



# FY2026 ADOPTED BUDGET



JULY 1, 2025 –  
JUNE 30, 2026

**Instructions for navigating the FY26 Budget pdf document:**

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

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

# NOVA PARKS

NORTHERN VIRGINIA REGIONAL  
PARK AUTHORITY

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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

**July 1, 2024**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Northern Virginia Regional Park Authority, Virginia for its annual budget for the fiscal year beginning July 1, 2024. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

# NOVA PARKS

## NORTHERN VIRGINIA REGIONAL PARK AUTHORITY FY 2026 ADOPTED BUDGET

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# NOVA P A R K S

Northern Virginia Regional Park Authority

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## Fiscal Year 2026 Budget Message

July 1, 2025 - June 30, 2026

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

### Overview:

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

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

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

### The Future:

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

### The Federal Policy:

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

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



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

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

**Contingency:**

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

**Summary:**

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

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

Sincerely,



Paul Gilbert

Executive Director



# 2023-2027 STRATEGIC PLAN

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



## INTRODUCTION

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

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

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

## A Unique Team and Culture

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

## PLAN HIGHLIGHTS

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





## NOVA Parks Vision 2027

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

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

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

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

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

## GOALS AND OBJECTIVES

### Function of Goals and Objectives

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

Together, goals and objectives:

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



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

**Goals:**

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

**Objectives:**

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

**Goals and Objectives for NOVA Parks**

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

**Strategic Pillar 1: Environment**

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

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

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

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

## **Strategic Pillar 2: Belonging**

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

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







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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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







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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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







## Strategic Pillar 4: Building the Future

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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







## Strategic Pillar 5: Revenue & Efficiency

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

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

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

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

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

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

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

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

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

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

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

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

**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.



# Strategic Plan Linkage to the FY 2026 Budget

A Strategic Plan for 2023-2027 was adopted by the NOVA Parks Board in July of 2022. This plan plays an integral role in shaping the budget and the future of NOVA Parks. Strategic goals and objectives were developed for each cost center upon implementation of the plan. These have been updated for the FY 2026 and are included in individual cost center budget pages, located behind the Enterprise Fund tab in this document. These goals are linked to the following pillars of the 2023-2027 Strategic Plan:

## STRATEGIC PILLARS



**ENVIRONMENT**



**BELONGING**



**OUR TEAM**



**BUILDING THE FUTURE**



**REVENUE & EFFICIENCY**



## BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2026 Operating Budget is \$41,143,743, which is an increase of \$1,591,746 or 4% over the FY 2025 Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

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

### GENERAL FUND

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

### **REVENUES**

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

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2026 is \$2.31, and will provide a 3.8% increase based on this rate and population change. NOVA Parks has made a concerted effort through the years to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 15% of total revenue, and in FY 2026, only 11.3% of total revenue is budgeted from the member jurisdictions.

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

- a transfer budgeted from the Capital Fund, totaling \$1,293,463. This transfer includes the cost of capital development support from the General Fund which is \$1,093,463. The remaining \$200,000 is a transfer of interest earnings.
- a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2026.

## **EXPENDITURES**

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

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

- Compensation Investments
  - Second full-year of implementation of the recent compensation study approved by the Board in FY 24
  - 3.2% Market Rate Adjustment for full-time employees
  - Annual step-increases are included for eligible full-time employees
  - Employer share of health insurance budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance companies.
  - A retirement rate contribution of 22.3% of employee salaries is included in the budget based on actuarial guidance. This is the same rate from FY 25. The retirement account in the General Fund increased by \$53,226 due to increasing Full Time salaries.
- New Positions - Position changed from Part-Time to Full-Time
  - Budget Administrator – This full-time position replaces a current part-time position that is currently budgeted for 1,750 hours a year. There is no increase to the personnel expenses..
- General Fund operating costs other than personnel remained fairly constant in most areas with the FY 2026 Budget. The main areas budgeted for an increase include:
  - Audit fee increases by 6% or \$4,500 and includes funding for an IT audit in FY 26 based on recent Board action to initiate such audits in the future.
  - Insurance rate increase of 22% or \$3,915 due to property and liability insurance increases based on the addition of buildings and operations at Cattail and Beaverdam, as well as rates combined with the previous three year experience modifier.
  - The System Support account includes IT needs with an agency-wide focus as well as software as a service (SAAS) needs for administrative departments. This account includes a 4% increase or \$15,550.



- A contingency of \$40,000 included in the General Fund. This provides an additional buffer and will be used before considering the use of reserve funds.

## **ENTERPRISE FUND**

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

### **REVENUES**

Enterprise Fund revenues are budgeted at \$35,149,351 for FY 2026, including transfers. This is an increase of \$1,353,109 or 4% increase compared to the FY 25 Budget. The FY 2026 revenue estimates are based on trends that have emerged since the pandemic, with estimation on whether these trends will continue to the same level in the future. The budgeted revenues factor in rate increases that were adopted for calendar year 2025.

- User Fee revenue is budgeted to increase by 4.4% or \$1,010,070 compared to the FY 2025 Budget.
  - **Golf Course User Fees** - Golf Course activity continues to remain strong at this point and revenue is budgeted to increase by 12.5% or \$667,301 compared to the FY 2025 Budget. While this is a substantial increase compared to the budget, it is close to the current trend of golf activity, which has remained at record levels even after the pandemic. The increase also takes into account rate increases that took effect in January 2025. Additionally, golf is very reliant on weather, so a key month with bad weather can translate to much lower revenue.
  - **Aquatics User Fees** - These are budgeted to be 4% higher than the FY 2025 Budget. This brings Aquatics revenue up to its highest level ever. The strong 2024 waterpark season combined with recent rate adjustments are the primary reasons for the budgeted increase.
  - **Facility Rental User Fees** - These are mostly comprised of the rental of our event facilities, not including the catering portion of the events. Additionally, shelter reservations are included in this category. These revenues are budgeted to increase by 3.5% or \$100,485. Events are expected to level off after the post-pandemic high and shelter reservation revenue is expected to increase due to recent rate adjustments.
  - **Marine User Fees** - This includes boat rental, launch & parking fees, regattas, rowing camps and boat storage. These are budgeted to increase by 0.2% or \$2,500. Most of this revenue is anticipated to remain consistent, as the post-pandemic rush for marine activities has slowed.
  - **Camping/Cottage User Fees** - Overall, this revenue is budgeted to remain consistent in FY 26, with a decrease of 2.4% or \$55,750. Camping, cabin and cottage revenue has increased 48% since prior to the pandemic and it is now leveling off. The increased revenue is due mostly to recent rate adjustments.

- **Skeet, Trap & Archery User Fees** - This revenue is expected to remain close to current levels, with a 4.8% or \$39,000 increase in the budget. This slight increase is attributable to rate adjustments.
- **Light Shows/Special Event User Fees** - This category is mainly comprised of the three holiday light shows, but it also includes revenue from the Temple Hall Fall Festival and other programmed events throughout NOVA Parks. This category is budgeted to remain at current levels with a 0.7% or \$31,565 increase. This revenue source has more than doubled since FY 2019 and is leveling off after the high visitation during the pandemic.
- **Other Park User Fees** - A variety of activities are included in this category including Climb UPton that opened in FY 2022 at Upton Hill Regional Park. Additional activities include boat/RV storage, park entrance fees, batting cages, miniature golf and equipment rental. This category is budgeted to increase by \$81,694 or 2.9%. There are slight increases in Boat/RV storage revenue as well camp revenue. Climb UPton is budgeted with revenue consistent with current FY 25 budget levels.
- Retail Operations revenue is budgeted to total over \$8 million which represents an increase of 4% or \$324,460. This is due to increases in event facility catering as well as general retail increases at other parks, waterparks and golf courses. This budgeted revenue for FY 2026 brings retail operations \$1.8 million higher than pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses.
  - Some of the main categories of retail revenue include:
    - Catering revenue is budgeted at \$2.6 million.
    - Retail - Food revenue is budgeted at \$2.7 million which is an increase of \$160,500 or 6%.
    - Retail - Alcohol revenue is budgeted at \$1.2 million which is an increase of \$83,160 or 7%
    - Retail - Merchandise is budgeted at \$173,300 which represents an 3.9% or \$6,500 increase.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 31% decrease or \$294,957 reduction. The large reduction is due to a long term lease that ended. To offset these revenues, the transfer from the Restricted Fund was increased.
- The Other Revenue category remains steady in the FY 2026 Budget at \$1.3 million. This source includes a variety of revenues that do not fit within any other category.

Operating expenses in the Enterprise Fund are budgeted at \$35,124,351 with an 4% increase compared to the FY 2026 Budget.

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

- Compensation Investments
  - Second full-year of implementation of the recent compensation study approved by the Board in FY 24
  - 3.2% Market Rate Adjustment for full-time employees
  - Annual step-increases are included for eligible full-time employees



- Employer share of health insurance budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance companies.
- A retirement rate contribution of 22.3% of employee salaries is included in the budget based on actuarial guidance. This is the same as our current FY 25 rate. The retirement account increase has an impact of \$88,790 in this fund.
- Part-time rate increases
  - Current part-time rates are at a minimum of \$13.50 an hour, which is more than \$1 an hour higher than the current \$12.41 Virginia minimum wage that took effect in January 2025. The FY 26 budget proposes the following:
    - Part time rate adjustments to bring all part time to at least \$13.50 an hour for the start of FY 26. This rate is over \$1.00 an hour higher than the current Virginia minimum.
    - Additional funding is included in the Compensation Initiatives account for potential minimum wage increases in the State of Virginia and other compensation related items.
- There are no new full-time positions proposed in the Enterprise Fund for FY 2026
  - While there are no new full-time positions, the part-time component has increased by \$178,007 or 3%.
  - This increase is a combination of part-time rate adjustments and additional part-time hours throughout the parks.
- Operating costs are budgeted to increase by 4.75% or \$218,588 compared to the FY 2026 Budget.
  - Most of the changes are due to costs associated with variations in park usage and programming such as credit card charges, point-of-sale technology fees, contract employment and production costs.
  - A Compensation Funding Initiatives account is included in the budget in order to help fund potential minimum wage increases
  - There is a \$225,000 Contingency in the Enterprise Fund for FY 2026, in addition to a \$40,000 Contingency in the General Fund.
  - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$65,000.
- Maintenance costs are budgeted to increase by 3.2% or \$84,750 in the Enterprise Fund. With a combination of inflationary increases and additional maintenance needs, each cost center was evaluated and increases were allocated based on each facility type and specific park needs.
- Insurance is budgeted to increase slightly by \$8,085 or 3.5%. This is due to an increase in Workers Compensation insurance cost.
- Retail operations expense is budgeted to increase by 1.86%, which is related to the increased level of retail revenue.
- Utilities are budgeted to increase 2.5%, with most of the increase in electricity, water/sewer and internet/cable.
- Debt Payments (principal and interest) are included in the Enterprise Fund budget for the following:
  - \$813,176 for the Jean R. Packard Center at Occoquan
  - \$223,798 for Upton Hill and Climb Upton
  - \$121,083 for Pohick Bay Property

- In addition to the expenses listed above, the Enterprise Fund includes a budgeted transfer of \$25,000 to Board Authorized Reserves for FY 2026.

## **RESERVES**

The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be at \$3.9 million at the start of FY 2026. Our financial policies state that these reserves should be between 8% and 15% of revenue for the upcoming budget year, and at the start of FY 2026 these reserves are anticipated to be at 9.5%.

The Strategic Opportunity Reserve was established in 2021 to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks mission and stimulate economic growth. Additional funding for the Strategic Opportunity Reserve may be authorized by the Board once the Designated Set-Aside reaches the 15% target. The current level of the Strategic Opportunity Reserve is \$2.9 million. The combination of the Designated-Set Aside and Strategic Opportunity Reserve is expected to total 18% of FY 2026 Budgeted Revenues, excluding transfers at the start of the fiscal year.

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

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

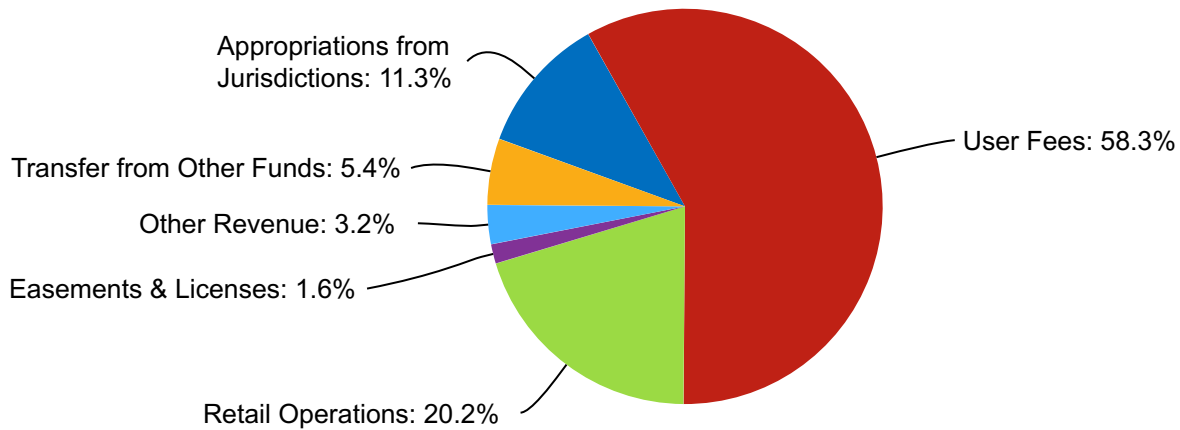
## **CAPITAL ENDOWMENT**

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



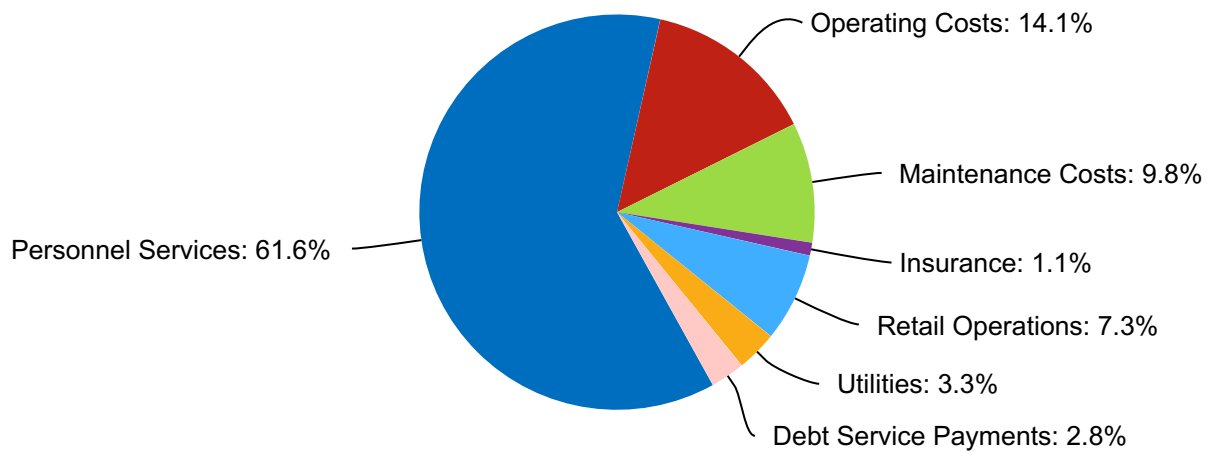
## Where the money comes from...

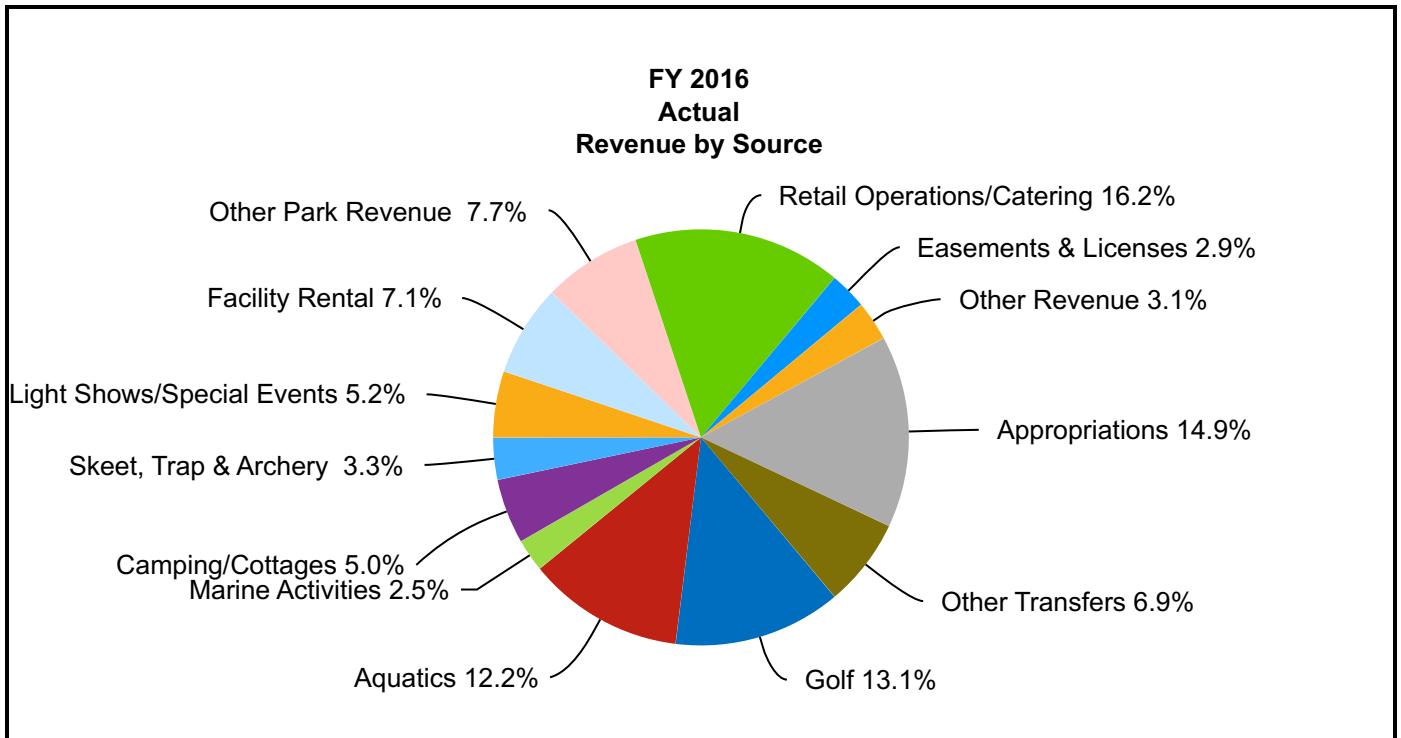
**FY 2026  
Operating Budget  
(General & Enterprise Funds)  
Revenues by Category**



## Where the money goes...

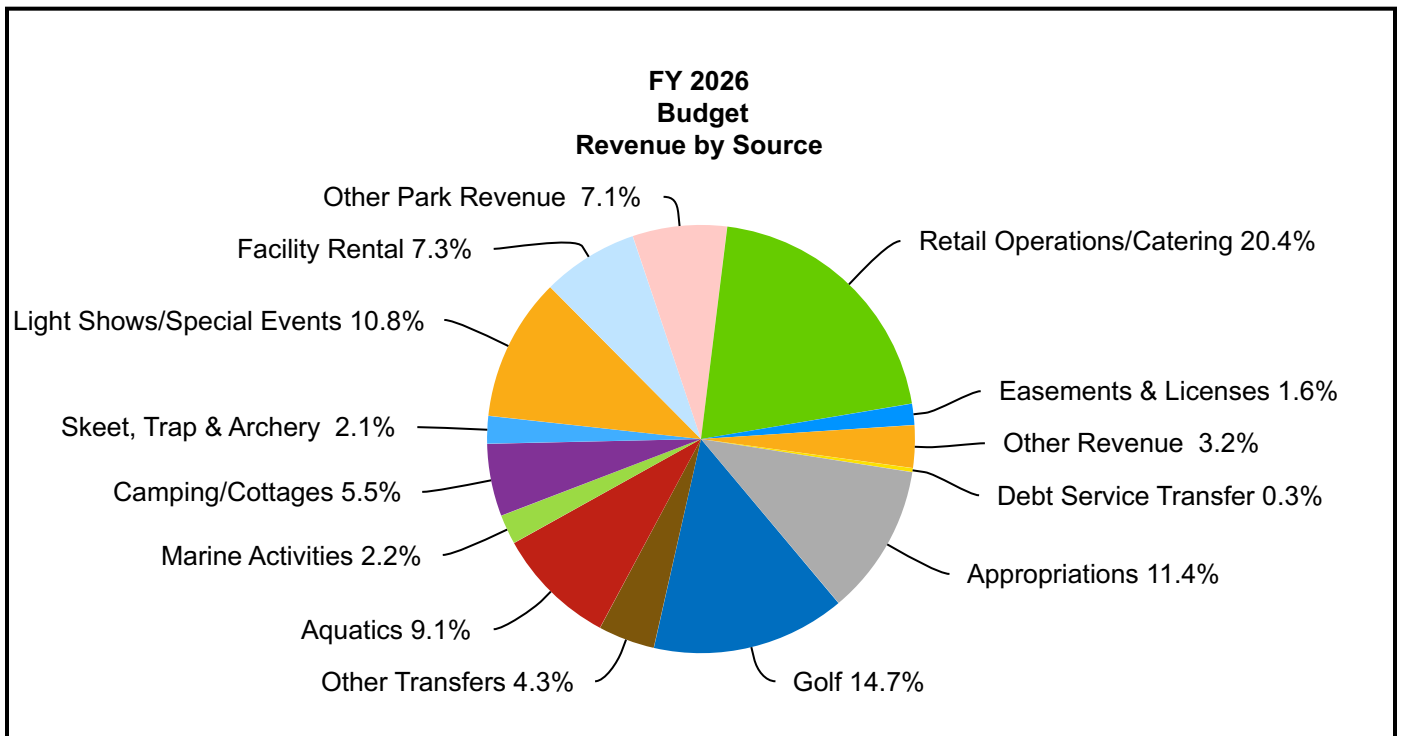
**FY 2026  
Operating Budget  
(General & Enterprise Funds)  
Expenses By Category**





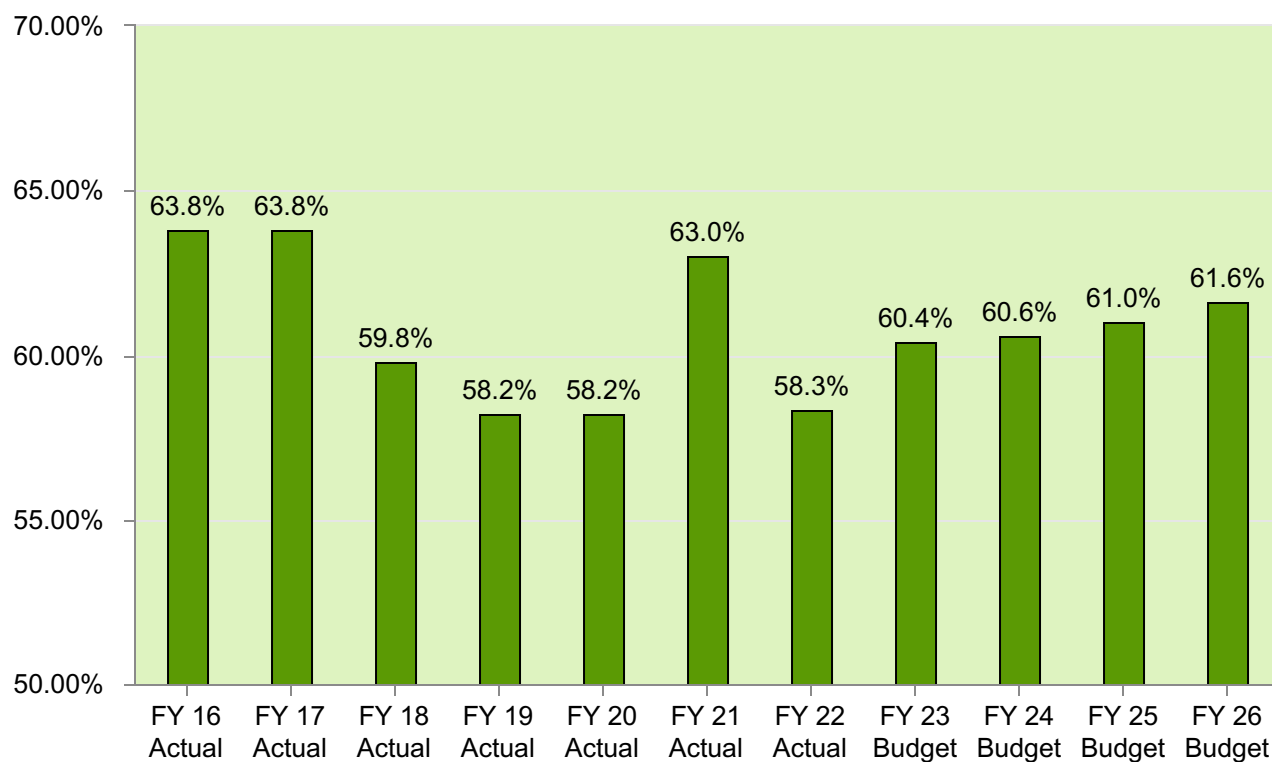
#### CHANGING TRENDS IN REVENUE SOURCES...

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 2016 these facility types were 21.4% of revenue and now they comprise 31.2% of revenue. Golf revenue percentage has increased and aquatics revenue has slightly decreased as a percent of all revenue.



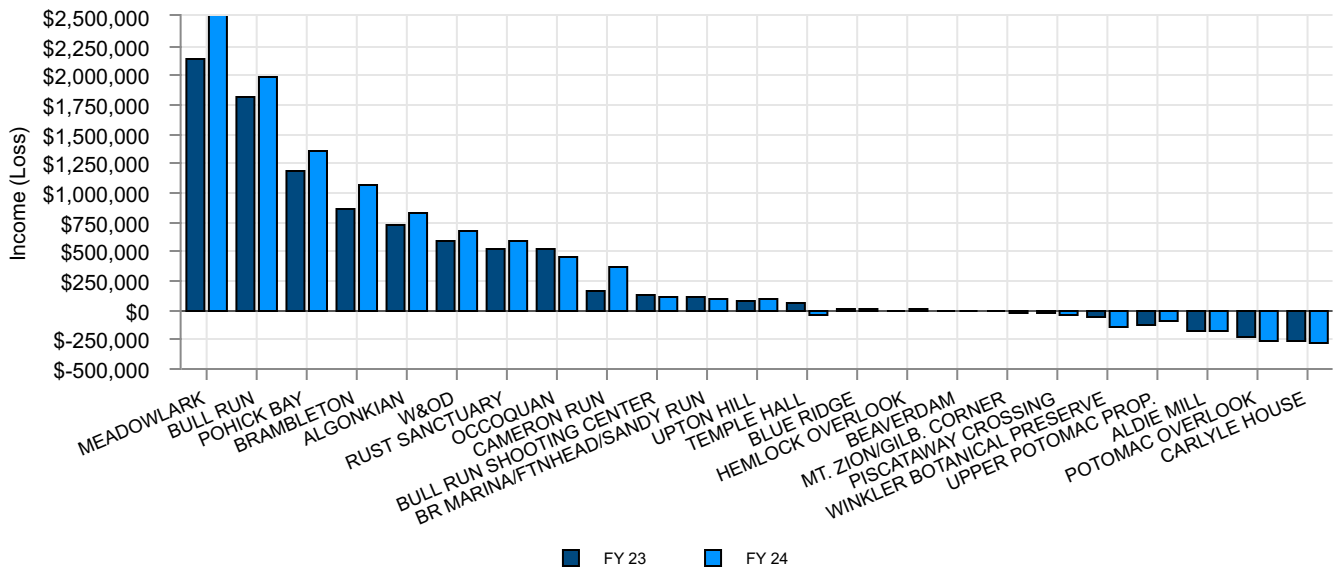


**Salaries & Benefits as a Percent  
of Total Operating Costs**



This chart shows the variations in personnel costs as a percentage of overall expenses. Prior to FY 18, the retirement rate was higher and this impacted overall personnel costs. The lower retirement rate and low inflation kept personnel costs down in FY 18 and FY 19. The pandemic impacted operations and hiring during the pandemic years of FY 20 and FY 21. The lower rate in FY 22 is partially due to difficulty in filling positions. The increases in the FY 23 through FY 26 reflect higher inflation adjustments and a focus on compensation initiatives.

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



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

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

## FY 2026 COMBINED FUND SUMMARY

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

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$ 4,646,494	\$ 20,678,124	\$ 25,324,618
Operating Costs	986,575	4,821,602	5,808,177
Maintenance Costs	99,000	3,938,709	4,037,709
Insurance	197,463	239,787	437,250
Retail Operations	0	2,988,159	2,988,159
Utilities	64,860	1,299,912	1,364,772
Debt Service Payments	0	1,158,057	1,158,057
Contribution to Board Authorized Reserves	0	25,000	25,000
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 5,994,392</b>	<b>\$ 35,149,351</b>	<b>\$ 41,143,743</b>



## COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Appropriations from Jurisdictions	\$ 4,090,455	\$ 4,391,037	\$ 4,479,492	\$ 4,479,494	\$ 4,651,929
User Fees	21,942,700	23,814,719	22,963,084	18,798,456	23,973,154
Retail Operations	8,280,346	9,076,054	7,988,610	6,703,684	8,313,070
Easements and Licenses	916,876	952,649	953,414	835,023	658,457
Other Revenue*	1,630,002	1,835,396	1,295,878	817,666	1,314,457
<b>TOTAL REVENUE</b>	<b>\$36,860,378</b>	<b>\$ 40,069,854</b>	<b>\$ 37,680,478</b>	<b>\$31,634,323</b>	<b>\$38,911,067</b>
Transfers In	747,690	1,106,296	1,270,263	906,304	1,336,463
Transfer from Restricted License Fee Fund	327,912	415,000	480,173	480,173	775,130
Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
<b>TOTAL TRANSFERS IN</b>	<b>\$ 1,196,685</b>	<b>\$ 1,642,379</b>	<b>\$ 1,871,519</b>	<b>\$ 1,386,477</b>	<b>\$ 2,232,676</b>
<b>TOTAL RESOURCES</b>	<b>\$38,057,062</b>	<b>\$ 41,712,231</b>	<b>\$ 39,551,997</b>	<b>\$33,020,800</b>	<b>\$41,143,743</b>

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

## COMBINED OPERATING FUND EXPENSES AND OTHER USES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Personnel Services	\$20,293,278	\$ 22,368,490	\$ 24,105,528	\$19,330,285	\$25,324,619
Operating Costs	5,181,781	5,417,122	5,629,538	4,332,090	5,808,177
Maintenance Costs	3,553,429	3,819,976	3,924,700	3,254,402	4,037,709
Insurance	328,522	365,748	425,250	386,087	437,250
Retail Operations	2,923,632	2,907,925	2,933,683	2,070,613	2,988,159
Utilities	1,236,948	1,253,453	1,346,922	1,125,803	1,364,772
Debt Service	534,497	485,925	1,161,376	377,532	1,158,057
<b>TOTAL EXPENSES</b>	<b>\$34,052,087</b>	<b>\$ 36,618,639</b>	<b>\$ 39,526,997</b>	<b>\$30,876,812</b>	<b>\$41,118,743</b>
Transfer to Balance General Fund	(96,301)	126,466	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ (96,301)</b>	<b>\$ 126,466</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSE AND OTHER USES</b>	<b>\$33,955,786</b>	<b>\$ 36,745,105</b>	<b>\$ 39,526,997</b>	<b>\$30,876,812</b>	<b>\$41,118,743</b>
Donation Adjustment/Reserve Activity	(1,035,624)	(667,798)	0	0	0
<b>COMBINED OPERATING FUND INCOME</b>	<b>\$ 5,136,900</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 2,143,988</b>	<b>\$ 25,000</b>
Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
Transfer to Retirement Plan	0	563,492	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Strategic Opportunity Fund	513,690	0	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>\$ 5,136,900</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
<b>COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,143,988</b>	<b>\$ 0</b>

## OVERALL REVENUE SUMMARY AND ANALYSIS

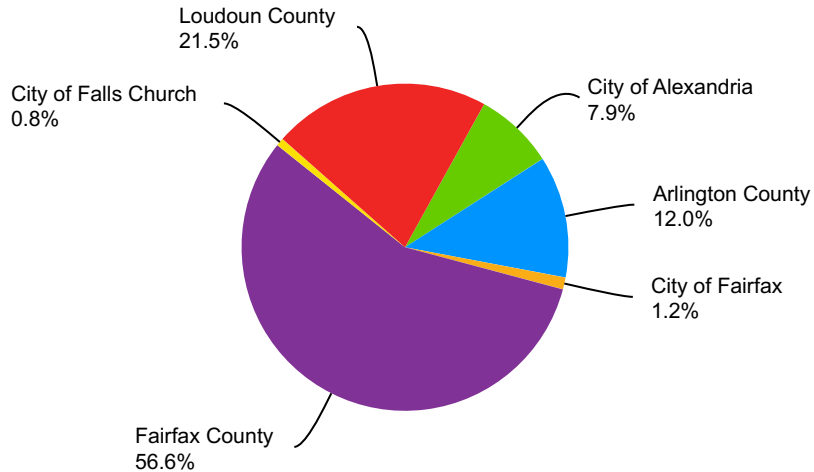
### APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 11.3% of total operating revenues in the FY 2026 Budget.

The annual appropriation request from the six member jurisdictions is based on an annual per capita rate for both operating and capital appropriations. In FY 2026, the operating per capita rate is \$2.31 and the capital per capita rate is \$3.14. The appropriation level requested is a combination of the per capita rate times the population.

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

**Appropriations Revenue by Jurisdiction**



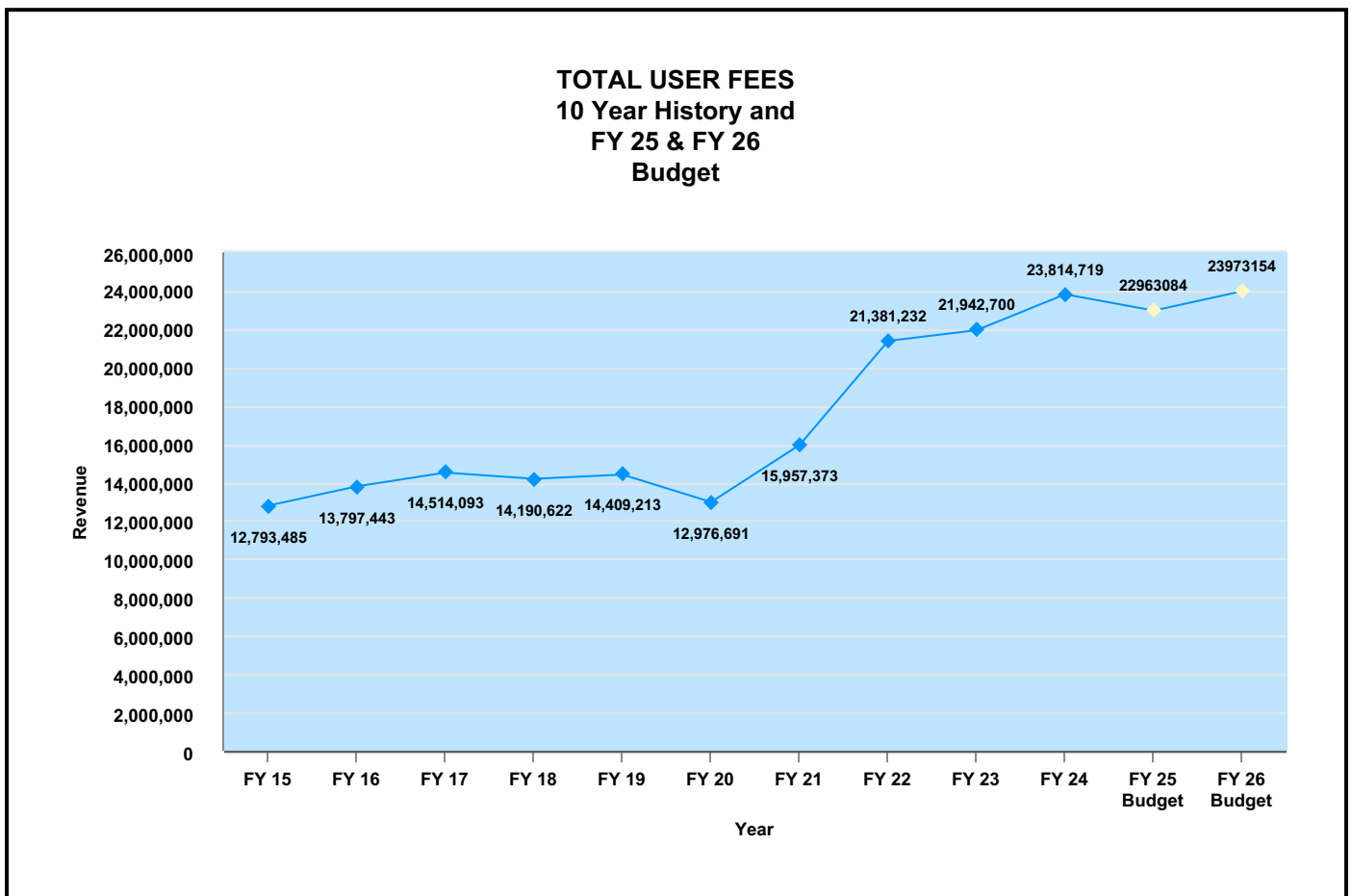
OPERATING APPROPRIATION			
	Population*	Cost per Capita	Appropriation
City of Alexandria	158,591	\$2.31	\$ 366,345
Arlington County	242,479	\$2.31	560,126
City of Fairfax	23,750	\$2.31	54,863
Fairfax County	1,139,398	\$2.31	2,632,009
City of Falls Church	15,675	\$2.31	36,209
Loudoun County	433,929	\$2.31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

*The population for the FY 2026 Budget is based on July 2023 estimates: University of Virginia Weldon Cooper Center for Public Service. (2024). Virginia Population Estimates. Retrieved from <https://coopercenter.org/virginia-population-estimates>*

## USER FEES

User Fees in the Enterprise Fund are the largest revenue source with 58% of total NOVA Parks operating revenue expected from that source in FY 2026. This revenue source is the key to financial stability for NOVA Parks. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including the weather, the economy and recreational trends.

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

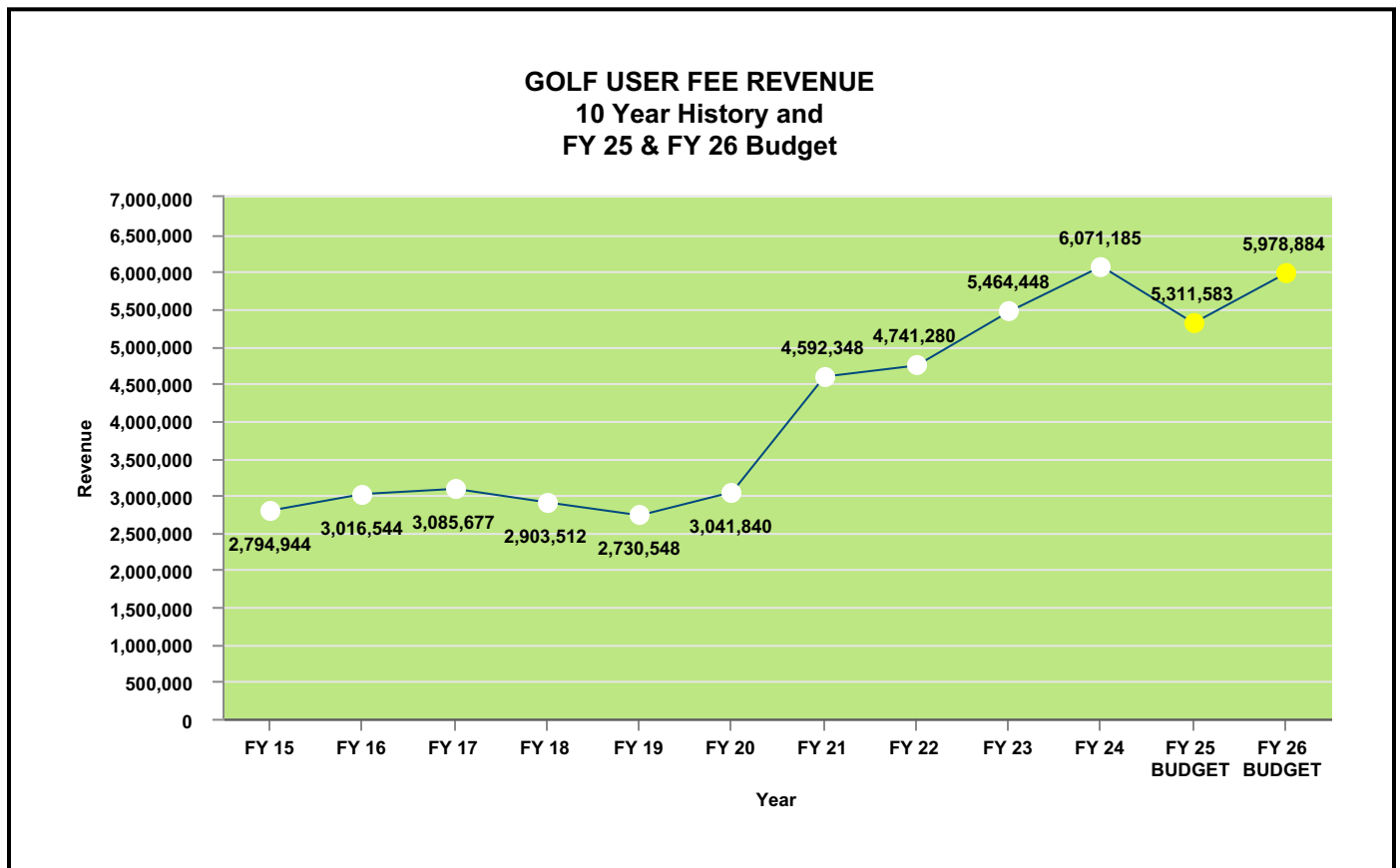




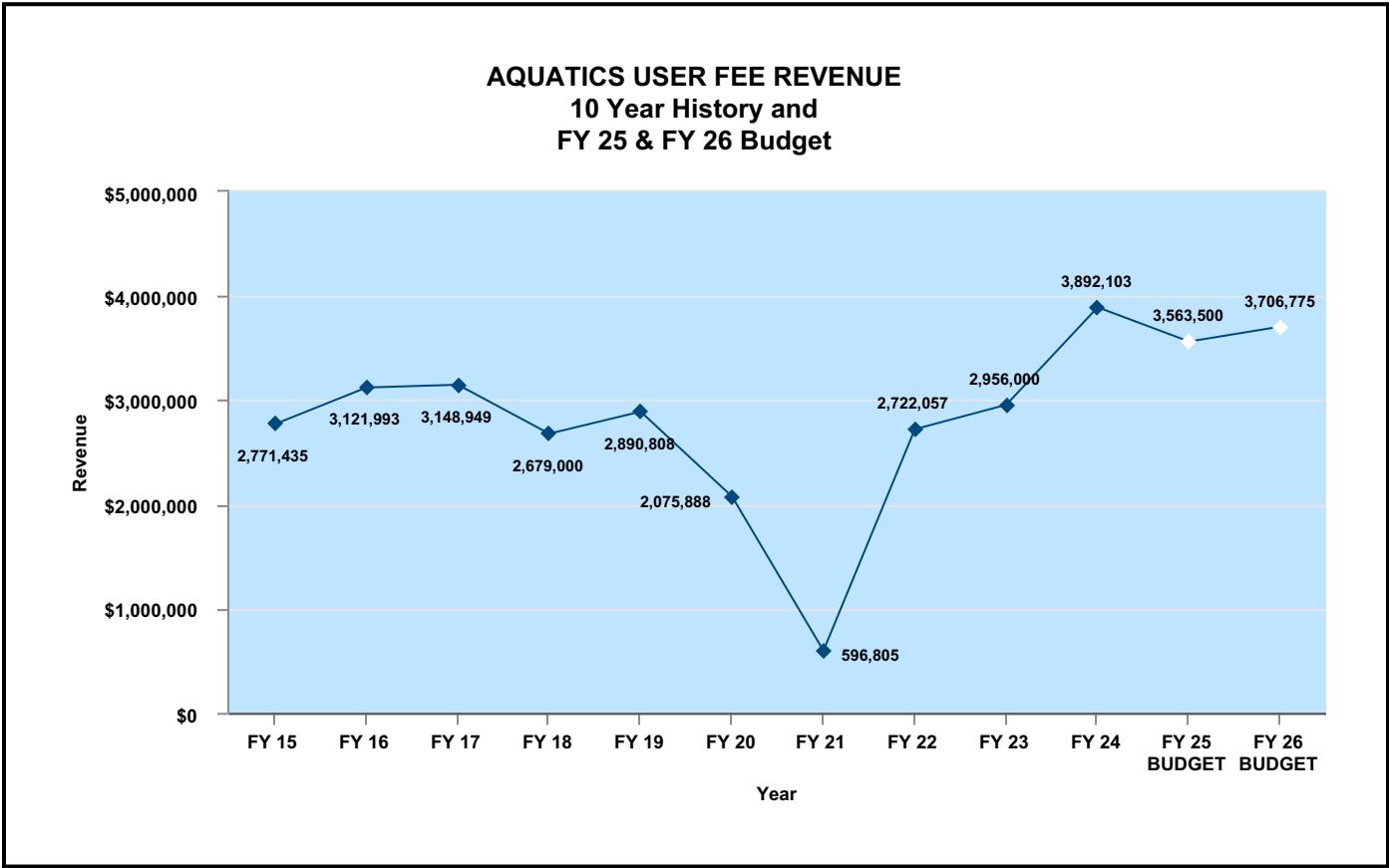
## GOLF USER FEES

Golf Revenue is the largest user fee based revenue source budgeted for FY 2026, at almost 25% of all user fee revenue. The golf industry throughout the nation experienced a pattern of reduced play for many years, but during the COVID-19 pandemic, golf saw a resurgence. This trend continues and while it is unknown how long this will endure, the short-term level of play looks promising.

For FY 2026, the budget includes a 10.8% increase. While this is a substantial increase compared to the budget, it keeps pace with the current trend of golf activity, which has remained at record levels even after the pandemic. The increase also takes into account rate increases that took effect in January 2025. Additionally, golf is reliant on weather, so a key month with bad weather can translate to much lower revenue.



AQUATICS USER FEES

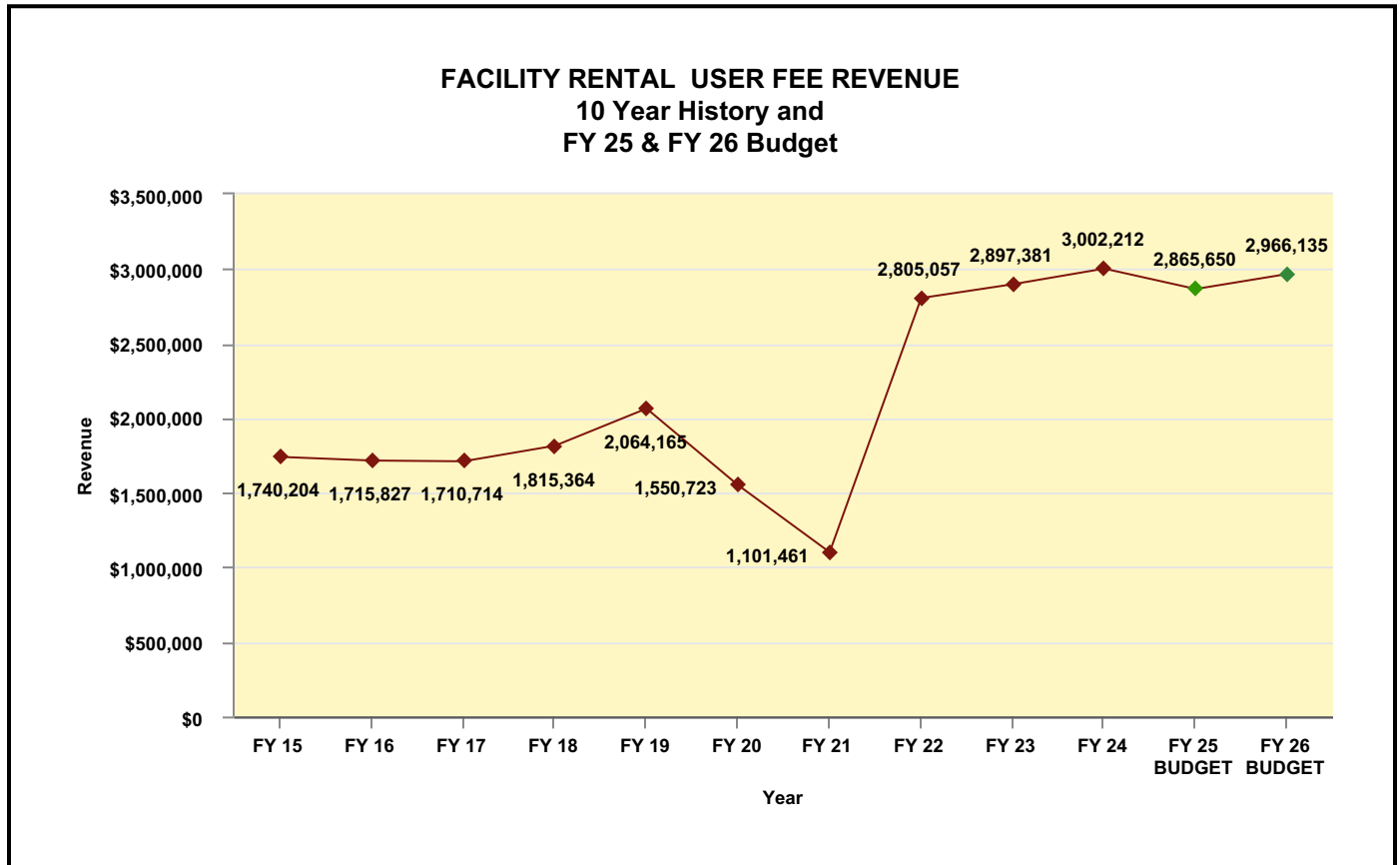


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.6% of total NOVA Parks enterprise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

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

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

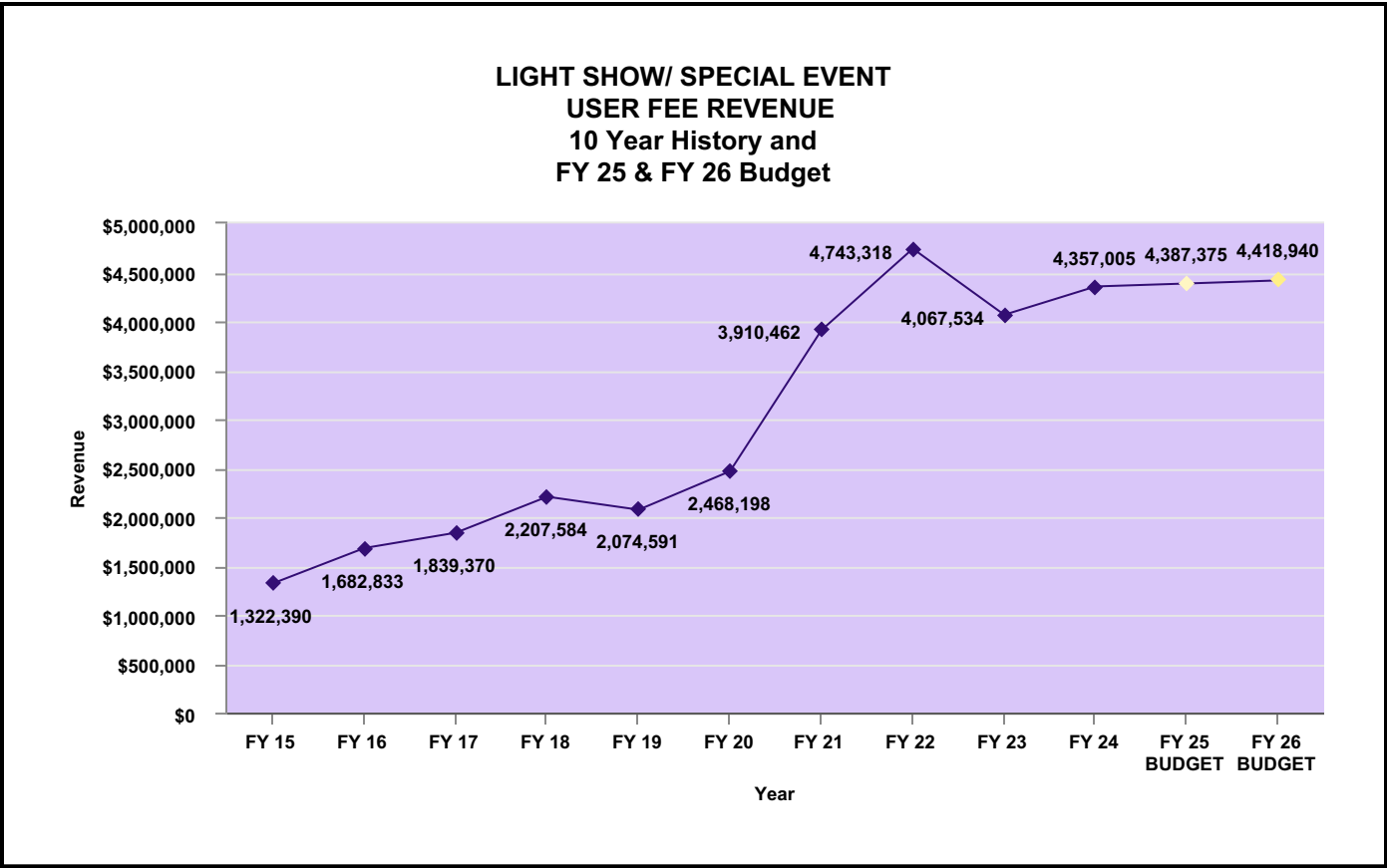
Facility Rentals are the fourth largest user fee category and comprise 12.4% of user fee revenue. This category is mostly supported by the event facilities which include Meadowlark Atrium, Occoquan Riverview, Rust Manor House and Algonkian Woodlands. In addition to these facilities, shelter reservations and other rental sites are also included in this category. While the pandemic and associated restrictions severely reduced this revenue starting in March 2020 and continuing through FY 2021, current event and wedding bookings are strong and in demand, but seem to be leveling off after the post-pandemic highs. Based on this, the FY 2026 Budget includes revenue that is consistent with the trends of the past two years.





