchandise, concessions and how the staff has worked diligently to improve entry times for a more pleasurable experience, with the timed ticketed entry system. Mr. Whaley also discussed the new light displays this year and upcoming ideas with the light show to make it an even bigger success!

Ms. Blythe Russian, Superintendent presented reports on the 2023-2024 Meadowlark Botanical Gardens Winter Walk of Lights and the Ice and Lights at Cameron Run Regional Park. As of early January, the Meadowlark Botanical Gardens Winter Walk of Lights show had 92,657 visitors and still was open to the public. Ms. Russian discussed the new light show additions, the food truck, concessions, and merchandise. Ms. Russian also discussed new and upcoming ideas to make the light show and even greater success.

Ms. Blythe Russian reported that Ice and Lights at Cameron Run Regional Park had many new and exciting light displays this year, to include many great photo ops for selfies. Ms. Russian stated that Ice and Lights at Cameron Run had a total of 26,669 visitors as of early January but was also still open and due to the very mild winter climate the ice rink experienced a delayed opening this year and would stay open weekends in January and February for skating. Ms. Russian also spoke about the concession and merchandise available for an even more pleasurable experience at Ice and Lights at Cameron Run Regional Park.

NOVA PARKS IT SECURITY, ADAM MELTON, IT ADMINISTRATOR:

Mr. Melton presented an extensive report on NOVA Parks current IT Cyber Security programs and employee regular mandatory training.

Motion made by Ms. Harrison, seconded by Ms. Magennis Wyatt for an external review of IT security measures, by an outside IT company every two years.

Unanimously approved.

ADMINISTRATIVE ITEMS:

- A. Award of Contract - Cart Path Renovations at Brambleton and Pohick Bay Golf Courses
- B. Award of Contract - Meadowlark Botanical Gardens Light Show Building
- C. Award of Contract - Cameron Run Wave Pool Renovations
- D. Approval of Operating Budget for Cattail Regional Park
- E. Treasurer's Report

Motion made by Mr. Nardolilli, seconded by Mr. Baldino to approve the Administrative Items.

Unanimously approved.

CLOSED SESSION:

Motion made by Mr. Nardolilli, seconded by Mr. Douglas to go into closed session to discuss contract negotiations and personnel under Code of Virginia, Section § 2.2-3711.

Moved into closed session at 9:16 p.m.

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

Roll Call Vote: All responded in the affirmative. The certification was UNANIMOUSLY APPROVED by roll call vote.

Motion made by Mr. Bonfils, seconded by Mr. Nardolilli, to move out of closed session and re-convene in open session at 9:40 p.m.

Unanimously approved.

OPEN SESSION:

Motion made by Ms. Magennis Wyatt, seconded by Mr. Bonfils, with Mr. Price abstaining, to transfer the initial payment from Metroduct to the NOVA Parks Capital Fund at the Community Foundation for Northern Virginia.

Motion approved.

Motion made by Mr. Chandler, seconded by Ms. Koch, with Mr. Price abstaining, to authorize staff with to execute a license with Milestone Towers pending County approval of a cell tower at Bull Run Marina.

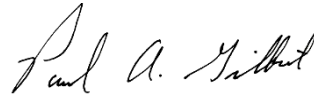
Motion approved.

ADJOURNMENT:

A motion was made by Mr. Bonfils, seconded by Ms. Harrison, to adjourn the meeting.

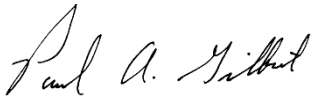
VOTE: UNANIMOUSLY APPROVED. The meeting was adjourned at 10:06 p.m.

Respectfully submitted,



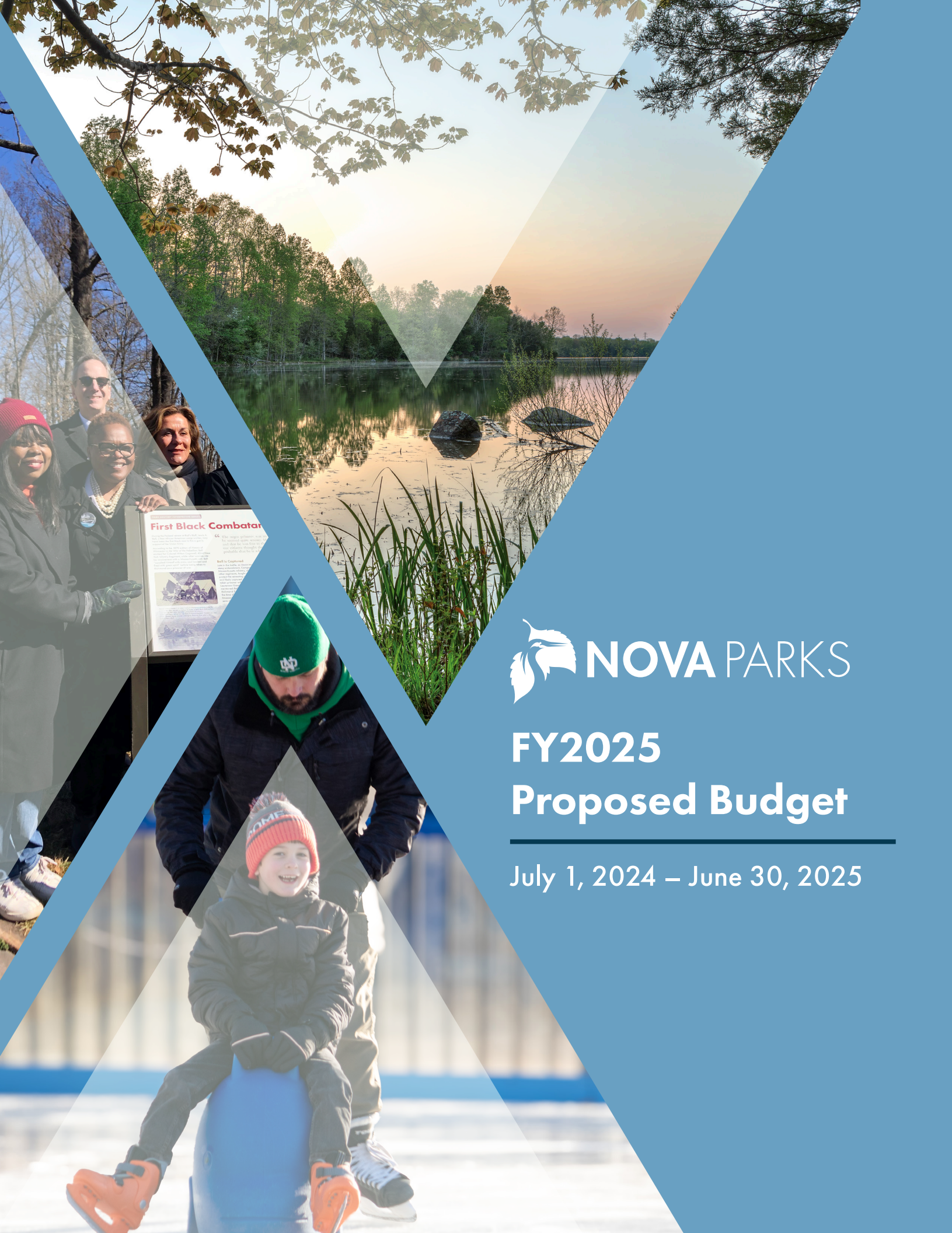
Paul A. Gilbert, Secretary

Approved by the NOVA Parks Board
on March 21st, 2024.



Paul A. Gilbert, Secretary

Sean Kumar, Chair



NOVA PARKS

FY2025

Proposed Budget

July 1, 2024 – June 30, 2025

NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

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

WWW.NOVAPARKS.COM



BOARD MEMBERS

Sean Kumar, City of Alexandria, NOVA Parks Chair of the Board
Paul Baldino, City of Falls Church, NOVA Parks Vice Chair
James Bonfils, Loudoun County, NOVA Parks Treasurer
Patricia Harrison, Fairfax County, NOVA Parks At-Large Member

Scott Price, City of Alexandria
Paul Ferguson, Arlington County
Michael Nardolilli, Arlington County
Mark Chandler, City of Fairfax
Douglas Stewart, City of Fairfax
Stella Koch, Fairfax County
Dave Gustafson, City of Falls Church
Cate Magennis Wyatt, Loudoun County

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
Award*

PRESENTED TO

**Northern Virginia Regional Park Authority
Virginia**

For the Fiscal Year Beginning

July 1, 2023

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Northern Virginia Regional Park Authority, Virginia for its annual budget for the fiscal year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award.

NOVA PARKS

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY FY 2025 PROPOSED BUDGET

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NOVA P A R K S

Northern Virginia Regional Park Authority

5400 Ox Road, Fairfax Station, VA 22039 | 703-352-5900 | Fax: 703-273-0905 | www.novaparks.com

Fiscal Year 2025 Budget Message

July 1, 2024 - June 30, 2025

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

Expenses:

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

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

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

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

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

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

Revenues:

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

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

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

Conclusion:

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

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

Sincerely,



Paul Gilbert

Executive Director



2023-2027 STRATEGIC PLAN

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

INTRODUCTION

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

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

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

A Unique Team and Culture

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

PLAN HIGHLIGHTS

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





NOVA Parks Vision 2027

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

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

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

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

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

GOALS AND OBJECTIVES

Function of Goals and Objectives

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

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

FINAL 2023–2027 STRATEGIC PLAN

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

Goals:

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

Objectives:

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

Goals and Objectives for NOVA Parks

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

Strategic Pillar 1: Environment

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

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

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

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

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





Goal 1.2 – Expand the park system with new lands.

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

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

Goal 1.3 – Protect areas with rare or endangered species.

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

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

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

Goal 1.4 – Expand leadership role in natural resource banking.

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

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

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

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

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

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

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

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

Goal 1.6 – Build and retrofit innovative, green buildings.

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

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

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

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

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

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

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

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

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

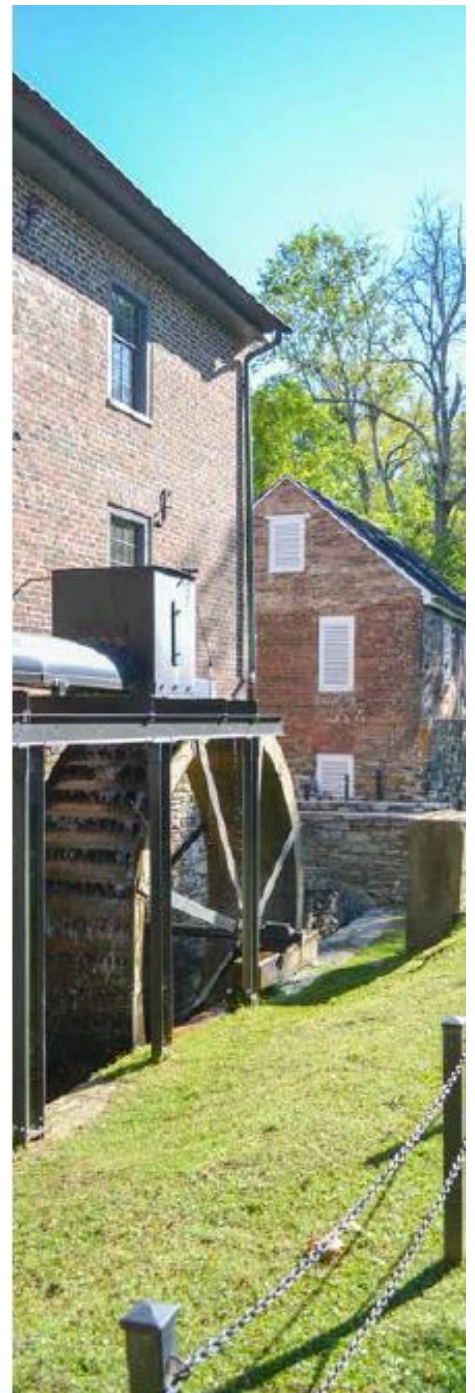
Objective 1.8.2 – Expand program offerings through the Roving Naturalist to engage the next generation of conservationists by 2024.

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

Strategic Pillar 2: Belonging

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

Objective 2.7.2 – Provide Spanish website translation by 2025.





Strategic Pillar 3: Our Team

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

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

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

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

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

Objective 3.1.4 – Create Customer Service Training 2.0 by 2024.

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

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

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

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

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

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

FINAL 2023-2027 STRATEGIC PLAN

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

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

Goal 3.3 – Build a sustainable and engaging organizational culture.

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

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

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

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

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

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

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

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

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



FINAL 2023-2027 STRATEGIC PLAN



Strategic Pillar 4: Building the Future

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

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

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

Objective 4.1.1 – Develop financing plans for Strategic Initiative Projects

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

FINAL 2023-2027 STRATEGIC PLAN

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

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

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

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

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

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

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

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

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

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

Objective 4.3.6 – Improve Campground WiFi by 2024.

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

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

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

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

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

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

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

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

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





Strategic Pillar 5: Revenue & Efficiency

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

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

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

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

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

Objective 5.1.4 – Create destination camping facilities by 2026.

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

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

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

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

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

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

FINAL 2023-2027 STRATEGIC PLAN

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

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

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

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

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

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

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

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



FINAL 2023-2027 STRATEGIC PLAN

Strategic Plan Linkage to the FY 2025 Budget

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

STRATEGIC PILLARS



ENVIRONMENT



BELONGING



OUR TEAM



BUILDING THE FUTURE



REVENUE & EFFICIENCY

BUDGET-IN-BRIEF

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

FY 2025 PROPOSED BUDGET - SUMMARY				
		FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED
General Fund Revenue	\$	4,063,263	\$ 4,400,038	\$ 4,488,492
Enterprise Fund Revenue	\$	32,797,115	\$ 30,836,709	\$ 33,191,986
TOTAL REVENUE	\$	36,860,378	\$ 35,236,747	\$ 37,680,478
Enterprise Fund - Transfers In	\$	449,076	\$ 539,083	\$ 604,256
General Fund - Transfers In	\$	747,610	\$ 988,589	\$ 1,267,263
TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE	\$	38,057,062	\$ 36,764,419	\$ 39,551,997
General Fund Expenditures	\$	4,791,878	\$ 5,388,627	\$ 5,755,755
Enterprise Fund Expenses	\$	29,260,209	\$ 31,350,792	\$ 33,771,242
TOTAL EXPENDITURES/EXPENSES	\$	34,052,087	\$ 36,739,419	\$ 39,526,997
Transfers Out	\$	(96,301)	\$ —	\$ —
Adjustments/Reserve Activity	\$	(1,035,624)	\$ 25,000	\$ 25,000
TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE	\$	32,920,162	\$ 36,764,419	\$ 39,551,997
OPERATING INCOME	\$	5,136,900	\$ —	\$ —

GENERAL FUND

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

REVENUES

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

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

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

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

EXPENDITURES

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

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

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

ENTERPRISE FUND

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

REVENUES

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

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

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

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

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

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

- A retirement rate contribution of 22.3% of employee salaries is included in the budget based on actuarial guidance. This is an increase from the current rate of 21%. The rate increase has an impact of \$113,427 in this fund.
- Part-time rate increases
 - Current part-time rates are at a minimum of \$13 an hour, which is \$1 an hour higher than the current \$12 Virginia minimum wage that took effect in January 2023. The FY 25 budget proposes the following:
 - Part time rate adjustments to bring all part time to at least \$13.50 an hour for the start of FY 25 and the ending months of FY 24. This rate is \$1.50 an hour higher than the current Virginia minimum.
 - Additional funding (\$151,737) in the Compensation Initiatives account to increase the minimum part-time rate to \$14.50 in January 2025, if the \$13.50 an hour minimum wage legislation slated for January 2025 is not vetoed or amended by the Governor during the current legislative session. This would keep the NOVA Parks minimum wage \$1 above the state minimum.
 - If this legislation becomes law, the minimum wage would increase to \$15 an hour on January 2026. This will have substantial impacts on future budgets.
- There are no new full-time positions proposed in the Enterprise Fund for FY 2025
 - While there are no new full-time positions, the part-time component has increased by \$477,681 or 8%.
 - This increase is a combination of part-time rate adjustments and additional part-time hours throughout the parks.
- Operating costs are budgeted to increase by 6.2% or \$271,405 compared to the FY 2024 Budget.
 - Most of the changes are due to costs associated with variations in park usage and programming such as credit card charges, point-of-sale technology fees, contract employment and production costs.
 - The Swimming Pool Safety Program account was increased from \$30,000 to \$60,000 to reflect the true cost of this important initiative.
 - A Compensation Funding Initiatives account is included in the budget in order to help fund potential minimum wage increases
 - There is a \$50,000 Contingency in the Enterprise Fund for FY 2025, in addition to a \$100,000 Contingency in the General Fund.
 - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$45,000.
- Maintenance costs are budgeted to increase by 13.1% or \$443,522 in the Enterprise Fund. With a combination of inflationary increases and additional maintenance needs, each cost center was evaluated and increases were allocated based on each facility type and specific park needs.
- Insurance is budgeted to increase slightly by \$7,348 or 3.3%. This is due to a combination of an increase in Liquor Liability and vehicle Insurance and a decrease in Workers Compensation insurance cost.
- Retail operations expense is budgeted to increase by 6.8%, which is related to the increased level of retail revenue.
- Utilities are budgeted to increase 5%, with most of the increase in electricity, natural gas and internet/cable.

- Debt Payments (principal and interest) are included in the Enterprise Fund budget for the following:
 - \$814,640 for the Jean R. Packard Center at Occoquan
 - \$225,653 for Upton Hill and Climb UPTon
 - \$121,083 for Pohick Bay Property
- In addition to the expenses listed above, the Enterprise Fund includes a budgeted transfer of \$25,000 to Board Authorized Reserves for FY 2025.

RESERVES

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

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

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

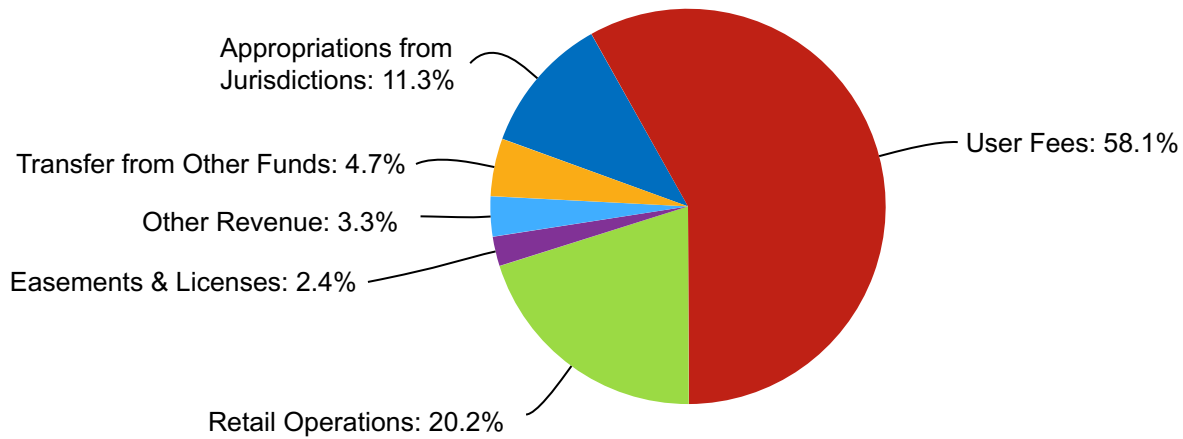
In addition to the above reserves, the FY 2025 Budget includes a total of \$150,000 in contingency funding which is budgeted with \$100,000 in the General Fund and \$50,000 in the Enterprise Fund. This serves as an additional buffer in challenging times due to weather or other unforeseen events.

CAPITAL ENDOWMENT

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

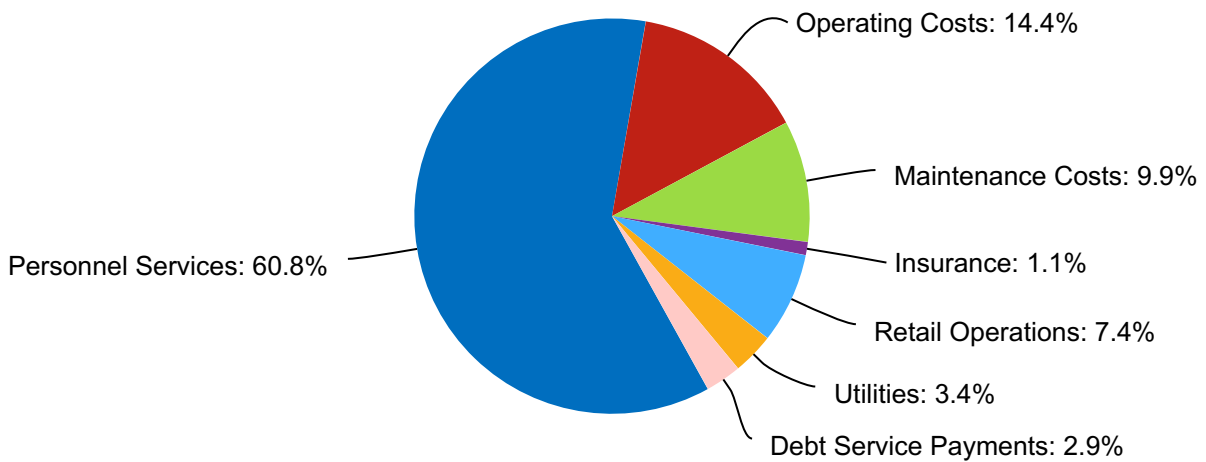
Where the money comes from...

**FY 2025
Operating Budget
(General & Enterprise Funds)
Revenues by Category**

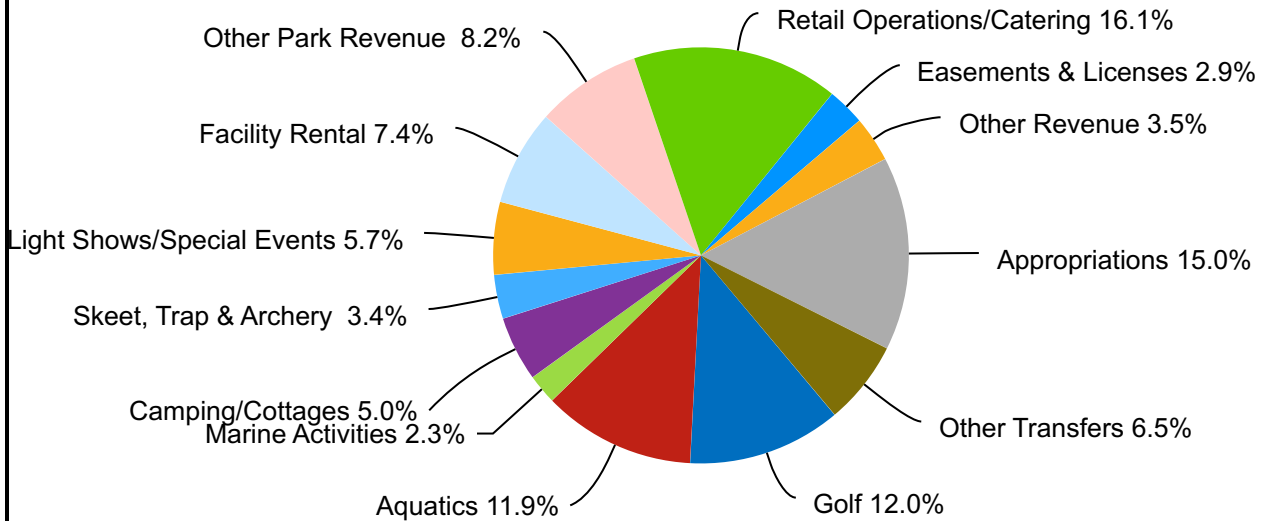


Where the money goes...

**FY 2025
Operating Budget
(General & Enterprise Funds)
Expenses By Category**



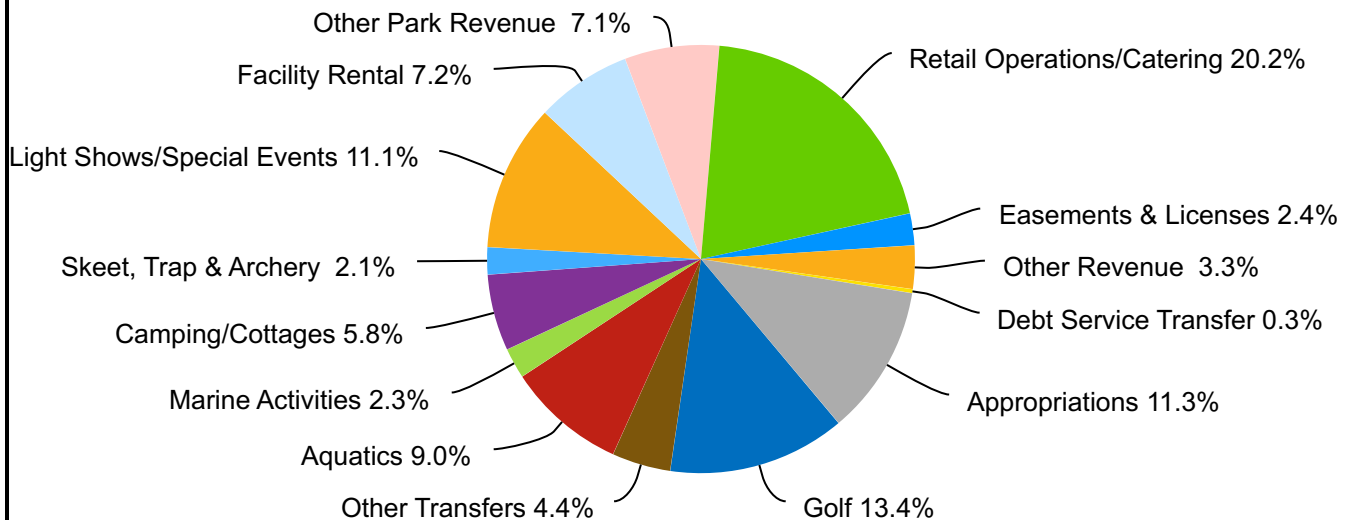
**FY 2015
Actual
Revenue by Source**



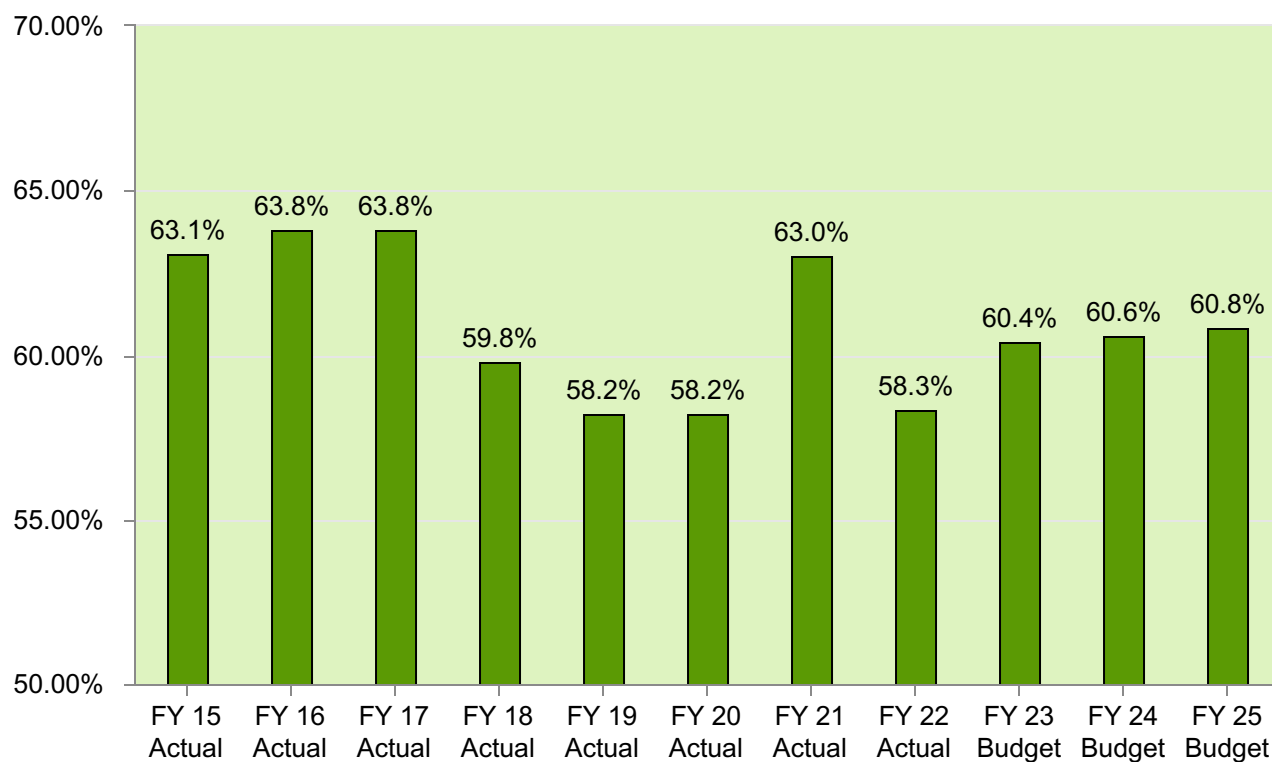
CHANGING TRENDS IN REVENUE SOURCES...

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

**FY 2025
Budget
Revenue by Source**

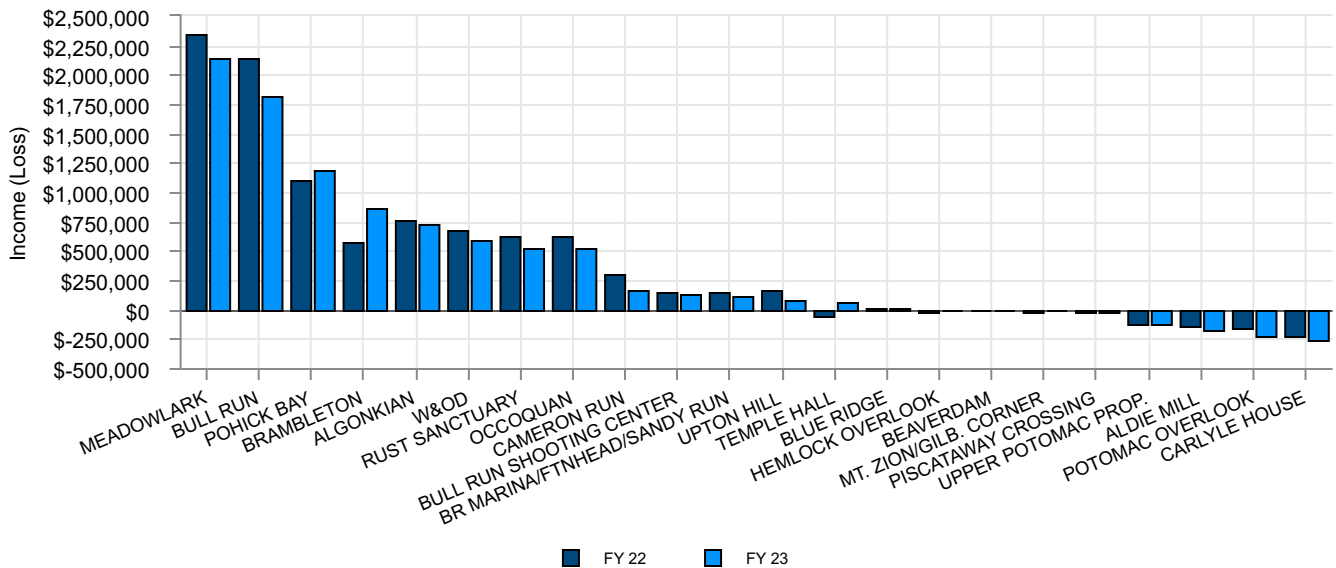


**Salaries & Benefits as a Percent
of Total Operating Costs**



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

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



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

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

FY 2025 COMBINED FUND SUMMARY

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

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$ 4,372,361	\$ 19,663,633	\$ 24,035,994
Operating Costs	1,026,525	4,672,548	5,699,073
Maintenance Costs	99,000	3,825,700	3,924,700
Insurance	193,548	231,702	425,250
Retail Operations	0	2,933,683	2,933,683
Utilities	64,322	1,282,600	1,346,922
Debt Service Payments	0	1,161,376	1,161,376
Contribution to Board Authorized Reserves	0	25,000	25,000
TOTAL EXPENSES AND OTHER USES	\$ 5,755,755	\$ 33,796,242	\$ 39,551,997

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Appropriations from Jurisdictions	\$ 3,893,471	\$ 4,090,455	\$ 4,391,038	\$ 2,211,521	\$ 4,479,492
User Fees	21,381,232	21,942,700	21,273,362	14,209,420	22,963,084
Retail Operations	7,307,473	8,280,346	7,334,035	5,324,483	7,988,610
Easements and Licenses	938,404	916,876	961,289	961,289	953,414
Other Revenue*	2,330,008	1,630,002	1,277,023	647,848	1,295,878
TOTAL REVENUE	\$35,850,587	\$ 36,860,378	\$ 35,236,746	\$23,354,561	\$37,680,478
Transfers In	1,464,627	747,690	991,589	691,298	1,270,263
Transfer from Restricted License Fee Fund	327,912	327,912	415,000	207,500	480,173
Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
TOTAL TRANSFERS IN	\$ 1,792,539	\$ 1,196,685	\$ 1,527,672	\$ 898,798	\$ 1,871,519
TOTAL RESOURCES	\$37,643,127	\$ 38,057,062	\$ 36,764,418	\$24,253,359	\$39,551,997

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

COMBINED OPERATING FUND EXPENSES AND OTHER USES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Personnel Services	\$17,668,626	\$ 20,293,278	\$22,273,265	\$12,091,213	\$24,035,993
Operating Costs	4,869,342	5,181,781	5,409,917	3,022,612	5,699,073
Maintenance Costs	3,218,704	3,553,429	3,481,578	1,978,020	3,924,700
Insurance	308,571	328,522	381,747	358,554	425,250
Retail Operations	2,651,036	2,923,632	2,747,148	1,769,951	2,933,683
Utilities	1,080,730	1,236,948	1,285,556	640,929	1,346,922
Debt Service	526,199	534,497	1,160,208	248,264	1,161,376
TOTAL EXPENSES	\$30,323,208	\$ 34,052,087	\$ 36,739,418	\$20,109,543	\$39,526,997
Transfer to General Fund - Central Maintenance	720,000	0	0	0	0
Transfer to Balance General Fund	(50,175)	(96,301)	0	0	0
TOTAL TRANSFERS OUT	\$ 669,825	\$ (96,301)	\$ 0	\$ 0	\$ 0
TOTAL EXPENSE AND OTHER USES	\$30,993,033	\$ 33,955,786	\$ 36,739,418	\$20,109,543	\$39,526,997
Donation Adjustment/Reserve Activity	322,667	(1,035,624)	0	0	0
COMBINED OPERATING FUND INCOME	\$ 6,327,427	\$ 5,136,900	\$ 25,000	\$ 4,143,816	\$ 25,000
Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
Transfer to Retirement Plan	632,742	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Strategic Opportunity Fund	0	513,690	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	\$ 6,327,427	\$ 5,136,900	\$ 25,000	\$ 0	\$ 25,000
COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS	\$ 0	\$ 0	\$ 0	\$ 4,143,816	\$ 0

OVERALL REVENUE SUMMARY AND ANALYSIS

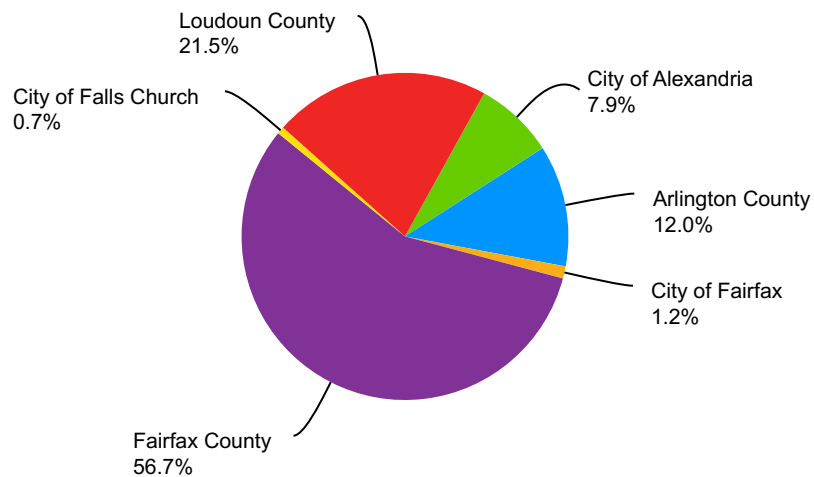
APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 11.3% of total operating revenues in the FY 2025 Budget.

The annual appropriation request from the six member jurisdictions is based on an annual per capita rate for both operating and capital appropriations. In FY 2025, the operating per capita rate is \$2.23 and the capital per capita rate is \$3.03. The appropriation level requested is a combination of the per capita rate times the population.

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

Appropriations Revenue by Jurisdiction



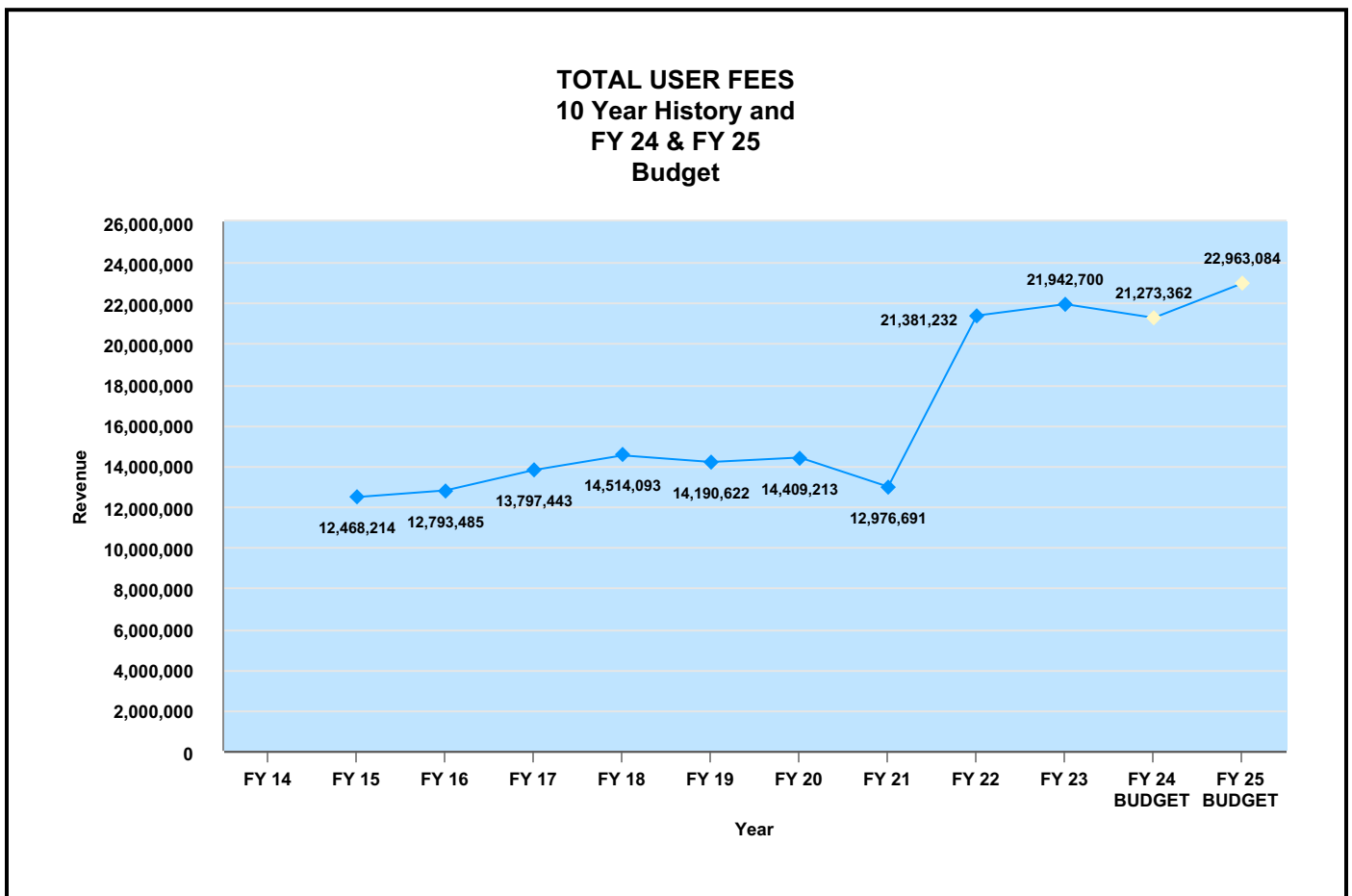
	Population*	OPERATING APPROPRIATION	
		Cost per Capita	Appropriation
City of Alexandria	158,128	\$2.23	\$ 352,625
Arlington County	241,283	\$2.23	538,061
City of Fairfax	24,003	\$2.23	53,527
Fairfax County	1,139,755	\$2.23	2,541,654
City of Falls Church	14,566	\$2.23	32,482
Loudoun County	431,006	\$2.23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

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

USER FEES

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

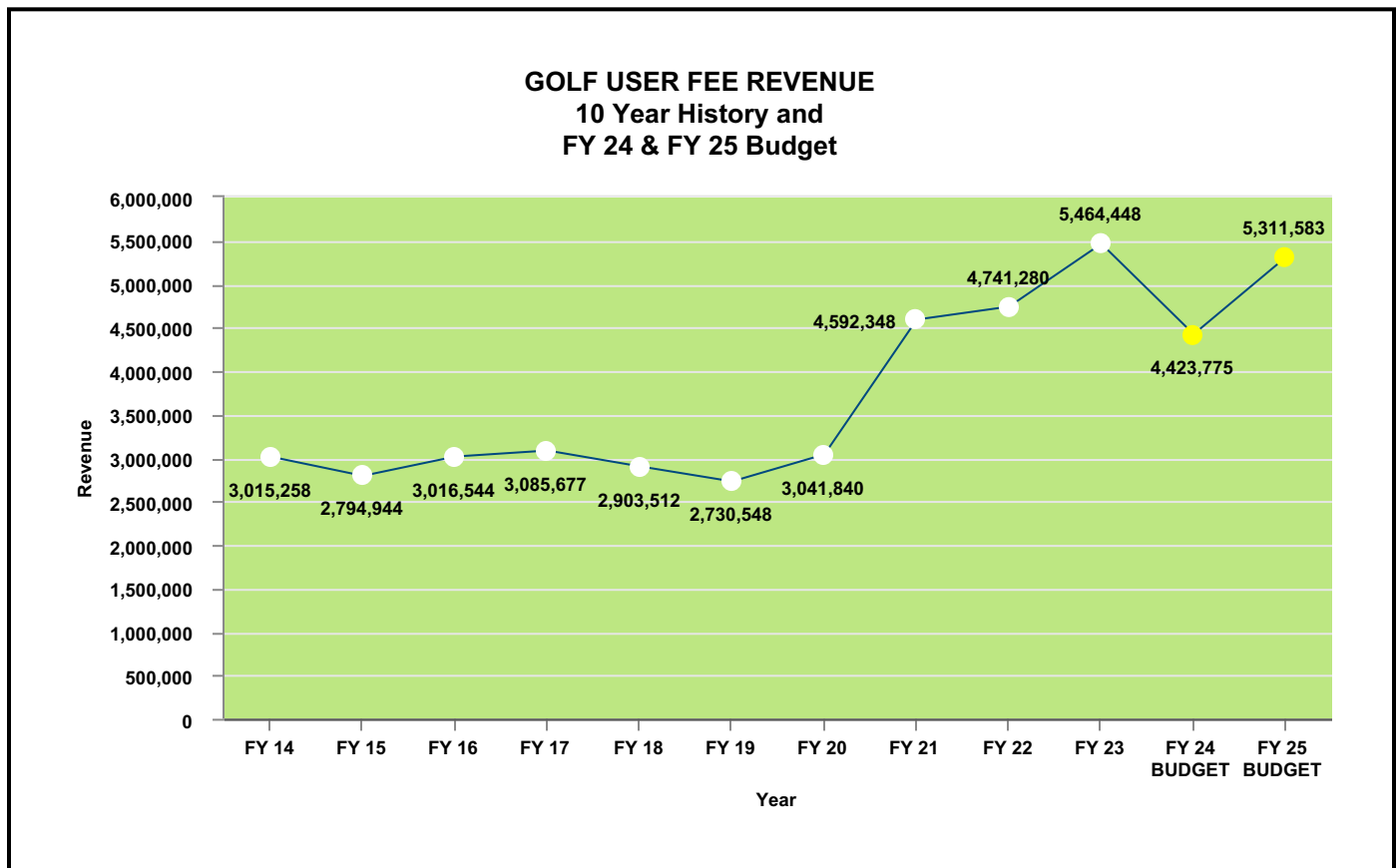
The following graph shows the total revenue for User Fees for ten years through FY 2023. It also includes budget data for FY 2024 and FY 2025. In FY 2025, User Fees are budgeted to total almost \$23 million. The current FY 2024 budget includes \$21.2 million in User Fees and based on year-to-date trends,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



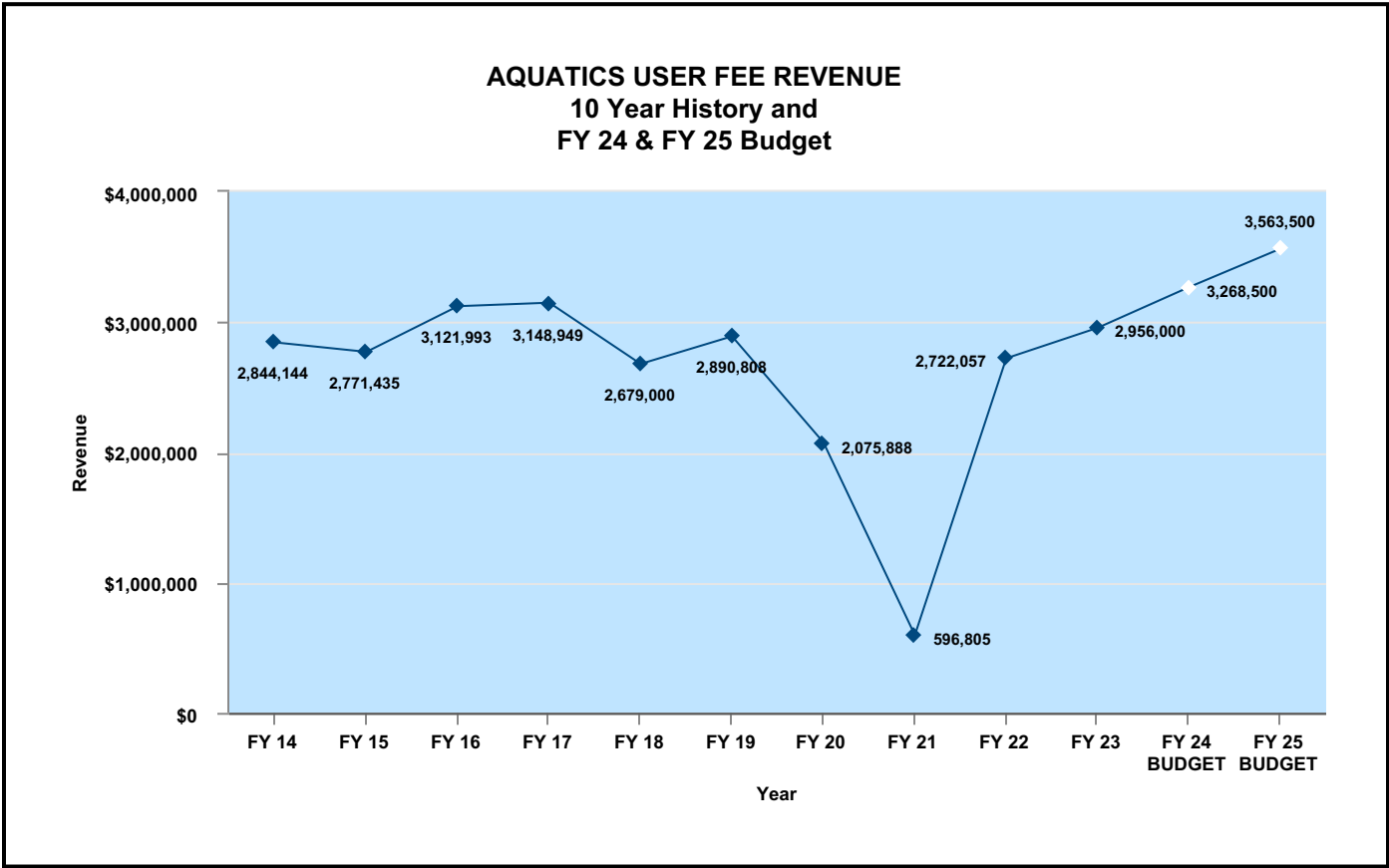
GOLF USER FEES

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

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



AQUATICS USER FEES

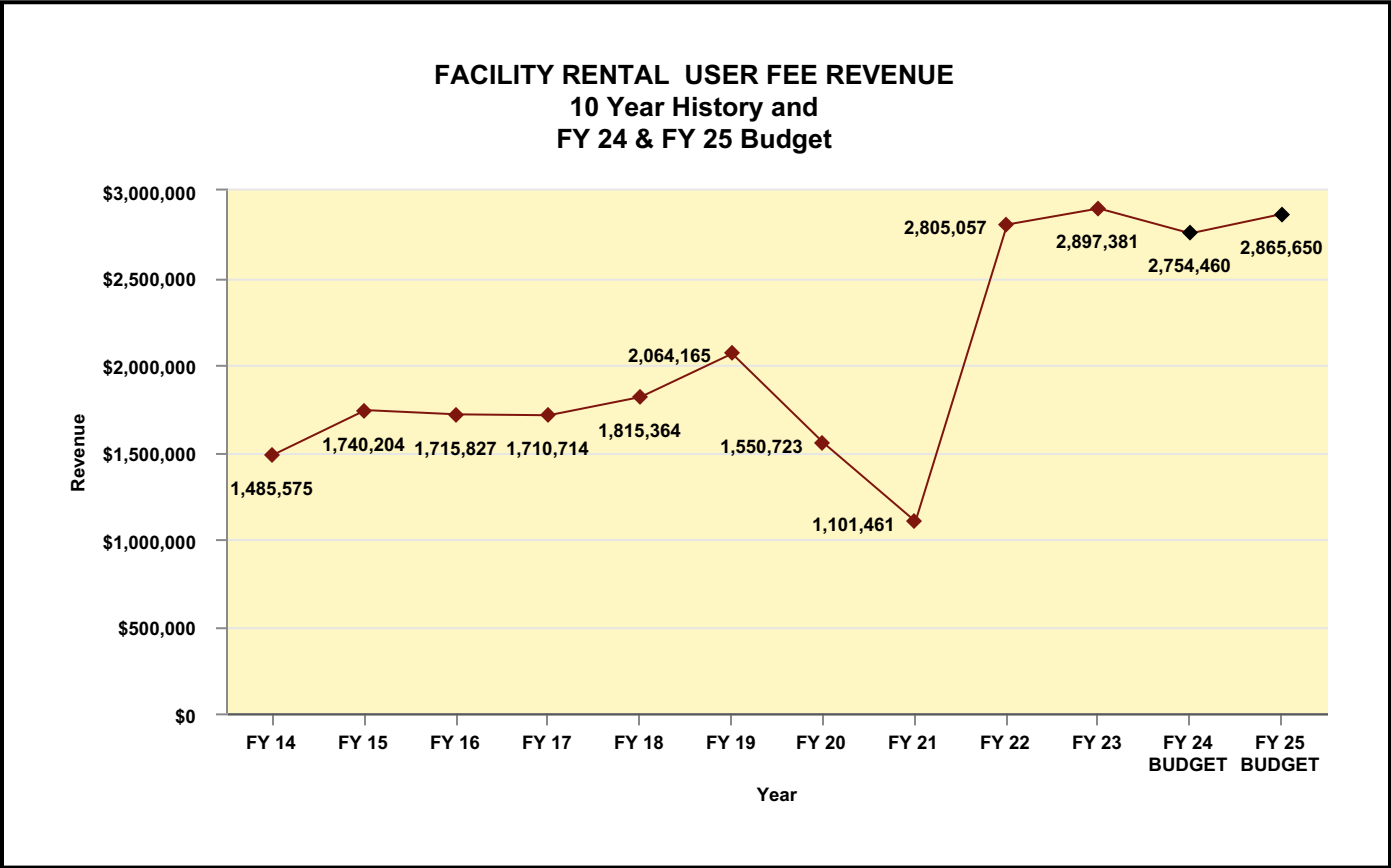


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.5% of total NOVA Parks enterprise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

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

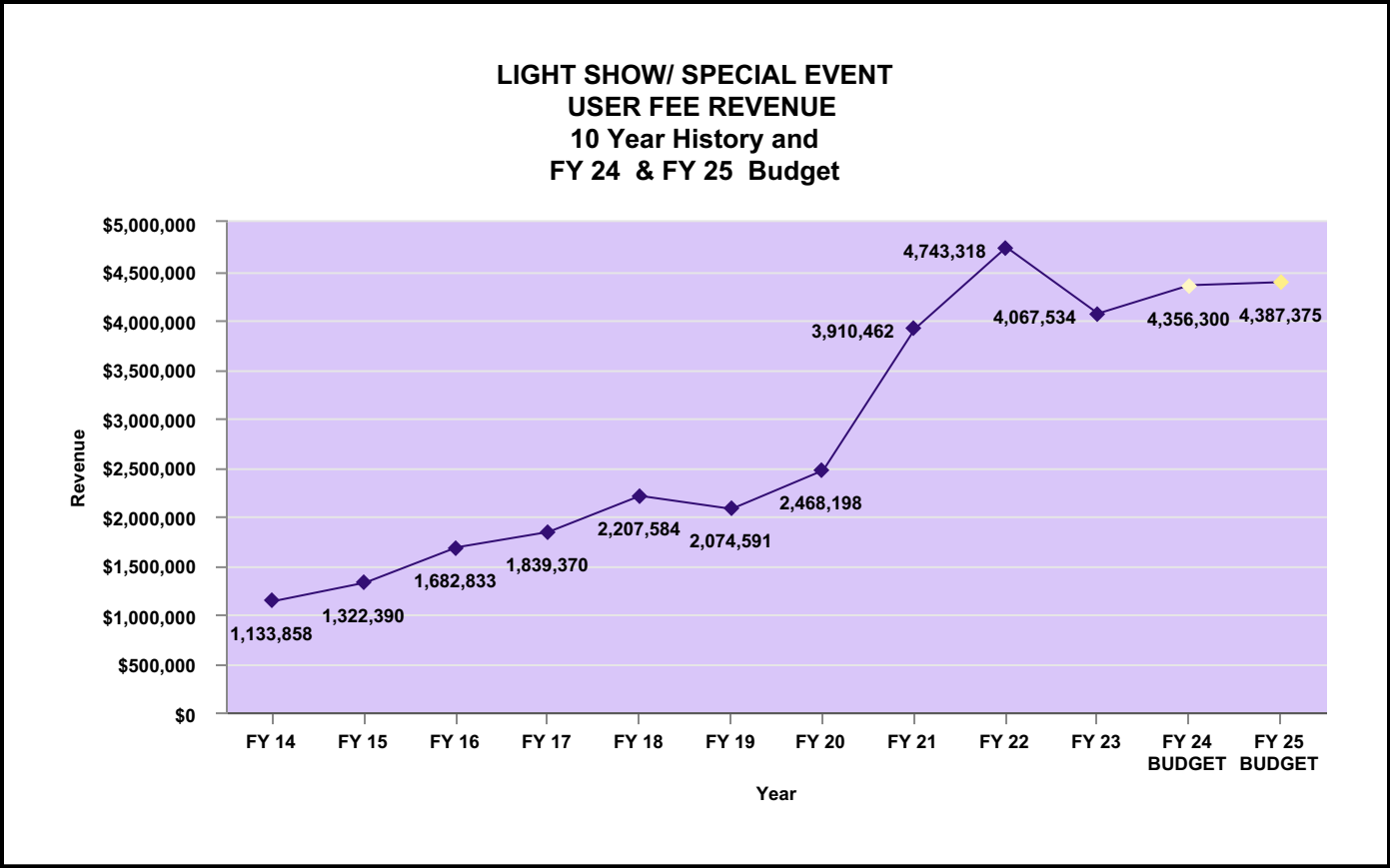
FACILITY RENTAL FEES - (event facilities and other rental sites)

Facility Rentals are the fourth largest user fee category and comprise 12.5% of user fee revenue. This category is mostly supported by the event facilities which include Meadowlark Atrium, Occoquan Riverview, Rust 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, but seem to be leveling off after the post-pandemic highs. Based on this, the FY 2025 Budget includes revenue that is consistent with the trends of the past two years.