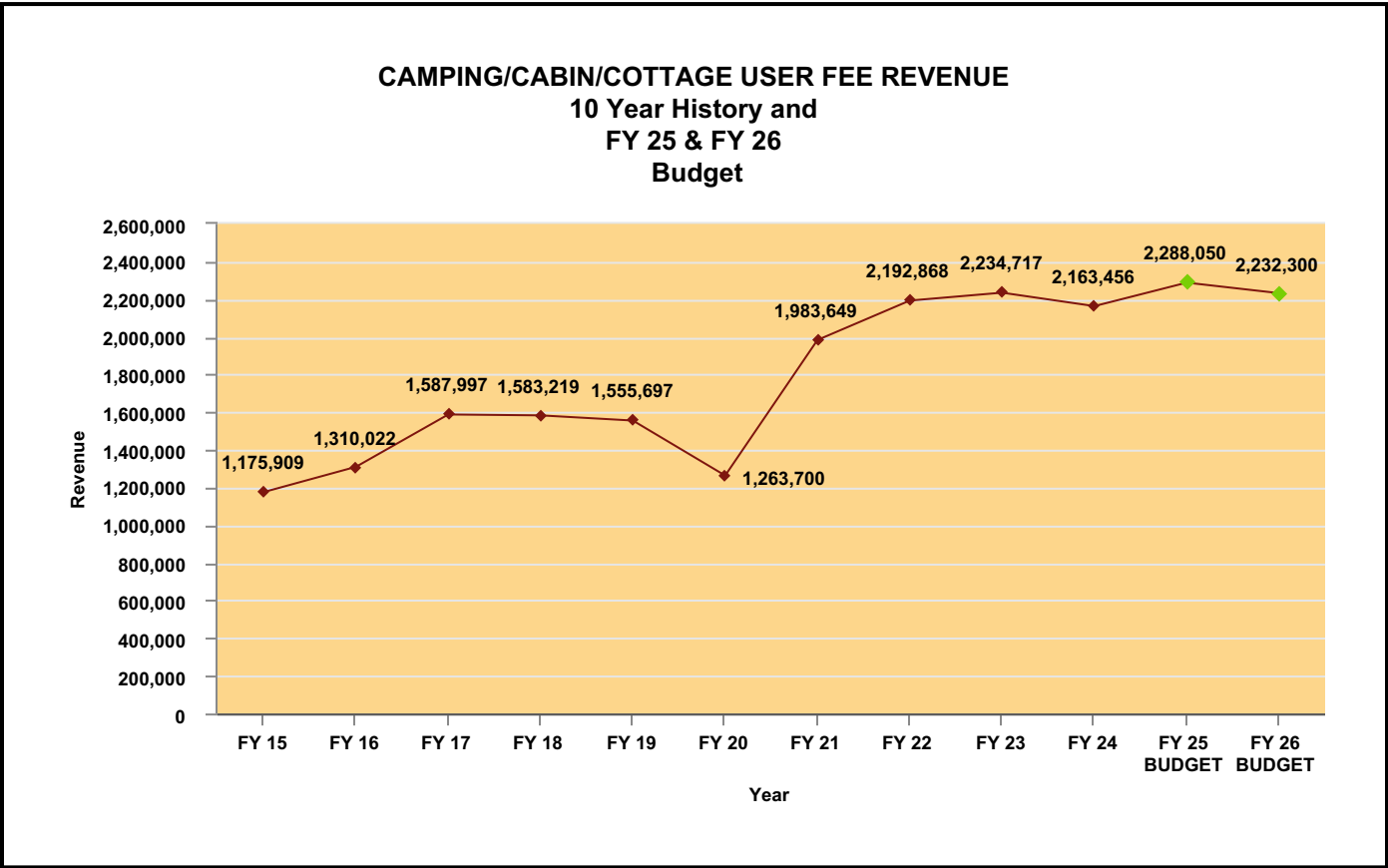
**LIGHT SHOW/SPECIAL EVENT USER FEES**

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



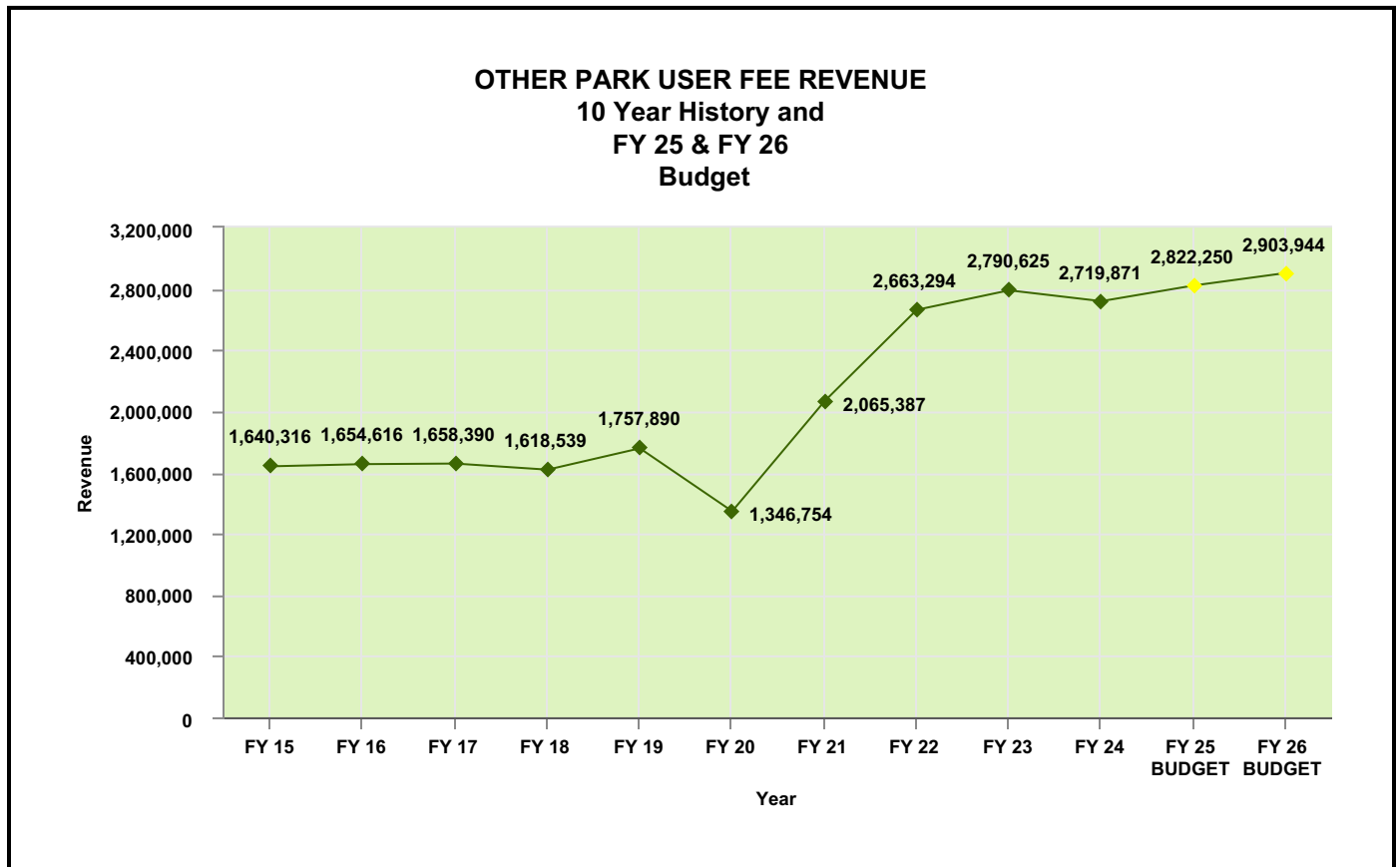
CAMPING/CABIN/COTTAGE USER FEES

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



## OTHER PARK USER FEES

A variety of activities are included in this category including Climb UPton that opened in FY 2022 at Upton Hill Regional Park. Additional activities include boat/RV storage, park entrance fees, batting cages, miniature golf and equipment rental. This category is budgeted at its highest level ever, at \$2.9 million, which is slightly higher than the FY 25 Budget and the actual revenue from the past few years..



## RETAIL OPERATIONS

Retail Operations revenue is budgeted to total \$8.3 million which represents an increase of 4% or \$324,460. This is due to increases in some event facility catering and beverage revenue as well as general retail increases at other parks, waterparks and golf courses. This budgeted revenue for FY 2026 brings retail operations over \$2 million higher than pre-pandemic levels for this category. As the revenue associated with this category increases, there will be a corresponding increase in retail expenses.

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



## **EASEMENTS & LICENSES**

This revenue category, included in the Enterprise Fund, includes the rents, easements and licenses associated with the W&OD Railroad Regional Park. The total amount budgeted for rents, easements and licenses is \$653,657 in FY 2026 which represents a 31% decrease compared to the current year. The main reason for the decrease is due to a long term lease that is coming to an end. To help offset this lost revenue, the transfer from the Restricted Fund was increased.

## **OTHER REVENUE**

The Other Revenue category includes a number of revenue sources that do not fit within a specific category. Items budgeted in this category include interest, house and building rental, contractual revenue, lessons, reservation fees and miscellaneous revenue. Because of the nature of some of the accounts in this category, the revenue level is difficult to predict reliably from year to year. For FY 2026 there is \$1,304,457 budgeted in this category in the Enterprise Fund.

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

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

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

- Capital Development Support - \$1,093,463, which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings - \$200,000 - transfer from the Capital Fund
- Interest Earnings - \$40,000 transfer from the Restricted License Fee Fund

These transfers total \$1,333,463 in the General Fund Budget for FY 2026. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- \$775,130 - Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park
- \$3,000 - Transfer from the Carlyle House Friends for clerical support
- \$121,083 - Transfer from the Capital Fund to cover debt service interest payments for property at Pohick Bay

These transfers total \$899,213 in the Enterprise Fund Budget for FY 2026. These details can be found on page C-5 as well as in the W&OD, Pohick Bay Regional Park and Carlyle House pages in section C of the budget.

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

The Enterprise Fund is budgeted to fully cover the debt service costs for Occoquan and ClimbUPton in FY 2026. Prior to FY 2023 transfers were budgeted from the Capital Fund and Restricted License Fee Fund to help cover these debt service costs. This full coverage from the Enterprise Fund is an indicator of the strong current financial position in this fund.

# FUND STRUCTURE AND BUDGET PROCESS

## **FUND STRUCTURE**

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

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

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

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

### **Proprietary Funds**

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

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

### **Other Funds**

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

### **Basis of Accounting**

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

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

### **Basis of Budgeting**

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

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

## **BUDGET PROCESS**

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

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

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

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

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



## **AMENDING THE BUDGET**

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

## COST CENTER/FUND MATRIX

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

# BUDGET CALENDAR

## FISCAL YEAR 2026 BUDGET PROCESS

July 2024	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2025 projects and any new projects to be initiated in FY 2026 through FY 2029.
August 2024	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2025-FY 2029 Five Year Capital Budget.
September 2024	Capital budget revenues finalized, projects revised for FY 2025 and determined for FY 2026-2029. Five Year Capital Budget approved by Board for FY 2025-FY 2029.  Operating and Capital appropriation requests for FY 2026 are adopted by the Board.
November 2024	Operating and Capital appropriation requests for FY 2026 are sent to jurisdictions for consideration in their proposed FY 2026 Budgets.  Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2026.
December 2024	Park Managers are asked to update Measurable Results based on last full fiscal year and first half of the current fiscal year.  Training is provided to Parks Staff on the budget process and OpenGov to kick-off the FY 2026 revenue and expense request process. Part Time Personnel requests and justifications for FY 2026 are submitted by Park Managers to Operations Superintendents.
January 2025	Park Managers submit FY 2026 revenue and expense requests to Budget Office.  Budget meetings are conducted with Budget Staff, Park Operations Senior Staff and Park Managers, to provide input on FY 2026 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2025	Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director.  Park Managers are asked to update Goals and Objectives to ensure integration of the Strategic Plan and the Budget.  Park Managers are asked to submit Equipment Requests for FY 2026.
March 20, 2025	Proposed FY 2026 Operating Budget finalized and presented to the Board for review.
May 15, 2025	Adoption of FY 2026 Budget.
July 1, 2025	Fiscal Year 2026 begins.

## FINANCIAL GUIDELINES AND PRACTICES

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

### FINANCIAL PLANNING

- A balanced budget will be adopted for each operating fund. Total anticipated revenues and other sources shall equal total estimated expenditures/expenses and other uses. Interfund transfers may be used to balance individual fund budgets.
- Performance measurement will be integrated within the annual budget process.
- As part of the strategic plan, a long-range forecasting model is to help provide an early warning system of potential difficulties or surpluses. This model will be updated annually taking into account the latest information on usage trends, weather forecasting and other external factors.
  - The forecasting model features annual forecasting capability out to FY 2032, statistical and historic trend analysis and sensitivity analysis. This tool enables us to:
    - Create baseline and alternative revenue and spending forecasts
    - Analyze historic trends and correlations between financial, economic and operating data.
    - Test impact of proposed initiatives on current and projected fund balances

### REVENUE

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

### RESERVES

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



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

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

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

## **LONG TERM DEBT**

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

## **CAPITAL BUDGET**

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

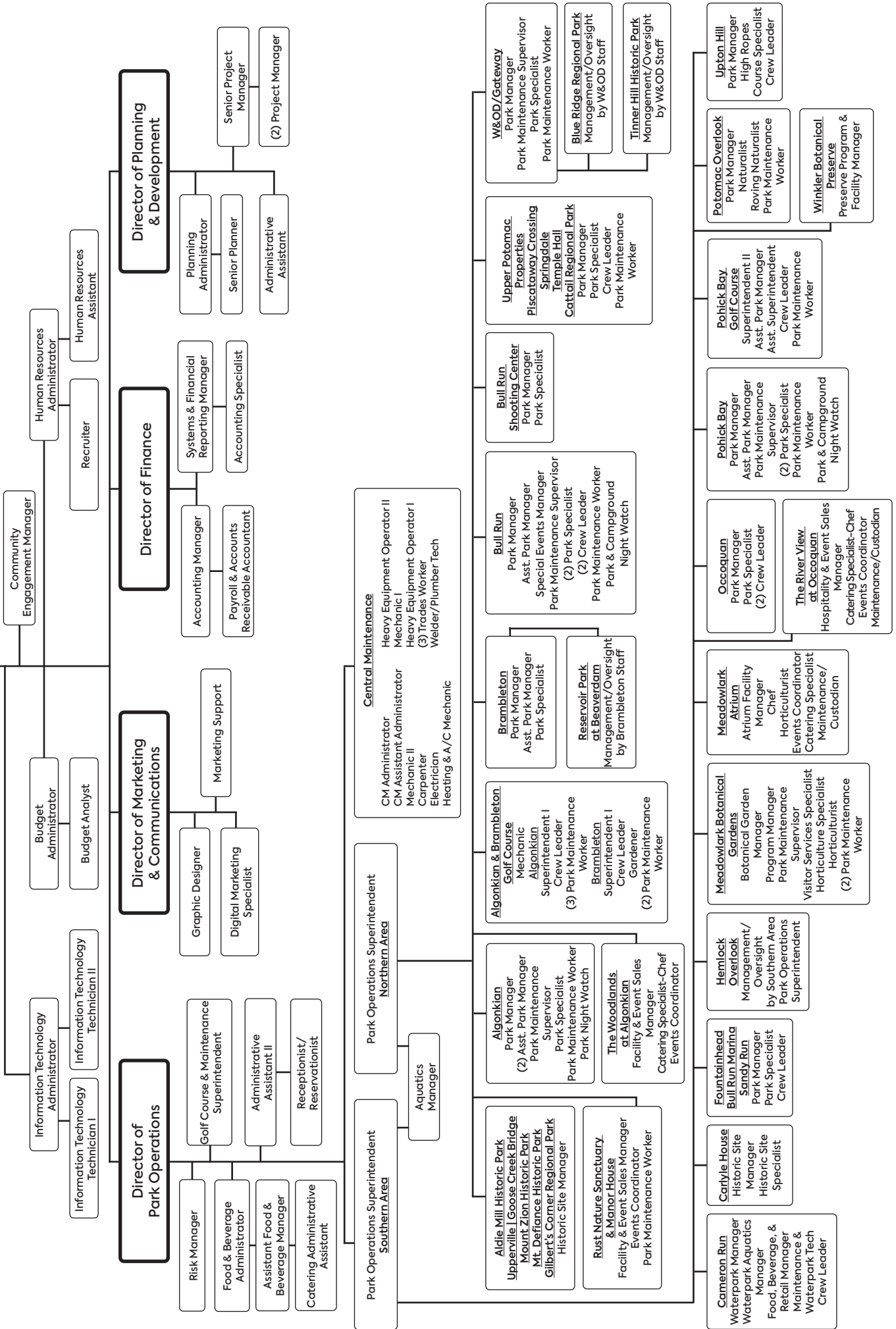
In addition, state statutes authorize the Authority to purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*



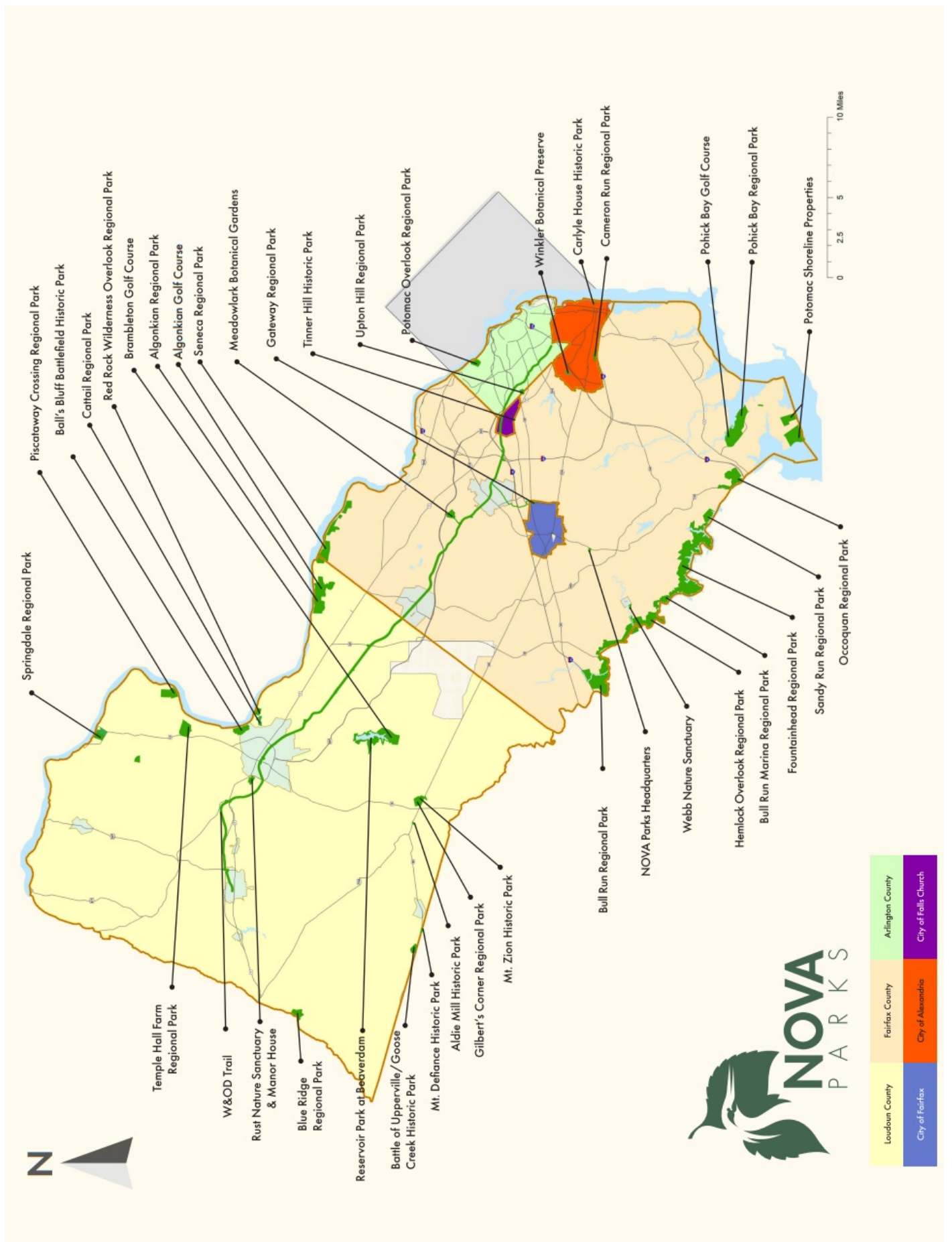
# FY2026 Organizational Chart (Full-Time Positions)

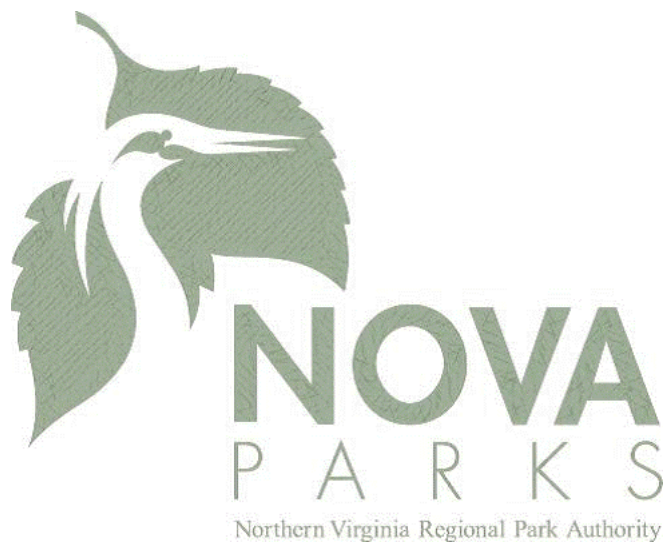
## NOVA Parks Board

### Executive Director









## GENERAL FUND SUMMARY

### GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Appropriations from Jurisdictions	\$ 4,090,455	\$ 4,391,037	\$ 4,479,492	\$ 4,479,494	\$ 4,651,929
Other Revenue*	(27,192)	(135,209)	9,000	225	9,000
<b>TOTAL REVENUE</b>	<b>\$ 4,063,263</b>	<b>\$ 4,255,828</b>	<b>\$ 4,488,492</b>	<b>\$ 4,479,719</b>	<b>\$ 4,660,929</b>
Transfers in**	747,610	1,106,296	1,267,263	906,304	1,333,463
<b>TOTAL TRANSFERS IN</b>	<b>747,610</b>	<b>1,106,296</b>	<b>1,267,263</b>	<b>906,304</b>	<b>1,333,463</b>
<b>TOTAL RESOURCES</b>	<b>4,810,873</b>	<b>5,362,124</b>	<b>5,755,755</b>	<b>5,386,023</b>	<b>5,994,392</b>

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

\*\*Transfers in:

- Capital Development Support : \$1,093,463- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$200,000 from the Capital Fund
- Interest Earnings on Investments: \$40,000 from the Restricted License Fee Fund
- Beginning in FY 23, there is no longer a transfer from the Enterprise Fund to the General Fund:to reimburse General Fund for a portion of Central Maintenance services . The Central Maintenance function is now included as part of the Enterprise Fund.

### GENERAL FUND EXPENDITURES AND OTHER USES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Personnel Services	\$ 3,762,335	\$ 4,199,596	\$ 4,372,361	\$ 3,634,049	\$ 4,646,494
Operating Costs	741,977	839,494	1,026,525	773,142	986,575
Maintenance Costs	87,906	83,253	99,000	67,682	99,000
Insurance	140,339	152,096	193,548	152,833	197,463
Utilities	59,321	59,768	64,322	55,401	64,860
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,791,878</b>	<b>\$ 5,334,207</b>	<b>\$ 5,755,755</b>	<b>\$ 4,683,107</b>	<b>\$ 5,994,392</b>
Adjustments/Reserve Activity	18,995	27,917	0	0	0
<b>TOTAL OTHER USES</b>	<b>\$ 18,995</b>	<b>\$ 27,917</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$ 4,810,873</b>	<b>\$ 5,362,124</b>	<b>\$ 5,755,755</b>	<b>\$ 4,683,107</b>	<b>\$ 5,994,392</b>

<b>OPERATING INCOME (LOSS)</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>702,915</b>	<b>\$</b>	<b>0</b>
<b>(TOTAL REVENUE - TOTAL EXPENDITURES)</b>										

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
BEGINNING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
<b>GENERAL FUND REVENUES</b>					
City of Alexandria	\$ 324,925	\$ 347,498	\$ 352,625	\$ 352,626	\$ 366,345
Arlington County	494,629	519,264	538,061	538,061	560,126
City of Fairfax	48,831	52,794	53,527	53,527	54,863
Fairfax County	2,338,173	2,508,279	2,541,654	2,541,654	2,632,009
City of Falls Church	29,769	32,005	32,482	32,482	36,209
Loudoun County	854,128	931,197	961,143	961,144	1,002,376
<b>TOTAL APPROPRIATIONS</b>	<b>4,090,455</b>	<b>4,391,037</b>	<b>4,479,492</b>	<b>4,479,494</b>	<b>4,651,929</b>
Interest	(92,584)	(136,233)	2,000	215	2,000
Miscellaneous Revenue	65,392	1,025	7,000	10	7,000
<b>TOTAL OTHER REVENUE</b>	<b>(27,192)</b>	<b>(135,209)</b>	<b>9,000</b>	<b>225</b>	<b>9,000</b>
<b>TOTAL REVENUES</b>	<b>4,063,263</b>	<b>4,255,829</b>	<b>4,488,492</b>	<b>4,479,718</b>	<b>4,660,929</b>
<b>TRANSFERS IN</b>					
Transfer from Capital Fund	822,711	948,589	1,227,263	856,050	1,293,463
Transfer from Restricted Fund - Interest	21,200	31,240	40,000	50,254	40,000
Transfer from Enterprise Fund	(96,301)	126,466	0	0	0
Transfer - Ent. Fund for Central Maint.	0	0	0	0	0
<b>TOTAL TRANSFERS IN</b>	<b>747,610</b>	<b>1,106,296</b>	<b>1,267,263</b>	<b>906,304</b>	<b>1,333,463</b>
<b>TOTAL RESOURCES</b>	<b>\$ 4,810,873</b>	<b>\$ 5,362,124</b>	<b>\$ 5,755,755</b>	<b>\$ 5,386,022</b>	<b>\$ 5,994,392</b>



## GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>GENERAL FUND EXPENDITURES</b>					
Full-Time Salaries	\$ 2,481,330	\$ 2,787,170	\$ 2,855,732	\$ 2,482,685	\$ 3,094,414
Part-Time Salaries	374,828	375,665	360,471	243,423	280,902
FICA	201,327	226,138	233,072	187,119	243,574
Hospitalization	241,885	264,003	258,163	229,418	307,318
Life Insurance	17,921	19,930	26,552	17,179	28,771
Retirement	444,525	526,241	636,828	473,933	690,054
Unemployment Tax	519	447	1,543	293	1,461
<b>TOTAL PERSONNEL SERVICES</b>	<b>3,762,335</b>	<b>4,199,596</b>	<b>4,372,361</b>	<b>3,634,049</b>	<b>4,646,494</b>
Audit Fee	65,825	69,112	79,500	73,950	84,000
Board Member Expenses	6,580	6,235	8,500	2,107	8,500
Community Foundation Support	0	5,000	4,025	5,500	4,025
Contingency	0	0	100,000	0	40,000
Credit Card Fees and Bank Charges	37,346	38,612	40,000	32,624	40,000
Gas and Diesel	8,810	8,753	11,000	5,447	11,000
HR Employee Relations	19,948	16,703	25,000	18,058	25,000
Membership Fees and Dues	12,844	10,198	14,000	9,982	14,000
Office Supplies	13,528	17,078	25,000	15,346	25,000
Personnel Recruitment	42,825	31,292	35,000	22,376	35,000
Postage	6,122	19,056	10,000	5,736	10,000
Printing and Publications	4,273	5,685	6,000	4,500	6,000
Professional Services	250,668	275,923	250,000	214,701	250,000
Public Information	0	0	0	40	0
Strategic Plan Initiatives	0	12	0	0	0
System Support	253,574	336,051	360,000	302,011	375,550
Training	12,255	(673)	35,000	9,195	35,000
Tuition Assistance	0	2,523	20,000	5,084	20,000
Uniforms	869	100	3,500	46,417	3,500
<b>TOTAL FACILITY OPERATING COSTS</b>	<b>741,977</b>	<b>839,494</b>	<b>1,026,525</b>	<b>773,142</b>	<b>986,575</b>
Equipment/Vehicle Maintenance	18,745	21,070	35,000	20,948	35,000
Facility Op. & Maintenance	69,161	62,182	64,000	46,734	64,000
<b>TOTAL MAINTENANCE COSTS</b>	<b>87,906</b>	<b>83,253</b>	<b>99,000</b>	<b>67,682</b>	<b>99,000</b>
Insurance - Property, Liability & Other	131,653	141,687	180,250	147,196	182,250
Insurance - Vehicle	7,005	7,900	8,298	3,225	10,213
Insurance - Workers Compensation	1,681	2,510	5,000	2,413	5,000
<b>TOTAL INSURANCE</b>	<b>140,339</b>	<b>152,096</b>	<b>193,548</b>	<b>152,833</b>	<b>197,463</b>
Telephone	20,355	21,005	20,670	22,581	23,208
Electricity	17,035	17,845	20,000	12,082	18,000
Natural Gas	5,156	4,121	5,152	4,841	5,152
Water/Sewer	2,169	2,137	2,500	2,628	2,500
Propane Gas	0	0	0	0	0
Heating Oil	0	0	0	0	0
Cable/Internet	14,607	14,660	16,000	13,268	16,000
<b>TOTAL UTILITIES</b>	<b>59,321</b>	<b>59,768</b>	<b>64,322</b>	<b>55,401</b>	<b>64,860</b>
<b>TOTAL GENERAL FUND EXPEND.</b>	<b>4,791,878</b>	<b>5,334,207</b>	<b>5,755,755</b>	<b>4,683,107</b>	<b>5,994,392</b>
Adjustments/Reserve Activity	18,995	27,917	0	0	0
<b>NET INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 702,915</b>	<b>\$ 0</b>
<b>ENDING BALANCE</b>	<b>\$ 64,220</b>	<b>\$ 64,220</b>	<b>\$ 64,220</b>	<b>\$ 767,135</b>	<b>\$ 64,220</b>

# HEADQUARTERS

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## PROGRAM OVERVIEW

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

## EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

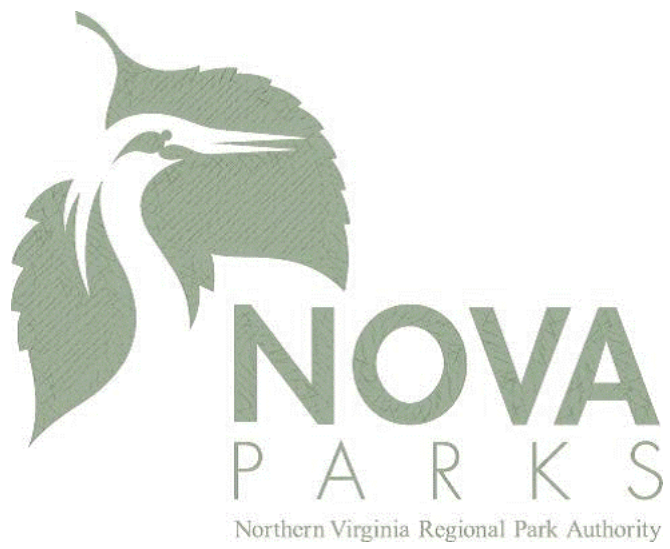
- The budget includes a full-time Budget Administrator position that replaces a part-time position. The contingency in the General Fund was reduced to help balance the Fund. The contingency in the Enterprise fund was drastically increased.

## STAFFING SUMMARY

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

## HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>1-700</b>	<b>HEADQUARTERS EXPENDITURES</b>					
5010	Full-Time Salaries	\$2,481,330	\$2,787,170	\$ 2,855,732	\$2,482,685	\$ 3,094,414
5020	Part-Time Salaries	374,828	375,665	360,471	243,423	280,902
5030	FICA	201,327	226,138	233,072	187,119	243,574
5040	Hospitalization	241,885	264,003	258,163	229,418	307,318
5060	Life Insurance	17,921	19,930	26,552	17,179	28,771
5050	Retirement	444,525	526,241	636,828	473,933	690,054
5070	Unemployment Tax	519	447	1,543	293	1,461
	<b>TOTAL PERSONNEL SERVICES</b>	<b>3,762,335</b>	<b>4,199,596</b>	<b>4,372,361</b>	<b>3,634,049</b>	<b>4,646,494</b>
5130	Audit Fee	65,825	69,112	79,500	73,950	84,000
5140	Board Member Expenses	6,580	6,235	8,500	2,107	8,500
5188	Community Foundation Support	0	5,000	4,025	5,500	4,025
	Contingency	0	0	100,000	0	40,000
5155	Credit Card Fees and Bank Charges	37,346	38,612	40,000	32,624	40,000
5230	Gas and Diesel	8,810	8,753	11,000	5,447	11,000
5500-030	HR Employee Relations	19,948	16,703	25,000	18,058	25,000
5390	Membership Fees and Dues	12,844	10,198	14,000	9,982	14,000
5415	Misc. Expenses Friends Group	6,509	(2,167)	0	68	0
5420	Office Supplies	13,528	17,078	25,000	15,346	25,000
5440	Personnel Recruitment	42,825	31,292	35,000	22,376	35,000
5460	Postage	6,122	19,056	10,000	5,736	10,000
5470	Printing and Publications	4,273	5,685	6,000	4,500	6,000
5480	Professional Services	250,668	275,923	250,000	214,701	250,000
5500-010	Public Information	0	0	0	0	0
5546	Strategic Plan Initiatives	0	12	0	0	0
5560	System Support	253,574	336,051	360,000	302,011	375,550
5400	Training	12,255	(673)	35,000	9,195	35,000
5405	Tuition Assistance	0	2,523	20,000	5,084	20,000
5570	Uniforms	869	100	3,500	46,417	3,500
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>741,977</b>	<b>839,494</b>	<b>1,026,525</b>	<b>773,102</b>	<b>986,575</b>
5180	Equipment/Vehicle Maintenance	18,745	21,070	35,000	20,948	35,000
5190	Facility Op. & Maintenance	69,161	62,182	64,000	46,734	64,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>87,906</b>	<b>83,253</b>	<b>99,000</b>	<b>67,682</b>	<b>99,000</b>
5270	Insurance - Property, Liability & Other	131,653	141,687	180,250	147,196	182,250
5290	Insurance - Vehicle	7,005	7,900	8,298	3,225	10,213
5300	Insurance - Workers Compensation	1,681	2,510	5,000	2,413	5,000
	<b>TOTAL INSURANCE</b>	<b>140,339</b>	<b>152,096</b>	<b>193,548</b>	<b>152,833</b>	<b>197,463</b>
5580-001	Telephone	20,355	21,005	20,670	22,581	23,208
5580-002	Electricity	17,035	17,845	20,000	12,082	18,000
5580-003	Natural Gas	5,156	4,121	5,152	4,841	5,152
5580-004	Water/Sewer	2,169	2,137	2,500	2,628	2,500
5580-016	Internet/Cable	14,607	14,660	16,000	13,268	16,000
	<b>TOTAL UTILITIES</b>	<b>59,321</b>	<b>59,768</b>	<b>64,322</b>	<b>55,401</b>	<b>64,860</b>
	<b>TOTAL HEADQUARTERS EXPENDITURES</b>	<b>\$4,791,878</b>	<b>\$5,334,207</b>	<b>\$ 5,755,755</b>	<b>\$4,683,067</b>	<b>\$ 5,994,392</b>



## ENTERPRISE FUND SUMMARY

### ENTERPRISE FUND REVENUES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
User Fees	\$ 21,942,700	\$ 23,814,719	\$ 22,963,084	\$ 18,798,456	\$ 23,973,154
Retail Operations	8,280,346	9,076,054	7,988,610	6,703,684	8,313,070
Easements and Licenses	916,876	952,649	953,414	835,023	658,457
Other Revenue*	1,657,193	1,970,604	1,286,878	817,442	1,305,457
<b>TOTAL REVENUE</b>	<b>\$ 32,797,115</b>	<b>\$ 35,814,026</b>	<b>\$ 33,191,986</b>	<b>\$ 27,154,605</b>	<b>\$ 34,250,138</b>
Transfers In	81	0	3,000	0	3,000
Transfer from Restricted License Fee Fund	327,912	415,000	480,173	480,173	775,130
Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
<b>TOTAL TRANSFERS IN**</b>	<b>\$ 449,076</b>	<b>\$ 536,083</b>	<b>\$ 604,256</b>	<b>\$ 480,173</b>	<b>\$ 899,213</b>
<b>TOTAL RESOURCES</b>	<b>\$ 33,246,191</b>	<b>\$ 36,350,108</b>	<b>\$ 33,796,242</b>	<b>\$ 27,634,778</b>	<b>\$ 35,149,351</b>

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

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

### ENTERPRISE FUND EXPENSES AND OTHER USES

	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Personnel Services	\$16,530,943	\$18,168,894	\$ 19,733,167	\$15,696,236	\$20,678,124
Operating Costs	4,439,804	4,577,628	4,603,013	3,558,948	4,821,602
Maintenance Costs	3,465,523	3,736,723	3,825,700	3,186,720	3,938,709
Insurance	188,183	213,652	231,702	233,253	239,787
Retail Operations	2,923,632	2,907,925	2,933,683	2,070,613	2,988,159
Utilities	1,177,627	1,193,685	1,282,600	1,070,402	1,299,912
Debt Service	534,497	485,925	1,161,376	377,532	1,158,057
<b>TOTAL EXPENSES</b>	<b>\$29,260,209</b>	<b>\$31,284,432</b>	<b>\$ 33,771,242</b>	<b>\$26,193,704</b>	<b>\$35,124,351</b>
Transfer to Balance General Fund	(96,301)	126,466	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ (96,301)</b>	<b>\$ 126,466</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$29,163,908</b>	<b>\$31,410,898</b>	<b>\$ 33,771,242</b>	<b>\$26,193,704</b>	<b>\$35,124,351</b>
Donation Adjustment/Reserve Activity	(1,054,619)	(695,715)	0	0	0
<b>OPERATING INCOME</b>	<b>\$ 5,136,900</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 1,441,076</b>	<b>\$ 25,000</b>
Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
Transfer to Retirement Plan	0	563,492	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
Transfer to Strategic Opportunity Reserve	513,690	0	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>\$ 5,136,900</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
<b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,441,076</b>	<b>\$ 0</b>



## ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>ENTERPRISE FUND REVENUES</b>					
Administration - Enterprise Fund	\$ 472,439	\$ 746,473	\$ 87,000	\$ 111,342	\$ 87,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	25,154	16,348	24,025	11,332	20,000
Algonkian Golf Course	2,047,703	2,222,522	1,915,500	1,687,274	2,167,100
Algonkian Regional Park	248,806	266,014	290,000	229,827	292,185
Volcano Island Waterpark at Algonkian	518,206	701,180	639,500	391,107	658,000
The Woodlands at Algonkian Park	708,491	764,092	741,380	615,692	714,530
Algonkian Cottages	352,292	343,728	335,600	267,523	352,350
Reservoir Park at Beaverdam	13,916	18,581	189,000	50,282	206,400
Blue Ridge Regional Park	9,285	9,123	8,000	6,841	8,500
Brambleton Golf Course	2,385,514	2,747,017	2,380,183	2,131,108	2,670,710
Bull Run Marina	19,217	21,396	25,276	13,180	21,276
Bull Run Regional Park	1,393,420	1,381,799	1,438,875	997,067	1,428,250
Atlantis Waterpark at Bull Run	557,750	826,368	669,100	417,715	707,100
Bull Run Special Events Center	494,068	253,741	326,000	77,443	326,000
Bull Run Light Show	2,144,173	2,247,407	2,140,000	2,405,235	2,155,000
Bull Run Shooting Center	1,331,627	1,318,945	1,391,500	1,069,691	1,421,500
Cameron Run Regional Park	88,286	80,572	110,000	53,006	107,000
Ice & Lights - The Winter Village at Cameron Run	319,921	370,158	385,500	267,683	378,000
Great Waves Waterpark at Cameron Run	1,821,008	2,374,497	2,097,500	1,327,773	2,235,500
Carlyle House Historic Park	91,390	92,418	127,100	71,438	130,100
Fountainhead Regional Park	394,459	386,361	414,712	241,398	414,712
Hemlock Overlook Regional Park	21,370	30,300	75,000	37,539	75,000
Meadowlark Atrium and Event Services	2,789,475	2,993,420	2,300,120	2,329,626	2,409,670
Meadowlark Botanical Gardens	648,048	744,331	709,350	691,772	730,069
Meadowlark Gardens Winter Walk of Lights	1,643,331	1,860,655	1,929,000	2,084,860	1,956,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	830	330	3,421	200	2,100
Occoquan Regional Park	303,156	330,408	327,400	261,602	352,750
The River View at Occoquan	2,487,726	2,466,918	2,328,740	1,780,730	2,324,950
Brickmakers Café at Occoquan	480,504	437,056	478,000	344,911	478,000
Brickmakers Catering and Event Services	273,141	246,014	272,925	214,041	283,150
Piscataway Crossing Regional Park	20,341	259	11,380	11,250	11,380
Pohick Bay Golf Course	1,804,075	2,021,730	1,791,700	1,535,762	2,032,764
Pohick Bay Marina	270,675	267,960	288,000	209,406	296,625
Pohick Bay Regional Park	1,425,634	1,372,689	1,475,783	912,400	1,436,493
Pirate's Cove Waterpark at Pohick Bay	569,407	851,447	743,100	435,736	778,800
Potomac Overlook Regional Park	152,617	172,515	164,700	169,218	166,700
Winkler Botanical Preserve	137,116	151,611	157,500	29,262	160,000
Rust Nature Sanctuary & Manor House	1,562,298	1,714,360	1,350,320	1,288,132	1,466,960
Sandy Run Regional Park	327,064	337,145	316,692	269,482	308,192
Temple Hall Farm	198,307	184,426	194,883	85,869	195,383
Temple Hall Fall Festival	211,063	193,047	222,000	229,583	222,000
Upper Potomac Properties	29,086	28,800	28,800	24,000	28,800
Springdale Regional Park	24,891	48,611	29,540	39,025	29,540
Cattail Regional Park	0	12,075	44,100	15,525	30,700
Upton Hill Regional Park	589,648	555,601	681,850	423,876	687,850
Ocean Dunes Waterpark at Upton Hill	586,488	766,609	695,600	447,606	743,675
W&OD Railroad Regional Park	1,252,779	1,373,050	1,440,587	1,319,410	1,440,587
<b>TOTAL AVAILABLE RESOURCES</b>	<b>33,246,191</b>	<b>36,350,108</b>	<b>33,796,242</b>	<b>27,634,778</b>	<b>35,149,351</b>

## ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>ENTERPRISE FUND EXPENSES</b>					
Administration - Enterprise Fund	3,021,324	\$ 3,460,528	\$ 3,738,951	\$ 2,990,390	\$ 3,977,695
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	201,903	191,779	227,130	159,611	215,775
Algonkian Golf Course	1,291,855	1,359,370	1,408,127	1,154,698	1,484,128
Algonkian Regional Park	779,054	849,282	887,171	750,811	934,597
Volcano Island Waterpark at Algonkian	422,558	460,117	478,866	282,705	491,431
The Woodlands at Algonkian Park	458,034	573,828	561,903	506,090	568,630
Algonkian Cottages	202,225	225,501	254,421	210,375	260,272
Reservoir Park at Beaverdam	22,297	31,867	304,881	176,429	345,205
Blue Ridge Regional Park	3,077	4,766	6,700	4,249	6,700
Brambleton Golf Course	1,517,518	1,675,187	1,714,261	1,440,061	1,833,403
Bull Run Marina	43,458	49,038	48,039	39,733	48,800
Bull Run Regional Park	1,417,557	1,499,305	1,475,734	1,294,777	1,546,146
Atlantis Waterpark at Bull Run	477,938	497,057	518,332	312,315	535,706
Bull Run Special Events Center	439,999	252,340	322,388	102,866	326,505
Bull Run Light Show	436,189	467,446	483,354	431,167	493,565
Bull Run Shooting Center	1,192,843	1,199,648	1,289,469	960,013	1,296,651
Cameron Run Regional Park	533,033	553,520	547,041	481,813	579,924
Ice & Lights - The Winter Village at Cameron Run	220,014	264,418	245,882	275,708	268,837
Great Waves Waterpark at Cameron Run	1,317,519	1,632,846	1,534,643	1,078,275	1,652,511
Carlyle House Historic Park	344,235	376,864	421,759	345,223	454,807
Central Maintenance	1,380,996	1,485,766	1,501,437	1,305,285	1,549,602
Fountainhead Regional Park	393,047	366,247	359,425	298,735	374,322
Hemlock Overlook Regional Park	23,682	14,661	22,778	976	7,000
Meadowlark Atrium and Event Services	1,487,108	1,470,233	1,423,524	1,178,578	1,472,448
Meadowlark Botanical Gardens	1,161,462	1,247,650	1,360,277	1,157,435	1,446,887
Meadowlark Gardens Winter Walk of Lights	288,571	363,160	405,662	342,554	421,054
Mt. Zion Historic Park/Gilbert's Corner Regional Park	14,847	15,194	37,500	20,080	25,500
Occoquan Regional Park	539,361	593,035	690,593	502,967	692,981
The River View at Occoquan	1,868,219	1,907,623	2,388,003	1,529,509	2,405,189
Brickmakers Café at Occoquan	383,219	319,587	423,729	251,394	404,822
Brickmakers Catering and Event Services	238,823	206,147	283,004	177,005	281,064
Piscataway Crossing Regional Park	45,581	32,320	42,618	31,324	45,737
Pohick Bay Golf Course	1,258,687	1,376,575	1,355,953	1,149,054	1,421,576
Pohick Bay Marina	60,703	66,100	81,258	54,536	74,382
Pohick Bay Regional Park	1,113,779	1,186,421	1,309,220	1,023,228	1,368,013
Pirate's Cove Waterpark at Pohick Bay	454,465	528,649	513,707	316,789	516,799
Potomac Overlook Regional Park	382,391	427,541	436,310	372,014	455,490
Winkler Botanical Preserve	195,478	287,714	348,989	231,613	365,395
Rust Nature Sanctuary & Manor House	1,042,590	1,130,391	1,074,510	998,683	1,153,016
Sandy Run Regional Park	195,741	239,034	264,262	201,548	277,038
Temple Hall Farm	270,883	328,194	392,606	279,489	405,273
Temple Hall Fall Festival	80,489	92,686	119,168	70,010	116,795
Upper Potomac Properties	184,964	179,965	194,757	162,084	202,088
Springdale Regional Park	243	0	5,000	0	5,000
Cattail Regional Park	0	0	39,998	4,919	40,650
Upton Hill Regional Park	667,687	749,953	929,323	627,224	950,456
Ocean Dunes Waterpark at Upton Hill	423,627	470,562	471,083	292,299	489,247
W&OD Railroad Regional Park	664,637	700,784	827,495	617,062	835,238
<b>TOTAL EXPENSES &amp; OTHER USES</b>	<b>\$29,163,910</b>	<b>\$31,410,899</b>	<b>\$ 33,771,242</b>	<b>\$26,193,704</b>	<b>\$35,124,351</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
BEGINNING BALANCE	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
<b>ENTERPRISE FUND REVENUES</b>					
Driving Range	\$545,022	\$562,787	\$520,000	\$442,931	\$562,000
Electric/Gas Cart Rental	1,130,517	1,396,651	1,091,024	1,069,732	1,290,908
Golf Club Rental	11,390	11,292	9,500	8,564	9,500
Green Fees	3,751,132	4,072,284	3,665,409	3,109,572	4,090,826
Golf Handicap Program	16,148	15,314	17,650	10,361	16,650
Pull Cart Rental	10,239	12,858	8,000	7,315	9,000
<b>Total Golf Course User Fees</b>	<b>5,464,448</b>	<b>6,071,185</b>	<b>5,311,583</b>	<b>4,648,474</b>	<b>5,978,884</b>
Admissions	2,443,974	3,261,901	2,933,000	1,654,128	3,007,000
Cabana Rental	10,890	17,655	18,000	11,080	19,000
Group, Bounce Passes & Discount Passes	495,538	605,003	601,800	513,935	670,075
Locker Rental	5,598	7,544	10,700	3,455	10,700
<b>Total Aquatics User Fees</b>	<b>2,956,000</b>	<b>3,892,103</b>	<b>3,563,500</b>	<b>2,182,599</b>	<b>3,706,775</b>
Boat Rental	320,581	312,318	380,000	203,308	375,000
Crew Boat Storage	165,371	162,779	160,776	152,058	160,776
Launch & Parking Fees	307,356	316,861	332,400	211,559	338,400
Regatta & User Fees	21,088	27,349	15,500	14,260	17,000
Rowing Camps	16,689	28,668	25,000	22,721	25,000
<b>Total Marine User Fees</b>	<b>831,085</b>	<b>847,974</b>	<b>913,676</b>	<b>603,907</b>	<b>916,176</b>
Cabin Rentals	211,218	197,812	258,450	158,745	258,450
Camping Fees	1,656,842	1,609,245	1,681,000	1,123,073	1,608,500
Cottage Rentals	351,874	342,767	335,000	267,315	351,750
Laundry	14,783	13,633	13,600	8,658	13,600
<b>Total Camping/Cottage User Fees</b>	<b>2,234,717</b>	<b>2,163,456</b>	<b>2,288,050</b>	<b>1,557,791</b>	<b>2,232,300</b>
Shooting Tournament Fees	43,040	33,560	40,000	35,556	40,000
Target Sales	620,344	687,544	708,000	560,717	755,000
Gun Rental	37,525	39,809	63,000	36,742	55,000
<b>Total Skeet, Trap &amp; Archery User Fees</b>	<b>700,909</b>	<b>760,913</b>	<b>811,000</b>	<b>633,016</b>	<b>850,000</b>
Light Shows	3,639,713	3,909,686	3,918,000	4,187,701	3,925,000
Fall Festival	147,759	133,036	145,000	155,883	145,000
Programmed Events	154,515	156,287	184,375	137,405	188,940
Vendor Fees	125,547	157,995	140,000	174,645	160,000
<b>Total Special Events User Fees</b>	<b>4,067,534</b>	<b>4,357,005</b>	<b>4,387,375</b>	<b>4,655,634</b>	<b>4,418,940</b>
Atrium Rental	912,689	1,036,697	825,000	784,096	860,000
Carlyle House Rental	21,700	27,558	30,000	14,875	33,000
Center Rental	107,176	71,915	90,000	16,750	90,000
Church Rental	250	0	600	200	1,400
Manor House Rental	465,337	491,488	440,000	387,512	490,000
Algonkian Woodlands Rental	207,346	206,921	231,750	175,511	220,000
Mill Rental	1,700	600	0	0	0
River View Rental	788,015	748,596	780,000	535,273	780,000
Shelter Reservations	352,147	381,411	429,300	237,602	453,735
Visitor Center Rental	41,022	37,025	39,000	29,750	38,000
<b>Total Facility Rental User Fees</b>	<b>2,897,381</b>	<b>3,002,212</b>	<b>2,865,650</b>	<b>2,181,569</b>	<b>2,966,135</b>

## ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Annual Dues	133,992	157,831	162,000	144,818	162,000
Athletic Field Use Fees	0	80	1,000	0	0
Batting Cage Fees	188,873	178,818	189,000	128,482	206,000
Boat/RV Storage	654,691	681,058	760,825	693,926	811,075
Camps	171,166	209,432	214,350	208,228	220,069
Climbing Feature Admissions	267,044	253,368	360,000	195,542	360,000
Entrance Fees	519,049	566,467	590,000	449,879	584,060
Equipment Rental	596,875	444,668	280,575	347,245	301,240
Inflatable Play Features	1,798	790	0	375	0
Miniature Golf	227,993	203,219	241,000	146,350	235,000
Permit Fees	9,250	6,250	6,500	4,750	6,500
Temple Hall Farm Rides	19,894	17,890	17,000	15,870	18,000
<b>Total Other Park User Fees</b>	<b>2,790,625</b>	<b>2,719,871</b>	<b>2,822,250</b>	<b>2,335,466</b>	<b>2,903,944</b>
<b>TOTAL USER FEES</b>	<b>21,942,700</b>	<b>23,814,719</b>	<b>22,963,084</b>	<b>18,798,456</b>	<b>23,973,154</b>
Retail - Ammunition	474,757	411,378	415,000	314,369	415,000
Retail - Alcoholic Beverages/Hard Liquor	1,423,745	1,489,490	1,174,390	1,136,988	1,257,550
Retail - Food (Includes Paper Products)	2,311,018	2,848,451	2,578,000	1,948,808	2,738,500
Retail - Great Blue Heron	2,726,148	2,832,433	2,596,500	2,177,872	2,607,100
Retail - Catering Food Truck	10,693	4,305	0	0	0
Administrative Fee	681,138	711,883	512,045	543,531	556,620
Retail - Algonkian Woodlands Catering	297,011	331,322	312,875	263,116	297,000
Retail - Pro Shop	243,502	282,886	233,000	213,848	268,000
Retail - Merchandise	112,335	163,646	166,800	105,150	173,300
Vending Machine Operation	0	260	0	0	0
<b>TOTAL RETAIL OPERATIONS</b>	<b>8,280,346</b>	<b>9,076,054</b>	<b>7,988,610</b>	<b>6,703,684</b>	<b>8,313,070</b>
License Fees	1,634	1,103	9,600	567	4,800
Rents & Easements	915,242	951,545	943,814	834,456	653,657
<b>TOTAL EASEMENTS AND LICENSES</b>	<b>916,876</b>	<b>952,649</b>	<b>953,414</b>	<b>835,023</b>	<b>658,457</b>
NVRPA Event Staffing	240,607	276,604	141,350	153,810	156,750
Event Services	0	52,790	144,000	12,765	144,000
Kitchen Use Fee	2,943	0	0	0	0
Firewood/Propane	62,918	53,196	70,000	43,203	70,000
Garden Guild/Docent Activities	100	134	600	10	600
Grants	216,806	216,806	216,806	0	216,806
House & Bank Building Rental	221,047	230,717	254,321	200,868	240,921
Insurance Proceeds	27,062	136,046	0	40,314	0
Interest	349,472	508,678	12,000	15,077	12,000
Temple Hall - Contribution	0	0	0	0	0
Interest-Occoquan	5,981	577	0	(6,763)	0
Lessons	123,933	147,455	157,000	149,480	179,000
Miscellaneous Revenue	311,535	253,523	126,801	125,247	135,380
Crop Sales	8,250	0	14,000	0	0
Hemlock Contractual Agreement	16,740	30,000	75,000	37,500	75,000
Reservation Fees	69,800	63,850	75,000	45,932	75,000
Sponsorship	0	228	0	0	0
<b>TOTAL OTHER REVENUE</b>	<b>1,657,193</b>	<b>1,970,604</b>	<b>1,286,878</b>	<b>817,442</b>	<b>1,305,457</b>
<b>TOTAL ENTERPRISE FUND REVENUES</b>	<b>\$ 32,797,115</b>	<b>\$ 35,814,025</b>	<b>\$ 33,191,986</b>	<b>\$ 27,154,605</b>	<b>\$ 34,250,138</b>
Transfer from Carlyle House Friends Fund	81	0	3,000	0	3,000
Transfer from Restricted License Fee Fund	327,912	415,000	480,173	480,173	775,130
Transfer from Board Authorized Reserves	0	0	0	0	0
Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	<b>449,076</b>	<b>536,083</b>	<b>604,256</b>	<b>480,173</b>	<b>899,213</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 33,246,191</b>	<b>\$ 36,350,108</b>	<b>\$ 33,796,242</b>	<b>\$ 27,634,778</b>	<b>\$ 35,149,351</b>

## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>ENTERPRISE FUND EXPENSES</b>					
Full-time Salaries	\$ 8,004,410	\$ 8,730,799	\$ 8,778,304	\$ 7,908,542	\$ 9,176,469
Part-Time Salaries	4,943,502	5,259,258	6,392,670	4,141,793	6,593,876
FICA	951,871	1,030,799	1,158,252	859,265	1,203,847
Hospitalization	1,146,492	1,377,378	1,348,828	1,189,766	1,565,614
Life Insurance	69,051	77,556	83,043	67,912	87,144
Retirement	1,403,624	1,686,507	1,957,562	1,523,843	2,036,353
Unemployment Tax	11,993	6,598	14,509	5,116	14,821
<b>TOTAL PERSONNEL SERVICES</b>	<b>16,530,943</b>	<b>18,168,894</b>	<b>19,733,167</b>	<b>15,696,236</b>	<b>20,678,124</b>
Camps	13,189	12,316	17,550	7,451	18,550
Contingency	0	0	50,000	0	225,000
Credit Card Charges	787,889	831,529	804,971	660,782	850,112
POS Technology Fees	299,204	304,612	300,000	240,626	310,000
Contract Employment	843,051	856,782	624,985	623,102	615,830
Fall Festival Operations	12,636	13,784	11,000	10,221	12,000
Golf Cart Rental	165,163	165,163	201,679	156,465	201,679
Beverage Cart Rental	11,244	11,244	10,416	9,914	10,416
Equipment Rental	445,375	409,189	269,300	331,060	289,540
Event Services	0	79,292	136,800	6,737	136,800
Feed	7,683	11,682	9,000	4,111	9,000
Fertilizer	4,931	0	13,000	3,287	9,500
Garden Guild/Docent Activities	781	117	600	765	600
Gas and Diesel	225,978	196,785	230,850	137,876	230,850
Grants - Potomac Overlook	114	592	0	1,237	0
Handicap Program	3,911	6,230	8,685	5,655	8,185
Instructor Fees	20,488	40,801	35,200	49,486	64,000
License Fees	0	0	12,200	0	12,200
Linen Service	14,753	16,517	19,000	13,224	19,000
Livestock	450	595	2,000	2,295	2,000
Membership Events/Friends Group	0	546	1,000	1,439	1,000
Park Police	338,320	168,427	140,100	73,229	140,100
Parking	0	17	0	0	0
Production Costs	414,725	520,340	449,480	496,362	472,280
Programs and Promotions	71,840	67,587	124,445	68,151	120,485
Public Information	369,741	419,649	541,800	332,231	541,800
Regatta Fees	11,590	9,103	12,000	9,205	12,000
Seeds and Plants	3,381	4,833	9,000	3,105	9,000
Shooting Tournament	14,274	11,613	18,600	11,932	15,000
Strategic Plan Initiatives	5,135	1,071	45,000	100	45,000
Compensation Funding Initiatives	0	0	82,202	0	20,000
Swimming Pool Safety Program	62,646	50,361	60,000	24,046	60,000
Targets	209,926	251,496	256,400	201,994	253,750
Training for Field Staff	55,232	84,090	60,000	57,415	60,000
Uniforms	22,121	27,256	40,250	14,457	40,425
Vet & Medicine	4,034	4,013	5,500	986	5,500
<b>TOTAL OPERATING COSTS</b>	<b>4,439,804</b>	<b>4,577,628</b>	<b>4,603,013</b>	<b>3,558,948</b>	<b>4,821,602</b>
Equipment/Vehicle Maintenance	262,431	316,628	346,185	280,074	346,185
Facility Op. & Maintenance	2,451,877	2,692,939	2,651,148	2,167,616	2,735,898
Garden Maintenance	109,939	99,634	153,680	80,052	161,301
Golf Course Maintenance	363,321	399,861	405,687	301,752	425,825
Major Contract Maintenance	264,372	215,217	260,000	339,277	260,000
Rental House Maintenance	13,583	12,444	9,000	17,950	9,500
<b>TOTAL MAINTENANCE COSTS</b>	<b>3,465,523</b>	<b>3,736,723</b>	<b>3,825,700</b>	<b>3,186,720</b>	<b>3,938,709</b>
Insurance - Liquor Liability	21,908	24,991	35,000	30,514	30,000
Insurance - Workers Comp	118,807	135,258	145,000	158,942	160,000
Insurance - Vehicle	47,468	53,402	51,702	43,797	49,787
<b>TOTAL INSURANCE</b>	<b>188,183</b>	<b>213,652</b>	<b>231,702</b>	<b>233,253</b>	<b>239,787</b>



## ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
Retail - Ammunition	325,700	281,699	303,794	208,989	303,794
Retail - Alcoholic Beverages/Hard Liquor	302,989	312,873	316,411	231,741	318,525
Retail - Algonkian Woodlands	84,941	79,274	100,950	72,922	95,000
Retail - Catering Great Blue Heron	574,877	554,279	599,280	403,520	580,990
Retail - Catering Rust Sanctuary	209,568	200,679	174,250	150,921	172,480
Retail - Food	1,155,481	1,166,396	1,151,278	773,549	1,205,000
Retail - Pro Shop	155,473	180,393	144,070	135,863	165,470
Retail Merchandise	84,888	103,416	112,400	74,456	115,650
Firewood	29,715	28,917	31,250	18,652	31,250
<b>TOTAL RETAIL OPERATIONS</b>	<b>2,923,632</b>	<b>2,907,925</b>	<b>2,933,683</b>	<b>2,070,613</b>	<b>2,988,159</b>
Telephone	90,779	95,718	94,526	85,442	95,526
Electricity	703,800	716,378	754,100	602,698	754,700
Natural Gas	57,478	42,019	56,000	50,706	56,000
Other	480	0	0	549	0
Water/Sewer	146,579	171,041	179,804	172,159	188,916
Propane Gas	78,113	68,581	86,850	65,824	80,250
Heating Oil	6,777	3,341	5,000	4,285	6,000
Internet/Cable	93,620	96,607	106,320	88,740	118,520
<b>TOTAL UTILITIES</b>	<b>1,177,627</b>	<b>1,193,685</b>	<b>1,282,600</b>	<b>1,070,402</b>	<b>1,299,912</b>
Note Payable VRA Principal	0	0	555,556	0	575,556
Interest Expense VRA Note	534,497	485,925	605,820	377,532	582,501
<b>TOTAL DEBT SERVICE</b>	<b>534,497</b>	<b>485,925</b>	<b>1,161,376</b>	<b>377,532</b>	<b>1,158,057</b>
<b>TOTAL EXPENSES</b>	<b>\$ 29,260,211</b>	<b>\$ 31,284,432</b>	<b>\$ 33,771,242</b>	<b>\$ 26,193,704</b>	<b>\$ 35,124,351</b>
<b>TRANSFERS OUT</b>					
Transfer to General Fund	(96,301)	126,466	0	0	0
<b>TOTAL TRANSFERS OUT</b>	<b>\$ (96,301)</b>	<b>\$ 126,466</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 29,163,910</b>	<b>\$ 31,410,899</b>	<b>\$ 33,771,242</b>	<b>\$ 26,193,704</b>	<b>\$ 35,124,351</b>
Adjustments	(1,265,485)	(1,027,380)	0	0	0
Reserve Activity	210,867	331,665	0	0	0
<b>OPERATING INCOME (LOSS)</b>	<b>\$ 5,136,900</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 1,441,076</b>	<b>\$ 25,000</b>
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
Transfer to Retirement Plan	0	563,492	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
Transfer to Strategic Opportunity Reserve	513,690	0	0	0	0
<b>TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)</b>	<b>5,136,900</b>	<b>5,634,924</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
<b>OPERATING INCOME AVAILABLE AFTER TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,441,076</b>	<b>0</b>
<b>ENDING BALANCE</b>	<b>\$ 287,146</b>	<b>\$ 287,146</b>	<b>\$ 287,146</b>	<b>\$ 1,728,222</b>	<b>\$ 287,146</b>

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

## PROGRAM OVERVIEW

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

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

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK</b>						
<b>REVENUES</b>						
4600	Programmed Events	\$ 11,228	\$ 2,209	\$ 8,025	\$ 127	\$ 4,000
4498	Mill Rental	1,700	600	0	0	0
4230	Entrance Fees/Group Admissions	1,326	334	2,800	205	2,800
	<b>TOTAL USER FEES</b>	<b>14,254</b>	<b>3,143</b>	<b>10,825</b>	<b>332</b>	<b>6,800</b>
4420	House Rental	10,900	13,200	13,200	11,000	13,200
	<b>TOTAL OTHER REVENUE</b>	<b>10,900</b>	<b>13,200</b>	<b>13,200</b>	<b>11,000</b>	<b>13,200</b>
4640	Retail - Food	0	5	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 25,154</b>	<b>\$ 16,348</b>	<b>\$ 24,025</b>	<b>\$ 11,332</b>	<b>\$ 20,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 103,110	\$ 84,915	\$ 91,289	\$ 84,663	\$ 96,303
5020	Part-Time Salaries	18,143	16,455	43,278	11,353	34,627
5030	FICA	9,323	7,593	10,294	6,938	10,672
5040	Hospitalization	0	11,586	11,230	9,491	12,567
5060	Life Insurance	904	831	864	746	911
5050	Retirement	17,666	17,342	20,357	16,107	21,476
5070	Unemployment Tax	43	25	105	22	105
	<b>TOTAL PERSONNEL SERVICES</b>	<b>149,189</b>	<b>138,747</b>	<b>177,417</b>	<b>129,320</b>	<b>176,662</b>
5230	Gas and Diesel	0	92	500	191	500
5431	Parking	0	17	0	0	0
5490	Programs & Promotions	9,343	814	8,025	0	6,025
5570	Uniforms	0	285	350	60	350
	<b>TOTAL OPERATING COSTS</b>	<b>9,343</b>	<b>1,208</b>	<b>8,875</b>	<b>251</b>	<b>6,875</b>
5180	Equipment/Vehicle Maintenance	0	39	500	112	500
5190	Facility Op. & Maintenance	30,146	39,084	28,000	21,801	22,000
5510	Rental House Maintenance	1,766	187	1,000	0	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>31,912</b>	<b>39,310</b>	<b>29,500</b>	<b>21,913</b>	<b>23,500</b>
5290	Insurance - Vehicle	0	564	638	562	638
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>564</b>	<b>638</b>	<b>562</b>	<b>638</b>
5580-001	Telephone	4,287	4,830	4,200	2,328	1,600
5580-002	Electricity	3,422	4,442	3,500	3,372	3,500
5580-004	Water/Sewer	777	758	1,100	1,089	1,100
5580-009	Heating Oil	1,053	0	0	0	0
5580-016	Internet/Cable	1,920	1,920	1,900	776	1,900
	<b>TOTAL UTILITIES</b>	<b>11,459</b>	<b>11,950</b>	<b>10,700</b>	<b>7,565</b>	<b>8,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 201,903</b>	<b>\$ 191,779</b>	<b>\$ 227,130</b>	<b>\$ 159,611</b>	<b>\$ 215,775</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(176,750)</b>	<b>(175,431)</b>	<b>(203,105)</b>	<b>(148,279)</b>	<b>(195,775)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2026



### Aldie Mill Historic Park:

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



#### Objectives:

- Develop a minimum of (3) new strategies to engage schools to visit the site.
- Incorporate use of the entire facility to create an improved and engaging tour experience including use of the granary building.
- Maintain a minimum of (6) community partnerships.
- Continue to cultivate, implement, and evaluate a successful volunteer program.
- Implement a minimum of (2) non-traditional special events to attract new visitors.
- Expand the interpretation of the mill to include the pre- and post-Civil War stories with a minimum of 3 additional programs or interpretive signs.
- 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.
- Develop a minimum of (1) new program that incorporate opportunities to visit multiple NOVA Parks' sites within the same day.
- Work with Civil War Trails to update existing interpretive panels.

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



#### Objectives:

- Implement park maintenance standards consistent with site and preservation guidelines for consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
- Continue to assess, plan, and implement infrastructure improvements to ensure the appropriate maintenance and care of the facilities.
- Successfully incorporate new site interpreter positions to enhance offerings.
- 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.
- Continue to facilitate the Resident Curator Program.

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

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



#### Objectives:

- Establish a minimum of (2) new educational partnerships with local history or nature organizations.
- Implement (2) promotional strategies for the interpretive signs for self-guided tours.
- Participate in the planning and scheduled tasks of the bridge infrastructure project. Provide a minimum of (2) nature based programs utilizing NOVA Parks Roving Naturalist program.

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

## **FY 2025 STRATEGIC GOAL HIGHLIGHTS**

### **Aldie Mill:**

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

#### **Highlights**

- Continued strong community partnership with teachers at Aldie Elementary School to host a literacy program at Mill, and "Village Caroling" in partnership with the Aldie Heritage Association. Staff served as judge for 5<sup>th</sup> grade student "Shark Tank business proposals.
- Maintained partnerships with Aldie Heritage Association, Aldie Horticultural Association, Virginia Piedmont Heritage Association, and Aldie Elementary School.
- Maintained easement requirements with the Virginia Department of Historic Resources.
- Worked with the NOVA Parks Camps and Programs Committee in the creation of a Program Training Video for staff and volunteers.
- Worked with Visit Loudoun and other Loudoun County historical sites to explore partnership and collaborative marketing opportunities.
- Hosted public lecture program about Aldie Mill and Charles Fenton Mercer with local historians.
- Hosted tea program, Sketch Club Paint event, Declaration of Independence reading event with Loudoun's 250<sup>th</sup> Committee.

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

#### **Highlights**

- Continued to completed work to stabilize windows of the Mill and Granary buildings.
- Repurposed the Granary building into a new venue for small programs.
- Conducted an outdoor signage assessment with summer interns and drafted text for replacement panels.
- 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**

- Continued to manage the Resident Curator program.
- Continued to work on the planned installation of new septic system.

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

#### **Highlights**

- Performed tree and brush clearing to maintain the stone bridge and the old access road. Worked closely with Loudoun County on bridge repair study being conducted.

Partnered with Goose Creek Association to develop (4) new environmental interpretive signs.

## **MEASURABLE RESULTS**

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



# ALGONKIAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 265,930	\$ 289,500	\$ 291,685	0.8%
Retail Operations	84	500	500	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 266,014</b>	<b>\$ 290,000</b>	<b>\$ 292,185</b>	<b>0.8%</b>

<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 770,958	\$ 798,170	\$ 844,562	5.8%
Operating Costs	13,157	20,100	18,600	-7.5%
Maintenance Costs	49,218	51,900	54,000	4.0%
Insurance	2,821	3,191	3,830	20.0%
Retail Operations	0	150	200	33.3%
Utilities	13,127	13,660	13,405	-1.9%
<b>TOTAL EXPENSES</b>	<b>\$ 849,282</b>	<b>\$ 887,171</b>	<b>\$ 934,597</b>	<b>5.3%</b>

<b>Net Income</b>	<b>(\$583,267)</b>	<b>(\$597,171)</b>	<b>(\$642,412)</b>
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## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-035</b>	<b>ALGONKIAN REGIONAL PARK</b>					
	<b>REVENUES</b>					
4460	Launch & Parking Fees	\$ 10,974	\$ 15,734	\$ 14,000	\$ 10,813	\$ 16,000
4600	Programmed Events	3,228	1,661	6,000	1,738	4,000
4670	Shelter Reservations	82,770	84,209	91,000	50,220	94,185
4080	Boat/RV Storage	143,064	157,662	169,500	164,679	169,500
4500	Miniature Golf	8,724	6,665	9,000	2,339	8,000
	<b>TOTAL USER FEES</b>	<b>248,761</b>	<b>265,930</b>	<b>289,500</b>	<b>229,788</b>	<b>291,685</b>
4640	Retail - Food	45	84	500	39	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>45</b>	<b>84</b>	<b>500</b>	<b>39</b>	<b>500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 248,806</b>	<b>\$ 266,014</b>	<b>\$ 290,000</b>	<b>\$ 229,827</b>	<b>\$ 292,185</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 394,830	\$ 431,195	\$ 420,032	\$ 385,242	\$ 445,276
5020	Part-Time Salaries	117,820	112,067	135,246	93,353	138,598
5030	FICA	37,876	39,448	42,479	33,612	44,666
5040	Hospitalization	67,477	101,203	102,330	85,163	112,065
5060	Life Insurance	3,584	3,975	3,974	3,418	4,212
5050	Retirement	70,885	82,907	93,667	74,596	99,297
5070	Unemployment Tax	231	163	443	90	448
	<b>TOTAL PERSONNEL SERVICES</b>	<b>692,702</b>	<b>770,958</b>	<b>798,170</b>	<b>675,475</b>	<b>844,562</b>
5230	Gas and Diesel	22,540	10,270	15,000	6,881	15,000
5490, 5492	Programs and Promotions	0	2,087	3,000	1016	1,500
5570	Uniforms	993	800	2,100	594	2,100
	<b>TOTAL OPERATING COSTS</b>	<b>23,532</b>	<b>13,157</b>	<b>20,100</b>	<b>8,491</b>	<b>18,600</b>
5180	Equipment/Vehicle Maintenance	9,135	7,787	9,900	14,378	9,900
5190	Facility Op. & Maintenance	37,508	41,432	42,000	37,549	44,100
	<b>TOTAL MAINTENANCE COSTS</b>	<b>46,643</b>	<b>49,218</b>	<b>51,900</b>	<b>51,927</b>	<b>54,000</b>
5290	Insurance - Vehicle	2,694	2,821	3,191	3,369	3,830
	<b>TOTAL INSURANCE</b>	<b>2,694</b>	<b>2,821</b>	<b>3,191</b>	<b>3,369</b>	<b>3,830</b>
5520	Retail - Food	67	0	150	160	200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>67</b>	<b>0</b>	<b>150</b>	<b>160</b>	<b>200</b>
5580-001	Telephone	1,436	914	1,400	1,160	1,000
5580-002	Electricity	9,331	9,180	9,000	5,747	9,000
5580-004	Water/Sewer	1,638	1,979	2,060	3,669	2,205
5580-016	Internet/Cable	1,010	1,054	1,200	813	1,200
	<b>TOTAL UTILITIES</b>	<b>13,416</b>	<b>13,127</b>	<b>13,660</b>	<b>11,389</b>	<b>13,405</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 779,054</b>	<b>\$ 849,282</b>	<b>\$ 887,171</b>	<b>\$ 750,811</b>	<b>\$ 934,597</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$530,248)</b>	<b>(\$583,267)</b>	<b>(\$597,171)</b>	<b>(\$520,984)</b>	<b>(\$642,412)</b>

# ALGONKIAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



### **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 a plan to preserve and maintain a sustainable park trails network including a minimum of (2) scheduled staff or volunteer workdays.
- 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.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 1,000 volunteer hours.

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



#### Objectives:

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

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



#### Objectives:

- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- 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:

- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lot.
- 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 2025 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.
- Continued the implementation of our annual maintenance plan for the Potomac Heritage Trail, in partnership with the Potomac Heritage Trail Association.
- Worked with Planning and Development on the installation of new solar panels.
- Hosted several Eagle Scout projects throughout the park with focuses on trail improvements and conservation.
- Conducted multiple invasive species removals with volunteer groups and continued native plantings with partner organizations.

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

#### **Highlights**

- Worked with NOVA Parks Roving Naturalist to conduct several educational programs including kayak tours and guided hikes.
- Refined in-house events calendar for the year and utilized the NOVA Parks website and social media channels to promote events and offerings.
- Began offering Title 1 scholarship field trips within the park.
- Implemented new site standards and procedures for scholastic rowing teams.
- Participated in the City Nature Challenge.

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

#### **Highlights**

- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards and monthly service strategies.
- Hosted CPR/First Aid course to recertify and certify staff.
- Hosted Level 1 Customer Service training for all park staff
- Reviewed and updated the park FAQ page with additional common requests.
- Continued to implement and expand the volunteer program to facilitate park improvements.

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

#### **Highlights**

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

## MEASURABLE RESULTS

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

# ALGONKIAN GOLF COURSE

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	7.5	7.5	7.0	7.0	7.0
Part-Time	5.63	5.63	5.77	6.49	6.49

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



# ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-010</b>	<b>ALGONKIAN GOLF COURSE</b>					
	<b>REVENUES</b>					
4210	Driving Range	\$ 156,007	\$ 167,634	\$ 150,000	\$ 134,457	\$ 175,000
4220	Cart Rental	377,697	436,975	350,000	329,528	406,000
4320	Golf Club Rental	4,268	3,730	3,000	2,659	3,000
4380	Green Fees	1,241,544	1,316,378	1,155,000	1,002,931	1,293,600
4400	Golf Handicap Program	4,602	4,085	5,500	3,463	4,500
4460	Launch & Parking Fees	0	0	0	32	0
4610	Pull Cart Rental	5,316	6,136	4,000	3,851	5,000
	<b>TOTAL USER FEES</b>	<b>1,789,434</b>	<b>1,934,938</b>	<b>1,667,500</b>	<b>1,476,920</b>	<b>1,887,100</b>
4475	Lessons	1,880	1,200	10,000	1,880	10,000
	<b>TOTAL OTHER REVENUE</b>	<b>1,880</b>	<b>1,200</b>	<b>10,000</b>	<b>1,880</b>	<b>10,000</b>
4641	Retail - Alcoholic Beverages	92,539	101,979	85,000	67,976	95,000
4640,4642,4643	Retail - Food	91,035	102,168	85,000	72,885	95,000
4650	Retail - Pro Shop	72,815	82,237	68,000	67,613	80,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>256,390</b>	<b>286,384</b>	<b>238,000</b>	<b>208,474</b>	<b>270,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 2,047,703</b>	<b>\$ 2,222,522</b>	<b>\$ 1,915,500</b>	<b>\$ 1,687,274</b>	<b>\$ 2,167,100</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 439,185	\$ 472,904	\$ 475,410	\$ 426,020	\$ 502,868
5020	Part-Time Salaries	189,193	186,403	202,328	131,258	204,739
5030	FICA	45,610	48,252	51,847	39,163	54,132
5040	Hospitalization	89,772	89,895	89,771	77,476	105,262
5060	Life Insurance	3,927	4,285	4,497	3,763	4,757
5050	Retirement	80,934	93,989	106,016	85,163	112,139
5070	Unemployment Tax	468	252	583	158	587
	<b>TOTAL PERSONNEL SERVICES</b>	<b>849,089</b>	<b>895,981</b>	<b>930,454</b>	<b>763,002</b>	<b>984,484</b>
5160	Golf Cart Rental	53,895	53,895	65,823	51,057	65,823
5138	Beverage Cart Rental	3,748	3,748	3,472	3,305	3,472
5230	Gas and Diesel	8,449	15,588	15,000	10,160	15,000
5260	Golf Handicap Program	374	1,996	3,900	3,775	3,400
5263	Instructor Fees	0	0	9,000	0	9,000
5570	Uniforms	1,763	1,994	2,100	593	2,100
	<b>TOTAL OPERATING COSTS</b>	<b>68,230</b>	<b>77,221</b>	<b>99,295</b>	<b>68,889</b>	<b>98,795</b>
5180	Equipment/Vehicle Maintenance	23,386	25,815	26,000	18,856	26,000
5190	Facility Op. & Maintenance	69,848	65,906	64,000	63,142	65,900
5240	Golf Course Maintenance	112,500	121,166	131,512	89,048	138,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>205,734</b>	<b>212,887</b>	<b>221,512</b>	<b>171,046</b>	<b>229,900</b>
5265	Insurance - Liquor Liability	725	1,330	1,100	1,650	750
5290	Insurance - Vehicle	539	564	638	562	638
	<b>TOTAL INSURANCE</b>	<b>1,264</b>	<b>1,894</b>	<b>1,738</b>	<b>2,212</b>	<b>1,388</b>
5521	Retail - Alcoholic Beverages	29,614	28,098	25,425	17,741	28,500
5520	Retail - Food	38,427	38,442	34,040	30,055	38,000
5530	Retail - Pro Shop	48,055	50,703	40,950	40,059	48,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>116,095</b>	<b>117,244</b>	<b>100,415</b>	<b>87,856</b>	<b>114,500</b>
5580-001	Telephone	4,362	4,126	4,770	3,738	4,770
5580-002	Electricity	29,466	31,208	31,000	30,350	31,000
5580-004	Water/Sewer	5,407	6,531	4,944	12,108	5,290
5580-008	Propane Gas	7,423	7,948	9,000	11,883	9,000
5580-016	Internet/Cable	4,785	4,331	5,000	3,614	5,000
	<b>TOTAL UTILITIES</b>	<b>51,443</b>	<b>54,143</b>	<b>54,714</b>	<b>61,694</b>	<b>55,060</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,291,855</b>	<b>\$ 1,359,370</b>	<b>\$ 1,408,127</b>	<b>\$ 1,154,698</b>	<b>\$ 1,484,128</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 755,849</b>	<b>\$ 863,151</b>	<b>\$ 507,373</b>	<b>\$532,576</b>	<b>\$ 682,972</b>

# ALGONKIAN GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (3) targeted promotions focusing on the sale of the Subscription Membership.
- Continue to review the traditional annual membership program quarterly.
- Continue to implement “scripts” for pro shop staff that highlight the value of the Heron’s Choice Subscription.

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



#### Objectives:

- Refine and update the Revenue Playbook annually utilizing Wrike and its full capabilities.
- Continue to utilize all tools in the Gallus Golf App to expand content, promotional offerings and active users.
- Effectively promote a minimum of (4) new promotional strategies that focus on off-peak days and under-utilized time blocks such as late morning/early afternoon.

### **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 post a minimum of (1) social post monthly containing video content.
- Continue to implement quarterly campaigns including the annual Fall for Golf and Swing into Spring programs.
- Using the existing tournament tracking tool, implement a minimum of (2) new sales strategies to establish contact with new and previous tournament and outing clients.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY26.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Host a minimum of (5) in-house outings or events to promote the course.

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



#### Objectives:

- Continue to maintain a “No-Show” policy to ensure the maximum number of paid tee times each day.
- Continue to review and refine volunteer training protocol and onboarding process.
- 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 Administrator to maintain menus that focus on freshness, timely delivery, and profitability.
- Through the Golf Course Committee coordinate a bi-annual audit and review of F&B and retail operations strategies and performance with team 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 2026 budget goal.
- Conduct inspection to ensure all golf facilities are clean, safe, and operationally prepared for the upcoming season.

# ALGONKIAN GOLF COURSE

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### Highlights

- Conducted multiple member events to promote the added value of memberships including Swing into Spring and Fall for Golf.
- Implemented a new seasonal promotion offering Heron's Choice rates to regular guests to promote sales.
- Continued to evaluate membership levels and pricing and implemented new key fobs system for the driving range to ensure profitability and guest satisfaction.
- 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

- Retained FY24 leagues and introduced a new Ladies league.
- Implemented new in-house tournaments and events to engage new and regular golfers including "Match Madness."
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Reviewed and revised promotional deals and continued 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 with an emphasis on social media and app content.

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

#### Highlights

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Continued partnerships with First Tee and Special Olympics DC to provide quality programs and events.
- Partnered with Troon for monthly e-blasts, including cross-promotional opportunities.
- Continued implementation of monthly video posting to social media accounts to better engage followers.
- Refined the Stay and Play package to cross-promote the Riverfront Cottages and the Heron's Choice Membership program
- Implemented new social events focused on promoting driving range utilization in off-peak hours

### 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 such as new range mats, as well as on-course improvements to cart paths
- Continued to refine volunteer onboarding process to ensure quality training hours and superior customer service.
- Developed and implemented an improvement plan for the Pro Shop entrance and Starter area
- Implemented various improvements to the interior of the Pro Shop including new carpet, retail displays, and lounge area.

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

#### Highlights

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

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• 18 hole golf rounds (paid)	31,134	22,027	32,000	12,414	34,800
• 18 hole golf rounds (members)	7,522	7,239	5,000	3,614	5,000
• Power cart rentals-18 hole equivalent	23,759	27,738	24,000	11,980	30,000
• Number of driving range buckets sold	10,025	12,599	17,500	6,786	18,500
• Number of annual golf memberships sold	185	124	75	24	60
• Subscription memberships sold - Heron's Choice	37	99	75	42	75
• Per customer average on pro shop merchandise	1.88	2.81	1.84	3.2	2.01
• Per customer average on food & beverage	4.75	6.98	4.59	6.62	4.77
• Revenue per round of golf played	52.97	75.94	51.77	41.18	54.45
• Expense per round of golf played	33.42	46.45	38.1	37.71	37.29
• Volunteer hours received	7,607	8,800	6,800	3,500	6,800

# **VOLCANO ISLAND WATERPARK AT ALGONKIAN**

## **PROGRAM OVERVIEW**

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

## **REVENUE & EXPENSE SUMMARY**

	<b>FY 2024 ACTUAL</b>	<b>FY 2025 ADOPTED</b>	<b>FY 2026 ADOPTED</b>	<b>% CHANGE 2025-2026</b>
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 529,221	\$ 491,500	\$ 510,000	3.8%
Retail Operations	171,958	148,000	148,000	0.0%
Other Revenue	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 701,180</b>	<b>\$ 639,500</b>	<b>\$ 658,000</b>	<b>2.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 270,580	\$ 299,366	\$ 307,466	2.7%
Maintenance Costs	83,611	83,000	87,150	5.0%
Retail Operations	71,161	60,500	60,500	0.0%
Utilities	34,765	36,000	36,315	0.9%
<b>TOTAL EXPENSES</b>	<b>\$ 460,117</b>	<b>\$ 478,866</b>	<b>\$ 491,431</b>	<b>2.6%</b>
<b>Net Income</b>	<b>\$ 241,063</b>	<b>\$ 160,634</b>	<b>\$ 166,569</b>	

## **BUDGET HIGHLIGHTS**

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

- There are no major variances in this budget.

## **STAFFING SUMMARY**

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

## VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-020 ALGONKIAN VOLCANO ISLAND WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 324,345	\$ 429,497	\$ 390,000	\$ 227,157	\$ 402,000
4570	Group Admissions	50,664	72,096	70,000	59,159	75,000
4490	Locker Rental	265	411	500	48	500
4560, 4580	Waterpark Passes	22,393	20,803	25,000	13,357	25,000
4670	Shelter Reservations	3,128	6,415	6,000	4,873	7,500
<b>TOTAL USER FEES</b>		<b>400,794</b>	<b>529,221</b>	<b>491,500</b>	<b>304,593</b>	<b>510,000</b>
4640	Retail Operations	108,864	159,804	135,000	80,709	135,000
4660	Swim Merchandise	8,547	12,155	13,000	5,755	13,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>117,411</b>	<b>171,958</b>	<b>148,000</b>	<b>86,463</b>	<b>148,000</b>
4510	Miscellaneous Revenue	0	0	0	50	0
<b>TOTAL OTHER REVENUE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>
<b>TOTAL REVENUES</b>		<b>\$ 518,206</b>	<b>\$ 701,180</b>	<b>\$ 639,500</b>	<b>\$ 391,107</b>	<b>\$ 658,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 228,440	\$ 251,064	\$ 277,705	\$ 146,687	\$ 285,219
5030	FICA	17,732	19,211	21,244	11,214	21,819
5070	Unemployment Tax	709	306	417	257	428
<b>TOTAL PERSONNEL SERVICES</b>		<b>246,880</b>	<b>270,580</b>	<b>299,366</b>	<b>158,157</b>	<b>307,466</b>
5180	Equipment/Vehicle Maintenance	0	0	0	37	0
5190	Facility Op. & Maintenance	82,050	83,611	83,000	57,380	87,150
<b>TOTAL MAINTENANCE COSTS</b>		<b>82,050</b>	<b>83,611</b>	<b>83,000</b>	<b>57,417</b>	<b>87,150</b>
5520	Retail Operations	53,054	64,951	54,000	27,658	54,000
5535	Swim Merchandise	4,466	6,210	6,500	5,309	6,500
<b>TOTAL RETAIL OPERATIONS</b>		<b>57,520</b>	<b>71,161</b>	<b>60,500</b>	<b>32,967</b>	<b>60,500</b>
5580-000	Other Utilities	250	0	0	0	0
5580-001	Telephone	1,772	2,014	1,500	2,077	1,500
5580-002	Electricity	27,724	25,205	27,500	20,762	27,500
5580-004	Water/Sewer	3,932	4,750	4,500	8,806	4,815
5580-016	Internet/Cable	2,431	2,796	2,500	2,519	2,500
<b>TOTAL UTILITIES</b>		<b>36,109</b>	<b>34,765</b>	<b>36,000</b>	<b>34,165</b>	<b>36,315</b>
<b>TOTAL EXPENSES</b>		<b>\$ 422,558</b>	<b>\$ 460,117</b>	<b>\$ 478,866</b>	<b>\$ 282,705</b>	<b>\$ 491,431</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 95,648</b>	<b>\$ 241,063</b>	<b>\$ 160,634</b>	<b>\$ 108,401</b>	<b>\$ 166,569</b>



# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Work with the Marketing and Communication and the Aquatics teams continue to promote the sale of Annual Waterpark Passes implementing a minimum of (2) new sales strategies including sales and table setup for May and June. 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 through training efforts and the use of an SOP.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts implementing a minimum of (3) new implementation strategies.

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



#### Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Working with Aquatics Manager continue to enhance the vanGUARD leadership training with a focus on retaining quality seasonal management staff.
- Continue to implement & refine effective waterpark Standard Operating Procedures & pump room training 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 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 consistent staff training programs to provide quality food and beverage products and services.
- Refine and market group meals with a minimum of (2) new strategies to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of meeting FY26 revenue goals. Maintain a consistent stock of retail items to ensure a high volume of sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



#### Objectives:

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

# VOLCANO ISLAND WATERPARK AT ALGONKIAN

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

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

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

### Highlights

- Continued to effectively implement the Ellis & Associates Comprehensive Aquatic Safety Program, achieving Gold Award status for the 2024 season.
- Reviewed and refined orientation to better train staff and to include customer service training.
- Implemented pump room safety and food & beverage training for supervisory staff
- Refined attendance at hiring events throughout the area, to include job fairs and school visits to ensure efficacy.
- Staff attended various trainings including lifeguard instructor and certified pool operator to ensure a high level of knowledge and performance.
- Worked with the Aquatics Manager to refine the VanGUARD training and promote staff participation

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

### Highlights

- Reviewed and refined birthday party processes and venues to ensure a superior guest experience.
- Implemented annual pass sales tables on peak weekends to promote sales.
- Reviewed and refined retail sales area and offerings to better meet guest needs.
- Worked with Aquatics Manager to address facility and staff needs.
- Worked with Planning & Development to begin the process of replacing our feature attraction with a new and engaging product.

**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 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.
- Worked with the Food & Beverage team to revise and streamlined concessions menu to expedite service and better meet guest needs.
- Reviewed and refined inventory control system to control expenses and conducted multiple cash handling training courses to ensure a high level of accuracy in daily transactions

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

### Highlights

- Worked with the Aquatics Team to review and revise maintenance standards for pump rooms, deck spaces, and bathrooms.
- Continued to improve and renew facility theming with installation of palm trees and carved tiki heads, as well as improved signage.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2025 seasonal staff attended Customer Service Training.
- Implemented an effective staff incentive program to promote a high level of customer service.
- Reviewed and refined the staff orientation plan to equip staff with tools to promote a positive guest experience.
- Continue to conduct routine maintenance inspections to ensure high operating standards.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of general admissions	31,201	39,116	35,000	18,568	35,000
• Number of youth group participants	7,477	9,111	10,700	9,564	10,700
• Number of Annual Waterpark Passes sold	261	236	250	35	250
• Avg. amount customers spent on food, beverages & retail	3.04	3.57	3.24	3.03	3.24
• Number of birthday party participants	1,265	1,228	1,100	699	1,100
• Number of birthday parties	104	92	110	49	110

# THE WOODLANDS AT ALGONKIAN PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 206,921	\$ 231,750	\$ 220,000	-5.1%
Retail Operations	513,263	470,795	457,680	-2.8%
Other Revenue	43,908	38,835	36,850	-5.1%
<b>TOTAL REVENUE</b>	<b>\$ 764,092</b>	<b>\$ 741,380</b>	<b>\$ 714,530</b>	<b>-3.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 244,500	\$ 272,027	\$ 293,909	8.0%
Operating Costs	147,478	89,620	80,025	-10.7%
Maintenance Costs	54,712	49,100	51,500	4.9%
Insurance	3,891	5,000	4,750	-5.0%
Retail Operations	103,362	126,950	119,240	-6.1%
Utilities	19,884	19,206	19,206	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 573,828</b>	<b>\$ 561,903</b>	<b>\$ 568,630</b>	<b>1.2%</b>
<b>Net Income</b>	<b>\$ 190,264</b>	<b>\$ 179,477</b>	<b>\$ 145,900</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-030</b>	<b>ALGONKIAN-WOODLANDS MEETING &amp; EVENT CENTER</b>					
	<b>REVENUES</b>					
4130	Woodlands Rental	\$ 207,346	\$ 206,921	\$ 231,750	\$ 175,511	\$ 220,000
	<b>TOTAL USER FEES</b>	<b>207,346</b>	<b>206,921</b>	<b>231,750</b>	<b>175,511</b>	<b>220,000</b>
4821	Equipment Rental	15,588	19,320	23,175	23,428	22,000
4822	Contract Employment	23,469	24,588	15,660	10,575	14,850
	<b>TOTAL OTHER REVENUE</b>	<b>39,057</b>	<b>43,908</b>	<b>38,835</b>	<b>34,003</b>	<b>36,850</b>
4640,4641,4647	Retail - Alcohol	98,435	107,649	100,120	86,494	100,980
4115	Catering	297,011	331,322	312,875	263,116	297,000
4682	Administrative Fee	66,642	74,292	57,800	56,568	59,700
	<b>TOTAL RETAIL OPERATIONS</b>	<b>462,088</b>	<b>513,263</b>	<b>470,795</b>	<b>406,178</b>	<b>457,680</b>
	<b>TOTAL REVENUES</b>	<b>\$ 708,491</b>	<b>\$ 764,092</b>	<b>\$ 741,380</b>	<b>\$ 615,692</b>	<b>\$ 714,530</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 78,167	\$ 134,382	\$ 133,889	\$ 132,465	\$ 145,228
5020	Part-Time Salaries	48,644	45,561	64,945	34,773	69,290
5030	FICA	9,508	13,165	15,211	11,813	16,411
5040	Hospitalization	15,911	25,163	26,667	25,606	29,024
5060	Life Insurance	503	1,030	1,267	944	1,374
5050	Retirement	14,412	25,131	29,857	24,230	32,386
5070	Unemployment Tax	79	68	191	31	197
	<b>TOTAL PERSONNEL SERVICES</b>	<b>167,225</b>	<b>244,500</b>	<b>272,027</b>	<b>229,862</b>	<b>293,909</b>
5186	Equipment Rental	20,265	27,365	22,000	23,233	20,900
5146	Contract Employment	89,104	112,974	60,420	89,820	50,750
5230	Gas and Diesel	0	20	0	0	0
5340	Linen Service	1,041	2,021	3,000	1,274	3,000
5570	Uniforms	309	334	700	302	875
5490	Programs and Promotions	951	4,765	3,500	2,684	4,500
	<b>TOTAL OPERATING COSTS</b>	<b>111,669</b>	<b>147,478</b>	<b>89,620</b>	<b>117,312</b>	<b>80,025</b>
5180	Equipment/Vehicle Maintenance	426	2,508	1,100	2,802	1,100
5190	Facility Op. & Maintenance	47,129	52,204	48,000	37,311	50,400
	<b>TOTAL MAINTENANCE COSTS</b>	<b>47,556</b>	<b>54,712</b>	<b>49,100</b>	<b>40,113</b>	<b>51,500</b>
5265	Insurance-Liquor liability	3,507	3,891	5,000	4,500	4,750
	<b>TOTAL INSURANCE</b>	<b>3,507</b>	<b>3,891</b>	<b>5,000</b>	<b>4,500</b>	<b>4,750</b>
5143	Catering	84,941	79,274	100,950	72,922	95,000
5521	Retail - Alcohol	24,774	24,088	26,000	23,106	24,240
	<b>TOTAL RETAIL OPERATIONS</b>	<b>109,715</b>	<b>103,362</b>	<b>126,950</b>	<b>96,028</b>	<b>119,240</b>
5580-000	Other Utilities	30	0	0	0	0
5580-001	Telephone	2,732	3,151	2,756	2,781	2,756
5580-002	Electricity	11,510	12,171	11,000	11,961	11,000
5580-008	Propane	973	979	2,000	452	2,000
5580-016	Internet/Cable	3,116	3,583	3,450	3,082	3,450
	<b>TOTAL UTILITIES</b>	<b>18,362</b>	<b>19,884</b>	<b>19,206</b>	<b>18,275</b>	<b>19,206</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 458,034</b>	<b>\$ 573,828</b>	<b>\$ 561,903</b>	<b>\$ 506,090</b>	<b>\$ 568,630</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 250,457</b>	<b>\$ 190,264</b>	<b>\$ 179,477</b>	<b>\$ 109,603</b>	<b>\$ 145,900</b>

# THE WOODLANDS AT ALGONKIAN PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

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

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



#### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- 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.
- Identify and take part in a minimum of (3) sales or other event training opportunities for the full-time event team. (in-person or virtually)



# THE WOODLANDS AT ALGONKIAN PARK

## FY 2025 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.
- Worked with the Food & Beverage team to develop additional menus focused on client affordability.
- Consistently monitored websites (google, Facebook, The Knot, wedding wire) for new reviews and responded accordingly.
- Maintained weekly presence on social media platforms with an emphasis on Instagram engagement.
- Reviewed and enhanced our annual open-house event with a focus on our recent renovations and menu changes.
- Communicated quarterly with Food and Beverage team regarding food & labor costs as well as staffing plans.
- Conducted annual competitive pricing analysis against local comparable venues.
- Reviewed and revised our preferred vendor list to ensure premier service to our clients.
- Continued to revise implementation of Event Temple software.

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

### **Highlights**

- Implemented strategies and training techniques developed by the customer service committee through the use of GREAT cards and monthly service strategies.
- Continued to review and update training documents for Events Coordinator position.
- Conducted routine inspections of facilities and equipment to ensure quality standards for our clients.
- Staff participated in a Venue Sales Accelerator course to enhance sales techniques and strategies.
- Implemented new Mother's Day Brunch event to promote the Woodlands for non-wedding special events.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of social rentals (events)	58	54	60	29	60
• Number of wedding/social events catered (in-house)	46	54	60	29	60
• Number of daytime rentals (meetings)	29	48	31	6	31

# ALGONKIAN COTTAGES

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL		FY 2025 ADOPTED		FY 2026 ADOPTED		% CHANGE 2025-2026
REVENUE BY SOURCE							
User Fees	\$	343,728	\$	335,600	\$	352,350	5.0%
TOTAL REVENUE	\$	343,728	\$	335,600	\$	352,350	5.0%
EXPENSES BY CATEGORY							
Personnel Services	\$	140,721	\$	156,933	\$	165,878	5.7%
Operating Costs		13,478		15,000		15,000	0.0%
Maintenance Costs		24,303		33,550		33,550	0.0%
Insurance		0		638		638	0.0%
Utilities		46,999		48,300		45,206	-6.4%
TOTAL EXPENSES	\$	225,501	\$	254,421	\$	260,272	2.3%
Net Income	\$	118,227	\$	81,179	\$	92,078	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-040</b>	<b>ALGONKIAN COTTAGES</b>					
	<b>REVENUES</b>					
4150,4151	Cottage Rental	\$ 351,874	\$ 342,767	\$ 335,000	\$ 267,315	\$ 351,750
4470	Laundry	418	962	600	208	600
	<b>TOTAL USER FEES</b>	<b>352,292</b>	<b>343,728</b>	<b>335,600</b>	<b>267,523</b>	<b>352,350</b>
	<b>TOTAL REVENUES</b>	<b>\$ 352,292</b>	<b>\$ 343,728</b>	<b>\$ 335,600</b>	<b>\$ 267,523</b>	<b>\$ 352,350</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 27,317	\$ 25,458	\$ 33,209	\$ 27,609	\$ 35,910
5020	Part-Time Salaries	71,064	88,290	96,362	77,063	100,596
5030	FICA	7,223	8,389	9,912	7,387	10,443
5040	Hospitalization	7,741	12,846	9,565	14,391	10,411
5060	Life Insurance	245	313	314	276	340
5050	Retirement	5,197	5,356	7,406	5,951	8,008
5070	Unemployment Tax	68	69	165	34	171
	<b>TOTAL PERSONNEL SERVICES</b>	<b>118,855</b>	<b>140,721</b>	<b>156,933</b>	<b>132,711</b>	<b>165,878</b>
5340	Linen Service	12,756	13,478	15,000	11,170	15,000
	<b>TOTAL OPERATING COSTS</b>	<b>12,756</b>	<b>13,478</b>	<b>15,000</b>	<b>11,170</b>	<b>15,000</b>
5180	Equipment/Vehicle Maintenance	66	0	550	806	550
5190	Facility Op. & Maintenance	27,366	24,303	33,000	21,391	33,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>27,432</b>	<b>24,303</b>	<b>33,550</b>	<b>22,197</b>	<b>33,550</b>
5290	Insurance - Vehicle	0	0	638	0	638
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>0</b>	<b>638</b>
5580-001	Telephone	1,719	1,818	2,000	1,518	0
5580-002	Electricity	18,685	20,757	20,000	17,119	20,000
5580-004	Water/Sewer	5,407	6,531	5,800	12,108	6,206
5580-008	Propane	553	703	1,500	291	0
5580-016	Internet/Cable	16,819	17,190	19,000	13,261	19,000
	<b>TOTAL UTILITIES</b>	<b>43,182</b>	<b>46,999</b>	<b>48,300</b>	<b>44,298</b>	<b>45,206</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 202,225</b>	<b>\$ 225,501</b>	<b>\$ 254,421</b>	<b>\$ 210,375</b>	<b>\$ 260,272</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 150,066</b>	<b>\$ 118,227</b>	<b>\$ 81,179</b>	<b>\$ 57,148</b>	<b>\$ 92,078</b>

# ALGONKIAN COTTAGES

## STRATEGIC GOALS & OBJECTIVES FY 2026

**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.
- Continue to implement a cross promotional “stay and play” campaign with the golf course.
- Continue to partner with a minimum of (2) tourism-oriented associations.
- Review current phone and internet expense lines working to reduce overall costs while maintaining an appropriate level of amenities.
- Work closely with Planning and Development on budgeted renovation projects to enhance the visitor experience.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

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

FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

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

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

Highlights

- Reviewed and revised Stay & Play program to cross-promote cottages and golf outings.
- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards and monthly service strategies.
- Began implementation of a self-guided nature walk activity available for cottage guests on the White Trail.
- 
- Housekeeping team participated in Level 1 Customer Service training
- Continue to revised cottage maintenance reporting to ensure guest feedback is addressed quickly and consistently.