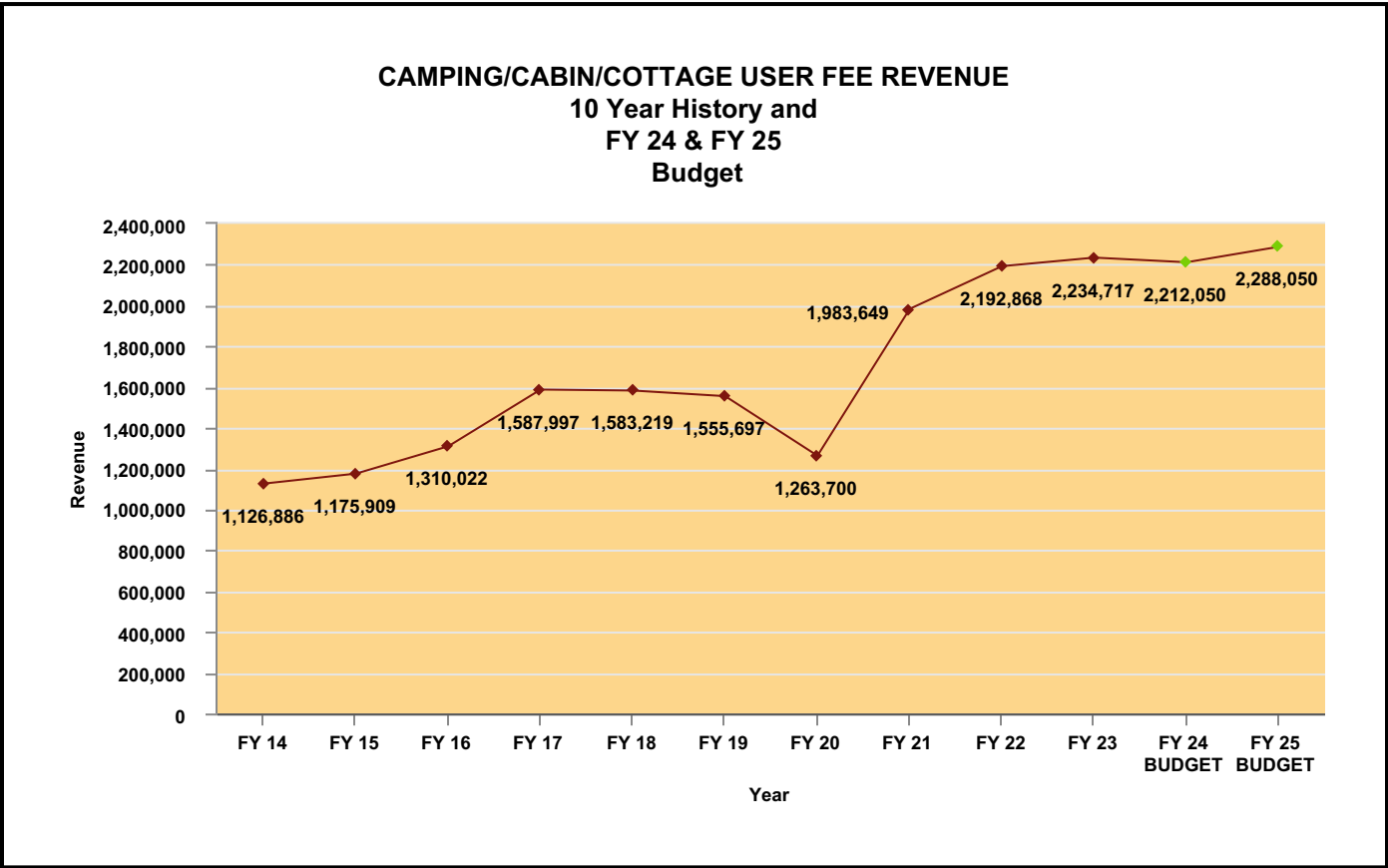
LIGHT SHOW/SPECIAL EVENT USER FEES

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



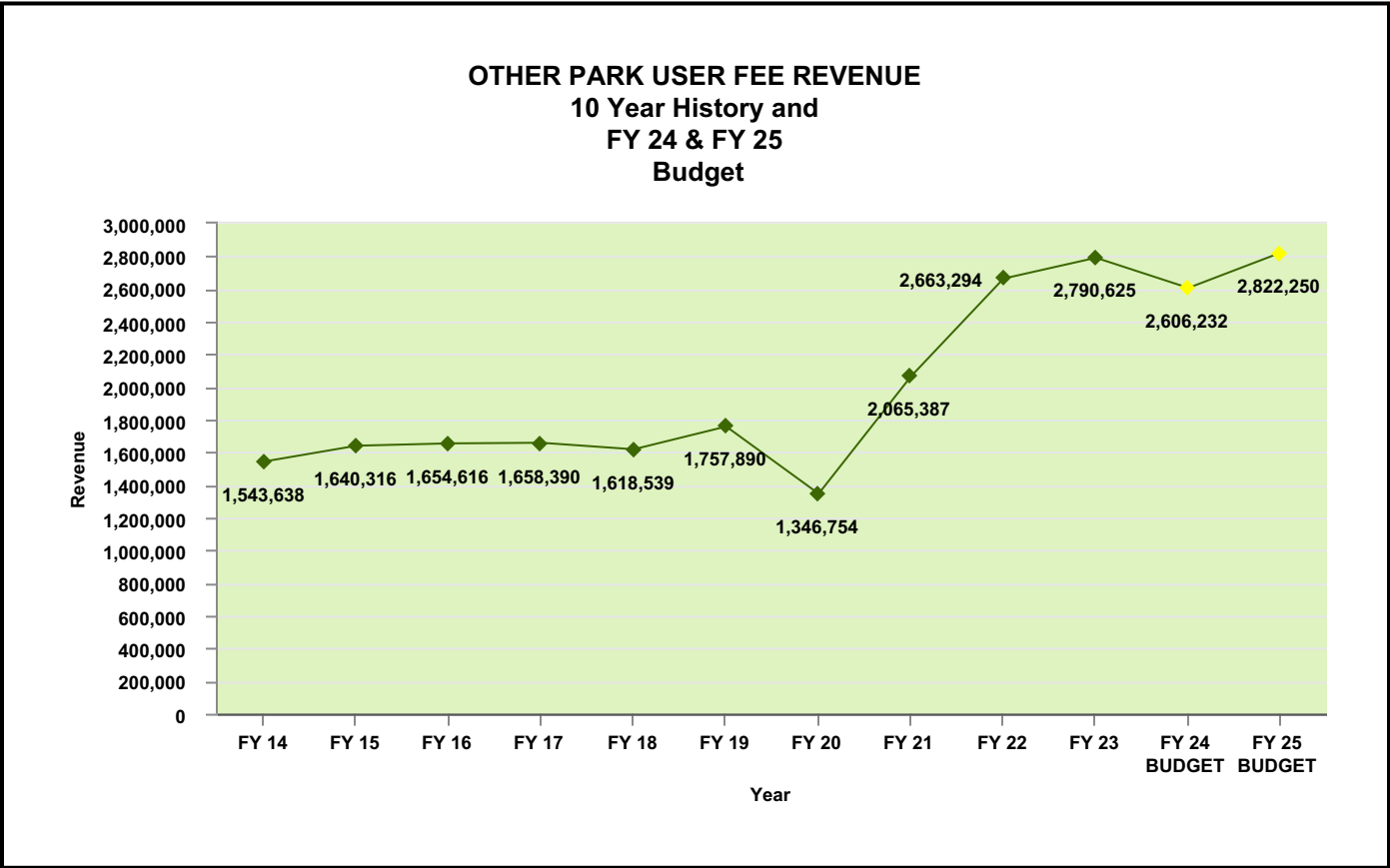
CAMPING/CABIN/COTTAGE USER FEES

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



OTHER PARK USER FEES

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



RETAIL OPERATIONS

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

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

EASEMENTS & LICENSES

This revenue category, included in the Enterprise Fund, includes the rents, easements and licenses associated with the W&OD Railroad Regional Park. The total amount budgeted for rents, easements and licenses is \$943,814 in FY 2025 which represents a slight decrease compared to the current year.

OTHER REVENUE

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

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

TRANSFERS FROM OTHER FUNDS/OPERATING TRANSFERS

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

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

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

For the Enterprise Fund, this category includes:

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

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

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

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

FUND STRUCTURE AND BUDGET PROCESS

FUND STRUCTURE

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

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

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

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

Proprietary Funds

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

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

Other Funds

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

Basis of Accounting

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

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

Basis of Budgeting

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

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

BUDGET PROCESS

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

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

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

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

Copies are available for distribution to the public at large and the budget is published on our website www.novaparks.com as well.

AMENDING THE BUDGET

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

COST CENTER/FUND MATRIX

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

BUDGET CALENDAR

FISCAL YEAR 2025 BUDGET PROCESS

July 2023	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2024 projects and any new projects to be initiated in FY 2025 through FY 2028.
August 2023	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2024-FY 2028 Five Year Capital Budget.
September 2023	Capital budget revenues finalized, projects revised for FY 2024 and determined for FY 2025-2028. Five Year Capital Budget approved by Board for FY 2024-FY 2028. Operating and Capital appropriation requests for FY 2024 are adopted by the Board.
November 2023	Operating and Capital appropriation requests for FY 2025 are sent to jurisdictions for consideration in their proposed FY 2025 Budgets. Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2025.
December 2023	Park Managers are asked to update Measurable Results based on last full fiscal year and first half of the current fiscal year. Training is provided to Parks Staff on the budget process and OpenGov to kick-off the FY 2025 revenue and expense request process. Part Time Personnel requests and justifications for FY 2025 are submitted by Park Managers to Operations Superintendents.
January 2024	Park Managers submit FY 2025 revenue and expense requests to Budget Office. Budget meetings are conducted with Budget Staff, Park Operations Senior Staff and Park Managers, to provide input on FY 2025 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2024	Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director. Park Managers are asked to update Goals and Objectives to ensure integration of the Strategic Plan and the Budget. Park Managers are asked to submit Equipment Requests for FY 2025.
March 21, 2024	Proposed FY 2025 Operating Budget finalized and presented to the Board for review.
May 16, 2024	Proposed FY 2025 Operating Budget presented to the Board for adoption.
July 1, 2024	Fiscal Year 2025 begins.

FINANCIAL GUIDELINES AND PRACTICES

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

FINANCIAL PLANNING

- A balanced budget will be adopted for each operating fund. Total anticipated revenues and other sources shall equal total estimated expenditures/expenses and other uses. Interfund transfers may be used to balance individual fund budgets.
- Performance measurement will be integrated within the annual budget process.
- As part of the strategic plan, a long-range forecasting model is to help provide an early warning system of potential difficulties or surpluses. This model will be updated annually taking into account the latest information on usage trends, weather forecasting and other external factors.
 - The forecasting model features annual forecasting capability out to FY 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 projects are capitalized at a threshold of \$10,000 and depreciated over the anticipated service life. The minimum service life of capital assets is five years, the next increment is ten years, service life then rises in ten year increments to a maximum of forty years. Capital projects which do not meet the \$10,000 threshold are expensed to uncapitalized development cost. Capital Assets must meet an initial individual cost threshold of \$5,000 and over.

INVESTMENTS

Deposits and Investments

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

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

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

INVESTMENT DIVERSIFICATION

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

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

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

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

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

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

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

Commercial Paper

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

Local Government Investment Pool

No restrictions

Open-end Investment Funds

No restrictions

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

CREDIT RISK

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

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

INTEREST RATE RISK

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

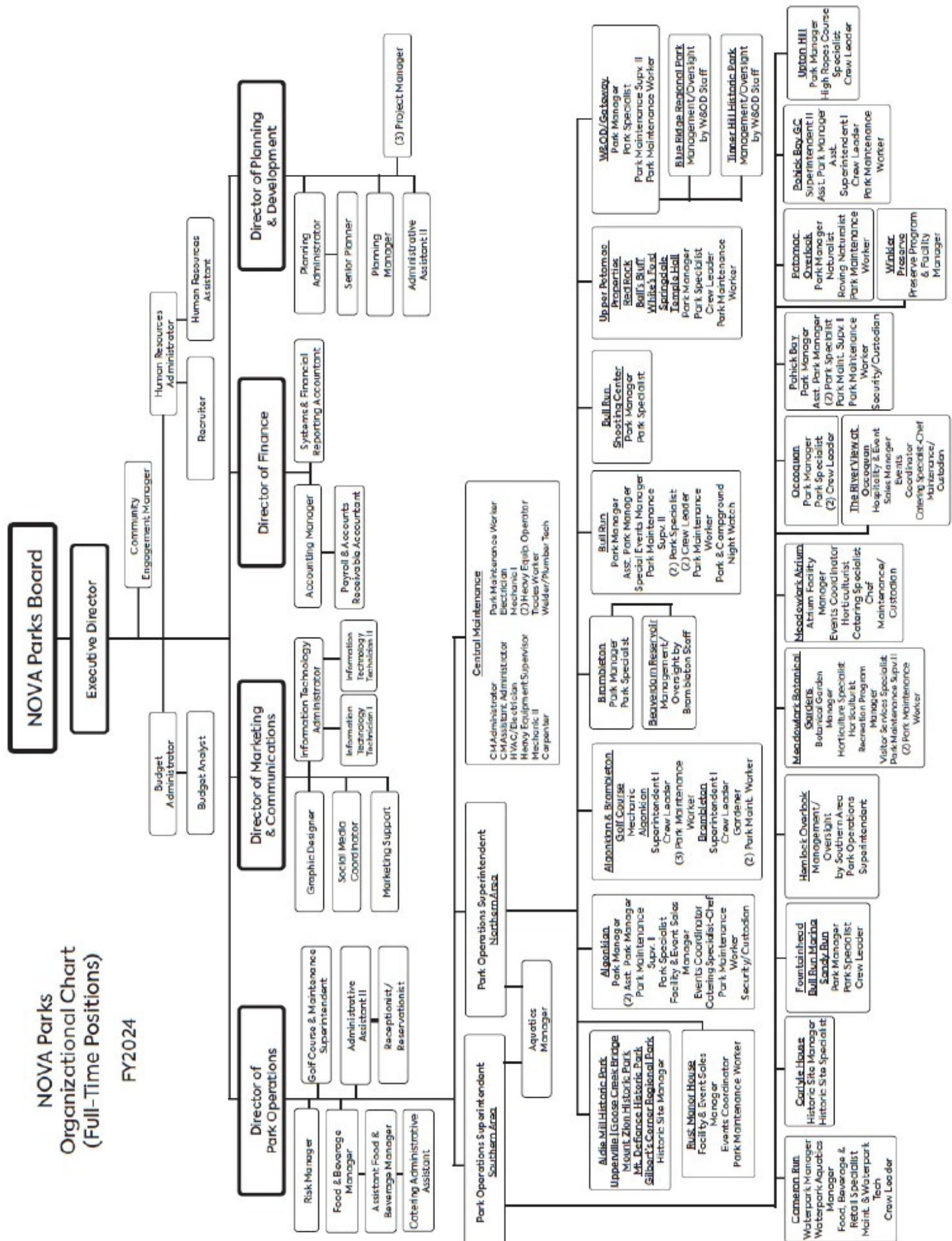
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

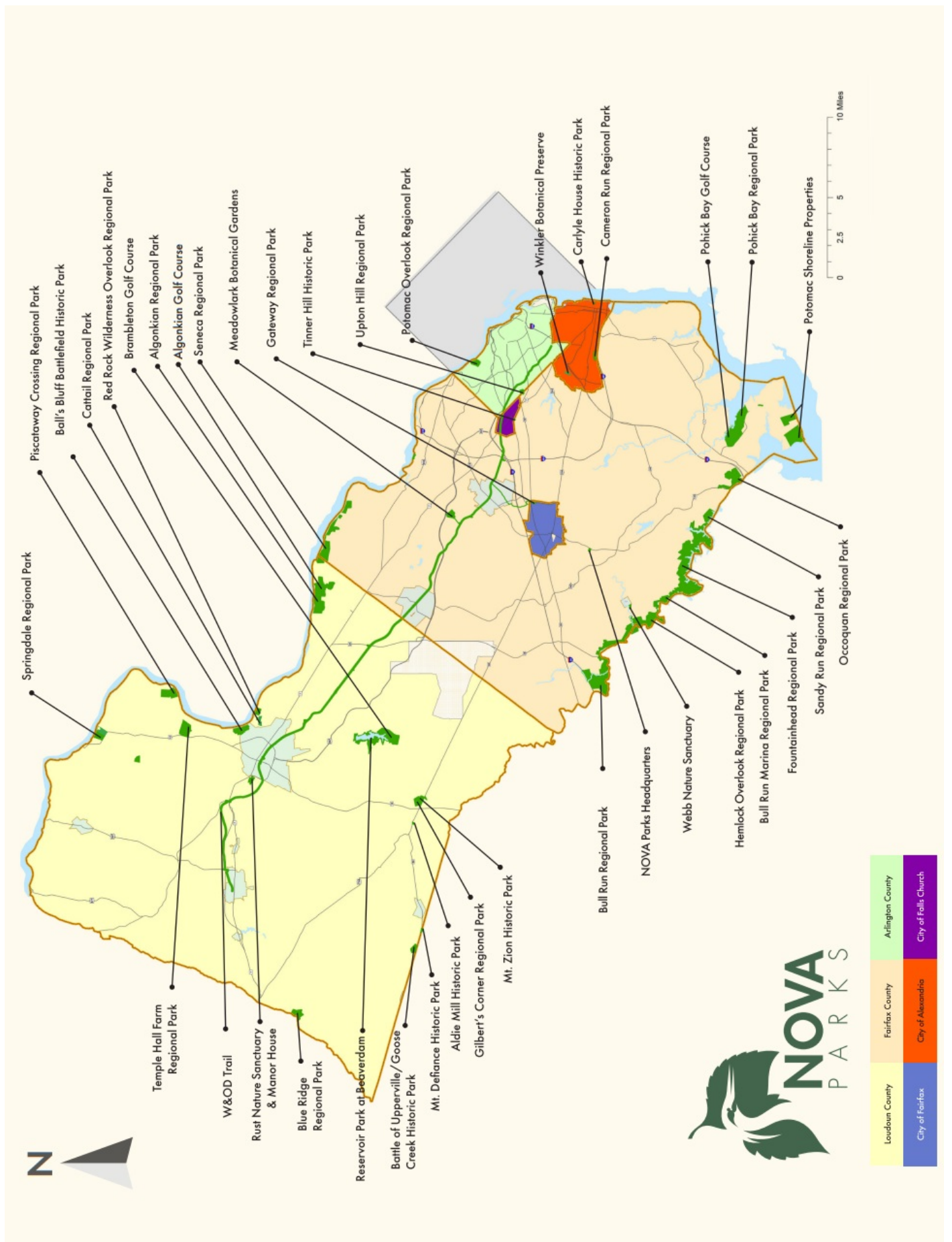
FIDUCIARY FUNDS

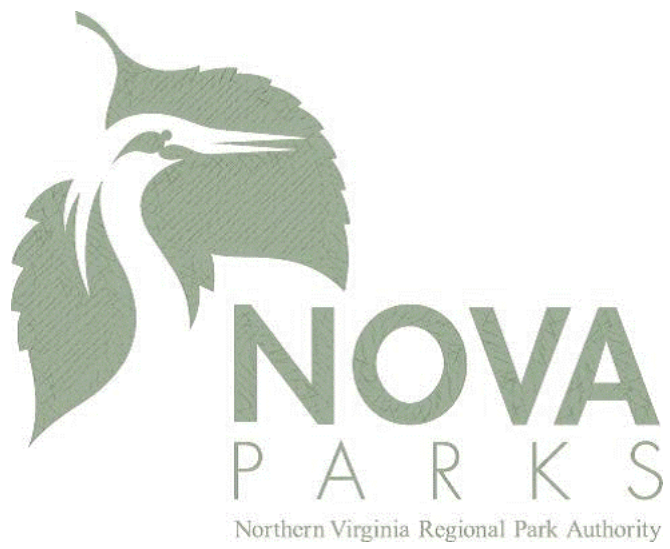
In addition, state statutes authorize the Authority to purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*

Organizational Chart (Full-Time Positions)

FY2024







GENERAL FUND SUMMARY

GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Appropriations from Jurisdictions	\$ 3,893,471	\$ 4,090,455	\$ 4,391,038	\$ 2,211,521	\$ 4,479,492
Other Revenue*	42,387	(27,192)	9,000	648	9,000
TOTAL REVENUE	\$ 3,935,858	\$ 4,063,263	\$ 4,400,038	\$ 2,212,169	\$ 4,488,492
Transfers in**	1,464,485	747,610	988,589	483,798	1,267,263
TOTAL TRANSFERS IN	1,464,485	747,610	988,589	483,798	1,267,263
TOTAL RESOURCES	5,400,343	4,810,873	5,388,627	2,695,967	5,755,755

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

**Transfers in:

- Capital Development Support : \$1,067,263- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$200,000 from the Capital Fund
- Interest Earnings on Investments: \$40,000 from the Restricted License Fee Fund
- Beginning in FY 23, there is no longer a transfer from the Enterprise Fund to the General Fund:to reimburse General Fund for a portion of Central Maintenance services . The Central Maintenance function will included as part of the Enterprise Fund.

GENERAL FUND EXPENDITURES AND OTHER USES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Personnel Services	\$ 4,338,431	\$ 3,762,335	\$ 4,059,237	\$ 2,247,583	\$ 4,372,361
Operating Costs	720,127	741,977	1,008,775	491,928	1,026,525
Maintenance Costs	148,074	87,906	99,400	56,427	99,000
Insurance	112,563	140,339	157,393	141,950	193,548
Utilities	79,910	59,321	63,822	29,461	64,322
TOTAL EXPENDITURES	\$ 5,399,106	\$ 4,791,878	\$ 5,388,627	\$ 2,967,350	\$ 5,755,755
Adjustments/Reserve Activity	1,237	18,995	0	0	0
TOTAL OTHER USES	\$ 1,237	\$ 18,995	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES AND OTHER USES	\$ 5,400,343	\$ 4,810,873	\$ 5,388,627	\$ 2,967,350	\$ 5,755,755

OPERATING INCOME (LOSS)	\$	0	\$	0	\$	0	\$	(271,383)	\$	0
(TOTAL REVENUE - TOTAL EXPENDITURES)										

GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
BEGINNING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
GENERAL FUND REVENUES					
City of Alexandria	\$ 310,346	\$ 324,925	\$ 347,498	\$ 173,749	\$ 352,625
Arlington County	472,196	494,629	519,264	259,632	538,061
City of Fairfax	46,689	48,831	52,794	26,397	53,527
Fairfax County	2,229,880	2,338,173	2,508,279	1,254,140	2,541,654
City of Falls Church	27,945	29,769	32,005	32,005	32,482
Loudoun County	806,415	854,128	931,197	465,599	961,143
TOTAL APPROPRIATIONS	3,893,471	4,090,455	4,391,038	2,211,521	4,479,492
Interest	(909)	(92,584)	2,000	145	2,000
Miscellaneous Revenue	43,296	65,392	7,000	503	7,000
TOTAL OTHER REVENUE	42,387	(27,192)	9,000	648	9,000
TOTAL REVENUES	3,935,858	4,063,263	4,400,038	2,212,169	4,488,492
TRANSFERS IN					
Transfer from Capital Fund	778,567	822,711	948,589	474,294	1,227,263
Transfer from Restricted Fund - Interest	16,094	21,200	40,000	9,504	40,000
Transfer from Enterprise Fund	(50,175)	(96,301)	0	0	0
Transfer - Ent. Fund for Central Maint.	720,000	0	0	0	0
TOTAL TRANSFERS IN	1,464,485	747,610	988,589	483,798	1,267,263
TOTAL RESOURCES	\$ 5,400,343	\$ 4,810,873	\$ 5,388,627	\$ 2,695,967	\$ 5,755,755

GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
GENERAL FUND EXPENDITURES					
Full-Time Salaries	\$ 2,868,589	\$ 2,481,330	\$ 2,605,406	\$ 1,540,736	\$ 2,855,732
Part-Time Salaries	355,327	374,828	395,012	201,739	360,471
FICA	230,111	201,327	218,820	109,915	233,072
Hospitalization	311,716	241,885	260,576	139,889	258,163
Life Insurance	21,565	17,921	29,347	10,179	26,552
Retirement	549,132	444,525	547,135	245,067	636,828
Unemployment Tax	1,991	519	2,941	58	1,543
TOTAL PERSONNEL SERVICES	4,338,431	3,762,335	4,059,237	2,247,583	4,372,361
Audit Fee	61,500	65,825	72,750	0	79,500
Board Member Expenses	4,450	6,580	8,500	4,608	8,500
Community Foundation Support	100	0	4,025	5,000	4,025
Contingency	0	0	150,000	0	100,000
Credit Card Fees and Bank Charges	33,599	37,346	40,000	20,726	40,000
Gas and Diesel	30,881	8,810	11,000	4,576	11,000
HR Employee Relations	11,786	19,948	25,000	9,802	25,000
Membership Fees and Dues	11,759	12,844	14,000	5,012	14,000
Office Supplies	20,130	13,528	25,000	9,312	25,000
Personnel Recruitment	38,541	42,825	30,000	12,443	35,000
Postage	5,602	6,122	10,000	10,279	10,000
Printing and Publications	1,213	4,273	5,000	5,629	6,000
Professional Services	223,519	250,668	200,000	139,282	250,000
Public Information	269	0	0	0	0
Strategic Plan Initiatives	0	0	20,000	12	0
System Support	252,430	253,574	335,000	205,548	360,000
Training	13,738	12,255	35,000	6,692	35,000
Tuition Assistance	0	0	20,000	0	20,000
Uniforms	7,156	869	3,500	56,307	3,500
TOTAL FACILITY OPERATING COSTS	720,127	741,977	1,008,775	491,928	1,026,525
Equipment/Vehicle Maintenance	59,136	18,745	35,000	14,565	35,000
Facility Op. & Maintenance	88,939	69,161	64,400	41,862	64,000
TOTAL MAINTENANCE COSTS	148,074	87,906	99,400	56,427	99,000
Insurance - Property, Liability & Other	97,038	131,653	145,250	131,541	180,250
Insurance - Vehicle	13,152	7,005	7,143	7,900	8,298
Insurance - Workers Compensation	2,373	1,681	5,000	2,510	5,000
TOTAL INSURANCE	112,563	140,339	157,393	141,950	193,548
Telephone	22,206	20,355	20,670	9,900	20,670
Electricity	21,940	17,035	20,000	10,097	20,000
Natural Gas	4,900	5,156	5,152	1,129	5,152
Water/Sewer	2,590	2,169	2,000	1,053	2,500
Propane Gas	9,150	0	0	0	0
Heating Oil	2,405	0	0	0	0
Cable/Internet	16,719	14,607	16,000	7,283	16,000
TOTAL UTILITIES	79,910	59,321	63,822	29,461	64,322
TOTAL GENERAL FUND EXPEND.	5,399,106	4,791,878	5,388,627	2,967,350	5,755,755
Adjustments/Reserve Activity	1,237	18,995	0	0	0
NET INCOME (LOSS)	\$ 0	\$ 0	\$ 0	\$ (271,383)	\$ 0
ENDING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ (207,163)	\$ 64,220

HEADQUARTERS

PROGRAM OVERVIEW

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

EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
EXPENSES BY CATEGORY				
Personnel Services	\$ 3,762,335	\$ 4,059,237	\$ 4,372,361	7.7 %
Operating Costs	741,977	1,008,775	1,026,525	1.8 %
Maintenance Costs	87,906	99,400	99,000	(0.4)%
Insurance	140,339	157,393	193,548	23.0 %
Utilities	59,321	63,822	64,322	0.8 %
TOTAL EXPENSES	\$ 4,791,878	\$ 5,388,627	\$ 5,755,755	6.8 %

BUDGET HIGHLIGHTS

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

STAFFING SUMMARY

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

HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
1-700	HEADQUARTERS EXPENDITURES					
5010	Full-Time Salaries	\$2,086,590	\$2,481,330	\$ 2,605,406	\$1,540,736	\$ 2,855,732
5020	Part-Time Salaries	355,327	374,828	395,012	201,739	360,471
5030	FICA	172,587	201,327	218,820	109,915	233,072
5040	Hospitalization	209,474	241,885	260,576	139,889	258,163
5060	Life Insurance	14,838	17,921	29,347	10,179	26,552
5050	Retirement	403,926	444,525	547,135	245,067	636,828
5070	Unemployment Tax	1,574	519	2,941	58	1,543
	TOTAL PERSONNEL SERVICES	3,244,316	3,762,335	4,059,237	2,247,583	4,372,361
5130	Audit Fee	61,500	65,825	72,750	0	79,500
5140	Board Member Expenses	4,450	6,580	8,500	4,608	8,500
5188	Community Foundation Support	100	0	4,025	5,000	4,025
	Contingency	0	0	150,000	0	100,000
5155	Credit Card Fees and Bank Charges	33,599	37,346	40,000	20,726	40,000
5230	Gas and Diesel	10,674	8,810	11,000	4,576	11,000
5500-030	HR Employee Relations	11,786	19,948	25,000	9,802	25,000
5390	Membership Fees and Dues	11,759	12,844	14,000	5,012	14,000
5415	Misc. Expenses Friends Group	3,453	6,509	0	(3,301)	0
5420	Office Supplies	20,130	13,528	25,000	9,312	25,000
5440	Personnel Recruitment	38,541	42,825	30,000	12,443	35,000
5460	Postage	5,602	6,122	10,000	10,279	10,000
5470	Printing and Publications	1,213	4,273	5,000	5,629	6,000
5480	Professional Services	223,519	250,668	200,000	139,282	250,000
5500-010	Public Information	269	0	0	0	0
5546	Strategic Plan Initiatives	0	0	20,000	12	0
5560	System Support	252,430	253,574	335,000	205,548	360,000
5400	Training	13,588	12,255	35,000	6,692	35,000
5405	Tuition Assistance	0	0	20,000	0	20,000
5570	Uniforms	5,506	869	3,500	56,307	3,500
	TOTAL FACILITY OPERATING COSTS	698,120	741,977	1,008,775	491,928	1,026,525
5180	Equipment/Vehicle Maintenance	22,375	18,745	35,000	14,565	35,000
5190	Facility Op. & Maintenance	63,937	69,161	64,400	41,862	64,000
	TOTAL MAINTENANCE COSTS	86,311	87,906	99,400	56,427	99,000
5270	Insurance - Property, Liability & Other	97,038	131,653	145,250	131,541	180,250
5290	Insurance - Vehicle	5,896	7,005	7,143	7,900	8,298
5300	Insurance - Workers Compensation	2,373	1,681	5,000	2,510	5,000
	TOTAL INSURANCE	105,307	140,339	157,393	141,950	193,548
5580-001	Telephone	17,167	20,355	20,670	9,900	20,670
5580-002	Electricity	14,909	17,035	20,000	10,097	20,000
5580-003	Natural Gas	4,900	5,156	5,152	1,129	5,152
5580-004	Water/Sewer	2,590	2,169	2,000	1,053	2,500
5580-016	Internet/Cable	15,315	14,607	16,000	7,283	16,000
	TOTAL UTILITIES	54,882	59,321	63,822	29,461	64,322
	TOTAL HEADQUARTERS EXPENDITURES	\$4,188,936	\$4,791,878	\$ 5,388,627	\$2,967,350	\$ 5,755,755

CENTRAL MAINTENANCE

PROGRAM OVERVIEW

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

EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

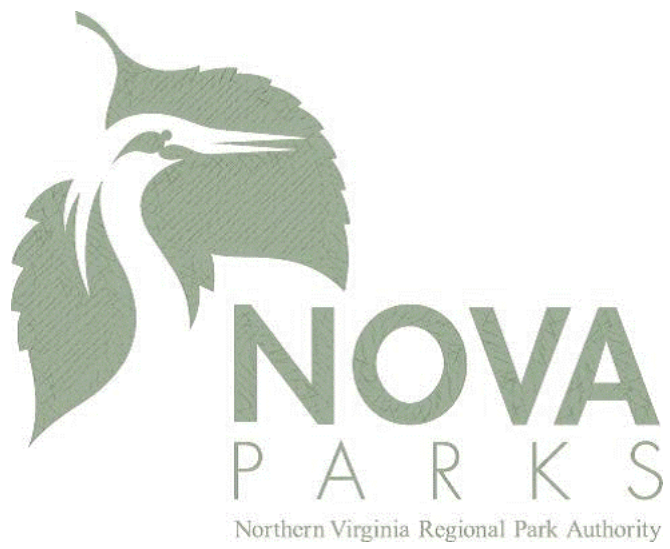
- Central Maintenance was included in the General Fund through FY 2022. Starting in FY 2023, this activity is reflected in the Enterprise Fund. as this is a better representation of where this activity takes place. This page is included in the General Fund for FY 2025 to show past information,

STAFFING SUMMARY

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

CENTRAL MAINTENANCE

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



ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
User Fees	\$ 21,381,232	\$ 21,942,700	\$ 21,273,362	\$ 14,209,420	\$ 22,963,084
Retail Operations	7,307,473	8,280,346	7,334,035	5,324,483	7,988,610
Easements and Licenses	938,404	916,876	961,289	436,408	953,414
Other Revenue*	2,287,621	1,657,193	1,268,023	647,200	1,286,878
TOTAL REVENUE	\$ 31,914,731	\$ 32,797,115	\$ 30,836,709	\$ 20,617,511	\$ 33,191,986
Transfers In **	142	81	3,000	207,500	3,000
Transfer from Restricted License Fee Fund	327,912	327,912	415,000	0	480,173
Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
TOTAL TRANSFERS IN	\$ 328,054	\$ 449,076	\$ 539,083	\$ 207,500	\$ 604,256
TOTAL RESOURCES	\$ 32,242,785	\$ 33,246,191	\$ 31,375,792	\$ 20,825,011	\$ 33,796,242

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

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

ENTERPRISE FUND EXPENSES AND OTHER USES

	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Personnel Services	\$13,330,195	\$16,530,943	\$ 18,214,028	\$ 9,843,630	\$19,663,633
Operating Costs	4,149,215	4,439,804	4,401,142	2,530,684	4,672,548
Maintenance Costs	3,070,630	3,465,523	3,382,178	1,921,593	3,825,700
Insurance	196,008	188,183	224,354	216,604	231,702
Retail Operations	2,651,036	2,923,632	2,747,148	1,769,951	2,933,683
Utilities	1,000,820	1,177,627	1,221,734	611,468	1,282,600
Debt Service	526,199	534,497	1,160,208	248,264	1,161,376
TOTAL EXPENSES	\$24,924,103	\$29,260,209	\$ 31,350,792	\$17,142,194	\$33,771,242
Transfer to General Fund - Central Maintenance	720,000	0	0	0	0
Transfer to Balance General Fund	(50,175)	(96,301)	0	0	0
TOTAL TRANSFERS OUT	\$ 669,825	\$ (96,301)	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES	\$25,593,928	\$29,163,908	\$ 31,350,792	\$17,142,194	\$33,771,242
Donation Adjustment/Reserve Activity	321,430	(1,054,619)	0	0	0
OPERATING INCOME	\$ 6,327,427	\$ 5,136,900	\$ 25,000	\$ 3,682,820	\$ 25,000
Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
Transfer to Retirement Plan	632,742	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
Transfer to Strategic Opportunity Reserve	0	513,690	0	0	0
Transfer to Designated Set Aside		0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	\$ 6,327,427	\$ 5,136,900	\$ 25,000	\$ 0	\$ 25,000
OPERATING INCOME AVAILABLE AFTER TRANSFERS	\$ 0	\$ 0	\$ 0	\$ 3,682,820	\$ 0

ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	\$ 1,356,056	\$ 472,439	\$ 87,000	\$ 111,153	\$ 87,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	39,016	25,154	33,500	9,383	24,025
Algonkian Golf Course	1,739,282	2,047,703	1,609,420	1,181,049	1,915,500
Algonkian Regional Park	227,542	248,806	284,000	150,375	290,000
Volcano Island Waterpark at Algonkian	465,426	518,206	575,000	508,974	639,500
The Woodlands at Algonkian Park	855,198	708,491	712,415	461,627	741,380
Algonkian Cottages	347,246	352,292	335,600	206,846	335,600
Reservoir Park at Beaverdam	19,541	13,916	18,500	185	189,000
Blue Ridge Regional Park	7,879	9,285	8,000	4,143	8,000
Brambleton Golf Course	2,029,571	2,385,514	2,010,225	1,405,828	2,380,183
Bull Run Marina	30,633	19,217	26,145	3,025	25,276
Bull Run Regional Park	1,354,116	1,393,420	1,399,935	736,514	1,438,875
Atlantis Waterpark at Bull Run	535,354	557,750	614,900	530,757	669,100
Bull Run Special Events Center	472,095	494,068	445,000	136,704	326,000
Bull Run Light Show	2,300,247	2,144,173	2,110,000	1,948,904	2,140,000
Bull Run Shooting Center	1,217,941	1,331,627	1,360,100	689,514	1,391,500
Cameron Run Regional Park	96,545	88,286	110,000	40,738	110,000
Ice & Lights - The Winter Village at Cameron Run	379,295	319,921	345,000	295,905	385,500
Great Waves Waterpark at Cameron Run	1,575,841	1,821,008	1,915,500	1,566,665	2,097,500
Carlyle House Historic Park	95,198	91,390	123,600	41,376	127,100
Brickmakers Catering and Event Services	172,762	273,141	220,840	160,082	272,925
Fountainhead Regional Park	426,794	394,459	419,712	196,438	414,712
Hemlock Overlook Regional Park	8,650	21,370	25,000	0	75,000
Meadowlark Atrium and Event Services	2,191,752	2,789,475	2,184,500	1,622,933	2,300,120
Meadowlark Botanical Gardens	643,821	648,048	581,000	232,022	709,350
Meadowlark Gardens Winter Walk of Lights	2,030,410	1,643,331	1,919,000	1,540,713	1,929,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	1,598	830	3,421	255	3,421
Occoquan Regional Park	317,846	303,156	348,400	165,072	327,400
The River View at Occoquan	2,411,200	2,487,726	2,197,210	1,512,624	2,328,740
Brickmakers Café at Occoquan	463,363	480,504	484,800	208,593	478,000
Pohick Bay Golf Course	1,612,628	1,804,075	1,481,870	1,037,100	1,791,700
Pohick Bay Marina	279,092	270,675	309,173	135,641	288,000
Pohick Bay Regional Park	1,294,013	1,425,634	1,447,217	667,144	1,475,783
Pirate's Cove Waterpark at Pohick Bay	574,479	569,407	690,100	528,756	743,100
Potomac Overlook Regional Park	161,670	152,617	155,200	37,874	164,700
Winkler Botanical Preserve	0	137,116	155,000	2,526	157,500
Rust Sanctuary	1,495,153	1,562,298	1,150,475	912,955	1,350,320
Sandy Run Regional Park	298,160	327,064	291,192	157,420	316,692
Temple Hall Farm	140,764	198,307	192,383	36,668	194,883
Temple Hall Fall Festival	134,891	211,063	222,000	193,045	222,000
Upper Potomac Properties	20,323	29,086	28,800	14,400	28,800
Springdale Regional Park	23,651	24,891	29,540	23,967	29,540
Cattail Regional Park	0	0	0	0	44,100
Upton Hill Regional Park	575,064	589,648	677,850	288,101	681,850
Ocean Dunes Waterpark at Upton Hill	565,080	586,488	642,600	476,636	695,600
W&OD Railroad Regional Park	1,240,070	1,252,779	1,383,289	644,144	1,440,587
Piscataway Crossing Regional Park	15,531	20,341	11,380	237	11,380
TOTAL AVAILABLE RESOURCES	32,242,785	33,246,191	31,375,792	20,825,011	33,796,242

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
ENTERPRISE FUND EXPENSES					
Administration - Enterprise Fund	3,529,564	\$ 3,021,324	\$ 3,570,226	\$ 1,889,319	\$ 3,808,486
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	183,064	201,903	213,363	98,922	227,130
Algonkian Golf Course	1,139,968	1,291,855	1,306,443	688,082	1,408,127
Algonkian Regional Park	691,490	779,054	797,383	442,407	887,171
Volcano Island Waterpark at Algonkian	367,037	422,558	430,643	315,077	478,866
The Woodlands at Algonkian Park	452,386	458,034	532,829	305,094	561,903
Algonkian Cottages	230,674	202,225	241,785	104,260	254,421
Reservoir Park at Beaverdam	17,025	22,297	47,839	11,510	222,839
Blue Ridge Regional Park	4,960	3,077	6,700	3,192	6,700
Brambleton Golf Course	1,459,969	1,517,518	1,536,401	829,531	1,726,768
Bull Run Marina	41,307	43,458	45,938	21,292	48,039
Bull Run Regional Park	1,315,511	1,417,557	1,383,088	763,743	1,475,734
Atlantis Waterpark at Bull Run	413,403	477,938	472,089	323,300	518,332
Bull Run Special Events Center	389,264	439,999	404,355	137,484	322,388
Bull Run Light Show	401,073	436,189	474,859	293,702	483,354
Bull Run Shooting Center	1,076,376	1,192,843	1,255,649	646,047	1,289,469
Cameron Run Regional Park	411,796	533,033	577,451	284,387	547,041
Ice & Lights - The Winter Village at Cameron Run	216,658	220,014	213,104	205,646	245,882
Great Waves Waterpark at Cameron Run	1,117,794	1,317,519	1,392,956	984,645	1,534,643
Carlyle House Historic Park	328,425	344,235	381,728	183,607	421,759
Brickmakers Catering and Event Services	192,383	238,823	267,061	127,320	283,004
Central Maintenance	0	1,380,996	1,389,189	782,662	1,501,437
Fountainhead Regional Park	371,139	393,047	335,832	195,380	359,425
Hemlock Overlook Regional Park	25,027	23,682	59,956	31,532	22,778
Meadowlark Atrium and Event Services	1,232,020	1,487,108	1,393,960	796,405	1,423,524
Meadowlark Botanical Gardens	1,027,857	1,161,462	1,237,404	618,836	1,360,277
Meadowlark Gardens Winter Walk of Lights	252,906	288,571	390,116	236,278	405,662
Mt. Zion Historic Park/Gilbert's Corner Regional Park	21,939	14,847	21,240	7,895	37,500
Occoquan Regional Park	487,338	539,361	677,525	302,125	690,593
The River View at Occoquan	1,669,747	1,868,219	2,184,331	1,076,893	2,388,003
Brickmakers Café at Occoquan	389,987	383,219	406,606	174,595	423,729
Pohick Bay Golf Course	1,157,567	1,258,687	1,233,338	742,161	1,355,953
Pohick Bay Marina	59,783	60,703	80,511	35,232	81,258
Pohick Bay Regional Park	1,042,874	1,113,779	1,234,883	615,986	1,309,220
Pirate's Cove Waterpark at Pohick Bay	402,344	454,465	465,309	336,734	513,707
Potomac Overlook Regional Park	328,185	382,391	399,516	223,114	436,310
Winkler Botanical Preserve	0	195,478	344,308	150,068	348,989
Rust Sanctuary	867,858	1,042,590	957,620	599,094	1,074,510
Sandy Run Regional Park	192,697	195,741	247,766	116,559	264,262
Temple Hall Farm	267,001	270,883	368,324	174,290	392,606
Temple Hall Fall Festival	66,739	80,489	105,865	92,215	119,168
Upper Potomac Properties	165,788	184,964	187,391	99,274	194,757
Springdale Regional Park	3,215	243	7,500	0	5,000
Cattail Regional Park	0	0	0	0	39,998
Upton Hill Regional Park	613,436	667,687	880,681	393,908	929,323
Ocean Dunes Waterpark at Upton Hill	363,813	423,627	426,724	303,882	471,083
W&OD Railroad Regional Park	569,308	664,637	717,184	361,940	827,495
Piscataway Crossing Regional Park	35,233	45,581	45,825	16,570	42,618
TOTAL EXPENSES & OTHER USES	\$25,593,928	\$29,163,910	\$ 31,350,792	\$17,142,193	\$33,771,242

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
BEGINNING BALANCE	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
ENTERPRISE FUND REVENUES					
Driving Range	\$376,365	\$545,022	\$365,000	\$280,009	\$520,000
Electric/Gas Cart Rental	901,549	1,130,517	896,000	725,166	1,091,024
Golf Club Rental	9,069	11,390	3,000	6,934	9,500
Green Fees	3,428,084	3,751,132	3,134,175	2,152,452	3,665,409
Golf Handicap Program	19,265	16,148	19,300	5,230	17,650
Pull Cart Rental	6,949	10,239	6,300	7,142	8,000
Total Golf Course User Fees	4,741,280	5,464,448	4,423,775	3,176,933	5,311,583
Admissions	2,320,357	2,443,974	2,665,500	2,150,394	2,933,000
Cabana Rental	16,393	10,890	18,000	11,605	18,000
Group, Bounce Passes & Discount Passes	383,577	495,538	574,300	422,174	601,800
Locker Rental	1,731	5,598	10,700	5,212	10,700
Total Aquatics User Fees	2,722,057	2,956,000	3,268,500	2,589,384	3,563,500
Boat Rental	369,144	320,581	368,000	177,584	380,000
Crew Boat Storage	166,098	165,371	161,645	90,132	160,776
Launch & Parking Fees	266,980	307,356	295,400	106,889	332,400
Regatta & User Fees	37,274	21,088	15,000	7,824	15,500
Rowing Camps	20,451	16,689	20,000	23,351	25,000
Total Marine User Fees	859,947	831,085	860,045	405,780	913,676
Cabin Rentals	263,538	211,218	268,450	111,825	258,450
Camping Fees	1,572,095	1,656,842	1,597,000	873,598	1,681,000
Cottage Rentals	347,078	351,874	335,000	206,502	335,000
Laundry	10,157	14,783	11,600	7,620	13,600
Total Camping/Cottage User Fees	2,192,868	2,234,717	2,212,050	1,199,545	2,288,050
Shooting Tournament Fees	20,750	43,040	40,000	11,135	40,000
Target Sales	589,316	620,344	697,000	358,280	708,000
Gun Rental	43,344	37,525	55,000	21,950	63,000
Total Skeet, Trap & Archery User Fees	653,410	700,909	792,000	391,365	811,000
Light Shows	4,330,756	3,639,713	3,903,000	3,273,606	3,918,000
Fall Festival	115,676	147,759	145,000	133,036	145,000
Programmed Events	160,834	154,515	187,800	64,230	184,375
Sponsors	0	0	0	150	0
Vendor Fees	136,052	125,547	120,500	121,353	140,000
Total Special Events User Fees	4,743,318	4,067,534	4,356,300	3,592,225	4,387,375
Atrium Rental	762,312	912,689	780,000	558,941	825,000
Carlyle House Rental	22,186	21,700	30,000	10,105	30,000
Center Rental	167,364	107,176	125,000	24,079	90,000
Church Rental	0	250	600	0	600
Manor House Rental	454,853	465,337	380,000	250,919	440,000
Algonkian Woodlands Rental	234,769	207,346	225,000	128,033	231,750
Mill Rental	4,033	1,700	2,500	600	0
River View Rental	765,468	788,015	780,000	421,449	780,000
Shelter Reservations	361,688	352,147	398,360	198,147	429,300
Visitor Center Rental	32,385	41,022	33,000	17,225	39,000
Total Facility Rental User Fees	2,805,057	2,897,381	2,754,460	1,609,497	2,865,650

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Annual Dues	134,973	133,992	108,000	55,991	162,000
Athletic Field Use Fees	836	0	1,000	80	1,000
Batting Cage Fees	171,515	188,873	182,000	80,211	189,000
Boat/RV Storage	609,227	654,691	720,432	343,105	760,825
Camps	163,987	171,166	204,000	18,560	214,350
Climbing Feature Admissions	273,489	267,044	360,000	133,886	360,000
Entrance Fees	541,600	519,049	518,000	228,319	590,000
Equipment Rental	508,825	596,875	249,800	262,475	280,575
Inflatable Play Features	2,602	1,798	0	415	0
Miniature Golf	247,421	227,993	240,500	108,751	241,000
Permit Fees	6,250	9,250	6,500	750	6,500
Temple Hall Farm Rides	2,570	19,894	16,000	12,150	17,000
Total Other Park User Fees	2,663,294	2,790,625	2,606,232	1,244,691	2,822,250
TOTAL USER FEES	21,381,232	21,942,700	21,273,362	14,209,420	22,963,084
Retail - Ammunition	392,063	474,757	405,600	216,958	415,000
Retail - Alcoholic Beverages/Hard Liquor	1,252,871	1,423,745	1,148,175	858,372	1,174,390
Retail - Food (Includes Paper Products)	2,107,033	2,311,018	2,333,840	1,779,707	2,578,000
Retail - Great Blue Heron	2,322,943	2,726,148	2,303,500	1,602,623	2,596,500
Retail - Catering Food Truck	12,324	10,693	40,000	4,305	0
Administrative Fee	609,802	681,138	466,320	412,345	512,045
Retail - Algonkian Woodlands Catering	343,673	297,011	292,500	188,292	312,875
Retail - Pro Shop	208,531	243,502	195,000	147,857	233,000
Retail - Merchandise	58,233	112,335	149,100	114,023	166,800
TOTAL RETAIL OPERATIONS	7,307,473	8,280,346	7,334,035	5,324,483	7,988,610
License Fees	368	1,634	9,600	613	9,600
Rents & Easements	938,036	915,242	951,689	435,795	943,814
TOTAL EASEMENTS AND LICENSES	938,404	916,876	961,289	436,408	953,414
NVRPA Event Staffing	273,071	240,607	126,795	197,565	141,350
Contract Services	1,000	0	0	0	0
Event Services	0	0	0	36,977	144,000
Kitchen Use Fee	4,943	2,943	0	0	0
Firewood/Propane	68,557	62,918	75,000	30,043	70,000
Garden Guild/Docent Activities	421	100	600	0	600
Grants	0	216,806	120,000	0	216,806
House & Bank Building Rental	224,176	221,047	218,021	108,948	254,321
Insurance Proceeds	1,210,271	27,062	0	52,100	0
Interest	20,212	349,472	12,000	9,520	12,000
Temple Hall - Contribution	0	0	96,806	0	0
Interest-Occoquan	197	5,981	0	643	0
Lessons	141,567	123,933	153,000	69,578	157,000
Lifeguard Training Fee	0	0	0	0	0
Miscellaneous Revenue	180,422	311,535	351,801	111,380	126,801
Crop Sales	80,430	8,250	14,000	0	14,000
Hemlock Contractual Agreement	7,500	16,740	25,000	0	75,000
Reservation Fees	74,853	69,800	75,000	30,217	75,000
Sponsorship	0	0	0	228	0
TOTAL OTHER REVENUE	2,287,621	1,657,193	1,268,023	647,200	1,286,878
TOTAL ENTERPRISE FUND REVENUES	\$ 31,914,729	\$ 32,797,115	\$ 30,836,709	\$ 20,617,511	\$ 33,191,986
Transfer from Carlyle House Friends Fund	0	81	3,000	0	3,000
Transfer from Restricted License Fee Fund - FOWOD	142	0	0	0	0
Transfer from Restricted License Fee Fund	327,912	327,912	415,000	207,500	480,173
Transfer from Board Authorized Reserves	0	0	0	0	0
Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
TOTAL TRANSFERS FROM OTHER FUNDS	328,054	449,076	539,083	207,500	604,256
TOTAL AVAILABLE RESOURCES	\$ 32,242,785	\$ 33,246,191	\$ 31,375,792	\$ 20,825,011	\$ 33,796,242

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
ENTERPRISE FUND EXPENSES					
Full-time Salaries	\$ 6,313,686	\$ 8,004,410	\$ 8,138,711	\$ 4,697,339	\$ 8,725,212
Part-Time Salaries	4,127,285	4,943,502	5,914,988	3,056,152	6,392,670
FICA	771,154	951,871	1,073,258	537,565	1,154,190
Hospitalization	922,199	1,146,492	1,250,711	730,498	1,348,828
Life Insurance	54,288	69,051	92,781	38,951	82,541
Retirement	1,123,124	1,403,624	1,709,129	780,116	1,945,722
Unemployment Tax	18,458	11,993	34,449	3,009	14,469
TOTAL PERSONNEL SERVICES	13,330,195	16,530,943	18,214,028	9,843,630	19,663,633
Camps	10,295	13,189	17,650	2,650	17,550
Contingency	0	0	0	0	50,000
Credit Card Charges	716,228	787,889	720,614	440,701	804,971
POS Technology Fees	268,923	299,204	260,000	170,115	300,000
Contract Employment	736,251	843,051	532,080	487,144	624,985
Fall Festival Operations	4,902	12,636	10,500	13,313	11,000
Golf Cart Rental	178,926	165,163	158,205	82,581	201,679
Beverage Cart Rental	12,181	11,244	8,316	5,622	10,416
Equipment Rental	435,300	445,375	239,275	227,506	269,300
Event Services	0	0	0	79,292	136,800
Feed	6,281	7,683	9,000	5,390	9,000
Fertilizer	28,888	4,931	13,000	0	13,000
Garden Guild/Docent Activities	0	781	600	117	600
Gas and Diesel	200,271	225,978	245,500	110,621	230,850
Grants - Potomac Overlook	1,647	114	0	356	0
Handicap Program	5,225	3,911	8,924	646	8,685
Instructor Fees	29,449	20,488	34,200	6,706	35,200
License Fees	0	0	12,200	0	12,200
Linen Service	15,899	14,753	18,000	8,674	19,000
Livestock	510	450	4,000	295	2,000
Membership Events/Friends Group	15	0	1,000	0	1,000
Park Police	157,922	338,320	343,100	60,246	140,100
Parking	0	0	0	17	0
Production Costs	452,458	414,725	425,628	312,204	449,480
Programs and Promotions	91,019	71,840	128,250	23,357	124,445
Public Information	376,215	369,741	541,800	252,105	541,800
Regatta Fees	10,993	11,590	12,000	2,653	12,000
Seeds and Plants	25,280	3,381	9,000	4,096	9,000
Shooting Tournament	8,707	14,274	18,600	3,061	18,600
Strategic Plan Initiatives	39,802	5,135	45,000	1,071	45,000
Compensation Funding Initiatives	0	0	210,000	0	151,737
Swimming Pool Safety Program	57,670	62,646	30,000	24,100	60,000
Targets	211,108	209,926	240,350	142,214	256,400
Training for Field Staff	46,102	55,232	60,000	47,876	60,000
Uniforms	16,287	22,121	38,850	14,781	40,250
Vet & Medicine	4,459	4,034	5,500	1,175	5,500
TOTAL OPERATING COSTS	4,149,215	4,439,804	4,401,142	2,530,684	4,672,548
Equipment/Vehicle Maintenance	218,449	262,431	322,444	181,691	346,185
Facility Op. & Maintenance	2,143,663	2,451,877	2,264,098	1,387,282	2,651,148
Garden Maintenance	73,305	109,939	132,000	51,341	153,680
Golf Course Maintenance	330,203	363,321	395,636	167,112	405,687
Major Contract Maintenance	288,286	264,372	260,000	129,835	260,000
Rental House Maintenance	16,725	13,583	8,000	4,333	9,000
TOTAL MAINTENANCE COSTS	3,070,630	3,465,523	3,382,178	1,921,593	3,825,700
Insurance - Liquor Liability	15,597	21,908	30,750	19,236	35,000
Insurance - Workers Comp	150,835	118,807	150,000	151,097	145,000
Insurance - Vehicle	29,576	47,468	43,604	46,270	51,702
TOTAL INSURANCE	196,008	188,183	224,354	216,604	231,702

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Retail - Ammunition	291,729	325,700	283,920	152,191	303,794
Retail - Alcoholic Beverages/Hard Liquor	281,810	302,989	311,195	180,822	316,411
Retail - Catering Food Truck	2,507	0	0	0	0
Retail - Algonkian Woodlands	95,060	84,941	105,300	44,762	100,950
Retail - Catering Great Blue Heron	484,453	574,877	595,440	321,176	599,280
Retail - Catering Rust Sanctuary	171,508	209,568	157,300	113,660	174,250
Retail - Food	1,115,189	1,155,481	1,051,818	779,518	1,151,278
Retail - Pro Shop	132,908	155,473	120,500	87,799	144,070
Retail Merchandise	52,772	84,888	88,550	72,475	112,400
Firewood	23,100	29,715	33,125	17,550	31,250
TOTAL RETAIL OPERATIONS	2,651,036	2,923,632	2,747,148	1,769,951	2,933,683
Telephone	79,580	90,779	93,514	45,465	94,526
Electricity	562,409	703,800	706,800	379,270	754,100
Natural Gas	42,303	57,478	37,000	15,477	56,000
Other	537	480	0	0	0
Water/Sewer	161,852	146,579	185,200	91,857	179,804
Propane Gas	63,935	78,113	94,000	34,402	86,850
Heating Oil	3,096	6,777	7,500	276	5,000
Internet/Cable	87,108	93,620	97,720	44,721	106,320
TOTAL UTILITIES	1,000,820	1,177,627	1,221,734	611,468	1,282,600
Note Payable VRA Principal			527,711	0	555,556
Interest Expense VRA Note	526,199	534,497	632,497	248,264	605,820
TOTAL DEBT SERVICE	526,199	534,497	1,160,208	248,264	1,161,376
TOTAL EXPENSES	\$ 24,924,103	\$ 29,260,211	\$ 31,350,792	\$ 17,142,193	\$ 33,771,242
TRANSFERS OUT					
Trans. - Gen. Fund for Central Maint.	720,000	0	0	0	0
Transfer to General Fund	(50,175)	(96,301)	0	0	0
TOTAL TRANSFERS OUT	\$ 669,825	\$ (96,301)	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES	\$ 25,593,928	\$ 29,163,910	\$ 31,350,792	\$ 17,142,193	\$ 33,771,242
Adjustments	306,307	(1,265,485)	0	0	0
Reserve Activity	15,122	210,867	0	0	0
OPERATING INCOME (LOSS)	\$ 6,327,427	\$ 5,136,900	\$ 25,000	\$ 3,682,820	\$ 25,000
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
Transfer to Retirement Plan	632,742	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
Transfer to Sustainability Reserve		513,690			
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	6,327,427	5,136,900	25,000	0	25,000
OPERATING INCOME AVAILABLE AFTER TRANSFERS	0	0	0	3,682,820	0
ENDING BALANCE	\$ 287,146	\$ 287,146	\$ 287,146	\$ 3,969,966	\$ 287,146

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

PROGRAM OVERVIEW

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

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

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 14,254	\$ 20,300	\$ 10,825	(46.7)%
Other Revenue	10,900	13,200	13,200	0.0 %
Retail Operations	\$ 0	\$ 0	0	-
TOTAL REVENUE	\$ 25,154	\$ 33,500	\$ 24,025	(28.3)%
EXPENSES BY CATEGORY				
Personnel Services	\$ 149,189	\$ 168,495	\$ 177,417	5.3 %
Operating Costs	9,343	13,950	8,875	(36.4)%
Maintenance Costs	31,912	22,218	29,500	32.8 %
Insurance	0	0	638	-
Utilities	11,459	8,700	10,700	23.0 %
TOTAL EXPENSES	\$ 201,903	\$ 213,363	\$ 226,492	6.2 %
Net Income	\$ (176,750)	\$ (179,863)	\$ (202,467)	

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK						
REVENUES						
4600	Programmed Events	\$ 14,607	\$ 11,228	\$ 17,000	\$ 1,994	\$ 8,025
4498	Mill Rental	4,033	1,700	2,500	600	0
4230	Entrance Fees/Group Admissions	537	1,326	800	184	2,800
	TOTAL USER FEES	19,177	14,254	20,300	2,778	10,825
4420	House Rental	19,839	10,900	13,200	6,600	13,200
	TOTAL OTHER REVENUE	19,839	10,900	13,200	6,600	13,200
4640	Retail - Food	0	0	0	5	0
	TOTAL RETAIL OPERATIONS	0	0	0	5	0
	TOTAL REVENUES	39,016	25,154	33,500	9,383	24,025
EXPENSES						
5010	Full-Time Salaries	\$ 94,359	\$ 103,110	\$ 100,811	\$ 43,469	\$ 91,289
5020	Part-Time Salaries	18,321	18,143	34,778	11,151	43,278
5030	FICA	8,642	9,323	10,373	3,863	10,294
5040	Hospitalization	0	0	0	6,239	11,230
5060	Life Insurance	835	904	1,149	416	864
5050	Retirement	17,241	17,666	21,170	7,978	20,357
5070	Unemployment Tax	85	43	214	8	105
	TOTAL PERSONNEL SERVICES	139,482	149,189	168,495	73,123	177,417
5230	Gas and Diesel	0	0	0	50	500
5431	Parking	0	0	0	17	0
5490	Programs & Promotions	7,351	9,343	13,600	814	8,025
5570	Uniforms	0	0	350	231	350
	TOTAL OPERATING COSTS	7,351	9,343	13,950	1,113	8,875
5180	Equipment/Vehicle Maintenance	0	0	0	0	500
5190	Facility Op. & Maintenance	23,470	30,146	21,218	18,923	28,000
5510	Rental House Maintenance	2,195	1,766	1,000	187	1,000
	TOTAL MAINTENANCE COSTS	25,665	31,912	22,218	19,110	29,500
5290	Insurance - Vehicle	0	0	0	564	638
	TOTAL INSURANCE	0	0	0	564	638
5580-001	Telephone	3,785	4,287	3,300	2,058	4,200
5580-002	Electricity	2,292	3,422	2,500	1,776	3,500
5580-004	Water/Sewer	692	777	1,100	379	1,100
5580-009	Heating Oil	1,716	1,053	0	0	0
5580-016	Internet/Cable	2,080	1,920	1,800	800	1,900
	TOTAL UTILITIES	10,565	11,459	8,700	5,013	10,700
	TOTAL EXPENSES	183,064	201,903	213,363	98,922	227,130
	OPERATING INCOME (LOSS)	(144,048)	(176,750)	(179,863)	(89,539)	(203,105)

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

STRATEGIC GOALS & OBJECTIVES FY 2024



Aldie Mill Historic Park:

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



Objectives:

- Develop a minimum of (2) new strategies to conduct SOL based programs virtually.
- Develop a minimum of (3) new strategies to reengage schools to visit the site.
- Create and implement (1) new revenue generating program.
- Maintain a minimum of (6) community partnerships.
- Develop a minimum of (2) new strategies to promote Mill rentals.
- Continue to cultivate, implement, and evaluate a successful volunteer program.
- Implement a minimum of (2) nontraditional special events in an effort to attract new visitors.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Begin to engage in a leadership role where appropriate in the local planning of American's 250 commemoration.