MEASURABLE RESULTS	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
Three Bedroom-Rental Nights (8 cottages)	678	704	985	379	985
Four Bedroom-Rental Nights (2 cottages)	296	308	200	191	200
Five Bedroom-Rental Nights (2 cottages)	300	347	285	175	285

# RESERVOIR PARK AT BEAVERDAM

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

		FY 2024 ACTUAL		FY 2025 ADOPTED		FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>							
User Fees	\$	18,581	\$	169,000	\$	194,400	15.0 %
Retail Operations		0		20,000		12,000	-40.0 %
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>18,581</b>	<b>\$</b>	<b>189,000</b>	<b>\$</b>	<b>206,400</b>	
<b>EXPENSES BY CATEGORY</b>							
Personnel Services	\$	17,260	\$	221,193	\$	241,517	9.2 %
Operating Costs		520		2,850		2,850	0.0 %
Maintenance Costs		14,087		58,000		73,000	25.9 %
Insurance		0		638		638	0.0 %
Retail Operations		0		10,000		6,000	-40.0 %
Utilities		0		12,200		21,200	73.8 %
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>31,867</b>	<b>\$</b>	<b>304,881</b>	<b>\$</b>	<b>345,205</b>	
<b>Net Income</b>	<b>\$</b>	<b>(13,286)</b>	<b>\$</b>	<b>(115,881)</b>	<b>\$</b>	<b>(138,805)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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



## RESERVOIR PARK AT BEAVERDAM

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-042</b>	<b>RESERVOIR PARK AT BEAVERDAM</b>					
	<b>REVENUES</b>					
4070	Boat Rental	\$ 0	\$ 0	\$ 50,000	\$ 8,019	\$ 50,000
4080	Crew Boat Storage	0	0	49,000	13,489	63,000
4460	Launch & Parking Fees	13,916	18,581	30,000	26,346	35,000
4600	Programmed Events	0	0	0	0	1,400
4670	Shelter Reservations	0	0	40,000	1,830	40,000
4673	Rowing Camps	0	0	0	0	5,000
	<b>TOTAL USER FEES</b>	<b>13,916</b>	<b>18,581</b>	<b>169,000</b>	<b>49,684</b>	<b>194,400</b>
4640	Retail Operations	0	0	20,000	598	12,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>20,000</b>	<b>598</b>	<b>12,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 13,916</b>	<b>\$ 18,581</b>	<b>\$ 189,000</b>	<b>\$ 50,282</b>	<b>\$ 206,400</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 0	\$ 0	\$ 55,664	\$ 46,382	\$ 58,818
5020	Part-Time Salaries	14,186	16,030	129,083	54,596	143,355
5030	FICA	1,082	1,213	14,133	7,028	15,466
5040	Hospitalization	0	0	9,160	8,168	9,970
5060	Life Insurance	0	0	527	371	556
5050	Retirement	0	0	12,413	9,057	13,116
5070	Unemployment Tax	48	17	214	53	235
	<b>TOTAL PERSONNEL SERVICES</b>	<b>15,316</b>	<b>17,260</b>	<b>221,193</b>	<b>125,655</b>	<b>241,517</b>
5230	Gas and Diesel	731	520	2,000	1,179	2,000
5490	Programs and Promotions	0	0	500	72	500
5570	Uniforms	0	0	350	120	350
	<b>TOTAL OPERATING COSTS</b>	<b>731</b>	<b>520</b>	<b>2,850</b>	<b>1,371</b>	<b>2,850</b>
5180	Equipment/Vehicle Maintenance	48	20	3,000	608	3,000
5190	Facility Op. & Maintenance	6,202	14,067	55,000	32,968	70,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>6,250</b>	<b>14,087</b>	<b>58,000</b>	<b>33,576</b>	<b>73,000</b>
5290	Insurance - Vehicle	0	0	638	562	638
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>562</b>	<b>638</b>
5520	Retail Operations	0	0	10,000	357	6,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>357</b>	<b>6,000</b>
5580-001	Telephone	0	0	1,700	947	1,300
5580-002	Electricity	0	0	8,000	6,379	8,000
5580-004	Water/Sewer	0	0	0	2,172	2,400
5580-016	Internet/Cable	0	0	2,500	5,411	9,500
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>12,200</b>	<b>14,908</b>	<b>21,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 22,297</b>	<b>\$ 31,867</b>	<b>\$ 304,881</b>	<b>\$ 176,429</b>	<b>\$ 345,205</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>(\$8,382)</b>	<b>(\$13,286)</b>	<b>(\$115,881)</b>	<b>(\$126,147)</b>	<b>(\$138,805)</b>

# RESERVOIR PARK AT BEAVERDAM

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (3) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to establish new trails and connections where appropriate and implement a plan to preserve and maintain existing trails including facilitating a minimum of (2) scheduled staff or volunteer workdays.
- 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.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 1,000 volunteer hours.
- Continue to execute any remaining startup requirements.

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



#### Objectives:

- Continue to work closely with the Scholastic Rowing Committee on implementing and refining operational plans.
- Maintain the permit system in Active for tracking, billing, and payment automation for crew team storage.
- Continue to review and enhance retail offerings to meet established FY26 revenue goals.
- Implement at least (3) strategies to meet FY26 revenue goals for boat rental operations.
- 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.
- Incorporate a minimum of (2) opportunities to work with Loudoun Water to promote the reservoir as a drinking water resource.

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



#### Objectives:

- Offer a minimum of (5) tours/programs, including a minimum of (2) Roving Naturalist programs to engage the next generation of conservationists utilizing the existing interpretation when appropriate.
- Maintain a minimum of (3) diverse community partnerships to include the Loudoun County Scholastic Rowing Committee.
- Host a minimum of (2) special events aimed at increasing awareness of the park and features.

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



#### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Continue to implement, refine and moderate the use of the All-Trails mobile app.
- Implement a minimum of (2) strategies for effective recruitment and retention of staff.
- Create a system to evaluate and respond to customer feedback. Implement at least (1) improvement.

# RESERVOIR PARK AT BEAVERDAM

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Organized a community park clean-up with the Brambleton Community Association.
- Guided two Eagle Scout projects that improved the Reservoir Park Trail by conducting an invasive species assessment and implementing a wayfinding system with new trail markers.
- Improved navigation for the completed perimeter trail using the All Trails Public Lands Program and closely monitored trail condition feedback.
- Worked with trail contractors to deliver targeted trail improvement projects, enhancing drainage, accessibility, and sustainability throughout the trail system.
- Developed and implemented training guidelines and SOPs to ensure consistent and high-quality park maintenance practices at Reservoir Park.
- Began populating Hiperweb with park assets, identifying parent categories and assets. Placed asset information into Hiperweb for new equipment purchases.
- Continuing to drive the park's startup efforts, focusing on key areas such as park signage, web content, equipment procurement, facility buildout, rowing operations, retail, staffing and training, program development, community outreach and management SOP(s).

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

### Highlights

- Implemented a fair and efficient crew storage operation.
- Developed and implemented the rowing operations and management plan.
- Collaborated with Loudoun Rowing Association, teams and athletic directors to design and implement a comprehensive practice schedule.
- Implemented a retail sales plan for the welcome center and boat rental, including retail area design, working with marketing to develop branded merchandise and developing vendor partnerships.
- Developed and implemented operational plans for the boat launch and rental operations at Reservoir Park while establishing consistent standards for both Reservoir Park and Mt. Hope to drive revenue generation, ensure quality service, and prioritize safety.
- Created reversible signage to promote day of availability with QR codes to provide easy access to pavilion information and online booking options.
- Developed complementary web content and provided regular web updates to encourage pavilion rentals and promote park amenities.
- Maintained and promoted programs via web and social media.
- Collaborated with the Brambleton Community Association to promote program offerings to the local community.
- Worked with Loudoun Water to create interpretive signage and internally developed web content highlighting the reservoir's role as a drinking water source and the need for protection, educating visitors and promoting conservation efforts.

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

### Highlights

- Collaborated with Roving Naturalists to offer 2 spring nature programs.
- Partnered with Loudoun Water to develop the framework for water education program offerings at Reservoir Park, targeting local school groups.
- Maintained partnerships with Loudoun Water, Loudoun County Scholastic Rowing Committee, Brambleton Community Association, National Safe Boating Council, Virginia DWR, Local Fire/EMS and Loudoun County Sheriffs. Developed a partnership with Young Men's Service League to offer volunteer opportunities.
- Hosted the Reservoir Park Grand Opening event, opened boat rentals for one weekend coinciding with the grand opening and offered nature programs hosted at pavilions to promote park offerings.

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

### Highlights

- Hosted customer service training and implemented the Great Board and Great Card recognition program.
- Recruited qualified staff through social media, word of mouth and on-site conversations with potential applicants, resulting in a strong team.
- Gathered volunteer inquiries, identified needs and planned outreach to the volunteer list.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
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• Number of boat launches	1,453	859	3,000	1,340	3,000
• Volunteer hours received	100	88	1,000	190	1,000

# BLUE RIDGE REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 9,123	\$ 8,000	\$ 8,500	6.3%
<b>TOTAL REVENUE</b>	<b>\$ 9,123</b>	<b>\$ 8,000</b>	<b>\$ 8,500</b>	<b>6.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Maintenance Costs	\$ 4,692	\$ 6,500	\$ 6,500	0.0%
Utilities	74	200	200	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 4,766</b>	<b>\$ 6,700</b>	<b>\$ 6,700</b>	<b>0.0%</b>
<b>Net Income</b>	<b>\$ 4,357</b>	<b>\$ 1,300</b>	<b>\$ 1,800</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## BLUE RIDGE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-045</b>	<b>BLUE RIDGE REGIONAL PARK</b>					
	<b>REVENUES</b>					
4100	Camping Fees	\$ 9,285	\$ 9,123	\$ 8,000	\$ 6,841	\$ 8,500
	<b>TOTAL USER FEES</b>	<b>9,285</b>	<b>9,123</b>	<b>8,000</b>	<b>6,841</b>	<b>8,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 9,285</b>	<b>\$ 9,123</b>	<b>\$ 8,000</b>	<b>\$ 6,841</b>	<b>\$ 8,500</b>
	<b>EXPENSES</b>					
5190	Facility Op. & Maintenance	\$ 3,134	\$ 4,692	\$ 6,500	\$ 4,202	\$ 6,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>3,134</b>	<b>4,692</b>	<b>6,500</b>	<b>4,202</b>	<b>6,500</b>
5580-002	Electricity	(57)	74	200	47	200
	<b>TOTAL UTILITIES</b>	<b>(57)</b>	<b>74</b>	<b>200</b>	<b>47</b>	<b>200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 3,077</b>	<b>\$ 4,766</b>	<b>\$ 6,700</b>	<b>\$ 4,249</b>	<b>\$ 6,700</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 6,207</b>	<b>\$ 4,357</b>	<b>\$ 1,300</b>	<b>\$ 2,592</b>	<b>\$ 1,800</b>

# BLUE RIDGE REGIONAL PARK

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## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.
- Maintain a minimum of (2) diverse community partnerships.
- Implement a minimum of (2) new strategies to attract youth group campers.
- Implement a minimum of (3) site improvements to enhance overall camper experience.





## BLUE RIDGE REGIONAL PARK

### FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Continued to facilitate successful partnerships with the Boy Scouts, and Girl Scouts.
- Continued to update database and assets within the CMMS.
- Conducted maintenance “workdays” to remove hazardous trees, improve trails, and campsite facilities.
- Continued to refine the 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.
- Implemented plans to remove the old barn from the property.

### MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of group campers	1,065	945	1,350	408	1,430
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	2	1	2	1	2
• Volunteer hours received	300	300	300	150	300

# BRAMBLETON GOLF COURSE

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 2,395,684	\$ 2,108,183	\$ 2,340,710	11.0%
Retail Operations	303,430	244,000	270,000	10.7%
Other Revenue	47,902	28,000	60,000	114.3%
<b>TOTAL REVENUE</b>	<b>\$ 2,747,017</b>	<b>\$ 2,380,183</b>	<b>\$ 2,670,710</b>	<b>12.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,122,786	\$ 1,156,315	\$ 1,223,666	5.8%
Operating Costs	133,281	124,580	153,770	23.4%
Maintenance Costs	232,783	251,175	258,175	2.8%
Insurance	4,151	4,291	3,942	-8.1%
Retail Operations	127,368	109,700	123,250	12.4%
Utilities	54,816	68,200	70,600	3.5%
<b>TOTAL EXPENSES</b>	<b>\$ 1,675,187</b>	<b>\$ 1,714,261</b>	<b>\$ 1,833,403</b>	<b>7.0%</b>
<b>Net Income</b>	<b>\$ 1,071,830</b>	<b>\$ 665,922</b>	<b>\$ 837,308</b>	

## BUDGET HIGHLIGHTS

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

## STAFFING SUMMARY

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

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

# BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-055</b>	<b>BRAMBLETON GOLF COURSE</b>					
	<b>REVENUES</b>					
4210	Driving Range	\$ 264,922	\$ 269,552	\$ 250,000	\$ 214,499	\$ 255,000
4220	Cart Rental	419,964	521,276	391,024	400,923	461,408
4320	Golf Club Rental	3,045	3,634	3,000	2,785	3,000
4380	Green Fees	1,395,432	1,583,590	1,443,209	1,215,098	1,601,962
4400	Golf Handicap Program	7,010	7,081	7,150	3,891	7,150
4600	Programmed Events	3,381	3,961	3,300	2,696	3,690
4610	Pull Cart Rental	4,692	5,239	3,000	3,298	3,500
4670	Shelter Reservations	6,556	1,351	7,500	0	5,000
	<b>TOTAL USER FEES</b>	<b>2,105,003</b>	<b>2,395,684</b>	<b>2,108,183</b>	<b>1,843,190</b>	<b>2,340,710</b>
4641	Retail - Alcoholic Beverages	80,096	96,442	79,000	73,478	85,000
4640, 4642, 4643	Retail - Food	83,853	100,976	85,000	70,553	90,000
4650	Retail - Pro Shop	89,502	106,013	80,000	77,119	95,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>253,452</b>	<b>303,430</b>	<b>244,000</b>	<b>221,150</b>	<b>270,000</b>
4475	Lessons	27,038	47,902	28,000	66,768	60,000
4510	Miscellaneous Revenue	21	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>27,059</b>	<b>47,902</b>	<b>28,000</b>	<b>66,768</b>	<b>60,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 2,385,514</b>	<b>\$ 2,747,017</b>	<b>\$ 2,380,183</b>	<b>\$ 2,131,108</b>	<b>\$ 2,670,710</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 578,882	\$ 622,661	\$ 607,201	\$ 551,275	\$ 639,649
5020	Part-Time Salaries	185,977	194,910	237,097	171,391	249,887
5030	FICA	56,277	59,330	64,589	51,141	68,049
5040	Hospitalization	86,054	118,427	105,582	89,271	116,673
5060	Life Insurance	4,765	5,510	5,744	4,829	6,051
5050	Retirement	98,722	121,648	135,406	106,038	142,642
5070	Unemployment Tax	472	300	696	206	715
	<b>TOTAL PERSONNEL SERVICES</b>	<b>1,011,149</b>	<b>1,122,786</b>	<b>1,156,315</b>	<b>974,150</b>	<b>1,223,666</b>
5160	Golf Cart Rental	55,634	55,634	67,928	52,704	67,928
5138	Beverage Cart Rental	3,748	3,748	3,472	3,305	3,472
5230	Gas and Diesel	24,358	26,231	18,000	12,860	18,000
5260	Golf Handicap Program	2,649	2,876	3,180	1,040	3,180
5263	Instructor Fees	20,488	40,301	25,200	49,486	54,000
5490	Programs and Promotions	3,306	3,222	3,300	2,748	3,690
5570	Uniforms	1,479	1,270	3,500	895	3,500
	<b>TOTAL OPERATING COSTS</b>	<b>111,661</b>	<b>133,281</b>	<b>124,580</b>	<b>123,037</b>	<b>153,770</b>
5180	Equipment/Vehicle Maintenance	22,879	23,967	26,000	16,633	26,000
5190	Facility Op. & Maintenance	77,092	78,655	84,000	78,307	84,000
5240	Golf Course Maintenance	121,050	130,162	141,175	94,281	148,175
	<b>TOTAL MAINTENANCE COSTS</b>	<b>221,020</b>	<b>232,783</b>	<b>251,175</b>	<b>189,220</b>	<b>258,175</b>
5265	Insurance - Liquor Liability	725	1,330	1,100	1,650	750
5290	Insurance - Vehicle	2,694	2,821	3,191	2,808	3,192
	<b>TOTAL INSURANCE</b>	<b>3,419</b>	<b>4,151</b>	<b>4,291</b>	<b>4,458</b>	<b>3,942</b>
5521	Retail - Alcoholic Beverages	24,386	25,734	23,700	20,853	25,500
5520, 5522	Retail - Food	31,594	33,674	34,000	24,921	36,000
5530	Retail - Pro Shop	60,637	67,960	52,000	54,479	61,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>116,618</b>	<b>127,368</b>	<b>109,700</b>	<b>100,252</b>	<b>123,250</b>
5580-001	Telephone	3,650	5,090	4,300	4,063	5,300
5580-002	Electricity	22,171	23,850	35,000	19,346	35,000
5580-008	Propane Gas	22,092	20,336	23,000	19,837	23,000
5580-016	Internet/Cable	5,739	5,540	5,900	5,699	7,300
	<b>TOTAL UTILITIES</b>	<b>53,652</b>	<b>54,816</b>	<b>68,200</b>	<b>48,945</b>	<b>70,600</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,517,518</b>	<b>\$ 1,675,187</b>	<b>\$ 1,714,261</b>	<b>\$ 1,440,061</b>	<b>\$ 1,833,403</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 867,995</b>	<b>\$ 1,071,830</b>	<b>\$ 665,922</b>	<b>\$ 691,046</b>	<b>\$ 837,308</b>

# BRAMBLETON GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (3) targeted promotions focusing on the sale of the Subscription Membership.
- Continue to review the traditional annual membership program quarterly.
- Continue to implement “scripts” for pro shop staff that highlight the value of the Heron's Choice Subscription.

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



#### Objectives:

- Refine and update the Revenue Playbook annually utilizing Wrike and its full capabilities.
- Continue to utilize all tools in the Gallus Golf App to expand content, promotional offerings and active users.
- Effectively promote a minimum of (4) new promotional strategies that focus on off peak days and under-utilized time blocks such as late morning/early afternoon. .

### **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 post a minimum of (1) social post monthly containing video content.
- Continue to implement quarterly campaigns including the annual Fall for Golf and Swing into Spring programs.
- Using the existing tournament tracking tool, implement a minimum of (2) new sales strategies to establish contact with new and previous tournament and outing clients.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY26.
- Continue to implement contracted golf instruction and camp program to promote the game.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Host a minimum of (5) in-house outings or events to promote the course.

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



#### Objectives:

- Continue to maintain a “No-Show” policy to ensure the maximum number of paid tee times each day.
- Continue to review and refine volunteer training protocol and onboarding process.
- 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 Administrator to maintain menus that focus on freshness, timely delivery, and profitability.
- Through the Golf Course Committee coordinate a bi-annual audit and review of F&B and retail operations strategies and performance with team 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 2026 budget goal.
- Conduct inspection to ensure all golf facilities are clean, safe, and operationally prepared for the upcoming season.

# BRAMBLETON GOLF COURSE

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### Highlights

- Utilized the Swing into Spring and Fall for Golf campaigns to promote subscription memberships.
- Reviewed annual memberships quarterly to maintain membership levels.
- Utilized the golf app to reward Heron's Choice members with discounts on merchandise, ranges packages and food offerings.

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

#### Highlights

- Restructured the revenue playbook for better functionality and communication and refined the "New to Golf" campaign and video series to drive engagement and growth.
- Enhanced the experience of tournament participants and received additional downloads by utilizing the app tournament, live scoring format for 5 external tournaments and 3 in-house events.
- Promoted the Heron's Choice Subscription using targeted scripts and a pricing matrix in seasonal campaigns.
- Developed multiple campaigns offering play at the Heron's Choice rate to promote late morning/early afternoon play.

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

#### Highlights

- Collaborated with our golf instructors to offer adult group classes and weekly drop-in programs targeting new golfers and establishing brand loyalty.
- Collaborated with First Tee to offer spring and summer programs. Hosted four internal tournaments to include the spring Birdie Bash, summer 4th of July Scramble, fall Annual Club Championship and Thanksgiving Turkey Shoot.

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

#### Highlights

- Significantly reduced no shows by providing our no-show policy to customers when booking and communicating the policy in-person and over the phone.
- Refined Volunteer procedures manual and scheduled new volunteer shadow shifts with seasoned team members.
- Continued to reinforce our customer service culture by implementing monthly strategies provided by the customer service committee.
- Collaborated with the capital team to covert gas carts to electric carts.

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

#### Highlights

- Collaborated with the Food and Beverage Manager to adjust menu offerings and pricing., introducing new food and alcohol product offerings and par levels.
- Worked closely with merchandise vendors to offer popular items at profitable price points while minimizing excess inventory. Used targeted upselling techniques to promote food and beverage packages to smaller outings, driving sales and revenue growth. Utilized the app to promote end of year merchandise sales to offload inventory.
- Prepared staff to promote various food and beverage offers during our Fall for Golf and Swing into Spring campaigns.
- As of February 2025, merchandise retail revenue is 34% above budget, food retail is 17% above budget and alcohol retail is 45% above budget.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• 18 hole golf rounds (paid)	38,079	42,417	36,000	21,782	38,000
• 18 hole golf rounds (members)	8,067	6,815	7,000	2,935	7,000
• Power Cart Rentals	27,062	33,615	18,000	17,676	20,500
• Number of Driving Range buckets sold	19,779	24,889	22,000	11,784	23,000
• Per customer average on pro shop merchandise	1.94	2.17	1.86	2.29	2.11
• Per customer average on food & beverage	3.55	4.03	3.81	4.39	3.89
• Revenue per round of golf played	51.69	56.13	55.35	62.09	59.35
• Expense per round of golf played	32.89	34.23	39.48	36.44	40.74
• Number of social pavilion rentals	8	2	9	0	9
• Number of annual memberships sold	95	72	75	40	50
• Subscription memberships sold - Heron's Choice	34	37	50	60	50
• Volunteer hours received	8,909	10,676	11,000	5,052	11,000

# BULL RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,305,788	\$ 1,353,875	\$ 1,343,250	-0.8%
Retail Operations	49,291	55,000	55,000	0.0%
License Fees	1,103	0	0	0.0%
Other Revenue	25,616	30,000	30,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,381,799</b>	<b>\$ 1,438,875</b>	<b>\$ 1,428,250</b>	<b>-0.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,134,927	\$ 1,101,078	\$ 1,165,790	5.9%
Operating Costs	44,004	50,100	50,100	0.0%
Maintenance Costs	158,774	154,000	159,700	3.7%
Insurance	4,514	5,106	5,106	0.0%
Retail Operations	41,983	38,750	38,750	0.0%
Utilities	115,102	126,700	126,700	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,499,305</b>	<b>\$ 1,475,734</b>	<b>\$ 1,546,146</b>	<b>4.8%</b>
<b>Net Income</b>	<b>\$ (117,506)</b>	<b>\$ (36,859)</b>	<b>\$ (117,896)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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



# BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-070</b>	<b>BULL RUN REGIONAL PARK</b>					
	<b>REVENUES</b>					
4095	Cabin Rentals	\$ 98,397	\$ 85,501	\$ 118,450	\$ 72,554	\$ 118,450
4100	Camping Fees	835,537	814,808	845,000	583,989	815,000
4470	Laundry	6,248	5,743	5,000	4,359	5,000
4670	Shelter Reservations	96,715	103,191	100,000	53,791	109,500
4600, 4690	Programmed Events	5,557	6,330	8,000	2,991	8,000
4045	Athletic Field Use Fees	0	0	1,000	0	0
4675, 4080	Boat/RV Storage	164,796	164,001	161,425	153,340	176,700
4230	Entrance Fees	103,897	121,863	110,000	62,569	105,600
4500	Disc Golf	5,121	4,351	5,000	3,067	5,000
	<b>TOTAL USER FEES</b>	<b>1,316,268</b>	<b>1,305,788</b>	<b>1,353,875</b>	<b>936,660</b>	<b>1,343,250</b>
4640,4648,4661	Retail Operations	48,016	49,291	55,000	40,481	55,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>48,016</b>	<b>49,291</b>	<b>55,000</b>	<b>40,481</b>	<b>55,000</b>
4480	License Fees	1,348	1,103	0	567	0
	<b>TOTAL LICENSE FEES</b>	<b>1,348</b>	<b>1,103</b>	<b>0</b>	<b>567</b>	<b>0</b>
4255,4601	Firewood/Propane	27,788	25,616	30,000	19,360	30,000
	<b>TOTAL OTHER REVENUE</b>	<b>27,788</b>	<b>25,616</b>	<b>30,000</b>	<b>19,360</b>	<b>30,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,393,420</b>	<b>\$ 1,381,799</b>	<b>\$ 1,438,875</b>	<b>\$ 997,067</b>	<b>\$ 1,428,250</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 531,957	\$ 553,126	\$ 551,987	\$ 501,353	\$ 564,473
5020	Part-Time Salaries	259,386	298,420	246,841	248,229	273,829
5030	FICA	58,497	62,842	61,110	53,593	64,130
5040	Hospitalization	92,414	108,054	112,134	91,266	131,410
5060	Life Insurance	4,640	5,066	5,222	4,209	5,340
5050	Retirement	93,963	107,110	123,093	94,328	125,877
5070	Unemployment Tax	396	307	690	179	731
	<b>TOTAL PERSONNEL SERVICES</b>	<b>1,041,253</b>	<b>1,134,927</b>	<b>1,101,078</b>	<b>993,156</b>	<b>1,165,790</b>
5230	Gas and Diesel	23,961	17,086	23,000	15,675	23,000
5430	Park Police	20,870	18,810	16,800	10,980	16,800
5490	Programs and Promotions	7,996	5,854	7,500	3,418	7,500
5570	Uniforms	1,882	2,254	2,800	1,489	2,800
	<b>TOTAL OPERATING COSTS</b>	<b>54,709</b>	<b>44,004</b>	<b>50,100</b>	<b>31,562</b>	<b>50,100</b>
5180	Equipment/Vehicle Maintenance	34,689	38,162	40,000	31,399	40,000
5190	Facility Op. & Maintenance	115,687	120,612	114,000	105,233	119,700
	<b>TOTAL MAINTENANCE COSTS</b>	<b>150,376</b>	<b>158,774</b>	<b>154,000</b>	<b>136,632</b>	<b>159,700</b>
5290	Insurance - Vehicle	4,311	4,514	5,106	5,054	5,106
	<b>TOTAL INSURANCE</b>	<b>4,311</b>	<b>4,514</b>	<b>5,106</b>	<b>5,054</b>	<b>5,106</b>
5524	Firewood	14,000	10,477	11,250	8,252	11,250
5520	Retail Operations	32,054	31,507	27,500	31,908	27,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>46,054</b>	<b>41,983</b>	<b>38,750</b>	<b>40,159</b>	<b>38,750</b>
5580-000	Other Utilities	200	0	0	0	0
5580-001	Telephone	7,656	10,723	11,000	8,401	11,000
5580-002	Electricity	82,388	73,972	80,000	53,875	80,000
5580-004	Water/Sewer	12,391	11,394	15,000	10,780	15,000
5580-008	Propane	15,155	16,148	17,500	12,973	17,500
5580-016	Cable/Internet	3,064	2,865	3,200	2,185	3,200
	<b>TOTAL UTILITIES</b>	<b>120,855</b>	<b>115,102</b>	<b>126,700</b>	<b>88,214</b>	<b>126,700</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,417,557</b>	<b>\$ 1,499,305</b>	<b>\$ 1,475,734</b>	<b>\$ 1,294,777</b>	<b>\$ 1,546,146</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (24,137)</b>	<b>\$ (117,506)</b>	<b>\$ (36,859)</b>	<b>\$ (297,710)</b>	<b>\$ (117,896)</b>

# BULL RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



### **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 and maintain a sustainable park trails network including a minimum of (2) scheduled staff or volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 3000 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement an effective plan to manage and communicate the project details around the sewer line replacement that will require the closure of a section of the Bull Run/Occoquan Trail for an extended period of time.

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



#### Objectives:

- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based and environmentally focused programs.
- Establish and maintain a minimum of (5) diverse community partnerships including continuing to maintain and support the community partnerships with the Harris Family Cemetery.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Host at least (3) park special events aimed at increasing awareness of the park and features.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Offer a minimum of (5) tours/programs, including a minimum of (2) Roving Naturalist 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 (1) improvement.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Using camper surveys implement at least (3) strategies or improvements to enhance the customer experience.

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



#### Objectives:

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

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



#### Objectives:

- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Utilize existing customer databases within point of sales systems to facilitate regular communication and marketing outreach to grow to our customer base with a minimum of (6) messages/promotions, offerings.
- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.

# BULL RUN REGIONAL PARK

## FY 2025 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 Clifton Horse Society in hosting the annual bluebell trail ride and judged pleasure ride, as well as trail improvements and maintenance.
- Partnered with the PATC to maintain the Bull Run Occoquan Trail.
- Continue to build on HiperWeb maintenance software, including routine inspections of the park, ensuring visitor safety and satisfaction
- Maintained park and campground volunteer program with Volunteer Fairfax, Volunteer Prince William and OAR Nova.

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

#### Highlights

- Partnered with the local NAACP to interpret the freed slave cemetery within the park.
- Hosted annual Juneteenth event.
- Partnered with NOVA Disc Golf on, tournaments and league play, in addition to course maintenance.
- Hosted a bluebell event for the park and campground during peak season.
- Implemented a comprehensive programming schedule for the campground, including on 5 major weekends.
- Provided successful campground programming in the areas of outdoor education, entertainment, and the environment.
- Hosted (5) naturalist led programs.
- Hosted annual Egg Scavenger Hunt.
- Implemented Title 1 field trip program with two days of school field trips offered.

### 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 staff attended Customer Service training.
- Maintained an effective system to respond to all customer feedback.
- Empowered staff to utilize a toolkit to enhance customer experience.

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

#### Highlights

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

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

#### Highlights

- Implemented a targeted winter camping campaign to increase off-peak usage.
- Increased social media presence on Facebook and Instagram through special promotions.
- Implemented new marketing campaign for camping.
- Upgraded camp store retail, increasing offerings and adding new items.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of non –jurisdiction vehicle entries	10,396	12,781	9,000	4,027	8,640
• Number of nightly camping rentals	13,352	15,425	16,300	9,460	15,648
• Number of group campers	979	936	1,000	342	1,000
• Boat/RV storage usage (208 capacity)	198	198	198	198	198
• Number of picnic shelter rentals	518	477	400	168	400
• Number of cabin rentals	1,090	1,094	1,330	560	1,330
• Number of pavilion rentals	9	8	30	8	30
• Volunteer hours received	4,721	3,200	3,000	1,839	3,000

# ATLANTIS WATERPARK AT BULL RUN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 583,287	\$ 487,600	\$ 525,600	7.8%
Retail Operations	243,081	181,500	181,500	0.0%
Other Revenue	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 826,368</b>	<b>\$ 669,100</b>	<b>\$ 707,100</b>	<b>5.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 303,713	\$ 334,582	\$ 347,356	3.8%
Operating Costs	500	0	0	0.0%
Maintenance Costs	107,613	92,000	96,600	5.0%
Retail Operations	67,489	73,750	73,750	0.0%
Utilities	17,742	18,000	18,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 497,057</b>	<b>\$ 518,332</b>	<b>\$ 535,706</b>	<b>3.4%</b>
<b>Net Income</b>	<b>\$ 329,311</b>	<b>\$ 150,768</b>	<b>\$ 171,394</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-080</b>	<b>BULL RUN ATLANTIS WATERPARK</b>					
	<b>REVENUES</b>					
4550	Admissions	\$ 319,906	\$ 476,739	\$ 393,000	\$ 217,331	\$ 415,000
4570	Group Admissions	43,755	55,431	54,000	50,395	60,000
4490	Locker Rental	94	260	600	91	600
4580	Waterpark Passes	33,033	48,047	40,000	38,882	50,000
4670	Shelter Reservations	0	2,811	0	525	0
	<b>TOTAL USER FEES</b>	<b>396,788</b>	<b>583,287</b>	<b>487,600</b>	<b>307,223</b>	<b>525,600</b>
4640	Retail Operations	153,293	231,032	170,000	107,137	170,000
4660	Swim Merchandise	7,654	12,050	11,500	3,405	11,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>160,947</b>	<b>243,081</b>	<b>181,500</b>	<b>110,542</b>	<b>181,500</b>
4510	Miscellaneous Revenue	14	0	0	(50)	0
	<b>TOTAL OTHER REVENUE</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 557,750</b>	<b>\$ 826,368</b>	<b>\$ 669,100</b>	<b>\$ 417,715</b>	<b>\$ 707,100</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$ 262,207	\$ 281,808	\$ 310,373	\$ 181,468	\$ 322,223
5030	FICA	19,910	21,563	23,744	13,882	24,650
5070	Unemployment Tax	822	342	466	313	483
	<b>TOTAL PERSONNEL SERVICES</b>	<b>282,939</b>	<b>303,713</b>	<b>334,582</b>	<b>195,662</b>	<b>347,356</b>
5263	Instructor Fees	0	500	0	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	585	0	0	0	0
5190	Facility Op. & Maintenance	98,712	107,613	92,000	49,081	96,600
	<b>TOTAL MAINTENANCE COSTS</b>	<b>99,297</b>	<b>107,613</b>	<b>92,000</b>	<b>49,081</b>	<b>96,600</b>
5520	Retail Operations	73,494	65,520	68,000	52,713	68,000
5535	Swim Merchandise	5,450	1,969	5,750	4,098	5,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>78,944</b>	<b>67,489</b>	<b>73,750</b>	<b>56,811</b>	<b>73,750</b>
5580-001	Telephone	393	368	500	633	500
5580-002	Electricity	15,077	16,170	16,000	8,917	16,000
5580-016	Cable/Internet	1,288	1,204	1,500	1,210	1,500
	<b>TOTAL UTILITIES</b>	<b>16,758</b>	<b>17,742</b>	<b>18,000</b>	<b>10,761</b>	<b>18,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 477,938</b>	<b>\$ 497,057</b>	<b>\$ 518,332</b>	<b>\$ 312,315</b>	<b>\$ 535,706</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 79,812</b>	<b>\$ 329,311</b>	<b>\$ 150,768</b>	<b>\$ 105,399</b>	<b>\$ 171,394</b>

# ATLANTIS WATERPARK AT BULL RUN

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



**Objectives:**

- Work with the Marketing and Communication and the Aquatics teams continue to promote the sale of Annual Waterpark Passes implementing a minimum of (2) new sales strategies, including sales table setup for May and June.
- 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 through training efforts and the use of an SOP.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food and beverage discounts implementing a minimum of (3) new implementation strategies.

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



**Objectives:**

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

- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.

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



**Objectives:**

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement consistent staff training programs to provide quality food and beverage products and services.
- Refine and market group meals with a minimum of (2) new strategies to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of meeting FY26 revenue goals. Maintain consistent stock of retail items to ensure a high volume of sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



**Objectives:**

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





# ATLANTIS WATERPARK AT BULL RUN

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

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

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

#### **Highlights**

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

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

#### **Highlights**

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

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

#### **Highlights**

- Promoted group meal offerings offer a value-added benefit and a revenue stream for organized youth group visits.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- We conducted food service management training with a 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.

### **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 2025 season staff attended Customer Service training.
- Emphasis on job fairs and now-hiring tables preseason to attract applications.
- Implemented an effective staff incentive program to promote a high level of customer service.
- Completed renovations to the main pool, pool building, and concessions.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of general admissions	27,625	37,131	33,500	19,130	33,500
• Number of youth group participants	6,979	7,102	5,900	6,404	6,550
• Number of Annual Waterpark Passes sold	448	629	340	62	425
• Average amount customers spent on food & retail	4.4	5.42	4.42	4.32	4.48

## **BULL RUN SPECIAL EVENTS CENTER**

### **PROGRAM OVERVIEW**

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

### **REVENUE & EXPENSE SUMMARY**

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

### **BUDGET HIGHLIGHTS**

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

- There are no major variances in this budget.

### **STAFFING SUMMARY**

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

# BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>BULL RUN SPECIAL EVENTS CENTER</b>						
<b>3-075</b>	<b>REVENUES</b>					
4124	Special Event Center Rental	\$ 107,176	\$ 71,915	\$ 90,000	\$ 16,750	\$ 90,000
4600	Programmed Events	0	0	20,000	0	20,000
	<b>TOTAL USER FEES</b>	<b>107,176</b>	<b>71,915</b>	<b>110,000</b>	<b>16,750</b>	<b>110,000</b>
4235	Event Services	0	52,790	144,000	12,765	144,000
4510	Miscellaneous Revenue	175,383	117,035	0	47,928	0
4821	Equipment Rental	202,009	12,002	0	0	0
4532	Park Police	9,500	0	72,000	0	72,000
	<b>TOTAL OTHER REVENUE</b>	<b>386,892</b>	<b>181,827</b>	<b>216,000</b>	<b>60,693</b>	<b>216,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 494,068</b>	<b>\$ 253,741</b>	<b>\$ 326,000</b>	<b>\$ 77,443</b>	<b>\$ 326,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 39,612	\$ 32,872	\$ 31,864	\$ 30,757	\$ 34,300
5020	Part-Time Salaries	36,186	13,573	30,400	20,028	30,965
5030	FICA	5,619	3,154	4,763	3,652	4,993
5040	Hospitalization	7,265	8,201	4,039	3,351	4,358
5060	Life Insurance	277	260	301	260	324
5050	Retirement	5,543	5,903	7,106	5,584	7,649
5070	Unemployment Tax	28	7	66	12	66
	<b>TOTAL PERSONNEL SERVICES</b>	<b>94,529</b>	<b>63,970</b>	<b>78,538</b>	<b>63,645</b>	<b>82,655</b>
5186	Equipment Rental	52,770	0	0	0	0
5187	Event Services	0	79,292	136,800	6,737	136,800
5470	Production Costs	0	0	0	17	0
5450	Portable Johns	0	0	0	0	0
5490	Programs & Promotions	339	0	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	276,103	91,959	72,000	26,672	72,000
5570	Uniforms	307	353	350	329	350
	<b>TOTAL OPERATING COSTS</b>	<b>329,519</b>	<b>171,604</b>	<b>219,150</b>	<b>33,755</b>	<b>219,150</b>
5180	Equipment/Vehicle Maintenance	0	3,023	0	0	0
5190	Facility Op. & Maintenance	14,663	12,539	23,400	4,247	23,400
	<b>TOTAL MAINTENANCE COSTS</b>	<b>14,663</b>	<b>15,562</b>	<b>23,400</b>	<b>4,247</b>	<b>23,400</b>
5580-001	Telephone	0	0	0	9	0
5580-016	Cable/Internet	1,288	1,204	1,300	1,210	1,300
	<b>TOTAL UTILITIES</b>	<b>1,288</b>	<b>1,204</b>	<b>1,300</b>	<b>1,219</b>	<b>1,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 439,999</b>	<b>\$ 252,340</b>	<b>\$ 322,388</b>	<b>\$ 102,866</b>	<b>\$ 326,505</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 54,069</b>	<b>\$ 1,401</b>	<b>\$ 3,612</b>	<b>\$ (25,423)</b>	<b>\$ (505)</b>

# BULL RUN SPECIAL EVENTS CENTER

## STRATEGIC GOALS & OBJECTIVES FY 2026

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

venue



#### Objectives:

- Implement a minimum of (4) sales strategies quarterly that facilitate a minimum of (8) new sales leads.
- Host a minimum of (15) events annually.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Maintain management control of event elements such as parking, security, trash and restroom rentals to provide consistent delivery.
- Refine the rental application process annually.
- Attract a minimum of (2) new small events or (1) major event.
- Explore opportunities to partner with a reputable promoter to deliver multiple events throughout the year.
- Create, organize, and implement an internally managed special event with a gross of \$20,000.

# **BULL RUN SPECIAL EVENTS CENTER**

## **FY 2025 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- Site improvements completed including fence repair, landscaping, building renovations, and building replacements.
- Continued to use in-house event security, trash service, parking crew, and first aid greatly improving delivery of these services and improving the overall customer experience.
- Updated and revised 2025 event application guidelines and contract.
- Streamlined invoice and billing.
- Updated event center map to align with NOVA Parks branding.
- Initiated an event center marketing campaign.

## **MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL 6 months JUL-DEC 2024</b>	<b>FY 2026 TARGET</b>
• Total revenue of Special Events Center	\$ 494,067	\$ 253,741	\$ 326,000	\$ 3,614	\$ 326,000

# BULL RUN FESTIVAL OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 2,181,499	\$ 2,065,000	\$ 2,085,000	1.0 %
Retail Operations	65,680	75,000	70,000	-6.7 %
Other Revenue	228	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,247,179</b>	<b>\$ 2,140,000</b>	<b>\$ 2,155,000</b>	<b>0.7 %</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 196,796	\$ 236,024	\$ 263,335	11.6 %
Operating Costs	234,153	207,830	192,830	-7.2 %
Maintenance Costs	1,833	2,000	2,000	0.0 %
Retail Operations	27,219	30,000	27,900	-7.0 %
Utilities	7,445	7,500	7,500	0.0 %
<b>TOTAL EXPENSES</b>	<b>\$ 467,446</b>	<b>\$ 483,354</b>	<b>\$ 493,565</b>	<b>2.1 %</b>
<b>Net Income</b>	<b>\$ 1,779,733</b>	<b>\$ 1,656,646</b>	<b>\$ 1,661,435</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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



## BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-078</b>	<b>BULL RUN LIGHT SHOW</b>					
	<b>REVENUES</b>					
4485	Light Show Vehicle Entries	\$ 1,955,897	\$ 2,023,504	\$ 1,925,000	\$ 2,160,364	\$ 1,925,000
4800	Vendor Fees	125,547	157,995	140,000	174,645	160,000
	<b>TOTAL USER FEES</b>	<b>2,081,444</b>	<b>2,181,499</b>	<b>2,065,000</b>	<b>2,335,009</b>	<b>2,085,000</b>
4640	Retail Operations	62,729	65,680	75,000	70,226	70,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>62,729</b>	<b>65,680</b>	<b>75,000</b>	<b>70,226</b>	<b>70,000</b>
4694	Sponsorships	0	228	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>228</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 2,144,173</b>	<b>\$ 2,247,407</b>	<b>\$ 2,140,000</b>	<b>\$ 2,405,235</b>	<b>\$ 2,155,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 79,235	\$ 77,939	\$ 81,075	\$ 71,437	\$ 87,669
5020	Part-Time Salaries	91,991	70,850	106,283	93,088	122,073
5030	FICA	12,377	10,826	14,333	12,055	16,045
5040	Hospitalization	16,582	20,848	15,268	20,057	16,926
5060	Life Insurance	682	721	767	670	829
5050	Retirement	13,588	15,516	18,080	14,429	19,550
5070	Unemployment Tax	171	96	219	96	243
	<b>TOTAL PERSONNEL SERVICES</b>	<b>214,625</b>	<b>196,796</b>	<b>236,024</b>	<b>211,830</b>	<b>263,335</b>
5520	Retail Operations	19,060	27,219	30,000	16,073	27,900
	<b>TOTAL RETAIL OPERATIONS</b>	<b>19,060</b>	<b>27,219</b>	<b>30,000</b>	<b>16,073</b>	<b>27,900</b>
5230	Gas & Diesel	16,591	12,980	12,000	8,011	12,000
5470	Production Costs	177,184	220,552	195,480	186,776	180,480
5490	Programs & Promotions	(403)	266	0	19	0
5570	Uniforms	162	355	350	103	350
	<b>TOTAL OPERATING COSTS</b>	<b>193,533</b>	<b>234,153</b>	<b>207,830</b>	<b>194,909</b>	<b>192,830</b>
5180	Equipment/Vehicle Maintenance	2,153	1,833	2,000	3,177	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>2,153</b>	<b>1,833</b>	<b>2,000</b>	<b>3,177</b>	<b>2,000</b>
5580-002	Electricity	6,817	6,165	7,500	5,178	7,500
5580-008	Propane	0	1,280	0	0	0
	<b>TOTAL UTILITIES</b>	<b>6,817</b>	<b>7,445</b>	<b>7,500</b>	<b>5,178</b>	<b>7,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 436,189</b>	<b>\$ 467,446</b>	<b>\$ 483,354</b>	<b>\$ 431,167</b>	<b>\$ 493,565</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 1,707,984</b>	<b>\$ 1,779,962</b>	<b>\$ 1,656,646</b>	<b>\$ 1,974,067</b>	<b>\$ 1,661,435</b>

# BULL RUN FESTIVAL OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



### Objectives:

- Maintain as part of show marketing messaging that encourages ticket purchases in advance - online.
- Using existing customer data from the online ticketing system develop a minimum of (2) new strategies to promote the show to encourage existing customers to revisit.
- Continue to maintain and evaluate the in-demand pricing model built around the historically busiest days looking at opportunities to drive revenues.
- Continue to refine the plan for consistent and continued annual show improvements and quality.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the show.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Revise, edit and continue to add information to the operation, installation and take down manual.
- Continue to develop ideas and implement a defined plan to increase off-peak and weekday visitation.

# BULL RUN FESTIVAL OF LIGHTS

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Assisted with the implementation of the Communications Plan to promote the show including a focus on online ticket sales.
- Vendor and retail revenues combined exceeded budget.
- Continued refurbishing existing displays and adding new electrical services to reduce operating costs.
- All show staff attended Customer Service training which included Festival of Lights specific to customer scenarios.
- Implemented incentive program and rewards to continue to improve part-time staff retention.
- Implemented a new project plan, improving labor and operational expenditures
- Introduced new features to the Holiday Village.

**MEASURABLE RESULTS**

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of light show vehicle entries	59,768	61,594	60,000	62,273	60,000

# BULL RUN SHOOTING CENTER

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	9.80	9.80	9.80	9.80	9.80

# BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-090</b>	<b>BULL RUN SHOOTING CENTER</b>					
	<b>REVENUES</b>					
4040	Archery Target Fees	\$ 29,415	\$ 29,965	\$ 33,000	\$ 23,707	\$ 30,000
4390	Gun Rental	37,525	39,809	63,000	36,742	55,000
4745	Shooting Tournament Fees	43,040	33,560	40,000	35,556	40,000
4730	Target Sales	590,929	657,579	675,000	537,011	725,000
4670	Shelter Reservations	3,000	3,520	2,500	2,280	3,500
	<b>TOTAL USER FEES</b>	<b>703,909</b>	<b>764,433</b>	<b>813,500</b>	<b>635,296</b>	<b>853,500</b>
4010	Ammunition	474,757	411,378	415,000	314,369	415,000
4640	Retail Operations	71,438	61,595	63,000	48,574	63,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>546,196</b>	<b>472,974</b>	<b>478,000</b>	<b>362,944</b>	<b>478,000</b>
4475	Lessons	81,187	81,356	100,000	71,415	90,000
4510	Miscellaneous Revenue	334	182	0	37	0
	<b>TOTAL OTHER REVENUE</b>	<b>81,522</b>	<b>81,538</b>	<b>100,000</b>	<b>71,452</b>	<b>90,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,331,627</b>	<b>\$ 1,318,945</b>	<b>\$ 1,391,500</b>	<b>\$ 1,069,691</b>	<b>\$ 1,421,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 178,714	\$ 185,984	\$ 175,978	\$ 159,059	\$ 184,874
5020	Part-Time Salaries	257,226	261,736	321,243	217,236	321,243
5030	FICA	32,881	33,997	38,037	27,465	38,718
5040	Hospitalization	24,287	20,086	11,230	11,851	12,567
5060	Life Insurance	1,497	1,447	1,665	1,271	1,749
5050	Retirement	31,277	34,902	39,243	31,314	41,227
5070	Unemployment Tax	441	279	562	184	562
	<b>TOTAL PERSONNEL</b>	<b>526,323</b>	<b>538,432</b>	<b>587,958</b>	<b>448,380</b>	<b>600,940</b>
5230	Gas and Diesel	2,258	2,145	2,500	1,270	2,500
5415	Miscellaneous Expense	0	0	0	0	0
5490	Programs and Promotions	811	336	500	52	500
5563	Shooting Tournament	14,274	11,613	18,600	11,932	15,000
5564	Targets	209,926	251,496	256,400	201,994	253,750
5570	Uniforms	433	544	700	200	700
	<b>TOTAL OPERATING COSTS</b>	<b>227,703</b>	<b>266,133</b>	<b>278,700</b>	<b>215,449</b>	<b>272,450</b>
5180	Equipment/Vehicle Maintenance	14,321	15,556	23,760	8,452	23,760
5190	Facility Op. & Maintenance	41,039	53,089	39,000	40,849	40,950
	<b>TOTAL MAINTENANCE COSTS</b>	<b>55,360</b>	<b>68,645</b>	<b>62,760</b>	<b>49,301</b>	<b>64,710</b>
5290	Insurance - Vehicle	1,078	1,129	1,277	1,123	1,277
	<b>TOTAL INSURANCE</b>	<b>1,078</b>	<b>1,129</b>	<b>1,277</b>	<b>1,123</b>	<b>1,277</b>
5520	Retail Operations	46,563	34,301	41,580	29,760	41,580
5520-050	Ammunition	325,700	281,699	303,794	208,989	303,794
	<b>TOTAL RETAIL OPERATIONS</b>	<b>372,263</b>	<b>316,000</b>	<b>345,374</b>	<b>238,749</b>	<b>345,374</b>
5580-001	Telephone	1,980	1,851	2,000	1,491	2,000
5580-002	Electricity	5,638	4,950	8,000	3,135	6,500
5580-008	Propane	140	303	1,000	237	1,000
5580-016	Cable/Internet	2,359	2,206	2,400	2,148	2,400
	<b>TOTAL UTILITIES</b>	<b>10,117</b>	<b>9,309</b>	<b>13,400</b>	<b>7,011</b>	<b>11,900</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,192,843</b>	<b>\$ 1,199,648</b>	<b>\$ 1,289,469</b>	<b>\$ 960,013</b>	<b>\$ 1,296,651</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 138,783</b>	<b>\$ 119,298</b>	<b>\$ 102,031</b>	<b>\$ 109,678</b>	<b>\$ 124,849</b>

# BULL RUN SHOOTING CENTER

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

- Maintain 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 on reestablishing the Friends group and work towards delivery of at least (1) quality Friends sponsored fundraising events.
- Maintain a minimum of (2) diverse community partnerships to expand public outreach and programming opportunities.
- Conduct a minimum of (6) 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 maintain all appropriate safety certifications through measurable and routine training 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.
- 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.

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



Objectives:

- Offer a minimum of (6) Learn to Shoot courses each weekend.
- Maintain a quality list of vendors to ensure a secure retail supply chain with a focus on ammunition purchasing.
- Host a minimum of (85) group outings that include a minimum of (10) clients each.
- Provide a minimum of two on field "emergency incident" trainings.



# BULL RUN SHOOTING CENTER

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Worked with Marketing to create new mailing strategies for our leagues, tournaments, corporate events and general range communication.
- Updated trap safety signage on the upper field trap houses.
- Continued to offer Friends of Bull Run Shooting Center activities throughout the year.
- Continued to work on invasive species removal (garlic mustard, autumn olive).

### **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 (2) 5-Stand and (2) Skeet League.
- Hosted (7) Registered Sporting Clays Tournaments.
- Held (8) Non-Registered Sporting Clays tournaments.
- Partnered with George Mason University's Trap & Skeet Club to assist with tournaments.
- Partnered with local 4-H clubs.
- Hosted more than a dozen private sporting clays tournaments and other small group outings.
- Partnered with George Mason University's Archery Club and acted as their home range for practice and 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**

- Park Specialist acted as Customer Service Champion.
- Host consistent monthly staff meetings to improve communication and teamwork.
- Utilized customer service incentive plan to encourage best practices.
- Implemented a new system for tournament scoring.
- Range Safety Officer training and CPR/AED certification for team completed.
- 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.
- Archery contractor continues to offer full-service lesson program.
- Established a multi-day Skeet clinic/workshop.
- Continued to work with various vendors to ensure appropriate supply of ammunition.

## **MEASURABLE RESULTS**

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

# BULL RUN MARINA

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.20	0.20	0.20	0.20	0.20
Part-Time	0	0	0	0	0

# BULL RUN MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-060</b>	<b>BULL RUN MARINA</b>					
	<b>REVENUES</b>					
4080	Boat Storage	\$ 3,667	\$ 6,796	\$ 7,776	\$ 4,855	\$ 7,776
	<b>TOTAL USER FEES</b>	<b>3,667</b>	<b>6,796</b>	<b>7,776</b>	<b>4,855</b>	<b>7,776</b>
4640, 4285	Miscellaneous Revenue	15,550	14,600	17,500	8,325	13,500
	<b>TOTAL OTHER REVENUE</b>	<b>15,550</b>	<b>14,600</b>	<b>17,500</b>	<b>8,325</b>	<b>13,500</b>
	<b>TOTAL REVENUES</b>	<b>\$ 19,217</b>	<b>\$ 21,396</b>	<b>\$ 25,276</b>	<b>\$ 13,180</b>	<b>\$ 21,276</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 14,566	\$ 16,280	\$ 17,293	\$ 14,397	\$ 18,429
5030	FICA	1,028	1,153	1,323	969	1,410
5040	Hospitalization	2,088	2,813	3,095	2,559	3,369
5060	Life Insurance	145	157	164	135	174
5050	Retirement	2,856	3,424	3,856	3,104	4,110
5070	Unemployment Tax	2	2	8	1	8
	<b>TOTAL PERSONNEL SERVICES</b>	<b>20,685</b>	<b>23,828</b>	<b>25,739</b>	<b>21,165</b>	<b>27,500</b>
5190	Facility Op. & Maintenance	16,896	18,907	16,000	14,642	16,000
5252	Gate keys	4,313	4,488	4,300	2,629	3,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>21,208</b>	<b>23,395</b>	<b>20,300</b>	<b>17,271</b>	<b>19,300</b>
5580-002	Electricity	1,565	1,814	2,000	1,297	2,000
	<b>TOTAL UTILITIES</b>	<b>1,565</b>	<b>1,814</b>	<b>2,000</b>	<b>1,297</b>	<b>2,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 43,458</b>	<b>\$ 49,038</b>	<b>\$ 48,039</b>	<b>\$ 39,733</b>	<b>\$ 48,800</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (24,241)</b>	<b>\$ (27,642)</b>	<b>\$ (22,763)</b>	<b>\$ (26,554)</b>	<b>\$ (27,524)</b>

# BULL RUN MARINA

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## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

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

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



Objectives:

- Develop a minimum of (4) public recreation or environmental programs with at least (2) being roving naturalist led.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Maintained community partnerships with Lake Braddock Crew team, Potomac Appalachian Trail Club (PATC), and Friends of the Occoquan.
- Eagle Scout projects facilitated enhancing the park and amenities including new picnic tables and benches.
- Staff conducted quarterly cleanups of trash and dumping along Kincheloe Road.
- Gate key inventory was in place for the opening weekend and gate lock was changed on schedule.
- Drafted and installed signage at Kincheloe soccer fields to discourage after hours use.

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

### Highlights

- Partnered with the Friends of the Occoquan to host volunteer fall and spring reservoir cleanups.
- Worked with a local orienteering club, adventure race promoter, and local running club hosted seven different events on the Bull Run/Occoquan Trail.
- Hosted one new event, the Santa's Summit 5k/10k specifically using Bull Run Marina.

## MEASURABLE RESULTS

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

# CAMERON RUN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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



# CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-110</b>	<b>CAMERON RUN REGIONAL PARK</b>					
	<b>REVENUES</b>					
4670	Shelter Reservations	\$ 11,529	\$ 11,390	\$ 13,000	\$ 7,674	\$ 13,000
4600	Programmed Events	120	0	0	0	0
4060	Batting Cage Fees	39,657	38,396	40,000	23,283	42,000
4500	Miniature Golf	34,192	27,601	45,000	19,193	40,000
	<b>TOTAL USER FEES</b>	<b>85,499</b>	<b>77,386</b>	<b>98,000</b>	<b>50,149</b>	<b>95,000</b>
4640	Retail - Food	2,373	3,088	12,000	2,592	12,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>2,373</b>	<b>3,088</b>	<b>12,000</b>	<b>2,592</b>	<b>12,000</b>
4510	Miscellaneous Revenue	414	98	0	266	0
	<b>TOTAL OTHER REVENUE</b>	<b>414</b>	<b>98</b>	<b>0</b>	<b>266</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 88,286</b>	<b>\$ 80,572</b>	<b>\$ 110,000</b>	<b>\$ 53,006</b>	<b>\$ 107,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 205,266	\$ 235,372	\$ 248,463	\$ 217,631	\$ 248,126
5020	Part-Time Salaries	127,245	119,394	122,150	94,138	145,025
5030	FICA	23,937	25,942	28,352	22,300	30,076
5040	Hospitalization	54,160	53,526	30,698	35,109	37,214
5060	Life Insurance	1,900	2,163	2,350	1,908	2,347
5050	Retirement	36,516	47,620	55,407	42,114	55,332
5070	Unemployment Tax	303	175	343	116	378
	<b>TOTAL PERSONNEL SERVICES</b>	<b>449,329</b>	<b>484,191</b>	<b>487,764</b>	<b>413,317</b>	<b>518,498</b>
5230	Gas and Diesel	2,752	2,958	3,500	2,879	3,500
5490	Programs and Promotions	1,325	0	2,000	60	2,000
5570	Uniforms	819	1,362	1,400	1,275	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>4,896</b>	<b>4,321</b>	<b>6,900</b>	<b>4,215</b>	<b>6,900</b>
5180	Equipment/Vehicle Maintenance	983	2,497	3,300	6,383	3,300
5190	Facility Op. & Maintenance	76,049	60,325	43,000	54,550	45,150
	<b>TOTAL MAINTENANCE COSTS</b>	<b>77,032</b>	<b>62,822</b>	<b>46,300</b>	<b>60,934</b>	<b>48,450</b>
5290	Insurance - Vehicle	1,078	1,129	1,277	1,123	1,277
	<b>TOTAL INSURANCE</b>	<b>1,078</b>	<b>1,129</b>	<b>1,277</b>	<b>1,123</b>	<b>1,277</b>
5520	Retail - Food	699	903	4,800	1,508	4,800
	<b>TOTAL RETAIL OPERATIONS</b>	<b>699</b>	<b>903</b>	<b>4,800</b>	<b>1,508</b>	<b>4,800</b>
5580-001	Telephone	0	154	0	717	0
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>154</b>	<b>0</b>	<b>717</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 533,033</b>	<b>\$ 553,520</b>	<b>\$ 547,041</b>	<b>\$ 481,813</b>	<b>\$ 579,924</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (444,747)</b>	<b>\$ (472,948)</b>	<b>\$ (437,041)</b>	<b>\$ (428,806)</b>	<b>\$ (472,924)</b>

# CAMERON RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

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

### ***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 with the development and implementation of at least (2) new strategies.
- Refine the plan with at least (2) new strategies to increase the sales of spring/fall parties and shelter rentals annually.
- Continue to refine food and retail plans for miniature golf and batting cage to increase revenues by 5% over FY25 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 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Refurbished Batting Cages to include a new roof and signage.
- Improved consistency of maintenance standards with checklists.
- Replaced a significant quantity of batting cage helmets, bats and balls to improve customer experience.
- Expanded retail sales at mini golf and batting cages.
- Improved consistency of maintenance standards with checklists.
- Painted and refurbished main building exterior and interior office buildings.
- Renovated exterior restrooms and replaced the siding on main building.

### ***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 2025 regional cookie distribution.
- Oversaw daily inspections of the City of Alexandria Sport Court.
- Hosted (3) nature programs with NOVA Parks' Roving Naturalist.
- Hosted Tunnel 4 Towers 5K Run.

### ***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 (4) drive-thru job fairs and participated in the Fairfax County Supervisor's Annual Job Fair.
- Hosted NOVA Parks agency-wide vanGuard Lifeguard Training.
- Hosted an end of the season employee appreciation event that included awards, food, and thank you retention letters.
- Cross promoted All Facility Pass at batting cages and mini golf.
- Staff participated in the NOVA Parks Mentor program.

### ***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.
- Maintained consistent customer contact with e-mail marketing to groups, potential birthday party customers, and parties for both summer and winter events.
- Added new retail selections which included new drink and snack options, and exciting retail merchandise.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
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\* to increase accuracy, some performance measures are still being calculated

• Batting cage rounds	24,944	22,968	29,500	26,394	29,500
• Miniature golf rounds	4,220	4,095	10,000	3,820	8,900
• Picnic shelter rentals	42	40	36	31	36

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-115 CAMERON RUN WINTER VILLAGE</b>						
<b>REVENUES</b>						
4297	General Admission	\$ 181,432	\$ 209,321	\$ 205,000	\$ 151,791	\$ 205,000
4683	Skating	59,138	63,335	65,000	45,830	65,000
4684	Skate Rentals	27,726	25,295	30,000	21,303	30,000
4488	Group Admissions	1,435	2,502	5,000	868	5,000
4670	Shelter Reservations	0	(372)	2,000	0	0
4093	Cabana Rental	0	575	0	1,380	1,000
	<b>TOTAL USER FEES</b>	<b>269,732</b>	<b>300,656</b>	<b>307,000</b>	<b>221,173</b>	<b>306,000</b>
4642	Retail-Food	44,434	60,174	60,000	37,840	60,000
4640	Retail Operations	5,755	9,328	18,500	8,670	12,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>50,189</b>	<b>69,502</b>	<b>78,500</b>	<b>46,510</b>	<b>72,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 319,921</b>	<b>\$ 370,158</b>	<b>\$ 385,500</b>	<b>\$ 267,683</b>	<b>\$ 378,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 71,271	\$ 73,506	\$ 79,900	\$ 90,735	\$ 70,350
5030	FICA	0	0	6,112	0	5,382
5070	Unemployment	0	0	120	52	106
	<b>TOTAL PERSONNEL SERVICES</b>	<b>71,271</b>	<b>73,506</b>	<b>86,132</b>	<b>90,786</b>	<b>75,837</b>
5470	Light Show Production Costs	115,530	160,402	115,000	158,488	150,000
	<b>TOTAL OPERATING COSTS</b>	<b>115,530</b>	<b>160,402</b>	<b>115,000</b>	<b>158,488</b>	<b>150,000</b>
5520-015	Retail-Food	15,665	21,850	24,000	15,882	24,000
5520-000	Retail Operations	9,344	1,946	5,250	6,245	6,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>25,010</b>	<b>23,796</b>	<b>29,250</b>	<b>22,127</b>	<b>30,000</b>
5580-002	Electricity	0	0	7,500	0	7,500
5580-008	Propane	8,204	6,714	8,000	4,307	5,500
	<b>TOTAL UTILITIES</b>	<b>8,204</b>	<b>6,714</b>	<b>15,500</b>	<b>4,307</b>	<b>13,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 220,014</b>	<b>\$ 264,418</b>	<b>\$ 245,882</b>	<b>\$ 275,708</b>	<b>\$ 268,837</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 99,908</b>	<b>\$ 105,741</b>	<b>\$ 139,618</b>	<b>\$ (8,025)</b>	<b>\$ 109,163</b>

# ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2026

**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 plan for consistent and continued annual show additions and quality improvement.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experience for our diverse community.
- Continue to enhance the food and beverage plan to achieve the established budget goals.
- Using existing customer data from the online ticketing system develop a minimum of (2) new strategies to promote the show to encourage existing customers to revisit.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Ice and Lights.
- Refine 5-year expansion plan.
- Continue to refine and expand retail sales plan to meet budgeted revenue goals and maximize revenues.
- Continue to review and refine show dates and hours of operation to maximize revenues including the evaluation of ice-skating operations in January and February.
- Create a formal installation and take down manual.
- Continue to develop ideas and implement a defined plan to increase off-peak and weekday visitation.





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

### **FY 2025 STRATEGIC GOAL HIGHLIGHTS**

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

#### **Highlights**

- Implemented new timed entry ticketing through Eventbrite online ticketing.
- Combined Ice & Lights and Daytime Ice Skating into one clickable link for ticket purchasing.
- Offered birthday parties and group rates during off-peak visitation.
- Expanded daytime ice-skating hours.
- Offered new hot chocolate souvenir mugs.
- Refined retail offerings to driver merchandise sales.
- Renegotiated contract with Eventbrite to increase the ticketing bonus.
- Contracted with new company for ice rink setup and take down resulting in significant savings.
- Hosted four marriage proposals.
- Partnered with Amazon Fresh for valued added night booth at the light show on 2 evenings.
- Conducted extensive guest services and food and beverage training.
- Promoted (3) "Countdown to tree lighting ceremonies" LIVE on social media.
- Continued to successfully add new displays and features to the show including a new large walk-through ornament and teddy bear with skis.
- Hosted a Live onsite remote with Fox 5 News.

### **MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL 6 months JUL-DEC 2024</b>	<b>FY 2026 TARGET</b>
• Number of Village Admissions	25,423	28,386	26,000	39,366	26,000
• Number of Ice Skaters	8,456	7,241	13,000	10,089	13,000
• Average amount customers spent on food/beverage	1.57	1.95	2.01	1.16	1.85

# GREAT WAVES WATERPARK AT CAMERON RUN

## PROGRAM OVERVIEW

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

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-120</b>	<b>GREAT WAVES WATERPARK at CAMERON RUN</b>					
	<b>REVENUES</b>					
4550	Admissions	\$ 1,177,599	\$ 1,455,270	\$ 1,350,000	\$ 740,631	\$ 1,350,000
4093	Cabana Rental	10,890	17,080	18,000	9,700	18,000
4421	Play Features	1,798	790	0	375	0
4490	Locker Rental	4,979	6,352	8,500	3,120	8,500
4570	Group Admissions	69,327	95,144	100,000	122,853	125,000
4580	Waterpark Passes	62,145	63,985	70,000	48,762	70,000
4600	Programmed Events	2,152	1,448	0	375	0
4670	Shelter Reservations	7,594	10,680	9,000	6,097	12,000
	<b>TOTAL USER FEES</b>	<b>1,336,483</b>	<b>1,650,749</b>	<b>1,555,500</b>	<b>931,914</b>	<b>1,583,500</b>
4640,4652,4654	Retail Operations	443,673	664,593	495,000	367,874	600,000
4660,4653	Swim Merchandise	32,159	54,849	47,000	27,985	52,000
4200	Food Truck	8,693	4,305	0	0	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>484,525</b>	<b>723,747</b>	<b>542,000</b>	<b>395,859</b>	<b>652,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,821,008</b>	<b>\$ 2,374,497</b>	<b>\$ 2,097,500</b>	<b>\$ 1,327,773</b>	<b>\$ 2,235,500</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 60,704	\$ 66,314	\$ 63,440	\$ 59,561	\$ 78,847
5020	Part-Time Salaries	521,192	641,216	717,199	410,123	736,378
5030	FICA	38,008	49,877	57,391	33,718	58,643
5040	Hospitalization	0	0	0	5,305	21,789
5060	Life Insurance	516	590	600	531	746
5050	Retirement	10,207	12,341	14,147	11,064	17,583
5070	Unemployment Tax	1,600	725	1,116	703	1,125
	<b>TOTAL PERSONNEL SERVICES</b>	<b>632,227</b>	<b>771,063</b>	<b>853,893</b>	<b>521,005</b>	<b>915,111</b>
5143	Catering	0	(570)	0	0	0
5146	Contract Employment	3,496	4,800	4,000	4,307	4,000
5490	Programs and Promotions	2,078	73	1,500	43	1,500
5430	Park Police	25,345	40,961	30,000	27,302	30,000
5570	Uniforms	105	0	350	222	350
	<b>TOTAL OPERATING COSTS</b>	<b>31,024</b>	<b>45,264</b>	<b>35,850</b>	<b>31,873</b>	<b>35,850</b>
5180	Equipment/Vehicle Maintenance	155	10	2,200	0	2,200
5190	Facility Op. & Maintenance	250,910	310,221	243,000	203,089	255,150
	<b>TOTAL MAINTENANCE COSTS</b>	<b>251,064</b>	<b>310,231</b>	<b>245,200</b>	<b>203,089</b>	<b>257,350</b>
5520	Retail Operations	210,438	299,428	198,000	138,055	240,000
5535	Swim Merchandise	19,746	21,195	23,500	25,062	26,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>230,184</b>	<b>320,623</b>	<b>221,500</b>	<b>163,117</b>	<b>266,000</b>
5580-001	Telephone	4,211	4,191	4,200	3,236	4,200
5580-002	Electricity	85,508	86,982	78,000	73,333	78,000
5580-004	Water/Sewer	68,228	80,727	80,000	70,091	80,000
5580-008	Propane	2,841	2,107	4,000	3,592	4,000
5580-016	Internet/Cable	12,232	11,657	12,000	8,940	12,000
	<b>TOTAL UTILITIES</b>	<b>173,021</b>	<b>185,665</b>	<b>178,200</b>	<b>159,192</b>	<b>178,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,317,519</b>	<b>\$ 1,632,846</b>	<b>\$ 1,534,643</b>	<b>\$ 1,078,275</b>	<b>\$ 1,652,511</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 503,488</b>	<b>\$ 741,650</b>	<b>\$ 562,857</b>	<b>\$ 249,498</b>	<b>\$ 582,989</b>

# GREAT WAVES WATERPARK AT CAMERON RUN

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



Objectives:

- Work with the Marketing and Communication and the Aquatics teams continue to promote the sale of Annual Waterpark Passes implementing a minimum of (2) new sales strategies, including sales table setup for May and June.
- 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 through training efforts and the use of an SOP.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts implementing a minimum of (3) new implementation strategies.

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



Objectives:

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

- Streamline and increase waterpark group sales to exceed established revenue goals.
- sales
- Work with Aquatics Manager to implement operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- 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 consistent staff training programs to provide quality food and beverage products and services.
- Refine and market group meals with a minimum of (2) new strategies to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of meeting FY26 revenue goals Maintain consistent stock of retail items to ensure a high volume of sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



Objectives:

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

# GREAT WAVES WATERPARK AT CAMERON RUN

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Implemented annual waterpark pass sales table during first month of season to encourage purchase during summer sale.
- Developed and refined offerings to retain current passholders.

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

#### **Highlights**

- Park Manager presented at the 2024 World Waterpark Conference.
- Coordinated a number of new onsite school job fairs and on-site drive-thru job fairs.
- Continued with J1 International Hiring Program.
- Continued to update SOP(s) for various pump room operations.
- Continued Public Swim Lessons during the summer mornings before opening.
- Attended LGI Training course with NOVA Parks Aquatics Manager to further expand lifeguard training resources and best practices.
- Sent seasonal management and top lifeguards to vanguard waterpark supervisory training.

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

#### **Highlights**

- Continued to Implement "Endless Summer" collateral and promotions.
- Completed significant repairs to the wave pool to improve customer experience.
- Completed repairs to Paradise Play in order to provide a great value addition to waterpark visits.
- Refine Group reservation procedures to ensure safe and easy access to the waterpark and maximize revenues.

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

#### **Highlights**

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

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

#### **Highlights**

- Hosted a live radio event with HOT 99.5fm.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Minimum down time on closed pools created a great guest experience.
- All staff attended Customer Service in service training and orientation.
- Hosted weekly in-service trainings for all staff to include positive leadership management and guest services training.
- Continued with an efficient and welcoming bag check area.

## **MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL 6 months JUL- DEC 2024</b>	<b>FY 2026 TARGET</b>
• General admissions	66,621	83,037	88,500	84,126	88,500
• Youth group participants	6,795	8,209	6,500	7,700	8,000
• Annual Waterpark Passes sold	800	869	770	826	800
• Annual Waterpark Pass entries	2,026	1,410	3,200	3,429	3,200
• Group shelter rentals	4	2	12	7	30
• Avg. amt. customers spent on food, beverages and retail	\$ 5.95	\$ 7.74	\$ 5.48	\$ 4.12	\$ 5.84

# CARLYLE HOUSE HISTORIC PARK

## PROGRAM OVERVIEW

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

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

## CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-130</b>	<b>CARLYLE HOUSE HISTORIC PARK</b>					
	<b>REVENUES</b>					
4600	Programmed Events	\$ 16,160	\$19,612	\$ 25,000	\$ 14,228	\$ 25,000
4240	Carlyle House Rental	21,700	27,558	30,000	14,875	33,000
4230	Entrance Fees	35,710	29,099	50,000	28,497	50,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	3,250	3,575	3,500	3,100	3,500
	<b>TOTAL USER FEES</b>	<b>76,820</b>	<b>79,844</b>	<b>108,500</b>	<b>60,700</b>	<b>111,500</b>
4640, 4090	Retail Operations	14,389	12,440	15,000	10,728	15,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>14,389</b>	<b>12,440</b>	<b>15,000</b>	<b>10,728</b>	<b>15,000</b>
4270	Garden Guild/Docent Activities	100	134	600	10	600
	<b>TOTAL OTHER REVENUE</b>	<b>100</b>	<b>134</b>	<b>600</b>	<b>10</b>	<b>600</b>
4910	Transfer from Carlyle House Friends Fund	81	0	3,000	0	3,000
	<b>TOTAL TRANSFER / OTHER FUNDS</b>	<b>81</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 91,390</b>	<b>\$ 92,418</b>	<b>\$ 127,100</b>	<b>\$ 71,438</b>	<b>\$ 130,100</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 145,327	\$ 176,046	\$ 169,387	\$ 157,390	\$ 179,604
5020, 5025	Part-Time Salaries	64,048	55,477	84,434	57,499	88,033
5030, 5035	FICA	15,774	17,482	19,417	15,548	20,474
5040	Hospitalization	13,730	14,403	18,389	18,465	29,582
5060	Life Insurance	1,285	1,598	1,602	1,398	1,699
5050	Retirement	27,312	33,539	37,773	30,387	40,052
5070	Unemployment Tax	142	75	207	59	212
	<b>TOTAL PERSONNEL SERVICES</b>	<b>267,617</b>	<b>298,621</b>	<b>331,209</b>	<b>280,745</b>	<b>359,657</b>
5220	Garden Guild/Docent Activities	781	117	600	765	600
5490	Programs and Promotions	5,864	8,316	12,050	7,588	12,050
5570	Uniforms	0	0	700	0	700
	<b>TOTAL OPERATING COSTS</b>	<b>6,645</b>	<b>8,434</b>	<b>13,350</b>	<b>8,353</b>	<b>13,350</b>
5190	Facility Op. & Maintenance	45,625	45,605	46,000	30,327	46,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>45,625</b>	<b>45,605</b>	<b>46,000</b>	<b>30,327</b>	<b>46,000</b>
5520	Retail Operations	9,586	6,849	7,500	4,945	7,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>9,586</b>	<b>6,849</b>	<b>7,500</b>	<b>4,945</b>	<b>7,500</b>
5580-001	Telephone	1,342	1,657	1,500	1,670	2,500
5580-002	Electricity	10,460	11,531	16,000	14,162	16,000
5580-004	Water/Sewer	802	738	3,700	677	4,000
5580-016	Internet/Cable	2,159	3,431	2,500	4,344	5,800
	<b>TOTAL UTILITIES</b>	<b>14,762</b>	<b>17,356</b>	<b>23,700</b>	<b>20,852</b>	<b>28,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 344,235</b>	<b>\$ 376,864</b>	<b>\$ 421,759</b>	<b>\$ 345,223</b>	<b>\$ 454,807</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (252,845)</b>	<b>\$ (284,446)</b>	<b>\$ (294,659)</b>	<b>\$ (273,785)</b>	<b>\$ (324,707)</b>



# CARLYLE HOUSE HISTORIC PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

- Provide at least (2) innovative programming partnerships with other historic sites within the city.
- Refine the year-round comprehensive programming schedule.
- Develop and implement a minimum of (2) new strategies focused on daily tour admissions.
- 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 retail promotion and sales plan to meet budgeted revenue goals.

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



Objectives:

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

## CARLYLE HOUSE HISTORIC PARK

### FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### Highlights

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

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

#### Highlights

- Implemented updated Environmental Monitoring system in the museum
- Implemented new museum lighting system
- Implementing a new collections management software system
- Continue use of Integrated Pest Management (IPM) system to monitor insect levels in the house.
- Fire suppression system completed.
- Completed four volunteer training programs, and one field trip.
- Hosted four book club meetings for volunteers.
- Began work on stucco and masonry projects
- Completed gazebo restoration
- Completed the installation of a new lighting system for the garden

### MEASURABLE RESULTS

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

# FOUNTAINHEAD REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-140</b>	<b>FOUNTAINHEAD REGIONAL PARK</b>					
	<b>REVENUES</b>					
4070	Boat Rental	\$ 217,532	\$ 212,628	\$ 220,000	\$ 133,513	\$ 220,000
4530	Launch & Parking Fees	95,567	102,724	100,000	59,959	100,000
4690	Special Events	20,238	25,860	22,000	17,550	22,000
4600	Programmed Events	2,990	1,735	4,000	1,100	4,000
4670	Shelter Reservations	5,895	5,410	5,800	2,530	5,800
	<b>TOTAL USER FEES</b>	<b>342,222</b>	<b>348,356</b>	<b>351,800</b>	<b>214,652</b>	<b>351,800</b>
4640, 4660	Retail Operations	41,226	36,929	50,000	23,518	50,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>41,226</b>	<b>36,929</b>	<b>50,000</b>	<b>23,518</b>	<b>50,000</b>
4420	House Rental	10,760	1,076	12,912	3,228	12,912
4510	Miscellaneous Revenue	250	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>11,010</b>	<b>1,076</b>	<b>12,912</b>	<b>3,228</b>	<b>12,912</b>
	<b>TOTAL REVENUES</b>	<b>\$ 394,459</b>	<b>\$ 386,361</b>	<b>\$ 414,712</b>	<b>\$ 241,398</b>	<b>\$ 414,712</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 108,556	\$ 105,953	\$ 98,104	\$ 94,704	\$ 103,894
5020	Part-Time Salaries	159,234	136,911	129,357	103,219	131,948
5030	FICA	20,247	18,238	17,401	14,258	18,042
5040	Hospitalization	11,708	16,170	19,260	14,414	21,135
5060	Life Insurance	821	832	928	711	983
5050	Retirement	16,163	18,194	21,877	16,641	23,168
5070	Unemployment Tax	393	168	250	109	254
	<b>TOTAL PERSONNEL SERVICES</b>	<b>317,123</b>	<b>296,467</b>	<b>287,177</b>	<b>244,056</b>	<b>299,424</b>
5230	Gas and Diesel	3,653	2,847	3,000	2,326	3,000
5490	Programs and Promotions	0	0	1,000	0	1,000
5570	Uniforms	828	679	1,050	470	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>4,481</b>	<b>3,526</b>	<b>5,050</b>	<b>2,796</b>	<b>5,050</b>
5180	Equipment/Vehicle Maintenance	2,901	2,725	3,300	2,184	3,300
5190	Facility Op. & Maintenance	30,218	32,046	28,000	22,124	28,950
5510	Rental House Maintenance	619	2,151	500	4,115	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>33,738</b>	<b>36,923</b>	<b>31,800</b>	<b>28,424</b>	<b>32,750</b>
5290	Insurance - Vehicle	539	564	638	562	638
	<b>TOTAL INSURANCE</b>	<b>539</b>	<b>564</b>	<b>638</b>	<b>562</b>	<b>638</b>
5520,5535	Retail Operations	27,169	18,016	25,000	13,722	25,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>27,169</b>	<b>18,016</b>	<b>25,000</b>	<b>13,722</b>	<b>25,000</b>
5580-001	Telephone	1,619	1,837	1,600	1,930	2,300
5580-002	Electricity	6,219	6,623	6,000	5,446	7,000
5580-016	Internet/cable	2,160	2,290	2,160	1,800	2,160
	<b>TOTAL UTILITIES</b>	<b>9,998</b>	<b>10,750</b>	<b>9,760</b>	<b>9,177</b>	<b>11,460</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 393,047</b>	<b>\$ 366,247</b>	<b>\$ 359,425</b>	<b>\$ 298,735</b>	<b>\$ 374,322</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 1,411</b>	<b>\$ 20,114</b>	<b>\$ 55,287</b>	<b>\$ (57,338)</b>	<b>\$ 40,390</b>

# FOUNTAINHEAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

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

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



#### Objectives:

- Continue to work with volunteer groups to facilitate harmonious multi-use trail experiences on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Continue to refine operational SOPs and guidelines to improve marina operations and facilities.
- Implement a minimum of (2) new strategies to promote park rental shelters.
- Implement at least (3) new strategies to increase the number of boat rentals over FY25.
- Implement at least (1) new strategy to improve net retail sales revenues by 5% from FY25 gross.

## **FY 2025 STRATEGIC GOAL HIGHLIGHTS**

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

#### **Highlights**

- Worked with Burgundy Farm School for their annual Fall reservoir cleanup, worked with Friends of the Occoquan to support their fall and spring river cleanups, and worked with MORE on organized workdays which included annual fall leaf blowing and feature repairs.
- Staff developed a shared task list including weekly and monthly park inspection tasks.
- Crew Leader audited and improved preventative maintenance work orders in Hiperweb.
- Worked closely with VA Department of Health – Office of Drinking Water to conduct waterworks inspections, correct deficiencies, and ensure that facilities meet standards.

### ***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 (17) events with existing community partners including the Fountainhead Bass Club, EX2 Adventures, the Virginia Happy Trails Running Club, Quantico Orienteering Club and Bishop's Events.
- Hosted a new bass tournament with River Runnerz kayak bass fishing club.
- Roving Naturalist hosted (7) paddle tours including tours highlighting sunrise and sunset on the reservoir, fall colors, and meteor showers.
- Partnered with Virginia DEQ to host two field trips for their Stream Identification class.

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

#### **Highlights**

- Held post-season and preseason meetings with senior staff to gather feedback and ideas for operational improvements.
- Developed and hosted newly revised staff training and orientation session for returning and new staff.
- Hosted a Level 2 Customer Service session for Customer Service champions.
- Audited part time staffing plan to match budget. Revised schedule templates in UKG to match staffing plan.
- Developed and maintained master event list spreadsheet across all parks.

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

#### **Highlights**

- Developed a better calendar and tracking system for group boat rentals.

<b><u>MEASURABLE RESULTS</u></b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL <small>6 months JUL-DEC 2024</small></b>	<b>FY 2026 TARGET</b>
• Number of jon boat rentals	2,384	2,268	3,500	1,223	3,500
• Number of boat ramp launches (daily type)	2,122	2,195	825	1,047	825
• Number of boat shore launches	2,545	2,470	1,650	1,149	1,650
• Number of season ramp launch passes sold	231	233	230	51	230
• Number of season shore launch passes sold	597	577	410	176	410
• Number of stand-up paddle board rentals	891	986	2,200	537	2,200
• Number of motor rentals	1,352	1,216	1,550	638	1,550
• Number of kayak rentals	4,590	3,820	8,350	1,906	8,350
• Number of picnic shelter rentals	44	41	40	13	40
• Average revenue retail per boat rental and daily launch	\$ 3.29	\$ 3.15	\$ 3.03	\$ 3.78	\$ 3.49
• Number of volunteer hours	380	41	800	123	800

# HEMLOCK OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
Other Revenue	\$ 30,300	\$ 75,000	\$ 75,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 30,300</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$0	\$12,278	\$0	-100.0%
Operating Costs	0	0	0	0.0%
Maintenance Costs	14,249	10,500	7,000	-33.3%
Utilities	412	0	0	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 14,661</b>	<b>\$ 22,778</b>	<b>\$ 7,000</b>	<b>-69.3%</b>
<b>Net Income</b>	<b>\$ 15,639</b>	<b>\$ 52,222</b>	<b>\$ 68,000</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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



## HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-150</b>	<b>HEMLOCK OVERLOOK</b>					
	<b>REVENUES</b>					
4510	Miscellaneous Revenue	\$ 1,480	\$ 300	\$ 0	\$ 39	\$ 0
4420	House Rental	3,150	0	0	0	0
4672	Revenue Share from Partnership	16,740	30,000	75,000	37,500	75,000
	<b>TOTAL OTHER REVENUE</b>	<b>21,370</b>	<b>30,300</b>	<b>75,000</b>	<b>37,539</b>	<b>75,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 21,370</b>	<b>\$ 30,300</b>	<b>\$ 75,000</b>	<b>\$ 37,539</b>	<b>\$ 75,000</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$ 315	\$ 0	\$ 11,390	\$ 0	\$ 0
5030	FICA	24	0	871	0	0
5070	Unemployment Tax	3	0	17	0	0
	<b>TOTAL PERSONNEL SERVICES</b>	<b>342</b>	<b>0</b>	<b>12,278</b>	<b>0</b>	<b>0</b>
5230-001	Gasoline	69	0	0	0	0
	<b>TOTAL OPERATING COSTS</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5180	Equipment/Vehicle Maintenance	20	0	0	0	0
5190	Facility Op. & Maintenance	8,974	14,249	10,500	976	7,000
	<b>TOTAL MAINTENANCE</b>	<b>8,994</b>	<b>14,249</b>	<b>10,500</b>	<b>976</b>	<b>7,000</b>
5580-002	Electricity	10,012	412	0	0	0
5580-008	Propane Gas	4,264	0	0	0	0
	<b>TOTAL UTILITIES</b>	<b>14,277</b>	<b>412</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 23,682</b>	<b>\$ 14,661</b>	<b>\$ 22,778</b>	<b>\$ 976</b>	<b>\$ 7,000</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (2,312)</b>	<b>\$ 15,639</b>	<b>\$ 52,222</b>	<b>\$ 36,562</b>	<b>\$ 68,000</b>

# HEMLOCK OVERLOOK REGIONAL PARK

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## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

- Work closely with vendor to ensure successful operations.



# HEMLOCK OVERLOOK REGIONAL PARK

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- The new vendor successfully transitioned into the site and hosting year-round activities.

## MEASURABLE RESULTS

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

# MEADOWLARK BOTANICAL GARDENS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-180</b>	<b>MEADOWLARK BOTANICAL GARDENS</b>					
	<b>REVENUES</b>					
4020	Misc Rev / Annual Dues	\$ 133,992	\$ 157,831	\$ 162,000	\$ 144,818	\$ 162,000
4101	Camps	56,095	60,267	66,350	56,498	68,069
4600	Programmed Events	20,816	27,473	20,000	44,045	25,000
4812, 4810	Visitor Center Rental/Photographer Fees	37,622	33,000	33,000	26,550	33,000
4230	Entrance Fees	303,081	337,738	350,000	310,636	350,000
4670	Shelter Reservations	245	2,405	3,000	1,665	3,000
	<b>TOTAL USER FEES</b>	<b>551,851</b>	<b>618,713</b>	<b>634,350</b>	<b>584,212</b>	<b>641,069</b>
4640	Retail Operations	77,198	90,098	74,000	86,651	80,000
4642	Retail - Food	0	8,177	0	20,352	8,000
4646	ML Bell Garden Postcards	142	207	0	80	0
4641	Retail - Alcoholic Beverages	0	604	0	478	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>77,340</b>	<b>99,085</b>	<b>74,000</b>	<b>107,560</b>	<b>88,000</b>
4510	Misc. Revenue	110	769	0	0	0
4181	Meadowlark Escrow Interest Transfer	18,747	25,764	1,000	0	1,000
	<b>TOTAL OTHER REVENUE</b>	<b>18,857</b>	<b>26,533</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 648,048</b>	<b>\$ 744,331</b>	<b>\$ 709,350</b>	<b>\$ 691,772</b>	<b>\$ 730,069</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 473,012	\$ 508,922	\$ 519,772	\$ 465,646	\$ 546,321
5020	Part-Time Salaries	198,961	190,631	256,155	198,590	272,475
5030	FICA	49,812	52,049	59,358	47,637	62,638
5040	Hospitalization	68,990	88,155	91,147	68,794	98,441
5060	Life Insurance	4,149	4,666	4,917	4,239	5,168
5050	Retirement	83,834	97,996	115,909	89,874	121,830
5070	Unemployment Tax	469	292	704	247	729
	<b>TOTAL PERSONNEL SERVICES</b>	<b>879,226</b>	<b>942,712</b>	<b>1,047,962</b>	<b>875,027</b>	<b>1,107,601</b>
5230	Gas and Diesel	5,542	4,962	5,000	4,337	5,000
5380	Membership Events	0	546	1,000	1,439	1,000
5490	Programs and Promotions	6,254	7,707	5,220	18,815	8,720
5171	Camps	4,090	4,691	7,400	2,076	7,400
5570	Uniforms	1,412	2,538	2,800	589	2,800
	<b>TOTAL OPERATING COSTS</b>	<b>17,298</b>	<b>20,445</b>	<b>21,420</b>	<b>27,256</b>	<b>24,920</b>
5180	Equipment/Vehicle Maintenance	15,093	14,606	16,500	8,304	16,500
5190	Facility Op. & Maintenance	86,809	96,247	86,000	82,361	92,450
5215	Garden Maintenance	64,832	62,111	79,680	52,321	87,301
	<b>TOTAL MAINTENANCE COSTS</b>	<b>166,735</b>	<b>172,964</b>	<b>182,180</b>	<b>142,986</b>	<b>196,251</b>
5290	Insurance - Vehicle	1,616	1,693	1,915	1,685	1,915
	<b>TOTAL INSURANCE</b>	<b>1,616</b>	<b>1,693</b>	<b>1,915</b>	<b>1,685</b>	<b>1,915</b>
5520	Retail Operations	39,317	46,681	44,400	51,183	51,800
5521	Retail - Alcoholic Beverages	0	154	0	192	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>39,317</b>	<b>46,834</b>	<b>44,400</b>	<b>51,375</b>	<b>51,800</b>
5580-000	Utilities - Other	0	0	0	549	0
5580-001	Telephone	5,458	5,580	5,500	4,189	5,500
5580-002	Electricity	32,607	37,644	35,000	32,591	37,000
5580-003	Natural Gas	9,328	8,511	9,000	11,284	9,000
5580-004	Water/Sewer	5,339	6,685	8,000	6,703	8,000
5580-008	Propane Gas	141	0	400	205	400
5580-016	Cable/Internet	4,397	4,581	4,500	3,584	4,500
	<b>TOTAL UTILITIES</b>	<b>57,270</b>	<b>63,001</b>	<b>62,400</b>	<b>59,107</b>	<b>64,400</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,161,462</b>	<b>\$ 1,247,650</b>	<b>\$ 1,360,277</b>	<b>\$ 1,157,435</b>	<b>\$ 1,446,887</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (513,414)</b>	<b>\$ (503,319)</b>	<b>\$ (650,927)</b>	<b>\$ (465,663)</b>	<b>\$ (716,818)</b>

# MEADOWLARK BOTANICAL GARDENS



## STRATEGIC GOALS & OBJECTIVES FY 2026

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



#### Objectives:

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

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



#### Objectives:

- Continue to refine camp planning and processes to improve efficiency, communication and to incorporate feedback to continue to enhance our camp offerings.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for summer camp.
- Develop and implement at least (2) new public programs.
- Continue to refine and implement a volunteer, part time, and full-time labor plan to ensure adequate coverage and programming potential.
- Review needs and implement a minimum of (2) new strategies for effective recruitment, training and retention of qualified staff.
- Refine the retail operations plan to meet budgeted revenue goals.
- 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.
- Deliver 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.
- Maintain accreditation requirements for the Daylily collection through the American Public Gardens Association.

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



#### Objectives:

- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Continue to 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 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

- Continued to refine the children's garden plans and overall themes.
- New signage installed outside the Children's Pavillion promoting the space and informing the public on how to reserve it online.
- Updated the Children's Garden information on the website.

### ***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.
- Refined retail sales strategies with a focus on local offerings.
- Continued to enhance the use of a monthly program offering posters in the Visitor Center to showcase all of the garden's programs for the month as well as a digital newsletter highlighting upcoming programs at the gardens
- Diversified and increased program offerings to include a variety of Health and Wellness Programs, Native Garden Spotlights and an increase in Pup Days.
- Expanded the Egg Hunt and Halloween Scavenger hunt to cover a longer timeframe to allow for more guests to find time that works for their schedule.
- Developed training materials on guided tours for educators in several places in the gardens, including the Korean Bell Garden, the Volgenau Conservatory and the Daylily collection.

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

#### **Highlights:**

- Continued to improve the plant collection guidelines.
- Developed relationships with new plant vendors.
- Received the accreditation for the Daylily Collection through APGA (American Public Garden Association)
- Planned several garden outings with staff to enhance their understanding of other botanical gardens and operations.
- Utilized the invasive management plan for naturalized areas.
- Developed processes for creating plant signage in-house, allowing for more plant material to be labeled for guests.
- Continued the use of the Horticulture program, Hortis, for accessioning plant material.

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

#### **Highlights:**

- Continued to implement a variety of customer service strategies and training.
- Hosted several orientations and all staff meetings to share department and agency updates.
- Increased volunteer participation throughout the garden to include visitor center aides, garden collection aide, trail volunteers, special event volunteers, and data entry volunteers.
- Continued to streamline the online portrait photography reservations, program inquiries, and volunteer sign-ups which have increased usage.
- Refined the Meadowlark members newsletter and continued to see higher viewership.

## MEASURABLE RESULTS

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



# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-185 MEADOWLARK LIGHT SHOW</b>						
<b>REVENUES</b>						
4486	Admissions	\$ 1,380,832	\$ 1,546,675	\$ 1,650,000	\$ 1,757,582	\$ 1,650,000
4488	Group Admissions	33,252	39,054	38,000	49,962	45,000
	<b>TOTAL USER FEES</b>	<b>1,414,084</b>	<b>1,585,729</b>	<b>1,688,000</b>	<b>1,807,544</b>	<b>1,695,000</b>
4642	Retail-Food	135,704	168,861	160,000	203,620	180,000
4640	Retail Operations	47,123	55,798	55,000	49,536	55,000
4641	Retail - Alcoholic Beverages	46,420	50,267	26,000	24,160	26,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>229,247</b>	<b>274,925</b>	<b>241,000</b>	<b>277,316</b>	<b>261,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,643,331</b>	<b>\$ 1,860,655</b>	<b>\$ 1,929,000</b>	<b>\$ 2,084,860</b>	<b>\$ 1,956,000</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 24,165	\$ 25,897	\$ 30,193	\$ 25,102	\$ 32,648
5020	Part-Time Salaries	68,637	99,394	110,753	85,876	111,440
5030	FICA	6,993	9,175	10,782	8,327	11,023
5040	Hospitalization	2,848	4,916	3,580	5,162	3,896
5060	Life Insurance	254	238	286	251	309
5050	Retirement	4,833	5,343	6,733	5,410	7,281
5070	Unemployment	169	116	186	96	187
	<b>TOTAL PERSONNEL SERVICES</b>	<b>107,900</b>	<b>145,081</b>	<b>162,512</b>	<b>130,224</b>	<b>166,784</b>
5470, 5151	Light Show Production Costs	122,011	139,387	139,000	151,081	141,800
5230	Gas and Diesel	0	1,102	0	0	0
5490	Programs and Promotions	0	37	0	0	0
5410	Miscellaneous Event Expenses	0	79	0	152	0
	<b>TOTAL OPERATING COSTS</b>	<b>122,011</b>	<b>140,604</b>	<b>139,000</b>	<b>151,233</b>	<b>141,800</b>
5180	Equipment/Vehicle Maintenance	0	255	0	8	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>255</b>	<b>0</b>	<b>8</b>	<b>0</b>
5520-015, 025, 5522-000	Retail-Food	26,212	39,307	64,000	29,589	72,320
5520-000	Retail Operations	27,305	28,463	27,500	25,753	27,500
5521	Retail - Alcoholic Beverages	5,143	9,129	7,800	5,606	7,800
	<b>TOTAL RETAIL OPERATIONS</b>	<b>58,660</b>	<b>76,899</b>	<b>99,300</b>	<b>60,948</b>	<b>107,620</b>
5265	Insurance - Liquor Liability	0	0	1,000	0	1,000
	<b>TOTAL INSURANCE</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
5580-002	Electricity	0	0	3,500	0	3,500
5580-008	Propane	0	321	350	140	350
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>321</b>	<b>3,850</b>	<b>140</b>	<b>3,850</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 288,571</b>	<b>\$ 363,160</b>	<b>\$ 405,662</b>	<b>\$ 342,554</b>	<b>\$ 421,054</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 1,354,760</b>	<b>\$ 1,497,495</b>	<b>\$ 1,523,338</b>	<b>\$ 1,742,306</b>	<b>\$ 1,534,946</b>

# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## STRATEGIC GOALS & OBJECTIVES FY 2026

**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 operations to include use of the Food Truck.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the show.
- Continue implementing 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.
- Optimize the functionality of online ticket sales software.
- Using existing customer data from the online ticketing system develop a minimum of (2) new strategies to promote the show to encourage existing customers to revisit.
- Refine and execute a cohesive retail plan across the entire show.
- Facilitate successful transition of show operations into new building once complete.



# MEADOWLARK GARDENS WINTER WALK OF LIGHTS

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### **Highlights**

- Continued to best utilize the Volgenau Conservatory for the Lightshows Concessions and retail.
- Utilized the new format of Eventbrite timed ticketing to streamline guest flow throughout the check in process.
- Initiated the use of the Food truck on site during peak visitation times to offer a wider variety to food offerings.
- Increased off-peak attendance by promoting specials and deals during the early and later parts of the show.
- Enhanced the show with several new and creative features including Snow Machines, an interactive color changing orb station, and additional photo ops throughout the show.
- Continue to refine an inventory system for all lights and features for the lightshow.
- Continued to refine and effectively promote beverage sales.
- Maintained a strong presence on social media throughout the show. Hosted several influencers and local news outlets to engage with the public.
- Continued to promote our Pup Nights to promote off-peak visitation.
- Continued to develop the show's 5-year plan for improvements and additions.
- Continued refinement of the show's installation and training manuals.

## MEASURABLE RESULTS

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

# MEADOWLARK ATRIUM AND EVENT SERVICES

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-170</b>	<b>MEADOWLARK ATRIUM AND EVENT SERVICES</b>					
	<b>REVENUES</b>					
4135	Atrium Rental	\$ 912,689	\$ 1,036,697	\$ 825,000	\$ 784,096	\$ 860,000
4443	Kitchen Use Fee	2,000	0	0	0	0
4487	Reservations-Lilac Pavillion	3,990	4,840	10,000	4,310	10,000
4290	Reservations - Gazebo Rental	8,995	8,825	12,000	8,600	12,000
	<b>TOTAL USER FEES</b>	<b>927,675</b>	<b>1,050,362</b>	<b>847,000</b>	<b>797,006</b>	<b>882,000</b>
4821	Equipment Rental	146,320	143,981	80,000	98,395	86,000
4822	NVRPA Event Staffing	69,834	78,122	43,920	60,371	45,150
4693	Special Services	9,637	0	5,000	0	5,000
	<b>TOTAL OTHER REVENUE</b>	<b>225,790</b>	<b>222,103</b>	<b>128,920</b>	<b>158,766</b>	<b>136,150</b>
4115	Catering	998,788	1,076,763	880,000	840,904	903,000
4682	Administrative Fee	233,343	244,949	162,600	196,943	181,500
4640,4641,464	Retail - Alcoholic Beverages	403,879	399,243	281,600	336,007	307,020
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,636,010</b>	<b>1,720,956</b>	<b>1,324,200</b>	<b>1,373,853</b>	<b>1,391,520</b>
	<b>TOTAL REVENUES</b>	<b>\$2,789,475</b>	<b>\$ 2,993,420</b>	<b>\$ 2,300,120</b>	<b>\$ 2,329,626</b>	<b>\$ 2,409,670</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 269,582	\$ 269,753	\$ 281,567	\$ 230,979	\$ 289,018
5020	Part-Time Salaries	117,234	101,526	178,843	99,799	186,453
5030	FICA	28,608	28,053	35,221	24,018	36,373
5040	Hospitalization	42,420	20,061	18,706	33,989	41,064
5060	Life Insurance	2,308	2,537	2,664	2,211	2,734
5050	Retirement	46,621	53,445	62,789	48,253	64,451
5070	Unemployment Tax	214	145	448	111	460
	<b>SERVICES</b>	<b>506,987</b>	<b>475,520</b>	<b>580,238</b>	<b>439,360</b>	<b>620,553</b>
5186	Equipment Rental	134,531	136,788	76,000	92,249	81,700
5146	Contract Employment	297,326	295,949	203,320	222,232	201,650
5490	Programs and Promotions	1,758	2,096	3,500	93	3,500
5570	Uniforms	618	677	1,750	310	1,750
	<b>TOTAL OPERATING COSTS</b>	<b>434,233</b>	<b>435,511</b>	<b>284,570</b>	<b>314,883</b>	<b>288,600</b>
5180	Equipment/Vehicle Maintenance	203	419	2,750	90	2,750
5190	Facility Op. & Maintenance	89,835	102,502	80,000	76,954	86,400
5215	Garden Maintenance	22,036	21,511	29,000	16,956	29,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>112,075</b>	<b>124,431</b>	<b>111,750</b>	<b>94,000</b>	<b>118,150</b>
5143	Catering	277,317	286,512	290,400	208,644	288,960
5521	Retail - Alcoholic Beverages	81,678	74,080	73,216	55,035	73,685
	<b>TOTAL RETAIL</b>	<b>358,994</b>	<b>360,591</b>	<b>363,616</b>	<b>263,679</b>	<b>362,645</b>
5265	Insurance - Liquor Liability	5,222	5,881	9,250	7,714	8,000
	<b>TOTAL INSURANCE</b>	<b>5,222</b>	<b>5,881</b>	<b>9,250</b>	<b>7,714</b>	<b>8,000</b>
5580-001	Telephone	1,673	2,329	2,000	2,163	2,400
5580-002	Electricity	47,111	47,925	50,000	37,136	50,000
5580-003	Natural Gas	14,401	11,207	14,000	13,513	14,000
5580-004	Water/Sewer	4,826	5,236	6,500	4,768	6,500
5580-016	Cable/Internet	1,586	1,602	1,600	1,361	1,600
	<b>TOTAL UTILITIES</b>	<b>69,597</b>	<b>68,298</b>	<b>74,100</b>	<b>58,941</b>	<b>74,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$1,487,108</b>	<b>\$ 1,470,233</b>	<b>\$ 1,423,524</b>	<b>\$ 1,178,578</b>	<b>\$ 1,472,448</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$1,302,367</b>	<b>\$ 1,523,188</b>	<b>\$ 876,596</b>	<b>\$ 1,151,048</b>	<b>\$ 937,222</b>

# MEADOWLARK ATRIUM AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

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

**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.
- Implement a minimum of (2) new strategies for effective recruitment, training and retention of staff.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Identify and take part in a minimum of (3) sales or other event training opportunities for the full-time event team. (in-person or virtually)
- Work closely with the Garden Facilities team to ensure Atrium needs are addressed in a timely manner; communicate upcoming priorities and events to ensure seamless operations.
- Work closely with Food and Beverage team to ensure the implementation of annual training for part time / seasonal staff.
- 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 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Hosted (1) Open House event.
- Continued to utilize our event management software to track leads and ensure proper communications through the event process.
- Implemented several marketing and outreach strategies to drive rentals including several holiday party E-blast and an E-Flyer utilizing our database of existing and former clients and regular short-term rental offers and special booking promotions.
- Through several multifaceted marketing efforts The Atrium captured (10) corporate holiday bookings and Atrium clientele contributed 1050 in total group sales for the Winter Walk of Lights.
- Marketing efforts on social media posts and stories resulted in increased interest and engagement.
- Submitted monthly event tracking reports and marketing strategies for the current fiscal year and next fiscal year
- Exceeded revenue goals for The Atrium and Great Blue Heron Catering while maintaining acceptable expense percentages based on revenue.

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

#### **Highlights**

- Created and implemented (2) Catering Specialist Training for all catering staff to ensure staff members are familiar with and trained in industry standards pertaining specifically to catered events.
- Updated our 5-year capital request plan.
- Staff maintained ServSafe and/or TIPS training certification for safe food handling and alcohol services.
- Staff completed CPR and First Aid training and obtained their certifications.
- Conducted bi-annual catering staff meetings designed to provide additional training and instruction on industry standards established during the Catering Specialist Training.
- Continue performing weekly, bi-weekly, or monthly site walk through for continued improvement of facility maintenance and cleanliness.
- Worked closely with Atrium and Meadowlark staff to ensure all inspections are completed and inspection follow up items are addressed in a timely manner.
- Conducted quarterly site walk through meetings with the Park Manager and Meadowlark Maintenance to compile and prioritize task lists for Atrium Maintenance personnel focused on Atrium improvements.
- Continued working closely with the head of Meadowlark Maintenance on the established maintenance team merger to increase proper site coverage.
- Completed training of an additional part-time staff person on Atrium rental operations who assisted in times of need ensuring all essential functions were completed.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Total Atrium events/rentals	145	150	120	75	120
• Atrium social events	145	146	100	71	100
• Percentage of Atrium Social Events catered by Great Blue Heron	1	1	1	1	1
• Annual attendance-social event guests	15,950	16,500	10,000	8,250	10,000
• Number of gazebo rentals	30	20	40	17	40



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

### PROGRAM OVERVIEW

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

### REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 330	\$ 2,000	\$ 2,100	5.0%
Other Revenue	0	1,421	0	-100.0%
<b>TOTAL REVENUE</b>	<b>\$ 330</b>	<b>\$ 3,421</b>	<b>\$ 2,100</b>	<b>-38.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Operating Costs	14	2,000	2,000	0.0%
Maintenance Costs	14,569	34,000	22,000	-35.3%
Utilities	612	1,500	1,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 15,194</b>	<b>\$ 37,500</b>	<b>\$ 25,500</b>	<b>-32.0%</b>
<b>Net Income</b>	<b>\$ (14,864)</b>	<b>\$ (34,079)</b>	<b>\$ (23,400)</b>	

### BUDGET HIGHLIGHTS

#### Major variances in budget:

- There are no major variances in this budget.

### STAFFING SUMMARY

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

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK</b>						
	<b>REVENUES</b>					
4131	Church Rental	\$ 250	\$ 0	\$ 600	\$ 200	\$ 1,400
4230	Entrance Fees	0	0	200	0	200
4600	Programmed Events	580	330	1,200	0	500
	<b>TOTAL USER FEES</b>	<b>830</b>	<b>330</b>	<b>2,000</b>	<b>200</b>	<b>2,100</b>
4605	Farm Rental Lease	0	0	1,421	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>0</b>	<b>1,421</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 830</b>	<b>\$ 330</b>	<b>\$ 3,421</b>	<b>\$ 200</b>	<b>\$ 2,100</b>
	<b>EXPENSES</b>					
5490	Programs and Promotions	\$ 201	\$ 14	\$ 2,000	\$ 0	\$ 2,000
	<b>TOTAL OPERATING COSTS</b>	<b>201</b>	<b>14</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>
5190	Facility Op. & Maintenance	14,000	14,569	34,000	19,531	22,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>14,000</b>	<b>14,569</b>	<b>34,000</b>	<b>19,531</b>	<b>22,000</b>
5580-002	Electricity	646	612	1,500	549	1,500
	<b>TOTAL UTILITIES</b>	<b>646</b>	<b>612</b>	<b>1,500</b>	<b>549</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 14,847</b>	<b>\$ 15,194</b>	<b>\$ 37,500</b>	<b>\$ 20,080</b>	<b>\$ 25,500</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (14,017)</b>	<b>\$ (14,864)</b>	<b>\$ (34,079)</b>	<b>\$ (19,880)</b>	<b>\$ (23,400)</b>

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

## STRATEGIC GOALS & OBJECTIVES FY 2026

### 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 (1) 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.
- Maintain a minimum of (5) diverse community partnerships.
- Implement a minimum of (1) program annually that incorporate opportunities to visit multiple sites within the same day.
- Work with Civil War Trails to update existing interpretive panels.