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



Objectives:

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

Mt. Defiance Historic Park:

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



Objectives:

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

Battle of Upperville/Goose Creek Bridge Historic Park:

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



Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Develop and implement a basic wayfinding system to direct visitors.

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Aldie Mill:

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

Highlights

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

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

Highlights

- Brought in NOVA Parks' first ever Resident Curator to Mt. Defiance.
- Implemented strategies and training techniques developed by the Customer Service Committee.

Mt. Defiance Historic Park:

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

Highlights

- Maintained (3) community partnerships including an enhanced partnership with Civil War Trails and Virginia Piedmont Heritage Area to promote educational programming.
- Added new partnership with Loudoun chapter of Virginia Master Naturalists.
- Partnered with Civil War Trails and Visit Loudoun on promotions.

Battle of Upperville/Goose Creek Bridge Historic Park:

Highlights

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

MEASURABLE RESULTS

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

ALGONKIAN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-035	ALGONKIAN REGIONAL PARK					
	REVENUES					
4460	Launch & Parking Fees	\$ 7,443	\$ 10,974	\$ 14,000	\$ 5,954	\$ 14,000
4600	Programmed Events	2,730	3,228	6,000	1,127	6,000
4670	Shelter Reservations	88,601	82,770	91,000	48,434	91,000
4045	Athletic Field Use Fees	836	0	0	0	0
4080	Boat/RV Storage	117,409	143,064	163,500	89,449	169,500
4500	Miniature Golf	10,437	8,724	9,000	5,353	9,000
	TOTAL USER FEES	227,456	248,761	283,500	150,317	289,500
4640	Retail - Food	86	45	500	58	500
	TOTAL RETAIL OPERATIONS	86	45	500	58	500
	TOTAL REVENUES	\$ 227,542	\$ 248,806	\$ 284,000	\$ 150,375	\$ 290,000
	EXPENSES					
5010	Full-Time Salaries	\$ 376,114	\$ 394,830	\$ 388,692	\$ 232,459	\$ 420,032
5020	Part-Time Salaries	91,520	117,820	127,213	58,194	135,246
5030	FICA	35,001	37,876	39,467	19,816	42,479
5040	Hospitalization	46,242	67,477	72,086	52,475	102,330
5060	Life Insurance	3,177	3,584	4,431	1,984	3,974
5050	Retirement	67,132	70,885	81,625	38,084	93,667
5070	Unemployment Tax	507	231	876	33	443
	TOTAL PERSONNEL SERVICES	619,694	692,702	714,390	403,045	798,170
5230	Gas and Diesel	18,477	22,540	15,000	5,238	15,000
5490, 5492	Programs and Promotions	1,560	0	3,000	0	3,000
5570	Uniforms	667	993	2,100	362	2,100
	TOTAL OPERATING COSTS	20,704	23,532	20,100	5,600	20,100
5180	Equipment/Vehicle Maintenance	4,824	9,135	9,900	5,439	9,900
5190	Facility Op. & Maintenance	34,011	37,508	39,096	18,643	42,000
	TOTAL MAINTENANCE COSTS	38,835	46,643	48,996	24,082	51,900
5290	Insurance - Vehicle	2,268	2,694	2,747	2,821	3,191
	TOTAL INSURANCE	2,268	2,694	2,747	2,821	3,191
5520	Retail - Food	5	67	150	0	150
	TOTAL RETAIL OPERATIONS	5	67	150	0	150
5580-001	Telephone	1,060	1,436	800	447	1,400
5580-002	Electricity	5,671	9,331	7,000	4,534	9,000
5580-004	Water/Sewer	2,052	1,638	2,000	1,352	2,060
5580-016	Internet/Cable	1,200	1,010	1,200	526	1,200
	TOTAL UTILITIES	9,984	13,416	11,000	6,859	13,660
	TOTAL EXPENSES	\$ 691,490	\$ 779,054	\$ 797,383	\$ 442,407	\$ 887,171
	OPERATING INCOME (LOSS)	(\$463,948)	(\$530,248)	(\$513,383)	(\$292,032)	(\$597,171)

ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

ALGONKIAN REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

ALGONKIAN GOLF COURSE

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

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

ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-010	ALGONKIAN GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 111,082	\$ 156,007	\$ 110,000	\$ 87,093	\$ 150,000
4220	Cart Rental	319,360	377,697	297,000	232,413	350,000
4320	Golf Club Rental	3,619	4,268	0	2,265	3,000
4380	Green Fees	1,089,669	1,241,544	970,000	707,660	1,155,000
4400	Golf Handicap Program	4,758	4,602	5,500	1,540	5,500
4610	Pull Cart Rental	3,596	5,316	3,000	3,194	4,000
	TOTAL USER FEES	1,532,084	1,789,434	1,385,500	1,034,166	1,667,500
4475	Lessons	1,920	1,880	10,000	800	10,000
	TOTAL OTHER REVENUE	1,920	1,880	10,000	800	10,000
4641	Retail - Alcoholic Beverages	73,789	92,539	75,000	49,941	85,000
4640,4642,4643	Retail - Food	67,439	91,035	73,920	54,715	85,000
4650	Retail - Pro Shop	64,050	72,815	65,000	41,427	68,000
	TOTAL RETAIL OPERATIONS	205,277	256,390	213,920	146,083	238,000
	TOTAL REVENUES	\$ 1,739,282	\$ 2,047,703	\$ 1,609,420	\$ 1,181,049	\$ 1,915,500
	EXPENSES					
5010	Full-Time Salaries	\$ 387,840	\$ 439,185	\$ 447,643	\$ 247,229	\$ 475,410
5020	Part-Time Salaries	158,767	189,193	172,986	101,861	202,328
5030	FICA	40,335	45,610	47,478	24,067	51,847
5040	Hospitalization	89,732	89,772	95,046	47,244	89,771
5060	Life Insurance	3,529	3,927	5,103	2,132	4,497
5050	Retirement	75,781	80,934	94,005	43,155	106,016
5070	Unemployment Tax	785	468	1,145	77	583
	TOTAL PERSONNEL SERVICES	756,769	849,089	863,407	465,765	930,454
5160	Golf Cart Rental	58,387	53,895	51,625	26,948	65,823
5138	Beverage Cart Rental	4,060	3,748	2,772	1,874	3,472
5230	Gas and Diesel	7,730	8,449	15,000	9,757	15,000
5260	Golf Handicap Program	165	374	3,659	0	3,900
5263	Instructor Fees	1,800	0	9,000	0	9,000
5570	Uniforms	1,483	1,763	2,100	887	2,100
	TOTAL OPERATING COSTS	73,625	68,230	84,156	39,465	99,295
5180	Equipment/Vehicle Maintenance	18,941	23,386	22,834	10,524	26,000
5190	Facility Op. & Maintenance	55,587	69,848	60,793	44,073	64,000
5240	Golf Course Maintenance	98,682	112,500	128,304	40,649	131,512
	TOTAL MAINTENANCE COSTS	173,210	205,734	211,931	95,245	221,512
5265	Insurance - Liquor Liability	650	725	1,000	1,000	1,100
5290	Insurance - Vehicle	454	539	549	564	638
	TOTAL INSURANCE	1,104	1,264	1,549	1,564	1,738
5521	Retail - Alcoholic Beverages	22,741	29,614	22,500	16,519	25,425
5520	Retail - Food	27,641	38,427	29,600	21,126	34,040
5530	Retail - Pro Shop	38,446	48,055	39,000	22,666	40,950
	TOTAL RETAIL OPERATIONS	88,828	116,095	91,100	60,311	100,415
5580-001	Telephone	3,780	4,362	4,500	2,065	4,770
5580-002	Electricity	24,556	29,466	31,000	14,755	31,000
5580-004	Water/Sewer	6,772	5,407	4,800	4,462	4,944
5580-008	Propane Gas	6,888	7,423	9,000	2,291	9,000
5580-016	Internet/Cable	4,435	4,785	5,000	2,159	5,000
	TOTAL UTILITIES	46,432	51,443	54,300	25,732	54,714
	TOTAL EXPENSES	\$ 1,139,968	\$ 1,291,855	\$ 1,306,443	\$ 688,082	\$ 1,408,127
	OPERATING INCOME (LOSS)	\$ 599,314	\$ 755,849	\$ 302,977	\$492,967	\$ 507,373

ALGONKIAN GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Offer and promote an effective membership program.



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

ALGONKIAN GOLF COURSE

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Offer and promote an effective membership program.

Highlights

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

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

Highlights

- Surveyed customers to understand desired course improvements and offerings.
- Retained FY22 leagues and league membership
- Partnered with new leagues and memberships for the 2023 season
- Reviewed and refined league offerings and structure
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Implemented promo deals and re-imagined Swing into Spring through the mobile app to attract new daily players
- Continued to utilize social media to conduct contests and push offerings to retain core golfers.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

VOLCANO ISLAND WATERPARK AT ALGONKIAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-020 ALGONKIAN VOLCANO ISLAND WATERPARK						
REVENUES						
4550	Admissions	\$ 293,692	\$ 324,345	\$ 347,000	\$ 312,786	\$ 390,000
4570	Group Admissions	39,187	50,664	75,000	53,734	70,000
4490	Locker Rental	280	265	500	83	500
4560, 4580	Waterpark Passes	20,688	22,393	22,000	13,179	25,000
4670	Shelter Reservations	5,634	3,128	5,000	4,030	6,000
TOTAL USER FEES		359,481	400,794	449,500	383,812	491,500
4640	Retail Operations	99,848	108,864	114,000	116,295	135,000
4660	Swim Merchandise	6,097	8,547	11,500	8,867	13,000
TOTAL RETAIL OPERATIONS		105,945	117,411	125,500	125,162	148,000
TOTAL REVENUES		\$ 465,426	\$ 518,206	\$ 575,000	\$ 508,974	\$ 639,500
EXPENSES						
5020	Part-Time Salaries	\$ 188,969	\$ 228,440	\$ 253,882	\$ 179,382	\$ 277,705
5030	FICA	14,456	17,732	19,422	13,727	21,244
5070	Unemployment Tax	903	709	1,269	258	417
TOTAL PERSONNEL SERVICES		204,328	246,880	274,573	193,368	299,366
5190	Facility Op. & Maintenance	77,042	82,050	71,820	46,912	83,000
TOTAL MAINTENANCE COSTS		77,042	82,050	71,820	46,912	83,000
5520	Retail Operations	48,488	53,054	45,600	46,408	54,000
5535	Swim Merchandise	4,271	4,466	5,750	4,616	6,500
TOTAL RETAIL OPERATIONS		52,759	57,520	51,350	51,023	60,500
5580-000	Other Utilities	0	250	0	0	0
5580-001	Telephone	1,718	1,772	1,800	658	1,500
5580-002	Electricity	24,535	27,724	24,500	18,529	27,500
5580-004	Water/Sewer	4,925	3,932	4,500	3,245	4,500
5580-016	Internet/Cable	1,729	2,431	2,100	1,341	2,500
TOTAL UTILITIES		32,908	36,109	32,900	23,773	36,000
TOTAL EXPENSES		\$ 367,037	\$ 422,558	\$ 430,643	\$ 315,077	\$ 478,866
OPERATING INCOME (LOSS)		\$ 98,390	\$ 95,648	\$ 144,357	\$ 193,897	\$ 160,634

VOLCANO ISLAND WATERPARK AT ALGONKIAN

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

VOLCANO ISLAND WATERPARK AT ALGONKIAN

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

THE WOODLANDS AT ALGONKIAN PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-030 ALGONKIAN-WOODLANDS MEETING & EVENT CENTER						
REVENUES						
4130	Woodlands Rental	\$ 234,769	\$ 207,346	\$ 225,000	\$ 128,033	\$ 231,750
	TOTAL USER FEES	234,769	207,346	225,000	128,033	231,750
4821	Equipment Rental	34,168	15,588	22,500	13,615	23,175
4822	Contract Employment	35,169	23,469	14,760	18,448	15,660
	TOTAL OTHER REVENUE	69,337	39,057	37,260	32,064	38,835
4640,4641,4647	Retail - Alcohol	127,861	98,435	102,375	69,000	100,120
4115	Catering	343,673	297,011	292,500	188,292	312,875
4682	Administrative Fee	79,557	66,642	55,280	44,238	57,800
	TOTAL RETAIL OPERATIONS	551,091	462,088	450,155	301,530	470,795
	TOTAL REVENUES	\$ 855,198	\$ 708,491	\$ 712,415	\$ 461,627	\$ 741,380
EXPENSES						
5010	Full-Time Salaries	\$ 66,351	\$ 78,167	\$ 127,650	\$ 72,353	\$ 133,889
5020	Part-Time Salaries	31,439	48,644	63,310	17,501	64,945
5030	FICA	7,247	9,508	14,608	6,258	15,211
5040	Hospitalization	9,772	15,911	15,049	12,169	26,667
5060	Life Insurance	388	503	1,455	498	1,267
5050	Retirement	11,418	14,412	26,806	11,299	29,857
5070	Unemployment Tax	168	79	410	7	191
	TOTAL PERSONNEL SERVICES	126,784	167,225	249,288	120,085	272,027
5186	Equipment Rental	30,869	20,265	21,375	16,214	22,000
5146	Contract Employment	100,265	89,104	53,410	66,660	60,420
5230	Gas and Diesel	140	0	0	0	0
5340	Linen Service	998	1,041	3,000	1,545	3,000
5570	Uniforms	195	309	700	166	700
5490	Programs and Promotions	1,843	951	3,500	0	3,500
	TOTAL OPERATING COSTS	134,311	111,669	81,985	84,585	89,620
5180	Equipment/Vehicle Maintenance	1,785	426	1,100	1,012	1,100
5190	Facility Op. & Maintenance	46,382	47,129	45,938	27,603	48,000
	TOTAL MAINTENANCE COSTS	48,167	47,556	47,038	28,615	49,100
5265	Insurance-Liquor liability	2,160	3,507	4,000	3,000	5,000
	TOTAL INSURANCE	2,160	3,507	4,000	3,000	5,000
5143	Catering	95,060	84,941	105,300	44,762	100,950
5521	Retail - Alcohol	29,963	24,774	26,618	14,365	26,000
	TOTAL RETAIL OPERATIONS	125,024	109,715	131,918	59,127	126,950
5580-000	Other Utilities	0	30	0	0	0
5580-001	Telephone	2,614	2,732	2,600	1,405	2,756
5580-002	Electricity	9,622	11,510	11,000	5,736	11,000
5580-008	Propane	901	973	2,000	836	2,000
5580-016	Internet/Cable	2,804	3,116	3,000	1,706	3,450
	TOTAL UTILITIES	15,940	18,362	18,600	9,682	19,206
	TOTAL EXPENSES	\$ 452,386	\$ 458,034	\$ 532,829	\$ 305,094	\$ 561,903
	OPERATING INCOME (LOSS)	\$ 402,812	\$ 250,457	\$ 179,586	\$ 156,533	\$ 179,477

THE WOODLANDS AT ALGONKIAN PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

THE WOODLANDS AT ALGONKIAN PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

ALGONKIAN COTTAGES

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-040 ALGONKIAN COTTAGES						
REVENUES						
4150,4151	Cottage Rental	\$ 347,078	\$ 351,874	\$ 335,000	\$ 206,502	\$ 335,000
4470	Laundry	168	418	600	344	600
TOTAL USER FEES		347,246	352,292	335,600	206,846	335,600
TOTAL REVENUES		\$ 347,246	\$ 352,292	\$ 335,600	\$ 206,846	\$ 335,600
EXPENSES						
5010	Full-Time Salaries	\$ 29,513	\$ 27,317	\$ 30,767	\$ 10,850	\$ 33,209
5020	Part-Time Salaries	89,687	71,064	94,072	40,225	96,362
5030	FICA	8,994	7,223	9,550	3,557	9,912
5040	Hospitalization	7,196	7,741	5,915	6,122	9,565
5060	Life Insurance	276	245	351	155	314
5050	Retirement	5,427	5,197	6,461	2,213	7,406
5070	Unemployment Tax	235	68	490	10	165
TOTAL PERSONNEL SERVICES		141,329	118,855	147,606	63,132	156,933
5340	Linen Service	14,596	12,756	15,000	6,727	15,000
TOTAL OPERATING COSTS		14,596	12,756	15,000	6,727	15,000
5180	Equipment/Vehicle Maintenance	1,009	66	550	0	550
5190	Facility Op. & Maintenance	30,451	27,366	32,780	13,098	33,000
TOTAL MAINTENANCE COSTS		31,460	27,432	33,330	13,098	33,550
5290	Insurance - Vehicle	0	0	549	0	638
TOTAL INSURANCE		0	0	549	0	638
5580-001	Telephone	1,855	1,719	2,000	746	2,000
5580-002	Electricity	17,254	18,685	20,000	8,719	20,000
5580-004	Water/Sewer	6,772	5,407	4,800	4,462	5,800
5580-008	Propane	305	553	1,500	320	1,500
5580-016	Internet/Cable	17,103	16,819	17,000	7,057	19,000
TOTAL UTILITIES		43,290	43,182	45,300	21,304	48,300
TOTAL EXPENSES		\$ 230,674	\$ 202,225	\$ 241,785	\$ 104,260	\$ 254,421
OPERATING INCOME (LOSS)		\$ 116,572	\$ 150,066	\$ 93,815	\$ 102,586	\$ 81,179

ALGONKIAN COTTAGES

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

RESERVOIR PARK AT BEAVERDAM

PROGRAM OVERVIEW

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 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 13,916	\$ 18,500	\$ 169,000	813.5 %
Retail Operations	0	0	20,000	-
TOTAL REVENUE	\$ 13,916	\$ 18,500	\$ 189,000	
EXPENSES BY CATEGORY				
Personnel Services	\$ 15,316	\$ 36,789	\$ 139,151	278.2 %
Operating Costs	731	500	2,850	470.0 %
Maintenance Costs	6,250	10,550	58,000	449.8 %
Insurance	0	0	638	-
Retail Operations	0	0	10,000	-
Utilities	0	0	12,200	-
TOTAL EXPENSES	\$ 22,297	\$ 47,839	\$ 222,839	
Net Income	\$ (8,382)	\$ (29,339)	\$ (33,839)	

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

RESERVOIR PARK AT BEAVERDAM

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-042 RESERVOIR PARK AT BEAVERDAM						
REVENUES						
4070	Boat Rental	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
4080	Crew Boat Storage	0	0	0	0	49,000
4460	Launch & Parking Fees	19,041	13,916	18,000	185	30,000
4670	Shelter Reservations	0	0	0	0	40,000
4800	Vendor Fees	500	0	500	0	0
	TOTAL USER FEES	19,541	13,916	18,500	185	169,000
4640	Retail Operations	0	0	0	0	20,000
	TOTAL RETAIL OPERATIONS	0	0	0	0	20,000
	TOTAL REVENUES	\$ 19,541	\$ 13,916	\$ 18,500	\$ 185	\$ 189,000
EXPENSES						
5020	Part-Time Salaries	\$ 11,295	\$ 14,186	\$ 34,017	\$ 5,698	\$ 129,083
5030	FICA	864	1,082	2,602	423	9,875
5070	Unemployment Tax	48	48	170	6	194
	TOTAL PERSONNEL SERVICES	12,207	15,316	36,789	6,128	139,151
5230	Gas and Diesel	267	731	500	123	2,000
5490	Programs and Promotions	0	0	0	0	500
5570	Uniforms	0	0	0	0	350
	TOTAL OPERATING COSTS	267	731	500	123	2,850
5180	Equipment/Vehicle Maintenance	0	48	550	0	3,000
5190	Facility Op. & Maintenance	4,550	6,202	10,000	5,260	55,000
	TOTAL MAINTENANCE COSTS	4,550	6,250	10,550	5,260	58,000
5290	Insurance - Vehicle	0	0	0	0	638
	TOTAL INSURANCE	0	0	0	0	638
5520	Retail Operations	0	0	0	0	10,000
	TOTAL RETAIL OPERATIONS	0	0	0	0	10,000
5580-001	Telephone	0	0	0	0	1,700
5580-002	Electricity	0	0	0	0	8,000
5580-016	Internet/Cable	0	0	0	0	2,500
	TOTAL UTILITIES	0	0	0	0	12,200
	TOTAL EXPENSES	\$ 17,025	\$ 22,297	\$ 47,839	\$ 11,510	\$ 222,839
	OPERATING INCOME (LOSS)	\$2,516	(\$8,382)	(\$29,339)	(\$11,325)	(\$33,839)

RESERVOIR PARK AT BEAVERDAM

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

RESERVOIR PARK AT BEAVERDAM

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

BLUE RIDGE REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

BLUE RIDGE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-045	BLUE RIDGE REGIONAL PARK					
	REVENUES					
4100	Camping Fees	\$ 7,879	\$ 9,285	\$ 8,000	\$ 4,143	\$ 8,000
	TOTAL USER FEES	7,879	9,285	8,000	4,143	8,000
	TOTAL REVENUES	\$ 7,879	\$ 9,285	\$ 8,000	\$ 4,143	\$ 8,000
	EXPENSES					
5190	Facility Op. & Maintenance	\$ 4,820	\$ 3,134	\$ 6,500	\$ 3,158	\$ 6,500
	TOTAL MAINTENANCE COSTS	4,820	3,134	6,500	3,158	6,500
5580-002	Electricity	140	(57)	200	34	200
	TOTAL UTILITIES	140	(57)	200	34	200
	TOTAL EXPENSES	\$ 4,960	\$ 3,077	\$ 6,700	\$ 3,192	\$ 6,700
	OPERATING INCOME (LOSS)	\$ 2,919	\$ 6,207	\$ 1,300	\$ 951	\$ 1,300

BLUE RIDGE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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



FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

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

BRAMBLETON GOLF COURSE

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 2,105,003	\$ 1,757,225	\$ 2,108,183	20.0%
Retail Operations	253,452	225,000	244,000	8.4%
Other Revenue	27,059	28,000	28,000	0.0%
TOTAL REVENUE	\$ 2,385,514	\$ 2,010,225	\$ 2,380,183	18.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,011,149	\$ 1,014,631	\$ 1,168,822	15.2%
Operating Costs	111,661	118,622	124,580	5.0%
Maintenance Costs	221,020	241,001	251,175	4.2%
Insurance	3,419	3,747	4,291	14.5%
Retail Operations	116,618	100,500	109,700	9.2%
Utilities	53,652	57,900	68,200	17.8%
TOTAL EXPENSES	\$ 1,517,518	\$ 1,536,401	\$ 1,726,768	12.4%
Net Income	\$ 867,995	\$ 473,824	\$ 653,415	

BUDGET HIGHLIGHTS

- Revenues are budgeted 18% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments. Expenses are increased to reflect compensation initiatives, electricity and expense related to the increased retail revenue.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	8.5	8.5	8.5	8.0	8
Part-Time	7.27	7.27	7.27	7.27	7.69

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

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-055	BRAMBLETON GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 165,317	\$ 264,922	\$ 160,000	\$ 129,217	\$ 250,000
4220	Cart Rental	337,932	419,964	331,000	272,500	391,024
4320	Golf Club Rental	2,730	3,045	0	2,199	3,000
4380	Green Fees	1,267,159	1,395,432	1,244,175	830,502	1,443,209
4400	Golf Handicap Program	9,039	7,010	8,800	1,811	7,150
4600	Programmed Events	4,291	3,381	2,750	3,225	3,300
4610	Pull Cart Rental	3,049	4,692	3,000	2,604	3,000
4670	Shelter Reservations	9,600	6,556	7,500	0	7,500
	TOTAL USER FEES	1,799,117	2,105,003	1,757,225	1,242,058	2,108,183
4641	Retail - Alcoholic Beverages	63,411	80,096	70,000	46,371	79,000
4640, 4642, 4643	Retail - Food	66,069	83,853	85,000	53,104	85,000
4650	Retail - Pro Shop	72,848	89,502	70,000	57,530	80,000
	TOTAL RETAIL OPERATIONS	202,329	253,452	225,000	157,005	244,000
4475	Lessons	27,965	27,038	28,000	6,765	28,000
4510	Miscellaneous Revenue	160	21	0	0	0
	TOTAL OTHER REVENUE	28,125	27,059	28,000	6,765	28,000
	TOTAL REVENUES	\$ 2,029,571	\$ 2,385,514	\$ 2,010,225	\$ 1,405,828	\$ 2,380,183
	EXPENSES					
5010	Full-Time Salaries	\$ 558,812	\$ 578,882	\$ 549,893	\$ 327,871	\$ 609,774
5020	Part-Time Salaries	177,240	185,977	209,316	103,312	237,097
5030	FICA	53,416	56,277	58,079	29,320	64,786
5040	Hospitalization	80,922	86,054	74,231	60,876	114,742
5060	Life Insurance	4,679	4,765	6,269	2,734	5,768
5050	Retirement	99,849	98,722	115,477	55,236	135,980
5070	Unemployment Tax	965	472	1,367	98	676
	TOTAL PERSONNEL SERVICES	975,884	1,011,149	1,014,631	579,448	1,168,822
5160	Golf Cart Rental	60,270	55,634	53,290	27,817	67,928
5138	Beverage Cart Rental	4,060	3,748	2,772	1,874	3,472
5230	Gas and Diesel	28,424	24,358	28,000	16,884	18,000
5260	Golf Handicap Program	3,738	2,649	3,660	366	3,180
5263	Instructor Fees	24,481	20,488	25,200	6,206	25,200
5490	Programs and Promotions	3,857	3,306	2,550	2,771	3,300
5570	Uniforms	821	1,479	3,150	0	3,500
	TOTAL OPERATING COSTS	125,650	111,661	118,622	55,918	124,580
5180	Equipment/Vehicle Maintenance	20,428	22,879	23,100	11,844	26,000
5190	Facility Op. & Maintenance	82,344	77,092	80,169	43,930	84,000
5240	Golf Course Maintenance	110,919	121,050	137,732	38,175	141,175
	TOTAL MAINTENANCE COSTS	213,691	221,020	241,001	93,949	251,175
5265	Insurance - Liquor Liability	675	725	1,000	1,000	1,100
5290	Insurance - Vehicle	2,268	2,694	2,747	2,821	3,191
	TOTAL INSURANCE	2,943	3,419	3,747	3,821	4,291
5521	Retail - Alcoholic Beverages	18,198	24,386	21,000	12,067	23,700
5520, 5522	Retail - Food	24,274	31,594	34,000	18,857	34,000
5530	Retail - Pro Shop	50,328	60,637	45,500	37,533	52,000
	TOTAL RETAIL OPERATIONS	92,799	116,618	100,500	68,457	109,700
5580-001	Telephone	3,761	3,650	4,300	2,078	4,300
5580-002	Electricity	19,912	22,171	25,000	15,199	35,000
5580-008	Propane Gas	18,798	22,092	23,000	7,935	23,000
5580-016	Internet/Cable	6,531	5,739	5,600	2,725	5,900
	TOTAL UTILITIES	49,001	53,652	57,900	27,938	68,200
	TOTAL EXPENSES	\$ 1,459,969	\$ 1,517,518	\$ 1,536,401	\$ 829,531	\$ 1,726,768
	OPERATING INCOME (LOSS)	\$ 569,602	\$ 867,995	\$ 473,824	\$ 576,297	\$ 653,415

BRAMBLETON GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Offer and promote an effective membership program.



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

BRAMBLETON GOLF COURSE

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Offer and promote an effective membership program.

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

BULL RUN REGIONAL PARK

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-070	BULL RUN REGIONAL PARK					
	REVENUES					
4095	Cabin Rentals	\$ 111,079	\$ 98,397	\$ 118,450	\$ 48,178	\$ 118,450
4100	Camping Fees	804,269	835,537	805,000	454,365	845,000
4470	Laundry	5,217	6,248	5,000	3,312	5,000
4670	Shelter Reservations	93,076	96,715	106,560	54,670	100,000
4600, 4690	Programmed Events	2,471	5,557	8,000	459	8,000
4045	Athletic Field Use Fees	0	0	1,000	0	1,000
4675, 4080	Boat/RV Storage	144,903	164,796	161,425	76,190	161,425
4230	Entrance Fees	104,937	103,897	100,000	62,057	110,000
4500	Disc Golf	4,788	5,121	4,500	2,062	5,000
	TOTAL USER FEES	1,270,739	1,316,268	1,309,935	701,292	1,353,875
4640,4648,4661	Retail Operations	51,276	48,016	55,000	20,569	55,000
	TOTAL RETAIL OPERATIONS	51,276	48,016	55,000	20,569	55,000
4480	License Fees	368	1348	0	613	0
	TOTAL LICENSE FEES	368	1348	0	613	0
4255,4601	Firewood/Propane	31,733	27,788	35,000	14,041	30,000
	TOTAL OTHER REVENUE	31,733	27,788	35,000	14,041	30,000
	TOTAL REVENUES	\$ 1,354,116	\$ 1,393,420	\$ 1,399,935	\$ 736,514	\$ 1,438,875
	EXPENSES					
5010	Full-Time Salaries	\$ 502,037	\$ 531,957	\$ 514,179	\$ 301,509	\$ 551,987
5020	Part-Time Salaries	211,984	259,386	225,080	147,994	246,841
5030	FICA	52,662	58,497	56,553	30,957	61,110
5040	Hospitalization	85,495	92,414	100,669	57,126	112,134
5060	Life Insurance	4,387	4,640	5,862	2,536	5,222
5050	Retirement	92,184	93,963	107,978	50,352	123,093
5070	Unemployment Tax	777	396	1,445	71	690
	TOTAL PERSONNEL SERVICES	949,526	1,041,253	1,011,767	590,543	1,101,078
5230	Gas and Diesel	27,355	23,961	25,000	7,942	23,000
5430	Park Police	14,625	20,870	16,800	11,130	16,800
5490	Programs and Promotions	5,645	7,996	7,500	4,083	7,500
5570	Uniforms	1,720	1,882	2,800	1,380	2,800
	TOTAL OPERATING COSTS	49,345	54,709	52,100	24,534	50,100
5180	Equipment/Vehicle Maintenance	38,473	34,689	38,500	22,895	40,000
5190	Facility Op. & Maintenance	104,681	115,687	108,000	48,836	114,000
	TOTAL MAINTENANCE COSTS	143,154	150,376	146,500	71,732	154,000
5290	Insurance - Vehicle	3,628	4,311	4,396	4,514	5,106
	TOTAL INSURANCE	3,628	4,311	4,396	4,514	5,106
5524	Firewood	10,000	14,000	13,125	6,000	11,250
5520	Retail Operations	36,080	32,054	27,500	15,552	27,500
	TOTAL RETAIL OPERATIONS	46,080	46,054	40,625	21,552	38,750
5580-000	Other Utilities	0	200	0	0	0
5580-001	Telephone	6,655	7,656	7,000	5,345	11,000
5580-002	Electricity	74,728	82,388	80,000	30,022	80,000
5580-004	Water/Sewer	22,145	12,391	20,000	5,406	15,000
5580-008	Propane	17,207	15,155	17,500	8,668	17,500
5580-016	Cable/Internet	3,043	3,064	3,200	1,428	3,200
	TOTAL UTILITIES	123,778	120,855	127,700	50,868	126,700
	TOTAL EXPENSES	\$ 1,315,511	\$ 1,417,557	\$ 1,383,088	\$ 763,743	\$ 1,475,734
	OPERATING INCOME (LOSS)	\$ 38,604	\$ (24,137)	\$ 16,847	\$ (27,229)	\$ (36,859)

BULL RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement plan to preserve a sustainable park trails network by conducting a minimum of (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 4000 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information

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



Objectives:

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

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

Objectives:

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

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



Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop and implement a minimum of (2) new strategies to increase off-peak usage.
- Continue to utilize Facebook, Nova Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% over FY23 gross.
- Develop a minimum of (2) new programs to engage campground customers.
- Continue to review and implement the 5-year plan for consistent and continued campground improvements.

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



Objectives:

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

BULL RUN REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

ATLANTIS WATERPARK AT BULL RUN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-080	BULL RUN ATLANTIS WATERPARK					
	REVENUES					
4550	Admissions	\$ 326,048	\$ 319,906	\$ 359,500	\$ 306,730	\$ 393,000
4570	Group Admissions	28,152	43,755	54,000	43,515	54,000
4490	Locker Rental	33	94	600	219	600
4580	Waterpark Passes	28,910	33,033	35,000	28,242	40,000
	TOTAL USER FEES	383,142	396,788	449,100	378,705	487,600
4640	Retail Operations	145,945	153,293	156,000	144,213	170,000
4660	Swim Merchandise	6,268	7,654	9,800	7,839	11,500
	TOTAL RETAIL OPERATIONS	152,212	160,947	165,800	152,052	181,500
4510	Miscellaneous Revenue	0	14	0	0	0
	TOTAL OTHER REVENUE	0	14	0	0	0
	TOTAL REVENUES	\$ 535,354	\$ 557,750	\$ 614,900	\$ 530,757	\$ 669,100
	EXPENSES					
5020	Part-Time Salaries	\$ 236,795	\$ 262,207	\$ 287,128	\$ 187,886	\$ 310,373
5030	FICA	18,115	19,910	21,965	14,378	23,744
5070	Unemployment Tax	1,122	822	1,436	278	466
	TOTAL PERSONNEL SERVICES	256,032	282,939	310,529	202,542	334,582
5263	Instructor Fees	0	0	0	500	0
	TOTAL OPERATING COSTS	0	0	0	500	0
5180	Equipment/Vehicle Maintenance	0	585	0	0	0
5190	Facility Op. & Maintenance	72,163	98,712	77,760	53,660	92,000
	TOTAL MAINTENANCE COSTS	72,163	99,297	77,760	53,660	92,000
5520	Retail Operations	71,331	73,494	62,400	53,522	68,000
5535	Swim Merchandise	(358)	5,450	4,900	366	5,750
	TOTAL RETAIL OPERATIONS	70,973	78,944	67,300	53,887	73,750
5580-001	Telephone	390	393	500	183	500
5580-002	Electricity	12,565	15,077	14,500	11,927	16,000
5580-016	Cable/Internet	1,279	1,288	1,500	600	1,500
	TOTAL UTILITIES	14,235	16,758	16,500	12,711	18,000
	TOTAL EXPENSES	\$ 413,403	\$ 477,938	\$ 472,089	\$ 323,300	\$ 518,332
	OPERATING INCOME (LOSS)	\$ 121,951	\$ 79,812	\$ 142,811	\$ 207,457	\$ 150,768

ATLANTIS WATERPARK AT BULL RUN

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

ATLANTIS WATERPARK AT BULL RUN

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

BULL RUN SPECIAL EVENTS CENTER

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
BULL RUN SPECIAL EVENTS CENTER						
3-075	REVENUES					
4124	Special Event Center Rental	\$ 167,364	\$ 107,176	\$ 125,000	\$ 24,079	\$ 90,000
4600	Programmed Events	7,884	0	20,000	0	20,000
	TOTAL USER FEES	175,248	107,176	145,000	24,079	110,000
4235	Event Services	0	0	0	36,977	144,000
4510	Miscellaneous Revenue	47,780	175,383	200,000	63,645	0
4821	Equipment Rental	185,318	202,009	0	12,002	0
4532	Park Police	63,749	9,500	100,000	0	72,000
	TOTAL OTHER REVENUE	296,847	386,892	300,000	112,624	216,000
	TOTAL REVENUES	\$ 472,095	\$ 494,068	\$ 445,000	\$ 136,704	\$ 326,000
EXPENSES						
5010	Full-Time Salaries	\$ 30,428	\$ 39,612	\$ 37,043	\$ 21,251	\$ 31,864
5020	Part-Time Salaries	22,395	36,186	28,856	9,893	30,400
5030	FICA	3,727	5,619	5,041	1,909	4,763
5040	Hospitalization	7,898	7,265	0	6,797	4,039
5060	Life Insurance	248	277	422	185	301
5050	Retirement	5,113	5,543	7,779	3,357	7,106
5070	Unemployment Tax	38	28	164	1	66
	TOTAL PERSONNEL SERVICES	69,847	94,529	79,305	43,392	78,538
5186	Equipment Rental	121,479	52,770	0	0	0
5187	Event Services	0	0	0	79,292	136,800
5470	Production Costs	2,759	0	0	0	0
5450	Portable Johns	62,682	0	0	0	0
5490	Programs & Promotions	2,215	339	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	103,382	276,103	290,000	11,885	72,000
5570	Uniforms	150	307	350	0	350
	TOTAL OPERATING COSTS	292,667	329,519	300,350	91,176	219,150
5190	Facility Op. & Maintenance	25,471	14,663	23,400	2,315	23,400
	TOTAL MAINTENANCE COSTS	25,471	14,663	23,400	2,315	23,400
5580-016	Cable/Internet	1,279	1,288	1,300	600	1,300
	TOTAL UTILITIES	1,279	1,288	1,300	600	1,300
	TOTAL EXPENSES	\$ 389,264	\$ 439,999	\$ 404,355	\$ 137,484	\$ 322,388
	OPERATING INCOME (LOSS)	\$ 82,831	\$ 54,069	\$ 40,645	\$ (780)	\$ 3,612

BULL RUN SPECIAL EVENTS CENTER

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

BULL RUN SPECIAL EVENTS CENTER

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

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

BULL RUN FESTIVAL OF LIGHTS

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-078	BULL RUN LIGHT SHOW					
	REVENUES					
4485	Light Show Vehicle Entries	\$ 2,119,384	\$ 1,955,897	\$ 1,925,000	\$ 1,767,209	\$ 1,925,000
4800	Vendor Fees	135,552	125,547	120,000	121,353	140,000
	TOTAL USER FEES	2,254,937	2,081,444	2,045,000	1,888,562	2,065,000
4640	Retail Operations	45,310	62,729	65,000	60,114	75,000
	TOTAL RETAIL OPERATIONS	45,310	62,729	65,000	60,114	75,000
4694	Sponsorships	0	0	0	228	0
	TOTAL OTHER REVENUE	0	0	0	228	0
	TOTAL REVENUES	\$ 2,300,247	\$ 2,144,173	\$ 2,110,000	\$ 1,948,904	\$ 2,140,000
	EXPENSES					
5010	Full-Time Salaries	\$ 59,983	\$ 79,235	\$ 81,414	\$ 43,334	\$ 81,075
5020	Part-Time Salaries	97,400	91,991	99,235	51,422	106,283
5030	FICA	11,749	12,377	13,820	5,381	14,333
5040	Hospitalization	7,764	16,582	17,879	12,905	15,268
5060	Life Insurance	573	682	928	412	767
5050	Retirement	11,942	13,588	17,097	7,738	18,080
5070	Unemployment Tax	397	171	556	35	219
	TOTAL PERSONNEL SERVICES	189,807	214,625	230,929	121,227	236,024
5520	Retail Operations	22,813	19,060	26,000	27,396	30,000
	TOTAL RETAIL OPERATIONS	22,813	19,060	26,000	27,396	30,000
5230	Gas & Diesel	11,723	16,591	15,000	10,689	12,000
5470	Production Costs	166,835	177,184	195,480	128,318	195,480
5490	Programs & Promotions	685	(403)	0	266	0
5570	Uniforms	266	162	350	355	350
	TOTAL OPERATING COSTS	179,509	193,533	210,830	139,628	207,830
5180	Equipment/Vehicle Maintenance	1,900	2,153	1,100	931	2,000
	TOTAL MAINTENANCE COSTS	1,900	2,153	1,100	931	2,000
5580-002	Electricity	7,043	6,817	6,000	3,240	7,500
5580-008	Propane	0	0	0	1,280	0
	TOTAL UTILITIES	7,043	6,817	6,000	4,520	7,500
	TOTAL EXPENSES	\$ 401,073	\$ 436,189	\$ 474,859	\$ 293,702	\$ 483,354
	OPERATING INCOME (LOSS)	\$ 1,899,174	\$ 1,707,984	\$ 1,635,141	\$ 1,655,202	\$ 1,656,646

BULL RUN FESTIVAL OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

BULL RUN SHOOTING CENTER

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-090	BULL RUN SHOOTING CENTER					
	REVENUES					
4040	Archery Target Fees	\$ 24,298	\$ 29,415	\$ 27,000	\$ 17,276	\$ 33,000
4390	Gun Rental	43,344	37,525	55,000	21,950	63,000
4745	Shooting Tournament Fees	20,750	43,040	40,000	11,135	40,000
4730	Target Sales	565,018	590,929	670,000	341,004	675,000
4670	Shelter Reservations	1,250	3,000	2,500	1,770	2,500
	TOTAL USER FEES	654,660	703,909	794,500	393,135	813,500
4010	Ammunition	392,063	474,757	405,600	216,958	415,000
4640	Retail Operations	65,008	71,438	60,000	32,643	63,000
	TOTAL RETAIL OPERATIONS	457,072	546,196	465,600	249,601	478,000
4475	Lessons	105,832	81,187	100,000	46,604	100,000
4510	Miscellaneous Revenue	377	334	0	175	0
	TOTAL OTHER REVENUE	106,209	81,522	100,000	46,779	100,000
	TOTAL REVENUES	\$ 1,217,941	\$ 1,331,627	\$ 1,360,100	\$ 689,514	\$ 1,391,500
	EXPENSES					
5010	Full-Time Salaries	\$ 156,695	\$ 178,714	\$ 169,644	\$ 103,373	\$ 175,978
5020	Part-Time Salaries	228,001	257,226	314,550	135,078	321,243
5030	FICA	28,959	32,881	37,041	16,886	38,037
5040	Hospitalization	20,309	24,287	31,002	12,503	11,230
5060	Life Insurance	1,368	1,497	1,934	786	1,665
5050	Retirement	29,000	31,277	35,625	16,783	39,243
5070	Unemployment Tax	838	441	1,653	96	562
	TOTAL PERSONNEL	465,170	526,323	591,449	285,505	587,958
5230	Gas and Diesel	2,292	2,258	2,500	1,269	2,500
5263	Instructor Fees	0	0	0	0	0
5415	Miscellaneous Expense	0	0	0	0	0
5490	Programs and Promotions	45	811	500	180	500
5563	Shooting Tournament	8,707	14,274	18,600	3,061	18,600
5564	Targets	211,108	209,926	240,350	142,214	256,400
5570	Uniforms	708	433	700	85	700
	TOTAL OPERATING COSTS	222,859	227,703	262,650	146,809	278,700
5180	Equipment/Vehicle Maintenance	9,307	14,321	23,760	8,125	23,760
5190	Facility Op. & Maintenance	29,605	41,039	36,771	29,059	39,000
	TOTAL MAINTENANCE COSTS	38,912	55,360	60,531	37,183	62,760
5290	Insurance - Vehicle	907	1,078	1,099	1,129	1,277
	TOTAL INSURANCE	907	1,078	1,099	1,129	1,277
5520	Retail Operations	47,506	46,563	39,600	19,026	41,580
5520-050	Ammunition	291,729	325,700	283,920	152,191	303,794
	TOTAL RETAIL OPERATIONS	339,235	372,263	323,520	171,217	345,374
5580-001	Telephone	1,966	1,980	2,000	922	2,000
5580-002	Electricity	4,984	5,638	10,000	1,941	8,000
5580-008	Propane	0	140	2,000	242	1,000
5580-016	Cable/Internet	2,343	2,359	2,400	1,099	2,400
	TOTAL UTILITIES	9,293	10,117	16,400	4,204	13,400
	TOTAL EXPENSES	\$ 1,076,376	\$ 1,192,843	\$ 1,255,649	\$ 646,047	\$ 1,289,469
	OPERATING INCOME (LOSS)	\$ 141,565	\$ 138,783	\$ 104,451	\$ 43,468	\$ 102,031

BULL RUN SHOOTING CENTER

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

BULL RUN SHOOTING CENTER

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

BULL RUN MARINA

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

BULL RUN MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-060	BULL RUN MARINA					
	REVENUES					
4080	Boat Storage	\$ 12,781	\$ 3,667	\$ 8,645	\$ 0	\$ 7,776
	TOTAL USER FEES	12,781	3,667	8,645	0	7,776
4640, 4285	Miscellaneous Revenue	17,852	15,550	17,500	3,025	17,500
	TOTAL OTHER REVENUE	17,852	15,550	17,500	3,025	17,500
	TOTAL REVENUES	\$ 30,633	\$ 19,217	\$ 26,145	\$ 3,025	\$ 25,276
	EXPENSES					
5010	Full-Time Salaries	\$ 13,404	\$ 14,566	\$ 15,946	\$ 8,087	\$ 17,293
5030	FICA	962	1,028	1,220	529	1,323
5040	Hospitalization	1,991	2,088	2,284	1,355	3,095
5060	Life Insurance	130	145	182	79	164
5050	Retirement	2,683	2,856	3,349	1,571	3,856
5070	Unemployment Tax	5	2	8	0	8
	TOTAL PERSONNEL SERVICES	19,176	20,685	22,988	11,621	25,739
5190	Facility Op. & Maintenance	12,956	16,896	15,550	8,867	16,000
5252	Gate keys	7,362	4,313	5,400	0	4,300
	TOTAL MAINTENANCE COSTS	20,318	21,208	20,950	8,867	20,300
5580-002	Electricity	1,813	1,565	2,000	804	2,000
	TOTAL UTILITIES	1,813	1,565	2,000	804	2,000
	TOTAL EXPENSES	\$ 41,307	\$ 43,458	\$ 45,938	\$ 21,292	\$ 48,039
	OPERATING INCOME (LOSS)	\$ (10,674)	\$ (24,241)	\$ (19,793)	\$ (18,267)	\$ (22,763)

BULL RUN MARINA

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

CAMERON RUN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-110 CAMERON RUN REGIONAL PARK						
REVENUES						
4670	Shelter Reservations	\$ 5,485	\$ 11,529	\$ 13,000	\$ 9,847	\$ 13,000
4600	Programmed Events	0	120	0	0	0
4060	Batting Cage Fees	34,703	39,657	40,000	14,936	40,000
4500	Miniature Golf	42,634	34,192	45,000	14,480	45,000
	TOTAL USER FEES	82,822	85,499	98,000	39,263	98,000
4640	Retail - Food	13,617	2,373	12,000	1,394	12,000
	TOTAL RETAIL OPERATIONS	13,617	2,373	12,000	1,394	12,000
4510	Miscellaneous Revenue	106	414	0	81	0
	TOTAL OTHER REVENUE	106	414	0	81	0
	TOTAL REVENUES	\$ 96,545	\$ 88,286	\$ 110,000	\$ 40,738	\$ 110,000
EXPENSES						
5010	Full-Time Salaries	\$ 185,966	\$ 205,266	\$ 257,847	\$ 120,990	\$ 248,463
5020	Part-Time Salaries	79,095	127,245	104,462	60,215	122,150
5030	FICA	19,299	23,937	27,717	12,130	28,352
5040	Hospitalization	34,106	54,160	73,672	37,129	30,698
5060	Life Insurance	1,636	1,900	2,939	1,229	2,350
5050	Retirement	34,072	36,516	54,148	23,628	55,407
5070	Unemployment Tax	435	303	682	58	343
	TOTAL PERSONNEL SERVICES	354,609	449,329	521,467	255,380	487,764
5230	Gas and Diesel	3,301	2,752	3,500	1,408	3,500
5490	Programs and Promotions	346	1,325	2,000	0	2,000
5570	Uniforms	921	819	1,050	302	1,400
	TOTAL OPERATING COSTS	4,568	4,896	6,550	1,710	6,900
5180	Equipment/Vehicle Maintenance	7,380	983	3,300	1,488	3,300
5190	Facility Op. & Maintenance	37,805	76,049	40,235	24,028	43,000
	TOTAL MAINTENANCE COSTS	45,185	77,032	43,535	25,516	46,300
5290	Insurance - Vehicle	1,457	1,078	1,099	1,129	1,277
	TOTAL INSURANCE	1,457	1,078	1,099	1,129	1,277
5520	Retail - Food	5,978	699	4,800	653	4,800
	TOTAL RETAIL OPERATIONS	5,978	699	4,800	653	4,800
	TOTAL EXPENSES	\$ 411,796	\$ 533,033	\$ 577,451	\$ 284,387	\$ 547,041
	OPERATING INCOME (LOSS)	\$ (315,251)	\$ (444,747)	\$ (467,451)	\$ (243,649)	\$ (437,041)

CAMERON RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

CAMERON RUN REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-115 CAMERON RUN WINTER VILLAGE						
REVENUES						
4297	General Admission	\$ 237,421	\$ 181,432	\$ 190,000	\$ 179,469	\$ 205,000
4683	Skating	67,373	59,138	65,000	32,430	65,000
4684	Skate Rentals	31,201	27,726	30,000	14,786	30,000
4488	Group Admissions	925	1,435	5,000	2,222	5,000
4670	Shelter Reservations	0	0	0	490	2,000
TOTAL USER FEES		336,919	269,732	290,000	229,396	307,000
4642	Retail-Food	38,590	44,434	47,000	57,237	60,000
4640	Retail Operations	3,786	5,755	8,000	9,272	18,500
TOTAL RETAIL OPERATIONS		42,376	50,189	55,000	66,509	78,500
TOTAL REVENUES		\$ 379,295	\$ 319,921	\$ 345,000	\$ 295,905	\$ 385,500
EXPENSES						
5020	Part-Time Salaries	\$ 70,236	\$ 71,271	\$ 76,150	\$ 54,588	\$ 79,900
5030	FICA	0	0	5,825	0	6,112
5070	Unemployment	0	0	381	0	120
TOTAL PERSONNEL SERVICES		70,236	71,271	82,356	54,588	86,132
5470	Light Show Production Costs	110,250	115,530	92,448	120,976	115,000
TOTAL OPERATING COSTS		110,250	115,530	92,448	120,976	115,000
5520-015	Retail-Food	18,804	15,665	18,800	21,423	24,000
5520-000	Retail Operations	10,543	9,344	4,000	1,946	5,250
TOTAL RETAIL OPERATIONS		29,347	25,010	22,800	23,369	29,250
5580-002	Electricity	0	0	7,500	0	7,500
5580-008	Propane	6,825	8,204	8,000	6,714	8,000
TOTAL UTILITIES		6,825	8,204	15,500	6,714	15,500
TOTAL EXPENSES		\$ 216,658	\$ 220,014	\$ 213,104	\$ 205,646	\$ 245,882
OPERATING INCOME (LOSS)		\$ 162,637	\$ 99,908	\$ 131,896	\$ 90,259	\$ 139,618

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

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

GREAT WAVES WATERPARK AT CAMERON RUN

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-120	GREAT WAVES WATERPARK at CAMERON RUN					
	REVENUES					
4550	Admissions	\$ 1,057,491	\$ 1,177,599	\$ 1,200,000	\$ 977,920	\$ 1,350,000
4093	Cabana Rental	16,393	10,890	18,000	11,605	18,000
4421	Play Features	2,602	1,798	0	415	0
4490	Locker Rental	822	4,979	8,500	4,504	8,500
4570	Group Admissions	37,990	69,327	100,000	76,893	100,000
4580	Waterpark Passes	48,667	62,145	65,000	39,233	70,000
4600	Programmed Events	1,610	2,152	0	918	0
4670	Shelter Reservations	9,057	7,594	9,000	5,410	9,000
	TOTAL USER FEES	1,174,633	1,336,483	1,400,500	1,116,898	1,555,500
4640,4652,4654	Retail Operations	377,027	443,673	440,000	412,362	495,000
4660,4653	Swim Merchandise	24,181	32,159	35,000	33,100	47,000
4200	Food Truck	0	8,693	40,000	4,305	0
	TOTAL RETAIL OPERATIONS	401,209	484,525	515,000	449,767	542,000
	TOTAL REVENUES	\$ 1,575,841	\$ 1,821,008	\$ 1,915,500	\$ 1,566,665	\$ 2,097,500
	EXPENSES					
5010	Full-Time Salaries	\$ 49,482	\$ 60,704	\$ 56,425	\$ 36,279	\$ 63,440
5020	Part-Time Salaries	389,332	521,192	678,692	406,262	717,199
5030	FICA	33,583	38,008	54,386	29,394	57,391
5040	Hospitalization	0	0	0	0	0
5060	Life Insurance	415	516	643	290	600
5050	Retirement	9,218	10,207	11,849	5,616	14,147
5070	Unemployment Tax	1,714	1,600	3,433	553	1,116
	TOTAL PERSONNEL SERVICES	483,745	632,227	805,430	478,394	853,893
5143	Catering	(35)	0	0	(570)	0
5146	Contract Employment	1,863	3,496	0	4,800	4,000
5490	Programs and Promotions	3,093	2,078	1,500	73	1,500
5430	Park Police	26,725	25,345	15,000	25,345	30,000
5570	Uniforms	0	105	350	0	350
	TOTAL OPERATING COSTS	31,646	31,024	16,850	29,648	35,850
5180	Equipment/Vehicle Maintenance	1,380	155	2,200	10	2,200
5190	Facility Op. & Maintenance	242,919	250,910	196,776	156,187	243,000
	TOTAL MAINTENANCE COSTS	244,299	251,064	198,976	156,197	245,200
5520	Retail Operations	193,592	210,438	188,000	206,806	198,000
5535	Swim Merchandise	12,419	19,746	17,500	7,897	23,500
	TOTAL RETAIL OPERATIONS	206,011	230,184	205,500	214,702	221,500
5580-000	Other Utilities	346	0	0	0	0
5580-001	Telephone	4,148	4,211	4,200	2,090	4,200
5580-002	Electricity	68,904	85,508	65,000	52,517	78,000
5580-004	Water/Sewer	64,956	68,228	80,000	43,762	80,000
5580-008	Propane	2,102	2,841	5,000	1,622	4,000
5580-016	Internet/Cable	11,636	12,232	12,000	5,712	12,000
	TOTAL UTILITIES	152,093	173,021	166,200	105,703	178,200
	TOTAL EXPENSES	\$ 1,117,794	\$ 1,317,519	\$ 1,392,956	\$ 984,645	\$ 1,534,643
	OPERATING INCOME (LOSS)	\$ 458,048	\$ 503,488	\$ 522,544	\$ 582,020	\$ 562,857

GREAT WAVES WATERPARK AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

GREAT WAVES WATERPARK AT CAMERON RUN

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

CARLYLE HOUSE HISTORIC PARK

PROGRAM OVERVIEW

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

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-130	CARLYLE HOUSE HISTORIC PARK					
	REVENUES					
4600	Programmed Events	\$ 19,622	\$16,160	\$ 22,000	\$ 13,181	\$ 25,000
4240	Carlyle House Rental	22,186	21,700	30,000	10,105	30,000
4230	Entrance Fees	34,682	35,710	50,000	10,468	50,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	3,025	3,250	3,000	2,025	3,500
	TOTAL USER FEES	79,514	76,820	105,000	35,779	108,500
4640, 4090	Retail Operations	15,263	14,389	15,000	5,598	15,000
	TOTAL RETAIL OPERATIONS	15,263	14,389	15,000	5,598	15,000
4270	Garden Guild/Docent Activities	421	100	600	0	600
	TOTAL OTHER REVENUE	421	100	600	0	600
4910	Transfer from Carlyle House Friends Fund	0	81	3,000	0	3,000
	TOTAL TRANSFER / OTHER FUNDS	0	81	3,000	0	3,000
	TOTAL REVENUES	\$ 95,198	\$ 91,390	\$ 123,600	\$ 41,376	\$ 127,100
	EXPENSES					
5010	Full-Time Salaries	\$ 145,606	\$ 145,327	\$ 155,867	\$ 96,073	\$ 169,387
5020, 5025	Part-Time Salaries	45,014	64,048	72,801	22,294	84,434
5030, 5035	FICA	14,384	15,774	17,493	8,402	19,417
5040	Hospitalization	11,083	13,730	11,176	6,170	18,389
5060	Life Insurance	1,270	1,285	1,777	797	1,602
5050	Retirement	25,187	27,312	32,732	15,453	37,773
5070	Unemployment Tax	234	142	444	16	207
	TOTAL PERSONNEL SERVICES	242,778	267,617	292,290	149,207	331,209
5220	Garden Guild/Docent Activities	0	781	600	117	600
5490	Programs and Promotions	10,519	5,864	12,050	3,267	12,050
5570	Uniforms	0	0	700	0	700
	TOTAL OPERATING COSTS	10,519	6,645	13,350	3,384	13,350
5190	Facility Op. & Maintenance	50,567	45,625	43,188	20,977	46,000
	TOTAL MAINTENANCE COSTS	50,567	45,625	43,188	20,977	46,000
5520	Retail Operations	10,180	9,586	7,500	2,384	7,500
	TOTAL RETAIL OPERATIONS	10,180	9,586	7,500	2,384	7,500
5580-001	Telephone	1,866	1,342	3,800	689	1,500
5580-002	Electricity	7,281	10,460	16,000	5,362	16,000
5580-004	Water/Sewer	3,539	802	3,700	375	3,700
5580-016	Internet/Cable	1,694	2,159	1,900	1,229	2,500
	TOTAL UTILITIES	14,380	14,762	25,400	7,655	23,700
	TOTAL EXPENSES	\$ 328,425	\$ 344,235	\$ 381,728	\$ 183,607	\$ 421,759
	OPERATING INCOME (LOSS)	\$ (233,227)	\$ (252,845)	\$ (258,128)	\$ (142,231)	\$ (294,659)

CARLYLE HOUSE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

CARLYLE HOUSE HISTORIC PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

FOUNTAINHEAD REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-140	FOUNTAINHEAD REGIONAL PARK					
	REVENUES					
4070	Boat Rental	\$ 245,705	\$ 217,532	\$ 240,000	\$ 118,185	\$ 220,000
4530	Launch & Parking Fees	85,381	95,567	85,000	40,129	100,000
4690	Special Events	23,068	20,238	20,000	11,339	22,000
4600	Programmed Events	2,612	2,990	6,000	985	4,000
4670	Shelter Reservations	5,862	5,895	5,800	2,820	5,800
	TOTAL USER FEES	362,627	342,222	356,800	173,458	351,800
4640, 4660	Retail Operations	47,570	41,226	50,000	22,980	50,000
	TOTAL RETAIL OPERATIONS	47,570	41,226	50,000	22,980	50,000
4420	House Rental	15,512	10,760	12,912	0	12,912
4510	Miscellaneous Revenue	1,084	250	0	0	0
	TOTAL OTHER REVENUE	16,596	11,010	12,912	0	12,912
	TOTAL REVENUES	\$ 426,794	\$ 394,459	\$ 419,712	\$ 196,438	\$ 414,712
	EXPENSES					
5010	Full-Time Salaries	\$ 97,691	\$ 108,556	\$ 90,524	\$ 62,398	\$ 98,104
5020	Part-Time Salaries	145,990	159,234	125,061	74,533	129,357
5030	FICA	18,419	20,247	16,492	9,959	17,401
5040	Hospitalization	11,800	11,708	12,989	7,991	19,260
5060	Life Insurance	785	821	1,032	400	928
5050	Retirement	16,210	16,163	19,010	8,331	21,877
5070	Unemployment Tax	581	393	681	77	250
	TOTAL PERSONNEL SERVICES	291,475	317,123	265,790	163,689	287,177
5230	Gas and Diesel	3,203	3,653	3,000	1,326	3,000
5490	Programs and Promotions	1,035	0	1,000	0	1,000
5570	Uniforms	756	828	1,050	308	1,050
	TOTAL OPERATING COSTS	4,994	4,481	5,050	1,634	5,050
5180	Equipment/Vehicle Maintenance	3,471	2,901	3,300	985	3,300
5190	Facility Op. & Maintenance	31,679	30,218	25,883	12,528	28,000
5510	Rental House Maintenance	547	619	500	1,035	500
	TOTAL MAINTENANCE COSTS	35,696	33,738	29,683	14,548	31,800
5290	Insurance - Vehicle	454	539	549	564	638
	TOTAL INSURANCE	454	539	549	564	638
5520,5535	Retail Operations	30,303	27,169	25,000	9,770	25,000
	TOTAL RETAIL OPERATIONS	30,303	27,169	25,000	9,770	25,000
5580-001	Telephone	1,525	1,619	1,600	814	1,600
5580-002	Electricity	5,468	6,219	6,000	3,282	6,000
5580-016	Internet/cable	1,224	2,160	2,160	1,080	2,160
	TOTAL UTILITIES	8,217	9,998	9,760	5,176	9,760
	TOTAL EXPENSES	\$ 371,139	\$ 393,047	\$ 335,832	\$ 195,380	\$ 359,425
	OPERATING INCOME (LOSS)	\$ 55,655	\$ 1,411	\$ 83,880	\$ 1,058	\$ 55,287

FOUNTAINHEAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

FOUNTAINHEAD REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

HEMLOCK OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-150	HEMLOCK OVERLOOK					
	REVENUES					
4510	Miscellaneous Revenue	\$ 0	\$ 1,480	\$ 0	\$ 0	\$ 0
4420	House Rental	1,150	3,150	0	0	—
4672	Revenue Share from Partnership	7,500	16,740	25,000	0	75,000
	TOTAL OTHER REVENUE	8,650	21,370	25,000	0	75,000
	TOTAL REVENUES	\$ 8,650	\$ 21,370	\$ 25,000	\$ 0	\$ 75,000
	EXPENSES					
5020	Part-Time Salaries	\$ 4,499	\$ 315	\$ 11,055	\$ 0	\$ 11,390
5030	FICA	344	24	846	0	871
5070	Unemployment Tax	18	3	55	0	17
	TOTAL PERSONNEL SERVICES	4,861	342	11,956	0	12,278
5230-001	Gasoline	333	69	500	0	0
	TOTAL OPERATING COSTS	333	69	500	0	0
5180	Equipment/Vehicle Maintenance	119	20	0	0	0
5190	Facility Op. & Maintenance	11,743	8,974	19,500	31,095	10,500
	TOTAL MAINTENANCE	11,862	8,994	19,500	31,095	10,500
5580-002	Electricity	3,850	10,012	20,500	437	0
5580-008	Propane Gas	3,533	4,264	5,000	0	0
5580-009	Heating Oil	589	0	2,500	0	0
	TOTAL UTILITIES	7,971	14,277	28,000	437	0
	TOTAL EXPENSES	\$ 25,027	\$ 23,682	\$ 59,956	\$ 31,532	\$ 22,778
	OPERATING INCOME (LOSS)	\$ (16,377)	\$ (2,312)	\$ (34,956)	\$ (31,532)	\$ 52,222

HEMLOCK OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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



HEMLOCK OVERLOOK REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

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

MEADOWLARK BOTANICAL GARDENS

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-180	MEADOWLARK BOTANICAL GARDENS					
	REVENUES					
4020	Misc Rev / Annual Dues	\$ 134,973	\$ 133,992	\$ 108,000	\$ 55,991	\$ 162,000
4101	Camps	53,077	56,095	66,000	455	66,350
4600	Programmed Events	17,251	20,816	13,000	6,055	20,000
4812, 4810	Visitor Center Rental/Photographer Fees	29,360	37,622	26,000	15,050	33,000
4230	Entrance Fees	326,023	303,081	290,000	114,353	350,000
4670	Shelter Reservations	0	245	3,000	490	3,000
	TOTAL USER FEES	560,684	551,851	506,000	192,393	634,350
4640	Retail Operations	81,531	77,198	74,000	39,501	74,000
4646	ML Bell Garden Postcards	300	142	0	128	0
	TOTAL RETAIL OPERATIONS	81,831	77,340	74,000	39,629	74,000
4510	Misc. Revenue	0	110	0	0	0
4181	Meadowlark Escrow Interest Transfer	1,306	18,747	1,000	0	1,000
	TOTAL OTHER REVENUE	1,306	18,857	1,000	0	1,000
	TOTAL REVENUES	\$ 643,821	\$ 648,048	\$ 581,000	\$ 232,022	\$ 709,350
	EXPENSES					
5010	Full-Time Salaries	\$ 428,270	\$ 473,012	\$ 476,112	\$ 265,041	\$ 519,772
5020	Part-Time Salaries	162,080	198,961	238,243	98,722	256,155
5030	FICA	43,674	49,812	54,648	25,177	59,358
5040	Hospitalization	66,287	68,990	76,896	45,364	91,147
5060	Life Insurance	3,863	4,149	5,428	2,192	4,917
5050	Retirement	80,521	83,834	99,984	42,743	115,909
5070	Unemployment Tax	828	469	1,511	101	704
	TOTAL PERSONNEL SERVICES	785,523	879,226	952,822	479,339	1,047,962
5230	Gas and Diesel	3,931	5,542	5,000	1,060	5,000
5380	Membership Events	15	0	1,000	0	1,000
5490	Programs and Promotions	7,993	6,254	5,000	971	5,220
5171	Camps	4,092	4,090	6,500	477	7,400
5570	Uniforms	835	1,412	2,800	948	2,800
	TOTAL OPERATING COSTS	16,867	17,298	20,300	3,455	21,420
5180	Equipment/Vehicle Maintenance	12,474	15,093	15,400	7,473	16,500
5190	Facility Op. & Maintenance	67,668	86,809	77,220	58,927	86,000
5215	Garden Maintenance	54,455	64,832	65,000	25,300	79,680
	TOTAL MAINTENANCE COSTS	134,597	166,735	157,620	91,699	182,180
5290	Insurance - Vehicle	1,361	1,616	1,648	1,693	1,915
	TOTAL INSURANCE	1,361	1,616	1,648	1,693	1,915
5520	Retail Operations	38,508	39,317	44,400	17,489	44,400
	TOTAL RETAIL OPERATIONS	38,508	39,317	44,400	17,489	44,400
5580-001	Telephone	5,122	5,458	5,214	2,849	5,500
5580-002	Electricity	27,934	32,607	35,000	13,936	35,000
5580-003	Natural Gas	8,120	9,328	8,500	2,619	9,000
5580-004	Water/Sewer	6,097	5,339	8,000	3,745	8,000
5580-008	Propane Gas	0	141	400	0	400
5580-016	Cable/Internet	3,728	4,397	3,500	2,012	4,500
	TOTAL UTILITIES	51,001	57,270	60,614	25,161	62,400
	TOTAL EXPENSES	\$1,027,857	\$1,161,462	\$ 1,237,404	\$ 618,836	\$ 1,360,277
	OPERATING INCOME (LOSS)	\$ (384,035)	\$ (513,414)	\$ (656,404)	\$ (386,814)	\$ (650,927)

MEADOWLARK BOTANICAL GARDENS

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

MEADOWLARK BOTANICAL GARDENS

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

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

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

Highlights:

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

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

Highlights:

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

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

Highlights:

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

MEASURABLE RESULTS

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

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

		FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE					
User Fees	\$	1,414,084	\$ 1,688,000	\$ 1,688,000	0.0%
Retail Operations		229,247	231,000	241,000	4.3%
TOTAL REVENUE	\$	1,643,331	\$ 1,919,000	\$ 1,929,000	0.5%
EXPENSES BY CATEGORY					
Personnel Services	\$	107,900	\$ 155,766	\$ 162,512	4.3%
Operating Costs		122,011	137,700	139,000	0.9%
Maintenance Costs		0	0	0	-
Retail Operations		58,660	92,400	99,300	7.5%
Utilities		0	3,500	3,850	10.0%
TOTAL EXPENSES	\$	288,571	\$ 389,366	\$ 404,662	3.9%
Net Income	\$	1,354,760	\$ 1,529,634	\$ 1,524,338	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

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

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-185 MEADOWLARK LIGHT SHOW						
REVENUES						
4486	Admissions	\$ 1,838,479	\$ 1,380,832	\$ 1,650,000	\$ 1,238,040	\$ 1,650,000
4488	Group Admissions	35,974	33,252	38,000	39,450	38,000
	TOTAL USER FEES	1,874,453	1,414,084	1,688,000	1,277,490	1,688,000
4642	Retail-Food	105,313	135,704	135,000	161,853	160,000
4640	Retail Operations	26,879	47,123	48,000	53,162	55,000
4641	Retail - Alcoholic Beverages	23,765	46,420	48,000	48,207	26,000
	TOTAL RETAIL OPERATIONS	155,956	229,247	231,000	263,222	241,000
	TOTAL REVENUES	\$ 2,030,410	\$ 1,643,331	\$ 1,919,000	\$ 1,540,713	\$ 1,929,000
EXPENSES						
5010	Full-Time Salaries	\$ 23,922	\$ 24,165	\$ 27,958	\$ 11,746	\$ 30,193
5020	Part-Time Salaries	65,301	68,637	107,358	76,883	110,753
5030	FICA	6,594	6,993	10,352	4,951	10,782
5040	Hospitalization	2,331	2,848	3,352	2,599	3,580
5060	Life Insurance	234	254	319	95	286
5050	Retirement	4,585	4,833	5,871	2,143	6,733
5070	Unemployment	267	169	557	56	186
	TOTAL PERSONNEL SERVICES	103,234	107,900	155,766	98,473	162,512
5470, 5151	Light Show Production Costs	109,932	122,011	137,700	62,910	139,000
5230	Gas and Diesel	0	0	0	1,102	0
5490	Programs and Promotions	545	0	0	37	0
5410	Miscellaneous Event Expenses	490	0	0	38	0
	TOTAL OPERATING COSTS	110,967	122,011	137,700	64,087	139,000
5180	Equipment/Vehicle Maintenance	0	0	0	255	0
	TOTAL MAINTENANCE COSTS	0	0	0	255	0
5520-015, 025, 5522-000	Retail-Food	21,444	26,212	54,000	37,484	64,000
5520-000	Retail Operations	14,344	27,305	24,000	26,638	27,500
5521	Retail - Alcoholic Beverages	2,918	5,143	14,400	9,021	7,800
	TOTAL RETAIL OPERATIONS	38,706	58,660	92,400	73,143	99,300
5265	Insurance - Liquor Liability	0	0	750	0	1,000
	TOTAL INSURANCE	0	0	750	0	1,000
5580-002	Electricity	0	0	3,500	0	3,500
5580-008	Propane	0	0	0	321	350
	TOTAL UTILITIES	0	0	3,500	321	3,850
	TOTAL EXPENSES	\$ 252,906	\$ 288,571	\$ 390,116	\$ 236,278	\$ 405,662
	OPERATING INCOME (LOSS)	\$ 1,777,503	\$ 1,354,760	\$ 1,528,884	\$ 1,304,435	\$ 1,523,338

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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



MEADOWLARK GARDENS WINTER WALK OF LIGHTS

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

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

MEADOWLARK ATRIUM AND EVENT SERVICES

PROGRAM OVERVIEW

The Atrium at Meadowlark Botanical Gardens is a stunning venue that provides approximately 5,400 square feet of event space. The Atrium has been consistently voted as Northern Virginia and D.C. Metro areas' premier wedding venue. The Atrium offers food and beverage options with full-service event planning.

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-170 MEADOWLARK ATRIUM AND EVENT SERVICES						
REVENUES						
4135	Atrium Rental	\$ 762,312	\$ 912,689	\$ 780,000	\$ 558,941	\$ 825,000
4443	Kitchen Use Fee	4,000	2,000	0	0	0
4487	Reservations-Lilac Pavillion Rental	14,266	3,990	10,000	2,200	10,000
4290	Reservations - Gazebo Rental	11,375	8,995	15,000	5,225	12,000
	TOTAL USER FEES	791,953	927,675	805,000	566,366	847,000
4821	Equipment Rental	121,988	146,320	78,000	80,287	80,000
4822	NVRPA Event Staffing	74,389	69,834	41,050	45,405	43,920
4693	Special Services	339	9,637	0	0	5,000
	TOTAL OTHER REVENUE	196,716	225,790	119,050	125,693	128,920
4115	Catering	723,523	998,788	819,000	579,371	880,000
4682	Administrative Fee	174,508	233,343	154,800	132,507	162,600
4640,4641,4647	Retail - Alcoholic Beverages	305,052	403,879	286,650	218,996	281,600
	TOTAL RETAIL OPERATIONS	1,203,083	1,636,010	1,260,450	930,874	1,324,200
	TOTAL REVENUES	\$ 2,191,752	\$ 2,789,475	\$ 2,184,500	\$ 1,622,933	\$ 2,300,120
EXPENSES						
5010	Full-Time Salaries	\$ 245,478	\$ 269,582	\$ 274,744	\$ 142,916	\$ 281,567
5020	Part-Time Salaries	106,575	117,234	171,765	63,233	178,843
5030	FICA	25,715	28,608	34,158	14,499	35,221
5040	Hospitalization	45,212	42,420	47,236	9,378	18,706
5060	Life Insurance	2,152	2,308	3,132	1,307	2,664
5050	Retirement	44,886	46,621	57,696	24,774	62,789
5070	Unemployment Tax	486	214	1,039	40	448
	TOTAL PERSONNEL SERVICES	470,504	506,987	589,770	256,147	580,238
5186	Equipment Rental	107,262	134,531	74,100	69,137	76,000
5146	Contract Employment	213,466	297,326	182,150	156,075	203,320
5490	Programs and Promotions	1,617	1,758	3,500	242	3,500
5570	Uniforms	323	618	1,750	172	1,750
	TOTAL OPERATING COSTS	322,668	434,233	261,500	225,625	284,570
5180	Equipment/Vehicle Maintenance	185	203	2,750	51	2,750
5190	Facility Op. & Maintenance	78,792	89,835	76,220	52,339	80,000
5215	Garden Maintenance	18,850	22,036	22,000	11,914	29,000
	TOTAL MAINTENANCE COSTS	97,827	112,075	100,970	64,304	111,750
5143	Catering	214,389	277,317	294,840	169,879	290,400
5521	Retail - Alcoholic Beverages	62,986	81,678	74,530	41,089	73,216
	TOTAL RETAIL	277,375	358,994	369,370	210,968	363,616
5265	Insurance - Liquor Liability	3,880	5,222	8,250	4,500	9,250
	TOTAL INSURANCE	3,880	5,222	8,250	4,500	9,250
5580-001	Telephone	1,626	1,673	2,000	1,181	2,000
5580-002	Electricity	37,232	47,111	40,000	26,812	50,000
5580-003	Natural Gas	12,940	14,401	14,000	3,186	14,000
5580-004	Water/Sewer	6,437	4,826	6,500	2,887	6,500
5580-016	Cable/Internet	1,531	1,586	1,600	796	1,600
	TOTAL UTILITIES	59,767	69,597	64,100	34,862	74,100
	TOTAL EXPENSES	\$ 1,232,020	\$ 1,487,108	\$ 1,393,960	\$ 796,405	\$ 1,423,524
	OPERATING INCOME (LOSS)	\$ 959,732	\$ 1,302,367	\$ 790,540	\$ 826,528	\$ 876,596

MEADOWLARK ATRIUM AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

MEADOWLARK ATRIUM AND EVENT SERVICES

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

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

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK						
	REVENUES					
4131	Church Rental	\$ 0	\$ 250	\$ 600	\$ 0	\$ 600
4230	Entrance Fees	0	0	200	0	200
4600	Programmed Events	887	580	1,200	255	1,200
	TOTAL USER FEES	887	830	2,000	255	2,000
4605	Farm Rental Lease	711	0	1,421	0	1,421
	TOTAL OTHER REVENUE	711	0	1,421	0	1,421
	TOTAL REVENUES	\$ 1,598	\$ 830	\$ 3,421	\$ 255	\$ 3,421
	EXPENSES					
5490	Programs and Promotions	360	201	1,200	14	2,000
	TOTAL OPERATING COSTS	360	201	1,200	14	2,000
5190	Facility Op. & Maintenance	20,207	14,000	18,540	7,622	34,000
	TOTAL MAINTENANCE COSTS	20,207	14,000	18,540	7,622	34,000
5580-002	Electricity	1,372	646	1,500	259	1,500
	TOTAL UTILITIES	1,372	646	1,500	259	1,500
	TOTAL EXPENSES	\$ 21,939	\$ 14,847	\$ 21,240	\$ 7,895	\$ 37,500
	OPERATING INCOME (LOSS)	\$ (20,342)	\$ (14,017)	\$ (17,819)	\$ (7,640)	\$ (34,079)

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

STRATEGIC GOALS & OBJECTIVES FY 2024

Mt. Zion Historic Park:

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



Objectives:

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

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



Objectives:

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

Gilbert's Corner Regional Park:

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



Objectives:

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

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



Objectives:

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

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

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Mt. Zion Historic Park:

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

Highlights

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

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

Highlights

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

Gilbert's Corner Regional Park:

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

OCCOQUAN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-210	OCCOQUAN REGIONAL PARK					
	REVENUES					
4460	Launch Fees	\$ 31,143	\$ 26,850	\$ 36,000	\$ 13,724	\$ 28,000
4690	Special Events	17,461	22,771	15,000	10,304	15,000
4670	Shelter Reservations	42,750	37,470	45,000	21,731	45,000
4600	Programmed Events	4,160	2,285	10,000	0	5,000
4045	Athletic Field Use Fee	0	0	0	80	0
4060	Batting Cage Fees	34,119	35,835	34,000	16,466	36,000
4070	Boat Rental	72,455	58,489	75,000	36,338	65,000
4080	Boat Storage	115,948	118,267	130,900	65,716	130,900
	TOTAL USER FEES	318,035	301,967	345,900	164,359	324,900
4640	Retail - Food	(206)	915	2,500	363	2,500
	TOTAL RETAIL OPERATIONS	(206)	915	2,500	363	2,500
4510	Miscellaneous Revenue	18	273	0	350	0
	TOTAL OTHER REVENUE	18	273	0	350	0
	TOTAL REVENUE AND OTHER SOURCES	\$ 317,846	\$ 303,156	\$ 348,400	\$ 165,072	\$ 327,400
	EXPENSES					
5010	Full-Time Salaries	\$ 128,370	\$ 199,972	\$ 217,953	\$ 129,321	\$ 239,112
5020	Part-Time Salaries	122,855	119,122	147,785	65,477	161,995
5030	FICA	18,808	23,874	27,979	13,799	30,685
5040	Hospitalization	15,002	27,151	37,094	23,905	53,411
5060	Life Insurance	1,140	1,655	2,485	1,108	2,262
5050	Retirement	23,893	34,223	45,770	21,268	53,322
5070	Unemployment Tax	514	327	899	66	403
	TOTAL PERSONNEL SERVICES	310,582	406,324	479,965	254,945	541,190
5230	Gas and Diesel	8,087	7,377	9,000	4,185	9,000
5430	Park Police	0	1,531	3,000	928	3,000
5490	Programs and Promotions	6,967	1,162	2,500	0	2,000
5570	Uniforms	350	913	1,400	776	1,400
	TOTAL OPERATING COSTS	15,404	10,983	15,900	5,889	15,400
5180	Equipment/Vehicle Maintenance	8,951	8,657	13,200	9,422	13,200
5190	Facility Op. & Maintenance	122,061	87,960	129,762	18,292	86,000
	TOTAL MAINTENANCE COSTS	131,012	96,618	142,962	27,715	99,200
5290	Insurance - Vehicle	1,814	2,155	2,198	2,257	2,553
	TOTAL INSURANCE	1,814	2,155	2,198	2,257	2,553
5520	Retail - Food	498	19	1,000	687	1,250
	TOTAL RETAIL OPERATIONS	498	19	1,000	687	1,250
5580-001	Telephone	3,082	2,821	3,000	1,572	3,000
5580-002	Electricity	12,431	14,094	15,000	7,219	15,000
5580-003	Natural Gas	191	0	0	0	0
5580-004	Water/Sewer	8,255	2,359	12,500	643	8,000
5580-008	Propane Gas	2,662	2,702	3,500	498	3,500
5580-016	Internet/Cable	1,406	1,286	1,500	701	1,500
	TOTAL UTILITIES	28,027	23,262	35,500	10,632	31,000
	TOTAL EXPENSES	\$ 487,338	\$ 539,361	\$ 677,525	\$ 302,125	\$ 690,593
	OPERATING INCOME (LOSS)	\$ (169,491)	\$ (236,205)	\$ (329,125)	\$ (137,052)	\$ (363,193)

OCCOQUAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

OCCOQUAN REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

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

THE RIVER VIEW AT OCCOQUAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

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

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

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

THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-215	THE RIVER VIEW AT OCCOQUAN					
	REVENUES					
4135	River View Rental	\$ 765,468	\$ 788,015	\$ 780,000	\$ 421,449	\$ 780,000
4487	Reservations-Pavilion Rental	10,640	10,740	15,000	9,505	15,000
	TOTAL USER FEES	776,108	798,755	795,000	430,954	795,000
4821	Equipment Rental	92,566	99,204	76,000	65,022	78,000
4822	NVRPA Event Staffing	121,264	107,332	41,160	104,996	47,250
4440	Interest	197	5,981	0	643	0
	TOTAL OTHER REVENUE	214,027	212,516	117,160	170,661	125,250
4115	Catering	874,659	880,433	835,000	535,286	936,000
4682	Administrative Fee	210,315	224,066	157,800	142,824	172,970
4641	Retail - Alcoholic Beverages	336,091	371,957	292,250	232,899	299,520
	TOTAL RETAIL OPERATIONS	1,421,065	1,476,456	1,285,050	911,010	1,408,490
	TOTAL REVENUE	2,411,200	2,487,726	2,197,210	1,512,624	2,328,740
	TRANSFERS IN					
4950	Transfer from Restricted License Fee Fund	0	0	0	0	0
4900	Transfer from Capital Fund	0	0	0	0	0
	TOTAL TRANSFERS IN	0	0	0	0	0
	TOTAL RESOURCES	\$ 2,411,200	\$ 2,487,726	\$ 2,197,210	\$ 1,512,624	\$ 2,328,740
	EXPENSES					
5010	Full-Time Salaries	\$ 190,686	\$ 196,732	\$ 216,077	\$ 124,427	\$ 240,660
5020	Part-Time Salaries	51,827	63,109	140,040	41,923	147,435
5030	FICA	18,156	19,425	27,243	11,657	29,689
5040	Hospitalization	19,135	24,229	32,878	19,418	27,039
5060	Life Insurance	1,564	1,642	2,463	1,018	2,277
5050	Retirement	35,881	35,868	45,376	21,080	53,667
5070	Unemployment Tax	344	208	870	32	391
	TOTAL PERSONNEL SERVICES	317,593	341,212	464,947	219,555	501,158
5186	Equipment Rental	79,468	97,774	72,200	59,496	74,100
5146	Contract Employment	250,746	270,598	200,370	154,397	236,750
5490	Programs and Promotions	3,390	3,038	5,000	2,368	5,000
5570	Uniforms	426	857	1,400	97	1,400
	TOTAL OPERATING COSTS	334,031	372,267	278,970	216,359	317,250
5180	Equipment/Vehicle Maintenance	0	228	2,750	68	2,750
5190	Facility Op. & Maintenance	183,936	226,053	174,857	172,121	245,000
	TOTAL MAINTENANCE COSTS	183,936	226,281	177,607	172,188	247,750
5143	Catering	270,098	297,560	300,600	151,867	308,880
5521	Retail - Alcoholic Beverages	73,224	69,548	75,985	47,657	77,875
	TOTAL RETAIL	343,323	367,108	376,585	199,523	386,755
5265	Insurance - Liquor Liability	3,032	4,662	8,250	4,500	9,250
	TOTAL INSURANCE	3,032	4,662	8,250	4,500	9,250
5580-001	Telephone	2,161	2,601	3,000	1,061	3,000
5580-002	Electricity	14,452	55,371	40,000	40,757	65,000
5580-003	Natural Gas	19,171	31,504	11,500	9,226	30,000
5580-004	Water/Sewer	6,892	8,296	7,000	1,419	7,000
5580-016	Cable/Internet	5,805	5,877	6,200	2,894	6,200
	TOTAL UTILITIES	48,481	103,649	67,700	55,358	111,200
2425	Note Payable VRA Principal	0	0	290,000	0	310,000
5322	Interest Expense VRA Note	439,352	453,040	520,272	209,410	504,640
	TOTAL DEBT SERVICE	439,352	453,040	810,272	209,410	814,640
	TOTAL EXPENSES	\$ 1,669,747	\$ 1,868,219	\$ 2,184,331	\$ 1,076,893	\$ 2,388,003
	OPERATING INCOME (LOSS)	\$ 741,453	\$ 619,507	\$ 12,879	\$ 435,731	\$ (59,263)

THE RIVER VIEW AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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

THE RIVER VIEW AT OCCOQUAN

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
-For complete accuracy some data is still being gathered.					
• River View events/rentals	119	132	105	N/A	105
• Number of brunch wedding rentals	4	10	5	N/A	5
• Number of weddings over 200 guests	46	43	30	N/A	30
• Annual attendance-social event guests	21860	21,165	16,500	N/A	16,500
• Number of pavilion rentals	16	18	16	11	18

BRICKMAKERS CAFÉ AT OCCOQUAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
Retail Operations	480,292	484,300	477,500	-1.4%
Other Revenue	212	500	500	0.0
TOTAL REVENUE	\$ 480,504	\$ 484,800	\$ 478,000	-1.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 151,687	\$ 193,268	\$ 207,279	7.2%
Operating Costs	20,164	7,000	7,000	0.0%
Maintenance Costs	18,743	30,838	31,000	0.5%
Insurance	2488	1,500	1,000	-33.3%
Retail Operations	190,137	174,000	177,450	2.0%
TOTAL EXPENSES	\$ 383,219	\$ 406,606	\$ 423,729	4.2%
Net Income	\$ 97,285	\$ 78,194	\$ 54,271	

BUDGET HIGHLIGHTS

Major variances in budget:

- Brickmakers Cafe is budgeted to have a slightly lower net income to last year due to compensation increases.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	3.82	4.77	4.77	4.77	4.77

BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-220 BRICKMAKERS CAFÉ AT OCCOQUAN						
REVENUES						
4822	NVRPA Event Staffing	\$ 853	\$ 212	\$ 500	\$ 138	\$ 500
	TOTAL OTHER REVENUE	853	212	500	138	500
4640	Retail - Food	400,410	399,732	400,000	172,625	400,000
4115	Catering	25,651	46,152	37,500	20,074	37,500
4641	Retail -Alcoholic Beverages	36,448	34,408	46,800	15,756	40,000
	TOTAL RETAIL OPERATIONS	462,510	480,292	484,300	208,455	477,500
	TOTAL REVENUES	\$ 463,363	\$ 480,504	\$ 484,800	\$ 208,593	\$ 478,000
EXPENSES						
5020	Part-Time Salaries	\$ 105,997	\$ 135,359	\$ 178,704	\$ 80,344	\$ 178,704
5030	FICA	8,009	10,228	13,671	5,823	13,671
5040	Hospitalization	4,298	5,974	0	3,544	14,636
5070	Unemployment Tax	318	126	894	37	268
	TOTAL PERSONNEL SERVICES	118,622	151,687	193,268	89,747	207,279
5146	Contract Employment	20,855	19,264	5,000	0	5,000
5490	Programs and Promotions	0	900	2,000	0	2,000
	TOTAL OPERATING COSTS	20,855	20,164	7,000	0	7,000
5190	Facility Op. & Maintenance	27,232	18,743	30,838	7,441	31,000
	TOTAL MAINTENANCE COSTS	27,232	18,743	30,838	7,441	31,000
5265	Insurance - Liquor Liability	2,158	2,488	1,500	956	1,000
	TOTAL INSURANCE	2,158	2,488	1,500	956	1,000
5520	Retail -Food	211,160	181,941	160,000	73,241	166,250
5521	Retail - Alcoholic Beverages	9,960	8,196	14,000	3,210	11,200
	TOTAL RETAIL OPERATIONS	221,120	190,137	174,000	76,451	177,450
	TOTAL EXPENSES	\$ 389,987	\$ 383,219	\$ 406,606	\$ 174,595	\$ 423,729
	OPERATING INCOME (LOSS)	\$ 73,376	\$ 97,285	\$ 78,194	\$ 33,999	\$ 54,271

BRICKMAKERS CAFÉ AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

BRICKMAKERS CAFÉ AT OCCOQUAN

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of restaurant guests served	45,016	46,711	48,000	20,500	48,000
• Number of special events	11	9	8	5	8
• Per customer average on food and beverage	10	11	10	11	11

BRICKMAKERS CATERING AND EVENT SERVICES

PROGRAM OVERVIEW

Brickmakers Catering and Event Services provides food and beverage options for corporate and social events throughout NOVA Parks, including Great Waves at Cameron Run, Algonkian, Bull Run and Occoquan Regional Parks.

REVENUE & EXPENSE SUMMARY

		FY 2023 ACTUAL		FY 2024 ADOPTED		FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE							
Retail Operations	\$	256,125	\$	208,340	\$	255,425	22.6%
Other Revenue		17,015		12,500		17,500	40.0%
TOTAL REVENUE	\$	273,141	\$	220,840	\$	272,925	23.6%
EXPENSES BY CATEGORY							
Personnel Services	\$	139,399	\$	162,747	\$	170,077	4.5%
Operating Costs		28,013		23,850		28,350	18.9%
Maintenance Costs		6,166		15,166		10,500	-30.8%
Insurance		1,893		2,148		2,615	21.7%
Retail Operations		63,352		63,150		71,462	13.2%
TOTAL EXPENSES	\$	238,823	\$	267,061	\$	283,004	6.0%
Net Income	\$	34,318	\$	(46,221)	\$	(10,079)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are adjusted upward in the FY 2025 Budget to be consistent with current revenue trends.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.09	1.09	1.09	1.09	1.09
Part-Time	1.05	1.21	1.21	1.21	1.21

BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-125	BRICKMAKERS CATERING & EVENT SERVICES					
	REVENUES					
4821	Equipment Rental	\$ 0	\$ 9,900	\$ 5,000	\$ 9,200	\$ 10,000
4822	NVRPA Event Staffing	6,495	7,115	7,500	1,828	7,500
4510	Miscellaneous Revenue	0	0	0	1,450	0
	TOTAL OTHER REVENUE	6,495	17,015	12,500	12,478	17,500
4200	Catering Food Truck	12,324	2,000	0	0	0
4115	Catering-Great Blue Heron	126,239	214,639	175,000	129,023	215,000
4682	Administrative Fee	16,362	21,881	15,840	10,758	21,175
4641	Retail - Alcoholic Beverages	11,343	17,606	17,500	7,823	19,250
	TOTAL RETAIL OPERATIONS	166,267	256,125	208,340	147,605	255,425
	TOTAL REVENUES	\$ 172,762	\$ 273,141	\$ 220,840	\$ 160,082	\$ 272,925
	EXPENSES					
5010	Full-Time Salaries	\$ 88,173	\$ 100,217	\$ 90,583	\$ 58,550	\$ 95,395
5020	Part-Time Salaries	5,240	11,303	40,368	5,229	40,368
5030	FICA	7,111	8,489	10,018	4,589	10,386
5040	Hospitalization	1,305	1,376	1,478	817	1,649
5060	Life Insurance	1,171	1,327	1,033	735	902
5050	Retirement	15,429	16,642	19,022	8,837	21,273
5070	Unemployment Tax	53	44	245	9	104
	TOTAL PERSONNEL SERVICES	118,482	139,399	162,747	78,767	170,077
5146	Contract Employment	10,430	15,492	14,800	7,398	14,800
5230	Gas and Diesel	4,189	3,616	4,200	1,921	4,200
5186	Equipment Rental	1,943	8,905	4,500	7,996	9,000
5570	Uniforms	80	0	350	0	350
	TOTAL OPERATING COSTS	16,641	28,013	23,850	17,315	28,350
5180	Equipment/Vehicle Maintenance	5,411	598	3,300	1,501	3,300
5190	Facility Op. & Maintenance	6,263	5,568	11,866	1,716	7,200
	TOTAL MAINTENANCE COSTS	11,674	6,166	15,166	3,217	10,500
5265	Insurance - Liquor Liability	232	276	500	280	700
5290	Insurance - Vehicle	1,361	1,616	1,648	1,693	1,915
	TOTAL INSURANCE	1,593	1,893	2,148	1,973	2,615
5520	Retail -Food	39,842	61,345	57,750	26,049	66,650
5521	Retail - Alcoholic Beverages	1,644	2,007	5,400	0	4,812
5200	Catering Food Truck	2,507	0	0	0	0
	TOTAL RETAIL OPERATIONS	43,993	63,352	63,150	26,049	71,462
	TOTAL EXPENSES	\$ 192,383	\$ 238,823	\$ 267,061	\$ 127,320	\$ 283,004
	OPERATING INCOME (LOSS)	\$ (19,621)	\$ 34,318	\$ (46,221)	\$ 32,762	\$ (10,079)

BRICKMAKERS CATERING AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

BRICKMAKERS CATERING AND EVENT SERVICES

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of catered events	74	82	80	50	88
• Number of people provided catering and retail services	13,444	15,665	17,000	10,200	18,000
• Amount of catering shelter revenue	\$22,910	\$28,840	\$22,000	\$16,600	\$26,000
• Amount of catering admission revenue	\$19,175	\$22,600	\$20,800	\$13,800	\$22,000

PISCATAWAY CROSSING REGIONAL PARK

PROGRAM OVERVIEW

This 294-acre property located along the banks of the Potomac River north of Leesburg will offer both historical and natural conservation and passive recreational opportunities. The park currently offers access to the Potomac River via a public launch ramp with additional elements planned in the future. The site was a heavily used ford during the Civil War.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 91	\$ 400	\$ 400	0.0%
Other Revenue	20,250	10,980	10,980	0.0%
TOTAL REVENUE	\$ 20,341	\$ 11,380	\$ 11,380	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 42,666	\$ 41,825	\$ 38,618	-7.7%
Maintenance Costs	2,914	4,000	4,000	0.0%
TOTAL EXPENSES	\$ 45,581	\$ 45,825	\$ 42,618	-7.0%
Net Income	\$ (25,240)	\$ (34,445)	\$ (31,238)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.00	0.00	0.00	0.00	0.00

PISCATAWAY CROSSING REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-470	PISCATAWAY CROSSING REGIONAL PARK REVENUES					
4460	Boat Launch	\$ 344	\$ 91	\$ 400	\$ 237	\$ 400
	TOTAL USER FEES	344	91	400	237	400
4605	Property Lease	15,188	20,250	10,980	0	10,980
	TOTAL OTHER REVENUE	15,188	20,250	10,980	0	10,980
	TOTAL REVENUES	\$ 15,531	\$ 20,341	\$ 11,380	\$ 237	\$ 11,380
	EXPENSES					
5010	Full-Time Salaries	\$ 26,155	\$ 33,022	\$ 30,918	\$ 11,692	\$ 28,060
5030	FICA	1,978	2,133	2,365	817	2,147
5040	Hospitalization	1,467	1,558	1,676	1,665	1,869
5060	Life Insurance	254	287	352	123	265
5050	Retirement	5,251	5,661	6,493	2,274	6,257
5070	Unemployment	14	5	20	0	20
	TOTAL PERSONNEL SERVICES	35,119	42,666	41,825	16,570	38,618
5190	Facility Op. & Maintenance	113	2,914	4,000	0	4,000
	TOTAL MAINTENANCE COSTS	113	2,914	4,000	0	4,000
	TOTAL EXPENSES	\$ 35,233	\$ 45,581	\$ 45,825	\$ 16,570	\$ 42,618
	OPERATING INCOME (LOSS)	\$ (19,702)	\$ (25,240)	\$ (34,445)	\$ (16,333)	\$ (31,238)

PISCATAWAY CROSSING REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

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

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



Objectives:

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



PISCATAWAY CROSSING REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

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

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of launches	65	19	100	N/A	80

POHICK BAY REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 1,132,590	\$ 1,159,434	\$ 1,183,000	2.0%
Retail Operations	73,209	70,000	75,000	7.1%
Other Revenue	98,751	96,700	96,700	0.0%
Transfer from Capital Fund	121083	121,083	121,083	0.0%
TOTAL REVENUE	\$ 1,425,634	\$ 1,447,217	\$ 1,475,783	2.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 828,487	\$ 824,379	\$ 900,357	9.2%
Operating Costs	42,356	45,250	45,250	0.0%
Maintenance Costs	96,504	94,424	99,200	5.1%
Insurance	2,694	2,747	3,830	39.4%
Retail Operations	60,997	55,000	57,500	4.5%
Utilities	74,721	92,000	82,000	-10.9%
Debt Service	8,019	121,083	121,083	0.0%
TOTAL EXPENSES	\$ 1,113,779	\$ 1,234,883	\$ 1,309,220	6.0%
Net Income	\$ 311,854	\$ 212,334	\$ 166,563	

BUDGET HIGHLIGHTS

Major variances in budget:

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

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	6.44	6.63	6.82	7.42	7.56

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-260	POHICK BAY REGIONAL PARK REVENUES					
4095	Cabin Rentals	\$ 151,648	\$ 112,822	\$ 150,000	\$ 63,647	\$ 140,000
4095	Camping Fees	759,947	812,021	784,000	415,091	828,000
4095	Laundry	4,773	8,116	6,000	3,964	8,000
4095	Programmed Events	7,709	4,736	8,000	2,658	5,000
4670	Shelter Reservations	19,723	16,894	18,000	6,200	15,000
4750	RV Storage	93,549	94,178	106,434	45,146	100,000
4230	Entrance Fees	75,422	75,035	77,000	41,257	77,000
4500	Miniature Golf & Disc Golf	12,061	8,788	10,000	4,333	10,000
	TOTAL USER FEES	1,124,831	1,132,590	1,159,434	582,296	1,183,000
4640, 4648	Retail Operations	70,496	73,209	70,000	36,805	75,000
	TOTAL RETAIL OPERATIONS	70,496	73,209	70,000	36,805	75,000
4420	House Rental	56,700	54,000	56,700	28,350	56,700
4440	Interest	320	5,067	0	3,692	0
4255	Firewood	36,824	35,130	40,000	16,002	40,000
4510	Miscellaneous Revenue	4,842	4,554	0	0	0
	TOTAL OTHER REVENUE	98,686	98,751	96,700	48,043	96,700
	TOTAL REVENUE	1,294,013	1,304,551	1,326,134	667,144	1,354,700
	TRANSFERS IN					
4900	Transfer from Capital Fund - Debt Service	0	121,083	121,083	0	121,083
	TOTAL TRANSFER IN	0	121,083	121,083	0	121,083
	TOTAL RESOURCES	\$ 1,294,013	\$ 1,425,634	\$ 1,447,217	\$ 667,144	\$ 1,475,783
	EXPENSES					
5010	Full-Time Salaries	\$ 399,855	\$ 412,813	\$ 402,905	\$ 238,517	\$ 438,064
5020	Part-Time Salaries	177,950	223,492	226,717	131,350	237,879
5030	FICA	42,745	47,147	48,166	25,966	51,710
5040	Hospitalization	60,348	68,229	55,975	38,016	70,235
5060	Life Insurance	3,496	3,722	4,593	2,018	4,144
5050	Retirement	72,122	72,592	84,610	39,370	97,688
5070	Unemployment Tax	839	493	1,414	92	637
	TOTAL PERSONNEL SERVICES	757,355	828,487	824,379	475,329	900,357
5230	Gas and Diesel	18,825	18,115	19,500	9,201	19,500
5430	Park Police	12,700	14,470	15,800	10,920	15,800
5490	Programs and Promotions	4,977	7,151	7,500	2,114	7,500
5570	Uniforms	1,914	2,620	2,450	2,233	2,450
	TOTAL OPERATING COSTS	38,416	42,356	45,250	24,468	45,250
5180	Equipment/Vehicle Maintenance	16,595	14,615	16,500	13,189	17,500
5190	Facility Op. & Maintenance	80,915	78,044	75,924	38,855	79,700
5510	Rental House Maintenance	3,349	3,845	2,000	362	2,000
	TOTAL MAINTENANCE COSTS	100,858	96,504	94,424	52,406	99,200
5290	Insurance - Vehicle	2,268	2,694	2,747	2,821	3,830
	TOTAL INSURANCE	2,268	2,694	2,747	2,821	3,830
5524	Firewood	13,100	15,715	20,000	11,550	20,000
5520	Retail Operations	35,513	45,282	35,000	7,426	37,500
	TOTAL RETAIL OPERATIONS	48,613	60,997	55,000	18,976	57,500
5580-001	Telephone	5,013	6,153	5,500	2,992	5,500
5580-002	Electricity	71,521	57,658	75,000	30,246	65,000
5580-004	Water/Sewer	4,348	4,677	5,000	3,168	5,000
5580-009	Heating Oil	792	1,961	2,000	0	2,000
5580-016	Internet/Cable	4,273	4,271	4,500	2,086	4,500
	TOTAL UTILITIES	85,945	74,721	92,000	38,492	82,000
2425	Note Payable VRA	0	0	112,711	0	115,556
5322	Interest Expense VRA Note	9,420	8,019	8,372	3,493	5,527
	TOTAL DEBT SERVICE	9,420	8,019	121,083	3,493	121,083
	TOTAL EXPENSES	\$ 1,042,874	\$ 1,113,779	\$ 1,234,883	\$ 615,986	\$ 1,309,220
	OPERATING INCOME (LOSS)	\$ 251,139	\$ 311,854	\$ 212,334	\$ 51,158	\$ 166,563

POHICK BAY REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts and at least (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 3,000 volunteer hours.
- Implement an improvement plan for the mini golf and disc golf course facilities.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Implement at least (3) park special events aimed at increasing awareness of the park and its features.
- Offer a minimum of (5) Roving Naturalist led programs.
- Maintain a minimum of (3) diverse community partnerships.
- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based, and environmentally focused programs.

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



Objectives:

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

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



Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop a defined plan to increase off-peak usage.
- Continue to review and implement the 5-year plan for consistent and continued campground improvements.
- Continue to utilize Facebook, NOVA Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% over FY23 gross.

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



Objectives:

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

POHICK BAY REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Hosted multiple volunteer workdays focused on the removal of Kudzu within the park
- Comfort Station 1 saw a complete renovation to the interior & exterior providing a great customer experience for our campers.
- Installed new Security Camera Systems at all Park Facilities.
- Conducted annual trail inspections to ensure quality and maintenance of the trail system.
- Conducted a volunteer workday to enhance and beautify the aesthetics of the miniature golf course.
- Hosted several Eagle Scout projects to enhance park offerings.

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

Highlights

- Continued to implement a comprehensive calendar of value-added programming in the campground every weekend from April - October.
- Conducted our annual Halloween Weekend themed event schedule of programs and activities for the campground.
- Hosted Easter themed weekend for campers offering a variety of programs to guests during Easter.
- Continued to maintain an effective partnership with Mason Neck State Park utilizing their programming experience to facilitate events in the campground, Pohick Bay staff continued to attend and support their annual Eagle Festival.

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

Highlights

- Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- Following the Comfort Station 1 renovation we addressed added needs to the facility to better serve our customers including racks in showers, towel racks around sinks, and dimmable exterior lights that brighten the facility without imposing on neighboring campsites.
- Worked with Mason Neck Park naturalists to continue to offer campground programs at the park.
- Select staff attended the annual Leadership Training Conference, to expand skills and enhance the customer service experience.
- Expanded gatehouse operating schedule to provide more support and direction to our guests throughout the peak season.

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

Highlights

- Continued to upgrade underutilized campsites by leveling with retaining walls to increase rentals and improve experience.
- Completed various campground improvement projects this year including, picnic table replacements, renovated decks on rustic cabins, stained and finished our deluxe cabins as well as individualized shut offs for water sites to expedite repair times.
- Continue to implement a calendar of social media posts, promo-codes, and e-blasts designed to increase off-peak campground visitation.

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

Highlights

- ADA access route was established for the Main Office/ Camp Store including onsite ADA parking.
- Joined new local social media groups to expand outreach and tap into new potential visitors.
- Promoted day of shelter rentals to attract and grow shelter usage and expand group visitation.
- Upgraded technology to utilize touchless pay for this growing user base.
- Updated marketing collateral for gatehouse distribution to cross promote all of Pohick's amenities.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of non-jurisdiction vehicle entries	8,795	6,078	8,850	3,802	8,850
• Number of nightly camping rentals	16,239	17,124	16,200	8,482	16,200
• Number of group campers	13,335	4,778	9,000	5,955	9,000
• RV /Boat storage usage (115 spaces available)	115	115	115	116	115
• Winter storage months rented for RV's/boats	135	100	115	63	115
• Number of miniature & disc golf rounds	4,085	2,981	3,000	1,410	3,000
• Picnic shelter rentals	130	117	105	47	87
• Number of nightly cabin rentals	1,213	1,152	1,300	542	1,200
• Volunteer hours received	5,000	5,000	5,000	5,000	5,000

POHICK BAY GOLF COURSE

PROGRAM OVERVIEW

Pohick Bay Golf Course is a par 72, 18-hole golf course in southern Fairfax County. Built in 1982, it is considered one of the more challenging courses in the area. Pohick Bay Golf Course has maintained certification as an Audubon Cooperative Sanctuary. Pohick Bay serves as the home course for the high school golf teams at South County Secondary School and Hayfield Secondary School. Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 1,579,950	\$ 1,291,300	\$ 1,546,700	19.8%
Retail Operations	224,125	190,570	244,000	28.0%
Other Revenue	0	0	1,000	-
TOTAL REVENUE	\$ 1,804,075	\$ 1,481,870	\$ 1,791,700	20.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 786,229	\$ 808,839	\$ 870,860	7.7%
Operating Costs	92,227	88,417	104,755	18.5%
Maintenance Costs	235,409	219,471	235,300	7.2%
Insurance	2,341	2,648	2,377	-10.2%
Retail Operations	107,814	82,563	107,261	29.9%
Utilities	34,666	31,400	35,400	12.7%
TOTAL EXPENSES	\$ 1,258,687	\$ 1,233,338	\$ 1,355,953	9.9%
Net Income	\$ 545,388	\$ 248,532	\$ 435,747	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted 21% higher due to continued record golf play since the start of the pandemic as well as increased retail food/drink sales and rate adjustments. Expenses are increased to reflect compensation initiatives, and expense related to the increased retail revenue.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	7.46	7.46	7.46	7.94	7.94

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-240	POHICK BAY GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 99,965	\$ 124,093	\$ 95,000	\$ 63,699	\$ 120,000
4220	Cart Rental	244,257	332,856	268,000	220,253	350,000
4320	Golf Club Rental	2,720	4,077	3,000	2,470	3,500
4380	Green Fees	1,071,256	1,114,156	920,000	614,290	1,067,200
4400	Golf Handicap Program	5,468	4,536	5,000	1,879	5,000
4610	Pull Cart Rental	304	231	300	1,344	1,000
	TOTAL USER FEES	1,423,970	1,579,950	1,291,300	903,934	1,546,700
4641	Retail - Alcoholic Beverages	56,162	68,034	56,650	38,754	75,000
4640,4642,4643	Retail - Food	57,339	74,907	73,920	45,512	84,000
4650	Retail - Pro Shop	71,633	81,184	60,000	48,901	85,000
	TOTAL RETAIL OPERATIONS	185,133	224,125	190,570	133,166	244,000
4475	Lessons	3,520	0	0	0	1,000
4510	Miscellaneous Revenue	6	0	0	0	0
	TOTAL OTHER REVENUE	3,526	0	0	0	1,000
	TOTAL REVENUES	\$ 1,612,628	\$ 1,804,075	\$ 1,481,870	\$ 1,037,100	\$ 1,791,700
	EXPENSES					
5010	Full-Time Salaries	\$ 328,734	\$ 366,937	\$ 355,182	\$ 212,553	\$ 384,162
5020	Part-Time Salaries	219,640	233,222	243,590	132,918	254,072
5030	FICA	40,298	44,061	45,806	23,827	48,825
5040	Hospitalization	67,483	72,893	84,205	46,489	93,918
5060	Life Insurance	2,933	3,308	4,049	1,825	3,634
5050	Retirement	60,568	65,435	74,588	35,295	85,668
5070	Unemployment Tax	725	374	1,418	72	581
	TOTAL PERSONNEL SERVICES	720,380	786,229	808,839	452,978	870,860
5160	Golf Cart Rental	60,270	55,634	53,290	27,817	67,928
5138	Beverage Cart Rental	4,061	3,748	2,772	1,874	3,472
5230	Gas and Diesel	28,970	31,298	29,000	15,099	29,000
5260	Golf Handicap Program	1,322	888	1,605	280	1,605
5263	Instructor Fees	3,168	0	0	0	1,000
5570	Uniforms	1,096	659	1,750	403	1,750
	TOTAL OPERATING COSTS	98,886	92,227	88,417	45,472	104,755
5180	Equipment/Vehicle Maintenance	28,225	31,925	28,600	32,580	38,000
5190	Facility Op. & Maintenance	61,865	73,713	61,271	41,277	64,300
5240	Golf Course Maintenance	120,601	129,771	129,600	88,288	133,000
	TOTAL MAINTENANCE COSTS	210,692	235,409	219,471	162,145	235,300
5265	Insurance - Liquor Liability	650	725	1,000	1,000	1,100
5290	Insurance - Vehicle	1,361	1,616	1,648	1,693	1,277
	TOTAL INSURANCE	2,011	2,341	2,648	2,693	2,377
5521	Retail - Alcoholic Beverages	18,384	21,147	16,995	12,141	22,433
5520	Retail - Food	37,144	39,885	29,568	19,491	33,708
5530	Retail - Pro Shop	44,134	46,781	36,000	27,601	51,120
	TOTAL RETAIL OPERATIONS	99,662	107,814	82,563	59,233	107,261
5580-001	Telephone	3,560	3,437	3,500	1,763	3,500
5580-002	Electricity	17,893	26,160	23,000	14,471	26,000
5580-004	Water/Sewer	1,438	1,734	1,800	1,726	2,500
5580-016	Internet/Cable	3,045	3,335	3,100	1,680	3,400
	TOTAL UTILITIES	25,936	34,666	31,400	19,640	35,400
	TOTAL EXPENSES	\$ 1,157,567	\$ 1,258,687	\$ 1,233,338	\$ 742,161	\$ 1,355,953
	OPERATING INCOME (LOSS)	\$ 455,062	\$ 545,388	\$ 248,532	\$ 294,940	\$ 435,747

POHICK BAY GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Offer and promote an effective membership program.