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



Objectives:

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

### Gilbert's Corner Regional Park:

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



Objectives:

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

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



Objectives:

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



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

## FY 2025 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**

- Maintained community partnerships with Mt. Zion Cemetery Association, Virginia Piedmont Heritage, and Piedmont Environmental Council, and The American Chestnut Foundation.

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

**Highlights**

- Maintained partnerships including the Participated in grant application for Civil War Graffiti Project.
- Met with DHR to fulfill requirements.
- The Mt. Zion Cemetery Association continued to clean and remove leaves and debris from the cemetery.
- Park staff conducted weekly and monthly routine facility maintenance inspections.

### Gilbert's Corner Regional Park:

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

**Highlights**

- BSA Participated in the “City Nature Challenge ID Bonanza!” to encourage visitation and public participation in documenting wildlife at GCRP.
- Met with staff from Northern Virginia Conservation Trust and PEC to monitor easement.

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

**Highlights**

- Ongoing development of RFP for birding deck at GCRP. .
- Performed maintenance at GCRP Chestnut Orchard with staff and volunteers from the American Chestnut Foundation
- Park staff conducted weekly and monthly routine facility maintenance inspections.
- Facilitated shutter repair, replacement, and repainting at Mt. Zion Old School Baptist Church.
- Completed parking lot improvements.

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

# OCCOQUAN REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-210</b>	<b>OCCOQUAN REGIONAL PARK</b>					
	<b>REVENUES</b>					
4460	Launch Fees	\$ 26,849.75	\$ 30,232	\$ 28,000	\$ 19,455	\$ 30,000
4690	Special Events	22,771	23,557	15,000	11,986	20,000
4670	Shelter Reservations	37,470	41,920	45,000	29,182	45,000
4600	Programmed Events	2,285	0	5,000	0	5,000
4045	Athletic Field Use Fee	0	80	0	0	0
4060	Batting Cage Fees	35,835	41,193	36,000	30,464	45,000
4070	Boat Rental	58,489	60,594	65,000	39,600	65,000
4080	Boat Storage	118,267	130,894	130,900	128,103	138,750
4810	Facility Fees	0	0	0	0	500
	<b>TOTAL USER FEES</b>	<b>301,967</b>	<b>328,470</b>	<b>324,900</b>	<b>258,789</b>	<b>349,250</b>
4640	Retail - Food	915	1,339	2,500	2,312	3,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>915</b>	<b>1,339</b>	<b>2,500</b>	<b>2,312</b>	<b>3,500</b>
4510	Miscellaneous Revenue	273	600	0	500	0
	<b>TOTAL OTHER REVENUE</b>	<b>273</b>	<b>600</b>	<b>0</b>	<b>500</b>	<b>0</b>
	<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>\$ 303,156</b>	<b>\$ 330,408</b>	<b>\$ 327,400</b>	<b>\$ 261,602</b>	<b>\$ 352,750</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 199,972	\$ 234,351	\$ 239,112	\$ 215,163	\$ 243,852
5020	Part-Time Salaries	119,122	123,302	161,995	95,191	164,863
5030	FICA	23,874	26,409	30,685	22,018	31,267
5040	Hospitalization	27,151	48,954	53,411	42,874	59,003
5060	Life Insurance	1,655	2,234	2,262	1,824	2,307
5050	Retirement	34,223	44,758	53,322	40,595	54,379
5070	Unemployment Tax	327	169	403	122	407
	<b>TOTAL PERSONNEL SERVICES</b>	<b>406,324</b>	<b>480,177</b>	<b>541,190</b>	<b>417,787</b>	<b>556,077</b>
5230	Gas and Diesel	7,377	7,805	9,000	6,219	9,000
5430	Park Police	1,531	928	3,000	0	3,000
5490	Programs and Promotions	1,162	0	2,000	0	2,000
5570	Uniforms	913	1,154	1,400	768	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>10,983</b>	<b>9,887</b>	<b>15,400</b>	<b>6,986</b>	<b>15,400</b>
5180	Equipment/Vehicle Maintenance	8,657	12,084	13,200	7,303	13,200
5190	Facility Op. & Maintenance	87,960	61,188	86,000	44,412	73,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>96,618</b>	<b>73,272</b>	<b>99,200</b>	<b>51,714</b>	<b>86,200</b>
5290	Insurance - Vehicle	2,155	2,257	2,553	2,246	2,553
	<b>TOTAL INSURANCE</b>	<b>2,155</b>	<b>2,257</b>	<b>2,553</b>	<b>2,246</b>	<b>2,553</b>
5520	Retail - Food	19	1,101	1,250	608	1,750
	<b>TOTAL RETAIL OPERATIONS</b>	<b>19</b>	<b>1,101</b>	<b>1,250</b>	<b>608</b>	<b>1,750</b>
5580-001	Telephone	2,821	3,405	3,000	3,172	3,000
5580-002	Electricity	14,094	14,847	15,000	12,475	15,000
5580-004	Water/Sewer	2,359	4,361	8,000	3,824	8,000
5580-008	Propane Gas	2,702	2,297	3,500	2,858	3,500
5580-016	Internet/Cable	1,286	1,431	1,500	1,295	1,500
	<b>TOTAL UTILITIES</b>	<b>23,262</b>	<b>26,341</b>	<b>31,000</b>	<b>23,625</b>	<b>31,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 539,361</b>	<b>\$ 593,035</b>	<b>\$ 690,593</b>	<b>\$ 502,967</b>	<b>\$ 692,981</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (236,205)</b>	<b>\$ (262,627)</b>	<b>\$ (363,193)</b>	<b>\$ (241,365)</b>	<b>\$ (340,231)</b>

# OCCOQUAN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections and continue to update all park assets and systems into Hiperweb
- Continue to implement an effective invasive plant management plan.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 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:

- Host a minimum of (6) Brickyard 5k internal or 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.
- Offer a minimum of (5) tours or programs including a minimum of (2) Roving Naturalist programs to engage the next generation of conservationists.
- Host a minimum of (2) special events aimed at increasing awareness of the park and features.
- Assist with the execution of a minimum of (1) outreach program using available resources that focuses on providing meaningful outdoor experiences for Title 1 schools.

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



#### Objectives:

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

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



#### Objectives:

- Continue to evaluate and refine kayak and boat rental operations that includes partnering with the US Coast Guard Auxiliary to focus on promoting safety.
- Continue to refine the operations plan for the batting cages to increase usage and retail sales.
- Continue to work closely with the TPSM docent program to facilitate tours and visitation.

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



#### Objectives:

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

# OCCOQUAN REGIONAL PARK

## FY 2025 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.
- Hosted and partnered with groups from GMU, FOTO (Friends of the Occoquan), local schools, and churches to conduct park cleanups throughout the year.
- Utilizing the Hiperweb, we ensured regular park maintenance and preventative maintenance was scheduled and completed.
- Implemented a maintenance standard and schedule for the entrance road to the park including a landscaping plan.
- Partnered with Fairfax County Public Works and Environmental Services to implement an invasive plant management plan specifically targeting Kudzu vines.

### **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 2025.
- Collaborated with the Roving Park Naturalist to offer (2) Paddle Tours and Campfire programs.
- Maintained more than (5) community partnerships with groups such as the Occoquan River Communities, GMU, Burke Lake District Scouts, US Coast Guard Auxiliary, US Conservation Police, and local law enforcement and fire departments.
- Participated in Title I Field Trip Training and implemented a field trip plan in preparation for the agency's Title I field trip program.
- Hosted representatives from WTOP, Visit Fairfax, and Virginia Tourism Corporation to feature TPSM for a media piece on Women's History Month.

### **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 training was implemented for Batting Cage & Marina operations.
- Full time and benefited positions received CPR training.
- Continued to utilize the Great Board and new Great Cards to promote staff recognition from both peers and park guests.
- Park Specialist attended "Train the Trainer" training with the Customer Service Committee.
- Continued to update park signage for pro consistency and wayfinding.

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

#### **Highlights**

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

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

#### **Highlights**

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

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Boat/RV storage usage	149	143	150	144	150
• Number of boat launches	1,912	1,745	2,500	854	1,800
• Number of batting cage rounds	17,721	21,500	16,250	10,256	22,000
• Number of picnic shelter rentals	253	259	260	124	260
• Number of volunteer hours	300	350	500	250	500
• Number of boat rentals	3,135	2,966	3,750	1,764	3,750
• Number of 5 K events	10	10	10	6	10



# THE RIVER VIEW AT OCCOQUAN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 763,791	\$ 795,000	\$ 795,000	0.0%
Retail Operations	1,462,984	1,408,490	1,406,320	-0.2%
Other Revenue	240,143	125,250	123,630	-1.3%
Transfer from Restricted License Fee Fund	0	0	0	0.0%
Transfer from Capital Fund	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,466,918</b>	<b>\$ 2,328,740</b>	<b>\$ 2,324,950</b>	<b>-0.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 407,457	\$ 501,158	\$ 532,753	6.3%
Operating Costs	361,004	317,250	294,810	-7.1%
Maintenance Costs	271,553	247,750	272,250	9.9%
Insurance	5,668	9,250	7,500	-18.9%
Retail Operations	343,642	386,755	366,500	-5.2%
Utilities	108,110	111,200	118,200	6.3%
Debt Service	410,188	814,640	813,176	-0.2%
<b>TOTAL EXPENSES</b>	<b>\$ 1,907,623</b>	<b>\$ 2,388,003</b>	<b>\$ 2,405,189</b>	<b>0.7%</b>
<b>Net Income</b>	<b>\$ 559,295</b>	<b>\$ (59,263)</b>	<b>\$ (80,239)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-215</b>	<b>THE RIVER VIEW AT OCCOQUAN</b>					
	<b>REVENUES</b>					
4135	River View Rental	\$ 788,015	\$ 748,596	\$ 780,000	\$ 535,273	\$ 780,000
4487	Reservations-Pavilion Rental	10,740	15,195	15,000	12,975	15,000
	<b>TOTAL USER FEES</b>	<b>798,755</b>	<b>763,791</b>	<b>795,000</b>	<b>548,248</b>	<b>795,000</b>
4821	Equipment Rental	99,204	108,531	78,000	80,468	78,000
4822	NVRPA Event Staffing	107,332	131,034	47,250	52,316	45,630
4440	Interest	5,981	577	0	(6,763)	0
	<b>TOTAL OTHER REVENUE</b>	<b>212,516</b>	<b>240,143</b>	<b>125,250</b>	<b>126,021</b>	<b>123,630</b>
4115	Catering	880,433	887,759	936,000	672,463	912,600
4682	Administrative Fee	224,066	224,780	172,970	166,287	183,430
4641	Retail - Alcoholic Beverages	371,957	350,445	299,520	267,711	310,290
	<b>TOTAL RETAIL OPERATIONS</b>	<b>1,476,456</b>	<b>1,462,984</b>	<b>1,408,490</b>	<b>1,106,461</b>	<b>1,406,320</b>
	<b>TOTAL REVENUE</b>	<b>2,487,726</b>	<b>2,466,918</b>	<b>2,328,740</b>	<b>1,780,730</b>	<b>2,324,950</b>
	<b>TRANSFERS IN</b>					
4950	Transfer from Restricted License Fee Fund	0	0	0	0	0
4900	Transfer from Capital Fund	0	0	0	0	0
	<b>TOTAL TRANSFERS IN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 2,487,726</b>	<b>\$ 2,466,918</b>	<b>\$ 2,328,740</b>	<b>\$ 1,780,730</b>	<b>\$ 2,324,950</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 196,732	\$ 230,482	\$ 240,660	\$ 212,408	\$ 249,466
5020	Part-Time Salaries	63,109	72,050	147,435	50,123	149,280
5030	FICA	19,425	22,548	29,689	18,732	30,504
5040	Hospitalization	24,229	35,653	27,039	32,385	45,118
5060	Life Insurance	1,642	1,986	2,277	1,712	2,360
5050	Retirement	35,868	44,623	53,667	40,632	55,631
5070	Unemployment Tax	208	116	391	93	394
	<b>TOTAL PERSONNEL SERVICES</b>	<b>341,212</b>	<b>407,457</b>	<b>501,158</b>	<b>356,085</b>	<b>532,753</b>
5186	Equipment Rental	97,774	97,037	74,100	74,849	74,100
5146	Contract Employment	270,598	258,287	236,750	166,759	214,310
5490	Programs and Promotions	3,038	5,030	5,000	1,290	5,000
5570	Uniforms	857	650	1,400	263	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>372,267</b>	<b>361,004</b>	<b>317,250</b>	<b>243,160</b>	<b>294,810</b>
5180	Equipment/Vehicle Maintenance	228	1,359	2,750	153	2,750
5190	Facility Op. & Maintenance	226,053	270,194	245,000	255,715	269,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>226,281</b>	<b>271,553</b>	<b>247,750</b>	<b>255,868</b>	<b>272,250</b>
5143	Catering	297,560	268,337	308,880	194,876	292,030
5521	Retail - Alcoholic Beverages	69,548	75,305	77,875	54,182	74,470
	<b>TOTAL RETAIL</b>	<b>367,108</b>	<b>343,642</b>	<b>386,755</b>	<b>249,058</b>	<b>366,500</b>
5265	Insurance - Liquor Liability	4,662	5,668	9,250	6,800	7,500
	<b>TOTAL INSURANCE</b>	<b>4,662</b>	<b>5,668</b>	<b>9,250</b>	<b>6,800</b>	<b>7,500</b>
5580-001	Telephone	2,601	2,013	3,000	1,909	3,000
5580-002	Electricity	55,371	70,051	65,000	60,650	70,000
5580-003	Natural Gas	31,504	20,118	30,000	22,844	30,000
5580-004	Water/Sewer	8,296	10,022	7,000	8,800	9,000
5580-016	Cable/Internet	5,877	5,906	6,200	5,346	6,200
	<b>TOTAL UTILITIES</b>	<b>103,649</b>	<b>108,110</b>	<b>111,200</b>	<b>99,549</b>	<b>118,200</b>
2425	Note Payable VRA Principal	0	0	310,000	0	325,000
5322	Interest Expense VRA Note	453,040	410,188	504,640	318,989	488,176
	<b>TOTAL DEBT SERVICE</b>	<b>453,040</b>	<b>410,188</b>	<b>814,640</b>	<b>318,989</b>	<b>813,176</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,868,219</b>	<b>\$ 1,907,623</b>	<b>\$ 2,388,003</b>	<b>\$ 1,529,509</b>	<b>\$ 2,405,189</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 619,507</b>	<b>\$ 559,295</b>	<b>\$ (59,263)</b>	<b>\$ 251,221</b>	<b>\$ (80,239)</b>

# THE RIVER VIEW AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



### Objectives:

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

**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 the 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.
- Identify and take part in a minimum of (3) sales or other event training opportunities for the full-time event team. (in-person or virtually)
- Focus on evaluating and improving The River View's Net Promoter Score by focusing on at least (3) strategies on improving reputation as a high-end venue.
- Review and update website to include timely reviews, pictures, and information on a quarterly basis.

# THE RIVER VIEW AT OCCOQUAN

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### Highlights

- Continued improving social media calendar for postings to ensure our postings are steady and current with today's trends to reach new potential clients as well as continuing to foster our relationship with local vendors.
- Optimized our content management software and utilized internal features to ensure clients stay up to date about various action items including scheduling of meetings with our team, timely completion of any paperwork as well as reminders for submitting payments in a timely manner.
- Worked with the Events Committee to begin fully implementing Event Temple as the primary venue management software.
- Hosted (2) open houses resulting in multiple contracts and continued relationships with local vendors.
- Created and hosted multiple "Late Night" venue days which offered extended office hours through park closing to give clients the ability to walk-in and schedule tours later in the evening.
- Continued to focus on increasing off-peak rentals by reevaluating strategies and finding new creative ways to fill slow months and mid-week dates.
- Reconstructed the Friday and Sunday rental pricing to streamline the pricing structure and offer a more efficient and flexible offering for clients.
- Continued to communicate effectively with Food and Beverage staff regarding staffing plans as well as food and labor costs.
- Introduced the Late-Night Snack menu in collaboration with the Food & Beverage Administrator, which offers wedding clients an opportunity to purchase food during the late-night hours of their event.
- Implemented a standard floor plan to use during non-event days which showcase linens to prospective clients on tours and give them a visualization of what their event could look like.

### 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, landscaping, ceremony lawn.
- Continued to utilize Hiperweb to communicate routine and emergency maintenance.
- Created and implemented a new virtual survey to give couples and clients a more convenient form of communication when providing feedback.
- Installed blinds in the 1608 Room which can separate it from the main room and add privacy for clients if needed.
- Conducted a website audit for all River View webpages which updated pictures, descriptions, and the virtual brochure.
- The Hospitality and Event Sales Manager attended sales training which focused on increasing venue rentals using various sales techniques.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• River View events/rentals	132	105	105	55	105
• Number of brunch wedding rentals	10	—	5	—	5
• Number of weddings over 200 guests	43	36	30	22	40
• Annual attendance-social event guests	21,165	19,303	16,500	9,395	16,500
• Number of pavilion rentals	18	18	18	8	18

# BRICKMAKERS CAFÉ AT OCCOQUAN

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

		FY 2024 ACTUAL		FY 2025 ADOPTED		FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>							
Retail Operations	\$	436,918	\$	477,500	\$	477,500	0.0%
Other Revenue		138		500		500	0.0%
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>437,056</b>	<b>\$</b>	<b>478,000</b>	<b>\$</b>	<b>478,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>							
Personnel Services	\$	170,749	\$	207,279	\$	208,572	0.6%
Operating Costs		0		7,000		7,000	0.0%
Maintenance Costs		13,203		31,000		21,000	-32.3%
Insurance		1277		1,000		750	-25.0%
Retail Operations		134,358		177,450		167,500	-5.6%
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>319,587</b>	<b>\$</b>	<b>423,729</b>	<b>\$</b>	<b>404,822</b>	<b>-4.5%</b>
<b>Net Income</b>	<b>\$</b>	<b>117,468</b>	<b>\$</b>	<b>54,271</b>	<b>\$</b>	<b>73,178</b>	

## BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-220 BRICKMAKERS CAFÉ AT OCCOQUAN</b>						
<b>REVENUES</b>						
4822	NVRPA Event Staffing	\$ 212	\$ 138	\$ 500	\$ 0	\$ 500
<b>TOTAL OTHER REVENUE</b>		<b>212</b>	<b>138</b>	<b>500</b>	<b>0</b>	<b>500</b>
4640	Retail - Food	399,732	365,076	400,000	277,822	400,000
4115	Catering	46,152	38,769	37,500	44,325	37,500
4641	Retail -Alcoholic Beverages	34,408	33,073	40,000	22,765	40,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>480,292</b>	<b>436,918</b>	<b>477,500</b>	<b>344,911</b>	<b>477,500</b>
<b>TOTAL REVENUES</b>		<b>\$ 480,504</b>	<b>\$ 437,056</b>	<b>\$ 478,000</b>	<b>\$ 344,911</b>	<b>\$ 478,000</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 135,359	\$ 148,941	\$ 178,704	\$ 114,345	\$ 178,704
5030	FICA	10,228	11,200	13,671	8,165	13,671
5040	Hospitalization	5,974	10,513	14,636	11,351	15,930
5070	Unemployment Tax	126	96	268	52	268
<b>TOTAL PERSONNEL SERVICES</b>		<b>151,687</b>	<b>170,749</b>	<b>207,279</b>	<b>133,913</b>	<b>208,572</b>
5146	Contract Employment	19,264	0	5,000	6,541	5,000
5490	Programs and Promotions	900	0	2,000	0	2,000
<b>TOTAL OPERATING COSTS</b>		<b>20,164</b>	<b>0</b>	<b>7,000</b>	<b>6,541</b>	<b>7,000</b>
5190	Facility Op. & Maintenance	18,743	13,203	31,000	10,936	21,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>18,743</b>	<b>13,203</b>	<b>31,000</b>	<b>10,936</b>	<b>21,000</b>
5265	Insurance - Liquor Liability	2,488	1,277	1,000	1,350	750
<b>TOTAL INSURANCE</b>		<b>2,488</b>	<b>1,277</b>	<b>1,000</b>	<b>1,350</b>	<b>750</b>
5520	Retail -Food	181,941	129,625	166,250	95,911	157,500
5521	Retail - Alcoholic Beverages	8,196	4,733	11,200	2,743	10,000
<b>TOTAL RETAIL OPERATIONS</b>		<b>190,137</b>	<b>134,358</b>	<b>177,450</b>	<b>98,654</b>	<b>167,500</b>
<b>TOTAL EXPENSES</b>		<b>\$ 383,219</b>	<b>\$ 319,587</b>	<b>\$ 423,729</b>	<b>\$ 251,394</b>	<b>\$ 404,822</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 97,285</b>	<b>\$ 117,468</b>	<b>\$ 54,271</b>	<b>\$ 93,517</b>	<b>\$ 73,178</b>

# BRICKMAKERS CAFÉ AT OCCOQUAN

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



### Objectives:

- Execute an effective daily operations sales plan to meet revenue goals and high service levels.
- Ensure staff maintains Food and Beverage compliance through measurable training and certification system.
- Develop and implement an effective loyalty plan to include outreach, a minimum of (3) events, and a redemption plan aimed at increasing sales and repeat visits.
- Implement at least (3) new strategies to maximize daytime sales during the off-peak season.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Maintain and update as needed established SOPs for all café functions.
- Continue to update and revise menu offerings and evaluate pricing to ensure profitability.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Café.
- Once the patio expansion project is completed, work with the NOVA Parks Marketing team to create and implement a marketing campaign designed around promoting the new expanded patio and its features.
- Monitor daily facility check lists to ensure facility standards for maintenance and cleanliness.
- Work with the Food & Beverage Administrator, Assistant Food & Beverage Manager, and the Restaurant Supervisor to maintain an effective and efficient staffing plan, implementing a minimum of (2) new strategies for effective recruitment and retention of staff.
- Implement at least (2) new strategies to increase catering revenues outside of normal café operations.

# BRICKMAKERS CAFÉ AT OCCOQUAN

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### Highlights

- Developed new catering packages, including pre-event packaging and late-night add-ons for wedding events for increased catering-related revenue.
- Improved food preparation flow to increase speed of service.
- Conducted ServSafe food handling and alcohol service training certification for Café staff.
- Conducted bacterial and viral related training in accordance with health department guidelines.
- Improved the patio reservation area for groups of 10 or more and developed new menu offerings for patio reservation style events.
- Updated menu offerings and pricing for after-hour private rental style events.
- Developed Mother's Day brunch event to be held at the River View, which included a buffet style service and one seating time.
- Continued 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. Developed new advertising and menu offerings for River View wedding-related events.
- 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 Brickmakers Café uniform guidelines and opening/closing checklists.
- Developed SOPs for new menu items and product dating.
- Worked with Food and Beverage Administrator and Assistant Food and Beverage Manager to update and revise menu offerings to ensure proper food margins and increase speed of service.
- Continued work on Brickmakers Café Marketing Campaign, and developed marketing material for display TV, condiment caterings, printed material, and website updates. Reviewed a variety of print based and electronic marketing strategies.
- Improved the clarification of job duties between the restaurant supervisors and defined the responsibilities of the front and back areas.
- Developed packaging for wedding bridal parties to include food and alcohol service.

## MEASURABLE RESULTS

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

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of restaurant guests served	46,711	41,611	48,000	22,658	48,000
• Number of special events	9	8	8	5	8
• Per customer average on food and beverage	10.5	9.71	10.5	10.5	10.5



# BRICKMAKERS CATERING AND EVENT SERVICES

## PROGRAM OVERVIEW

Brickmakers Catering and Event Services provides food and beverage options for corporate and social events throughout NOVA Parks, including Great Waves at Cameron Run, Algonkian, Bull Run and Occoquan Regional Parks.

## REVENUE & EXPENSE SUMMARY

		FY 2024 ACTUAL		FY 2025 ADOPTED		FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>							
Retail Operations	\$	228,927	\$	255,425	\$	263,650	3.2%
Other Revenue		17,088		17,500		19,500	11.4%
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>246,014</b>	<b>\$</b>	<b>272,925</b>	<b>\$</b>	<b>283,150</b>	<b>3.7%</b>
<b>EXPENSES BY CATEGORY</b>							
Personnel Services	\$	141,572	\$	170,077	\$	176,238	3.6%
Operating Costs		20,364		28,350		27,350	-3.5%
Maintenance Costs		4,734		10,500		10,500	0.0%
Insurance		2,165		2,615		1,777	-32.1%
Retail Operations		37,312		71,462		65,200	-8.8%
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>206,147</b>	<b>\$</b>	<b>283,004</b>	<b>\$</b>	<b>281,064</b>	<b>-0.7%</b>
<b>Net Income</b>	<b>\$</b>	<b>39,867</b>	<b>\$</b>	<b>(10,079)</b>	<b>\$</b>	<b>2,086</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-125 BRICKMAKERS CATERING &amp; EVENT SERVICES</b>						
<b>REVENUES</b>						
4820,4821	Equipment Rental	\$ 9,900	\$ 9,200	\$ 10,000	\$ 12,700	\$ 12,000
4822	NVRPA Event Staffing	7,115	6,438	7,500	4,805	7,500
4510	Miscellaneous Revenue	0	1,450	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>17,015</b>	<b>17,088</b>	<b>17,500</b>	<b>17,505</b>	<b>19,500</b>
4200	Catering Food Truck	2,000	0	0	0	0
4115	Catering-Great Blue Heron	214,639	192,660	215,000	161,770	215,000
4682	Administrative Fee	21,881	16,549	21,175	17,686	23,650
4641	Retail - Alcoholic Beverages	17,606	19,717	19,250	17,081	25,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>256,125</b>	<b>228,927</b>	<b>255,425</b>	<b>196,536</b>	<b>263,650</b>
	<b>TOTAL REVENUES</b>	<b>\$ 273,141</b>	<b>\$ 246,014</b>	<b>\$ 272,925</b>	<b>\$ 214,041</b>	<b>\$ 283,150</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 100,217	\$ 104,223	\$ 95,395	\$ 87,151	\$ 99,990
5020	Part-Time Salaries	11,303	6,641	40,368	2,094	40,368
5030	FICA	8,489	8,437	10,386	7,037	10,737
5040	Hospitalization	1,376	1,604	1,649	1,380	1,795
5060	Life Insurance	1,327	1,478	902	1,289	946
5050	Retirement	16,642	19,166	21,273	17,149	22,298
5070	Unemployment Tax	44	23	104	12	104
	<b>TOTAL PERSONNEL SERVICES</b>	<b>139,399</b>	<b>141,572</b>	<b>170,077</b>	<b>116,112</b>	<b>176,238</b>
5146	Contract Employment	15,492	8,154	14,800	9,807	12,000
5230	Gas and Diesel	3,616	3,390	4,200	2,165	4,200
5186	Equipment Rental	8,905	8,820	9,000	11,832	10,800
5570	Uniforms	0	0	350	0	350
	<b>TOTAL OPERATING COSTS</b>	<b>28,013</b>	<b>20,364</b>	<b>28,350</b>	<b>23,804</b>	<b>27,350</b>
5180	Equipment/Vehicle Maintenance	598	1,501	3,300	2,154	3,300
5190	Facility Op. & Maintenance	5,568	3,233	7,200	3,259	7,200
	<b>TOTAL MAINTENANCE COSTS</b>	<b>6,166</b>	<b>4,734</b>	<b>10,500</b>	<b>5,413</b>	<b>10,500</b>
5265	Insurance - Liquor Liability	276	472	700	450	500
5290	Insurance - Vehicle	1,616	1,693	1,915	2,246	1,277
	<b>TOTAL INSURANCE</b>	<b>1,893</b>	<b>2,165</b>	<b>2,615</b>	<b>2,696</b>	<b>1,777</b>
5520	Retail -Food	61,345	36,215	66,650	27,768	60,200
5521	Retail - Alcoholic Beverages	2,007	1,097	4,812	1,212	5,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>63,352</b>	<b>37,312</b>	<b>71,462</b>	<b>28,980</b>	<b>65,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 238,823</b>	<b>\$ 206,147</b>	<b>\$ 283,004</b>	<b>\$ 177,005</b>	<b>\$ 281,064</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 34,318</b>	<b>\$ 39,867</b>	<b>\$ (10,079)</b>	<b>\$ 37,036</b>	<b>\$ 2,086</b>

# BRICKMAKERS CATERING AND EVENT SERVICES

## STRATEGIC GOALS & OBJECTIVES FY 2026



### Goal One: Enhance and expand Brickmakers Catering and Event Services.



#### 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 reviews of all distributors/suppliers to determine best pricing and service.
- Work with Food and Beverage Administrator on the 3-year bid process for fountain beverage, vending beverage and contract staffing services
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Continue to track wedding related percentages to ensure adherence to established budget.
- Continue to track expenses including part-time and contract labor as part of an internal cost analysis system.
- Maintain ordering guidelines to ensure expense controls and maximization of revenue. Maintain guidelines and SOP's for training catering and food truck staff. Conduct training orientation program to ensure all staff members are trained in the various areas of catering.
- Continue to oversee in-house food service & safety certification programs.
- Continue to oversee in-house alcohol training programs.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Catering and Event Services.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and strategies.
- Continue to assist waterpark staff in menu consolidation to focus on freshness, timely delivery, and profitability.
- Work with waterpark staff for increased training of full-time and key seasonal food and beverage employees to improve operational efficiencies.
- Facilitate an internal concessions audit program to include random inspections of waterpark concessions operations and tracking of write-offs throughout the season.
- Review the Club Buy program annually to ensure consistent food cost savings.
- Continue to prepare annual concessions analyses for each waterpark location.

# BRICKMAKERS CATERING AND EVENT SERVICES

## FY 2025 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 e-blasts; increased printed material at park locations; and updates to specific menus relating to rehearsals/casual weddings.
- Participated in the Brickmakers Catering Marketing campaign with the Marketing Department and Operational leadership to implement established marketing strategies.
- Developed new strategies aimed at increasing rentals of Occoquan Pavilion including 5k menu options and buyout options.
- Conducted a fall and spring bi-annual review of all distributors to ensure the best pricing and service.
- Worked with the Food and Beverage Administrator on the implementation of national account pricing resulting in an average, food expenses savings of 8-10 percent from previous years.
- Updated and revised menu offerings to ensure pricing margins are in line with the annual budget.
- Continued to track catering, retail food and part time staffing/contract labor expenses to ensure programs remained within budget.
- Maintained SOPs relating to event catering and retail food truck service for part time staff.
- 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-the-job training.
- Continued to oversee in-house alcohol training programs through a combination of TIPs Alcohol Service and implementation of ServSafe Alcohol Service training
- Revised and maintained Customer Service Training to focus on aspects of catering relating to email and phone correspondence; initial onsite meeting of group contacts on event days; and continued interactions with group contacts and guests during the event to ensure needs/expectations are met throughout the event.
- 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 the best service standards.
- Conducted routine audits throughout the season to ensure best food and beverage related practices at waterparks.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of catered events	82	80	88	52	88
• Number of people provided catering and retail services	15,665	15,062	18,000	10,600	18,000
• Amount of catering shelter revenue	28,840	27,640	26,000	17,000	26,000
• Amount of catering admission revenue	22,600	21,865	22,000	14,500	22,000

# PISCATAWAY CROSSING REGIONAL PARK

## PROGRAM OVERVIEW

This 294-acre property located along the banks of the Potomac River north of Leesburg will offer both historical and natural conservation and passive recreational opportunities. The park currently offers access to the Potomac River via a public launch ramp with additional elements planned in the future. The site was a heavily used ford during the Civil War.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 259	\$ 400	\$ 400	0.0%
Other Revenue	0	10,980	10,980	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 259</b>	<b>\$ 11,380</b>	<b>\$ 11,380</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 32,320	\$ 38,618	\$ 41,737	8.1%
Maintenance Costs	0	4,000	4,000	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 32,320</b>	<b>\$ 42,618</b>	<b>\$ 45,737</b>	<b>7.3%</b>
<b>Net Income</b>	<b>\$ (32,061)</b>	<b>\$ (31,238)</b>	<b>\$ (34,357)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.00	0.00	0.00	0.00	0.00

## PISCATAWAY CROSSING REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-470</b>	<b>PISCATAWAY CROSSING REGIONAL PARK REVENUES</b>					
4460	Boat Launch	\$ 91	\$ 259	\$ 400	\$ 270	\$ 400
	<b>TOTAL USER FEES</b>	<b>91</b>	<b>259</b>	<b>400</b>	<b>270</b>	<b>400</b>
4605	Property Lease	20,250	0	10,980	10,980	10,980
	<b>TOTAL OTHER REVENUE</b>	<b>20,250</b>	<b>0</b>	<b>10,980</b>	<b>10,980</b>	<b>10,980</b>
	<b>TOTAL REVENUES</b>	<b>\$ 20,341</b>	<b>\$ 259</b>	<b>\$ 11,380</b>	<b>\$ 11,250</b>	<b>\$ 11,380</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 33,022	\$ 23,032	\$ 28,060	\$ 22,926	\$ 30,316
5030	FICA	2,133	1,716	2,147	1,664	2,319
5040	Hospitalization	1,558	2,551	1,869	1,560	2,034
5060	Life Insurance	287	231	265	234	287
5050	Retirement	5,661	4,789	6,257	4,937	6,761
5070	Unemployment	5	2	20	4	20
	<b>TOTAL PERSONNEL SERVICES</b>	<b>42,666</b>	<b>32,320</b>	<b>38,618</b>	<b>31,324</b>	<b>41,737</b>
5190	Facility Op. & Maintenance	2,914	0	4,000	0	4,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>2,914</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 45,581</b>	<b>\$ 32,320</b>	<b>\$ 42,618</b>	<b>\$ 31,324</b>	<b>\$ 45,737</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (25,240)</b>	<b>\$ (32,061)</b>	<b>\$ (31,238)</b>	<b>\$ (20,074)</b>	<b>\$ (34,357)</b>

# PISCATAWAY CROSSING REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026

**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 awareness in the diverse history within the park through signage or program efforts.
- Continue to assist in the implementation of resource banking at the site.
- Work to create an unveiling of the Native American displays.
- Conduct at least (1) public outreach opportunity to facilitate maintenance and beautification projects within the park.

**Goal Two:** *Maintain a passive use regional park.*



Objectives:

- Work closely with agricultural lessee to ensure grounds are being kept to lease standards.
- Work closely with the holders of the existing wetlands easements to ensure easements standards are adhered to.
- Implement a minimum of (2) strategies to promote the park's boat launch access.



# **PISCATAWAY CROSSING REGIONAL PARK**

## **FY 2025 STRATEGIC GOAL HIGHLIGHTS**

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

### **Highlights**

- An owl nesting box is being monitored onsite in partnership with Loudoun Wildlife Conservancy.
- Volunteers continue to dedicate time at the park to the clean-up of trash along the river with more than 40 hours given.

**Goal Two:** *Maintain a passive use regional park.*

### **Highlights**

- Fields continue to be managed under an active farming lease agreement.
- Fields along the river remain in grasslands as part of our resource banking efforts.
- Staff continued to maintain tree plantings throughout the property.

## **MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL</b> 6 months JUL- DEC 2024	<b>FY 2026 TARGET</b>
• Number of launches	19	52	80	54	80



# POHICK BAY REGIONAL PARK

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,106,532	\$ 1,183,000	\$ 1,143,710	-3.3%
Retail Operations	54,461	75,000	75,000	0.0%
Other Revenue	90,613	96,700	96,700	0.0%
Transfer from Capital Fund	121083	121,083	121,083	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,372,689</b>	<b>\$ 1,475,783</b>	<b>\$ 1,436,493</b>	<b>-2.7%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 911,011	\$ 900,357	\$ 966,389	7.3%
Operating Costs	40,066	45,250	45,250	0.0%
Maintenance Costs	112,186	99,200	105,600	6.5%
Insurance	2,821	3,830	3,192	-16.7%
Retail Operations	44,664	57,500	57,500	0.0%
Utilities	69,057	82,000	69,000	-15.9%
Debt Service	6,615	121,083	121,083	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,186,421</b>	<b>\$ 1,309,220</b>	<b>\$ 1,368,013</b>	<b>4.5%</b>
<b>Net Income</b>	<b>\$ 186,268</b>	<b>\$ 166,563</b>	<b>\$ 68,480</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
3-260	POHICK BAY REGIONAL PARK REVENUES					
4095	Cabin Rentals	\$ 112,822	\$ 112,311	\$ 140,000	\$ 86,192	\$ 140,000
4095	Camping Fees	812,021	785,314	828,000	532,244	785,000
4095	Laundry	8,116	6,928	8,000	4,091	8,000
4095	Programmed Events	4,736	3,532	5,000	2,725	5,000
4670	Shelter Reservations	16,894	15,943	15,000	7,302	15,750
4750	RV Storage	94,178	96,961	100,000	104,480	104,500
4230	Entrance Fees	75,035	77,433	77,000	47,972	75,460
4500	Miniature Golf & Disc Golf	8,788	8,110	10,000	6,084	10,000
	<b>TOTAL USER FEES</b>	<b>1,132,590</b>	<b>1,106,532</b>	<b>1,183,000</b>	<b>791,090</b>	<b>1,143,710</b>
4640, 4648	Retail Operations	73,209	54,201	75,000	45,029	75,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>73,209</b>	<b>54,461</b>	<b>75,000</b>	<b>45,029</b>	<b>75,000</b>
4420	House Rental	54,000	55,600	56,700	46,700	56,700
4440	Interest	5,067	7,434	0	5,737	0
4255	Firewood	35,130	27,580	40,000	23,844	40,000
4510	Miscellaneous Revenue	4,554	0	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>98,751</b>	<b>90,613</b>	<b>96,700</b>	<b>76,281</b>	<b>96,700</b>
	<b>TOTAL REVENUE</b>	<b>1,304,551</b>	<b>1,251,606</b>	<b>1,354,700</b>	<b>912,400</b>	<b>1,315,410</b>
	<b>TRANSFERS IN</b>					
4900	Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
	<b>TOTAL TRANSFER IN</b>	<b>121,083</b>	<b>121,083</b>	<b>121,083</b>	<b>0</b>	<b>121,083</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 1,425,634</b>	<b>\$ 1,372,689</b>	<b>\$ 1,475,783</b>	<b>\$ 912,400</b>	<b>\$ 1,436,493</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 412,813	\$ 444,484	\$ 438,064	\$ 408,744	\$ 475,790
5020	Part-Time Salaries	223,492	252,009	237,879	203,476	253,274
5030	FICA	47,147	52,036	51,710	44,164	55,429
5040	Hospitalization	68,229	72,923	70,235	58,820	80,300
5060	Life Insurance	3,722	4,012	4,144	3,573	4,836
5050	Retirement	72,592	85,221	97,688	78,415	96,101
5070	Unemployment Tax	493	326	637	235	660
	<b>TOTAL PERSONNEL SERVICES</b>	<b>828,487</b>	<b>911,011</b>	<b>900,357</b>	<b>797,427</b>	<b>966,389</b>
5230	Gas and Diesel	18,115	17,143	19,500	11,274	19,500
5430	Park Police	14,470	15,690	15,800	6,150	15,800
5490	Programs and Promotions	7,151	5,055	7,500	6,548	7,500
5570	Uniforms	2,620	2,178	2,450	1,023	2,450
	<b>TOTAL OPERATING COSTS</b>	<b>42,356</b>	<b>40,066</b>	<b>45,250</b>	<b>24,995</b>	<b>45,250</b>
5180	Equipment/Vehicle Maintenance	14,615	16,827	17,500	18,916	17,500
5190	Facility Op. & Maintenance	78,044	89,501	79,700	78,456	86,100
5510	Rental House Maintenance	3,845	5,858	2,000	4,406	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>96,504</b>	<b>112,186</b>	<b>99,200</b>	<b>101,779</b>	<b>105,600</b>
5290	Insurance - Vehicle	2,694	2,821	3,830	2,808	3,192
	<b>TOTAL INSURANCE</b>	<b>2,694</b>	<b>2,821</b>	<b>3,830</b>	<b>2,808</b>	<b>3,192</b>
5524	Firewood	15,715	18,440	20,000	10,400	20,000
5520	Retail Operations	45,282	26,224	37,500	28,081	37,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>60,997</b>	<b>44,664</b>	<b>57,500</b>	<b>38,481</b>	<b>57,500</b>
5580-001	Telephone	6,153	6,335	5,500	8,473	7,500
5580-002	Electricity	57,658	54,069	65,000	38,784	50,000
5580-004	Water/Sewer	4,677	4,834	5,000	2,669	5,000
5580-009	Heating Oil	1,961	0	2,000	1,441	2,000
5580-016	Internet/Cable	4,271	3,819	4,500	1,946	4,500
	<b>TOTAL UTILITIES</b>	<b>74,721</b>	<b>69,057</b>	<b>82,000</b>	<b>53,313</b>	<b>69,000</b>
2425	Note Payable VRA	0	0	115,556	0	115,556
5322	Interest Expense VRA Note	8,019	6,615	5,527	4,426	5,527
	<b>TOTAL DEBT SERVICE</b>	<b>8,019</b>	<b>6,615</b>	<b>121,083</b>	<b>4,426</b>	<b>121,083</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,113,779</b>	<b>\$ 1,186,421</b>	<b>\$ 1,309,220</b>	<b>\$ 1,023,228</b>	<b>\$ 1,368,013</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 311,854</b>	<b>\$ 186,268</b>	<b>\$ 166,563</b>	<b>\$ (110,828)</b>	<b>\$ 68,480</b>

# POHICK BAY REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



### 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 a plan to preserve and maintain a sustainable park trails network including a minimum of (2) scheduled staff or volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality utilizing no less than 5,000 volunteer hours.
- Implement an effective plan to maintain the mini golf and disc golf course facilities.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



#### Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the campground and park.
- Host at least (3) park special events aimed at increasing awareness of the park and its features.
- Offer a minimum of (5) tours/programs, including a minimum of (2) Roving Naturalist programs to engage the next generation of conservationists.
- Maintain a minimum of (3) diverse community partnerships.
- Assist with the execution of at least (1) outreach program using available resources that focus on providing meaningful outdoor experiences for Title 1 schools.
- Continue to expand the programs offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based, and environmentally focused programs.

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



#### Objectives:

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

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



#### Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop a defined plan to increase off-peak usage.
- Continue to review and implement the 5-year plan for consistent and continued campground improvements.
- Continue to utilize Facebook, NOVA Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% over FY25 gross sales.

### 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 existing customer databases within point-of-sale systems to facilitate regular communication and marketing outreach to grow to our customer base with a minimum of (6) messages/promotions, offerings.

# POHICK BAY REGIONAL PARK

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Hosted several Boy Scout Troops that focused on the removal of Kudzu within the park.
- Completed installation of 25 additional water sites in the family campground.
- Completed Family Campground repaving enhancing ease of access and flow of traffic for campground customers.
- Conducted annual trail inspections to ensure quality and maintenance of the trail system.

### **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.
- Expanded the Haunted Mini Golf event from Campground only one night to include an additional night for the general public.
- Hosted Easter themed weekends for campers offering a variety of programs to guests.
- Continued to maintain an effective partnership with Mason Neck State Park utilizing their programming experience to facilitate events in the campground, Pohick Bay staff continued to attend and support their annual Eagle Festival.

### **Goal Three: 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.
- Enhanced Campground RV sites with several retaining walls for better leveling and gravel retention.
- Select staff attended the annual NRPA and VRPS conferences to expand skills and enhance customer service experience.
- Added additional themed elements and signage to Mini Golf.

### **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, replacing cabin futon and bedding.
- Enhanced trail from cabins to CS1 by paving.
- Continued 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**

- 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 cabin TVs to smart TVs to enhance deluxe cabin experience.
- Updated marketing collateral for gatehouse distribution to cross promote all of Pohick's amenities.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of non-jurisdiction vehicle entries	6,078	6,688	8,850	3,170	8,650
• Number of nightly camping rentals	17,124	15,148	16,200	2,240	15,400
• Number of group campers	4,778	15,476	9,000	2,429	9,000
• RV /Boat storage usage (115 spaces available)	115	101	115	106	115
• Number of miniature & disc golf rounds	2,981	2,534	3,000	2,486	3,000
• Picnic shelter rentals	117	91	87	31	87
• Number of nightly cabin rentals	1,152	935	1,200	191	1,200
• Volunteer hours received	5,000	5,000	5,000	5,000	5,000

# POHICK BAY GOLF COURSE

## PROGRAM OVERVIEW

Pohick Bay Golf Course is a par 72, 18-hole golf course in southern Fairfax County. Built in 1982, it is considered one of the more challenging courses in the area. Pohick Bay Golf Course has maintained certification as an Audubon Cooperative Sanctuary. Pohick Bay serves as the home course for the high school golf teams at South County Secondary School and Hayfield Secondary School. Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 1,745,876	\$ 1,546,700	\$ 1,759,764	13.8%
Retail Operations	275,854	244,000	272,000	11.5%
Other Revenue	0	1,000	1,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 2,021,730</b>	<b>\$ 1,791,700</b>	<b>\$ 2,032,764</b>	<b>13.5%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 865,445	\$ 870,860	\$ 910,924	4.6%
Operating Costs	86,213	104,755	104,755	0.0%
Maintenance Costs	259,615	235,300	245,150	4.2%
Insurance	3,023	2,377	2,027	-14.7%
Retail Operations	123,907	107,261	118,820	10.8%
Utilities	38,373	35,400	39,900	12.7%
<b>TOTAL EXPENSES</b>	<b>\$ 1,376,575</b>	<b>\$ 1,355,953</b>	<b>\$ 1,421,576</b>	<b>4.8%</b>
<b>Net Income</b>	<b>\$ 645,154</b>	<b>\$ 435,747</b>	<b>\$ 611,188</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-240</b>	<b>POHICK BAY GOLF COURSE</b>					
	<b>REVENUES</b>					
4210	Driving Range	\$ 124,093	\$ 125,600	\$ 120,000	\$ 93,974	\$ 132,000
4220	Cart Rental	332,856	438,400	350,000	339,281	423,500
4320	Golf Club Rental	4,077	3,929	3,500	3,120	3,500
4380	Green Fees	1,114,156	1,172,316	1,067,200	891,544	1,195,264
4400	Golf Handicap Program	4,536	4,148	5,000	3,007	5,000
4610	Pull Cart Rental	231	1,483	1,000	166	500
	<b>TOTAL USER FEES</b>	<b>1,579,950</b>	<b>1,745,876</b>	<b>1,546,700</b>	<b>1,331,093</b>	<b>1,759,764</b>
4641	Retail - Alcoholic Beverages	68,034	84,344	75,000	62,927	85,000
4640,4642,4643	Retail - Food	74,907	96,875	84,000	72,025	94,000
4650	Retail - Pro Shop	81,184	94,636	85,000	69,117	93,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>224,125</b>	<b>275,854</b>	<b>244,000</b>	<b>204,069</b>	<b>272,000</b>
4475	Lessons	0	0	1,000	600	1,000
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>600</b>	<b>1,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,804,075</b>	<b>\$ 2,021,730</b>	<b>\$ 1,791,700</b>	<b>\$ 1,535,762</b>	<b>\$ 2,032,764</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 366,937	\$ 396,250	\$ 384,162	\$ 352,242	\$ 404,330
5020	Part-Time Salaries	233,222	249,984	254,072	185,638	259,047
5030	FICA	44,061	47,352	48,825	38,147	50,748
5040	Hospitalization	72,893	91,211	93,918	70,923	102,220
5060	Life Insurance	3,308	3,658	3,634	3,180	3,825
5050	Retirement	65,435	76,737	85,668	69,021	90,166
5070	Unemployment Tax	374	252	581	194	589
	<b>TOTAL PERSONNEL SERVICES</b>	<b>786,229</b>	<b>865,445</b>	<b>870,860</b>	<b>719,345</b>	<b>910,924</b>
5160	Golf Cart Rental	55,634	55,634	67,928	52,704	67,928
5138	Beverage Cart Rental	3,748	3,748	3,472	3,305	3,472
5230	Gas and Diesel	31,298	24,687	29,000	18,463	29,000
5260	Golf Handicap Program	888	1,358	1,605	840	1,605
5263	Instructor Fees	0	0	1,000	0	1,000
5570	Uniforms	659	787	1,750	677	1,750
	<b>TOTAL OPERATING COSTS</b>	<b>92,227</b>	<b>86,213</b>	<b>104,755</b>	<b>75,989</b>	<b>104,755</b>
5180	Equipment/Vehicle Maintenance	31,925	36,676	38,000	41,172	38,000
5190	Facility Op. & Maintenance	73,713	74,406	64,300	62,274	67,500
5240	Golf Course Maintenance	129,771	148,533	133,000	118,424	139,650
	<b>TOTAL MAINTENANCE COSTS</b>	<b>235,409</b>	<b>259,615</b>	<b>235,300</b>	<b>221,869</b>	<b>245,150</b>
5265	Insurance - Liquor Liability	725	1,330	1,100	1,650	750
5290	Insurance - Vehicle	1,616	1,693	1,277	1,685	1,277
	<b>TOTAL INSURANCE</b>	<b>2,341</b>	<b>3,023</b>	<b>2,377</b>	<b>3,335</b>	<b>2,027</b>
5521	Retail - Alcoholic Beverages	21,147	23,764	22,433	18,493	25,350
5520	Retail - Food	39,885	38,414	33,708	28,091	37,750
5530	Retail - Pro Shop	46,781	61,729	51,120	41,325	55,720
	<b>TOTAL RETAIL OPERATIONS</b>	<b>107,814</b>	<b>123,907</b>	<b>107,261</b>	<b>87,909</b>	<b>118,820</b>
5580-001	Telephone	3,437	3,966	3,500	3,461	4,000
5580-002	Electricity	26,160	28,920	26,000	32,568	30,000
5580-004	Water/Sewer	1,734	2,127	2,500	1,217	2,500
5580-016	Internet/Cable	3,335	3,360	3,400	3,361	3,400
	<b>TOTAL UTILITIES</b>	<b>34,666</b>	<b>38,373</b>	<b>35,400</b>	<b>40,607</b>	<b>39,900</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,258,687</b>	<b>\$ 1,376,575</b>	<b>\$ 1,355,953</b>	<b>\$ 1,149,054</b>	<b>\$ 1,421,576</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 545,388</b>	<b>\$ 645,154</b>	<b>\$ 435,747</b>	<b>\$ 386,708</b>	<b>\$ 611,188</b>

# POHICK BAY GOLF COURSE

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (3) targeted promotions focusing on the sale of the Subscription Membership.
- Continue to review the traditional annual membership program quarterly.
- Continue to implement “scripts” for pro shop staff that highlight the value of the Heron's Choice Subscription.

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



#### Objectives:

- Refine and update the Revenue Playbook annually utilizing Wrike and its full capabilities.
- Continue to utilize all tools in the Gallus Golf App to expand content, promotional offerings and active users.
- Effectively promote a minimum of (4) new promotional strategies that focus on off peak days and under-utilized time blocks such as late morning/early afternoon.

### **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 post a minimum of (1) social post monthly containing video content.
- Continue to implement quarterly campaigns including the annual Fall for Golf and Swing into Spring programs.
- Using the existing tournament tracking tool, implement a minimum of (2) new sales strategies to establish contact with new and previous tournament and outing clients.
- Work with The First Tee to offer a minimum of (3) youth instructional program opportunities in FY26.
- Develop and implement a minimum of (2) new events, or promotions to assist in introducing the game of golf to new players.
- Host a minimum of (5) in-house outings or events to promote the course.

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



#### Objectives:

- Continue to maintain a “No-Show” policy to ensure the maximum number of paid tee times each day.
- Continue to review and refine volunteer training protocol and onboarding process.
- 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 Administrator to maintain menus that focus on freshness, timely delivery, and profitability.
- Through the Golf Course Committee coordinate a bi-annual audit and review of F&B and retail operations strategies and performance with team 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 2026 budget goal.

# POHICK BAY GOLF COURSE

## FY 2025 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, Swing into Spring, Fall for Golf, member guest specials, app promotions and prize giveaways for renewing yearly members and renewing and new Heron's Choice members.
- Continued to refine membership booking portal for members to easily book and cancel tee times.
- Gallus Golf App program continued to grow with over 10,078 Total Downloads, 5,426 of those are Active Downloads to date.

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

#### **Highlights**

- Continue to Identify off peak days and time blocks and implemented targeted email and app campaigns to increase play during those times.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Continued to utilize social media and app campaigns to conduct contests and push offerings to help retain core golfers.
- Continue to refine our Revenue Playbook
- Updated our Design on Demand Portal to help streamline and create marketing collateral.

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

#### **Highlights**

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities. Continued to host outreach events during holiday weekends to attract daily users and grow F&B during peak days. Utilized the app more to push marketing campaigns,
- Continued to update outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.
- Pohick Management staff cultivated partnerships to market and promote the course's events calendar.

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

#### **Highlights**

- Continued to utilize "review tracker" software that compiles all social media reviews, google and Golf Pass reviews, and allows staff to respond quickly to customer feedback.
- Hosted customer service trainings for volunteers and staff throughout the season.
- Continued to utilize social media, email blasts, NOVA Parks website, and Gallus App to engage with customers.
- Offered 9 holes riding on online booking engine during mid afternoon play.