Objectives:

- Conduct a minimum of (1) survey annually to assess and improve the membership program.
- Transition a minimum of 50 former Heron Card Members to Heron's Choice Subscription Memberships.
- Conduct a minimum of (2) membership events that focuses on promoting the Subscription Membership.
- Review the annual membership program with focus on customer appeal, profitability, and offerings to include evaluation of total memberships to be maintained.
- Maintain the Gallus Golf App program with a base of 4,000 active downloads.
- Implement a minimum of (2) strategies in which Heron's Choice Subscription Members are rewarded during our annual Fall for Golf Campaign.

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

POHICK BAY GOLF COURSE

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Offer and promote an effective membership program.

Highlights

- Worked with Troon Golf Management to identify market segments and to develop a promotional plan to target customers that are not members but frequently play our course.
- Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Member Guest Tournament, member guest specials, app promotions and prize giveaways for new or renewing members.
- Updated the annual membership program with focus on customer appeal and profitability. We did away with 7-day memberships and strictly focused on 5-day weekday membership.
- Continued to refine membership booking portal for members to easily book and cancel tee times.
- Gallus Golf App program continued to grow with over 2,311 active downloads.

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

Highlights

- Identified off peak days and time blocks and implemented targeted email and app campaigns to increase play during those time periods.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Continued to utilize social media to conduct contests and push offerings to help retain core golfers.
- Refined our Revenue Playbook which is now based out of Wrike. A comprehensive calendar of events and promotions was created via Wrike
- Our comprehensive calendar of events and promotions are prominently featured on the new Gallus App.

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

Highlights

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Conducted outreach events onsite at the course during Holiday Weekends to attract daily users and grow F&B during peak days.
- Continue to update outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.
- Pohick Management staff worked at different partners events offsite to help market and promote the courses events calendar.

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

Highlights

- Continued to utilize "review tracker" software that compiles all social media reviews, google and Golf Pass reviews, and allows staff to respond quickly to customer feedback.
- Hosted customer service trainings for volunteers and staff during the season.
- Continued to utilize social media, email blasts, NOVA website, and Gallus App to engage with customers.
- Met with our Troon golf consultants at the beginning of the season onsite.
- Renovation to the men's and women's restrooms at the clubhouse completed.

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

Highlights

- Worked with Pro Shop Manager to review all food & beverage and pro shop retail to ensure and maintain proper margins for sales following increase in cost of goods and opportunities to increase revenue.
- Worked with the Food & Beverage Manager to consolidate menu with focus on freshness, timely delivery, and profitability for the 2023 season.
- Retail Revenue increased 5% FY22 vs. FY23
- F&B Revenue increased 16% FY22 vs. FY23

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC	FY 2025 TARGET
• 18 hole golf rounds (paid)	22,516	25,854	23,100	13,111	24,255
• 18 hole golf rounds (members)	8,268	7,703	11,000	3,225	11,550
• Power cart rentals	13,414	14,600	21,450	11,848	23,595
• Number of driving range buckets sold	6,696	8,667	5,850	3,526	6,450
• Number of Annual Golf Memberships sold	93	77	75	32	75
• Subscription memberships sold - Heron's Choice	N/A	13	100	18	100
• Per customer average on pro shop merchandise	\$ 2.37	\$ 2.41	\$ 1.76	\$ 2.99	\$ 2.37
• Per customer average of food & beverage	\$ 3.77	\$ 4.25	\$ 3.83	\$ 5.16	\$ 4.44
• Revenue per round of golf played	\$ 52.38	\$ 53.76	\$ 43.46	\$ 63.49	\$ 50.04
• Cost per round of golf played	\$ 37.6	\$ 37.50	\$ 36.17	\$ 44.33	\$ 37.87

POHICK BAY MARINA

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 262,951	\$ 298,173	\$ 280,000	-6.1%
Retail Operations	7,725	11,000	8,000	-27.3%
TOTAL REVENUE	\$ 270,675	\$ 309,173	\$ 288,000	-6.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 38,992	\$ 57,411	\$ 59,258	3.2%
Maintenance Costs	11,982	11,700	12,300	5.1%
Retail Operations	3,754	4,400	3,200	-27.3%
Utilities	5,974	7,000	6,500	-7.1%
TOTAL EXPENSES	\$ 60,703	\$ 80,511	\$ 81,258	0.9%
Net Income	\$ 209,973	\$ 228,661	\$ 206,742	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.86	1.86	1.86	1.86	1.86

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-250 POHICK BAY MARINA						
REVENUES						
4070,4540,4680	Boat Rental	\$ 50,984	\$ 44,560	\$ 53,000	\$ 23,060	\$ 45,000
4460	Launch & Parking Fees	63,474	62,574	67,000	30,115	65,000
4600	Programmed Events	0	25	0	361	0
4080	Boat Storage	137,418	134,385	158,173	66,604	150,000
4670	Shelter Reservations	18,687	21,407	20,000	9,998	20,000
4095	Cabin Rentals	812	0	0	0	0
	TOTAL USER FEES	271,375	262,951	298,173	130,139	280,000
4640	Retail Operations	7,717	7,725	11,000	5,502	8,000
	TOTAL RETAIL OPERATIONS	7,717	7,725	11,000	5,502	8,000
	TOTAL REVENUES	\$ 279,092	\$ 270,675	\$ 309,173	\$ 135,641	\$ 288,000
EXPENSES						
5020	Part-Time Salaries	\$ 36,082	\$ 36,090	\$ 53,085	\$ 21,174	\$ 54,970
5030	FICA	2,760	2,805	4,061	1,617	4,205
5070	Unemployment Tax	161	98	265	31	82
	TOTAL PERSONNEL SERVICES	39,003	38,992	57,411	22,823	59,258
5180	Equipment/Vehicle Maintenance	0	0	0	12	0
5190	Facility Op. & Maintenance	9,765	11,982	11,700	7,946	12,300
	TOTAL MAINTENANCE COSTS	9,765	11,982	11,700	7,958	12,300
5520	Retail-Food	4,731	3,754	4,400	2,108	3,200
	TOTAL RETAIL OPERATIONS	4,731	3,754	4,400	2,108	3,200
5580-001	Telephone	363	360	500	180	500
5580-002	Electricity	5,921	5,614	6,500	2,163	6,000
	TOTAL UTILITIES	6,284	5,974	7,000	2,344	6,500
	TOTAL EXPENSES	\$ 59,783	\$ 60,703	\$ 80,511	\$ 35,232	\$ 81,258
	OPERATING INCOME (LOSS)	\$ 219,308	\$ 209,973	\$ 228,661	\$ 100,409	\$ 206,742

POHICK BAY MARINA

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

- Develop and host a minimum of (4) health, wellness, or family programs.
- Maintain a minimum of (3) diverse community partnerships.
- Host at least (1) special event aimed at environmental protection.
- Develop and implement (3) strategies to grow marina revenues by 5% over FY23 gross.
- Implement at least (3) roving naturalist programs at the waterfront parks.

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



Objectives:

- Maintain boat storage lots at 95% capacity.
- Implement at least (2) new strategies to increase rental shelters by 3% over FY23 gross.
- Implement a marketing strategy to increase launch pass sales by 5% over FY23 gross.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/ replacement of rental vessels.

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Continued to address park invasives with multiple volunteer clean-up workdays for areas along the shoreline.
- Completed interior and exterior restroom renovations at the Marina to better serve our guests as well as provide ADA accessible routes to these facilities.
- Enhancements were completed at the boat rental operations including repairs to buildings and boat racks.
- ADA parking work was completed at various locations including the Marina Playground.
- Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.
- Installed a new kayak launch ramp for our boat rental facility to better serve rental guests' access to and from the water.

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

Highlights

- Conducted several Roving Naturalist led paddle tour programs of our waterways including popular sunset offerings.
- The Roving Naturalist conducted multiple birding observation programs focused on Osprey and Bald Eagle activity.
- Continue to implement offers to the marina for campground patrons – all campground reservations during peak season received a marina perk.
- Hosted waterfront rental events at our Eagles Nest and lower park including Dragon Festival as well as SOAR. formerly Dreams for Kids. Both events are great well attended community events that serve various user groups.
- Worked with Potomac Overlook team to provide paddle days for their summer camps to get kids out on the water at Pohick Bay.
- Expanded the hours of operation schedule to capitalize on the outside activity needs of our customers.

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

Highlights

- Continued park-wide cross promotional marketing efforts for the marina offerings.
- Offered group rentals during weekdays to capitalize on off peak visitation.
- Maintained an effective staffing plan at the marina to assist with securing trailer parking spots for boaters and manage parking control.
- Installed new shoreline benches at the Marina to enhance the waterfront view and recreational experience for guests.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Boat storage (153 storage sites available)	145	145	145	144	145
• Boat launches	4,231	4,424	4,340	2,375	4,200
• Total boat rentals	2,919	2,376	3,900	1,178	3,200
• Guided water tour participants	65	67	200	70	200
• Number of Eagle's Nest rentals	31	33	20	19	20
• Number of family shelter rentals	93	115	200	60	200

PIRATE'S COVE WATERPARK AT POHICK BAY

PROGRAM OVERVIEW

Pirate's Cove Waterpark features a 500,000 gallon swimming pool, a 300 gallon dump bucket with slides and water play features. It also features a slide tower that features two body slides, a baby pool with bubblers and a shipwreck slide, Buccaneer's Beach sand play area, the Crow's Nest birthday rental space and the Captain's Galley concession stand. Other amenities include shower and restroom facilities with locker rental and retail items for sale at the admissions area.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 396,395	\$ 499,800	\$ 517,800	3.6%
Retail Operations	173,012	190,300	225,300	18.4%
TOTAL REVENUE	\$ 569,407	\$ 690,100	\$ 743,100	7.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 248,761	\$ 280,299	\$ 297,257	6.1%
Operating Costs	107	0	0	0.0%
Maintenance Costs	82,647	77,760	95,000	22.2%
Retail Operations	88,413	77,650	91,650	18.0%
Utilities	34,537	29,600	29,800	0.7%
TOTAL EXPENSES	\$ 454,465	\$ 465,309	\$ 513,707	10.4%
Net Income	\$ 114,942	\$ 224,791	\$ 229,393	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted to increase by 7.7% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	2.12	8.47	8.47	8.47	8.37

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-270 PIRATE'S COVE WATERPARK at POHICK BAY						
REVENUES						
4550	Admissions	\$ 320,861	\$ 309,846	\$ 400,000	\$ 298,365	\$ 420,000
4570	Group Admissions	14,918	23,925	35,300	29,142	35,300
4490	Locker Rental	460	179	500	329	500
4580	Waterpark Passes	52,044	57,596	56,000	34,609	56,000
4670	Shelter Reservations	9,922	4,848	8,000	6,435	6,000
	TOTAL USER FEES	398,204	396,395	499,800	368,880	517,800
4640	Retail Operations	162,062	162,936	175,000	151,205	210,000
4660	Swim Merchandise	14,213	10,076	15,300	8,671	15,300
	TOTAL RETAIL OPERATIONS	176,275	173,012	190,300	159,876	225,300
	TOTAL REVENUES	\$ 574,479	\$ 569,407	\$ 690,100	\$ 528,756	\$ 743,100
EXPENSES						
5020	Part-Time Salaries	\$ 199,996	\$ 230,470	\$ 259,176	\$ 176,019	\$ 275,749
5030	FICA	15,300	17,524	19,827	13,466	21,095
5070	Unemployment Tax	921	767	1,296	269	414
	TOTAL PERSONNEL SERVICES	216,217	248,761	280,299	189,754	297,257
5490	Programs and Promotions	600	107	0	0	0
	TOTAL OPERATING COSTS	600	107	0	0	0
5190	Facility Op. & Maintenance	76,048	82,647	77,760	57,673	95,000
	TOTAL MAINTENANCE COSTS	76,048	82,647	77,760	57,673	95,000
5520	Retail Operations	88,021	87,092	70,000	64,851	84,000
5535	Swim Merchandise	775	1,321	7,650	4,441	7,650
	TOTAL RETAIL OPERATIONS	88,797	88,413	77,650	69,292	91,650
5580-001	Telephone	2,570	3,038	2,800	1,520	3,000
5580-002	Electricity	16,849	30,234	25,500	17,879	25,500
5580-016	Internet/Cable	1,265	1,264	1,300	617	1,300
	TOTAL UTILITIES	20,684	34,537	29,600	20,016	29,800
	TOTAL EXPENSES	\$ 402,344	\$ 454,465	\$ 465,309	\$ 336,734	\$ 513,707
	OPERATING INCOME (LOSS)	\$ 172,135	\$ 114,942	\$ 224,791	\$ 192,022	\$ 229,393

PIRATE'S COVE WATERPARK AT POHICK BAY

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

PIRATE'S COVE WATERPARK AT POHICK BAY

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Offered pass sales through Certifikid that generated new additional pass sales.
- Set up Pass Sales Table on weekend throughout the season which led to sales that exceeded budget.
- Held a member appreciation event where we opened the pool early for members and provided breakfast.
- Promoted off-season sales campaign for online annual pass sales.
- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Utilized events during peak days to educate guests in line about pass holder benefits and the value of the program.

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

Highlights

- Effectively implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new team of waterpark staff.
- Continued to develop a culture of safety with our staff including consistent trainings and both internal and external program reviews and audits.
- Expanded hiring efforts at local schools and community events through job fairs to seek staff and create interest in working at the Waterpark.
- Continue to implement new Ellis and Associates Van-GUARD waterpark supervisor training All supervisory waterpark staff and veteran lifeguards attending this training to expand their aquatic safety skills.
- Reviewed and refined orientation to streamline the process for incoming staff.

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

Highlights

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

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

Highlights

- Reviewed food sales and created an updated par level form for ordering.
- Utilized second fryer to assist with customer demand and speed of service to reduce wait times.
- Revised and streamlined concessions menu to expedite service.
- Expanded retail merchandise to provide additional offerings.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Conducted a food service management training with focus on best practices and staff training with the Food & Beverage Managers.

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

Highlights

- NOVA Parks Roving Naturalist conducted 3 critter corner events during the summer to bring nature to our pool quests and kids,
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Streamlined capacity line process to manage numbers and wait times more effectively.
- Purchased and utilized an automated pool vacuum to maintain pool quality and limit staff time.
- Completed repairs to the main feature of Pirate's Cove including the roof and stair platform for this custom structure
- Exterior paint work was completed on our tower slides.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of general admissions	34,245	30,511	38,250	28,568	38,250
• Number of youth group participants	2,644	3,409	5,050	4,771	5,050
• Number of Annual Waterpark Passes sold	674	678	845	163	845
• Average amount customers spent on food/beverages	\$4.18	5.04	\$4.31	\$5.40	\$5.10

POTOMAC OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for environmental education. The staff provides programs for schools and public groups throughout the year and hosts Camp Overlook, our very popular outdoor education summer camp. The James I. Mayer Center for Environmental Education contains displays that explore the natural world to include interactive exhibits and live animals. Other park features include the raptor enclosure, group shelter, an auditorium and amphitheater, interpretive gardens, and 2 miles of natural surface trails.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 135,371	\$ 139,500	\$ 147,500	5.7%
Retail Operations	4,046	2,500	4,000	60.0%
Other Revenue	13,200	13,200	13,200	0.0%
TOTAL REVENUE	\$ 152,617	\$ 155,200	\$ 164,700	6.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 332,863	\$ 341,276	\$ 371,357	8.8%
Operating Costs	12,515	14,700	14,400	-2.0%
Maintenance Costs	21,541	27,542	32,100	16.5%
Insurance	2,155	1,648	2,553	54.9%
Retail Operations	2,288	1,250	2,000	60.0%
Utilities	11,029	13,100	13,900	6.1%
TOTAL EXPENSES	\$ 382,391	\$ 399,516	\$ 436,310	9.2%
Net Income	\$ (229,774)	\$ (244,316)	\$ (271,610)	

BUDGET HIGHLIGHTS

Major variances in budget:

- This budget includes a net that is lower than the past few years and this is primarily due to compensation initiatives and increased maintenance costs.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	1.81	1.81	1.81	1.81	1.88

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-300	POTOMAC OVERLOOK REGIONAL PARK					
	REVENUES					
4600	Programmed Events	\$ 30,786	\$ 33,175	\$ 25,000	\$ 10,584	\$ 30,000
4101	Camps	110,910	98,911	110,000	16,505	114,000
4670	Shelter Reservations	4,465	3,285	4,500	1,935	3,500
	TOTAL USER FEES	146,161	135,371	139,500	29,024	147,500
4640	Retail Operations	2,309	4,046	2,500	2,250	4,000
	TOTAL RETAIL OPERATIONS	2,309	4,046	2,500	2,250	4,000
4420	House Rental	13,200	13,200	13,200	6,600	13,200
	TOTAL OTHER REVENUE	13,200	13,200	13,200	6,600	13,200
	TOTAL REVENUES	\$ 161,670	\$ 152,617	\$ 155,200	\$ 37,874	\$ 164,700
	EXPENSES					
5010	Full-Time Salaries	\$ 174,251	\$ 202,145	\$ 196,945	\$ 119,124	\$ 215,722
5020	Part-Time Salaries	33,484	49,387	53,895	35,205	57,033
5030	FICA	15,574	18,872	19,189	10,973	20,866
5040	Hospitalization	22,227	25,248	27,254	15,046	27,384
5060	Life Insurance	1,525	1,778	2,245	1,000	2,041
5050	Retirement	31,529	35,274	41,358	19,304	48,106
5070	Unemployment Tax	246	159	389	50	206
	TOTAL PERSONNEL SERVICES	278,835	332,863	341,276	200,703	371,357
5230	Gas and Diesel	2,790	1,811	2,500	977	2,200
5259	Grant Expense	1,647	114	0	356	0
5490	Programs and Promotions	4,260	3,934	4,500	991	4,500
5570	Uniforms	528	371	1,050	1,087	1,050
5171	Camps	6,204	6,285	6,650	1,668	6,650
	TOTAL OPERATING COSTS	15,429	12,515	14,700	5,079	14,400
5180	Equipment/Vehicle Maintenance	1,385	2,378	3,300	831	3,300
5190	Facility Op. & Maintenance	18,102	18,776	23,742	7,542	28,300
5510	Rental House Maintenance	700	387	500	418	500
	TOTAL MAINTENANCE COSTS	20,187	21,541	27,542	8,791	32,100
5290	Insurance - Vehicle	1,814	2,155	1,648	2,257	2,553
	TOTAL INSURANCE	1,814	2,155	1,648	2,257	2,553
5520	Retail Operations	1,338	2,288	1,250	772	2,000
	TOTAL RETAIL OPERATIONS	1,338	2,288	1,250	772	2,000
5580-001	Telephone	1,285	1,835	2,200	1,048	2,300
5580-002	Electricity	5,036	6,245	7,000	3,298	7,000
5580-004	Water/Sewer	486	714	600	431	600
5580-008	Propane Gas	2,455	1,135	1,700	0	1,700
5580-016	Cable/Internet	1,320	1,100	1,600	734	2,300
	TOTAL UTILITIES	10,583	11,029	13,100	5,511	13,900
	TOTAL EXPENSES	\$ 328,185	\$ 382,391	\$ 399,516	\$ 223,114	\$ 436,310
	OPERATING INCOME (LOSS)	\$ (166,515)	\$ (229,774)	\$ (244,316)	\$ (185,240)	\$ (271,610)

POTOMAC OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to implement a plan for enhanced Nature Center interpretation.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 2,500 volunteer hours.
-

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



Objectives:

- Continue to conduct and enhance camp programming and park operations.
- Maintain a minimum of (5) diverse community partnerships.
- Review and refine the year-round comprehensive programming schedule.
- Maintain an effective marketing strategy with a minimum of (2) areas of focus to promote shelter and auditorium rentals.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Develop and implement a plan to enhance existing interpretation of at least (2) areas within the park.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.

POTOMAC OVERLOOK REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Protect, Promote, Manage and Sustain Parklands.*

Highlights

- Public events offered for park beautification projects included *MLK Day of Service* and *Flora Fest* which focused on park clean-up and invasive plant removal.
- Added a new Tadpole exhibit in the nature center and installed the Raptor Flight sign on the raptor trail.
- The Arlington Master Naturalists, Master Gardeners of Northern VA and PORP Park Stewards continue to educate the public and beautify the park through upkeep of the demonstration gardens, volunteer opportunities, and public events.
- Native grasses and flowers were planted with the goal of becoming official Monarch Butterfly waystation.
- A native shade garden was installed in front of nature center.
- Used CMMS to keep up with annual maintenance needs, inspections, and standards.
- Major renovations to Bird of Prey enclosures completed with a new vestibule for storage and increased safety for the birds.
- Hosted (10) boy scouts for their eagle scout projects including frog pond boardwalk, seating area outside of auditorium, trail around nature center, portable benches at stage, a boardwalk along our butterfly garden, and general trail enhancements such as water bars and erosion prevention.

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

Highlights

- Met FY23 goal for camp revenue one month after registration opened with a record setting number of camp registrants and revenue.
- New public program themes were offered including *Geology Rocks*, *Camping 101*, *Astronomy Night Hike*, and *Frog Frenzy*. Also revised both the *Spring Egg Hunt* event and the *Search for Santa's Critters* event to be more a change from past years for returning customers and more user friendly.
- Created a new Shelter Rental flyer and expanded social media posts to increase revenue.
- Hosted *Pepper Fest.*, *Earth Day* and *Flora Fest* free drop-in community events.
- Retail sales have seen a 33% increase over the past year due to the introduction of Camp Store Fridays.
- New interpretive signs for the Organic Vegetable Garden are in production to educate the public about the purpose of the garden, history of the garden, and the importance of native pollinators.

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

Highlights

- Continued to implement agency-wide customer service initiatives, and monthly strategies. Ordered a new park-specific staff give-away for staff and volunteers who win monthly Great Card raffle.
- Conducted effective routine training of new naturalists, summer camp staff and volunteers which included a new part-time Naturalist Training Manual approved by HR and Risk Management
- Maintained regular post schedules to Facebook, Instagram, Next door including new videos advertising large public events. Created 2 different Story Walks™ to engage the public and advertise upcoming events.
- Park Naturalist attended the 2023 American Camp Association Nation Conference, other full-time staff virtually attended the 2023 Virginia Forest Health Conference hosted by the National Capital Partnership for Invasive Species Management. The Park Manager and Naturalist also participate in the NOVA Parks Mentor Program.
- The park continues to benefit from the many volunteers including the Master Gardeners of Northern Virginia, Arlington Master Naturalists, and the Nature Center Animal Care volunteers.
- Updated online program survey and created sandwich board sign with QR code with a discount code reward for completion.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Public program/Special Event participants	1,502	2,365	2,000	675	2,000
• School & Scout program participants	979	1,668	1,250	663	1,250
• Birthday party participants	66	96	60	40	90
• Camp Overlook participants	293	359	350	269	360
• Number of shelter rentals	29	29	36	15	30
• Volunteer hours received	2,384	2,905	2,500	4,783	5,000

WINKLER BOTANICAL GARDENS

PROGRAM OVERVIEW

Winkler Botanical Preserve, a 44.63 acre public preserve located in Alexandria was gifted to NOVA Parks in September 2022. Originally the preserve was created by the Winkler family's Catherine Winkler Herman and her daughter Tori Thomas and the Winkler Foundation in 1981 as a way to protect this unique and special area. Winkler Botanical Preserve features The Catherine Lodge, a beautiful pond with waterfall, and walking trails. The preserve hosts a variety of programs including summer camps, public and private school programs, scout and nature programs making this a great escape from the surrounding urban community.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 17,116	\$ 35,000	\$ 37,500	7.1%
Total Transfers in	120,000	120,000	120,000	0.0%
TOTAL RESOURCES	\$ 137,116	\$ 155,000	\$ 157,500	1.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 135,721	\$ 244,908	\$ 252,189	3.0%
Operating Costs	3,931	9,350	7,500	-19.8%
Maintenance Costs	42,346	72,500	72,500	0.0%
Insurance	0	750	0	-100.0%
Utilities	13,481	16,800	16,800	0.0%
TOTAL EXPENSES	\$ 195,478	\$ 344,308	\$ 348,989	1.4%
Net Income	\$ (58,362)	\$ (189,308)	\$ (191,489)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.75	1.00	1.00
Part-Time	0.00	0.00	1.83	2.43	2.43

WINKLER BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-460	WINKLER BOTANICAL GARDENS					
	REVENUES					
4600	Programmed Events	\$ 0	\$ 806	\$ 4,500	\$ 776	\$ 2,500
4810	Facility Fees	0	150	2,500	150	1,000
4101	Camps	0	16,160	28,000	1,600	34,000
	TOTAL USER FEES	0	17,116	35,000	2,526	37,500
	TOTAL REVENUES	\$ 0	\$ 17,116	\$ 35,000	\$ 2,526	\$ 37,500
4345	Grants	0	120,000	120,000	0	120,000
	TOTAL TRANSFERS IN	0	120,000	120,000	0	120,000
	TOTAL RESOURCES	\$ 0	\$ 137,116	\$ 155,000	\$ 2,526	\$ 157,500
	EXPENSES					
5010	Full-Time Salaries	\$ 0	\$ 34,446	\$ 61,535	\$ 36,214	\$ 66,453
5020	Part-Time Salaries	0	72,516	126,215	55,319	126,648
5030	FICA	0	7,741	14,363	6,191	14,772
5040	Hospitalization	0	13,782	28,501	15,735	28,638
5060	Life Insurance	0	291	701	307	629
5050	Retirement	0	6,829	12,922	5,898	14,819
5070	Unemployment Tax	0	116	671	9	230
	TOTAL PERSONNEL SERVICES	0	135,721	244,908	119,673	252,189
5230	Gas and Diesel	0	260	2,000	348	1,150
5490	Programs and Promotions	0	490	2,500	524	2,500
5570	Uniforms	0	366	350	350	350
5171	Camps	0	2,814	4,500	505	3,500
	TOTAL OPERATING COSTS	0	3,931	9,350	1,727	7,500
5180	Equipment/Vehicle Maintenance	0	362	2,500	546	2,500
5190	Facility Op. & Maintenance	0	18,913	25,000	6,394	25,000
5215	Garden Maintenance	0	23,071	45,000	14,128	45,000
	TOTAL MAINTENANCE COSTS	0	42,346	72,500	21,068	72,500
5290	Insurance - Vehicle	0	0	750	0	0
	TOTAL INSURANCE	0	0	750	0	0
5580-001	Telephone	0	1,079	1,600	807	2,200
5580-002	Electricity	0	6,019	8,400	2,965	6,400
5580-004	Water/Sewer	0	4,484	3,000	2,823	5,200
5580-008	Propane Gas	0	0	1,000	0	500
5580-016	Cable/Internet	0	1,899	2,800	1,005	2,500
	TOTAL UTILITIES	0	13,481	16,800	7,600	16,800
	TOTAL EXPENSES	\$ 0	\$ 195,478	\$ 344,308	\$ 150,068	\$ 348,989
	OPERATING INCOME (LOSS)	\$ 0	\$ (58,362)	\$ (189,308)	\$ (147,542)	\$ (191,489)

WINKLER BOTANICAL PRESERVE

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Develop and implement a plan for enhanced interpretation throughout the Preserve.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Begin to explore the development of an effective volunteer program.
- Develop and implement a mapping system with appropriate signage for the Preserve trails network.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information

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



Objectives:

- Continue to conduct and grow camp programming opportunities.
- Implement a system to effectively evaluate camp programs annually to ensure offerings are in line with community needs and site expectations.
- Develop a minimum of (3) diverse community partnerships.
- Develop and implement a year-round comprehensive programming schedule.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Promote public engagement with at least (1) event or program focused on the surrounding community.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Maintain a year-round content calendar including a schedule of events and activities to post on the web site and social media on a weekly basis
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Maintain an efficient system to receive, evaluate, and respond to customer feedback.
- Work closely with the City of Alexandria to facilitate a consistent field trip program.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

WINKLER BOTANICAL PRESERVE

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Completed the acquisition of the Preserve in the fall of 2022.
- Successfully transitioned several existing team members into NOVA Parks employees ensuring consistency and institutional knowledge.
- Contracted to have GPS mapping of trail systems for later use in developing signage and trail networks.

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

Highlights:

- Developed summer of 2023 camp program.
- In the spring of 2023 hosted a variety of successful scout programs.
- Partnered with the Alexandria Fire Department on a 3-day regional – Wide Area Search and rescue training.
- Had initial discussions with City of Alexandria Schools on field trip and summer camp opportunities.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Public program/special event participants	N/A	N/A	N/A	N/A	100
• Camp Winkler participants	N/A	N/A	N/A	N/A	115
• School and scout program participants	N/A	79	N/A	611	700
• Volunteer hours received	N/A	52	N/A	214	500

RUST SANCTUARY

PROGRAM OVERVIEW

Rust Sanctuary became a NOVA Parks managed property in 2013 through adoption of a 40-year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the sanctuary while offering environmental education programs.

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 497,982	\$ 401,825	\$ 466,520	16.1%
Retail Operations	931,717	672,550	794,400	18.1%
Other Revenue	132,598	76,100	89,400	17.5%
TOTAL REVENUE	\$ 1,562,298	\$ 1,150,475	\$ 1,350,320	17.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 351,771	\$ 473,211	\$ 480,277	1.5%
Operating Costs	284,280	149,300	195,745	31.1%
Maintenance Costs	135,848	112,493	153,650	36.6%
Insurance	4,117	5,049	6,138	21.6%
Retail Operations	246,063	197,067	218,200	10.7%
Utilities	20,511	20,500	20,500	0.0%
TOTAL EXPENSES	\$ 1,042,590	\$ 957,620	\$ 1,074,510	12.2%
Net Income	\$ 519,707	\$ 192,855	\$ 275,810	

BUDGET HIGHLIGHTS

Major variances in budget:

- The revenue increase of 17.4% is due to recent trends, estimated events and rate adjustments. The increase in expenses is due to associated costs related to the increased revenue.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	3.83	3.83	3.83	3.83	3.83
Part-Time	3.63	4.32	4.32	4.45	4.09

RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-320	RUST SANCTUARY					
	REVENUES					
4240	Facility Rental-Manor House	\$ 454,853	\$ 465,337	\$ 380,000	\$ 250,919	\$ 440,000
4822	NVRPA Event Staffing	34,900	32,646	21,825	26,750	26,520
	TOTAL USER FEES	489,753	497,982	401,825	277,669	466,520
4420	Apartment Rental	7,800	7,800	7,800	1,430	0
4821	Equipment Rental	72,835	122,055	67,100	81,449	88,200
4081	Storage Rental (PEC)	1,950	1,800	1,200	900	1,200
4142	Contract Services	1,000	0	0	0	0
4443	Outside Catering Fees	943	943	0	0	0
	TOTAL OTHER REVENUE	84,529	132,598	76,100	83,779	89,400
4115	Catering	572,871	586,136	437,000	338,869	528,000
4682	Administrative Fee	129,060	135,207	82,600	82,018	97,500
4640	Retail Operations	(9)	4	0	(3)	0
4641,4647	Retail - Alcoholic Beverages	218,949	210,371	152,950	130,624	168,900
	TOTAL RETAIL OPERATIONS	920,872	931,717	672,550	551,508	794,400
	TOTAL REVENUES	\$ 1,495,153	\$ 1,562,298	\$ 1,150,475	\$ 912,955	\$ 1,350,320
	EXPENSES					
5010	Full-Time Salaries	\$ 158,664	\$ 195,380	\$ 212,703	\$ 114,369	\$ 224,608
5020	Part-Time Salaries	81,810	84,237	153,365	31,574	148,740
5030	FICA	17,756	20,865	28,004	10,279	28,561
5040	Hospitalization	29,709	25,267	31,126	13,246	25,780
5060	Life Insurance	1,308	1,684	2,425	973	2,125
5050	Retirement	82	24,173	44,668	20,447	50,088
5070	Unemployment Tax	427	164	920	6	376
	TOTAL PERSONNEL SERVICES	289,755	351,771	473,211	190,893	480,277
5186	Equipment Rental	94,278	131,130	67,100	74,663	88,200
5146	Contract Employment	138,627	147,771	76,350	97,815	100,695
5230	Gas & Diesel	2,011	1,889	1,300	414	1,300
5340	Linen Service	305	956	0	402	1,000
5490	Programs and Promotions	3,612	2,291	3,500	537	3,500
5570	Uniforms	910	243	1,050	0	1,050
	TOTAL OPERATING COSTS	239,744	284,280	149,300	173,832	195,745
5180	Equipment/Vehicle Maintenance	168	238	1,650	100	1,650
5190	Facility Op. & Maintenance	105,478	135,610	110,843	84,684	152,000
	TOTAL MAINTENANCE COSTS	105,645	135,848	112,493	84,784	153,650
5143	Catering	171,508	209,568	157,300	113,660	174,250
5521	Retail - Alcoholic Beverages	41,790	36,495	39,767	24,754	43,950
	TOTAL RETAIL	213,298	246,063	197,067	138,413	218,200
5265	Insurance - Liquor Liability	2,160	3,578	4,500	3,000	5,500
5290	Vehicle Insurance	454	539	549	564	638
	TOTAL INSURANCE	2,614	4,117	5,049	3,564	6,138
5580-001	Telephone	3,313	3,670	1,200	1,877	1,200
5580-002	Electricity	11,230	13,879	14,000	4,957	14,000
5580-008	Propane	2,259	2,963	2,400	774	2,400
5580-009	Heating Oil	0	0	500	0	500
5580-016	Internet/Cable	0	0	2,400	0	2,400
	TOTAL UTILITIES	16,802	20,511	20,500	7,608	20,500
	TOTAL EXPENSES	\$ 867,858	\$ 1,042,590	\$ 957,620	\$ 599,094	\$ 1,074,510
	OPERATING INCOME (LOSS)	\$ 627,295	\$ 519,707	\$ 192,855	\$ 313,861	\$ 275,810

RUST SANCTUARY

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Manage and enhance the Rust Sanctuary as a premier event venue.



Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Rust Manor House.
- Continue to implement Event Temple software to streamline processes and event information.
- Maintain a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Host a minimum of (2) open house events.
- Increase new client leads with the implementation of at least (2) monthly outreach strategies.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses..
- Maintain an effective system for consistent follow up and response to online and mail survey reviews.
- A minimum of twice annually perform a review with the Food & Beverage Manager and Chef of menus and alcohol offering, This should include food costs and menu pricing to follow latest industry trends.
- Work to effectively implement defined roles by position for successful event management and communication.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and campaigns.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.

Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to develop a strategy to promote the NOVA Parks / Nature Forward partnership and activities at Rust Sanctuary.
- In cooperation with the Nature Forward, implement a management plan for the Pine Forest.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.

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



Objectives:

- Offer a minimum of (2) naturalist led programs.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Manage and enhance the Rust Sanctuary as a premier event venue.

Highlights

- Continued to work closely with Visit Loudoun to promote site exchanging client leads to further build relationship.
- Hosted an open house in March with more than 150 attendees.
- Maintained our event management software to track leads and to ensure proper communications through the entire event process. Helped train all four venues and catering team to utilize more software features.
- Maintained weekly presence on social media platforms, results include growing followers on Instagram by 500 for a total of 2700 followers to date.
- Working to develop and grow outside relationships with local vendors with more than (30) attending the March open house.
- Hosted more than 4 styled shoots with local vendors to add to our portfolio and market the manor in different ways.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.
- Started a Tea Program to highlight new vendors and additional revenue.

Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.

Highlights

- Complete several extensive renovations around the property and house including two upgraded hospitality suites, a new office, and bathroom.
- Currently restoring the Nature Forward pollinator garden to the left of the grounds with the help of volunteers.
- Maintained the grounds and cutting down trees that are nearing the end of their lives.

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

Highlights

- Developed a training tool for new hires detailing processes and procedures.
- Hired and trained multiple positions including event supervisor, catering captain, venue coordinator, and maintenance.
- Continued to utilize CMMS to communicate routine and emergency maintenance.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
-For complete accuracy some data is still being gathered.					
• Prime rental months (May, June, July, August September, October)	64	N/A	60	N/A	70
• Non-Prime rental months (March, April, first 3 weekends of November)	25	N/A	15	N/A	15
• Winter rental months (November, December, January, February)	7	N/A	4	N/A	4
• Miles of trails maintained	2	N/A	2	N/A	2
• Number of volunteer hours	160	0	100	0	100
• Number of Naturalist Programs	0	N/A	2	N/A	2

SANDY RUN REGIONAL PARK

PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax, is designed for the education, training, practice and racing for competitive and recreational rowing and sculling. The facility is open February through November weather permitting. It primarily serves ten local high schools and one college rowing program for men and women; several rowing clubs are housed here as well. The facility hosts regattas as well as occasional special events. Out of state high school and college teams often visit during spring break for training and practice, and local teams and clubs hold sweep and sculling camps. The facility also provides storage for scholastic, collegiate, private, and club crew shells in three boathouses and on outside boat storage racks.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 296,865	\$ 263,000	\$ 288,500	9.7%
Other Revenue	30,199	28,192	28,192	0.0%
TOTAL REVENUE	\$ 327,064	\$ 291,192	\$ 316,692	8.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 133,220	\$ 184,367	\$ 203,935	10.6%
Operating Costs	14,803	15,500	15,500	0.0%
Maintenance Costs	36,587	32,950	34,350	4.2%
Insurance	1,616	1,099	1,277	16.2%
Utilities	9,515	13,850	9,200	-33.6%
TOTAL EXPENSES	\$ 195,741	\$ 247,766	\$ 264,262	6.7%
Net Income	\$ 131,324	\$ 43,426	\$ 52,430	

BUDGET HIGHLIGHTS

Major variances in budget:

- There is a slight increase in budgeted net income, as budgeted parking fee revenue increased to actual levels.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	1.01	1.01	1.43	1.43	1.43

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-350 SANDY RUN REGIONAL PARK						
REVENUES						
4080	Crew Boat Storage	\$ 153,318	\$ 161,703	\$ 153,000	\$ 90,132	\$ 153,000
4160	Daily User Fees	1,767	3,378	3,000	5,598	3,500
4530, 4460	Launch & Parking Fees	60,156	97,385	75,000	16,545	95,000
4630	Regatta Fees	35,507	17,710	12,000	2,226	12,000
4673	Rowing Camps	20,451	16,689	20,000	23,351	25,000
TOTAL USER FEES		271,198	296,865	263,000	137,853	288,500
4420	House Rental	25,892	29,344	27,192	18,752	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	1,070	855	1,000	815	1,000
TOTAL OTHER REVENUE		26,962	30,199	28,192	19,567	28,192
TOTAL REVENUES		\$ 298,160	\$ 327,064	\$ 291,192	\$ 157,420	\$ 316,692
EXPENSES						
5010	Full-Time Salaries	\$ 85,075	\$ 84,558	\$ 94,734	\$ 45,346	\$ 102,723
5020	Part-Time Salaries	12,577	11,637	43,796	12,753	46,002
5030	FICA	7,093	6,999	10,598	3,822	11,377
5040	Hospitalization	12,284	12,222	13,990	8,123	19,829
5060	Life Insurance	822	860	1,080	419	972
5050	Retirement	16,995	16,912	19,894	8,768	22,907
5070	Unemployment Tax	70	32	275	5	125
TOTAL PERSONNEL SERVICES		134,915	133,220	184,367	79,237	203,935
5230	Gas and Diesel	2,958	3,213	3,500	1,045	3,500
5504	Regatta Fees	10,993	11,590	12,000	2,653	12,000
TOTAL OPERATING COSTS		13,951	14,803	15,500	3,697	15,500
5180	Equipment/Vehicle Maintenance	3,098	5,529	3,850	2,400	3,850
5190	Facility Op. & Maintenance	26,965	30,127	28,100	24,718	29,500
5510	Rental House Maintenance	401	930	1,000	46	1,000
TOTAL MAINTENANCE COSTS		30,464	36,587	32,950	27,163	34,350
5290	Insurance - Vehicle	1,361	1,616	1,099	1,693	1,277
TOTAL INSURANCE		1,361	1,616	1,099	1,693	1,277
5580-001	Telephone	5,585	4,826	6,500	791	1,300
5580-002	Electricity	6,421	3,997	6,500	3,286	6,500
5580-016	Internet/Cable	0	692	850	692	1,400
TOTAL UTILITIES		12,007	9,515	13,850	4,768	9,200
TOTAL EXPENSES		\$ 192,697	\$ 195,741	\$ 247,766	\$ 116,559	\$ 264,262
OPERATING INCOME (LOSS)		\$ 105,462	\$ 131,324	\$ 43,426	\$ 40,861	\$ 52,430

SANDY RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



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



Objectives:

- Maintain a minimum of (4) diverse community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts and at least (1) workday. Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



Objectives:

- Work with teams, clubs, and vendors to implement camps and programs that complement the use of the park.
- Maintain a process to receive and approve changes to park facilities made by teams, clubs, and other user groups of Sandy Run Rowing Facility.
- Maintain the permit system in Active for tracking, billing, and payment automation.

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



Objectives:

- Work closely with VASRA, clubs, schools, and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with park neighbors and associated user groups.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

SANDY RUN REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Maintained our partnerships with Virginia Scholastic Rowing Association (VASRA), Occoquan Boat Club, Sandy Run Scullers, Northern Virginia Rowing Club, Virginia Search and Rescue Dog Association, and Fairfax County Station 41 Fire and Rescue to support rowing and training activities in the park.
- An Eagle Scout project repaired a large, damaged section of the grandstand trail, along with replacing old benches and installing new ones.
- George Mason Crew Club organized a community service project doing a cleanup along the park trails.

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

Highlights

- Maintained online system to schedule, invoice, and collect payments for daily user groups.
- Expanded daily user groups and team training to include five new organizations including The Hun School, Sylvan Scullers, Saratoga Rowing, the Naval Academy Men's Rowing, and Stanford University Women's Rowing.

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

Highlights

- Fully audited boat storage rack space comparing on site storage against our system counts and corrected any discrepancies ensuring efficient and fair allocation of storage space.
- Worked with VASRA to coordinate, plan, and execute ten high school regattas and six college regattas for the spring season.
- Hosted a fall user group meeting and roundtable discussion with all internal user groups.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of boats stored	255	255	255	255	255
• Number of spring break programs	43	59	48	3	48
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	11,248	9,372	10,750	0	10,750
• Number of VASRA scholastic regattas	10	9	10	0	10
• Number of club regatta competitors	4,740	5,227	4,000	4,353	4,000
• Number of club regattas	4	4	4	3	4
• Number of collegiate regatta competitors	1,058	1,422	1,100	0	1,100
• Number of collegiate regattas	5	6	5	0	5
• Total number of regatta spectators	15,000	15,000	15,000	5,000	15,000

TEMPLE HALL FARM REGIONAL PARK

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

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 39,099	\$ 33,000	\$ 37,500	13.6%
Retail Operations	(105)	0	0	-
Other Revenue	159,313	159,383	157,383	-1.3%
TOTAL REVENUE	\$ 198,307	\$ 192,383	\$ 194,883	1.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 158,512	\$ 247,348	\$ 271,165	9.6%
Operating Costs	28,725	37,350	35,350	-5.4%
Maintenance Costs	63,604	65,028	66,500	2.3%
Insurance	3,233	2,198	3,191	45.2%
Utilities	16,808	16,400	16,400	0.0%
TOTAL EXPENSES	\$ 270,883	\$ 368,324	\$ 392,606	6.6%
Net Income	\$ (72,576)	\$ (175,941)	\$ (197,723)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	2.25	2.25	2.25	2.25	2.25
Part-Time	1.19	1.19	1.19	1.19	1.19

TEMPLE HALL FARM REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-380	TEMPLE HALL FARM REGIONAL PARK					
	REVENUES					
4412-001	Hay Rides - Tractor	\$ 2,570	\$ 19,894	\$ 16,000	\$ 12,150	\$ 17,000
4670	Shelter Reservations	7,130	16,025	7,500	2,690	11,000
4812	Visitor Center Rental	0	0	1,500	0	1,500
4600	Programmed Events	3,565	3,180	8,000	0	8,000
	TOTAL USER FEES	13,265	39,099	33,000	14,840	37,500
4015	Animals	4,012	5,930	5,500	313	3,500
4140	Crop Sales	80,430	8,250	14,000	0	14,000
4420	House Rental	43,077	41,177	43,077	21,539	43,077
4345, 4970	Grant - Contribution from Endowment	0	96,806	96,806	0	96,806
4410, 4605	Miscellaneous Revenue	0	7,150	0	0	0
	TOTAL OTHER REVENUE	127,519	159,313	159,383	21,851	157,383
4640	Retail Operations	(21)	(105)	0	(24)	0
	TOTAL RETAIL OPERATIONS	\$ (21)	\$ (105)	\$ 0	\$ (24)	\$ 0
	TOTAL REVENUES	\$ 140,764	\$ 198,307	\$ 192,383	\$ 36,668	\$ 194,883
	EXPENSES					
5010	Full Time Salaries	\$ 90,018	\$ 95,105	\$ 144,758	\$ 79,027	\$ 165,505
5020	Part Time Salaries	14,217	20,072	34,240	15,103	35,480
5030	FICA	7,667	8,676	13,693	6,580	15,375
5040	Hospitalization	13,317	14,915	22,346	10,185	16,188
5060	Life Insurance	834	911	1,650	689	1,566
5050	Retirement	17,565	18,760	30,399	14,742	36,908
5070	Unemployment Tax	99	73	261	22	143
	TOTAL PERSONNEL SERVICES	143,716	158,512	247,348	126,349	271,165
5200	Feed	6,281	7,683	9,000	5,390	9,000
5210	Fertilizer	21,838	4,931	5,000	0	5,000
5230	Gas and Oil	6,921	8,204	8,000	4,536	8,000
5350	Livestock Purchases	510	450	4,000	295	2,000
5490	Programs & Promotions	1,552	1,195	2,500	481	2,500
5540	Seeds & Plants	21,441	1,568	3,000	0	3,000
5570	Uniforms	399	660	350	50	350
5590	Vet & Medicine	4,459	4,034	5,500	1,175	5,500
	TOTAL FACILITY OPERATING COSTS	63,401	28,725	37,350	11,927	35,350
5180	Equipment/Vehicle Maintenance	12,020	26,473	27,500	10,508	27,500
5190	Facility Op. & Maintenance	27,155	33,327	30,528	12,712	32,000
5195	Facility Op. & Maintenance-Cabin	171	181	5,000	390	5,000
5510	Rental House Maintenance	3,240	3,624	2,000	778	2,000
	TOTAL MAINTENANCE COSTS	42,586	63,604	65,028	24,387	66,500
5290	Insurance - Vehicle	2,721	3,233	2,198	3,386	3,191
	TOTAL INSURANCE	2,721	3,233	2,198	3,386	3,191
5580-002	Electricity	11,222	13,243	13,000	6,706	13,000
5580-001	Telephone	1,677	1,771	1,700	743	1,700
5580-016	Internet/Cable	1,677	1,795	1,700	791	1,700
	TOTAL UTILITIES	14,577	16,808	16,400	8,241	16,400
	TOTAL OPERATING EXPENSES	\$ 267,001	\$ 270,883	\$ 368,324	\$ 174,290	\$ 392,606
	OPERATING INCOME (LOSS)	\$ (126,238)	\$ (72,576)	\$ (175,941)	\$ (137,622)	\$ (197,723)

TEMPLE HALL FARM REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

- Implement a minimum of (2) new single day outing or camp programs.
- Identify (2) new ways to improve the customer experience through the use of technology or innovation.
- Implement at least (2) strategies that focuses on Visitor's Center and Pavilion rentals.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Establish and maintain a minimum of (8) diverse community partnerships.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

Goal Two: Continue to conserve and protect the historic resources of Temple Hall Farm including structures, parkland, artifacts, and facilities.



Objectives:

- Identify (2) new ways to interpret heritage farming in the AV Symington Center using technology or innovation.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- (All properties)
- Work with existing partners to deliver a minimum of 200 volunteer hours.
- Implement a preservation plan for consistent and continued site improvements and maintenance of historic elements addressing a minimum of (5) areas of focus.
- Maintain and enhance a sustainable long term animal exhibit plan.

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



Objectives:

- Develop a minimum of (2) improvements to the current self-guided farm tour to improve interpretation.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff. Maintain a minimum of (2) strategies to respond to customer feedback.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



TEMPLE HALL FARM REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Maintained the farm's outstanding partnership with Legacy Farm who works to empower neurodiverse young adults through garden-to-table apprenticeships by expanding their useable agricultural space and storage.
- New public programs offered included: Farmer for a Day, Story Time on the Farm, Horse Tails, and the creation of a new interpretive space called Critter Corner.
- Revitalized group/school tours attendance as pandemic restrictions have improved.
- Rentals to the Pavilion and Symington Visitor's center have increased throughout the year. The community has recognized the farm facilities as a great outdoor venue to hold somewhat socially distant event.
- New interactive displays were borrowed from the Loudoun Heritage Farm Museum and installed for visitors to enjoy.
- A display was on exhibit at Balch Library highlighting the history and present-day use of Temple Hall Farm.
- Partnership has been renewed with Heritage Highschool to bring special needs students to the farm weekly.
- We Partnered with our neighbor at River Farm and the Piedmont Areas Heritage Association to hold an equestrian event that highlighted the area's history while on horseback.

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

Highlights

- New signs have been installed to recognize and educate visitors on the enslaved people's history at Temple Hall Farm.
- Several structures including a number of barns and sheds have been renovated using salvaged wood from Piscataway Regional Park.
- Windows in the main house were replaced with more energy efficient units.
- An agricultural lease was put in place for some of the acreage at Temple Hall.
- Staff maintained relationships with several volunteer organizations including Legacy Farm, Young Men's Service League, Blue Bird Society, Girl Scouts of American and Boy Scouts of America, ROTC, Loudoun Soil and Water, Loudoun Wildlife Conservancy, 4-H, and Loudoun Hunger Relief.
- Informational Kiosk was added to the entrance of the Visitors center to highlight events and current information.
- Lafayette Trail marker sign has been installed and Temple Hall Farm as been added to the trail.
- Many of the barns and buildings were painted/stained
- Staff reconstructed historical run-in shed to make it safe and secure for use.
- Removed dilapidated shed from concession area and removed food trailer.

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

Highlights

- Continued to update and implement unique scavenger hunt offerings that act as a fun method for visitors to enjoy self-guided tours of the farm.
- Social media content expanded significantly providing fun and creative content for the farm and has quickly become one of the more popular social sites for NOVA Parks.
- We added 3 new animal exhibit enclosures/fencing to allow for better visibility to visitors.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
-For complete accuracy some data is still being gathered.					
• School tour attendance	1,075	2,717	500	N/A	2,000
• Special events attendance	1,079	2,800	1,500	N/A	2,800

TEMPLE HALL FALL FESTIVAL

PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival is a must visit fall tradition. The Fall Festival includes a variety of fall fun and activities including pick-your-own pumpkins, jumping pillows, corn cannons, hill slides and pumpkin blasters along with plenty of food offerings.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 147,759	\$ 145,000	\$ 145,000	0.0%
Retail Operations	63,304	77,000	77,000	0.0%
TOTAL REVENUE	\$ 211,063	\$ 222,000	\$ 222,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 17,094	\$ 34,365	\$ 35,168	2.3%
Operating Costs	14,549	27,000	27,500	1.9%
Maintenance Costs	383	0	0	-
Retail Operations	48,463	44,500	56,500	27.0%
TOTAL EXPENSES	\$ 80,489	\$ 105,865	\$ 119,168	12.6%
Net Income	\$ 130,574	\$ 116,135	\$ 102,832	

BUDGET HIGHLIGHTS

Major variances in budget:

- Retail expense increases to reflect the actual cost to purchase pumpkins.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.35	2.69	1.11	1.11	1.11

TEMPLE HALL FALL FESTIVAL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-385 TEMPLE HALL FALL FESTIVAL						
REVENUES						
4491	Fall Festival Admissions	\$ 115,676	\$ 147,759	\$ 145,000	\$ 133,036	\$ 145,000
	TOTAL USER FEES	115,676	147,759	145,000	133,036	145,000
4640	Blast Zone	7,132	9,579	10,000	6,942	10,000
4642	Retail Operations - Food	10,605	18,800	30,000	18,236	30,000
4660	Retail Operations - Merchandise	1,479	23,415	25,000	23,221	25,000
4606	Retail Operations - Pumpkin Sales	0	11,510	12,000	11,610	12,000
	TOTAL RETAIL OPERATIONS	19,215	63,304	77,000	60,009	77,000
	TOTAL REVENUES	\$ 134,891	\$ 211,063	\$ 222,000	\$ 193,045	\$ 222,000
EXPENSES						
5020	Part Time Salaries	\$ 11,537	\$ 15,824	\$ 31,775	\$ 19,085	\$ 32,623
5030	FICA	883	1,211	2,431	1,460	2,496
5070	Unemployment Tax	61	60	159	25	49
	TOTAL PERSONNEL SERVICES	12,481	17,094	34,365	20,570	35,168
5152	Fall Festival Operation	4,902	12,636	10,500	13,313	11,000
5210	Fertilizer	7,050	0	8,000	0	8,000
5230	Gas and Oil	951	100	0	0	0
5430	Park Police	0	0	2,500	0	2,500
5540	Seeds & Plants	3,840	1,814	6,000	4,096	6,000
	TOTAL FACILITY OPERATING COSTS	16,743	14,549	27,000	17,408	27,500
5190	Facility Op. & Maintenance	261	383	0	897	0
	TOTAL MAINTENANCE COSTS	261	383	0	897	0
5525	Retail - Food	5,503	7,933	12,000	7,840	9,000
5535	Retail - Merchandise	0	0	12,500	0	12,500
5520	Retail - Pumpkins	31,750	40,530	20,000	45,500	35,000
	TOTAL RETAIL OPERATIONS	37,253	48,463	44,500	53,340	56,500
	TOTAL OPERATING EXPENSES	\$ 66,739	\$ 80,489	\$ 105,865	\$ 92,215	\$ 119,168
	OPERATING INCOME (LOSS)	\$ 68,153	\$ 130,574	\$ 116,135	\$ 100,830	\$ 102,832

TEMPLE HALL FALL FESTIVAL

STRATEGIC GOALS & OBJECTIVES FY 2024

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



Objectives:

- Continue to implement an effective operations plan for a premier fall event.
- Develop and implement a new reimaged plan to increase Food & Beverage sales to meet adopted FY24 budget utilizing new equipment and space.
- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement an annual plan for consistent and continued capital and event operations improvements.
- Implement at least (1) strategy or technique developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Work closely with the NOVA Parks Marketing team to develop a Communication Plan that addresses social, print, media, promotions, and required collateral.
- Maintain a yearly review system of industry trends and standards with a focus on local competition.
- Create a comprehensive calendar and schedule of events, including a minimum of (2) offerings through the Roving Naturalist program to engage the next generation of conservationists.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

TEMPLE HALL FALL FESTIVAL

FY 2023 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Additional features including a new “Blast Zone” and Food Truck area were added to the festival.
- A pick your own sunflower patch was created and stationed along the wagon route to the pumpkin fields.
- Full-time staff received level 2 customer service training and part-time staff trained on level 1.
- Social media content expanded significantly providing fun and creative event details creating a noticeable increase in traffic across our platforms.
- Staff has developed a long-term plan for pumpkin patch growing. The plan involves pumpkin patch rotation and a variety of other techniques to improve and maximize pumpkin production.
- Removed the existing concessions trailer and sheds to create a better space for F&B.
- Worked to make the pumpkin blaster area more useable and accessible to visitors.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
-For complete accuracy some data is still being gathered.					
• Fall Festival attendance	10,976	13,551	10,500	N/A	10,500
• Retail/Food per customer	\$1.75	\$1.34	\$7.33	N/A	\$7.33

UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

PROGRAM OVERVIEW

UPPER POTOMAC PROPERTIES:

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

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

Red Rock Wilderness Regional Park-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19th Century farmhouse and outbuildings.

Upper Potomac Parklands-761 acres along the Potomac River in Fairfax and Loudoun Counties, located between Riverbend Park and Lowes Island development. The parklands have natural surface trails and portions of the DC Water and Sewer Authority sewer line, vents and access road.

Symington Cabin-a 50 acre tract in Loudoun County with a log cabin, pond and gravel roadway. The tract also includes a number of trails.

Ball's Bluff, Red Rock and Upper Potomac parklands are sites for the Potomac Heritage National Scenic Trail.

SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 278 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

CATTAIL REGIONAL PARK:

Acquired in late 2023 through a generous donation from the Harris Family Cattail Regional Park is 85-acres of mature forests, open fields, and an upland bog. Park development plans include parking, build out of a trail system and interpretive signs highlighting the natural beauty and history of the property. Once development is complete the park will be opened to the public.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
Other Revenue	\$ 53,691	\$ 58,340	\$ 102,440	75.6%
Easements & Licenses	286	0	0	— %
TOTAL REVENUE	\$ 53,977	\$ 58,340	\$ 102,440	75.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 170,989	\$ 167,442	\$ 178,206	6.4%
Operating Costs	0	1200	1550	29.2%
Maintenance Costs	14,060	25,500	58,500	129.4%
Insurance	0	549	0	-100.0%
Utilities	159	200	1500	650.0%
TOTAL EXPENSES	\$ 185,208	\$ 193,691	\$ 238,206	23.0%
Net Income	\$ (131,231)	\$ (135,351)	\$ (135,766)	

BUDGET HIGHLIGHTS

Major variances in budget:

- This budget now includes the budget for the newly acquired Cattail Regional Park.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	0.47	0.47	0.47	0.47	0.60

UPPER POTOMAC PROPERTIES/SPRINGDALE /CATTAIL REGIONAL PARKS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-340	UPPER POTOMAC PROPERTIES					
	REVENUES					
4420	House Rental	\$ 20,330	\$ 28,800	\$ 28,800	\$ 14,400	\$ 28,800
	TOTAL OTHER REVENUE	20,330	28,800	28,800	14,400	28,800
4640-076	Retail Operations	(8)	0	0	0	0
	TOTAL RETAIL OPERATIONS	(8)	0	0	0	0
4480-371	Lic Fee - DC Water	0	286	0	0	0
	TOTAL EASEMENTS & LICENSES	0	286	0	0	0
	TOTAL REVENUES	\$ 20,323	\$ 29,086	\$ 28,800	\$ 14,400	\$ 28,800
	EXPENSES					
5010	Full-Time Salaries	\$ 102,531	\$ 114,199	\$ 102,653	\$ 68,040	\$ 105,283
5020	Part-Time Salaries	2,893	10,688	15,309	1,347	16,038
5030	FICA	7,725	9,402	9,024	4,857	9,281
5040	Hospitalization	15,104	16,833	17,602	10,544	18,057
5060	Life Insurance	836	920	1,170	453	996
5050	Retirement	17,603	18,889	21,557	9,402	23,478
5070	Unemployment Tax	48	60	127	2	74
	TOTAL PERSONNEL SERVICES	146,740	170,989	167,442	94,644	173,207
5230	Gas and Diesel	428	0	500	0	500
5570	Uniforms	38	0	700	19	1,050
	TOTAL OPERATING COSTS	466	0	1,200	19	1,550
5180	Equipment/Vehicle Maintenance	438	0	0	0	0
5190	Facility Op. & Maintenance	11,563	11,404	17,000	3,022	17,000
5510	Rental House Maintenance	6,292	2,413	1,000	1,507	1,500
	TOTAL MAINTENANCE COSTS	18,294	13,816	18,000	4,529	18,500
5290	Insurance - Vehicle	0	0	549	0	0
	TOTAL INSURANCE	0	0	549	0	0
5580-002	Electricity	288	159	200	83	1,500
	TOTAL UTILITIES	288	159	200	83	1,500
	TOTAL EXPENSES	\$ 165,788	\$ 184,964	\$ 187,391	\$ 99,274	\$ 194,757
	OPERATING INCOME (LOSS)	\$ (145,466)	\$ (155,879)	\$ (158,591)	\$ (84,874)	\$ (165,957)
3-360	SPRINGDALE					
	REVENUES					
4420	House Rental	\$ 20,676	\$ 21,916	\$ 15,140	\$ 11,277	\$ 15,140
4605	Property Lease	2,975	2,975	14,400	12,690	14,400
	TOTAL OTHER REVENUE	23,651	24,891	29,540	23,967	29,540
	TOTAL REVENUES	\$ 23,651	\$ 24,891	\$ 29,540	\$ 23,967	\$ 29,540
	EXPENSES					
5190	Facility Op. & Maintenance	\$ 3,215	\$ 243	\$ 7,500	\$ 0	\$ 5,000
	TOTAL MAINTENANCE COSTS	3,215	243	7,500	0	5,000
	TOTAL EXPENSES	\$ 3,215	\$ 243	\$ 7,500	\$ 0	\$ 5,000
	OPERATING INCOME (LOSS)	\$ 20,436	\$ 24,648	\$ 22,040	\$ 23,967	\$ 24,540
3-127	CATTAIL REGIONAL PARK					
	REVENUES					
4420	House Rental	\$ 0	\$ 0	\$ 0	\$ 0	\$ 44,100
	TOTAL OTHER REVENUE	0	0	0	0	44,100
	TOTAL REVENUES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 44,100
	EXPENSES					
5020	Part-Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,637
5030	FICA	0	0	0	0	355
5070	Unemployment Tax	0	0	0	0	7
	TOTAL PERSONNEL SERVICES	0	0	0	0	4,998
5190	Facility Op. & Maintenance	0	0	0	0	34,500
5510	Rental House Maintenance	0	0	0	0	500
	TOTAL MAINTENANCE COSTS	0	0	0	0	35,000
	TOTAL EXPENSES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,998
	OPERATING INCOME (LOSS)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,102

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024

Ball's Bluff Battlefield Regional Park:

Goal One: *Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse*



Objectives:

- Identify a minimum of (2) new ways to improve interpretation through the use of technology or innovation.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Continue to cultivate, implement, and evaluate a successful volunteer program.
- Work closely with NOVA Parks' Community Manager on a minimum of (2) new strategies to engage broader participation and impact of the Friends of Ball's Bluff.
- Establish and maintain a minimum of (2) diverse community partnerships.
- Host a minimum of (4) special events or public programs, including a minimum of (1) offering through the Roving Naturalist program to engage the next generation of conservationists.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

Goal Two: *Continue to conserve and protect the historic resources including structures, parkland, artifacts, and facilities.*



Objectives:

- Conduct at least (2) public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections. Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Enhance quality of life through beneficial, successful programs and events to meet the needs of the community.*

Highlights

- New information area added at Red Rock to provide informative park information to visitors.
- The trail systems through Ball's Bluff were remarked with updated blazes.
- Ball's Bluff anniversary weekend was hosted in October and included living history demonstrations, tours, cannon firing, Illumination ceremony and a performance of period music.
- Site tours of Ball's Bluff hosted by staff and the exceptional Friends of Ball's Bluff Tour guides continued to deliver weekend tours spring into fall.
- Sign dedication was held for the Lewis A. Bell interpretive sign.
- On Independence Day there was a cannon firing demonstration and Civil War era band.
- The Friends represented Ball's Bluff in the parade in Leesburg and hosted a Remembrance Day Fund Raiser Dinner and auction at Algonkian.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities to provide a quality visitor experience.*

Highlights

- Partnered with Loudoun Wildlife Conservancy to provide a series of volunteer opportunities to remove garlic mustard and other invasive plants at Ball's Bluff.
- Park Day was held in cooperation with the American Battlefield Trust to clean up and improve the trails and park grounds at Ball's Bluff.
- Friends of Ball's Bluff dedicated more than 500 hours for trail maintenance and improvements to the battlefield.
- Agricultural leases remain in place for significant portions of the property at Springdale.
- Partnered with the Boy Scouts of America and members of the ROTC program at Loudoun County High School to implement a number of park improvements at Red Rock including parking lot improvements and trail maintenance.
- Renovations and maintenance completed at the Jackson House at Ball's Bluff.
- Developed a lease and maintenance plan for the additional property added at Springdale.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
-For complete accuracy some data is still being gathered.					
• Number of visitors on tours at Ball's Bluff	1,351	1,803	1,500	N/A	1,500
• Number of visitors for special events	636	985	800	N/A	800
• Number of Ball's Bluff Battlefield volunteer hours	1,353	1,550	1,200	—	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 area of North Arlington. In 2021, Upton Hill made several improvements to the park, including a new playground, comfort station upgrades, and the construction of Climb UPTon, the 90 element high ropes adventure course. Climb UPTon attracts a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure. The park also features a deluxe miniature golf course and batting cages, birthday party area, and volunteer opportunities.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 563,739	\$ 653,350	\$ 658,350	0.8%
Retail Operations	18,973	24,500	23,500	-4.1%
Other Revenue	6,936	0	0	-
TOTAL REVENUE	\$ 589,648	\$ 677,850	\$ 681,850	0.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 479,427	\$ 527,072	\$ 574,843	9.1%
Operating Costs	5,070	12,950	12,950	0.0%
Maintenance Costs	90,239	85,308	89,500	4.9%
Insurance	1,078	1,099	1,277	16.2%
Retail Operations	7,461	10,300	10,000	-2.9%
Utilities	10,975	15,100	15,100	0.0%
Debt Service	73,438	228,853	225,653	-1.4
TOTAL EXPENSES	\$ 667,687	\$ 880,681	\$ 929,323	5.5%
Net Income	\$ (78,040)	\$ (202,831)	\$ (247,473)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenue remains steady and expenses increase due to compensation initiatives.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	4.00	5.87	7.28	7.76	8.00

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-400 UPTON HILL REGIONAL PARK						
REVENUES						
4127	Climbing Feature Admissions	\$ 273,489	\$ 267,044	\$ 360,000	\$ 133,886	\$ 360,000
4600	Programmed Events	120	1,086	1,350	10	1,350
4670	Shelter Reservations	4,164	11,060	12,000	4,265	12,000
4060	Batting Cage Fees	102,694	113,380	108,000	48,809	113,000
4500	Miniature Golf	177,501	171,167	172,000	82,523	172,000
	TOTAL USER FEES	557,967	563,739	653,350	269,493	658,350
4640	Retail Operations	16,587	18,973	24,500	12,807	23,500
	TOTAL RETAIL OPERATIONS	16,587	18,973	24,500	12,807	23,500
4440	Interest	491	6,936	0	5,829	0
4510	Miscellaneous Revenue	19	0	0	(28)	0
	TOTAL OTHER REVENUE	510	6,936	0	5,801	0
	TOTAL REVENUE	575,064	589,648	677,850	288,101	681,850
EXPENSES						
5010	Full-Time Salaries	\$ 171,671	\$ 202,279	\$ 193,850	\$ 119,429	\$ 213,602
5020	Part-Time Salaries	180,662	187,485	233,218	126,808	249,843
5030	FICA	26,046	29,181	32,671	17,885	35,453
5040	Hospitalization	32,744	23,412	23,128	12,769	25,796
5060	Life Insurance	1,493	1,759	2,210	985	2,021
5050	Retirement	30,852	34,841	40,709	19,006	47,633
5070	Unemployment Tax	809	471	1,286	144	495
	TOTAL PERSONNEL SERVICES	444,277	479,427	527,072	297,025	574,843
5230	Gas and Diesel	2,370	2,070	3,000	1,308	3,000
5490	Programs and Promotions	3,284	2,296	8,900	1,845	8,900
5570	Uniforms	509	704	1,050	642	1,050
	TOTAL OPERATING COSTS	6,163	5,070	12,950	3,795	12,950
5180	Equipment/Vehicle Maintenance	2,880	1,657	2,200	1,517	2,200
5190	Facility Op. & Maintenance	64,584	88,583	83,108	41,905	87,300
	TOTAL MAINTENANCE COSTS	67,464	90,239	85,308	43,422	89,500
5290	Insurance - Vehicle	907	1,078	1,099	1,129	1,277
	TOTAL INSURANCE	907	1,078	1,099	1,129	1,277
5520	Retail Operations	7,941	7,461	10,300	6,266	10,000
	TOTAL RETAIL OPERATIONS	7,941	7,461	10,300	6,266	10,000
5580-001	Telephone	2,218	2,166	2,800	1,350	2,800
5580-002	Electricity	3,008	4,763	6,000	1,938	6,000
5580-004	Water/Sewer	3,693	3,710	5,000	3,449	5,000
5580-016	Internet/Cable	337	336	1,300	174	1,300
	TOTAL UTILITIES	9,257	10,975	15,100	6,910	15,100
2425	Note Payable VRA Principal	0	0	125,000	0	130,000
5322	Interest Expense VRA Note	77,428	73,438	103,853	35,361	95,653
	TOTAL DEBT SERVICE	77,428	73,438	228,853	35,361	225,653
	TOTAL EXPENSES	\$ 613,436	\$ 667,687	\$ 880,681	\$ 393,908	\$ 929,323
	OPERATING INCOME (LOSS)	\$ (38,373)	\$ (78,040)	\$ (202,831)	\$ (105,807)	\$ (247,473)

UPTON HILL REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Protect, Promote, Manage and Sustain parklands.



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to revise and implement guidelines and SOPs for an overall park and facility maintenance program.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts by conducting a minimum of (2) scheduled workdays.
- Continue to implement an effective Invasive Plant Management Plan building on existing community partners.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 700 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to maintain Native Forest plantings.

Goal Two: Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse community.



Objectives:

- Develop and implement a comprehensive plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage by 5% from FY23.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the park ensuring weekly posts.
- Maintain a minimum of (3) Black and Hispanic birding programs.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% of gross from FY23.

Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.



Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff. Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Assess and revise system to respond to customer feedback in a timely manner.

Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior active recreation experience.



Objectives:

- Work closely with the NOVA Parks Marketing team to annually develop to refine annually a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Climb Upton.
- Develop and implement at least 3 strategies focused on increasing revenues in off peak times.
- Maintain the required maintenance and inspection plan for Climb Upton.
- Implement a robust retail plan for Climb Upton to exceed revenue goals.
- Implement a seasonal special events plan with strategies aimed at increasing sales.

UPTON HILL REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Protect, Promote, Manage and Sustain parklands.

Highlights:

- Volunteer events have remained consistent as part of our partnership with Arlington Regional Master Naturalist (ARMN); hosting on average three to four events monthly focused on removing invasives and fostering growth of the native plants.
- Through grant funding provided by Audubon Society of Northern Virginia (ASNV), park staff and ARMN Volunteers were able to expand the Native Forest plantings with 43 new trees and shrubs.
- Staff have developed documentation of established maintenance processes to ensure continuity in knowledge and are working to refine projects and objectives on a quarterly basis.
- Staff have developed and implemented a Preventative Maintenance and Inspection Program for park improvements related to stormwater with the assistance of third-party contractors.

Goal Two: Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse community.

Highlights:

- Park Retail Operation revenue kept ahead of the previous fiscal year with the introduction of new merchandise at Climb Upton and improved displays at Mini-Golf.

Goal Three: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.

Highlights:

- Staff worked with Customer Service Committee to develop and implement a "Customer Service" Introduction Training for both Full Time and Part-Time Supervisors.
- All participants for experiences and programs at Climb Upton now receive a follow-up thank you e-mail with a link to complete a survey; responses have yielded positive feedback for staff and the experience and provided insight on areas for improvement.
- Park operations was able to facilitate a strong return of seasonal staff members coming back to us after our winter closure and the end of the school year.

Goal Four: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior active recreation experience.

Highlights:

- Climb Upton successfully passed inspection by both our ACCT Inspector and a Virginia Amusement Device Inspector with no noted deficiencies in either report. Staff continue to build efficiency into our processes for completing preventative maintenance and documenting corrective action.
- Worked closely with Marketing to refine and implement the 2023 Campaigns & Communication Plan for Climb Upton.
- Staff have expanded our party and group offerings for Climb Upton and had success filling availabilities with larger organized groups; leading to multiple Spring dates that saw a number of climbers on par with our expectations for a Summer Weekend.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL- DEC 2023	FY 2025 TARGET
• Number of miniature golf rounds	32,694	33,161	30,000	15,257	30,000
• Number of batting cage rounds	67,628	30,659	75,500	30,659	75,500
• Number of special event participants	100	83	280	—	280
• Number of birthday party participants	2,487	2,089	1,500	1,309	1,500
• Volunteer hours received	1,106	932	700	—	700
• Ropes course admissions	7,724	7,839	12,950	3,641	12,950

OCEAN DUNES WATERPARK AT UPTON HILL

PROGRAM OVERVIEW

Ocean Dunes Waterpark at Upton Hill is a popular destination in densely-populated North Arlington. This beach-themed waterpark provides a peaceful vacation feel in the hectic Northern Virginia region, with large pelican figures, coastal landscaping and décor, and a 14-foot lighthouse decoration. The aquatic facility is comprised of a large play pool, 25-meter lap pool, splash pad with a large dumping bucket and slides, a baby pool, dual 26-foot tall water slides, and a snack bar. The facility also offers group and private swim lessons, birthday party packages and special events.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
User Fees	\$ 445,059	\$ 491,600	\$ 532,100	8.2%
Retail Operations	127,602	136,000	145,500	7.0%
Other Revenue	13,827	15,000	18,000	20.0%
TOTAL REVENUE	\$ 586,488	\$ 642,600	\$ 695,600	8.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 221,112	\$ 259,156	\$ 281,533	8.6%
Maintenance Costs	87,230	67,068	82,000	22.3%
Retail Operations	71,409	55,200	59,250	7.3%
Utilities	43,876	45,300	48,300	6.6%
TOTAL EXPENSES	\$ 423,627	\$ 426,724	\$ 471,083	10.4%
Net Income	\$ 162,862	\$ 215,876	\$ 224,517	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenues are budgeted to increase by 8.2% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.56	7.78	7.76	7.76	7.91

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-420 UPTON HILL-OCEAN DUNES WATERPARK						
REVENUES						
4550	Admissions	\$ 322,265	\$ 312,277	\$ 359,000	\$ 254,594	\$ 380,000
4570	Group Admissions	14,169	27,769	32,000	25,473	36,500
4490	Locker Rental	136	82	600	77	600
4580	Waterpark Passes	98,853	104,931	100,000	78,154	115,000
	TOTAL USER FEES	435,422	445,059	491,600	358,298	532,100
4640	Retail Operations	121,339	121,054	128,000	94,523	135,000
4660	Swim Merchandise	5,989	6,548	8,000	8,405	10,500
	TOTAL RETAIL OPERATIONS	127,327	127,602	136,000	102,929	145,500
4475	Lessons	2,330	13,827	15,000	15,410	18,000
	TOTAL OTHER REVENUE	2,330	13,827	15,000	15,410	18,000
	TOTAL REVENUES	\$ 565,080	\$ 586,488	\$ 642,600	\$ 476,636	\$ 695,600
EXPENSES						
5020	Part-Time Salaries	\$ 176,676	\$ 204,387	\$ 239,627	\$ 156,695	\$ 261,162
5030	FICA	13,878	16,018	18,331	12,133	19,979
5070	Unemployment Tax	871	707	1,198	231	392
	TOTAL PERSONNEL SERVICES	191,425	221,112	259,156	169,059	281,533
5190	Facility Op. & Maintenance	65,894	87,230	67,068	53,103	82,000
	TOTAL MAINTENANCE COSTS	65,894	87,230	67,068	53,103	82,000
5520	Retail Operations	61,042	64,298	51,200	47,968	54,000
5535	Swim Merchandise	3,734	7,112	4,000	5,995	5,250
	TOTAL RETAIL OPERATIONS	64,776	71,409	55,200	53,963	59,250
5580-001	Telephone	1,721	1,850	2,300	834	2,300
5580-002	Electricity	24,136	26,939	25,000	17,391	28,000
5580-004	Water/Sewer	11,521	11,077	14,000	7,758	14,000
5580-016	Internet/Cable	4,338	4,010	4,000	1,775	4,000
	TOTAL UTILITIES	41,718	43,876	45,300	27,758	48,300
	TOTAL EXPENSES	\$ 363,813	\$ 423,627	\$ 426,724	\$ 303,882	\$ 471,083
	OPERATING INCOME (LOSS)	\$ 201,267	\$ 162,862	\$ 215,876	\$ 172,754	\$ 224,517

OCEAN DUNES WATERPARK AT UPTON HILL

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Offer and promote an effective Annual Waterpark Pass membership program.



Objectives:

- Work with the Marketing and Aquatics teams to continue to promote the sale of Annual Waterpark Passes.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts.

Goal Two: Remain a leader in the field of aquatic safety.



Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Implement effective waterpark Standard Operating Procedures to ensure safe and effective pump room operations.

Goal Three: Optimize management and efficiency of in-demand resources to increase revenues while providing a superior waterpark experience.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement strategies to create a consistent aquatics program with a focus on operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and campaigns on a weekly basis.
- Develop and implement a swim lesson program that meets customer needs and budget goals.
- Implement a minimum of (2) new strategies to increase the sales of the All Facility Passes.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.



Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market group meals to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of increasing sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.



Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to develop and expand facility theming.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Develop and implement survey strategies to evaluate the customer experience and implement at least one improvement.
- Work closely with the Aquatics Manager to establish a minimum of (5) strategies to effectively retain existing staff and recruit new for each waterpark season.

OCEAN DUNES WATERPARK AT UPTON HILL

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Offer and promote an effective Annual Waterpark Pass membership program.

Highlights:

- Refined Attendant orientation and training to better facilitate on-site Annual Pass Sales and building awareness of the 5% off resale items perk.
- Worked closely alongside both Marketing and Aquatics to implement new strategies and Campaign plans.
- Passholder check-in continues to function well with signage and oversight by Admissions staff.

Goal Two: Remain a leader in the field of aquatic safety.

Highlights:

- Developed and implemented a new Lifeguard empowerment tool by collaborating with seasonal leadership and veteran lifeguards to distill our cultural values into a documented format to ensure continuity.
- Expanded the number of licensed Lifeguard Instructors at Ocean Dunes to include our seasonal Pool Manager.
- Refined group Safety briefing outline.
- Scored Exceeds Standards on two of the three Ellis & Associates Audit.

Goal Four: Enhance the customer experience by providing GREAT food, beverage and retail services.

Highlights:

- Worked with Food & Beverage and Waterpark Manager to refine Ocean Dunes retail & concessions storage, ordering, and inventory processes to better utilize the limited space and minimize write-offs.
- Increased retail offerings with a focus on merchandise that can be utilized in both cost centers of the park.

Goal Five: Promote a sense of belonging for visitors through quality customer interactions, experiences, and an engaging and dynamic work environment for our NOVA Parks team.

Highlights:

- Staff worked with Customer Service Committee to develop and implement a "Customer Service" Introduction Training for both Full Time and Part-Time Supervisors. Concessions and Admissions Supervisors conducted monthly review of strategies with frontline staff.
- Updated Waterpark SOP documentation to include QR Code accessible video recordings of backwashing procedures.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Number of general admissions	30,907	45,790	30,600	23,346	30,600
• Number of youth group participants	2,239	8,394	3,500	4,891	4,900
• Number of waterpark passes sold	1,392	432	1,110	432	1,400
• Number of group swim lesson participants	15	31	21	24	30
• Number of private swim lesson participants	13	22	48	22	48
• Average amount customers spent on f/b & merch.	\$3.43	\$3.35	\$3.66	\$3.35	\$3.75
• Number of Daily All Facility Discount Passes sold	940	2,262	1,900	819	1,900
• Number of waterpark birthday party participants	1,203	1,774	2,400	862	2,400

W&OD RAILROAD REGIONAL PARK

PROGRAM OVERVIEW

W&OD Railroad Regional Park is a linear park that is 100 feet wide and 45 miles long, built on the old railbed of the former W&OD Railroad and extending from the Alexandria City line to Purcellville in western Loudoun County. Facilities include the park's maintenance facilities located in Ashburn, the 45 mile-long paved, multi-use trail, the 32 mile-long gravel horse trail, and the Two Creeks Mountain Bike Trail.

The Tinner Hill Historic Site opened in January of 2015 and is managed by the W&OD Trail staff. This half acre site, spanning the line between the City of Falls Church and Fairfax County, is the site where civil rights pioneers E.B. Henderson and Joseph Tinner first met to form a group that would become the first rural branch of the NAACP in the nation.

REVENUE & EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
REVENUE BY SOURCE				
Easements & Licenses	\$ 915,242	\$ 961,289	\$ 953,414	-0.8%
Retail Operations	376	500	500	0.0%
Other Revenue	9,250	6,500	6,500	0.0%
Transfer from Restricted Fund	327,912	415,000	480,173	15.7%
TOTAL REVENUE	\$ 1,252,779	\$ 1,383,289	\$ 1,440,587	4.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 502,079	\$ 545,863	\$ 586,642	7.5%
Operating Costs	15,158	26,400	26,400	0.0%
Maintenance Costs	130,092	126,674	195,673	54.5%
Insurance	3,233	3,297	3,830	16.2%
Retail Operations	399	250	250	0.0%
Utilities	13,676	14,700	14,700	0.0%
TOTAL EXPENSES	\$ 664,637	\$ 717,184	\$ 827,495	15.4%
Net Income	\$ 588,143	\$ 666,105	\$ 613,092	

BUDGET HIGHLIGHTS

Major variances in budget:

- Maintenance costs have increased for contract mowing services on the trail and a new stormwater tax assessment. There is also an increased transfer from the Restricted License Fee Fund.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	2.94	2.94	3.10	3.10	3.19

W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-450 W&OD RAILROAD REGIONAL PARK						
REVENUES						
4480	License Fees	\$ 0	\$ 0	\$ 9,600	\$ 0	\$ 9,600
	Rents, Easements & Licenses:					
4770	Non-Recurring	26,845	0	0	0	0
4780	Recurring	878,491	915,242	951,689	435,795	943,814
	TOTAL EASEMENTS & LICENSES	905,336	915,242	961,289	435,795	953,414
4090, 4640	Retail Operations	430	376	500	71	500
	TOTAL RETAIL OPERATIONS	430	376	500	71	500
4535	Permit Fees	6,250	9,250	6,500	750	6,500
4510	Miscellaneous Revenue	0	0	0	28	0
	TOTAL OTHER REVENUE	6,250	9,250	6,500	778	6,500
	TOTAL REVENUE	912,016	924,867	968,289	436,644	960,414
TRANSFERS IN						
4946	Transfer from Restricted Fund-FOWOD	142	0	0	0	0
4950	Transfer from Restricted Fund	327,912	327,912	415,000	207,500	480,173
	TOTAL TRANSFERS IN	328,054	327,912	415,000	207,500	480,173
	TOTAL RESOURCES	\$1,240,070	\$1,252,779	\$ 1,383,289	\$ 644,144	\$ 1,440,587
EXPENSES						
5010	Full-Time Salaries	\$ 288,073	\$ 309,091	\$ 300,897	\$ 179,564	\$ 322,592
5020	Part-Time Salaries	38,353	65,745	103,327	22,843	111,181
5030	FICA	24,130	27,738	30,923	14,036	33,184
5040	Hospitalization	36,508	41,471	43,420	23,972	44,369
5060	Life Insurance	2,272	2,758	3,430	1,497	3,052
5050	Retirement	48,396	55,149	63,188	29,634	71,938
5070	Unemployment Tax	186	128	677	8	327
	TOTAL PERSONNEL SERVICES	437,918	502,079	545,863	271,554	586,642
5230	Gas and Diesel	12,507	14,203	15,000	5,211	15,000
5330	License Fees	0	0	10,000	0	10,000
5570	Uniforms	943	955	1,400	555	1,400
	TOTAL OPERATING COSTS	13,450	15,158	26,400	5,765	26,400
5180	Equipment/Vehicle Maintenance	8,056	13,757	16,500	15,050	17,325
5190	Facility Op. & Maintenance	93,455	116,336	110,174	60,210	178,348
	TOTAL MAINTENANCE COSTS	101,511	130,092	126,674	75,260	195,673
5290	Insurance - Vehicle	2,721	3,233	3,297	3,386	3,830
	TOTAL INSURANCE	2,721	3,233	3,297	3,386	3,830
5520	Retail Operations	803	399	250	2	250
	TOTAL RETAIL OPERATIONS	803	399	250	2	250
5580-001	Telephone	5,158	5,476	5,300	2,701	5,300
5580-002	Electricity	4,844	5,173	5,500	2,462	5,500
5580-003	Natural Gas	2,072	2,245	3,000	445	3,000
5580-004	Water/Sewer	831	782	900	365	900
	TOTAL UTILITIES	12,905	13,676	14,700	5,973	14,700
	TOTAL EXPENSES	\$ 569,308	\$ 664,637	\$ 717,184	\$ 361,940	\$ 827,495
	OPERATING INCOME (LOSS)	\$ 670,762	\$ 588,143	\$ 666,105	\$ 282,204	\$ 613,092

W&OD RAILROAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Continue to conserve and protect the historic and natural resources including structures, parkland, and facilities.



Objectives:

- Continue to coordinate and ensure completion of priority items from the latest Bridge and Culvert inspection report.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to implement invasive species removal with a minimum of (3) focused efforts on designated sections of the trail.

Goal Two: Enhance the quality of life through beneficial and successful programs, partnerships, and events to meet the needs of our diverse community.



Objectives:

- Host a minimum of (3) public interpretive programs.
- Maintain a minimum of (4) diverse community partnerships.
- Maintain an effective system to receive, evaluate, and respond to customer feedback.
- Identify and interpret a minimum of (2) significant historic features or story focused on increasing the awareness in the diverse history within the park through signage or program efforts.

Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.



Objectives:

- Work closely with NOVA Parks' Community Manager on a minimum of (2) new strategies to engage broader participation and impact of FOWOD on the trail.
- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) diverse community partnerships.
- Implement a minimum of (3) enhancement projects using funds designated for use by FOWOD.

Goal Four: Remain a leader in safety of multi-use trails.



Objectives:

- Continue to utilize a minimum of (3) new strategies to promote trail safety through social media.
- Promote positive user behavior and experience through a minimum of (4) outreach campaigns
- Conduct a one-year review of the Dual Trails project and operations in Falls Church to assist with in the planning for similar projects in the future.
- Develop a 2024 safety slogan and annual theme to promote positive user behaviors.
- Develop a plan for consistent review, implementation, education, and promotion of safety related improvements and implement a minimum of (3) trail safety improvements annually that focus on enhancing the culture.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Host a minimum of (3) public outreach events focusing focused on trail safety.

Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our diverse community.



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Begin to develop the parameters for a Trash Free Park Program to be implemented by 2025.

W&OD RAILROAD REGIONAL PARK

FY 2023 STRATEGIC GOAL HIGHLIGHTS

Goal One: Continue to conserve and protect the historic and natural resources including structures, parkland and facilities to provide a quality visitor experience.

Highlights

- Maintained community partnerships with Reston Association, Dominion, Boy Scouts of America, Virginia Department of Transportation, Walk Arlington, Bike Arlington, Eco Action Arlington, Young Men's Service League, and Arlington County.
- Continued to implement trail repaving priorities.
- Continued to assist with repairs on select bridges and culverts (following previous inspection reports).
- Utilized in-house CMMS to increase efficiency of routine maintenance tasks to equipment and facilities.
- Repaired pedestrian bridge near Difficult Run outside of Vienna.
- In partnership with Dominion, started a bamboo removal plan in Fairfax County to coincide with new bamboo ordinance.
- Enhanced and repaired shelter at Old Reston Ave.
- In collaboration with Dominion and Master Naturalists, worked to reestablish a native area near Cedar Lane.
- In collaboration with "Tree Rescuers" worked to cut invasive vines throughout the Vienna area.

Goal Two: Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community.

Highlights

- Continued to effectively utilize social media channels to gain user feedback, convey safety messages, communicate trail information, and project status and promote features of the park and the trails unique history.
- Partnered with National Rails to Trails to host an event in Vienna focused on trail safety.
- Participated in "Bike to Work" day in partnership with Loudoun County, Herndon, Falls Church, Arlington, and various bike shops and the cycling community.
- Fabricated and installed an interpretive display that focused on telling the story of the African Community of Oak Grove.
- In partnership with Loudoun Library conducted "Spoke 'N Word" events with a focus on trail safety.
- Conducted specialty training with the NOVA Parks Roving Naturalist for the volunteer Trail Patrol group.
- Hosted a "walk with a Naturalist" event.

Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.

Highlights

- Partnered with Loudoun Library, Walk Arlington, Bike Arlington, and numerous area bike shops to promote and improve the trail.
- Supported the completion of several Friend's sponsored projects including a native garden at mile 0 in Shirlington.
- Worked with Apple Credit Union to increase Friends Group memberships.
- Updated the Friends Website to ensure stability as well as future updates.
- Partnered with Google to have the whole trail imaged so that "street view" is available for all 45 miles.
- Continued to work with the Friends Group on public awareness by adding more signage to areas along the trail as well as revamping the adopt-a-trail program.
- Attended National Trails Day event in partnership with Washington Area Bicycle Association.

Goal Four: Remain a leader in safety of multi-use trails.

Highlights

- Continue to update assets and preventive maintenance in CMMS to streamline and improve efficiency.
- Worked closely with Dominion and VDOT to establish safe detours for the multiple, large-scale power line restrings through Ashburn-Leesburg area and other projects in Fairfax.
- Continued to fundraise and collaborate with the volunteer W&OD Trail Patrol.
- Produced new signage design and concepts in order to rotate signs and keep trail users' attention.
- Added advance warning signs in the new dual trail section of Falls Church and updated striping.

Goal Five: Develop and refine a variety of inclusive strategies to effectively attract and serve our diverse community.

Highlights

- Park Customer Service Champion conducted several training sessions with staff to reinforce customer service skills.
- All staff attended Level I Customer Service Training.
- All full-time staff was recertified in CPR/AED/First Aid
- Offered CPR/First Aid to the volunteer W&OD Trail Patrol.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL 6 months JUL-DEC 2023	FY 2025 TARGET
• Park visitation	2000000+	2,000,000+	2,000,000+	1,000,000	2,000,000+
• Number of FOWOD members	259	385	500	363	500
• Operating cost per linear ft of trail (400,000 ft. of	\$1.42	\$1.67	\$1.79	\$1.81	\$2.07
• Number of outreach and public programs	7	7	8	4	8
• Volunteer hours received	3,300	5,000	6,000	3,000	6,000

CENTRAL MAINTENANCE

PROGRAM OVERVIEW

Central Maintenance provides maintenance support for the entire park system. The department is comprised of tradesmen and crews specializing in heavy equipment operation, carpentry, electrical repair, plumbing service, heating and air conditioning care, welding and vehicle and small engine maintenance.

EXPENSE SUMMARY

	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,253,099	\$ 1,217,088	\$ 1,326,491	9 %
Operating Costs	23,093	37,550	37,550	— %
Maintenance Costs	68,133	97,550	100,250	3 %
Insurance	8,621	8,791	8,936	2 %
Utilities	28,050	28,210	28,210	— %
TOTAL EXPENSES	\$ 1,380,996	\$ 1,389,189	\$ 1,501,437	8 %

BUDGET HIGHLIGHTS

- Prior to FY 2023, Central Maintenance was budgeted in the General Fund. Past expenses can be seen behind the General Fund tab.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	13.00	13.00	.00	.00	.00
Part-Time	0.00	0.00	0.00	0.00	0.00

CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-710	CENTRAL MAINTENANCE					
	EXPENDITURES					
5010	Full Time Salaries	\$ 0	\$ 919,278	\$ 855,121	\$ 528,974	\$ 920,759
5030	FICA	0	68,400	65,417	37,195	70,438
5040	Hospitalization	0	98,453	106,706	58,911	120,734
5060	Life Insurance	0	7,748	9,748	4,258	8,710
5050	Retirement	0	159,063	179,576	84,952	205,329
5070	Unemployment Tax	0	156	520	9	520
	TOTAL PERSONNEL SERVICES	0	1,253,099	1,217,088	714,298	1,326,491
5230	Gas and Diesel	0	20,983	33,000	8,455	33,000
5570	Uniforms	0	2,110	4,550	2,831	4,550
	TOTAL OPERATING COSTS	0	23,093	37,550	11,287	37,550
5180	Equipment/Vehicle Maintenance	0	23,822	52,250	20,273	52,250
5190	Facility Op. & Maintenance	0	44,310	45,300	17,007	48,000
	TOTAL MAINTENANCE COSTS	0	68,133	97,550	37,279	100,250
5290	Insurance - Vehicle	0	8,621	8,791	9,593	8,936
	TOTAL INSURANCE	0	8,621	8,791	9,593	8,936
5580-001	Telephone	0	5,405	5,000	2,698	5,000
5580-002	Electricity	0	7,952	7,500	3,628	7,500
5580-009	Heating Oil	0	3,763	2,500	276	2,500
5580-008	Propane Gas	0	9,527	12,000	2,901	12,000
5580-016	Cable/Internet	0	1,404	1,210	702	1,210
	TOTAL UTILITIES	0	28,050	28,210	10,205	28,210
	TOTAL CENTRAL MAINTENANCE EXPENDITURES	\$ 0	\$ 1,380,996	\$ 1,389,189	\$ 782,662	\$ 1,501,437

CENTRAL MAINTENANCE

STRATEGIC GOALS & OBJECTIVES FY 2024



Goal One: Maintain agency wide maintenance work order, preventive maintenance, equipment and fleet vehicle inventory in web based software.



Objectives:

- Maintain, update and enhance in-house maintenance software application.

Goal Two: Execute a complete maintenance training program for current Central Maintenance staff as well as new and existing park maintenance staff.



Objectives:

- Maintain a program that tracks Central Maintenance staff's professional certifications required for their particular trade.
- Conduct a regularly scheduled in-service maintenance training program for all full time maintenance staff in core skill areas.
- Work with Park Maintenance Supervisors to supply expertise and instruction to develop a seasonal maintenance training program.

Goal Three: Continue to maintain all NOVA Parks properties and recreational facilities in a superior and sustainable manner.



Objectives:

- Continue to update 5-year HVAC system replacement schedule.
- Assist with the installation of electric vehicle charging stations in select park locations.
- Identify improvements in building systems and infrastructure that create longer life and energy efficiency.
- Maintain an effective safety first culture.
- Maintain appropriate equipment maintenance standards.
- Review and monitor Equipment and Fleet Vehicle preventive maintenance checklists and provide summary to facility managers.
- Continue to update 5-year fleet vehicle replacement spreadsheet.
- Continue preventive maintenance program for carpentry, plumbing, HVAC, and electrical systems.

Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.



Objectives:

- Lead process of continuing to develop site inspection forms and creating and editing written maintenance standards.
- Implement agency-wide Park Maintenance Standards Manual along with Director of Park Operations.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site peer inspection programs, conducting at least (6) inspections.
- Assist in the efficient purchase of capital equipment and vehicles.
- Review and recommend for purchase a variety of durable, commercial grade electric powered tools and potential ride-on electric mower options.

CENTRAL MAINTENANCE

FY 2023 STRATEGIC HIGHLIGHTS

Goal One: Maintain agency wide maintenance work order, preventive maintenance, equipment, and fleet vehicle inventory in web-based software.

Highlights

- System training updates for employees on HiperWeb (web-based software) was held.
- Access and system updates performed throughout year for proper access.
- Work order process updated and is operating effectively.
- Additional preventive maintenance reminders added for Fleet Vehicles, Motorized Equipment and HVAC Systems.
- Fleet vehicle asset information updated.
- Equipment database information updated.

Goal Two: Execute a complete maintenance training program for current Central Maintenance staff as well as new and existing park maintenance staff.

Highlights

- Electrical crew conducted on-site training with various park staff on proper batting cage operations and maintenance.
- Conducted training at Great Waves Waterpark for the new wave control system.
- Trained Assistant Administrator on HiperWeb.
- Conducted Chainsaw/Chipper class and included automotive and small engine maintenance, hand tool safety, and bucket truck operation

Goal Three: Continue to maintain all NOVA Parks properties and recreational facilities in a superior and sustainable manner.

Highlights

- Updated 5-year HVAC system replacement schedule.
- Updated 5-year fleet vehicle replacement schedule.
- Completed winterization walk-thru for all pools and seasonal plumbing facilities.
- Reviewed equipment and fleet vehicle maintenance checklists with appropriate staff.
- Updated preventive maintenance reminders for carpentry, plumbing, HVAC, and electrical systems.
- Improved lighting, electrical, plumbing, and safety systems to ensure good working order at Hemlock Overlook Regional Park. Cleared numerous dead and downed trees from winter storm damage.
- Working on LED lighting retrofit at Pohick Bay, Algonkian, and Brambleton Golf Courses, Meadowlark Atrium & Visitors Center, Hemlock Overlook, Great Waves Waterpark, and Occoquan Batting Cages.
- Working with various vendors to ensure replacement parts are available for pool motors.

Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.

Highlights

- Updated CMMS and trained staff to build out preventive maintenance reminders for specific assets.
- Completed on-site inspections for waterparks, facilities with seasonal plumbing, and park rental homes.
- Waterpark pre-opening electrical inspections completed.

MEASURABLE RESULTS

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 TARGET	FY 2024 ACTUAL	FY 2025 TARGET
				6 months JUL-DEC 2023	
• Number of HVAC work orders completed	179	96	160	91	160
• Number of electrical work orders completed	193	93	150	73	150
• Number of heavy equipment work orders completed	112	90	120	72	120
• Number of fleet maintenance work orders/state inspections completed	195	102	150	125	150
• Number of equipment maintenance work orders completed	77	37	80	N/A	80
• Number of welding work orders completed	64	29	60	30	60
• Number of plumbing work orders completed	35	14	20	14	20
• Number of carpentry work orders completed	75	47	100	26	100
• Number of preventive maintenance corrections completed	275	159	230	296	230
• Number of emergency/critical work orders completed	53	N/A	40	13	40

ADMINISTRATION – ENTERPRISE FUND

PROGRAM OVERVIEW

This cost-center was established to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. Prior to the establishment of this cost center, these items were often budgeted in the General Fund, even when they impacted only the enterprise operations. This cost-center is also the mechanism used to enact transfers between the Enterprise Fund and other funds and reserves.

REVENUE & EXPENSE SUMMARY

REVENUE BY SOURCE	FY 2023 ACTUAL	FY 2024 ADOPTED	FY 2025 PROPOSED	% CHANGE 2024-2025
Other Revenue	472,439	87,000	87,000	0.0%
TOTAL REVENUE	\$ 472,439	\$ 87,000	\$ 87,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,128,519	\$ 1,264,462	\$ 1,360,350	7.6%
Operating Costs	1,591,790	1,894,764	2,040,858	7.7%
Maintenance Costs	274,147	260,000	260,000	0.0%
Insurance	123,170	150,000	146,278	-2.5%
Utilities	0	1,000	1,000	0.0%
Total Transfers Out	(96,301)	0	0	-
TOTAL EXPENSES	\$ 3,021,324	\$ 3,570,226	\$ 3,808,486	6.7%
Net Income	\$ (2,548,885)	\$ (3,483,226)	\$ (3,721,486)	
TRANSFERS TO OTHER FUNDS	\$ 5,136,900	\$ 25,000	\$ 25,000	

BUDGET HIGHLIGHTS

Major variances in budget:

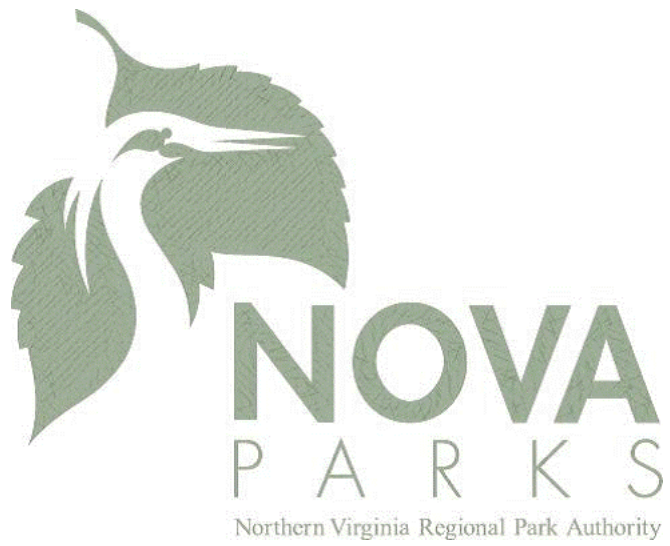
- This budget includes increases related to increased overall enterprise revenue. Additionally there is \$151,737 in Compensation Funding Initiative account to cover minimum wage or other compensation changes.

STAFFING SUMMARY

	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Full-Time	6.85	7.85	8.35	8.85	9.00
Part-Time	0.30	0.30	0.65	1.61	1.61

ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
3-720	ADMINISTRATION - ENTERPRISE FUND					
	REVENUES					
4516	Reservation Fees-POS Active	\$ 74,853	\$ 69,800	\$ 75,000	\$ 30,217	\$ 75,000
4430	Insurance Proceeds	1,210,271	27,062	0	52,100	0
4510, 4515	Miscellaneous Revenue	18,831	38,109	0	28,836	0
4440	Interest	19,401	337,469	12,000	0	12,000
	TOTAL OTHER REVENUE	1,323,356	472,439	87,000	111,153	87,000
4770	Non-Recurring License Fees	32,700	0	0	0	0
	TOTAL REVENUES	\$ 1,356,056	\$ 472,439	\$ 87,000	\$ 111,153	\$ 87,000
	EXPENSES					
5010	Full-Time Salaries	\$ 629,479	\$ 786,051	\$ 858,738	\$ 484,964	\$ 929,786
5020	Part-Time Salaries	23,554	60,756	60,750	18,658	60,750
5030	FICA	48,097	62,735	70,341	35,012	75,776
5040	Hospitalization	63,130	70,030	83,851	43,674	77,448
5060	Life Insurance	4,696	6,003	9,790	3,318	8,796
5050	Retirement	114,507	142,786	180,335	79,384	207,342
5070	Unemployment Tax	316	158	658	10	451
	TOTAL PERSONNEL SERVICES	883,779	1,128,519	1,264,462	665,022	1,360,350
5155	Credit Card Charges	716,228	787,889	720,614	440,701	804,971
5230	Gas and Diesel	2,088	1,937	2,000	1,073	2,000
5380	POS Transaction Fees	268,923	299,204	260,000	170,115	300,000
5149	Contingency	0	0	0	0	50,000
5330	License Fees	0	0	2,200	0	2,200
5500	Public Information	376,215	369,741	541,800	252,105	541,800
5546	Strategic Plan Initiatives	39,802	5,135	45,000	1,071	45,000
	Compensation Funding Initiatives	0	0	210,000	0	151,737
5400	Training for Field Staff	46,102	55,232	60,000	47,876	60,000
5490	Programs & Promotions - Naturalist	1,304	636	3,450	108	3,450
5493	Promotional Items-Uniforms	12,365	8,817	19,000	1,673	19,000
5555	Swimming Pool Safety Program	57,670	62,646	30,000	24,100	60,000
5570	Uniforms	251	552	700	542	700
	TOTAL OPERATING COSTS	1,520,946	1,591,790	1,894,764	939,363	2,040,858
5180	Equipment/Vehicle Maintenance	9,545	5,149	0	2,664	0
5190	Facility Op. & Maintenance	6,348	4,625	0	1,338	0
5370	Major Contract Maintenance	288,286	264,372	260,000	129,835	260,000
	TOTAL MAINTENANCE COSTS	304,178	274,147	260,000	133,837	260,000
5290	Insurance - Vehicle	0	4,363	0	0	1,278
5300	Workers Comp	150,835	118,807	150,000	151,097	145,000
	TOTAL INSURANCE	150,835	123,170	150,000	151,097	146,278
5580-001	Telephone	0	0	1,000	0	1,000
	TOTAL UTILITIES	0	0	1,000	0	1,000
	TOTAL EXPENSES	\$ 2,859,739	\$ 3,117,625	\$ 3,570,226	\$ 1,889,319	\$ 3,808,486
	TRANSFERS OUT					
5905	Trans. - Gen. Fund for Central Maint.	720,000	0	0	0	0
5900	Transfer to General Fund	\$ (50,175)	\$ (96,301)	\$ 0	\$ 0	\$ 0
	TOTAL TRANSFERS OUT	\$ 669,825	\$ (96,301)	\$ 0	\$ 0	\$ 0
	TOTAL EXPENSES AND OTHER USES	\$ 3,529,564	\$ 3,021,324	\$ 3,570,226	\$ 1,889,319	\$ 3,808,486
	OPERATING INCOME (LOSS)	\$ (2,173,508)	\$ (2,548,885)	\$ (3,483,226)	\$ (1,778,166)	\$ (3,721,486)
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	4,429,199	3,595,830	0	0	0
5955	Transfer to Retirement Fund	632,742	0	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	1,265,485	1,027,380	0	0	0
	Transfer to Strategic Opportunity Reserve	\$ 0	513,690	\$ 0	\$ 0	\$ 0
	TOTAL TRANSFER TO OTHER FUNDS	6,327,426	5,136,900	25,000	0	25,000
	Donation Adjustment	15,122	210,867			



CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2023	FY 2024 REVISED BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
BEGINNING BALANCE	\$10,191,847	\$13,086,455	\$2,081,313	\$0	\$0	\$0
Revenue						
Total Appropriations	5,379,324	5,975,019	6,086,485	6,306,510	6,534,974	6,772,222
Total Other Revenue	5,818,463	2,910,729	750,000	50,000	1,000,000	0
Total Transfers from Other Funds	400,000	3,257,815	620,000	470,000	320,000	320,000
Total Revenue	11,597,787	12,143,563	7,456,485	6,826,510	7,854,974	7,092,222
Total Beginning Balance + Revenues	21,789,635	25,230,018	9,537,798	6,826,510	7,854,974	7,092,222
Expenditures						
Equipment	947,549	1,702,450	1,325,000	1,150,000	1,150,000	1,150,000
Development	6,306,165	17,046,255	7,812,798	5,276,510	6,304,974	5,542,222
Land Acquisition	261,629	4,400,000	400,000	400,000	400,000	400,000
Transfer to Enterprise Fund	121,083	0	0	0	0	0
Total Capital Expenditures	7,636,426	23,148,705	9,537,798	6,826,510	7,854,974	7,092,222
Adjustments for Reserve Accounts	1,066,753	0	0	0	0	0
Ending Balance	\$13,086,455	\$2,081,313	\$0	\$0	\$0	\$0

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the University of Virginia Weldon Cooper Center, Demographics Research Group. For FY25, population figures are based on July, 2022 population updates. For FY25 the per capita rate for our six member jurisdictions will be \$3.03.

Jurisdiction	FY 2024 BUDGET	FY 2025 BUDGET
City of Alexandria	\$ 472,852	\$ 479,128
Arlington County	\$ 706,579	\$ 731,087
City of Fairfax	\$ 71,839	\$ 72,729
Fairfax County	\$ 3,413,092	\$ 3,453,458
City of Falls Church	\$ 43,550	\$ 44,135
Loudoun County	\$ 1,267,108	\$ 1,305,948
Total	\$ 5,975,019	\$ 6,086,485

OPERATING IMPACT OF CAPITAL PROJECTS

A major factor in the development of capital priorities is knowledge of the potential impact a capital project may have on the operating budget. A capital project may have additional costs associated with it in the form of personnel, maintenance or specific operating costs. A project may also enhance revenue potential or provide cost savings. It is important to take these factors into account when developing the budget. As NOVA Parks is mostly enterprise funded, increased revenue potential is a key to sustainable park operations.