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

#### **Highlights**

- F&B Specials were offered during busy weekend play.
- Worked with the Food & Beverage team to consolidate menu with focus on freshness, timely delivery, and profitability for the 2025 season.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC	FY 2026 TARGET
• 18 hole golf rounds (paid)	25,854	27,054	24,255	15,006	26,000
• 18 hole golf rounds (members)	7,703	6,353	11,550	2,762	11,550
• Power cart rentals	14,600	21,360	23,595	12,090	23,595
• Number of driving range buckets sold	8,667	13,142	6,450	5,726	13,800
• Number of Annual Golf Memberships sold	77	55	75	25	50
• Subscription memberships sold - Heron's Choice	13	27	100	22	100
• Per customer average on pro shop merchandise	2.41	2.84	2.37	2.91	2.48
• Per customer average of food & beverage	4.25	5.42	4.44	5.58	4.77
• Revenue per round of golf played	53.76	60.51	50.04	62.5	53.34
• Cost per round of golf played	37.5	41.2	37.87	42.47	36.89



# POHICK BAY MARINA

## PROGRAM OVERVIEW

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-250 POHICK BAY MARINA</b>						
<b>REVENUES</b>						
4070,4540,4680	Boat Rental	\$ 44,560	\$ 39,096	\$ 45,000	\$ 22,177	\$ 40,000
4460	Launch & Parking Fees	62,574	64,778	65,000	40,399	67,000
4600	Programmed Events	25	2,401	0	2,040	2,000
4080	Boat Storage	134,385	131,540	150,000	129,835	158,625
4670	Shelter Reservations	21,407	20,470	20,000	9,885	21,000
	<b>TOTAL USER FEES</b>	<b>262,951</b>	<b>258,286</b>	<b>280,000</b>	<b>204,336</b>	<b>288,625</b>
4640	Retail Operations	7,725	9,674	8,000	5,070	8,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>7,725</b>	<b>9,674</b>	<b>8,000</b>	<b>5,070</b>	<b>8,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 270,675</b>	<b>\$ 267,960</b>	<b>\$ 288,000</b>	<b>\$ 209,406</b>	<b>\$ 296,625</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 36,090	\$ 38,499	\$ 54,970	\$ 29,963	\$ 48,585
5030	FICA	2,805	2,942	4,205	2,226	3,725
5070	Unemployment Tax	98	48	82	43	73
	<b>TOTAL PERSONNEL SERVICES</b>	<b>38,992</b>	<b>41,489</b>	<b>59,258</b>	<b>32,232</b>	<b>52,382</b>
5180	Equipment/Vehicle Maintenance	0	12	0	0	0
5190	Facility Op. & Maintenance	11,982	14,335	12,300	13,882	12,300
	<b>TOTAL MAINTENANCE COSTS</b>	<b>11,982</b>	<b>14,347</b>	<b>12,300</b>	<b>13,882</b>	<b>12,300</b>
5520	Retail-Food	3,754	3,998	3,200	3,202	3,200
	<b>TOTAL RETAIL OPERATIONS</b>	<b>3,754</b>	<b>3,998</b>	<b>3,200</b>	<b>3,202</b>	<b>3,200</b>
5580-001	Telephone	360	360	500	517	500
5580-002	Electricity	5,614	5,906	6,000	4,702	6,000
	<b>TOTAL UTILITIES</b>	<b>5,974</b>	<b>6,266</b>	<b>6,500</b>	<b>5,219</b>	<b>6,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 60,703</b>	<b>\$ 66,100</b>	<b>\$ 81,258</b>	<b>\$ 54,536</b>	<b>\$ 74,382</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 209,973</b>	<b>\$ 201,860</b>	<b>\$ 206,742</b>	<b>\$ 154,870</b>	<b>\$ 222,243</b>

# POHICK BAY MARINA

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

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

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



#### Objectives:

- Develop and host a minimum of (5) health, wellness, nature or family programs including a minimum of (2) Roving Naturalist programs to engage the next generation of conservationists.
- Maintain a minimum of (3) diverse community partnerships.
- Develop and implement (3) strategies to grow marina revenues by 5% over FY25 gross.

### ***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 FY25 gross.
- Implement a marketing strategy to increase launch pass sales by 5% over FY25 gross.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/ replacement of rental vessels.

**FY 2025 STRATEGIC GOAL HIGHLIGHTS**

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

**Highlights**

- Orchestrated multiple volunteer invasive species management clean-up events along the shoreline.
- Resurfaced and restriped both Marina Shore Launch parking lot and Motorized Boat Launch parking lot to improve parking management and guest satisfaction.
- Purchased eight double kayaks ensuring quality rentals for customers
- Executed a series of Boy Scout lead shoreline clean-up initiatives within riparian zones.

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

**Highlights**

- Conducted several Roving Naturalist led paddle tour programs of our waterways including a popular sunrise, sunset and moonrise offering.
- The Roving Naturalist conducted multiple birding observation programs focused on Osprey and Bald Eagle activity.
- Continued to implement Stay and Play offerings for campground patrons with their reservations for Boat Rentals.
- Hosted waterfront rental events at our Eagles Nest and lower park including Dragon Festival as well as SOAR (formerly Dreams for Kids)
- Continued to work with the Potomac Overlook team to provide paddle days for their summer camps.
- Expanded Spring Break hours of operation to capitalize on the outside activity needs of our customers.

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

**Highlights**

- Created park-wide cross-promotional marketing initiatives to showcase the diverse offerings available at the marina.
- Implemented weekday group rental options to optimize visitor engagement during off-peak periods.
- Implemented an enhanced staffing plan to ensure seamless assistance for boaters in securing trailer parking spots and maintaining efficient parking control.
- Continued to work with general public on acquiring local wildlife photography for use on NOVA Parks social media platforms.

**MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL 6 months JUL- DEC 2024</b>	<b>FY 2026 TARGET</b>
• Boat storage (153 storage sites available)	145	143	145	143	145
• Boat launches	4,424	4,082	4,200	2,229	4,325
• Total boat rentals	2,376	1,919	3,200	979	2,850
• Guided water tour participants	67	70	200	N/A	200
• Number of Eagle's Nest rentals	33	34	20	10	20
• Number of family shelter rentals	115	90	200	28	200

# PIRATE'S COVE WATERPARK AT POHICK BAY

## PROGRAM OVERVIEW

Pirate's Cove Waterpark features a 500,000 gallon swimming pool, a 300 gallon dump bucket with slides and water play features. It also features a slide tower that features two body slides, a baby pool with bubblers and a shipwreck slide, Buccaneer's Beach sand play area, the Crow's Nest birthday rental space and the Captain's Galley concession stand. Other amenities include shower and restroom facilities with locker rental and retail items for sale at the admissions area.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 588,872	\$ 517,800	\$ 553,500	6.9%
Retail Operations	262,575	225,300	225,300	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 851,447</b>	<b>\$ 743,100</b>	<b>\$ 778,800</b>	<b>4.8%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 280,527	\$ 297,257	\$ 294,599	-0.9%
Operating Costs	0	0	0	0.0%
Maintenance Costs	120,642	95,000	99,750	5.0%
Retail Operations	96,786	91,650	91,650	0.0%
Utilities	30,694	29,800	30,800	3.4%
<b>TOTAL EXPENSES</b>	<b>\$ 528,649</b>	<b>\$ 513,707</b>	<b>\$ 516,799</b>	<b>0.6%</b>
<b>Net Income</b>	<b>\$ 322,799</b>	<b>\$ 229,393</b>	<b>\$ 262,001</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-270 PIRATE'S COVE WATERPARK at POHICK BAY</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 309,846	\$ 482,907	\$ 420,000	\$ 234,342	\$ 441,000
4570	Group Admissions	23,925	41,951	35,300	40,592	50,000
4490	Locker Rental	179	438	500	127	500
4580	Waterpark Passes	57,596	53,936	56,000	35,223	56,000
4600	Programmed Events	0	120	0	0	0
4670	Shelter Reservations	4,848	9,520	6,000	4,107	6,000
<b>TOTAL USER FEES</b>		<b>396,395</b>	<b>588,872</b>	<b>517,800</b>	<b>314,391</b>	<b>553,500</b>
4640	Retail Operations	162,936	247,595	210,000	114,704	210,000
4660	Swim Merchandise	10,076	14,981	15,300	6,641	15,300
<b>TOTAL RETAIL OPERATIONS</b>		<b>173,012</b>	<b>262,575</b>	<b>225,300</b>	<b>121,345</b>	<b>225,300</b>
<b>TOTAL REVENUES</b>		<b>\$ 569,407</b>	<b>\$ 851,447</b>	<b>\$ 743,100</b>	<b>\$ 435,736</b>	<b>\$ 778,800</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 230,470	\$ 260,290	\$ 275,749	\$ 162,156	\$ 272,509
5030	FICA	17,524	19,912	21,095	12,405	21,665
5070	Unemployment Tax	767	324	414	262	425
<b>TOTAL PERSONNEL SERVICES</b>		<b>248,761</b>	<b>280,527</b>	<b>297,257</b>	<b>174,823</b>	<b>294,599</b>
5490	Programs and Promotions	107	0	0	0	0
<b>TOTAL OPERATING COSTS</b>		<b>107</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5190	Facility Op. & Maintenance	82,647	120,642	95,000	74,617	99,750
<b>TOTAL MAINTENANCE COSTS</b>		<b>82,647</b>	<b>120,642</b>	<b>95,000</b>	<b>74,617</b>	<b>99,750</b>
5520	Retail Operations	87,092	89,416	84,000	39,026	84,000
5535	Swim Merchandise	1,321	7,370	7,650	7,018	7,650
<b>TOTAL RETAIL OPERATIONS</b>		<b>88,413</b>	<b>96,786</b>	<b>91,650</b>	<b>46,044</b>	<b>91,650</b>
5580-001	Telephone	3,038	2,982	3,000	2,511	3,000
5580-002	Electricity	30,234	26,582	25,500	18,373	26,500
5580-016	Internet/Cable	1,264	1,130	1,300	421	1,300
<b>TOTAL UTILITIES</b>		<b>34,537</b>	<b>30,694</b>	<b>29,800</b>	<b>21,305</b>	<b>30,800</b>
<b>TOTAL EXPENSES</b>		<b>\$ 454,465</b>	<b>\$ 528,649</b>	<b>\$ 513,707</b>	<b>\$ 316,789</b>	<b>\$ 516,799</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 114,942</b>	<b>\$ 322,799</b>	<b>\$ 229,393</b>	<b>\$ 118,947</b>	<b>\$ 262,001</b>

# PIRATE'S COVE WATERPARK AT POHICK BAY

## STRATEGIC GOALS & OBJECTIVES FY 2026



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

**program.**



#### Objectives:

- Work with the Marketing and Communication and the Aquatics teams continue to promote the sale of Annual Waterpark Passes implementing a minimum of (2) new sales strategies including sales table setup for May and June. Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Ensure consistent use of passholder tracking within Active Network through training efforts and the use of an SOP.
- 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 implementing a minimum of (3) new implementation strategies.

### **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 orientation and in-service training techniques for all positions to focus on building an engaging work culture.
- Working with Aquatics Manager continue to enhance the vanGUARD leadership training with a focus on retaining quality seasonal management staff.
- Continue to implement & refine an effective waterpark Standard Operating Procedures & pump room training 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.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.

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



#### Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement consistent staff training programs to provide quality food and beverage products and services.
- Refine and market group meals with a minimum of (2) new strategies to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of meeting FY26 revenue goals. Maintain consistent stock of retail items to ensure a high volume of sales.
- Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



#### Objectives:

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

# PIRATE'S COVE WATERPARK AT POHICK BAY

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Implemented the Pass Sales Table on weekends throughout the season and coordinated with Marketing on targeted e mail campaigns which led to sales that exceeded budget.
- Improved Pass Sales Table with upgraded equipment and a enhanced customer engagement training for staff.
- Promoted off-season sales campaign for online annual pass sales during spring and end of season events.
- Updated the comprehensive annual marketing calendar for annual pass promotions and sales by adding flyers and handouts in high traffic areas.
- 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 earning gold status and Pirates Cove Waterpark's first golden guard.
- Continued to develop a culture of safety with staff including consistent training and both internal and external program reviews and audits.
- Expanded hiring efforts at local schools, colleges 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 attended this training to expand their aquatic safety skills.
- Reviewed and refined orientation to streamline the process for incoming staff including a manager orientation for seasonal and full time management.

### **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.
- Continued new social media strategies to increase visitation and revenue
- Implemented SACC safety debriefs for groups and their counselors.

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

#### **Highlights**

- Continued to review food sales and created an updated par level form for ordering.
- Utilized the second fryer to assist with customer demand and speed of service to reduce wait times and revised and streamlined concessions menu to expedite service.
- Implemented a new paging system for enhanced order processing and increased guest satisfaction.
- Ensured all supervisory Food & Beverage staff obtained their Servsafe food management certification.
- Conducted food service management training with a focus on best practices and staff training with the Food & Beverage Managers.
- Implemented a spot check system for food presentation and staff behavior.

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

#### **Highlights**

- NOVA Parks Roving Naturalist conducted critter corner events during the summer to bring nature to our pool guests and kids.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Streamlined capacity line process to manage numbers and wait-times more effectively.
- Utilized an automated pool vacuum to maintain pool quality and limit staff time.
- Exterior paint, caulk and wax work was completed on our tower slide.

## **MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL 6 months JUL- DEC 2024</b>	<b>FY 2026 TARGET</b>
• Number of general admissions	30,511	44,548	38,250	20,589	38,250
• Number of youth group participants	3,409	6,325	5,050	5,870	6,500
• Number of Annual Waterpark Passes sold	678	741	845	613	845
• Average amount customers spent on food/beverages	5.04	6.80	5.10	4.46	5.10



# POTOMAC OVERLOOK REGIONAL PARK

## PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for environmental education. The staff provides programs for schools and public groups throughout the year and hosts Camp Overlook, our very popular outdoor education summer camp. The James I. Mayer Center for Environmental Education contains displays that explore the natural world to include interactive exhibits and live animals. Other park features include the raptor enclosure, group shelter, an auditorium and amphitheater, interpretive gardens, and 2 miles of natural surface trails.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 155,256	\$ 147,500	\$ 149,500	1.4%
Retail Operations	4,059	4,000	4,000	0.0%
Other Revenue	13,200	13,200	13,200	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 172,515</b>	<b>\$ 164,700</b>	<b>\$ 166,700</b>	<b>1.2%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 375,183	\$ 371,357	\$ 390,975	5.3%
Operating Costs	10,823	14,400	14,400	0.0%
Maintenance Costs	24,276	32,100	32,100	0.0%
Insurance	2,257	2,553	1,915	-25.0%
Retail Operations	2,097	2,000	2,000	0.0%
Utilities	12,904	13,900	14,100	1.4%
<b>TOTAL EXPENSES</b>	<b>\$ 427,541</b>	<b>\$ 436,310</b>	<b>\$ 455,490</b>	<b>4.4%</b>
<b>Net Income</b>	<b>\$ (255,026)</b>	<b>\$ (271,610)</b>	<b>\$ (288,790)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-300</b>	<b>POTOMAC OVERLOOK REGIONAL PARK</b>					
	<b>REVENUES</b>					
4600	Programmed Events	\$ 33,175	\$ 31,646	\$ 30,000	\$ 28,309	\$ 30,000
4101	Camps	98,911	119,435	114,000	125,565	116,000
4670	Shelter Reservations	3,285	4,175	3,500	1,390	3,500
	<b>TOTAL USER FEES</b>	<b>135,371</b>	<b>155,256</b>	<b>147,500</b>	<b>155,264</b>	<b>149,500</b>
4640	Retail Operations	4,046	4,059	4,000	4,054	4,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>4,046</b>	<b>4,059</b>	<b>4,000</b>	<b>4,054</b>	<b>4,000</b>
4420	House Rental	13,200	13,200	13,200	9,900	13,200
	<b>TOTAL OTHER REVENUE</b>	<b>13,200</b>	<b>13,200</b>	<b>13,200</b>	<b>9,900</b>	<b>13,200</b>
	<b>TOTAL REVENUES</b>	<b>\$ 152,617</b>	<b>\$ 172,515</b>	<b>\$ 164,700</b>	<b>\$ 169,218</b>	<b>\$ 166,700</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 202,145	\$ 220,798	\$ 215,722	\$ 200,191	\$ 229,785
5020	Part-Time Salaries	49,387	60,690	57,033	41,855	59,300
5030	FICA	18,872	21,176	20,866	17,685	22,115
5040	Hospitalization	25,248	28,087	27,384	21,661	26,150
5060	Life Insurance	1,778	2,023	2,041	1,785	2,174
5050	Retirement	35,274	42,298	48,106	38,689	51,242
5070	Unemployment Tax	159	112	206	84	209
	<b>TOTAL PERSONNEL SERVICES</b>	<b>332,863</b>	<b>375,183</b>	<b>371,357</b>	<b>321,950</b>	<b>390,975</b>
5230	Gas and Diesel	1,811	1,523	2,200	1,068	2,200
5259	Grant Expense	114	592	0	1,237	0
5490	Programs and Promotions	3,934	3,885	4,500	4,987	4,500
5570	Uniforms	371	1,087	1,050	396	1,050
5171	Camps	6,285	3,736	6,650	4,249	6,650
	<b>TOTAL OPERATING COSTS</b>	<b>12,515</b>	<b>10,823</b>	<b>14,400</b>	<b>11,936</b>	<b>14,400</b>
5180	Equipment/Vehicle Maintenance	2,378	1,482	3,300	1,801	3,300
5190	Facility Op. & Maintenance	18,776	22,376	28,300	20,176	28,300
5510	Rental House Maintenance	387	418	500	677	500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>21,541</b>	<b>24,276</b>	<b>32,100</b>	<b>22,654</b>	<b>32,100</b>
5290	Insurance - Vehicle	2,155	2,257	2,553	1,685	1,915
	<b>TOTAL INSURANCE</b>	<b>2,155</b>	<b>2,257</b>	<b>2,553</b>	<b>1,685</b>	<b>1,915</b>
5520	Retail Operations	2,288	2,097	2,000	1,937	2,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>2,288</b>	<b>2,097</b>	<b>2,000</b>	<b>1,937</b>	<b>2,000</b>
5580-001	Telephone	1,835	2,069	2,300	1,873	2,300
5580-002	Electricity	6,245	7,445	7,000	6,354	7,500
5580-004	Water/Sewer	714	935	600	862	1,000
5580-008	Propane Gas	1,135	567	1,700	1,280	1,300
5580-016	Cable/Internet	1,100	1,889	2,300	1,484	2,000
	<b>TOTAL UTILITIES</b>	<b>11,029</b>	<b>12,904</b>	<b>13,900</b>	<b>11,852</b>	<b>14,100</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 382,391</b>	<b>\$ 427,541</b>	<b>\$ 436,310</b>	<b>\$ 372,014</b>	<b>\$ 455,490</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (229,774)</b>	<b>\$ (255,026)</b>	<b>\$ (271,610)</b>	<b>\$ (202,796)</b>	<b>\$ (288,790)</b>

# POTOMAC OVERLOOK REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective invasive plant management plan.
- Continue to implement enhancements to the Nature Center interpretation.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 5,000 volunteer hours.

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



#### Objectives:

- Continue to conduct and enhance camp programming.
- Maintain a minimum of (5) diverse community partnerships.
- Review and refine the year-round comprehensive programming schedule.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for summer camp.
- Maintain an effective marketing strategy with a minimum of (2) areas of focus to promote shelter and auditorium rentals with an increase in social media and frequency.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Assist with the execution of a minimum of (1) outreach program if chosen as a participating site using available resources that focus on providing meaningful outdoor experiences for Title 1 schools.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Develop and implement a plan to enhance the existing interpretation of at least (1) area 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 (1) in-house training opportunity.

# POTOMAC OVERLOOK REGIONAL PARK

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### Highlights

- Public events offered for park beautification projects included MLK Day of Service, public volunteer events for invasive plant removal almost every Saturday, and a Tool Sharpening event for all Arlington Park Stewards and ARMN volunteers. The Arlington Master Naturalists, Master Gardeners of Northern VA and PORP Park Stewards continue to educate the public and beautify the park through the upkeep of the demonstration gardens, volunteer opportunities, and public events. Continue to work with invasive plant removal company for herbicide treatment to large areas of the park.
- Enhanced nature center interpretation with a large-scale renovation to the snake exhibit, a new digital microscope station, new amphibian exhibit, and an interactive animal tracks station.
- Used CMMS to keep up with annual maintenance needs, inspections, and standards.
- Continue to implement successful volunteer program through animal care, summer camp, and ARMN Park Steward volunteer events. FY25 is on track to surpass volunteer hours annual goals.
- Continue to work with local scout troops and individuals to repair rotten stairs on the Overlook Trail, reroute a heavily used trail to avoid further valley erosion, and many other trail repairs and erosion prevention projects completed in the park.

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

#### Highlights

- New summer camp sessions offered this year included Outdoor Living Skills, Critter Caretakers, and Ranger Recruits which were all developed to meet the demand for more camps in the 10–12-year-old age range. Continued partnerships with Master Gardeners of Northern Virginia, Arlington Master Naturalists, Arlington County Park Stewards, Girl Scouts of the Nation's Capital, and the Potomac Conservancy for a seed collection campaign
- Forest Bathing programs and the new Roving Naturalist family programs added to the calendar of events.
- Hosted Leesburg Elementary School 5<sup>th</sup> graders who were awarded a grant from the Outdoor Kids Fund to attend a field trip to the park to learn about native wildlife and the ecosystem.
- Potomac Overlook also hosted a training workshop for NOVA Parks staff on planning and implementing school field trips. Picnic Shelter set to get a new roof and bathroom renovations to promote increased number of annual shelter rentals.
- Hosted Pepper Fest. To educate the public on organic gardening, City Nature Challenge programs offered to teach participants how to use the iNaturalist app.
- New program offerings for FY25 included Follow the Tracks, Pokemon in Real Life, Animal Encounters, Bug Bingo, Bird Box Workshop, City Nature Challenge Hike.
- Plans for a new Sensory Awareness trail in the Native Plant Garden and the expansion of the deer enclosure will be completed in the spring.

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

#### Highlights

- Continued to implement agency-wide customer service initiatives, and monthly strategies. All new staff are trained on NOVA Parks' customer service standards and park staff attended Level 2 Customer Service Training
- Conducted effective routine training of new naturalists, summer camp staff and volunteers and continue to use part-time Naturalist Training Manual and Camp Counselor training manual. New programs offered every season which are advertised through website, social media, flyers, eblasts, etc. Spring programming continues to be the most in demand with public events and programs, school field trips, and scout programming.
- Maintained regular post schedules to Facebook, Instagram, Next door including videos advertising large public events, such as Search for Santa's Critters and Egg Hunt. Created an easter themed Story Walk <sup>TM</sup> to advertise Egg Hunt events.
- Potomac Overlook hosted internal training for all new Naturalists and Summer Camp Counselors, also offered field trip planning and activity training for NOVA Parks staff from parks participating in the Outdoor Kids Fund field trips for local Title 1 Schools.
- Continue to use program surveys to schools and scout leaders, camp surveys to camper parents, camp counselor surveys, and survey incentives offered to all who attend public programs.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL	FY 2026 TARGET
				6 months JUL-DEC 2024	
Public program/Special Event participants	2,365	2,314	2,000	592	2,000
School & Scout program participants	1,668	1,826	1,250	774	1,250
Birthday party participants	96	95	90	37	90
Camp Overlook participants	359	349	360	258	360
Number of shelter rentals	29	30	30	9	30
Volunteer hours received	2,905	4,911	5,000	3,866	5,000

# WINKLER BOTANICAL PRESERVE

## PROGRAM OVERVIEW

Winkler Botanical Preserve, a 44.63 acre public preserve located in Alexandria was gifted to NOVA Parks in September 2022. Originally the preserve was created by the Winkler family's Catherine Winkler Herman and her daughter Tori Thomas and the Winkler Foundation in 1981 as a way to protect this unique and special area. Winkler Botanical Preserve features The Catherine Lodge, a beautiful pond with waterfall, and walking trails. The preserve hosts a variety of programs including summer camps, public and private school programs, scout and nature programs making this a great escape from the surrounding urban community.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 31,611	\$ 37,500	\$ 40,000	6.7%
Total Transfers in	120,000	120,000	120,000	0.0%
<b>TOTAL RESOURCES</b>	<b>\$ 151,611</b>	<b>\$ 157,500</b>	<b>\$ 160,000</b>	<b>1.6%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 228,822	\$ 252,189	\$ 262,195	4.0%
Operating Costs	5,945	7,500	8,500	13.3%
Maintenance Costs	32,640	72,500	72,500	0.0%
Utilities	20,308	16,800	22,200	32.1%
<b>TOTAL EXPENSES</b>	<b>\$ 287,714</b>	<b>\$ 348,989</b>	<b>\$ 365,395</b>	<b>4.7%</b>
<b>Net Income</b>	<b>\$ (136,103)</b>	<b>\$ (191,489)</b>	<b>\$ (205,395)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# WINKLER BOTANICAL PRESERVE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-460</b>	<b>WINKLER BOTANICAL PRESERVE</b>					
	<b>REVENUES</b>					
4600	Programmed Events	\$ 806	\$ 1,431	\$ 2,500	\$ 2,997	\$ 3,000
4810	Facility Fees	150	450	1,000	100	1,000
4101	Camps	16,160	29,730	34,000	26,165	36,000
	<b>TOTAL USER FEES</b>	<b>17,116</b>	<b>31,611</b>	<b>37,500</b>	<b>29,262</b>	<b>40,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 17,116</b>	<b>\$ 31,611</b>	<b>\$ 37,500</b>	<b>\$ 29,262</b>	<b>\$ 40,000</b>
4345	Grants	120,000	120,000	120,000	0	120,000
	<b>TOTAL TRANSFERS IN</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>120,000</b>
	<b>TOTAL RESOURCES</b>	<b>\$ 137,116</b>	<b>\$ 151,611</b>	<b>\$ 157,500</b>	<b>\$ 29,262</b>	<b>\$ 160,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 34,446	\$ 67,361	\$ 66,453	\$ 62,592	\$ 71,607
5020	Part-Time Salaries	72,516	105,985	126,648	77,338	126,506
5030	FICA	7,741	12,490	14,772	9,664	15,156
5040	Hospitalization	13,782	29,372	28,638	24,203	32,050
5060	Life Insurance	291	622	629	552	677
5050	Retirement	6,829	12,942	14,819	11,882	15,968
5070	Unemployment Tax	116	50	230	33	230
	<b>TOTAL PERSONNEL SERVICES</b>	<b>135,721</b>	<b>228,822</b>	<b>252,189</b>	<b>186,263</b>	<b>262,195</b>
5230	Gas and Diesel	260	739	1,150	426	1,150
5490	Programs and Promotions	490	967	2,500	2,225	2,500
5570	Uniforms	366	350	350	263	350
5171	Camps	2,814	3,889	3,500	1,126	4,500
	<b>TOTAL OPERATING COSTS</b>	<b>3,931</b>	<b>5,945</b>	<b>7,500</b>	<b>4,041</b>	<b>8,500</b>
5180	Equipment/Vehicle Maintenance	362	824	2,500	143	2,500
5190	Facility Op. & Maintenance	18,913	15,804	25,000	10,667	25,000
5215	Garden Maintenance	23,071	16,012	45,000	10,775	45,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>42,346</b>	<b>32,640</b>	<b>72,500</b>	<b>21,586</b>	<b>72,500</b>
5580-001	Telephone	1,079	1,875	2,200	1,981	2,200
5580-002	Electricity	6,019	8,723	6,400	8,582	9,000
5580-004	Water/Sewer	4,484	7,265	5,200	7,294	8,000
5580-008	Propane Gas	0	0	500	0	500
5580-016	Cable/Internet	1,899	2,445	2,500	1,867	2,500
	<b>TOTAL UTILITIES</b>	<b>13,481</b>	<b>20,308</b>	<b>16,800</b>	<b>19,724</b>	<b>22,200</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 195,478</b>	<b>\$ 287,714</b>	<b>\$ 348,989</b>	<b>\$ 231,613</b>	<b>\$ 365,395</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (58,362)</b>	<b>\$ (136,103)</b>	<b>\$ (191,489)</b>	<b>\$ (202,351)</b>	<b>\$ (205,395)</b>

# WINKLER BOTANICAL PRESERVE

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the Preserve.
- Continue to develop and implement a plan for enhanced interpretation throughout the Preserve with a minimum of (2) new enhancements.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Implement an effective volunteer program to facilitate Preserve improvements utilizing no less than 500 volunteer hours.
- Continue to refine as needed trail maps and signage for the Preserve trails network.
- Maintain and continue to update all park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



#### Objectives:

- Continue to conduct and grow camp programming opportunities.
- Implement a system to effectively evaluate camp programs annually to ensure offerings are in line with community needs and site expectations.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for summer camp.
- Develop a minimum of (3) diverse community partnerships.
- Develop and implement a year-round comprehensive programming schedule.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Assist with the execution of a minimum of (1) outreach program if chosen as a participating site using available resources that focus on providing meaningful outdoor experiences for Title 1 schools.
- Promote public engagement with at least (1) event or program focused on the surrounding community.

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



#### Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Maintain a year-round content calendar including a schedule of events and activities to post on the web site and social media on a weekly basis.
- Continue to expand full-time staffs' natural resource expertise with at least (1) training opportunities.
- Work closely with the City of Alexandria to facilitate a consistent field trip program.
- Work closely with the part-time Roving Naturalist to expand nature programming both at the Preserve and throughout NOVA Parks.
- Implement a minimum of (2) new strategies for effective recruitment training, and retention of staff.

# WINKLER BOTANICAL PRESERVE

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

- (9) Eagle Scout projects were completed including a new outdoor seating area, welcome boards, slingshot course, observation tower renovations, and a new tortoise tank for the classroom.
- Developed new seating areas for outdoor “classrooms” space and installed native bee homes with interpretive signage around the preserve.
- Consistent park maintenance standards for site improvements and maintenance of facilities implemented throughout the year and constant communication between Park Steward and Program and Facility Manager.
- Volunteer program has continued to grow and projected to meet annual service hours goal for the first time. New partnership with Arlington Regional Master Naturalists planned.
- Topographical map for the preserve developed to be used for a new permanent orienteering course to be used for summer camp and high school field trip programs.
- Assets maintained and added to Hiperweb as obtained, entries include photographs, serial numbers, make and model numbers, dates of purchase and other applicable information.

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

#### **Highlights:**

- Camp programming opportunities expanded to include longer hours for youngest campers and new activities during camp sessions.
- Camp promotions plan established including social, print, promotions and collateral for summer camp.
- Developed partnerships with more areas of Alexandria Public Schools, Liberty's Promise, Arlington Region Master Naturalists, and Scouting America.
- Year-round comprehensive programming calendar developed and implemented.
- Developed and marketed (17) new public programs, all nature based and several focusing on ecosystems.
- 

### ***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.***

- Two training programs conducted regarding GREAT board and GREAT customer service curriculum
- Using Sprout Social, posting weekly on social media to promote the calendar of events and activities
- Customer feedback system in place and suggestions made future programming.
- Consistent field trip programming established with local Alexandria City Elementary Schools returning annually for their class field trip.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Public program/special event participants	51	425	100	42	500
• Camp Winkler participants	12	59	135	58	126
• School and scout program participants	79	1,542	700	374	1,800
• Volunteer hours received	52	345	500	246	500



# RUST NATURE SANCTUARY & MANOR HOUSE

## PROGRAM OVERVIEW

Rust Nature Sanctuary & Manor House became a NOVA Parks managed property in 2013 through adoption of a 40-year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the sanctuary while offering environmental education programs.

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

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- The revenue increase of 8.6% is due to recent trends, estimated events and rate adjustments. The increase in expenses is due to associated costs related to the increased revenue.

## STAFFING SUMMARY

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

## RUST NATURE SANCTUARY & MANOR HOUSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-320</b>	<b>RUST NATURE SANCTUARY &amp; MANOR HOUSE</b>					
	<b>REVENUES</b>					
4240	Facility Rental-Manor House	\$ 465,337	\$ 491,488	\$ 440,000	\$ 387,512	\$ 490,000
4822	NVRPA Event Staffing	32,646	36,284	26,520	25,744	43,120
	<b>TOTAL USER FEES</b>	<b>497,982</b>	<b>527,772</b>	<b>466,520</b>	<b>413,255</b>	<b>533,120</b>
4420	Apartment Rental	7,800	1,430	0	0	0
4821	Equipment Rental	122,055	149,985	88,200	131,653	102,040
4081	Storage Rental (PEC)	1,800	1,650	1,200	600	1,200
4443	Outside Catering Fees	943	0	0	0	0
4693	Special Services	0	0	0	250	0
	<b>TOTAL OTHER REVENUE</b>	<b>132,598</b>	<b>153,065</b>	<b>89,400</b>	<b>132,503</b>	<b>103,240</b>
4115	Catering	586,136	636,481	528,000	458,411	539,000
4682	Administrative Fee	135,207	151,312	97,500	106,048	108,340
4640	Retail Operations	4	2	0	3	0
4641,4647	Retail - Alcoholic Beverages	210,371	245,727	168,900	177,912	183,260
	<b>TOTAL RETAIL OPERATIONS</b>	<b>931,717</b>	<b>1,033,523</b>	<b>794,400</b>	<b>742,374</b>	<b>830,600</b>
	<b>TOTAL REVENUES</b>	<b>\$ 1,562,298</b>	<b>\$ 1,714,360</b>	<b>\$ 1,350,320</b>	<b>\$ 1,288,132</b>	<b>\$ 1,466,960</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 195,380	\$ 217,031	\$ 224,608	\$ 210,161	\$ 241,004
5020	Part-Time Salaries	84,237	68,050	148,740	85,121	156,290
5030	FICA	20,865	21,385	28,561	20,879	30,393
5040	Hospitalization	25,267	25,521	25,780	29,180	27,910
5060	Life Insurance	1,684	1,941	2,125	1,699	2,280
5050	Retirement	24,173	43,685	50,088	40,443	53,744
5070	Unemployment Tax	164	83	376	96	388
	<b>TOTAL PERSONNEL SERVICES</b>	<b>351,771</b>	<b>377,697</b>	<b>480,277</b>	<b>387,578</b>	<b>512,008</b>
5186	Equipment Rental	131,130	139,179	88,200	128,897	102,040
5146	Contract Employment	147,771	176,618	100,695	123,638	128,120
5230	Gas & Diesel	1,889	937	1,300	646	1,300
5340	Linen Service	956	1,018	1,000	780	1,000
5490	Programs and Promotions	2,291	1,447	3,500	3,853	4,000
5570	Uniforms	243	658	1,050	135	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>284,280</b>	<b>319,857</b>	<b>195,745</b>	<b>257,949</b>	<b>237,510</b>
5180	Equipment/Vehicle Maintenance	238	279	1,650	3,149	1,650
5190	Facility Op. & Maintenance	135,610	165,387	152,000	144,558	159,600
	<b>TOTAL MAINTENANCE COSTS</b>	<b>135,848</b>	<b>165,666</b>	<b>153,650</b>	<b>147,706</b>	<b>161,250</b>
5143	Catering	209,568	200,679	174,250	150,921	172,480
5521	Retail - Alcohol Beverages	36,495	46,693	43,950	32,579	43,980
	<b>TOTAL RETAIL</b>	<b>246,063</b>	<b>247,372</b>	<b>218,200</b>	<b>183,500</b>	<b>216,460</b>
5265	Insurance - Liquor Liability	3,578	3,811	5,500	4,750	5,250
5290	Vehicle Insurance	539	564	638	562	638
	<b>TOTAL INSURANCE</b>	<b>4,117</b>	<b>4,376</b>	<b>6,138</b>	<b>5,312</b>	<b>5,888</b>
5580-001	Telephone	3,670	3,768	1,200	2,231	1,200
5580-002	Electricity	13,879	9,557	14,000	10,709	14,000
5580-008	Propane	2,963	262	2,400	256	200
5580-009	Heating Oil	0	1,299	500	0	500
5580-016	Internet/Cable	0	538	2,400	3,442	4,000
	<b>TOTAL UTILITIES</b>	<b>20,511</b>	<b>15,424</b>	<b>20,500</b>	<b>16,639</b>	<b>19,900</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 1,042,590</b>	<b>\$ 1,130,391</b>	<b>\$ 1,074,510</b>	<b>\$ 998,683</b>	<b>\$ 1,153,016</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 519,707</b>	<b>\$ 583,968</b>	<b>\$ 275,810</b>	<b>\$ 289,449</b>	<b>\$ 313,944</b>

# RUST NATURE SANCTUARY & MANOR HOUSE

## STRATEGIC GOALS & OBJECTIVES FY 2026

**Goal One: Manage and enhance the Rust Nature Sanctuary & Manor House as a premier event venue.**



### Objectives:

- Increase new client leads with the implementation of at least (2) new monthly outreach strategies.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Rust.
- Host a minimum of (1) Open House events annually.
- Continue to utilize the Event Temple software to efficiently manage processes, event details and to maintain effective communication between the client and event and catering teams.
- Build out an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Consistently track and analyze event booking data to monitor expense and revenue performance to include forecasting for future bookings.
- Track effectiveness of leads and promotions through monthly monitoring of revenue and conversion rates using current in-house software.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees when appropriate.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Continue to implement a plan that focuses on attracting nontraditional & corporate rental and retreat business developing a minimum of (2) new strategies to include packages.
- Implement at least (2) new strategies to increase off-peak event rentals including Friday and Sunday rentals and off-season days.
- A minimum of twice annually perform a review with the Food & Beverage Administrator and Chef on menus and alcohol offering, this should include food costs and menu pricing to follow the latest industry trends.
- Incorporate a minimum of (2) approaches to build effective relationships with local vendors and businesses.

**Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.**



### Objectives:

- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to develop a strategy to promote the NOVA Parks / Nature Forward partnership and activities at Rust Sanctuary.
- 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.
- Identify and take part in a minimum of (3) sales or other event training opportunities for the full-time event team. (in-person or virtually)



# RUST NATURE SANCTUARY & MANOR HOUSE

## FY 2025 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 relationships.
- Hosted a spring open house with over 30 vendors and more than 60 prospective clients.
- Maintained our event management software to track leads and to ensure proper communications through the entire event process.
- Helped train all four venues and catering team to utilize more software features.
- Assumed all on-site equipment rentals allowing for better revenue tracking. Changed our policy to exclude plates, glassware, and cutlery in our catering package to create more revenue and better quality for our clients.
- Maintained consistent presence on social media platforms working to reshare posts, "e-meeting" new vendors and have grown our followers on Instagram to more than 3,300.
- Working with our Rental Companies to expand to all 4 sites (Party Rental, Select Event Group, and BBJ La Tavola)
- Working to develop and grow outside relationships with local vendors with more than (30) attending the March open house.
- Continued to host styled shoots with local vendors to add to our portfolio and market the manor in different ways.
- Communicated quarterly with Food and Beverage staff regarding food & labor costs as well as staffing plans.
- Host our second annual vendor dinner to further our relationships with the local vendors who promote not only Rust Manor but our other 3 sister venues as well.

### **Goal Two: *Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.***

#### **Highlights**

- Expanding the Nature Forward pollinator garden to the left of the grounds with the help of volunteers.
- Tripled the number of volunteers we have on-site from May through June to help with various projects around the grounds and trails including maintaining the pollinator garden and working on invasive removal.
- Continue to manage the grounds and trees that are nearing the end of their lives.
- Work with a new landscaping company to care for our iconic Boxwoods

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

#### **Highlights**

- Implemented a training tool for new hires detailing processes and procedures.
- Hired and trained multiple positions including event supervisor, catering captain, venue coordinator, and maintenance.
- Continued to utilize CMMS to communicate routine and emergency maintenance.

## MEASURABLE RESULTS

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

# SANDY RUN REGIONAL PARK

## PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax, is designed for the education, training, practice and racing for competitive and recreational rowing and sculling. The facility is open February through November weather permitting. It primarily serves ten local high schools and one college rowing program for men and women; several rowing clubs are housed here as well. The facility hosts regattas as well as occasional special events. Out of state high school and college teams often visit during spring break for training and practice, and local teams and clubs hold sweep and sculling camps. The facility also provides storage for scholastic, collegiate, private, and club crew shells in three boathouses and on outside boat storage racks.

## REVENUE & EXPENSE SUMMARY

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

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-350 SANDY RUN REGIONAL PARK</b>						
<b>REVENUES</b>						
4080	Crew Boat Storage	\$ 161,703	\$ 155,984	\$ 153,000	\$ 147,203	\$ 153,000
4160	Daily User Fees	3,378	12,759	3,500	4,987	5,000
4530, 4460	Launch & Parking Fees	97,385	84,553	95,000	54,286	90,000
4630	Regatta Fees	17,710	14,590	12,000	9,273	12,000
4673	Rowing Camps	16,689	28,668	25,000	22,721	20,000
<b>TOTAL USER FEES</b>		<b>296,865</b>	<b>296,552</b>	<b>288,500</b>	<b>238,470</b>	<b>280,000</b>
4420	House Rental	29,344	39,028	27,192	29,992	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	855	1,565	1,000	1,020	1,000
<b>TOTAL OTHER REVENUE</b>		<b>30,199</b>	<b>40,593</b>	<b>28,192</b>	<b>31,012</b>	<b>28,192</b>
<b>TOTAL REVENUES</b>		<b>\$ 327,064</b>	<b>\$ 337,145</b>	<b>\$ 316,692</b>	<b>\$ 269,482</b>	<b>\$ 308,192</b>
<b>EXPENSES</b>						
5010	Full-Time Salaries	\$ 84,558	\$ 91,154	\$ 102,723	\$ 81,488	\$ 108,618
5020	Part-Time Salaries	11,637	31,144	46,002	21,233	46,719
5030	FICA	6,999	8,863	11,377	7,035	11,883
5040	Hospitalization	12,222	16,379	19,829	14,584	21,754
5060	Life Insurance	860	870	972	740	1,028
5050	Retirement	16,912	19,141	22,907	17,474	24,222
5070	Unemployment Tax	32	46	125	23	126
<b>TOTAL PERSONNEL SERVICES</b>		<b>133,220</b>	<b>167,596</b>	<b>203,935</b>	<b>142,578</b>	<b>214,350</b>
5230	Gas and Diesel	3,213	2,721	3,500	2,102	3,500
5504	Regatta Fees	11,590	9,103	12,000	9,205	12,000
<b>TOTAL OPERATING COSTS</b>		<b>14,803</b>	<b>11,823</b>	<b>15,500</b>	<b>11,307</b>	<b>15,500</b>
5180	Equipment/Vehicle Maintenance	5,529	4,069	3,850	2,358	3,850
5190	Facility Op. & Maintenance	30,127	43,053	29,500	33,342	32,000
5510	Rental House Maintenance	930	312	1,000	1,170	1,000
<b>TOTAL MAINTENANCE COSTS</b>		<b>36,587</b>	<b>47,433</b>	<b>34,350</b>	<b>36,870</b>	<b>36,850</b>
5290	Insurance - Vehicle	1,616	1,693	1,277	1,123	638
<b>TOTAL INSURANCE</b>		<b>1,616</b>	<b>1,693</b>	<b>1,277</b>	<b>1,123</b>	<b>638</b>
5580-001	Telephone	4,826	1,402	1,300	1,165	1,300
5580-002	Electricity	3,997	7,702	6,500	7,323	7,000
5580-016	Internet/Cable	692	1,383	1,400	1,183	1,400
<b>TOTAL UTILITIES</b>		<b>9,515</b>	<b>10,488</b>	<b>9,200</b>	<b>9,671</b>	<b>9,700</b>
<b>TOTAL EXPENSES</b>		<b>\$ 195,741</b>	<b>\$ 239,034</b>	<b>\$ 264,262</b>	<b>\$ 201,548</b>	<b>\$ 277,038</b>
<b>OPERATING INCOME (LOSS)</b>		<b>\$ 131,324</b>	<b>\$ 98,112</b>	<b>\$ 52,430</b>	<b>\$ 67,934</b>	<b>\$ 31,154</b>

# SANDY RUN REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



### ***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 for storage fees.

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



#### Objectives:

- Work closely with VASRA, clubs, schools, and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with park neighbors and associated user groups.
- Annually review MOU and permit language.
- Implement a minimum of (2) new strategies for effective recruitment, training, 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 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights**

- Maintained our partnerships with Virginia Scholastic Rowing Association (VASRA), Occoquan Boat Club, Sandy Run Scullers, Northern Virginia Rowing Club, Virginia Search and Rescue Dog Association, and Fairfax County Station 41 Fire and Rescue to support rowing and training activities in the park.
- Worked with Eagle Scout candidates to improve coaches' area at finish line and rebuilding decking for porta potties.
- Hosted a community service day for Episcopal High School. Students conducted a park and trail cleanup following our final and largest regatta of the season.

### ***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 and regattas.
- Drafted SOP for rack space quarterly billing procedure.
- Organized team training visits for seven rowing clubs.
- Collaborated with internal user groups to host various programs including OBC Strawberry Row and Chili Row social events, NVRC Open House and Learn to Row, Robinson Alumni Row, and James Madison Crew Learn to Row event.
- Worked with VASRA to collaborate and coordinate on finish line roof repairs and regatta headquarters electrical upgrades.

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

#### **Highlights**

- Worked with VASRA to coordinate, plan, and execute nine high school regattas and five college regattas for the spring season.
- Worked with four additional user groups to host two summer regattas and three fall regattas.
- Hosted annual Coaches Safety meeting with both in-person and virtual options offered. Total attendance across both sessions was 41 coaches.
- Revised and rewrote regatta scheduling guidelines, regatta application, and individual rack renter storage agreement.
- Held monthly team meetings and yearly goal progress meeting with full-time employees.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of boats stored	255	255	255	255	255
• Number of spring break programs	59	61	48	3	60
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	9,372	8,969	10,750	—	9,000
• Number of VASRA scholastic regattas	9	9	10	—	9
• Number of club regatta competitors	5,227	4,353	4,000	4,975	4,000
• Number of club regattas	4	3	4	5	4
• Number of collegiate regatta competitors	1,422	898	1,100	—	1,000
• Number of collegiate regattas	6	4	5	—	4
• Total number of regatta spectators	15,000	15,000	15,000	7,500	15,000



## TEMPLE HALL FARM REGIONAL PARK

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

### REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 35,998	\$ 37,500	\$ 38,000	1.3%
Retail Operations	(24)	0	0	0.0%
Other Revenue	148,452	157,383	157,383	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 184,426</b>	<b>\$ 194,883</b>	<b>\$ 195,383</b>	<b>0.3%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 236,338	\$ 271,165	\$ 285,420	5.3%
Operating Costs	28,291	35,350	34,400	-2.7%
Maintenance Costs	43,811	66,500	66,500	0.0%
Insurance	3,386	3,191	2,553	-20.0%
Utilities	16,369	16,400	16,400	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 328,194</b>	<b>\$ 392,606</b>	<b>\$ 405,273</b>	<b>3.2%</b>
<b>Net Income</b>	<b>\$ (143,768)</b>	<b>\$ (197,723)</b>	<b>\$ (209,890)</b>	

### BUDGET HIGHLIGHTS

#### Major variances in budget:

- There are no major variances in this budget.

### STAFFING SUMMARY

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

# TEMPLE HALL FARM REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	JUL-APR				
		ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	ACTUAL FY 2025	ADOPTED FY 2026
<b>3-380</b>	<b>TEMPLE HALL FARM REGIONAL PARK</b>					
	<b>REVENUES</b>					
4412-001	Hay Rides - Tractor	\$ 19,894	\$ 17,890	\$ 17,000	\$ 15,870	\$ 18,000
4670	Shelter Reservations	16,025	15,890	11,000	14,350	15,000
4812	Visitor Center Rental	0	0	1,500	0	0
4600	Programmed Events	3,180	2,218	8,000	3,255	5,000
	<b>TOTAL USER FEES</b>	<b>39,099</b>	<b>35,998</b>	<b>37,500</b>	<b>33,475</b>	<b>38,000</b>
4015	Animals	5,930	1,419	3,500	2,011	3,500
4140	Crop Sales	8,250	0	14,000	0	0
4420	House Rental	41,177	43,077	43,077	35,898	43,077
4345, 4970	Grant - Contribution from Endowment	96,806	96,806	96,806	0	96,806
4605,4510	Miscellaneous Revenue	7,150	7,150	0	14,395	14,000
	<b>TOTAL OTHER REVENUE</b>	<b>159,313</b>	<b>148,452</b>	<b>157,383</b>	<b>52,304</b>	<b>157,383</b>
4640	Retail Operations	(105)	(24)	0	90	0
	<b>TOTAL RETAIL OPERATIONS</b>	<b>\$ (105)</b>	<b>\$ (24)</b>	<b>\$ 0</b>	<b>\$ 90</b>	<b>\$ 0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 198,307</b>	<b>\$ 184,426</b>	<b>\$ 194,883</b>	<b>\$ 85,869</b>	<b>\$ 195,383</b>
	<b>EXPENSES</b>					
5010	Full Time Salaries	\$ 95,105	\$ 155,062	\$ 165,505	\$ 142,091	\$ 174,966
5020	Part Time Salaries	20,072	17,527	35,480	10,312	35,480
5030	FICA	8,676	12,780	15,375	10,969	16,099
5040	Hospitalization	14,915	17,840	16,188	13,543	18,059
5060	Life Insurance	911	1,390	1,566	1,300	1,655
5050	Retirement	18,760	31,694	36,908	29,662	39,017
5070	Unemployment Tax	73	44	143	33	143
	<b>TOTAL PERSONNEL SERVICES</b>	<b>158,512</b>	<b>236,338</b>	<b>271,165</b>	<b>207,910</b>	<b>285,420</b>
5200	Feed	7,683	11,682	9,000	4,111	9,000
5210	Fertilizer	4,931	0	5,000	470	5,000
5230	Gas and Oil	8,204	8,702	8,000	5,151	8,000
5350	Livestock Purchases	450	595	2,000	2,295	2,000
5490	Programs & Promotions	1,195	1,559	2,500	845	1,550
5540	Seeds & Plants	1,568	737	3,000	60	3,000
5570	Uniforms	660	1,003	350	0	350
5590	Vet & Medicine	4,034	4,013	5,500	986	5,500
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>28,725</b>	<b>28,291</b>	<b>35,350</b>	<b>13,918</b>	<b>34,400</b>
5180	Equipment/Vehicle Maintenance	26,473	16,686	27,500	18,153	27,500
5190	Facility Op. & Maintenance	33,327	25,950	32,000	18,163	32,000
5195	Facility Op. & Maintenance-Cabin	181	390	5,000	603	5,000
5510	Rental House Maintenance	3,624	785	2,000	4,358	2,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>63,604</b>	<b>43,811</b>	<b>66,500</b>	<b>41,278</b>	<b>66,500</b>
5290	Insurance - Vehicle	3,233	3,386	3,191	2,246	2,553
	<b>TOTAL INSURANCE</b>	<b>3,233</b>	<b>3,386</b>	<b>3,191</b>	<b>2,246</b>	<b>2,553</b>
5580-002	Electricity	13,243	13,043	13,000	11,136	13,000
5580-001	Telephone	1,771	1,641	1,700	1,500	1,700
5580-016	Internet/Cable	1,795	1,686	1,700	1,500	1,700
	<b>TOTAL UTILITIES</b>	<b>16,808</b>	<b>16,369</b>	<b>16,400</b>	<b>14,137</b>	<b>16,400</b>
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 270,883</b>	<b>\$ 328,194</b>	<b>\$ 392,606</b>	<b>\$ 279,489</b>	<b>\$ 405,273</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (72,576)</b>	<b>\$ (143,768)</b>	<b>\$ (197,723)</b>	<b>\$ (193,620)</b>	<b>\$ (209,890)</b>

# TEMPLE HALL FARM REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



Objectives:

- Implement at least (2) strategies that focuses on Visitor's Center and Pavilion rentals.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Host a minimum of 2000 school tour attendees through engaging and creative programs and offerings.
- Establish and maintain a minimum of (8) diverse community partnerships.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



Objectives:

- Identify (2) new ways to interpret heritage farming in the AV Symington Center.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Work with existing partners to deliver a minimum of 200 volunteer hours.
- Implement a preservation plan for consistent and continued site improvements and maintenance of historic elements addressing a minimum of (5) areas of focus.
- Maintain and enhance a sustainable long term animal exhibit plan.

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



Objectives:

- Maintain a minimum of (2) self-guided farm tour options.
- 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.

# TEMPLE HALL FARM REGIONAL PARK

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### **Highlights**

- Expanded partnership with Legacy Farms by providing a facility for their extended winter programming which served 30 neurodiverse young adults and volunteers through classroom learning for a total of more than 11,000 hours.
- Also expanded the footprint of Legacy Farms' Garden and renovated the ticket booth into a production space to include the addition of a cold storage unit.
- Added a community garden, Scout programs, and nature-related programming to our public offerings.
- Continued to grow school and group tours numbers.
- Added third rental option to increase rental revenue. Rentals increased 30% over last year with this added space Partnered with LCHS Captain's Outreach program to provide volunteer opportunities for 20 graduating seniors to give back to their community

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

### **Highlights**

- Measures to protect the structure of the historic smoke house at Temple Hall have been undertaken including repointing brickwork and replacing the roof.
- Temple Hall partnered with New Ag School to host participants of the school for the fourth year.
- An agricultural lease remains in place for some of the acreage at Temple Hall.
- Staff maintained relationships with several volunteer and community organizations including Legacy Farm, Young Men's Service League, Blue Bird Society, Girl Scouts of America, Boy Scouts of America, ROTC, Loudoun County Public Schools, Loudoun Soil and Water, Loudoun Wildlife Conservancy, 4-H, and Loudoun Hunger Relief.