The following is a list of capital projects in the five year plan that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands	10,000	Window replacement
Algonkian Golf Course Shed	5,000	Cart shed renovations
Algonkian-Volcano Island Waterpark	45,000	New waterpark play features
Algonkian Cottages	25,000	Miscellaneous cottage improvements
Bull Run Light Show	15,000	Additional features to increase attendance and generate more revenue
Bull Run Campground	25,000	Campground waterline upgrades and additions
Bull Run Atlantis Waterpark	45,000	New waterpark play features
Cameron Run Ice and Lights	25,000	Development and improvements to Ice and Lights features
Cameron Run - Great Waves Waterpark	10,000	Pool structural repairs, resurfacing and miscellaneous renovations
Fountainhead Marina Building Renovations	15,000	Building renovation and access routes to fishing piers and boat launch
Meadowlark Atrium	20,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Botanical Garden	10,000	Entrance renovations and garden improvements
Meadowlark Children's Garden	25,000	Development and improvements of the Children's Garden
Meadowlark Parking	10,000	Improve the overflow parking area for the light show
Meadowlark Light Show	20,000	Additional light displays and refurbishments to generate more revenue
Occoquan Jean R. Packard Center	25,000	Parking lot lighting, patio expansion and miscellaneous improvements
Occoquan Park Improvements	150,000	Planning and design of an indoor/outdoor adventure facility
Occoquan Mountain Bike Course	50,000	Planning and design of a new mountain bike course
Pohick Bay Comfort Stations	5,000	Renovating both Comfort Station. Future planning and improvements
Pohick Bay Campground	35,000	Campground waterline upgrades and additions
Pohick Bay Pirate's Cove	5,000	Baby pool and sand area renovations
Pohick Bay Miniature Golf	3,500	Miniature golf course improvements
Pohick Bay Marina	8,000	Renovations to the boat docks
Pohick Bay Park	200,000	Project planning and design for significant improvements
Potomac Overlook Renovations	2,500	Miscellaneous nature center renovations
Rust Event Facility	5,000	Miscellaneous event facility improvements
Temple Hall Fall Festival	10,000	Improvements will increase attendance and revenue
Upton Hill Miniature Golf	10,000	Miscellaneous course improvements and renovations
Upton Hill Ocean Dunes	5,000	Bathroom renovations
Winkler Botanical Preserve	15,000	Road and parking improvements
W&OD Trail Visitor's Center	50,000	Project planning and design for a new visitor's center
Park Energy Projects	10,000	Provides savings to energy costs
Electric Vehicle Charging Stations	5,000	Plan and install electric vehicle charging stations
Park Campground Improvements	20,000	Improvements to campgrounds to enhance facilities
TOTAL EST. ANNUAL OPERATING IMPACT	\$ 919,000	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
BEGINNING BALANCE	2-000-3090-000	\$10,191,847	\$13,086,455	\$2,081,313	\$0	\$0	\$0
CAPITAL FUND REVENUES							
Appropriations:							
City of Alexandria	2-000-4030-020	\$441,197	\$472,852	\$479,128	\$496,508	\$514,519	\$533,183
Arlington County	-010	671,628	706,579	731,087	758,357	786,644	815,986
City of Fairfax	-030	66,305	71,839	72,729	74,920	77,177	79,502
Fairfax County	-050	3,000,000	3,413,092	3,453,458	3,556,069	3,661,710	3,770,470
City of Falls Church	-040	40,423	43,550	44,135	45,917	47,771	49,700
Loudoun County	-060	1,159,771	1,267,108	1,305,948	1,374,739	1,447,153	1,523,382
Total Appropriations		\$5,379,324	\$5,975,019	\$6,086,485	\$6,306,510	\$6,534,974	\$6,772,222
Surplus from Operating Budget for Capital		3,595,830					
Insurance proceeds for fire at Algonkian Golf storage building	2-000-4430-000	28,079					
License Fee Revenues	2-000-4770-000	208,393					
UOSA License Fee for Bull Run Occoquan Trail	2-000-4785-000		150,000				
Mitigation Credit Revenues	2-000-4771-000	103,443					
Grant Funds for W&OD Trails-N. Va. Trans. Auth.	2-000-4350-000		250,000	350,000	50,000		
Grant Funds for W&OD Dual Trails						1,000,000	
Grants for Land Acquisition	2-000-4345-000		2,000,000				
Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail	2-000-4340-000	13,379	389,249				
City of Fairfax contributions toward wetland park at Gateway	2-000-4345-000		100,000	400,000			
Donations-Today and Tomorrow	2-000-4170-010	4,736					
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	20,997					
Donations-Meadowlark Camp Grow	2-000-4180-005	1,000					
Donations-Meadowlark Escrow	2-000-4180-010	7,208					
Donations-Meadowlark-Special	2-000-4180-030	15,991					
Donations-TPSM	2-000-4180-025	1,150					
Domations-Volgenau	2-000-4180-026	25,000					
Donations-Winkler	2-460-4174-000	176,050					
Interest-Turnage Endowment Fund	2-000-4440-020	4,727					
Interest-Damman Account	2-000-4440-021	17,405					
Winkler Contribution	2-000-4416-000	1,000,000					
Miscellaneous Revenue		595,078	21480				
Total Other Revenue		\$5,818,463	\$2,910,729	\$750,000	\$50,000	\$1,000,000	\$0
Use of Damman Reserve for Children's Garden	2-000-3035-000		160,466				
Use of Meadowlark Donations for Garden Development	2-000-3060-000		357,349	20,000	20,000	20,000	20,000
Transfer from NOVA Parks Strategic Opportunity Fund	2-000-4290-000		2,000,000				
Use of Volgeneau Donations Fund	2-000-3035-000		25,000				
Use of Winkler Botanical Preserve Fund	2-000-3035-000		265,000	200,000	50,000		
Transfer from Restricted License Fee Fund	2-000-4950-000	400,000	450,000	400,000	400,000	300,000	300,000
Total Transfers		400,000	3,257,815	620,000	470,000	320,000	320,000
Total Revenue		\$11,597,787	\$12,143,563	\$7,456,485	\$6,826,510	\$7,854,974	\$7,092,222
TOTAL BEGINNING BALANCE & CAPITAL FUND REVENUES		\$21,789,634	\$25,230,018	\$9,537,798	\$6,826,510	\$7,854,974	\$7,092,222

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
DEVELOPMENT:							
Aldie Mill Historic Park							
Mill Renovations	2-005-6599-000	\$28	\$135,000				
Algonkian Golf Course							
Building Renovations	2-010-6592-000	62,909	120,000				
Fire Damage Equipment Replacement		455,850	52,335				
Irrigation Improvements							40,000
Algonkian Cottages							
Building Renovations	2-040-6780-000	22,300	250,000	500,000	30,000	30,000	30,000
Volcano Island Waterpark at Algonkian Park							
Pool and Building Renovations	2-020-6900-000		100,000	700,000			
The Woodlands at Algonkian Park							
Building Renovations	2-030-6792-000	89,648	50,000				
Installation of Solar Panels	2-030-6792-000		25,000				
Beaverdam Reservoir							
New Park Infrastructure and Facility Development	2-042-6542-000		800,000	200,000	200,000	200,000	200,000
Trail Improvements	2-042-7212-000		120,000	120,000	120,000		
Brambleton Golf Course							
Building Renovations	2-055-6841-000	19,584	195,000				
Irrigation Replacement	2-055-7320-000		85,000			600,000	600,000
Bull Run Regional Park							
Water Service Upgrades - Campground	2-070-7320-000	91,941	300,000				
Comfort Station Renovations	2-070-6820-000	164,088					
Maintenance Shop Renovations	2-070-6850-000	63,224					
Campstore Renovations	2-070-6791-000		50,000				
Pavilion Shelter Roof Replacement	2-070-6656-000		50,000				
Atlantis Waterpark at Bull Run Park							
Waterpark Improvements	2-080-6753-000		100,000		800,000		
Bull Run Festival of Lights							
Light Show Improvements	2-078-6226-000	128,171	150,000	75,000	75,000	75,000	75,000
Cameron Run Regional Park							
Batting Cage Renovations	2-110-6752-000		55,000				
Great Waves Waterpark at Cameron Run							
Pool Renovations	2-120-6900-000	226,826	150,000	100,000	100,000	100,000	100,000
Ice and Lights at Cameron Run							
Light Show Improvements	2-110-6226-000	74,158	75,000	75,000	75,000	75,000	75,000

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
Cattail Park							
New Park Infrastructure	2-127-6542-000		80,000	120,000	50,000		
Carlyle House Historic Park							
Building Renovations	2-130-6780-000	233,732	441,268	25,000	75,000		
Central Maintenance							
Building Renovations	2-710-6780-000		50,000				
Fountainhead							
Marina Renovations	2-140-6780-000	17,843	150,000			200,000	
Park Trail Development	2-140-6610-000	17,500	75,000				
Gateway Wetlands Park							
Park Development	2-450-7213-000	24,715	175,285	900,000			
Headquarters							
Automated Systems	2-700-6120-000	34,234	110,000	60,000	60,000	60,000	60,000
Building Renovations	2-700-6780-000	437,636	150,000	5,000	5,000	5,000	5,000
Hemlock Overlook Regional Park							
Miscellaneous Improvements	2-150-6780-000	43,352	90,000	15,000			
Escrow Contribution for Building Reserves	2-150-6536-000		10,000	10,000	10,000	15,000	15,000
Meadowlark Atrium and Event Services							
Building/HVAC Renovations	2-170-6780-000	83,117					
Entrance and Building Renovations	2-170-6780-000		175,000				
Meadowlark Botanical Gardens							
Garden Development Projects	2-180-6480-000		357,349	20,000	20,000	20,000	20,000
Trail Improvements	2-180-7212-000	38,337					
Children's Garden Development	2-180-6235-000		160,466	50,000			
Greenhouse Renovations	2-180-6270-000		135,000				
Park Signage	2-000-5185-026		25,000				
Meadowlark Gardens Winter Walk of Lights							
Light Show Improvements	2-185-6226-000	67,522	95,000	75,000	75,000	75,000	75,000
Light Show Storage Building	2-185-6592-000	85,603	800,000				
Parking Lot Improvements	2-185-6650-000		75,000				
Mount Defiance							
Building Renovations	2-005-6848-000	54,775	15,000				
Mount Zion							
Building Renovations	2-200-6542-000		50,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
Occoquan Regional Park							
Building Renovations	2-210-6220-000	157,970	230,000				
Retaining Wall Improvements	2-210-6542-000	3,367	80,000				
Indoor/Outdoor Adventure Facility	2-210-6096-000			200,000			
Mountain Bike Course	2-210-6920-000		50,000	50,000			
Barn Renovations	2-210-6780-000		100,000				
Bridge Repairs	2-210-7212-000		40,000				
Pohick Bay Golf Course							
Clubhouse Improvements	2-240-6800-000	54,265	50,000				
Building Renovations	2-240-6780-000		90,000				
Water Supply Improvement	2-260-7054-000		300,000				
Pohick Bay Marina							
Dock Renovations	2-250-6823-000	59,600	375,000				
Pohick Bay Regional Park							
Park Development	2-260-6700-000		200,000				
Comfort Station Renovations	2-260-6820-000	59,289	210,000				
Campground Water Supply Improvements	2-260-7054-000		262,755				
Mini Golf Renovations	2-260-6856-000		60,000				
Pirate's Cove at Pohick Bay							
Pool Renovations	2-270-6900-000	22,040	365,000		100,000	300,000	
Potomac Overlook Regional Park							
Building Renovations	2-300-6860-000	32,037	5,000	90,000			
Rust Sanctuary							
Building Renovations	2-320-6390-000	22,619	285,000				
Sandy Run Regional Park							
Building and Dock Renovations	2-350-6780-000	162,696	90,000	175,000			
Temple Hall Farm Regional Park							
Festival Improvements	2-380-6594-000	20,996	40,000	15,000	15,000	15,000	15,000
Upton Hill Park Regional Park							
Adventure Climbing Facility	2-400-6096-000	32,358	30,000				
Mini Golf Renovations	2-400-6856-000	3,950	30,000				
Batting Cage Renovations	2-400-6752-000		75,000				
Ocean Dunes at Upton Hill							
Building Renovations	2-420-6780-000		30,000	200,000			
Winkler Botanical Preserve							
Road and Parking Improvements	2-460-6780-000		265,000	200,000	50,000		

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2023	REVISED FY 2024 BUDGET	FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET
W&OD Railroad Regional Park							
Building Renovations	2-450-6780-000		100,000				
Trail Improvements	2-450-7212-000	101,131	1,320,736	400,000	400,000	300,000	300,000
W&OD Dual Trails - NVTA Grant Arlington	2-450-7212-003		250,000	350,000	50,000		
W&OD Dual Trails	2-450-7212-XXX					1,000,000	
W&OD Trail Visitors Center	2-450-7280-000		200,000				
General Parks							
ADA Improvements	2-000-6095-000	264,368	400,000	400,000	200,000	200,000	200,000
Capital Maintenance and Improvements	2-000-6052-000	383,051	672,857	250,000	250,000	250,000	250,000
Equipment		947,549	1,702,450	1,325,000	1,150,000	1,150,000	1,150,000
Interpretation	2-000-6543-000	13,789	105,000	65,000	30,000	30,000	30,000
Development Support	2-000-6340-010	822,711	948,589	981,790	1,016,152	1,051,718	1,088,528
Development Support	2-000-6340-010	724,253	822,711	881,180	912,021	943,942	976,980
Campground Improvements		100,447	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements	2-000-6841-000	261,962	750,000	225,000	225,000	225,000	225,000
Park Branding/Informational Kiosks	2-000-6652-000		119,394	50,000	100,000		
	2-000-7212-000	8,362	138,483	40,000	40,000	40,000	40,000
Park Trail Improvements	2-000-7212-001	8,362	389,249				
	2-000-7212-002	6,990	435,000				
Park Energy Projects	2-000-6358-000	72,580	100,000	150,000	200,000	200,000	100,000
Electric Vehicle Charging Stations	2-000-6348-000		100,000	50,000	50,000	50,000	50,000
Park Entrance Signs	2-000-6647-000	26,525	50,000				
Planning - General	2-000-6660-000	31,178	70,000	20,000	20,000	20,000	20,000
Rental House Maintenance	2-000-6848-000	108,036	100,000	100,000	100,000	100,000	100,000
Habitat Restoration/Invasive Removal and Native Plantings	2-000-6976-000	17,460	75,000	75,000	75,000	75,000	75,000
Roads & Parking	2-000-7020-000	43,240	600,000	276,008	260,358	247,395	250,000
Waterpark Capital Maintenance and Improvements	2-000-7340-000	215,628	552,489	300,000	300,000	300,000	300,000
Future Park Facility Enhancements and Renovations	2-000-6585-000					345,861	1,103,694
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	2,086					
Donations-Meadowlark Special Expense	2-000-5185-030	12,148					
Garden Development Projects	2-180-6480-000	14,177					
Donations-TPSM Expense	2-000-5185-025	1,564					
Donations-Meadowlark Camp Grow	2-000-5185-005	1,485					
Donations-Winkler	2-460-5491-000	176,050					
Nonrecurring License Fee Transfer	2-000-7400-000	333,393	125,000				
Mitigation Credit Revenues Transfer	2-000-7401-000	103,443					
Miscellaneous Expense		7,720					
Subtotal Development including Equipment		\$7,253,714	\$18,748,705	\$9,137,798	\$6,426,510	\$7,454,974	\$6,692,222
LAND ACQUISITION							
Land Acquisition	2-000-6051-000	261,629	4,400,000	400,000	400,000	400,000	400,000
Subtotal Land Acquisition		\$261,629	\$4,400,000	\$400,000	\$400,000	\$400,000	\$400,000
Transfer to Enterprise Fund-Debt Service Occoquan	2-000-5930-000						
Transfer to Enterprise Fund-Debt Service Stribling	2-000-5930-000	121,083					
Interest transfer to General Fund	2-000-5900-000						
TOTAL CAPITAL EXPENDITURES		\$7,636,426	\$23,148,705	\$9,537,798	\$6,826,510	\$7,854,974	\$7,092,222

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2024 Revised	FY 2025	FY 2026	FY 2027	FY 2028
Aldie Mill					
<u>Renovations</u>					
Tail and head race improvements, window restoration	135,000				
Algonkian Park					
<u>Development</u>					
Cart shed renovations and landscaping	120,000				
<u>Renovations</u>					
Replacement of fire damaged equipment	52,335				
Irrigation Improvements					40,000
Algonkian Woodlands Event Center					
<u>Renovations</u>					
Flooring upgrades and window replacement	50,000				
Installation of solar panels	25,000				
Volcano Island Waterpark at Algonkian					
<u>Renovations</u>					
New waterpark play features	100,000	700,000			
Algonkian Cottages					
<u>Improvements</u>					
Cottage renovations and upgrades	250,000	500,000	30,000	30,000	30,000
Beaverdam Reservoir					
<u>Development</u>					
New park development	800,000	200,000	200,000	200,000	200,000
New trail construction	120,000	120,000	120,000		
Brambleton Golf Course					
<u>Renovations</u>					
Building and electrical improvements to accommodate electric carts, cart shed roof replacement, pro shop renovations	195,000				
Irrigation replacement	85,000			600,000	600,000
Bull Run Regional Park					
<u>Renovations</u>					
Campground water service expansion	300,000				
Campstore renovations	50,000				
Pavilion shelter roof replacement	50,000				
Atlantis Waterpark at Bull Run					
<u>Renovations</u>					
Waterpark renovations and new play features	100,000		800,000		
Bull Run Festival of Lights					
<u>Light Show Improvements</u>					
New light show displays	150,000	75,000	75,000	75,000	75,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
Carlyle House Historic Park					
<u>Renovations</u>					
Exterior stucco repairs and house improvements	232,140	25,000	75,000		
<u>Improvements</u>					
New fire suppression system	209,128				
Cameron Run Regional Park					
<u>Improvements</u>					
Batting cage net replacement	55,000				
Great Waves at Cameron Run					
<u>Renovations</u>					
Pool structural repairs, resurfacing and miscellaneous renovations	150,000	100,000	100,000	100,000	100,000
Ice and Lights at Cameron Run					
<u>Development</u>					
Miscellaneous enhancements and new light show displays	75,000	75,000	75,000	75,000	75,000
Cattail Park					
<u>Improvements</u>					
New park entrance, parking and trail development	80,000	120,000	50,000		
Central Maintenance					
<u>Improvements</u>					
Improvements to buildings and maintenance yard	50,000				
Fountainhead Regional Park					
<u>Marina Building Renovations</u>					
Building renovations, new floating dock and shoreline access improvements	150,000			200,000	
<u>Development</u>					
Mountain bike trail and comfort station improvements	75,000				
Gateway Wetlands Park					
<u>Strategic Initiatives Project</u>					
Wetlands park development	175,285	900,000			
Headquarters					
<u>Automated Systems</u>					
Automated system improvements and upgrades	110,000	60,000	60,000	60,000	60,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects	150,000	5,000	5,000	5,000	5,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
Hemlock Overlook Regional Park					
<u>Renovations-Building</u>					
Miscellaneous facility improvements	90,000	15,000			
<u>Escrow Contribution</u>					
Annual contribution to Hemlock facilities renovation account per agreement with facility operator	10,000	10,000	10,000	15,000	15,000
Meadowlark Atrium and Event Services					
<u>Renovations-Building</u>					
Entrance renovations	175,000				
Meadowlark Botanical Gardens					
<u>Development</u>					
Garden development projects and park entrance renovations	357,349	20,000	20,000	20,000	20,000
<u>Development-Park Signage</u>					
Design and install new directional and informational signs	25,000				
<u>Children's Garden</u>					
Additional children's garden features	160,466	50,000			
<u>Development-Greenhouse Conservatory</u>					
Construction of new hoop house for plant storage	135,000				
Meadowlark Gardens Winter Walk of Lights					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements	95,000	75,000	75,000	75,000	75,000
<u>Storage Improvements</u>					
New building for light show storage and repair area	800,000				
<u>Parking Lot Improvements</u>					
Improvements to the grass overflow parking area	75,000				
Mount Defiance					
<u>Renovations</u>					
House repairs and renovations	15,000				
Mount Zion					
<u>Renovations</u>					
Improvements to the HVAC system	50,000				
Occoquan Regional Park					
<u>Occoquan Jean R. Packard Center</u>					
Kiln lighting, deck and patio expansion and miscellaneous improvements	230,000				

SUMMARY OF CAPITAL FUND PROJECTS

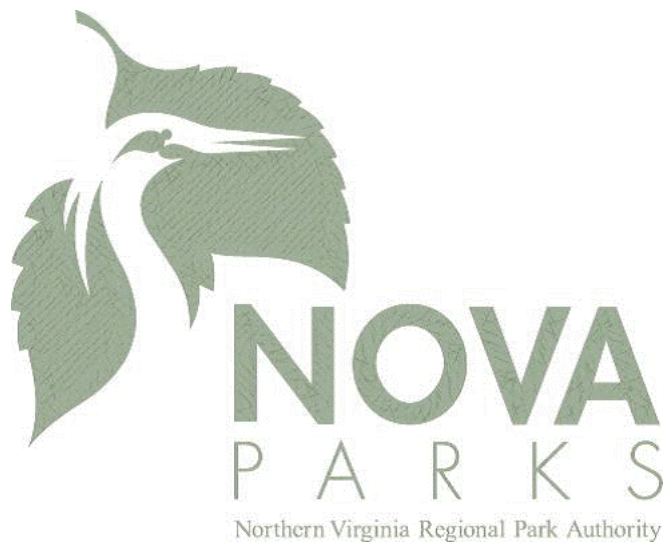
	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<u>Improvements</u>					
Repairs to brick retaining walls and culvert headwalls	80,000				
Mountain bike course planning and partial development	50,000	50,000			
Bridge repairs	40,000				
Barn renovations	100,000				
 <u>Strategic Initiatives Project</u>					
Indoor/outdoor adventure facility planning		200,000			
 Pohick Bay Regional Park					
<u>Renovations-Campground</u>					
Improvements to park water system and waterline extension to campsites	262,755				
 <u>Strategic Initiatives Project</u>					
Planning for future park development	200,000				
 <u>Renovations</u>					
Renovations to comfort station #2	210,000				
Mini Golf renovations	60,000				
 Pirate's Cove at Pohick Bay					
<u>Renovations</u>					
Entrance building and pool renovations	365,000		100,000	300,000	
 Pohick Bay Marina					
<u>Renovations</u>					
Floating dock installation and dock repairs	375,000				
 Pohick Bay Golf Course					
<u>Renovations</u>					
New irrigation supply waterline and pumping station	300,000				
Extended shop coverings	90,000				
Cart shed renovations	50,000				
 Potomac Overlook					
<u>Renovations</u>					
Nature center and exhibit renovations	5,000	90,000			
 Rust Sanctuary					
<u>Renovations</u>					
Roof replacement, utility upgrades, and building renovations	285,000				
 Sandy Run Regional Park					
<u>Renovations</u>					
Site drainage improvements and replacement of launch dock	90,000	175,000			
 Temple Hall Farm Regional Park					
<u>Festival Improvements</u>					
Additional festival features and attractions	40,000	15,000	15,000	15,000	15,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
Upton Regional Park					
<u>Development-Climbing Course</u>					
Completion of project site work	30,000				
<u>Renovations-Mini Golf</u>					
Miscellaneous improvements	30,000				
Batting cage net replacement	75,000				
Ocean Dunes at Upton Hill					
<u>Renovations</u>					
Restroom renovations	30,000	200,000			
Winkler Botanical Preserve					
<u>Improvements</u>					
Site planning, parking expansion, and miscellaneous improvements	265,000	200,000	50,000		
W&OD Trail					
<u>Renovations</u>					
Upgrades and repairs to historic railroad station	100,000				
<u>Trail Improvements</u>					
Various improvements, crossing upgrades at Shreve Road and bridge and culvert repairs	1,320,736	400,000	400,000	300,000	300,000
<u>Development - Dual Trails</u>					
Dual trail planning/development at high usage locations				1,000,000	
<u>Development - Dual Trails</u>					
Design of dual trail development in Arlington	250,000	350,000	50,000		
<u>Strategic Initiatives Project</u>					
Visitors center planning	200,000				
ADA Improvements					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	400,000	400,000	200,000	200,000	200,000
Park Development Support					
Funding for portions of salaries and benefits of staff that directly manage capital projects	948,589	981,790	1,016,152	1,051,718	1,088,528
Campground Improvements					
Miscellaneous improvements to NOVA Parks camping facilities	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements					
Miscellaneous improvements to all three golf courses	750,000	225,000	225,000	225,000	225,000
Capital Maintenance and Improvements					
Funds for miscellaneous renovations and upgrades to aging park facilities	672,857	250,000	250,000	250,000	250,000
Interpretation					
Miscellaneous interpretive projects throughout the park system	105,000	65,000	30,000	30,000	30,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2024</u> Revised	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
<u>Park Branding/Informational Kiosks</u>					
Design and installation of informational kiosks at parks	119,394	50,000	100,000		
<u>Park Energy Projects</u>					
Improvements throughout park system to reduce energy costs	100,000	150,000	200,000	200,000	100,000
Electric vehicle charging stations	100,000	50,000	50,000	50,000	50,000
<u>Park Signs</u>					
New park entrance signs	50,000				
<u>Park General Planning</u>					
Miscellaneous park and facility planning projects	70,000	20,000	20,000	20,000	20,000
<u>Park Rental House Improvements</u>					
Miscellaneous improvements to park rental houses	100,000	100,000	100,000	100,000	100,000
<u>Habitat Restoration/Invasive Removal and Native Plantings</u>					
Tree plantings, invasive species removal and habitat restoration projects	75,000	75,000	75,000	75,000	75,000
<u>Park Road and Parking Renovations</u>					
Miscellaneous improvements to road and parking areas throughout the park system	600,000	276,007	260,358	247,395	250,000
<u>Waterpark Capital Maintenance and Improvements</u>					
Miscellaneous waterpark repairs and renovations	552,489	300,000	300,000	300,000	300,000
<u>Park Trails</u>					
Improvements to trail networks at various parks including Bull Run, Occoquan and Fountainhead	962,732	40,000	40,000	40,000	40,000
<u>Future Park Facility Enhancements and Renovations</u>					
Funds to be allocated for future park projects				345,861	1,103,694
<u>Equipment</u>					
Includes new and replacement equipment and vehicles at all parks, Central Maintenance and Headquarters	1,702,450	1,325,000	1,150,000	1,150,000	1,150,000
<u>Park Land and Easement Acquisition</u>					
Land and easement acquisition projects	4,400,000	400,000	400,000	400,000	400,000
TOTAL CAPITAL PROJECTS	23,023,705	9,537,797	6,826,510	7,854,974	7,092,222
License Fee Transfer to Capital Endowment with the Community Foundation	125,000				
TOTAL CAPITAL EXPENDITURES	\$23,148,705	\$9,537,797	\$6,826,510	\$7,854,974	\$7,092,222



HISTORY OF NOVA PARKS

NOVA Parks (Northern Virginia Regional Park Authority) has been serving the citizens of Northern Virginia for more than 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2025, over 88% of the operating funding will come from internal park enterprises. These enterprises represent a highly diverse portfolio including: golf, water parks, event venues & catering, camping, special events and other activities.

Today the brand of NOVA Parks is known for a number of things. Partnerships have been key to the expansion of the park system over the last few decades. Creating truly unique destinations helps drive tourism and build a vibrant community. Entertainment offerings like the annual holiday light shows, fall festival and special events draw hundreds of thousands into the parks. Supporting cultural diversity through festivals, historic interpretation and programs helps build an inclusive region. Engaging people in nature through over 100 miles of trails, summer camps, roving naturalists and other programs, fosters a connection between people and the natural world.

The Northern Virginia region has an identity of being forward thinking, technologically savvy, cosmopolitan and leaders in many ways. NOVA Parks as one of the earliest regional groups helped build the identity of Northern Virginia over the decades. As the stewards of many of the most iconic places of our region, NOVA Parks is proud to be a positive force within the region and within the field of parks and recreation.

FACILITY FEATURES GUIDE

FEATURES GUIDE

PARKS	FACILITIES																										
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	Ball's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowdark Gardens	Mt. Zion / Gilbert's Corner Properties	Ocoquan	Pohick Bay	Potomac Overlook	Rad Rock - an Upper Potomac Property	Rust Manor House & Sanctuary	Sandy Run	Temple Hall Farm	Tinner Hill	Upton Hill	Piscaway Crossing	W&OD
18-Hole Golf Course/Driving Range		X			X													X									
Family Vacation Cabins								X										X									
Family Vacation Cottages		X																									
Mini-Golf Course		X								X	X							X							X		
Disc Golf Course								X										X									
Outdoor Swimming Pool		X						X	X									X							X		
Wave Pool									X																		
Water Slide		X						X	X									X							X		
Water Play Ground		X						X	X									X							X		
Rental Picnic Shelters / Picnic Areas		X						X	X		X	X					X	X	X				X	X	X		
Camping-Family & Group					X			X										X									
Meeting & Reception Room(s)	X	X									X				X	X	X		X		X		X				
Gazebos for Weddings		X			X						X				X		X				X						
Crew Practice & Racing		X		X			X															X					
Boat/RV Storage		X						X									X	X									
Boat Launch		X		X			X					X					X	X									X
Jon Boat Rentals												X															
Electric Motor Rentals												X															
Fishing Pier										X		X															
Canoe/Kayak Rentals												X					X	X									
Sporting Clays, Skeet & Trap									X																		
Archery Range									X																		
Archery & Gun Pro Shop									X																		
Food/Drink Concessions		X			X		X		X	X		X			X	X	X								X		
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
Horse Trails		X	X				X	X				X		X				X	X								X
Multi-Use Paved Trails		X																X	X						X		X
Mountain Bike Trails												X															X
Soccer Fields		X						X																			
Play Grounds		X						X		X								X	X	X			X		X		X
Softball / Baseball Fields																		X									
Batting Cage										X								X							X		
Visitor's Center															X								X				
Volleyball Court		X																									
Botanical / Display Gardens											X				X				X								

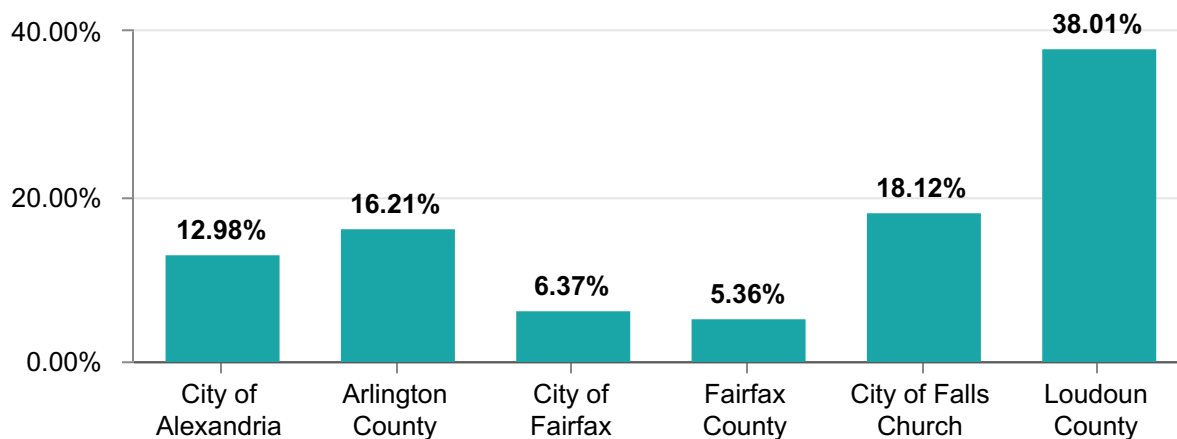
REGIONAL DEMOGRAPHICS

The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria -	158,128
Arlington County -	241,283
City of Fairfax -	24,003
Fairfax County -	1,139,755
City of Falls Church -	14,566
Loudoun County -	431,006
Total Population -	2,008,741

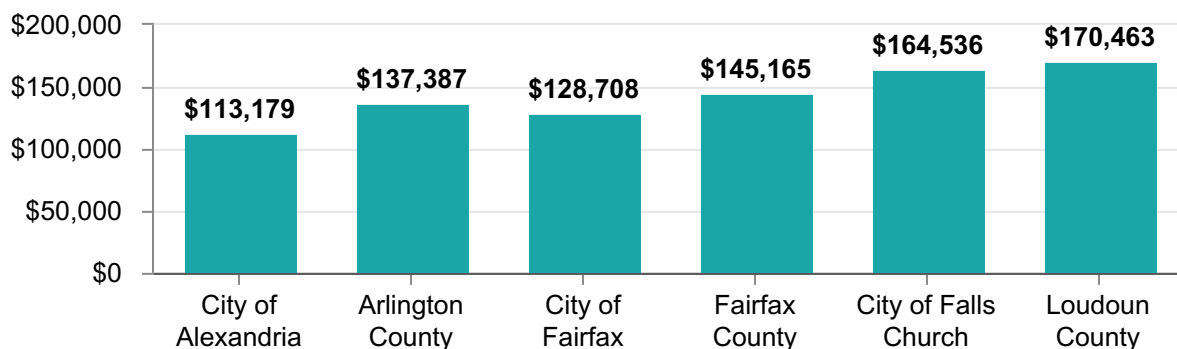
This population information may differ from the population used to determine member jurisdiction appropriations in this budget.

**Population Growth by %
Years 2010-2022**



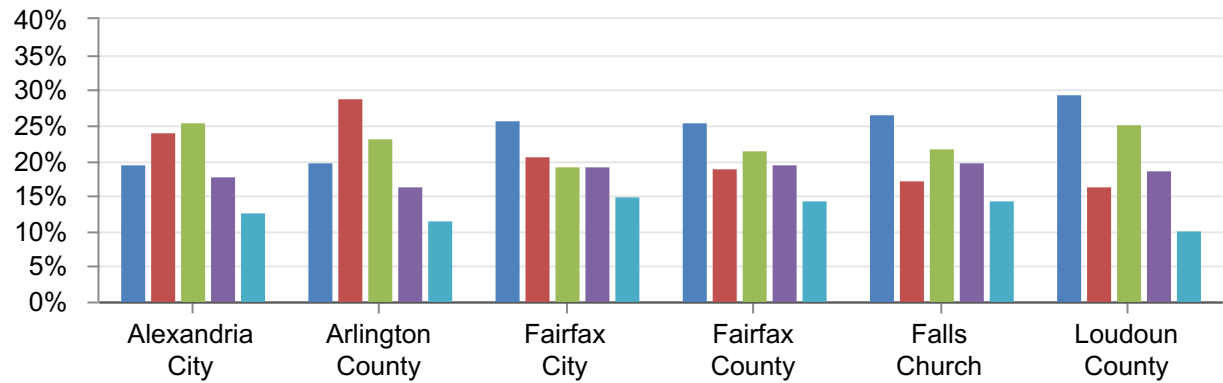
The jurisdictions' that make up NOVA Parks population grew by 13.07% from 2010 through 2022. The most notable jurisdiction is Loudoun County which increased by 38.01%

NOVA Parks Median Household Income by Jurisdiction



REGIONAL DEMOGRAPHICS

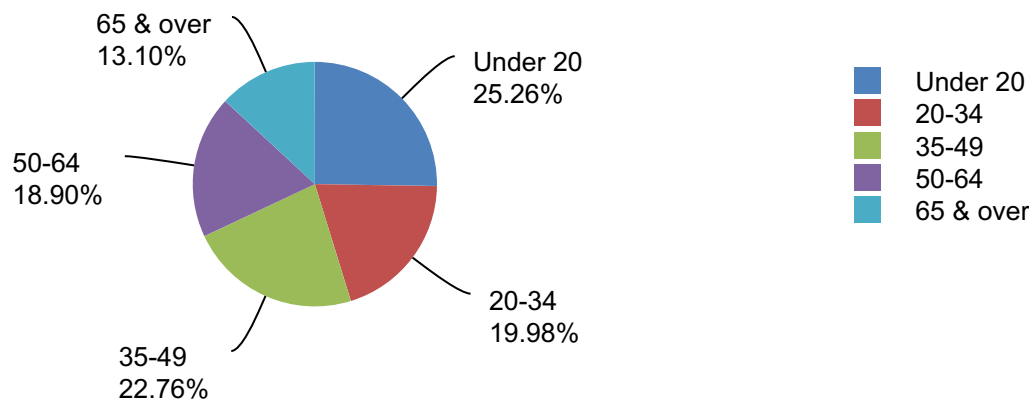
Age of Population by Jurisdiction



	Alexandria City	Arlington County	Fairfax City	Fairfax County	Falls Church	Loudoun County
Under 20	19.6%	19.8%	25.7%	25.5%	26.7%	29.5%
20-34	24.2%	29.0%	20.8%	18.9%	17.2%	16.4%
35-49	25.6%	23.2%	19.2%	21.5%	21.8%	25.2%
50-64	17.8%	16.4%	19.3%	19.6%	19.9%	18.7%
65 & over	12.7%	11.6%	15.0%	14.5%	14.4%	10.2%

It is important for NOVA Parks to be aware of the unique characteristics that define each of our jurisdictions. In respect to population age, Loudoun County has the highest concentration of children, with 29.5% of the population under 20. The age range of 20-34 is most prevalent in Arlington County (29%).

Age of Population in Total



The age of the population in total is fairly evenly split between the under 20, 20-34, and the 35-49 age groups with just over 68% of the population in these age groups. The 50-64 age groups with almost 19% of the population and the 65-Over at approximately 13%.

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
ENTERPRISE FUND BY PARK					
Aldie Mill Historic Park/Mt. Defiance Historic Park					
Aldie Mill Revenues	\$ 39,016	\$ 25,154	\$ 33,500	\$ 9,383	\$ 24,025
Total Revenues	\$ 39,016	\$ 25,154	\$ 33,500	\$ 9,383	\$ 24,025
Aldie Mill Expenses	\$ 183,064	\$ 201,903	\$ 213,363	\$ 98,922	\$ 227,130
Total Expenses	\$ 183,064	\$ 201,903	\$ 213,363	\$ 98,922	\$ 227,130
Operating Income (Loss)	\$ (144,048)	\$ (176,750)	\$ (179,863)	\$ (89,539)	\$ (203,105)
Algonkian Regional Park					
Revenue					
Algonkian Park	\$ 227,542	\$ 248,806	\$ 284,000	\$ 150,375	\$ 290,000
Algonkian Golf	1,739,282	2,047,703	1,609,420	1,181,049	1,915,500
Volcano Island Waterpark at Algonkian	465,426	518,206	575,000	508,974	639,500
The Woodlands at Algonkian Park	855,198	708,491	712,415	461,627	741,380
Algonkian Cottages	347,246	352,292	335,600	206,846	335,600
Total Revenues	\$ 3,634,693	\$ 3,875,497	\$ 3,516,435	\$ 2,508,870	\$ 3,921,980
Expenses					
Algonkian Park	\$ 691,490	\$ 779,054	\$ 797,383	\$ 442,407	\$ 887,171
Algonkian Golf	1,139,968	1,291,855	1,306,443	688,082	1,408,127
Volcano Island Waterpark at Algonkian	367,037	422,558	430,643	315,077	478,866
The Woodlands at Algonkian Park	452,386	458,034	532,829	305,094	561,903
Algonkian Cottages	230,674	202,225	241,785	104,260	254,421
Total Expenses	\$ 2,881,554	\$ 3,153,725	\$ 3,309,084	\$ 1,854,920	\$ 3,590,488
Operating Income (Loss)	\$ 753,139	\$ 721,772	\$ 207,351	\$ 653,950	\$ 331,492
Blue Ridge Regional Park					
Blue Ridge Park Revenues	\$ 7,879	\$ 9,285	\$ 8,000	\$ 4,143	\$ 8,000
Total Revenues	\$ 7,879	\$ 9,285	\$ 8,000	\$ 4,143	\$ 8,000
Blue Ridge Park Expenses	\$ 4,960	\$ 3,077	\$ 6,700	\$ 3,192	\$ 6,700
Total Expenses	\$ 4,960	\$ 3,077	\$ 6,700	\$ 3,192	\$ 6,700
Operating Income (Loss)	\$ 2,919	\$ 6,207	\$ 1,300	\$ 951	\$ 1,300
Reservoir Park at Beaverdam					
Reservoir Park at Beaverdam	\$ 19,541	\$ 13,916	\$ 18,500	\$ 185	\$ 189,000
Total Revenues	\$ 19,541	\$ 13,916	\$ 18,500	\$ 185	\$ 189,000
Reservoir Park at Beaverdam	\$ 17,025	\$ 22,297	\$ 47,839	\$ 11,510	\$ 222,839
Total Expenses	\$ 17,025	\$ 22,297	\$ 47,839	\$ 11,510	\$ 222,839
Operating Income (Loss)	\$ 2,516	\$ (8,382)	\$ (29,339)	\$ (11,325)	\$ (33,839)
Brambleton Golf Course					
Brambleton Revenues	\$ 2,029,571	\$ 2,385,514	\$ 2,010,225	\$ 1,405,828	\$ 2,380,183
Total Revenues	\$ 2,029,571	\$ 2,385,514	\$ 2,010,225	\$ 1,405,828	\$ 2,380,183
Brambleton Expenses	\$ 1,459,969	\$ 1,517,518	\$ 1,536,401	\$ 829,531	\$ 1,726,768
Total Expenses	\$ 1,459,969	\$ 1,517,518	\$ 1,536,401	\$ 829,531	\$ 1,726,768
Operating Income (Loss)	\$ 569,602	\$ 867,995	\$ 473,824	\$ 576,297	\$ 653,415

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Bull Run Regional Park					
Revenue					
Bull Run Regional Park	\$ 1,354,116	\$ 1,393,420	\$ 1,399,935	\$ 736,514	\$ 1,438,875
Atlantis Waterpark at Bull Run	535,354	557,750	614,900	530,757	669,100
Bull Run Special Events Center	472,095	494,068	445,000	136,704	326,000
Bull Run Light Show	2,300,247	2,144,173	2,110,000	1,948,904	2,140,000
Total Revenues	\$ 4,661,812	\$ 4,589,410	\$ 4,569,835	\$ 3,352,879	\$ 4,573,975
Expenses					
Bull Run Regional Park	\$ 1,315,511	\$ 1,417,557	\$ 1,383,088	\$ 763,743	\$ 1,475,734
Atlantis Waterpark at Bull Run	413,403	477,938	472,089	323,300	518,332
Bull Run Special Events Center	389,264	439,999	404,355	137,484	322,388
Bull Run Light Show	401,073	436,189	474,859	293,702	483,354
Total Expenses	\$ 2,519,251	\$ 2,771,683	\$ 2,734,391	\$ 1,518,229	\$ 2,799,809
Operating Income (Loss)	\$ 2,142,561	\$ 1,817,727	\$ 1,835,444	\$ 1,834,650	\$ 1,774,166
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	\$ 1,217,941	\$ 1,331,627	\$ 1,360,100	\$ 689,514	\$ 1,391,500
Total Revenues	\$ 1,217,941	\$ 1,331,627	\$ 1,360,100	\$ 689,514	\$ 1,391,500
Bull Run Shooting Center Expenses	\$ 1,076,376	\$ 1,192,843	\$ 1,255,649	\$ 646,047	\$ 1,289,469
Total Expenses	\$ 1,076,376	\$ 1,192,843	\$ 1,255,649	\$ 646,047	\$ 1,289,469
Operating Income (Loss)	\$ 141,565	\$ 138,783	\$ 104,451	\$ 43,468	\$ 102,031
Cameron Run Regional Park					
Revenue					
Cameron Run Park	\$ 96,545	\$ 88,286	\$ 110,000	\$ 40,738	\$ 110,000
The Winter Village at Cameron Run	379,295	319,921	345,000	295,905	385,500
Great Waves Waterpark at Cameron Run	1,575,841	1,821,008	1,915,500	1,566,665	2,097,500
Total Revenues	\$ 2,051,682	\$ 2,229,215	\$ 2,370,500	\$ 1,903,308	\$ 2,593,000
Expenses					
Cameron Run Park	\$ 411,796	\$ 533,033	\$ 577,451	\$ 284,387	\$ 547,041
The Winter Village at Cameron Run	216,658	220,014	213,104	205,646	245,882
Great Waves Waterpark at Cameron Run	1,117,794	1,317,519	1,392,956	984,645	1,534,643
Total Expenses	\$ 1,746,248	\$ 2,070,567	\$ 2,183,511	\$ 1,474,678	\$ 2,327,566
Operating Income (Loss)	\$ 305,434	\$ 158,649	\$ 186,989	\$ 428,630	\$ 265,434
Carlyle House Historic Park					
Carlyle House Revenues	\$ 95,198	\$ 91,390	\$ 123,600	\$ 41,376	\$ 127,100
Total Revenues	\$ 95,198	\$ 91,390	\$ 123,600	\$ 41,376	\$ 127,100
Carlyle House Expenses	\$ 328,425	\$ 344,235	\$ 381,728	\$ 183,607	\$ 421,759
Total Expenses	\$ 328,425	\$ 344,235	\$ 381,728	\$ 183,607	\$ 421,759
Operating Income (Loss)	(\$233,227)	(\$252,845)	(\$258,128)	(\$142,231)	(\$294,659)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Bull Run Marina/Fountainhead/Sandy Run Parks					
Revenue					
Bull Run Marina	\$ 30,633	\$ 19,217	\$ 26,145	\$ 3,025	\$ 25,276
Fountainhead	426,794	394,459	419,712	196,438	414,712
Sandy Run Regional Park	298,160	327,064	291,192	157,420	316,692
Total Revenues	\$ 755,586	\$ 740,740	\$ 737,049	\$ 356,883	\$ 756,680
Expenses					
Bull Run Marina	\$ 41,307	\$ 43,458	\$ 45,938	\$ 21,292	\$ 48,039
Fountainhead	371,139	393,047	335,832	195,380	359,425
Sandy Run Regional Park	192,697	195,741	247,766	116,559	264,262
Total Expenses	\$ 605,143	\$ 632,246	\$ 629,535	\$ 333,231	\$ 671,726
Operating Income (Loss)	\$ 150,443	\$ 108,494	\$ 107,514	\$ 23,652	\$ 84,954
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	\$ 8,650	\$ 21,370	\$ 25,000	\$ 0	\$ 75,000
Total Revenues	\$ 8,650	\$ 21,370	\$ 25,000	\$ 0	\$ 75,000
Hemlock Overlook Expenses	\$ 25,027	\$ 23,682	\$ 59,956	\$ 31,532	\$ 22,778
Total Expenses	\$ 25,027	\$ 23,682	\$ 59,956	\$ 31,532	\$ 22,778
Operating Income (Loss)	\$ (16,377)	\$ (2,312)	\$ (34,956)	\$ (31,532)	\$ 52,222
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	\$ 643,821	\$ 648,048	\$ 581,000	\$ 232,022	\$ 709,350
Meadowlark Gardens Winter Walk of Lights	2,030,410	1,643,331	1,919,000	1,540,713	1,929,000
Meadowlark Atrium and Event Services	2,191,752	2,789,475	2,184,500	1,622,933	2,300,120
Total Revenues	\$ 4,865,983	\$ 5,080,853	\$ 4,684,500	\$ 3,395,668	\$ 4,938,470
Expenses					
Meadowlark Gardens	\$ 1,027,857	\$ 1,161,462	\$ 1,237,404	\$ 618,836	\$ 1,360,277
Meadowlark Gardens Winter Walk of Lights	252,906	288,571	390,116	236,278	405,662
Meadowlark Atrium and Event Services	1,232,020	1,487,108	1,393,960	796,405	1,423,524
Total Expenses	\$ 2,512,783	\$ 2,937,141	\$ 3,021,479	\$ 1,651,519	\$ 3,189,463
Operating Income (Loss)	\$ 2,353,200	\$ 2,143,712	\$ 1,663,021	\$ 1,744,149	\$ 1,749,007
Mt. Zion Historic Park/Gilbert's Corner Regional Park					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 1,598	\$ 830	\$ 3,421	\$ 255	\$ 3,421
Total Revenues	\$ 1,598	\$ 830	\$ 3,421	\$ 255	\$ 3,421
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 21,939	\$ 14,847	\$ 21,240	\$ 7,895	\$ 37,500
Total Expenses	\$ 21,939	\$ 14,847	\$ 21,240	\$ 7,895	\$ 37,500
Operating Income (Loss)	(\$20,342)	(\$14,017)	(\$17,819)	(\$7,640)	(\$34,079)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Occoquan Regional Park					
Revenue					
Occoquan Park	\$ 317,846	\$ 303,156	\$ 348,400	\$ 165,072	\$ 327,400
The River View at Occoquan	2,411,200	2,487,726	2,197,210	1,512,624	2,328,740
Brickmakers Café at Occoquan	463,363	480,504	484,800	208,593	478,000
Brickmakers Catering and Event Services	172,762	273,141	220,840	160,082	272,925
Total Revenues	\$ 3,365,172	\$ 3,544,527	\$ 3,251,250	\$ 2,046,372	\$ 3,407,065
Expenses					
Occoquan Park	\$ 487,338	\$ 539,361	\$ 677,525	\$ 302,125	\$ 690,593
The River View at Occoquan	1,669,747	1,868,219	2,184,331	1,076,893	2,388,003
Brickmakers Café at Occoquan	389,987	383,219	406,606	174,595	423,729
Brickmakers Catering and Event Services	192,383	238,823	267,061	127,320	283,004
Total Expenses	\$ 2,739,455	\$ 3,029,622	\$ 3,535,523	\$ 1,680,933	\$ 3,785,329
Operating Income (Loss)	\$625,717	\$514,905	(\$284,273)	\$365,439	(\$378,264)
Pohick Bay Regional Park					
Revenue					
Pohick Bay Regional Park	\$ 1,294,013	\$ 1,425,634	\$ 1,447,217	\$ 667,144	\$ 1,475,783
Pohick Bay Golf Course	1,612,628	1,804,075	1,481,870	1,037,100	1,791,700
Pohick Bay Marina	279,092	270,675	309,173	135,641	288,000
Pirate's Cover Waterpark at Pohick Bay	574,479	569,407	690,100	528,756	743,100
Total Revenues	\$ 3,760,212	\$ 4,069,791	\$ 3,928,360	\$ 2,368,641	\$ 4,298,583
Expenses					
Pohick Bay Regional Park	\$ 1,042,874	\$ 1,113,779	\$ 1,234,883	\$ 615,986	\$ 1,309,220
Pohick Bay Golf Course	1,157,567	1,258,687	1,233,338	742,161	1,355,953
Pohick Bay Marina	59,783	60,703	80,511	35,232	81,258
Pirate's Cover Waterpark at Pohick Bay	402,344	454,465	465,309	336,734	513,707
Total Expenses	\$ 2,662,569	\$ 2,887,633	\$ 3,014,041	\$ 1,730,112	\$ 3,260,138
Operating Income (Loss)	\$ 1,097,643	\$ 1,182,158	\$ 914,318	\$ 638,529	\$ 1,038,445
Potomac Overlook Regional Park					
Potomac Overlook Revenues	\$ 161,670	\$ 152,617	\$ 155,200	\$ 37,874	\$ 164,700
Total Revenues	\$ 161,670	\$ 152,617	\$ 155,200	\$ 37,874	\$ 164,700
Potomac Overlook Expenses	\$ 328,185	\$ 382,391	\$ 399,516	\$ 223,114	\$ 436,310
Total Expenses	\$ 328,185	\$ 382,391	\$ 399,516	\$ 223,114	\$ 436,310
Operating Income (Loss)	(\$166,515)	(\$229,774)	(\$244,316)	(\$185,240)	(\$271,610)
Winkler Botanical Preserve					
Winkler Botanical Preserve Revenues	\$ 0	\$ 137,116	\$ 155,000	\$ 2,526	\$ 157,500
Total Revenues	\$ 0	\$ 137,116	\$ 155,000	\$ 2,526	\$ 157,500
Winkler Botanical Preserve Expenses	\$ 0	\$ 195,478	\$ 344,308	\$ 150,068	\$ 348,989
Total Expenses	\$ 0	\$ 195,478	\$ 344,308	\$ 150,068	\$ 348,989
Operating Income (Loss)	\$0	(\$58,362)	(\$189,308)	(\$147,542)	(\$191,489)
Rust Sanctuary					
Rust Sanctuary Revenues	\$ 1,495,153	\$ 1,562,298	\$ 1,150,475	\$ 912,955	\$ 1,350,320
Total Revenues	\$ 1,495,153	\$ 1,562,298	\$ 1,150,475	\$ 912,955	\$ 1,350,320
Rust Sanctuary Expenses	\$ 867,858	\$ 1,042,590	\$ 957,620	\$ 599,094	\$ 1,074,510
Total Expenses	\$ 867,858	\$ 1,042,590	\$ 957,620	\$ 599,094	\$ 1,074,510
Operating Income (Loss)	\$ 627,295	\$ 519,707	\$ 192,855	\$ 313,861	\$ 275,810

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Upper Potomac Properties					
Upper Potomac Properties Revenues	\$ 20,323	\$ 29,086	\$ 28,800	\$ 14,400	\$ 28,800
Springdale Revenues	\$ 23,651	\$ 24,891	\$ 29,540	\$ 23,967	\$ 29,540
Cattail Regional Park Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 44,100
Total Revenues	\$ 43,973	\$ 53,977	\$ 58,340	\$ 38,367	\$ 102,440
Upper Potomac Properties Expenses					
Upper Potomac Properties Expenses	\$ 165,788	\$ 184,964	\$ 187,391	\$ 99,274	\$ 194,757
Springdale Expenses	\$ 3,215	\$ 243	\$ 7,500	\$ 0	\$ 5,000
Cattail Regional Park Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,998
Total Expenses	\$ 169,003	\$ 185,208	\$ 194,891	\$ 99,274	\$ 239,756
Operating Income (Loss)	\$ (125,030)	\$ (131,231)	\$ (136,551)	\$ (60,906)	\$ (137,316)
Upton Hill Regional Park					
Revenues					
Upton Hill Park	\$ 575,064	\$ 589,648	\$ 677,850	\$ 288,101	\$ 681,850
Ocean Dunes Waterpark at Upton Hill	\$ 565,080	\$ 586,488	\$ 642,600	\$ 476,636	\$ 695,600
Total Revenues	\$ 1,140,144	\$ 1,176,136	\$ 1,320,450	\$ 764,737	\$ 1,377,450
Expenses					
Upton Hill Park	\$ 613,436	\$ 667,687	\$ 880,681	\$ 393,908	\$ 929,323
Ocean Dunes Waterpark at Upton Hill	\$ 363,813	\$ 423,627	\$ 426,724	\$ 303,882	\$ 471,083
Total Expenses	\$ 977,249	\$ 1,091,314	\$ 1,307,405	\$ 697,790	\$ 1,400,405
Operating Income (Loss)	\$ 162,894	\$ 84,822	\$ 13,045	\$ 66,947	\$ (22,955)
W&OD Railroad Regional Park					
W&OD Railroad Park Revenues	\$ 1,240,070	\$ 1,252,779	\$ 1,383,289	\$ 644,144	\$ 1,440,587
Total Revenues	\$ 1,240,070	\$ 1,252,779	\$ 1,383,289	\$ 644,144	\$ 1,440,587
W&OD Railroad Park Expenses	\$ 569,308	\$ 664,637	\$ 717,184	\$ 361,940	\$ 827,495
Total Expenses	\$ 569,308	\$ 664,637	\$ 717,184	\$ 361,940	\$ 827,495
Operating Income (Loss)	\$ 670,762	\$ 588,143	\$ 666,105	\$ 282,204	\$ 613,092
Piscataway Crossing					
Piscataway Crossing Revenues	\$ 15,531	\$ 20,341	\$ 11,380	\$ 237	\$ 11,380
Total Revenues	\$ 15,531	\$ 20,341	\$ 11,380	\$ 237	\$ 11,380
Piscataway Crossing Expenses	\$ 35,233	\$ 45,581	\$ 45,825	\$ 16,570	\$ 42,618
Total Expenses	\$ 35,233	\$ 45,581	\$ 45,825	\$ 16,570	\$ 42,618
Operating Income (Loss)	\$ (19,702)	\$ (25,240)	\$ (34,445)	\$ (16,333)	\$ (31,238)
Temple Hall Farm					
Revenues					
Temple Hall Farm Revenues	\$ 140,764	\$ 198,307	\$ 192,383	\$ 36,668	\$ 194,883
Temple Hall Fall Festival Revenues	\$ 134,891	\$ 211,063	\$ 222,000	\$ 193,045	\$ 222,000
Total Revenues	\$ 275,655	\$ 409,370	\$ 414,383	\$ 229,713	\$ 416,883
Expenses					
Temple Hall Farm Expenses	\$ 267,001	\$ 270,883	\$ 368,324	\$ 174,290	\$ 392,606
Temple Hall Fall Festival Expenses	\$ 66,739	\$ 80,489	\$ 105,865	\$ 92,215	\$ 119,168
Total Expenses	\$ 333,740	\$ 351,372	\$ 474,189	\$ 266,505	\$ 511,774
Operating Income (Loss)	\$ (58,085)	\$ 57,998	\$ (59,806)	\$ (36,792)	\$ (94,891)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	JUL-DEC ACTUAL FY 2024	PROPOSED FY 2025
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	\$ 1,356,056	\$ 472,439	\$ 87,000	\$ 111,153	\$ 87,000
Central Maintenance Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 1,356,056	\$ 472,439	\$ 87,000	\$ 111,153	\$ 87,000
 Admin - Enterprise Fund Expenses	 \$ 3,529,564	 \$ 3,021,324	 \$ 3,570,226	 \$ 1,889,319	 \$ 3,808,486
Central Maintenance Expenses	\$ 0	\$ 1,380,996	\$ 1,389,189	\$ 782,662	\$ 1,501,437
Total Expenses	\$ 3,529,564	\$ 4,402,320	\$ 4,959,415	\$ 2,671,981	\$ 5,309,923
Operating Income (Loss)	\$ (2,173,508)	\$ (3,929,881)	\$ (4,872,415)	\$ (2,560,828)	\$ (5,222,923)
 TOTAL REVENUES	 \$ 32,242,785	 \$ 33,246,191	 \$ 31,375,792	 \$ 20,825,011	 \$ 33,796,242
TOTAL EXPENSES	\$ 25,593,928	\$ 29,163,910	\$ 31,350,792	\$ 17,142,193	\$ 33,771,242
Adjustments/Reserve Activity	\$ 321,430	\$ (1,054,619)	\$ 0	\$ 0	\$ 0
Operating Income (Loss)	\$ 6,327,427	\$ 5,136,900	\$ 25,000	\$ 3,682,818	\$ 25,000

- Central Maintenance was in the General Fund prior to FY23

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Headquarters					
Full -Time	21.15	22.15	23.65	24.15	25.00
Part -Time	5.51	5.88	6.98	4.76	3.71
Central Maintenance					
Full -Time	13	13	13	13	13
Part -Time	0	0	0	0	0
Aldie Mill Historic Park					
Full -Time	1	1	1	1	1
Part -Time	0.95	0.95	0.95	0.95	1.15
Algonkian Regional Park					
Full -Time	6	6	6	6	6
Part -Time	3.95	3.95	3.95	4.07	4.15
Algonkian Golf Course					
Full -Time	7.5	7.5	7.5	7	7
Part -Time	5.63	5.63	5.63	5.77	6.49
Volcano Island Waterpark					
Full -Time	0	0	0	0	0
Part -Time	2.02	8.08	8.08	8.27	8.43
The Woodlands Meeting & Event Center					
Full -Time	1.33	1.33	1.33	2.33	2.33
Part -Time	2.02	2.4	2.64	2.47	1.65
Algonkian Cottages					
Full -Time	0.5	0.5	0.5	0.5	0.50
Part -Time	3	3	3	3	3
Reservoir Park at Beaverdam					
Full -Time	0	0	0	0	0
Part -Time	0.58	1.03	1.03	1.03	4.05
Brambleton Golf Course					
Full -Time	8.5	8.5	8.5	8	8.00
Part -Time	7.27	7.27	7.27	7.27	7.69
Bull Run Regional Park					
Full -Time	8	8	8	8	8
Part -Time	6.53	6.71	6.91	7.23	7.64
Bull Run Marina					
Full -Time	0.2	0.2	0.2	0.2	0.2
Part -Time	0	0	0	0	0
Atlantis Waterpark					
Full -Time	0	0	0	0	0.00
Part -Time	2.36	9.42	9.42	9.33	9.37
Bull Run Special Events Center					
Full -Time	0.5	0.5	0.5	0.5	0.50
Part -Time	0.79	0.94	0.94	0.94	0.94

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Bull Run Light Show					
Full -Time	1.5	1.5	1.5	1.5	1.5
Part -Time	2.96	3.22	3.17	3.37	3.37
Bull Run Shooting Center					
Full -Time	2	2	2	2	2
Part -Time	9.8	9.8	9.8	9.8	9.80
Cameron Run Regional Park					
Full -Time	3	3	3	4	4
Part -Time	4.73	4.73	4.59	3.51	3.92
Ice & Lights - The Winter Village at Cameron Run					
Full -Time	0	0	0	0	0
Part -Time	3.34	3.34	3.34	2.64	2.64
Great Waves Waterpark					
Full -Time	1	1	1	1	1
Part -Time	5.52	22.08	22.55	22.56	22.36
Carlyle House Historic Park					
Full -Time	2	2	2	2	2
Part -Time	2.45	2.45	1.97	2.14	2.45
Fountainhead Regional Park					
Full -Time	1.4	1.4	1.4	1.4	1.4
Part -Time	3.37	3.96	3.96	4.2	4.16
Hemlock Overlook Regional Park					
Full-Time	0	0	0	0	0
Part-Time	0	0.325	0.32	0.32	0.32
Meadowlark Botanical Gardens					
Full -Time	8	8	8	8	8
Part -Time	7.42	7.34	7.51	7.89	8.15
Meadowlark Light Show					
Full -Time	0.5	0.5	0.5	0.5	0.5
Part -Time	3.11	3.15	3.44	3.65	3.65
Meadowlark Atrium					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	5.06	5.56	5.79	4.8	4.66
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	0	0
Occoquan Regional Park					
Full -Time	2	2	3	4	4
Part -Time	5.22	6.2	5.91	4.96	5.15
The River View at Occoquan					
Full -Time	4.25	4.25	4.25	4.25	4.25
Part -Time	2.89	3.37	3.61	3.86	3.77
Brickmakers Café at Occoquan					
Full -Time	0	0	0	0	0
Part -Time	3.82	4.77	4.77	4.77	4.77
Brickmaker's Catering at Occoquan					
Full -Time	1.09	1.09	1.09	1.09	1.09
Part -Time	1.05	1.21	1.21	1.21	1.21

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2021 APPROVED (FTE)	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 BUDGET (FTE)
Pohick Bay Regional Park					
Full -Time	7	7	7	7	7
Part -Time	6.44	6.63	6.82	7.42	7.56
Pohick Bay Golf Course					
Full -Time	5	5	5	5	5
Part -Time	7.46	7.46	7.46	7.94	7.94
Pohick Bay Marina					
Full -Time	0	0	0	0	0
Part -Time	1.86	1.86	1.86	1.86	1.86
Pirate's Cove Waterpark					
Full -Time	0	0	0	0	0
Part -Time	2.12	8.47	8.47	8.47	8.37
Potomac Overlook Regional Park					
Full -Time	3	3	3	3	3
Part -Time	1.81	1.81	1.81	1.81	1.88
Winkler Botanical Gardens					
Full-Time	0	0	1	1	1
Part-Time	0	0	2	2.43	2.43
Rust Sanctuary					
Full -Time	3.83	3.83	3.83	3.83	3.83
Part -Time	3.63	4.32	4.32	4.45	4.09
Sandy Run Regional Park					
Full -Time	1.40	1.4	1.4	1.4	1.4
Part -Time	1.01	1.01	1.43	1.43	1.43
Temple Hall Farm					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
Temple Hall Fall Festival					
Full -Time	0	0	0	0	0
Part -Time	1.35	2.69	1.11	1.11	1.11
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	0.47	0.47	0.47	0.47	0.60
Upton Hill Regional Park					
Full -Time	3	3	3	3	3
Part -Time	4	5.87	7.28	7.76	8.00
Ocean Dunes Waterpark					
Full -Time	0	0	0	0	0
Part -Time	1.56	7.78	7.76	7.76	7.91
W&OD Railroad Regional Park					
Full -Time	4	4	4	4	4
Part -Time	2.94	2.94	3.1	3.1	3.19
Piscataway Crossing Regional Park					
Full -Time	0.50	0.5	0.5	0.5	0.5
Part -Time	0	0	0	0	0
Enterprise Fund Administration					
Full -Time	6.85	7.85	8.35	8.85	9
Part -Time	0.3	0.3	0.65	1.61	1.61
Total Full -Time Staffing	137	139	142.75	146	147.00
Total Part-Time Staffing	137.49	189.565	194.28	193.58	197.85

*FTE counts from FY24 were adjusted to appropriately reflect the allocation of certain split positions.

GLOSSARY

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 2024 Revised-FY 2028.

Climb UPton - a 90 element high ropes adventure course. Climb UPton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure.

Community Foundation for Northern Virginia – The Community Foundation for Northern Virginia has served as a premier, trusted charitable partner of Northern Virginians since 1978. NOVA Parks has established funds with the Community Foundation to procure, develop, maintain and improve regional parks and to support conservation, preservation and education.

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.

GLOSSARY

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.

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

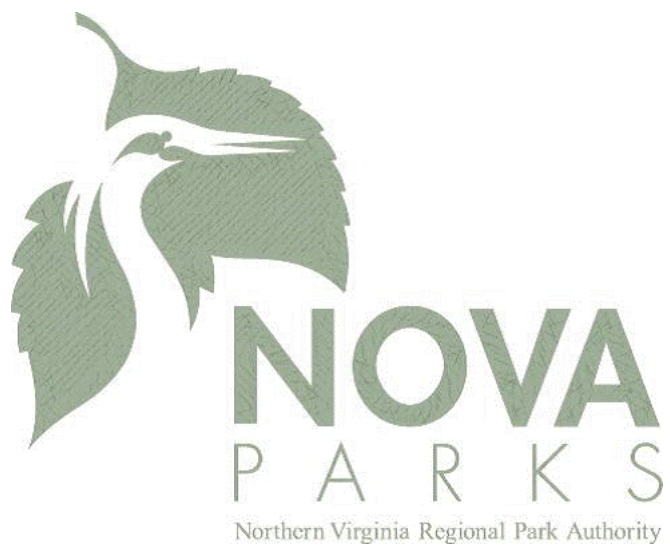
User Fees – Charges for specific services provided to the public paid by the party who benefits from the service. Examples include waterpark admissions, golf course rounds, and picnic shelter rental.

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



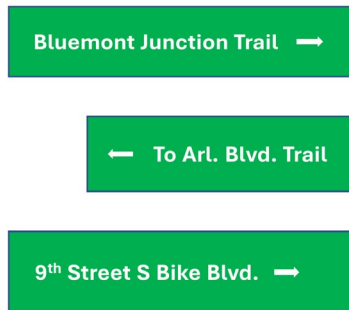
DATE: March 11, 2024

TO: NOVA Parks Board

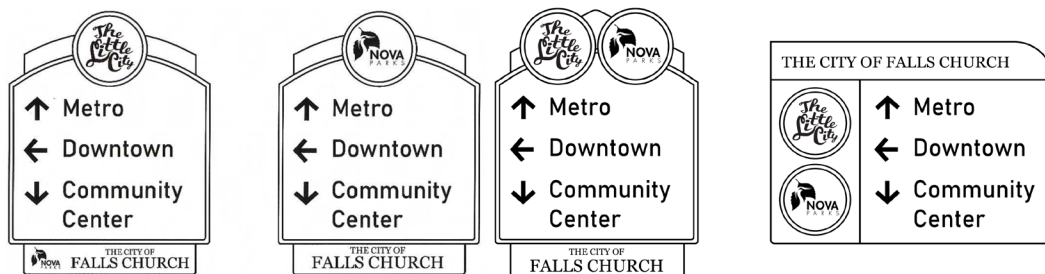
FROM: Paul Gilbert

RE: Wayfinding Signs on the W&OD Trail

We have been working for months with Arlington County on wayfinding signs that will go on the W&OD Trail. Recently, the City of Falls Church approached us with a different approach to wayfinding. The Arlington approach is simple and utilitarian. They are working with the National Park Service, VDOT, and DDOT to have consistent directional signs. The Arlington effort comes from their Transportation Department, which is looking for a consistent approach throughout the county. Organizations like the National Park Service will not allow third-party branding at all, and VDOT only allows logos in paid signage programs that are narrowly defined. The simple street-style signs Arlington proposes will look like the following.



The Falls Church effort is not from transportation planners but from the City's Economic Development Department. Their effort is heavily focused on trying to insert the City's brand onto the Trail. Examples of the wayfinding proposed by Falls Church include the following.



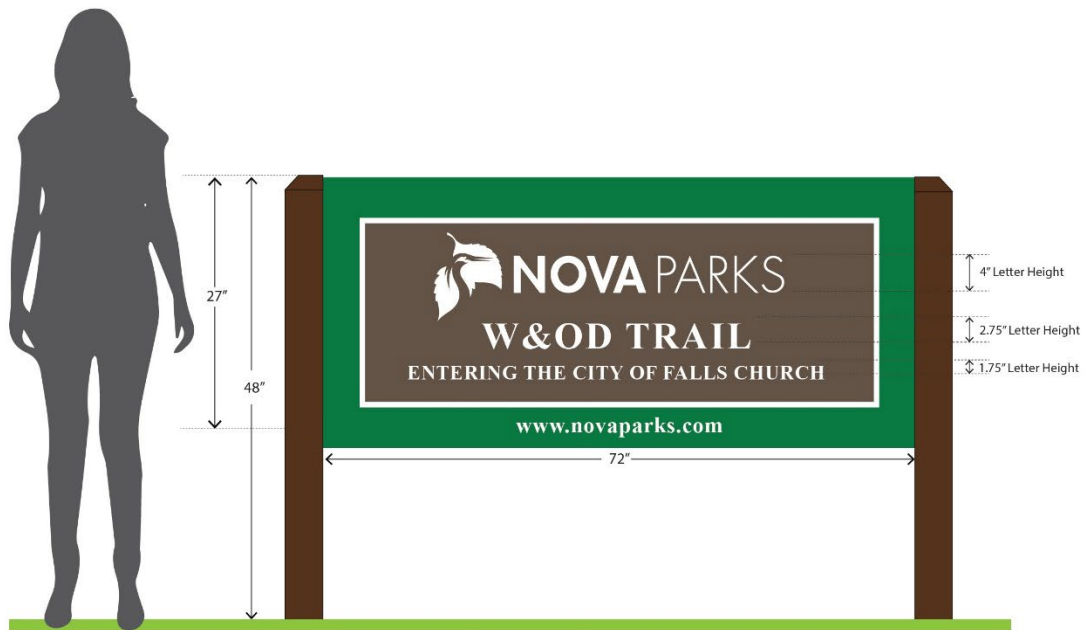
The position we take on signage will affect what other jurisdictions will expect in the future. The Trail was purchased and developed and is owned and operated solely by NOVA Parks. With the 50th anniversary of the Trail, we can enhance the brand recognition of NOVA Parks and its ownership of the Trail, or that message can be lost in efforts to market local governments that do not own the Trail.

In addition to wayfinding signs, Falls Church has also suggested entrance signs with significant city branding to be put on the Trail. During the construction of Dual Trails, the small Entering The City of Falls Church sign (similar to the Vienna sign) was removed. They have proposed installing the sign shown below to market the City. Vienna is the last of the old-style signs still in use. At every intersection, we identify both the cross street and jurisdiction to make it easy for trail users to report an incident or otherwise understand where they are. So, currently, every intersection has the name of the jurisdiction under the street name.



RECOMMENDATION:

The staff recommends adopting the street sign style of wayfinding that Arlington County is using. This will make these directional signs similar to other traffic signs people are used to. And this neutral style can be used consistently on any part of the Trail. We further recommend that to improve the NOVA Parks branding of the Trail as part of the 50th anniversary, we install a sign as shown below at the entrance to every jurisdiction, so we have a consistent approach across the whole 45 miles.



DATE: March 11, 2024

TO: NOVA Parks Board

FROM: Brian Nolan, Director of Planning & Development

RE: Solar Roof at Algonkian Regional Park

Award of Construction Contract and Budget Adjustment – Algonkian Woodlands Solar Panels

In accordance with our strategic plan objective to expand solar energy use, staff has been researching solar options at various park locations. It was determined that the Algonkian Woodlands roof would be an ideal site for a solar panel installation project. The Woodlands roof has excellent exposure to the sun, is large, and has an ideal slope for panel installation. The metal roof design also makes it easy to install solar panels by connecting them to the roof's standing metal seams.

Last October, staff issued a request for proposals to install solar panels on the Woodlands roof. We contacted a number of solar companies about the RFP and advertised the project on our website and in construction and contractor journals. We received one proposal from Ipsun Power LLC (dba Ipsun Solar), located in Fairfax. The low response to the RFP could be because of the size of our project. It is probably too large and complicated for typical residential solar companies, and a bit small for some of the commercial installers.

The good news is that Ipsun Solar is a well-qualified and experienced installer that has completed many successful residential and commercial projects in the region. Furthermore, our solar energy consultant has confirmed that the design and installation cost provided by Ipsun is very fair and reasonable for the size of the system and the proposed scope of work.

Some details of the project and the Ipsun Solar proposal are as follows:

- The Ipsun proposal is for a turnkey project that includes electrical and structural analysis of the building, system design, permitting and installation. Ipsun engineers have already completed a detailed site analysis to confirm there are no issues with the planned installation. The total proposed contract amount is \$282,976.
- The Woodlands annual electric usage is approximately 336,000 kilowatt hours (kWh). NOVA Parks currently pays Dominion about 13 cents per kWh, or \$43,600 per year.
- The proposed project will include 261 solar panels and will initially generate 158,551 kWh per year, or 47% of our current electrical usage.
- Initial annual cost savings from the solar power would be approximately \$20,612 (158,551 kWh x 13 cents/kWh).

- Dominion has a renewable energy credit program that should also provide incentive paybacks to NOVA Parks of approximately \$7,000 per year.
- Solar panel lifespan is typically between 25 and 30 years with a .5 percent reduction in energy generation per year.

When the FY2024 capital budget was revised in September, staff was in the process of exploring both solar panel purchase options and solar panel leasing options. Since we were not certain of the best course of action and believed that the leasing option was a viable possibility, we only budgeted \$25,000 in FY2024 to cover consulting and planning costs.

We have since ruled out the leasing option for two reasons. One is that the solar companies we spoke with did not want to finance such a small project, and therefore would not even offer a formal leasing proposal. And, even if they did offer a proposal, the estimated leasing costs would have been so high that there would have been little or no cost savings to NOVA Parks during the entire 25-year lease period.

Staff proposes we award a contract to Ipsun Solar for a solar panel purchase contract in the amount of \$285,456. Doing so will require us to locate sufficient funding in the FY2024 capital budget. Staff suggests the following funding sources for the project:

- The Pohick Bay Comfort Station #2 Renovations were budgeted at \$210,000 and have been completed under budget for \$154,000. There is an unspent balance of \$56,000 available in this account.
- The Pohick Bay Marina Renovations were budgeted at \$375,000. We have spent \$181,000 completing two of the three key components of the project. The remaining portion, adding a floating dock at the launch ramp, is still being studied to determine its feasibility. The floating dock planning process, and any future engineering and permitting, will take a considerable amount of time. Therefore, most of the \$194,000 remaining balance is available in FY2024.
- The Pohick Bay Golf Waterline project is budgeted at \$300,000 and \$23,000 has been spent. This is a complex project that will take considerable time to engineer and permit. Therefore, most of the \$277,000 remaining balance is available in FY2024.

Staff recommends that the funds required to complete the Algonkian Woodlands Solar Panels project be allocated from the three Pohick Bay capital budget items listed above.

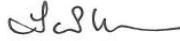
RECOMMENDATION: That (1) staff be authorized to award a contract in the amount of \$282,976 to Ipsun Solar for the Algonkian Woodlands Solar Panels, (2) the Executive Director be authorized to execute the contract and approve contractor payments, and (3) staff be authorized to allocate necessary funding to complete the project from the FY2024 Pohick Bay Comfort Station, Marina and Golf Waterline capital project accounts.

NOVA Parks
5400 Ox Road
Fairfax Station, Virginia 22039

March 13, 2024

To: James Bonfils, Treasurer

From: Lauren Weaver, Director of Finance



Subject: Status of Funds

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY

NVRPA Checking (Truist Bank)	1,456,039.49
Credit Card Receivable Account (Truist Bank)	1,200,806.53
Carlyle House Garden Guild Savings (Burke and Herbert)	1,751.13
Carlyle House Docents Savings (Burke & Herbert)	1,481.31
FSA - SunTrust - Flexible Spending Account (Truist Bank)	21,663.90
Imprest Fund - Special Event Center at Bull Run (Truist Bank)	3,802.42
Imprest Fund - Meadowlark Light Show (Truist Bank)	4,209.82
Local Government Investment Pool - NVRPA - Capital Fund	18,428,747.42
Charles Schwab- Capital Fund	2,273,011.90
Local Government Investment Pool - Deirdre J. Turnage Endowment Fund	127,166.41
Local Government Investment Pool - Daman Account	220,456.10
Local Government Investment Pool - Designated Set Aside - General Fund	515,454.17
Local Government Investment Pool - Designated Set Aside & Strategic Opportunity - Enterprise Fund	6,247,860.56
Designated Set Aside Sub-Total (RESERVES)	6,763,314.73
LGIP Month of February Effective Yield 5.63%	

TOTAL NVRPA CASH

30,502,451.16

LOAN PROCEEDS

VRA Resources from Construction Loan for Upton Hill -Par	-
VRA Resources from Construction Loan for Upton Hill -Net Premium	244,280.22
VRA Resources from Construction Loan for Occoquan -Par	-
VRA Resources from Construction Loan for Occoquan -Net Premium	832,528.18
	<u>1,076,808.40</u>

RESERVE

Local Government Investment Pool - Stribling Debt Service Reserve Fund	137,257.68
	<u>137,257.68</u>

TEMPLE HALL FARM

Temple Hall Endowment TD Ameritrade- Moved to the Community Foundation	-
	<u>-</u>

RESTRICTED FUND

Local Government Investment Pool - Restricted Account	141,147.58
Charles Schwab- Restricted Fund	1,874,115.55
(W&OD Friends portion of this balance = \$28,220.30)	
(Wetlands Mitigation Fund portion of this balance = \$69,464.33)	
TOTAL RESTRICTED FUND CASH	<u>2,015,263.13</u>

CARLYLE HOUSE FRIENDS

Local Government Investment Pool - Carlyle House Friends	377,780.68
	<u>377,780.68</u>

Since the last Status of Funds report submitted to you on January 10, 2024 the following major deposits were collected:

Checks			
1/5/24	Wright Farms	Springdale/Piscataway Rent	12,690.00
1/17/24	Robert Santone	Rent	11,953.86
2/9/24	Rita Toscano	Catering	6,260.00
2/20/24	City of Falls Church	Appropriation	75,554.38
2/20/24	Level 3 Communications	Quarterly fees	123,687.66
2/20/24	Virginia Risk Sharing Association	Insurance Proceeds	6,983.62
2/29/24	Rudy Coyner & Assoc	Mitigation credits	33,825.00
ACH's Received			
1/8/24 thru 2/28/24	Eventbrite	Online light show ticket sales	\$97,570.99

TOTAL	\$	368,525.51
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NOVA Parks
Profit Management Report for the Enterprise Fund & General Fund
Fiscal Year 2024
Year To Date Activity for the Seven Month Period Ending 2/29/2024

3/11/2024

	Prior Year Actual for 8 Month Period Ended Feb 29	Net Change from Last Year for the 8 Months Ended Feb 29	Current Year Actual for 8 Month Period Ended Feb 29	FY 24 COMBINED Budget for 8 Month Period Ended Feb 29	Variance From Budget Favorable (Unfavorable)	Budget Variance Percentage
GOLF COURSES - Algonkian, Brambleton & Pohick Bay						
Revenue	\$3,462,803.94	\$493,869.57	\$3,956,673.51	\$3,013,017.05	\$943,656.46	31.32 %
Expenses	\$2,714,591.12	(\$144,651.61)	\$2,859,242.73	\$2,587,679.01	(\$271,563.72)	(10.49) %
Net Operating Income	\$748,212.82	\$349,217.96	\$1,097,430.78	\$425,338.04	\$672,092.74	158.01 %
SWIMMING POOLS - Volcano Island, Atlantis, Great Waves, Pirate's Cove & Ocean Dunes						
Revenue	\$2,935,154.79	711,947.40	\$3,647,102.19	\$3,119,478.00	\$527,624.19	16.91 %
Expenses	\$2,022,335.56	(\$311,395.52)	\$2,333,731.08	\$2,082,769.40	(\$250,961.68)	(12.05) %
Net Operating Income	\$912,819.23	\$400,551.88	\$1,313,371.11	\$1,036,708.60	\$276,662.51	26.69 %
LIGHT SHOWS - Bull Run Light Show, Cameron Run Light Show, Meadowlark Light Show						
Revenue	\$4,106,928.22	\$328,034.79	\$4,434,963.01	\$4,374,000.00	\$60,963.01	1.39 %
Expenses	\$897,547.65	(\$56,120.71)	\$953,668.36	\$874,181.29	(\$79,487.07)	(9.09) %
Net Operating Income	\$3,209,380.57	\$271,914.08	\$3,481,294.65	\$3,499,818.71	(\$18,524.06)	0.53 %
MEETING & EVENT FACILITIES - Woodlands at AI, Bull Run Special Events, Catering, BrickMaker, ML Atrium, Rust Sanctuary, RiverView						
Revenue	\$5,403,494.10	\$120,057.54	\$5,523,551.64	\$4,690,875.50	\$832,676.14	17.75 %
Expenses	\$3,729,391.61	(\$108,166.75)	\$3,837,558.36	\$3,704,232.96	(\$133,325.40)	(3.60) %
Net Operating Income	\$1,674,102.49	\$11,890.79	\$1,685,993.28	\$986,642.54	\$699,350.74	70.88 %
BOATING - Beaverdam, Bull Run Marina, Fountainhead, Pohick Bay Marina & Sandy Run						
Revenue	\$79,878.76	(\$21,237.94)	\$58,640.82	\$572,942.61	(\$54,301.79)	(2.50) %
Expenses	\$490,804.21	\$21,772.24	\$469,031.97	\$472,754.50	\$3,722.53	0.79 %
Net Operating Income	\$89,074.55	\$534.30	\$89,608.85	\$100,188.11	(\$10,579.26)	(10.56) %
COTTAGES - Algonkian						
Revenue	\$233,675.70	(\$492.57)	\$233,183.13	\$238,264.00	(\$5,080.87)	(2.13) %
Expenses	\$132,196.83	(\$7,268.63)	\$139,465.46	\$154,546.13	\$15,080.67	9.76 %
Net Operating Income	\$101,478.87	(\$7,761.20)	\$93,717.67	\$83,717.87	\$9,999.80	11.94 %
TRAIL OPERATIONS - W&OD Trail						
Revenue	\$1,037,839.05	\$91,926.27	\$1,129,765.32	\$743,756.53	\$386,008.79	51.90 %
Expenses	\$475,598.64	\$13,409.24	\$462,189.40	\$467,200.98	\$5,011.58	1.07 %
Net Operating Income	\$562,240.41	\$105,335.51	\$667,575.92	\$276,555.55	\$391,020.37	141.39 %
HISTORIC PROPERTIES - Aldie Mill / Mt. Defiance, Carlyle House & Mt. Zion / Gilbert's Corner						
Revenue	\$82,166.56	(\$5,474.45)	\$76,692.11	\$100,571.86	(\$23,879.75)	(23.74) %
Expenses	\$370,432.93	(\$5,106.12)	\$375,539.05	\$393,903.27	\$18,364.22	4.66 %
Net Operating Income	(\$288,266.37)	(\$10,580.57)	(\$298,846.94)	(\$293,331.41)	(\$5,515.53)	(1.88) %
RECREATIONAL RESOURCE PARKS - Algonkian, Blue Ridge, Bull Run, Cameron Run, Occoquan, Pohick Bay, Springdale, Upton Hill, Piscataway Crossing, Temple Hall Farm, BR Shooting Center						
Revenue	\$483,410.95	(\$81,691.92)	\$3,401,719.03	\$3,573,025.21	(\$171,306.18)	(4.79) %
Expenses	4,483,112.20	(\$194,634.86)	4,677,747.06	\$4,573,886.72	(\$103,860.34)	(2.27) %
Net Operating Income	(\$999,701.25)	(\$276,326.78)	(\$1,276,028.03)	(\$1,000,861.51)	(\$275,166.52)	27.49 %
CULTURAL & NATURAL RESOURCE PARKS - Hemlock Overlook, Meadowlark Gardens, Potomac Overlook, Upper Potomac Properties & Winkler Preserve						
Revenue	\$492,219.46	\$33,423.29	\$525,642.75	\$453,950.00	\$71,692.75	15.79 %
Expenses	\$1,258,990.79	(\$194,326.47)	\$1,453,317.26	\$1,434,250.79	(\$19,066.47)	(1.33) %
Net Operating Income	(\$766,771.33)	(\$160,903.18)	(\$927,674.51)	(\$980,300.79)	\$52,626.28	(5.37) %
ENTERPRISE FUND ADMINISTRATION and CENTRAL MAINTENANCE						
Revenue	\$86,527.16	\$56,634.94	\$143,162.10	\$75,000.00	\$68,162.10	90.88 %
Expenses	\$3,259,994.92	(\$8,308.11)	\$3,268,303.03	\$3,309,697.30	\$41,394.27	1.25 %
Net Operating Income	(\$3,173,467.76)	\$48,326.83	(\$3,125,140.93)	(\$3,234,697.30)	\$109,556.37	(3.39) %
Net Operating Income - Enterprise Fund	\$2,069,102.23	\$732,199.62	\$2,801,301.85	\$899,778.41	\$1,901,523.44	
GENERAL FUND - Headquarters & Central Maintenance						
Revenue	\$3,663,229.22	\$302,871.61	\$3,966,100.83	\$3,991,478.47	(\$25,377.64)	(0.64) %
Expenses - Headquarters	\$3,367,100.21	(\$393,129.21)	\$3,760,229.42	\$3,594,267.62	(\$165,961.80)	(4.62) %
Expenses - Central Maintenance	-	\$0.00	\$0.00	\$0.00	\$0.00	%
Net Operating Income - General Fund	\$296,129.01	(\$90,257.60)	\$205,871.41	\$397,210.85	(\$191,339.44)	
Combined Operating Income - Ent. & Gen.	\$2,365,231.24	\$641,942.02	\$3,007,173.26	\$1,296,989.26	\$1,710,184.00	
Enterprise Revenue	\$21,904,098.69	\$1,726,996.92	\$23,631,095.61	\$20,954,880.76	\$2,676,214.85	
Enterprise Expense	\$19,834,996.46	(\$994,797.30)	\$20,829,793.76	\$20,055,102.35	(\$774,691.41)	
	\$2,069,102.23	\$732,199.62	\$2,801,301.85	\$899,778.41	\$1,901,523.44	



**Great Employees Delivering
Memorable Experiences!
Monthly Report | March 2024**



ABOUT NOVA PARKS

In the late 1950's, the Northern Virginia Planning District Commission and a group of citizens from several local jurisdictions came together to protect Northern Virginia's rich heritage of woods, meadows, lakes and streams from the threat of suburban sprawl. These citizens, working with their local governments--Fairfax County, Arlington County and the City of Falls Church--organized under the Virginia Park Authorities Act in 1959 as the Northern Virginia Regional Park Authority (NVRPA). They came together to plan, acquire develop and operate a system of regional parks for all Northern Virginians to enjoy.

Today, NOVA Parks (as the organization came to be known in 2014) represents three counties and three cities -- Arlington County, Fairfax County, Loudoun County, the City of Alexandria, the City of Falls Church and the City of Fairfax. NOVA Parks staff, volunteer board members appointed from each jurisdiction and many friends of the regional parks working together have preserved over 12,000 acres of rolling and wooded Virginia countryside for you and created a priceless legacy for future generations.

Through your regional parks, NOVA Parks provides almost two million citizens with some of the finest recreational facilities in the country. By pooling their funds, these local governments find that each dollar they contribute to NOVA Parks is multiplied by contributions from other member jurisdictions and sometimes augmented even more by state and federal grants and private donations. Being a member of NOVA Parks is a good economic investment.

From a wavepool to nature trails, from golfing to boating, there's a regional park that is just right for you. Come for the day, a weekend or a week. The NOVA Parks are yours to enjoy!

MONTHLY UPDATES FROM:

Paul Gilbert, Executive Director
Kelly Gilfillen, Marketing and Communications Director
Chris Pauley, Operations Director
Blythe Russian, Park Operations Superintendent
Mark Whaley, Park Operations Superintendent
Dennis Charlton, Food and Beverage Manager

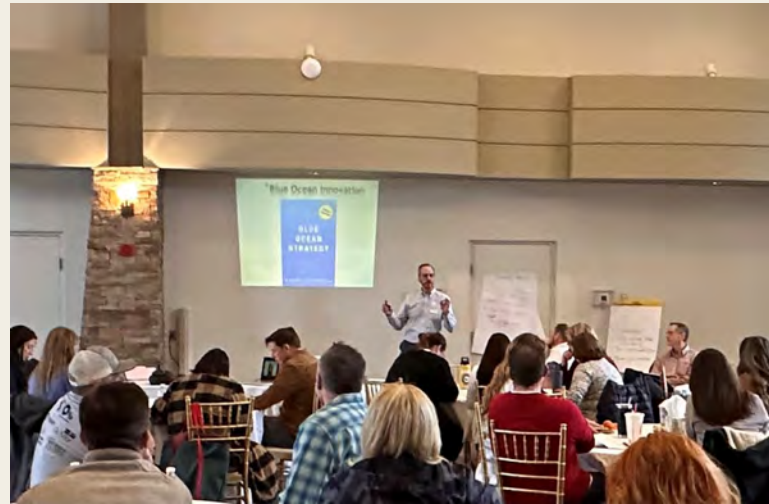
Aldie Mill, Mt. Zion, and Gilbert's Corner	Corwyn Garman, Site Manager
Algonkian	Reid Nebergall, Park Manager
Ball's Bluff	Ben Bilko, Park Manager
Brambleton	Dustin Betthauser, Park Manager
Blue Ridge	Kevin Casalenuovo, Park Manager
Bull Run	Eric Ferguson, Park Manager
Bull Run Marina	Kate Irwin, Park Manager
Bull Run Shooting Center	Laurelyn Rawson, Park Manager
Cameron Run	Paul Price, Park Manager
Carlyle House	Rebecca Super, Historic Site Manager
Fountainhead	Kate Irwin, Park Manager
Meadowlark Atrium	Wayne Hager, Atrium Facilities Manager
Meadowlark Botanical Gardens	Jeff Hill, Botanical Gardens Manager
Occoquan	Ryan Corder, Park Manager
The River View at Occoquan	Hannah Fry, Hospitality & Event Sales Manager
Piscataway Crossing	Ben Bilko, Park Manager
Pohick Bay Park	Brad Jackson, Park Manager
Pohick Bay Golf Course	Jon Mendez, Assistant Park Manager
Potomac Overlook	Rachel Doody, Park Manager
Red Rock	Ben Bilko, Park Manager
Reservoir Park at Beaverdam	Dustin Betthauser, Park Manager
Rust Manor	Alexandra Gordon, Facility and Event Sales Manager
Sandy Run	Kate Irwin, Park Manager
Temple Hall	Ben Bilko, Park Manager
Upton Hill	Evan McGurrin, Park Manager
Winkler Botanical Preserve	Rachel Doody, Park Manager
W&OD Trail	Kevin Casalenuovo, Park Manager



An Update from the Executive Director

Paul Gilbert, Executive Director

- Paul Baldino, Dave Gustafson, Chris Pauley, and I met with the Mayor of Falls Church and City staff to discuss issues related to the W&OD Trail.
- Blythe Russian and I met with the City Manager of Alexandria and City staff to discuss programming at the Winkler Botanical Preserve.
- Jim Bonfils and I attended the Friends of Ball's Bluff annual dinner and handed out some volunteer awards.
- Megan Schuster, Assistant Manager of Bull Run, and I met with a group from the NAACP Fairfax Branch to discuss Juneteenth and volunteer work days.
- We hosted a group of 45 Park Directors from around the Country at Algonkian for a 2.5-day mini-conference called the Director's Summit. We toured both the W&OD and Ball's Bluff. One of the reasons they came to Algonkian was to learn about the approaches to innovation that NOVA Parks is known for.



Kelly Gilfillen, Marketing and Communications Director

- Collaborated with Marketing & Communications team, W&OD Regional Park Manager, and Park Superintendent to develop a plan for 6 monthly activities and strategic communications for 50th Anniversary of the W&OD Trail.
- Developed and executed a survey to solicit feedback on how the monthly NOVA Parks Staff Newsletter can be most useful for staff.
- With Social Media Coordinator and Graphic Designer, hosted first Marketing Advisory Council meeting to receive feedback on marketing tools and monthly staff newsletter.
- Collaborated with Marketing & Communications team, Operations leadership team and Upton Hill Regional Park Manager to develop and begin executing Spring Climb UPTon Strategic Communication Plan, with a focus on raising regional awareness, promoting a new calendar of programming to encourage repeat customers, and featuring groups and parties.
- Developed and proposed FY25 Marketing & Communications budget based upon historic expenditures and upcoming operational goals.



An Update from the Operations Team

Chris Pauley, Operations Director

- Met with City of Falls Church staff and elected officials along with NOVA Parks Board members Paul Baldino and Dave Gustafson to discuss wayfinding signage and other W&OD Trail enhancements through the city.
- Met on-site at Winkler to discuss required maintenance and stormwater management within the Preserve.
- Met with members of Mid-Atlantic Off-Road Enthusiasts (MORE) and the NOVA Parks team to discuss potential additions to the mountain bike trail at Fountainhead.
- Working to improve trailhead signage at several entrances to the Bull Run/Occoquan Trail.
- Continue to work with the Marketing team on several Communications Plans across our core businesses.

Blythe Russian, Park Operations Superintendent

- Conducted rental house inspections at Pohick Bay Regional Park.
- Participated in Park Specialist and Crew Leader full time interviews.
- Worked with Marketing & Communications to develop Aquatics, Climb UPTon, Brickmakers Café & Catering, and Camps Communications plans.
- Met with City of Alexandria and Parks & Recreation Leaders to discuss Winkler Botanical Preserve.
- Re-negotiated our contract with our online ticket vendor for holiday event ticket sales.
- Daytime ice skating at Cameron Run has wrapped up for the season and staff are busily preparing to re-open for mini golf and batting cages.
- Attended golf planning session with our golf consulting team at Troon.
- Attended an on-site meeting at Fountainhead to discuss a mountain bike skills area with MORE.

Mark Whaley, Park Operations Superintendent

- Participated in interviews for Park Specialist at the Bull Run Shooting Center and Maintenance Worker at Temple Hall Farm.
- Helped prepare for the Director's Summit held at The Woodlands at Algonkian on March 4-5.
- Working with Loudoun Water on potential spring water access at Beaverdam Reservoir while we await completion of the main park.
- Coordinating with W&OD staff and our Marketing & Communications team on W&OD 50th anniversary planning.
- Registered NOVA Parks for the Falls Church Memorial Day Parade and the City of Fairfax Independence Day Parade. Board Members are welcome to attend and ride on NOVA Parks' float.
- Participated in several meetings about Dominion Power projects that will impact the W&OD Trail, including tower painting through Falls Church and a re-string through Vienna.

Dennis Charlton, Food and Beverage Manager

- Worked with food distributor on waterpark concession order guides through our new discount program.
- Attended a Pepsi Co product show.
- Worked on finalizing new wedding menus.
- Provided tastings for clients requesting customized menus.
- Provided services for the Friends of W&OD Trail and Friends of Ball's Bluff at The Woodlands at Algonkian.



Aldie Mill, Mt. Zion and Gilbert's Corner – Corwyn Garman, Site Manager

- The interior of the Granary building in Aldie has been repainted in preparation for a new series of programs.
- Preparations are underway for planting new oak trees at Mt. Zion Historic Park to replace several that have been lost over the years.
- Progress is being made to replace the stone crane at Aldie Mill.
- Staff assisted with the deinstallation of Bull Run Festival of Lights.

Algonkian – Reid Nebergall, Park Manager

- Tee box construction and renovation were completed on holes #8 and #16.
- Management attended the annual marketing meeting at Troon Golf headquarters in Reston.
- New siding installation was completed on the cottages and laundry building.
- The Woodlands is updating its bridal suite and patio furniture to better accommodate guests.
- Recently hired an intern to help give tours, assist with tastings, and work event days.
- Waterpark hiring is almost completed with over 36 lifeguards active in onboarding.

Ball's Bluff – Ben Bilko, Park Manager

- Staff removed numerous dead trees near trails and the parking lot.
- A volunteer workday was held to mulch the trails.
- The Friends of Ball's Bluff (FOBB) Dinner was held at the end of February and was well attended.
- Staff and FOBB are working together to plan Park Day.

Blue Ridge – Kevin Casalenuovo, Park Manager

- Group camping opened for the season on March 1.



Brambleton – Dustin Betthauser, Park Manager

- Junior Spring Break and Summer Camps are open for registration.
- Hosted the Annual Birdie Bash 2-person scramble tournament on March 2.
- Management has been coordinating with our golf professional to become a host site for the First Tee Program. Small sessions will take place in the spring and fall. The program mission is to teach life skills to youth through the game of golf.
- Management has completed league scheduling for the year and is working on completing event and program planning for the year through the revenue playbook.

Bull Run Marina – Kate Irwin, Park Manager

- The dock that was dislodged during a recent winter storm have been reset.

Bull Run – Eric Ferguson, Park Manager

- Staff have been busy packing up the light show.
- Crew Leader attended the National Recreation and Park Association's Maintenance Management School at Oglebay Resort in West Virginia.
- Assistant Park Manager attended a regional lifeguard instructor recertification course.
- Campground electrical upgrades were completed.
- Staff is preparing for the waterpark season, attending job fairs, and completing maintenance projects.
- Staff attended an aquatics committee meeting.



Bull Run Shooting Center – Laurelyn Rawson, Park Manager

- Held interviews for new Park Specialist.
- Conducted our first National Sporting Clays Tournament Fun Shoot of the year. Attendance was much better than expected with the high winds that day.
- With the milder weather, we have started hosting some early season corporate events. March and April weekends are starting to book.
- Actively advertising and hiring for spring/summer staff.
- Staff is preparing for Spring Wobble and Skeet Leagues to start soon.
- Friday night Learn the Game Classes will be starting on March 15. This has been a GREAT Friday night activity for families and couples on a date night.



Cameron Run – Paul Price, Park Manager

- After a successful season, Ice & Lights and daytime ice skating are now closed for the season.
- Staff is in the final process of storing all Ice & Lights features.
- Work continues on the wave pool whitecoat; baby pool renovation is almost complete.
- The batting cage is getting a new net and a fresh coat of paint for Spring opening.
- Contractor is cleaning and repairing the tower slides.
- Staff is coordinating with the Planning team on parking lot paving.
- Mini golf is being repainted and all areas are being refreshed in preparation for the March 16 opening.
- Getting quotes to repair and refresh splash pad area.
- Job Fair hiring events for 2024 season are underway.

Carlyle House – Rebecca Super, Historic Site Manager

- Volunteer training for new and existing volunteers took place in February. Three new volunteers are on their way to becoming docents.
- The gazebo is being repaired and a new lighting system is being installed in the garden.

Fountainhead – Kate Irwin, Park Manager

- DMV Mountain Biking hosted two night rides in February with a total of 68 riders.
- Park Manager met with NOVA Parks' historian to plan installation of trail and interpretive signage for an enslaved burial ground at Wolf Run Shoals.
- Staff met with MORE and NOVA Parks staff to discuss capital projects related to mountain biking.
- Building renovations are nearing completion at Fountainhead.

Meadowlark Atrium – Wayne Hager, Atrium Facilities Manager

- In the month of February, the Atrium hosted 11 events. This number of events for February is an all-time record since the Atrium opened in 1998!
- The Atrium hosted 6 Wedding Ceremony/Receptions, 1 Celebration of Life, 1 Bar Mitzvah, 1 Corporate Social, 1 Corporate Team Building and The Atrium Open House.
- The Atrium Open House was very successful with over 100 attendees with 12 outside vendors. We received lots of feedback about how much people enjoyed it and how wonderful everything looked.

Meadowlark Botanical Gardens – Jeff Hill, Botanical Gardens Manager

- Winter Walk of Lights take down is wrapping up and the team is finalizing inventories of lights.
- Camp Grow's registration opened with a bang with 80% of the registration filling within the first few days.
- "From the Ground Up" art show is on display in the Visitor Center. An opening reception of the show with the Artist, Miriam Cutelis, was well attended and guests who attended had nothing but high praise.
- Maintenance Supervisor attended the OSHA 10-hour certification course.
- Children's Garden Houses and Outdoor Botanical Musical Equipment have been installed at the Children's Garden in preparation for the 2024 season.
- Progress is being made on numerous Capital Projects.
- A new decorative fountain has been installed inside the conservatory.
- Horticulture Staff attended a Job Fair at NOVA Community College's Loudoun campus.



Occoquan – Ryan Corder, Park Manager

- Park Specialist and Site Supervisor have begun interviewing and hiring seasonal staff.
- Capital renovation projects have been completed on the brick retaining wall and the historic red barn.
- Met with 3 new organizations to plan 5K races.
- Maintenance crew completed several painting projects.
- Full time staff completed marketing training.



The River View at Occoquan – Hannah Fry, Hospitality & Event Sales Manager

- A majority of the month of February was spent finalizing the planning for our Open House on February 29 and preparing for a busy start to Spring events.
- 9 new event contracts were signed for future events and 4 future event dates are pending.

Piscataway Crossing – Ben Bilko, Park Manager

- Conducted a day of trash clean-up along the river.

Pohick Bay Park – Brad Jackson, Park Manager

- Comfort station 2 reopened following the completion of its interior renovation. Now both comfort stations in the family campground have been fully renovated in the past couple years helping enhance guests' camping experience.
- With support from the Marketing & Communications team, the content and design of the campground maps were updated.
- Preparations for the camp store renovation have begun and the project is slated to begin in March.
- The rental dock project was completed by replacing all pilings for our boat rental operation.
- The right-side dock project is nearing completion and will be available for use in the coming weeks.
- The campground survey was updated for guest experience reviews and placed in all confirmation emails to increase number of reviews received for both campgrounds and allowing for further data collection on the product and experience offered.
- Maintenance Supervisor attended his second year of the National Recreation and Park Association's Maintenance Management School, completing the two-year program at Oglebay Resort.
- Annual rental house walk-throughs were completed for the year.
- We hosted Quantico Orienteering Club's event in February.
- The Maintenance Team painted all the interior locker room walls in the building, which has made a significant aesthetic improvement to the facility and helped start the 2024 reopening process.

Pohick Bay Golf Course – Jon Mendez, Assistant Park Manager

- Pohick Bay management team met with Troon consultant at Troon's headquarters in Reston to discuss marketing strategies for 2024 season.
- We have begun to break ground on the #2 Greens renovation project.
- Grounds crew created a new nursery at the course using sod from old #2 green.



Potomac Overlook – Rachel Doody, Park Manager

- Camp Overlook registration started on February 10 with a great start with 303 out of 380 available slots filled on the first day with the largest one-day revenue amount in recent years.
- The NOVA Parks Mentor program concluded its third round with a final meeting hosted by Potomac Overlook where they participated in team-building activities and an award/graduation ceremony.
- Potomac Overlook hosted one of its more popular annual public programs, “Won’t You be my Owlentine,” which focused on the owls native to this region and their spring mating rituals. The program sold out.
- School and girl scout programs have started back up for the year. A homeschool group, a private school, and multiple local girl scout troops will learn about native wildlife, ways to protect the natural world, and how to be prepared to go for a hike.
- Birthday parties continue to fill every available spot each weekend.
- The Roving Naturalist met with both park management staff and leaders from the Arlington Boys and Girls’ Club to plan upcoming spring and summer programming.
- Public programs held in February included “Chocolate with Chickadees” at both Meadowlark and Potomac Overlook, and “Owl Prowl” at Potomac Overlook.
- The Roving Naturalist helped to lead both homeschool and private school programs, which included nature hikes and Raptor talks at Potomac Overlook.
- Working with the Camps and Programs Committee, the Roving Naturalist with the Potomac Overlook Park Naturalist are spearheading the planning for this year’s City Nature Challenge, sponsored by iNaturalist. The Naturalists’ goal is to get more parks involved in this nationwide annual challenge on April 26-29 and offer programs to promote participation.

Reservoir Park at Beaverdam – Dustin Betthauser, Park Manager

- Management is currently recruiting for the Site Supervisor position to prepare for the opening of Reservoir Park.
- Operations and management have been in conversations with Loudoun Water about a spring opening of the Mt. Hope launch point for water access.
- Park Specialist interviews will take place in March.

Red Rock – Ben Bilko, Park Manager

- Trails were cleaned up and limbs and trash have been removed before the season.

Rust Manor – Alexandra Gordon, Facility and Event Sales Manager

- Rust Manor is gearing up for the busy season by sprucing up the house and freshening the paint on the second floor.
- Marketing has begun for the upcoming 70's themed Open House. We are looking forward to building upon last year's success and showcasing some of our favorite vendors again!
- The new tent will be installed in early March.
- Three weddings are scheduled in March: 2 house and 1 tent. In April, 3-4 weddings will take place per week.
- We have added a handful of new faces to our team! We are excited to get them trained and begin working at the events.

Sandy Run – Kate Irwin, Park Manager

- Hosted the annual coach's safety meeting with 33 coaches attending.
- Met with Resilient Rowing and Lake Braddock Crew to discuss their operations.
- Crew teams were on the water for the first day of practice on February 19.
- Attended LOC (Local Organizing Committee) meeting for VASRA regatta volunteers.

Temple Hall – Ben Bilko, Park Manager

- Staff is working on spring cleaning.
- Staff has begun planning the Annual Egg hunt.

Upton Hill – Evan McGurrin, Park Manager

- Attended the Association of Aquatics Professionals conference in Reno, NV.
- Co-led the Graduation Meeting for last year's Mentor Program participants and engaged in planning for next year's program.
- Staff are busy holding interviews for Spring and Summer seasonal positions.
- Maintenance has been hard at work, with support from staff at Cameron Run with the installation of new netting at the Batting Cage.
- Specialist Josh Sturms coordinated our annual Amusement Inspection in preparation for Climb Upton's opening.



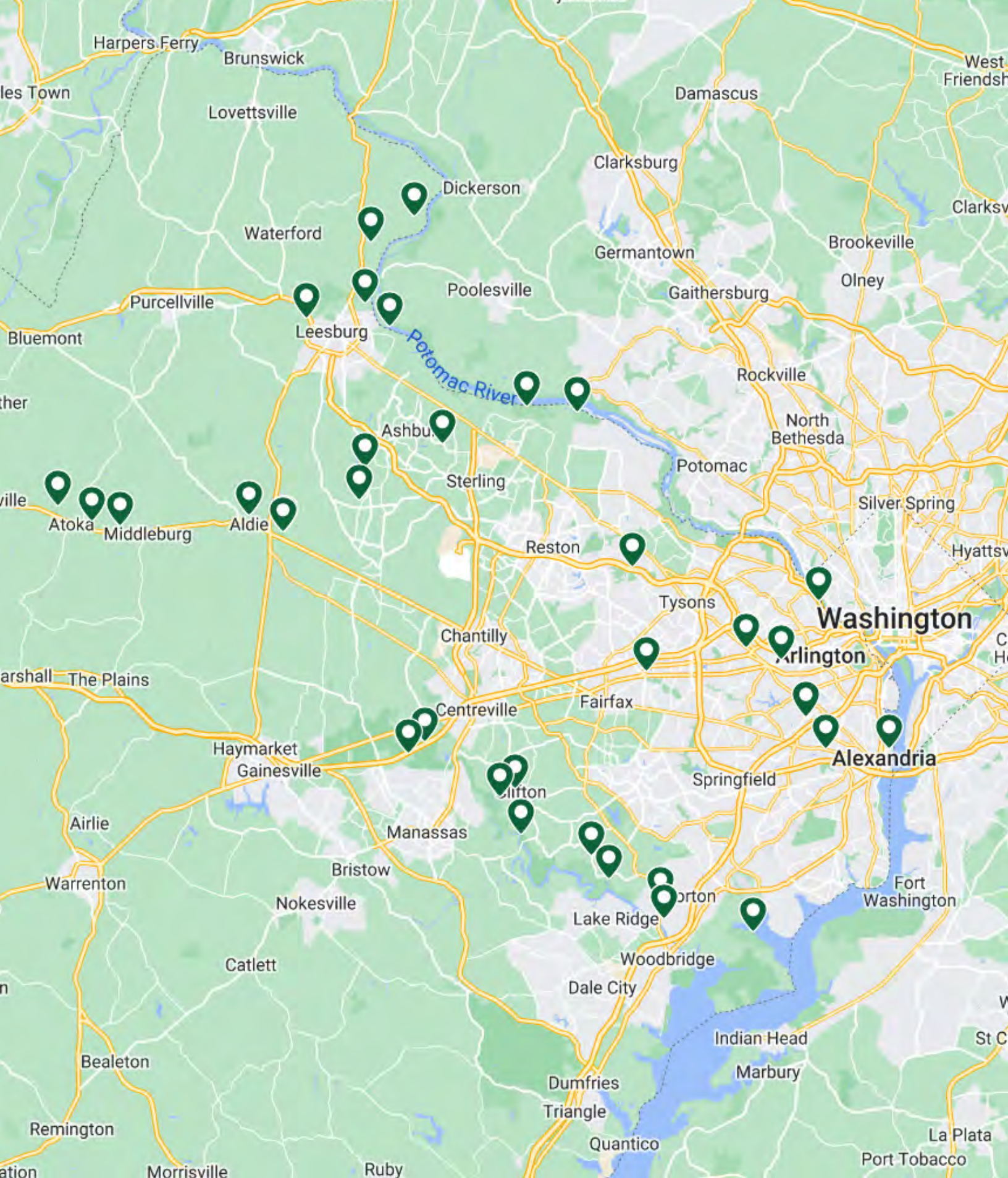
Winkler Botanical Preserve – Rachel Doody, Park Manager

- All three summer camps worked closely with Operations Administrative Assistant and the Marketing & Communications team to be sure that this year's camp registration went as smooth as possible. This proved to be a huge success with Camp Winkler seeing more than quadruple last year's initial registration. This early success equals the overall enrollment during our entire first year.
- Winkler staff continue to plan and prep for upcoming Alexandria City Public School field trips booked for spring, summer camp, weekend public and scout programs, and this year's City Nature Challenge.
- New this spring, Winkler will be offering a Peter Pan themed scavenger hunt to increase visitation to the park and promote summer camp offerings.



W&OD Trail – Kevin Casalenuovo, Park Manager

- Attended meetings on Sparrow Pond, in Arlington, to include multiple site visits to inspect the detour of the W&OD.
- Staff are in constant communication with contractor performing work on the new Metro Duct fiber bank.
- Attended meeting regarding Reston pedestrian bridge.
- Staff is monitoring work being performed by Loudoun Water near the quarry as Loudoun Water continues to build a pump station.
- Hosted a Trail Patrol/Friends of the W&OD dinner/awards ceremony at Algonkian Regional Park, which featured lots of fun and some very dedicated volunteers.
- Working with the Friends of the W&OD and Marketing & Communications team to plan for April 27, when the whole trail will be cleaned for "Celebrate Trails Day" and the 50th Anniversary of the W&OD Trail will start.
- Staff have received a new piece of capital equipment to help combat growth and invasives.



QUICK GUIDE TO THE FY 2025 PROPOSED BUDGET IF YOU WANT...

The priorities and highlights of the budget

Budget Message from the Executive Director - Page A-1

Narrative overview of the budget

Budget-In-Brief - Pages A-18 to A-29

Overall Revenue Summary and Analysis - Pages A-30 to A-38

Financial summaries

Overall Summaries -Pages A-18, A-28 to A-29

General Fund Summaries - Pages B-1 to B-3

Enterprise Fund Summaries - Pages C-1 to C-7, E-5 to E-10

Revenue trend graphs and narrative revenue summary

Overall Revenue Summary and Analysis - Pages A-30 to A-37

Information on appropriations from jurisdictions

Operating Appropriations - Pages A-30, B-2

Capital Appropriations - Page D-1

Strategic planning linked to the budget

Strategic Plan-Pages - A-3 to A-16

Links to Budget-Page - A-17 and in each Enterprise Fund Cost Center

Park Strategic Highlights and Measurable Results

Enterprise Fund-Pages C-11, C-15, C-19...C-187

Individual program and park budgets

Enterprise Fund-Pages - C-8, C-12, C-16... C-188

General Fund-Pages - B-4 and B-6

Personnel summaries

Pages E-11 to E-13, Park pages B-4, B-6, C-8, C-12, C-16...C-188

Facility features, historical information, and demographics

Pages E-1 to E-4

Capital Projects

Capital Projects-Pages D-1 to D-13

**FY 2025 PROPOSED BUDGET
MARCH 2024
SUMMARY**

- Total Budget (General & Enterprise Funds) of \$39,551,957 which is an 7.6% increase compared to the FY 2024 Budget.
- Appropriations from the Jurisdictions will be at 11.3% of total revenue.
 - The per capita rate is \$2.23 in FY 2025.
 - The increase in appropriations revenue for FY 2025 is \$388,454, or 2%.
- Overall personnel costs are budgeted to increase by 7.9%. The budget invests in our workforce including the following compensation initiatives:
 - First full year of implementation of the recent compensation study
 - 3.1% Market Rate Adjustment for full-time employees
 - Annual step-increases are included for eligible full-time employees
 - Employer share of health insurance budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance companies.
 - A retirement rate contribution of 22.3% of employee salaries is included in the budget based on actuarial guidance. This is an increase from the current rate of 21%.
 - Part-time rate increases
 - Current part-time rates are at a minimum of \$13 an hour, which is \$1 an hour higher than the current \$12 Virginia minimum wage that took effect in January 2023. The FY 25 budget proposes the following:
 - Part time rate adjustments to bring all part time to at least \$13.50 an hour for the start of FY 25 and the ending months of FY 24. This rate is \$1.50 an hour higher than the current Virginia minimum.
 - Additional funding (\$151,737) in the Compensation Initiatives account to increase the minimum part-time rate to \$14.50 in January 2025, if the \$13.50 an hour minimum wage legislation slated for January 2025 is not vetoed or amended by the Governor during the current legislative session. This would keep the NOVA Parks minimum wage \$1 above the state minimum.
 - If this legislation becomes law, the minimum wage will increase to \$15 an hour on January 2026. This will have substantial impacts on future budgets.
- New Positions
 - General Fund: Position changed from part-time to full-time
 - Accounting Specialist Position – Included in this budget as a full-time position and replaces an existing part-time position that is currently budgeted for 1,750 hours a year. The increase in expense is estimated at \$40,000.
 - Enterprise Fund: No new full-time positions
 - While there are no new full-time positions, the part-time component has increased by \$477,681 or 8%.
 - This increase is a combination of part-time rate adjustments and additional part-time hours throughout the parks.

- Funding for operations at new parks
 - Cattail Regional Park – Funding is included for operations at this park that was acquired in December 2023.
 - Reservoir at Beaverdam - Revenue and expenses for first full-year operations of this innovative and sustainably designed new facility
- Maintenance costs are budgeted to increase by 12.7% overall and 13.1% in the Enterprise Fund. 7.7% overall. This increase is a combination of inflation-based increases and additional maintenance needs.
- The Enterprise Fund is budgeted to fully cover the debt service costs for Occoquan and Climb UPton in FY 2025. Prior to FY 2023, transfers were budgeted from the Capital Fund and Restricted License Fee Fund to help cover these debt service costs.
- A total contingency of \$150,000 is included, with \$100,000 in the General Fund and \$50,000 in the Enterprise Fund. The contingency serves as the first line of defense during unanticipated situations. This provides an additional buffer and will be used before considering the use of reserve funds.
- There is \$45,000 budgeted for Strategic Plan Initiatives. This provides funding to help realize goals of the Strategic Plan.
- It is estimated that Designated Set Aside reserves will be at \$3.8 million, or 10% of proposed revenue, excluding transfers, based on the Proposed FY 2025 Budget. Our financial policies state that these reserves should be between 8 and 15% of revenue for the upcoming budget year. A Strategic Opportunity Reserve was established in 2021 and it is currently funded at a level of \$2.9 million.
- For summary information on revenues, please refer to the Executive Summary section of the budget document, starting on page A-18 (Budget-In-Brief) and the Revenue Summary starting on page A-30.