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

### **Highlights**

- Continued to update and implement unique scavenger hunt offerings that act as a fun way for visitors to enjoy self-guided tours of the farm.
- Social media and website content remained updated with accurate information and engaging posts

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• School tour attendance	2,717	2,500	2,000	1,521	2,000
• Special events attendance	2,800	2,560	2,800	822	2,800

# TEMPLE HALL FALL FESTIVAL

## PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival is a must visit fall tradition. The Fall Festival includes a variety of fall fun and activities including pick-your-own pumpkins, jumping pillows, corn cannons, hill slides and pumpkin blasters along with plenty of food offerings.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 133,036	\$ 145,000	\$ 145,000	0.0%
Retail Operations	60,011	77,000	77,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 193,047</b>	<b>\$ 222,000</b>	<b>\$ 222,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 20,570	\$ 35,168	\$ 35,295	0.4%
Operating Costs	17,879	27,500	25,000	-9.1%
Maintenance Costs	897	0	0	0.0%
Retail Operations	53,340	56,500	56,500	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 92,686</b>	<b>\$ 119,168</b>	<b>\$ 116,795</b>	<b>-2.0%</b>
<b>Net Income</b>	<b>\$ 100,361</b>	<b>\$ 102,832</b>	<b>\$ 105,205</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## TEMPLE HALL FALL FESTIVAL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-385 TEMPLE HALL FALL FESTIVAL</b>						
<b>REVENUES</b>						
4491	Fall Festival Admissions	\$ 147,759	\$ 133,036	\$ 145,000	\$ 155,883	\$ 145,000
	<b>TOTAL USER FEES</b>	<b>147,759</b>	<b>133,036</b>	<b>145,000</b>	<b>155,883</b>	<b>145,000</b>
4640	Blast Zone	9,579	6,942	10,000	8,351	10,000
4642	Retail Operations - Food	18,800	18,238	30,000	24,222	30,000
4660	Retail Operations - Merchandise	23,415	23,221	25,000	27,418	25,000
4606	Retail Operations - Pumpkin Sales	11,510	11,610	12,000	13,709	12,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>63,304</b>	<b>60,011</b>	<b>77,000</b>	<b>73,700</b>	<b>77,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 211,063</b>	<b>\$ 193,047</b>	<b>\$ 222,000</b>	<b>\$ 229,583</b>	<b>\$ 222,000</b>
<b>EXPENSES</b>						
5020	Part Time Salaries	\$ 15,824	\$ 19,085	\$ 32,623	\$ 15,355	\$ 32,742
5030	FICA	1,211	1,460	2,496	1,175	2,505
5070	Unemployment Tax	60	25	49	22	49
	<b>TOTAL PERSONNEL SERVICES</b>	<b>17,094</b>	<b>20,570</b>	<b>35,168</b>	<b>16,551</b>	<b>35,295</b>
5152	Fall Festival Operation	12,636	13,784	11,000	10,221	12,000
5210	Fertilizer	0	0	8,000	2,818	4,500
5230	Gas and Oil	100	0	0	0	0
5430	Park Police	0	0	2,500	1,973	2,500
5540	Seeds & Plants	1,814	4,096	6,000	3,045	6,000
	<b>TOTAL FACILITY OPERATING COSTS</b>	<b>14,549</b>	<b>17,879</b>	<b>27,500</b>	<b>18,057</b>	<b>25,000</b>
5190	Facility Op. & Maintenance	383	897	0	1,111	0
	<b>TOTAL MAINTENANCE COSTS</b>	<b>383</b>	<b>897</b>	<b>0</b>	<b>1,111</b>	<b>0</b>
5525	Retail - Food	7,933	7,840	9,000	10,486	9,000
5535	Retail - Merchandise	0	0	12,500	0	12,500
5520	Retail - Pumpkins	40,530	45,500	35,000	23,805	35,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>48,463</b>	<b>53,340</b>	<b>56,500</b>	<b>34,291</b>	<b>56,500</b>
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 80,489</b>	<b>\$ 92,686</b>	<b>\$ 119,168</b>	<b>\$ 70,010</b>	<b>\$ 116,795</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 130,574</b>	<b>\$ 100,361</b>	<b>\$ 102,832</b>	<b>\$ 159,573</b>	<b>\$ 105,205</b>

# TEMPLE HALL FALL FESTIVAL

## STRATEGIC GOALS & OBJECTIVES FY 2026

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



### Objectives:

- Continue to implement an effective operations plan for a premier fall event.
- Continue to refine Food & Beverage plan to meet budgeted FY26 retail food goal.
- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement an annual plan for consistent and continued capital and event operations improvements.
- Implement at least (1) strategy or technique developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Work closely with the NOVA Parks Marketing team to assist in the development and implementation of a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for the Fall Festival.
- Maintain a yearly review system of industry trends and standards with a focus on local competition.
- Create a comprehensive calendar and schedule of events, including a minimum of (2) offerings through the Roving Naturalist program to engage the next generation of conservationists.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

# TEMPLE HALL FALL FESTIVAL

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

### **Highlights**

- Expanded food truck menu improving the variety of offerings.
- A successful sunflower crop added to the festival experience.
- Pumpkin acreage was expanded and staff worked diligently to keep pumpkins alive through a long period of drought. Pumpkin production was massively successful with many visitors leaving with 70+ pound pumpkins.
- All seasonal & part-time staff trained in Level 1 Customer Service training.
- Utilized participants from Legacy Farms and the New Ag School along with other volunteers to assist with planting pumpkins and sunflowers.
- Social media traffic remains one of the highest in the agency thanks to creative posts and highlighting of visitor experiences.
- Staff continued to implement a long-term plan for pumpkin patch growing, including crop rotation and a variety of other techniques to maximize pumpkin production.
- Roving Naturalist educated and entertained guests on several occasions with wildlife encounters and footprint tracking games.

## MEASURABLE RESULTS

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



# UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

## PROGRAM OVERVIEW

### UPPER POTOMAC PROPERTIES:

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

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

**Red Rock Wilderness Regional Park**-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19<sup>th</sup> Century farmhouse and outbuildings.

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

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

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

### SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 278 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

### CATTAIL REGIONAL PARK:

Acquired in late 2023 through a generous donation from the Harris Family Cattail Regional Park is 85-acres of mature forests, open fields, and an upland bog. Park development plans include parking, build out of a trail system and interpretive signs highlighting the natural beauty and history of the property. Once development is complete the park will be opened to the public.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
Other Revenue	\$ 89,486	\$ 102,440	\$ 89,040	-13.1 %
Easements & Licenses	0	0	0	0.0 %
<b>TOTAL REVENUE</b>	<b>\$ 89,486</b>	<b>\$ 102,440</b>	<b>\$ 89,040</b>	<b>-13.1 %</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 166,609	\$ 178,206	\$ 188,688	5.9 %
Operating Costs	168	1,550	1,550	0.0 %
Maintenance Costs	13,022	58,500	56,000	-4.3 %
Utilities	165	1,500	1,500	0.0 %
<b>TOTAL EXPENSES</b>	<b>\$ 179,965</b>	<b>\$ 239,756</b>	<b>\$ 247,738</b>	<b>3.3 %</b>
<b>Net Income</b>	<b>\$ (90,479)</b>	<b>\$ (137,316)</b>	<b>\$ (158,698)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

# UPPER POTOMAC PROPERTIES/SPRINGDALE /CATTAIL REGIONAL PARKS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-340</b>	<b>UPPER POTOMAC PROPERTIES</b>					
	<b>REVENUES</b>					
4420	House Rental	\$ 28,800	\$ 28,800	\$ 28,800	\$ 24,000	\$ 28,800
	<b>TOTAL OTHER REVENUE</b>	<b>28,800</b>	<b>28,800</b>	<b>28,800</b>	<b>24,000</b>	<b>28,800</b>
4480-371	Lic Fee - DC Water	286	0	0	0	0
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL REVENUES</b>	<b>\$ 29,086</b>	<b>\$ 28,800</b>	<b>\$ 28,800</b>	<b>\$ 24,000</b>	<b>\$ 28,800</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 114,199	\$ 115,671	\$ 105,283	\$ 105,718	\$ 111,219
5020	Part-Time Salaries	10,688	1,855	16,038	5,231	16,524
5030	FICA	9,402	8,717	9,281	7,974	9,772
5040	Hospitalization	16,833	19,201	18,057	15,343	20,094
5060	Life Insurance	920	886	996	791	1,052
5050	Retirement	18,889	20,267	23,478	18,816	24,802
5070	Unemployment Tax	60	14	74	18	75
	<b>TOTAL PERSONNEL SERVICES</b>	<b>170,989</b>	<b>166,609</b>	<b>173,207</b>	<b>153,891</b>	<b>183,538</b>
5230	Gas and Diesel	0	0	500	0	500
5570	Uniforms	0	168	1,050	68	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>0</b>	<b>168</b>	<b>1,550</b>	<b>68</b>	<b>1,550</b>
5180	Equipment/Vehicle Maintenance	0	262	0	0	0
5190	Facility Op. & Maintenance	11,404	10,027	17,000	6,185	14,000
5510	Rental House Maintenance	2,413	2,733	1,500	1,805	1,500
	<b>TOTAL MAINTENANCE COSTS</b>	<b>13,816</b>	<b>13,022</b>	<b>18,500</b>	<b>7,990</b>	<b>15,500</b>
5580-002	Electricity	159	165	1,500	135	1,500
	<b>TOTAL UTILITIES</b>	<b>159</b>	<b>165</b>	<b>1,500</b>	<b>135</b>	<b>1,500</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 184,964</b>	<b>\$ 179,965</b>	<b>\$ 194,757</b>	<b>\$ 162,084</b>	<b>\$ 202,088</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (155,879)</b>	<b>\$ (151,165)</b>	<b>\$ (165,957)</b>	<b>\$ (138,084)</b>	<b>\$ (173,288)</b>
<b>3-360</b>	<b>SPRINGDALE</b>					
	<b>REVENUES</b>					
4420	House Rental	\$ 21,916	\$ 23,231	\$ 15,140	\$ 24,625	\$ 15,140
4605	Property Lease	2,975	25,380	14,400	14,400	14,400
	<b>TOTAL OTHER REVENUE</b>	<b>24,891</b>	<b>48,611</b>	<b>29,540</b>	<b>39,025</b>	<b>29,540</b>
	<b>TOTAL REVENUES</b>	<b>\$ 24,891</b>	<b>\$ 48,611</b>	<b>\$ 29,540</b>	<b>\$ 39,025</b>	<b>\$ 29,540</b>
	<b>EXPENSES</b>					
5190	Facility Op. & Maintenance	\$ 243	0	5,000	0	5,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>243</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 243</b>	<b>\$ 0</b>	<b>\$ 5,000</b>	<b>\$ 0</b>	<b>\$ 5,000</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 24,648</b>	<b>\$ 48,611</b>	<b>\$ 24,540</b>	<b>\$ 39,025</b>	<b>\$ 24,540</b>
<b>3-127</b>	<b>CATTAIL REGIONAL PARK</b>					
	<b>REVENUES</b>					
4420	House Rental	\$ 0	\$ 12,075	\$ 44,100	\$ 15,525	\$ 30,700
	<b>TOTAL OTHER REVENUE</b>	<b>0</b>	<b>12,075</b>	<b>44,100</b>	<b>15,525</b>	<b>30,700</b>
	<b>TOTAL REVENUES</b>	<b>\$ 0</b>	<b>\$ 12,075</b>	<b>\$ 44,100</b>	<b>\$ 15,525</b>	<b>\$ 30,700</b>
	<b>EXPENSES</b>					
5020	Part-Time Salaries	\$ 0	0	4,637	0	4,777
5030	FICA	0	0	355	0	365
5070	Unemployment Tax	0	0	7	0	7
	<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>4,998</b>	<b>0</b>	<b>5,150</b>
5190	Facility Op. & Maintenance	0	0	34,500	1,498	34,500
5510	Rental House Maintenance	0	0	500	1,418	1,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>2,916</b>	<b>35,500</b>
5580-002	Electricity	0	0	0	1,844	0
5580-004	Water/Sewer	0	0	0	160	0
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,003</b>	<b>0</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 39,998</b>	<b>\$ 4,919</b>	<b>\$ 40,650</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 0</b>	<b>\$ 12,075</b>	<b>\$ 4,102</b>	<b>\$ 10,606</b>	<b>\$ (9,950)</b>

# UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

## STRATEGIC GOALS & OBJECTIVES FY 2025

### Ball's Bluff Battlefield Regional Park:

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



#### Objectives:

- Identify and interpret a minimum of (1) new significant historic feature or story within the park through signage or programs.
- Continue to cultivate, implement, and evaluate a successful volunteer program utilizing no less than 1200 volunteer hours.
- Implement a minimum of (2) new strategies to engage broader participation and impact of the Friends of Ball's Bluff.
- Establish and maintain a minimum of (2) diverse community partnerships.
- Host a minimum of (4) special events or public programs, including a minimum of (1) offering through the Roving Naturalist program to engage the next generation of conservationists.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Enhance the recognition of diversity and inclusion through the development and implementation of a minimum of (2) programs or interpretive efforts that increase community awareness in the diverse stories and history of NOVA Parks sites.

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



#### Objectives:

- Conduct at least (2) public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards in line with site and preservation guidelines for site improvements and maintenance of historic elements, including routine park inspections.
- Maintain and continue to update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.



# UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights**

- Forest management remained a focus at all Upper Potomac Properties.
- Ball's Bluff anniversary weekend hosted in October and included living history demonstrations, tours, cannon firing, Illumination ceremony and a performance of period music.
- Coordinated with Loudoun Master Gardeners to host a wildflower walk in the spring.
- Site tours of Ball's Bluff hosted by staff and Friends of Ball's Bluff (FOBB) tour guides continued to deliver weekend tours spring into fall.
- FOBB provided 7 private tours throughout the season.
- The Friends of Ball's Bluff partnered with Ball's Bluff Elementary school to hold an essay contest and gave battlefield tours to all the 4<sup>th</sup> grade students.
- On July 4<sup>th</sup> the Friends of Ball's Bluff hosted a cannon firing demonstration and Civil War era band.
- The Friends of Ball's Bluff represented Ball's Bluff in the Leesburg parade, hosted a Remembrance Day Dinner and an auction at Algonkian, participated in the Leesburg Flower and Garden Show.

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

**Highlights**

- Continued to partner with Loudoun Wildlife Conservancy to provide a series of volunteer opportunities to remove garlic mustard and other invasive plants from the battlefield.
- Park Day was held in cooperation with the American Battlefield Trust to clean up and improve the trails and park grounds at Ball's Bluff.
- Friends of Ball's Bluff dedicated more than 375 hours for trail maintenance and improvements to the battlefield.
- Identified interpretive signs at Ball's Bluff for replacement and have ordered new panels.
- Agricultural leases remain in place for significant portions of the property at Springdale.
- Partnered with the Boy Scouts of America and members of the National Honor Society and ROTC programs at Loudoun County High School to routinely provide trail maintenance at Ball's Bluff, Red Rock and Piscataway Crossing.
- NOVA Parks took ownership of Cattail property and staff has been working to clean up existing structures, remove hazards, and put in place SOPs for maintenance of houses
- Working with staff to develop and execute plans to open Cattail to the public

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of visitors on tours at Ball's Bluff	1,803	1,530	1,500	770	1,500
• Number of visitors for special events	985	690	800	275	800
• Number of Ball's Bluff Battlefield volunteer hours	1,550	1,600	1,200	700	1,200

# UPTON HILL REGIONAL PARK

## PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington/Fairfax County line, just east of Seven Corners. This 27-acre park offers a welcome piece of woods in the otherwise densely developed 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 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 519,697	\$ 658,350	\$ 664,350	0.9%
Retail Operations	24,053	23,500	23,500	0.0%
Other Revenue	11,851	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 555,601</b>	<b>\$ 681,850</b>	<b>\$ 687,850</b>	<b>0.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 550,690	\$ 574,843	\$ 599,232	4.2%
Operating Costs	6,483	12,950	8,050	-37.8%
Maintenance Costs	97,405	89,500	93,800	4.8%
Insurance	1,129	1,277	1,277	0.0%
Retail Operations	12,923	10,000	10,000	0.0%
Utilities	12,203	15,100	14,300	-5.3%
Debt Service	69,121	225,653	223,798	-0.8%
<b>TOTAL EXPENSES</b>	<b>\$ 749,953</b>	<b>\$ 929,323</b>	<b>\$ 950,456</b>	<b>2.3%</b>
<b>Net Income</b>	<b>\$ (194,352)</b>	<b>\$ (247,473)</b>	<b>\$ (262,606)</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- There are no major variances in this budget.

## STAFFING SUMMARY

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

# UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-400</b>	<b>UPTON HILL REGIONAL PARK</b>					
	<b>REVENUES</b>					
4127	Climbing Feature Admissions	\$ 267,044	\$ 253,368	\$ 360,000	\$ 195,542	\$ 360,000
4600	Programmed Events	1,086	764	1,350	1,244	1,350
4670	Shelter Reservations	11,060	9,842	12,000	8,042	12,000
4060	Batting Cage Fees	113,380	99,230	113,000	74,736	119,000
4500	Miniature Golf	171,167	156,493	172,000	115,667	172,000
4490	Locker Rental	0	0	0	35	0
	<b>TOTAL USER FEES</b>	<b>563,739</b>	<b>519,697</b>	<b>658,350</b>	<b>395,267</b>	<b>664,350</b>
4640	Retail Operations	18,973	24,053	23,500	19,270	23,500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>18,973</b>	<b>24,053</b>	<b>23,500</b>	<b>19,270</b>	<b>23,500</b>
4440	Interest	6,936	11,879	0	9,339	0
4510	Miscellaneous Revenue	0	(28)	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>6,936</b>	<b>11,851</b>	<b>0</b>	<b>9,339</b>	<b>0</b>
	<b>TOTAL REVENUE</b>	<b>589,648</b>	<b>555,601</b>	<b>681,850</b>	<b>423,876</b>	<b>687,850</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 202,279	\$ 219,847	\$ 213,602	\$ 190,779	\$ 229,227
5020	Part-Time Salaries	187,485	227,246	249,843	178,565	251,379
5030	FICA	29,181	33,563	35,453	26,522	36,766
5040	Hospitalization	23,412	26,102	25,796	28,456	28,077
5060	Life Insurance	1,759	1,991	2,021	1,764	2,168
5050	Retirement	34,841	41,649	47,633	36,311	51,118
5070	Unemployment Tax	471	293	495	204	497
	<b>TOTAL PERSONNEL SERVICES</b>	<b>479,427</b>	<b>550,690</b>	<b>574,843</b>	<b>462,601</b>	<b>599,232</b>
5230	Gas and Diesel	2,070	2,415	3,000	1,907	3,000
5490	Programs and Promotions	2,296	3,372	8,900	3,334	4,000
5570	Uniforms	704	696	1,050	601	1,050
	<b>TOTAL OPERATING COSTS</b>	<b>5,070</b>	<b>6,483</b>	<b>12,950</b>	<b>5,842</b>	<b>8,050</b>
5180	Equipment/Vehicle Maintenance	1,657	1,633	2,200	1,503	2,200
5190	Facility Op. & Maintenance	88,583	95,772	87,300	78,908	91,600
	<b>TOTAL MAINTENANCE COSTS</b>	<b>90,239</b>	<b>97,405</b>	<b>89,500</b>	<b>80,411</b>	<b>93,800</b>
5290	Insurance - Vehicle	1,078	1,129	1,277	1,123	1,277
	<b>TOTAL INSURANCE</b>	<b>1,078</b>	<b>1,129</b>	<b>1,277</b>	<b>1,123</b>	<b>1,277</b>
5520	Retail Operations	7,461	12,923	10,000	12,772	10,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>7,461</b>	<b>12,923</b>	<b>10,000</b>	<b>12,772</b>	<b>10,000</b>
5580-001	Telephone	2,166	2,808	2,800	1,817	2,800
5580-002	Electricity	4,763	4,962	6,000	4,134	6,000
5580-004	Water/Sewer	3,710	4,083	5,000	4,105	5,000
5580-016	Internet/Cable	336	350	1,300	301	500
	<b>TOTAL UTILITIES</b>	<b>10,975</b>	<b>12,203</b>	<b>15,100</b>	<b>10,357</b>	<b>14,300</b>
2425	Note Payable VRA Principal	0	0	130,000	0	135,000
5322	Interest Expense VRA Note	73,438	69,121	95,653	54,117	88,798
	<b>TOTAL DEBT SERVICE</b>	<b>73,438</b>	<b>69,121</b>	<b>225,653</b>	<b>54,117</b>	<b>223,798</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 667,687</b>	<b>\$ 749,953</b>	<b>\$ 929,323</b>	<b>\$ 627,224</b>	<b>\$ 950,456</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (78,040)</b>	<b>\$ (194,352)</b>	<b>\$ (247,473)</b>	<b>\$ (203,348)</b>	<b>\$ (262,606)</b>

# UPTON HILL REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2025



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



#### Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement a plan to preserve and maintain a sustainable park trails network including a minimum of (2) scheduled staff or volunteer workdays.
- Continue to implement an effective invasive plant management plan building on existing community partners.
- Maintain an effective volunteer program to facilitate park improvements utilizing no less than 700 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to maintain native forest plantings.
- Provide support and prioritization for elements of the Park Stewardship Plan.

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



#### Objectives:

- Develop and implement a comprehensive plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue by 5% from FY25
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media for the park ensuring weekly posts.
- Continue the partnership with Northern Virginia Bird Alliance NVBA as part of the Stretch our Parks initiative and collaborate on development and implementation of inclusive programming opportunities.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% of gross from FY25.

### ***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.

### ***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 and refine a multifaceted Communications Plan that addresses social, print, media, promotions and required collateral for Climb UPTon.
- Develop and implement at least (3) strategies focused on increasing revenues in off-peak times.
- Maintain the required maintenance and inspection plan for Climb UPTon.
- Implement a robust retail plan for Climb UPTon to exceed revenue goals.
- Implement a seasonal special events plan with strategies aimed at increasing sales.

## FY 2025 STRATEGIC GOAL HIGHLIGHTS

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

#### **Highlights:**

- Continued implementation of the Park Stewardship Plan and through generous grant funding from the Tree Stewards of Arlington & Alexandria, along with the Northern Virginia Bird Alliance, we coordinated and executed the planting of approximately 200 bareroot understory trees around the park.
- Staff have continued to refine maintenance process documentation with a focus on defining cross-departmental accountability and scope of all contributing positions.
- Hosted the volunteer group NOVA Clean-Ups for their annual trail clean-up day.
- Executed an annual maintenance and inspection contract for the stormwater infrastructure.

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

#### **Highlights:**

- NOVA Parks Roving Naturalists hosted (2) Critter Corner programs as part of the "Stretch our Parks" initiative. One for the Culmore Boys & Girls Club and another for the residents of the Elmwood & Lockwood houses; our neighboring senior and assisted living complex.
- Climb Upton has introduced several new branded retail merchandise and expanded our add-on options for Party Climbs to include food & beverage and both regular and deluxe goodie bag upgrades.

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

#### **Highlights:**

- Staff served a co-lead for the Mentor Program, facilitating connections between new and experienced full-time team members to empower our future operations leaders. High Ropes Specialist stepped into the Customer Service Champion role for the park and has delivered Customer Service Level 1 Trainings as part of our onboarding seasonal staff.
- Retention of staff has remained strong over the winter closure with our weekend only operations through March and early April being 100% fulfilled by returning team members.

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

#### **Highlights:**

- Worked closely with Marketing and Senior Operations Staff to refine and implement the 2025 Campaigns & Communication Plan for Climb Upton.
- Climb Upton hosted 55+ Girl Scout Troop members for an evening group climb in November.
- Introduced Gift Cards and Frequent Climber Packs to Climb Upton's product offerings to better meet the need of repeat guests and those looking to gift the experience to others.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL- DEC 2024	FY 2026 TARGET
• Number of miniature golf rounds	33,161	15,257	30,000	16,195	30,000
• Number of batting cage rounds	30,659	30,659	75,500	29,345	75,500
• Number of special event participants	83	—	280	—	280
• Number of birthday party participants	2,089	1,309	1,500	549	1,500
• Volunteer hours received	932	—	700	276	700
• Ropes course admissions	7,839	3,641	12,950	4,262	12,950



# OCEAN DUNES WATERPARK AT UPTON HILL

## PROGRAM OVERVIEW

Ocean Dunes Waterpark at Upton Hill is a popular destination in densely-populated North Arlington. This beach-themed waterpark provides a peaceful vacation feel in the hectic Northern Virginia region, with large pelican figures, coastal landscaping and décor, and a 14-foot lighthouse decoration. The aquatic facility is comprised of a large play pool, 25-meter lap pool, splash pad with a large dumping bucket and slides, a baby pool, dual 26-foot tall water slides, and a snack bar. The facility also offers group and private swim lessons, birthday party packages and special events.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
User Fees	\$ 574,961	\$ 532,100	\$ 563,675	5.9%
Retail Operations	174,651	145,500	162,000	11.3%
Other Revenue	16,996	18,000	18,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 766,609</b>	<b>\$ 695,600</b>	<b>\$ 743,675</b>	<b>6.9%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 244,723	\$ 281,533	\$ 288,847	2.6%
Maintenance Costs	99,887	82,000	86,100	5.0%
Retail Operations	80,557	59,250	66,000	11.4%
Utilities	45,393	48,300	48,300	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 470,562</b>	<b>\$ 471,083</b>	<b>\$ 489,247</b>	<b>3.9%</b>
<b>Net Income</b>	<b>\$ 296,047</b>	<b>\$ 224,517</b>	<b>\$ 254,428</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

- Revenues are budgeted to increase by 6.9% due to rate adjustments, recent visitation trends and retail food sales. Expenses are budgeted to increase due to increased maintenance expense and retail expenses that are tied to revenue.

## STAFFING SUMMARY

	FY 2022 APPROVED (FTE)	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	7.78	7.76	7.76	7.91	7.91

# OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-420 UPTON HILL-OCEAN DUNES WATERPARK</b>						
<b>REVENUES</b>						
4550	Admissions	\$ 312,277	\$ 417,488	\$ 380,000	\$ 234,668	\$ 399,000
4570	Group Admissions	27,769	32,108	36,500	25,309	38,325
4490	Locker Rental	82	83	600	35	600
4580	Waterpark Passes	104,931	121,502	115,000	79,404	120,750
4670	Shelter Reservations	0	3,780	0	5,975	5,000
	<b>TOTAL USER FEES</b>	<b>445,059</b>	<b>574,961</b>	<b>532,100</b>	<b>345,389</b>	<b>563,675</b>
4640	Retail Operations	121,054	160,950	135,000	87,281	150,000
4660	Swim Merchandise	6,548	13,701	10,500	6,119	12,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>127,602</b>	<b>174,651</b>	<b>145,500</b>	<b>93,401</b>	<b>162,000</b>
4475	Lessons	13,827	16,996	18,000	8,817	18,000
	<b>TOTAL OTHER REVENUE</b>	<b>13,827</b>	<b>16,996</b>	<b>18,000</b>	<b>8,817</b>	<b>18,000</b>
	<b>TOTAL REVENUES</b>	<b>\$ 586,488</b>	<b>\$ 766,609</b>	<b>\$ 695,600</b>	<b>\$ 447,606</b>	<b>\$ 743,675</b>
<b>EXPENSES</b>						
5020	Part-Time Salaries	\$ 204,387	\$ 226,809	\$ 261,162	\$ 141,164	\$ 267,947
5030	FICA	16,018	17,633	19,979	10,568	20,498
5070	Unemployment Tax	707	282	392	236	402
	<b>TOTAL PERSONNEL SERVICES</b>	<b>221,112</b>	<b>244,723</b>	<b>281,533</b>	<b>151,968</b>	<b>288,847</b>
5190	Facility Op. & Maintenance	87,230	99,887	82,000	70,156	86,100
	<b>TOTAL MAINTENANCE COSTS</b>	<b>87,230</b>	<b>99,887</b>	<b>82,000</b>	<b>70,156</b>	<b>86,100</b>
5520	Retail Operations	64,298	68,280	54,000	31,456	60,000
5535	Swim Merchandise	7,112	12,278	5,250	2,883	6,000
	<b>TOTAL RETAIL OPERATIONS</b>	<b>71,409</b>	<b>80,557</b>	<b>59,250</b>	<b>34,339</b>	<b>66,000</b>
5580-001	Telephone	1,850	1,638	2,300	2,026	2,300
5580-002	Electricity	26,939	28,653	28,000	20,876	28,000
5580-004	Water/Sewer	11,077	11,289	14,000	9,466	14,000
5580-016	Internet/Cable	4,010	3,814	4,000	3,467	4,000
	<b>TOTAL UTILITIES</b>	<b>43,876</b>	<b>45,393</b>	<b>48,300</b>	<b>35,836</b>	<b>48,300</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 423,627</b>	<b>\$ 470,562</b>	<b>\$ 471,083</b>	<b>\$ 292,299</b>	<b>\$ 489,247</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 162,862</b>	<b>\$ 296,047</b>	<b>\$ 224,517</b>	<b>\$ 155,308</b>	<b>\$ 254,428</b>

# OCEAN DUNES WATERPARK AT UPTON HILL

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



### Objectives:

- Work with the Marketing and Communication and the Aquatics teams continue to promote the sale of Annual Waterpark Passes by implementing a minimum of (2) new sales strategies including sales table setup for May and June. Continue to train staff in 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 through training efforts and the use of an SOP.
- Effectively implement the Pass benefits to include early admission, bring a friend, along with food, and beverage discounts implementing a minimum of (3) new implementation strategies.

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



### Objectives:

- Effectively implement and reinforce the Ellis and Associates lifeguard program.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Develop (2) new strategies to improve communication to ensure safe and effective group visits.
- Review and refine orientation and in-service training techniques for all positions to focus on building and maintaining an engaging work culture.
- Working with the Aquatics Manager, continue to enhance the vanGUARD leadership training with a focus on retaining quality seasonal management staff.
- Continue to implement & refine effective waterpark Standard Operating Procedures & pump room training 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.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Work with Aquatics Manager to implement operational efficiencies and improvements.
- Build out and implement an organic social media campaign for the entire year that supplements regular marketing content and Communications Plan.
- Develop and implement a swim lesson program that meets customer needs and budget goals.
- Implement a minimum of (2) new strategies to increase the sales of the Play All Day Pass.

**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 consistent staff training programs to provide quality food and beverage products and services.
- Refine and market group meals with a minimum of (2) new strategies to increase food & beverage sales.
- Develop and implement a targeted retail sales plan with the goal of meeting FY26 revenue goals. Maintain a consistent stock of retail items to ensure a high volume of sales. Ensure consistent, required cash handling strategies, including an effective inventory management system to reduce waste and reduce food costs.

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



### Objectives:

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

# OCEAN DUNES WATERPARK AT UPTON HILL

## FY 2024 STRATEGIC GOAL HIGHLIGHTS

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

**Highlights:**

- Updated staff reference documentation to ensure consistency in messaging from frontline team members.
- FY23 Pass Sales finished ahead of revenue targets by ~6% and initial FY24 actuals are ahead of FY23 by ~10%.
- Expanded benefits of the Annual Pass to include perks at Climb Upton.

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

**Highlights:**

- Scored Exceeds Standards on all three Ellis & Associates Audits and earned a Platinum Status Award for achieving the highest quality of lifeguard professionalism and operational standards.
- Refined the in-service training delivery to include more flexible opportunities for staff to accrue required training hours while on their down periods.

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

**Highlights:**

- Continued to refine Ocean Dunes retail & concessions storage, ordering, and inventory processes to better utilize the limited space and minimize write-offs.
- Successfully served multiple 100+ person group meal plans.

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

**Highlights:**

- Contributed regularly to Aquatics Committee with resources, networking, and operational insights.
- Lifeguard staffing is comprised of nearly 50% returning team members who are referring their friends to great effect building a resilient safety focused culture.

## MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Number of general admissions	45,790	35,880	30,600	19,692	30,600
• Number of youth group participants	8,394	6,179	4,900	3,408	4,900
• Number of waterpark passes sold	432	1,637	1,400	224	1,470
• Number of group swim lesson participants	31	28	30	12	30
• Number of private swim lesson participants	22	44	48	16	48
• Average amount customers spent on f/b & merch.	3	4	4	4	4
• Number of Daily All Facility Discount Passes sold	2,262	1,106	1,900	1,758	1,900
• Number of waterpark birthday party participants	1,774	1,232	2,400	570	2,400

# W&OD RAILROAD REGIONAL PARK

## PROGRAM OVERVIEW

W&OD Railroad Regional Park is a linear park that is 100 feet wide and 45 miles long, built on the old railbed of the former W&OD Railroad and extending from the Alexandria City line to Purcellville in western Loudoun County. Facilities include the park's maintenance facilities located in Ashburn, the 45 mile-long paved, multi-use trail, the 32 mile-long gravel horse trail, and the Two Creeks Mountain Bike Trail.

The Tinner Hill Historic Site opened in January of 2015 and is managed by the W&OD Trail staff. This half acre site, spanning the line between the City of Falls Church and Fairfax County, is the site where civil rights pioneers E.B. Henderson and Joseph Tinner first met to form a group that would become the first rural branch of the NAACP in the nation.

## REVENUE & EXPENSE SUMMARY

	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
<b>REVENUE BY SOURCE</b>				
Easements & Licenses	\$ 951,545	\$ 953,414	\$ 658,457	-30.9%
Retail Operations	227	500	500	0.0%
Other Revenue	6,278	6,500	6,500	0.0%
Transfer from Restricted Fund	415,000	480,173	775,130	61.4%
<b>TOTAL REVENUE</b>	<b>\$ 1,373,050</b>	<b>\$ 1,440,587</b>	<b>\$ 1,440,587</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 525,125	\$ 586,642	\$ 584,086	-0.4%
Operating Costs	11,266	26,400	26,400	0.0%
Maintenance Costs	147,583	195,673	205,673	5.1%
Insurance	3,386	3,830	3,830	0.0%
Retail Operations	101	250	250	0.0%
Utilities	13,323	14,700	15,000	2.0%
<b>TOTAL EXPENSES</b>	<b>\$ 700,784</b>	<b>\$ 827,495</b>	<b>\$ 835,238</b>	<b>0.9%</b>
<b>Net Income</b>	<b>\$ 672,267</b>	<b>\$ 613,092</b>	<b>\$ 605,349</b>	

## BUDGET HIGHLIGHTS

### Major variances in budget:

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

## STAFFING SUMMARY

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

## W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-450</b>	<b>W&amp;OD RAILROAD REGIONAL PARK</b>					
	<b>REVENUES</b>					
4480	License Fees	\$ 0	\$ 0	\$ 9,600	\$ 0	\$ 4,800
	Rents, Easements & Licenses:					
4770	Non-Recurring	0	0	0	0	0
4780	Recurring	915,242	951,545	943,814	834,456	653,657
	<b>TOTAL EASEMENTS &amp; LICENSES</b>	<b>915,242</b>	<b>951,545</b>	<b>953,414</b>	<b>834,456</b>	<b>658,457</b>
4090, 4640	Retail Operations	376	227	500	31	500
	<b>TOTAL RETAIL OPERATIONS</b>	<b>376</b>	<b>227</b>	<b>500</b>	<b>31</b>	<b>500</b>
4535	Permit Fees	9,250	6,250	6,500	4,750	6,500
4510	Miscellaneous Revenue	0	28	0	0	0
	<b>TOTAL OTHER REVENUE</b>	<b>9,250</b>	<b>6,278</b>	<b>6,500</b>	<b>4,750</b>	<b>6,500</b>
	<b>TOTAL REVENUE</b>	<b>924,867</b>	<b>958,050</b>	<b>960,414</b>	<b>839,237</b>	<b>665,457</b>
	<b>TRANSFERS IN</b>					
4950	Transfer from Restricted Fund	327,912	415,000	480,173	480,173	775,130
	<b>TOTAL TRANSFERS IN</b>	<b>327,912</b>	<b>415,000</b>	<b>480,173</b>	<b>480,173</b>	<b>775,130</b>
	<b>TOTAL RESOURCES</b>	<b>\$1,252,779</b>	<b>\$1,373,050</b>	<b>\$ 1,440,587</b>	<b>\$1,319,410</b>	<b>\$ 1,440,587</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 309,091	\$ 333,545	\$ 322,592	\$ 277,865	\$ 315,372
5020	Part-Time Salaries	65,745	49,293	111,181	45,340	114,253
5030	FICA	27,738	28,320	33,184	23,180	32,866
5040	Hospitalization	41,471	46,469	44,369	37,061	47,952
5060	Life Insurance	2,758	2,986	3,052	2,536	2,983
5050	Retirement	55,149	64,424	71,938	55,436	70,328
5070	Unemployment Tax	128	87	327	59	331
	<b>TOTAL PERSONNEL SERVICES</b>	<b>502,079</b>	<b>525,125</b>	<b>586,642</b>	<b>441,476</b>	<b>584,086</b>
5230	Gas and Diesel	14,203	10,244	15,000	8,398	15,000
5330	License Fees	0	0	10,000	0	10,000
5570	Uniforms	955	1,022	1,400	754	1,400
	<b>TOTAL OPERATING COSTS</b>	<b>15,158</b>	<b>11,266</b>	<b>26,400</b>	<b>9,152</b>	<b>26,400</b>
5180	Equipment/Vehicle Maintenance	13,757	20,930	17,325	9,394	17,325
5190	Facility Op. & Maintenance	116,336	126,653	178,348	141,653	188,348
	<b>TOTAL MAINTENANCE COSTS</b>	<b>130,092</b>	<b>147,583</b>	<b>195,673</b>	<b>151,047</b>	<b>205,673</b>
5290	Insurance - Vehicle	3,233	3,386	3,830	2,808	3,830
	<b>TOTAL INSURANCE</b>	<b>3,233</b>	<b>3,386</b>	<b>3,830</b>	<b>2,808</b>	<b>3,830</b>
5520	Retail Operations	399	101	250	4	250
	<b>TOTAL RETAIL OPERATIONS</b>	<b>399</b>	<b>101</b>	<b>250</b>	<b>4</b>	<b>250</b>
5580-001	Telephone	5,476	5,428	5,300	4,900	5,600
5580-002	Electricity	5,173	4,915	5,500	3,822	5,500
5580-003	Natural Gas	2,245	2,183	3,000	3,064	3,000
5580-004	Water/Sewer	782	797	900	789	900
	<b>TOTAL UTILITIES</b>	<b>13,676</b>	<b>13,323</b>	<b>14,700</b>	<b>12,575</b>	<b>15,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 664,637</b>	<b>\$ 700,784</b>	<b>\$ 827,495</b>	<b>\$ 617,062</b>	<b>\$ 835,238</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 588,143</b>	<b>\$ 672,267</b>	<b>\$ 613,092</b>	<b>\$ 702,348</b>	<b>\$ 605,349</b>

# W&OD RAILROAD REGIONAL PARK

## STRATEGIC GOALS & OBJECTIVES FY 2026



**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 park assets and systems into Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to implement invasive species removal with a minimum of (3) focused efforts on designated sections of the trail.
- Assist with the restoration plans for areas impacted by powerline easement maintenance.
- Effectively manage contract maintenance program for efficiency and cost controls.

**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 (1) new significant historic feature or story focused on increasing the awareness in the diverse history within the park through signage or programming efforts.
- Continue to work on a plan to replace existing interpretive signs along the trail as needed.

**Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.**



Objectives:

- Implement a minimum of (2) new strategies to engage broader participation and impact of FOWOD on the trail.
- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) diverse community partnerships.

**Goal Four: Remain a leader in safety of multi-use trails.**



Objectives:

- Continue to utilize a minimum of (3) new strategies to promote trail safety through social media. Promote positive user behavior and experience through a minimum of (4) outreach campaigns.
- Using "On the Go and In the Know" develop a 2024/2025 safety program to promote positive user behaviors.
- Develop a plan for consistent review, implementation, education, and promotion of safety related improvements and implement a minimum of (3) trail safety improvements annually that focus on enhancing the culture.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Host a minimum of (3) public outreach events focusing focused on trail safety.

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



Objectives:

- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Begin to develop the parameters for a Trash Free Park Program to be implemented by 2025.

## W&OD RAILROAD REGIONAL PARK

### FY 2025 STRATEGIC GOAL HIGHLIGHTS

**Goal One: Continue to conserve and protect the historic and natural resources including structures, parkland, and facilities to provide a quality visitor experience.**

#### Highlights

- Maintained or established more than (15) community partnerships.
- Continued to assist with repairs on select bridges and culverts.
- Continued collaboration with Dominion Energy and Master Naturalists.
- Continued to work with the nonprofit, Sustainability Matters, as we look to establish new pollinator habitat.
- Working with Arlington Historical Society and Nova Parks Historian on new interpretive display for coal trestle in Arlington.
- Continuing to replace interpretive displays that are worn and outdated.

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

#### Highlights

- Continued to utilize social media channels to gain user feedback, convey safety messages, and communicate trail information.
- Partnered with Rails to Trails and FOWOD to host trail wide cleanup on Celebrate Trails Day.
- Hosted Juneteenth event at Tinner Hill and in Leesburg at the Orion Anderson Memorial, working with the local NAACP.
- Hosted various invasive cleanup day events.
- Worked with NOVA Parks Roving Naturalist on annual bird count.

**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 updating sitting areas in Reston and Leesburg with new amenities.
- Continued to Work with Apple Federal Credit Union to increase Friends of the W&OD memberships and volunteer outreach opportunities.
- Continue to work with the Friends to update the website.
- Continue to update the "Story Walk Displays" to use near the schools to help with literacy goals as well as increase appreciation for the outdoors.
- Worked with The Friends of the W&OD on a Celebrate Trails clean-up day.

**Goal Four: Remain a leader in safety of multi-use trails.**

#### Highlights

- Worked closely with Dominion Energy and VDOT to establish safe detours for the multiple, large-scale power line restrings.
- Continued to fundraise and collaborate with the volunteer W&OD Trail Patrol.
- Worked with the City of Falls Church on safety signs at trail crossings.
- Actively searching for maintenance needs utilizing inspection sheets to ensure the trail is repaired quickly and staff are proactive with repairs.
- Staff participated in many tabling events, along with the Friends Group, in every jurisdiction the trail runs through.

Staff held tabling events with a focus on safety at both middle schools in Ashburn where it abuts the W&OD Trail.

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

#### Highlights

- Park Customer Service Champion conducted several training sessions with staff to reinforce customer service skills.
- Working with volunteers and Friends group to update Friends of the W&OD website.
- Work with many of our government partners and nonprofits on events on the trail to include Turkey Trot in Herndon, Special Olympics in Loudoun County, and other charities.
- Offered free CPR/First Aid class to the volunteer W&OD Trail Patrol.

### MEASURABLE RESULTS

	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 TARGET	FY 2025 ACTUAL 6 months JUL-DEC 2024	FY 2026 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	1,000,000+	2,000,000+
• Number of FOWOD members	385	1031	500	332	500
• Operating cost per linear ft of trail (400,000 ft. of trail)	1.67	1.78	2.07	2.09	2.07
• Number of outreach and public programs	7	8	8	6	8
• Volunteer hours received	5,000	5,250	6,000	3,000	6,000



# CENTRAL MAINTENANCE

## PROGRAM OVERVIEW

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

## EXPENSE SUMMARY

	FY 2024 ACTUAL		FY 2025 ADOPTED		FY 2026 ADOPTED		% CHANGE 2025-2026
EXPENSES BY CATEGORY							
Personnel Services	\$	1,329,525	\$	1,326,491	\$	1,371,379	3 %
Operating Costs		21,206		37,550		37,550	0 %
Maintenance Costs		98,837		100,250		100,250	0 %
Insurance		9,593		8,936		10,213	14 %
Utilities		26,606		28,210		30,210	7 %
TOTAL EXPENSES	\$	1,485,766	\$	1,501,437	\$	1,549,602	3 %

## BUDGET HIGHLIGHTS

- There are no major variances in this budget.

## STAFFING SUMMARY

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

## CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-710</b>	<b>CENTRAL MAINTENANCE</b>					
	<b>EXPENDITURES</b>					
5010	Full Time Salaries	\$ 919,278	\$ 953,894	\$ 920,759	\$ 852,163	\$ 953,599
5030	FICA	68,400	70,842	70,438	61,345	72,950
5040	Hospitalization	98,453	115,478	120,734	97,139	122,636
5060	Life Insurance	7,748	8,417	8,710	7,236	9,021
5050	Retirement	159,063	180,743	205,329	161,196	212,653
5070	Unemployment Tax	156	151	520	104	520
	<b>TOTAL PERSONNEL SERVICES</b>	<b>1,253,099</b>	<b>1,329,525</b>	<b>1,326,491</b>	<b>1,179,184</b>	<b>1,371,379</b>
5230	Gas and Diesel	20,983	17,805	33,000	13,040	33,000
5570	Uniforms	2,110	3,402	4,550	1,934	4,550
	<b>TOTAL OPERATING COSTS</b>	<b>23,093</b>	<b>21,206</b>	<b>37,550</b>	<b>14,974</b>	<b>37,550</b>
5180	Equipment/Vehicle Maintenance	23,822	57,268	52,250	43,644	52,250
5190	Facility Op. & Maintenance	44,310	41,569	48,000	33,711	48,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>68,133</b>	<b>98,837</b>	<b>100,250</b>	<b>77,355</b>	<b>100,250</b>
5290	Insurance - Vehicle	8,621	9,593	8,936	7,861	10,213
	<b>TOTAL INSURANCE</b>	<b>8,621</b>	<b>9,593</b>	<b>8,936</b>	<b>7,861</b>	<b>10,213</b>
5580-001	Telephone	5,405	5,395	5,000	4,855	5,500
5580-002	Electricity	7,952	9,148	7,500	9,529	8,000
5580-009	Heating Oil	3,763	2,042	2,500	2,844	3,500
5580-008	Propane Gas	9,527	8,616	12,000	7,513	12,000
5580-016	Cable/Internet	1,404	1,404	1,210	1,170	1,210
	<b>TOTAL UTILITIES</b>	<b>28,050</b>	<b>26,606</b>	<b>28,210</b>	<b>25,911</b>	<b>30,210</b>
	<b>TOTAL CENTRAL MAINTENANCE EXPENDITURES</b>	<b>\$ 1,380,996</b>	<b>\$ 1,485,766</b>	<b>\$ 1,501,437</b>	<b>\$ 1,305,285</b>	<b>\$ 1,549,602</b>

# CENTRAL MAINTENANCE

## STRATEGIC GOALS & OBJECTIVES FY 2026



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



Objectives:

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

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



Objectives:

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

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



Objectives:

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

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



Objectives:

- Lead process of continuing to develop site inspection forms and creating and editing written maintenance standards.
- Implement agency-wide Park Maintenance Standards Manual along with Director of Park Operations.
- Assist in the leadership of an agency-wide Maintenance Committee.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site peer inspection programs, conducting at least (6) inspections.
- Assist in the efficient purchase of capital equipment and vehicles.
- Review and recommend for purchase a variety of durable, commercial grade electric powered tools and potential ride-on electric mower options.

## CENTRAL MAINTENANCE

### **FY 2025 STRATEGIC HIGHLIGHTS**

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

#### **Highlights**

- Access and system updates performed throughout the year to maintain proper access.
- Work order process updated and operating effectively.
- Additional preventive maintenance reminders added for Fleet Vehicles, Motorized Equipment and HVAC Systems.
- Fleet vehicle asset information updated.
- Equipment database information updated.
- Emissions Report for DEQ completed.
- System training for new employees continues

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

#### **Highlights**

- Administered NeoGov training focused on work safety.
- Completed specialized training on well systems.
- All CM staff completed CPR training.
- Continue to train staff on troubleshooting and maintaining Wave Pool at Cameron Run
- Conducted agency wide chainsaw & chipper training.

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

#### **Highlights**

- Updated 5-year HVAC system replacement schedule.
- Updated 5-year fleet vehicle replacement schedule.
- Completed winterization walk-thru for all waterparks with seasonal plumbing facilities.
- Reviewed equipment and fleet vehicle maintenance checklists with appropriate staff.
- Updated preventive maintenance reminders for carpentry, plumbing, HVAC, and electrical systems.
- Electricians continue to upgrade lighting to LED at various parks.
- Completed rental house walk throughs.
- Assisted with preopening items for Reservoir Park

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

#### **Highlights**

- Updated CMMS and trained staff to build out preventive maintenance reminders for specific assets.
- Waterpark pre-opening electrical inspections completed.
- CM carpenters worked with park managers to ensure consistency when replacing decks, building siding, and paint color match.

### **MEASURABLE RESULTS**

	<b>FY 2023 ACTUAL</b>	<b>FY 2024 ACTUAL</b>	<b>FY 2025 TARGET</b>	<b>FY 2025 ACTUAL</b>	<b>FY 2026 TARGET</b>
				<b>6 months JUL-DEC 2024</b>	
• Number of HVAC work orders completed	96	198	160	100	160
• Number of electrical work orders completed	93	180	150	101	150
• Number of heavy equipment work orders completed	90	156	120	49	120
• Number of fleet maintenance work orders/state inspections completed	102	192	150	104	150
• Number of equipment maintenance work orders completed	37	72	80	27	80
• Number of welding work orders completed	29	61	60	25	60
• Number of plumbing work orders completed	14	42	20	25	20
• Number of carpentry work orders completed	47	53	100	27	100
• Number of preventive maintenance corrections completed	159	214	230	136	230
• Number of emergency/critical work orders completed	N/A	44	40	29	40

## ADMINISTRATION – ENTERPRISE FUND

### PROGRAM OVERVIEW

This cost-center was established to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. Prior to the establishment of this cost center, these items were often budgeted in the General Fund, even when they impacted only the enterprise operations. This cost-center is also the mechanism used to enact transfers between the Enterprise Fund and other funds and reserves.

### REVENUE & EXPENSE SUMMARY

REVENUE BY SOURCE	FY 2024 ACTUAL	FY 2025 ADOPTED	FY 2026 ADOPTED	% CHANGE 2025-2026
Other Revenue	746,473	87,000	87,000	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 746,473</b>	<b>\$ 87,000</b>	<b>\$ 87,000</b>	<b>0.0%</b>
<b>EXPENSES BY CATEGORY</b>				
Personnel Services	\$ 1,264,906	\$ 1,360,350	\$ 1,416,794	4.1%
Operating Costs	1,704,523	1,971,323	2,139,262	8.5%
Maintenance Costs	222,242	260,000	260,000	0.0%
Insurance	142,390	146,278	160,638	9.8%
Utilities	0	1,000	1,000	0.0%
Total Transfers Out	126,466	0	0	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 3,460,528</b>	<b>\$ 3,738,951</b>	<b>\$ 3,977,695</b>	<b>6.4%</b>
<b>Net Income</b>	<b>\$ (2,714,055)</b>	<b>\$ (3,651,951)</b>	<b>\$ (3,890,695)</b>	
<b>TRANSFERS TO OTHER FUNDS</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	

### BUDGET HIGHLIGHTS

#### Major variances in budget:

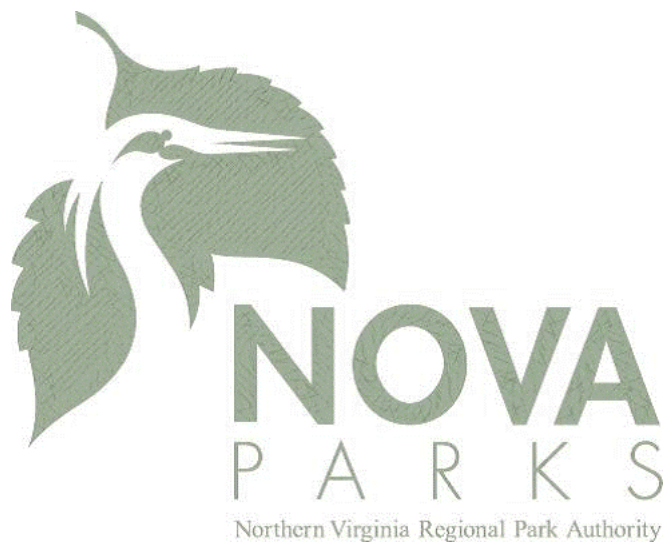
- This budget includes expense increases related to increased overall enterprise fund revenue. Additionally there is funding for Strategic Plan Initiatives as well as a 350% increase to contingency.

### STAFFING SUMMARY

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

## ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>3-720</b>	<b>ADMINISTRATION - ENTERPRISE FUND</b>					
	<b>REVENUES</b>					
4516	Reservation Fees-POS Active	\$ 69,800	\$ 63,850	\$ 75,000	\$ 45,932	\$ 75,000
4430	Insurance Proceeds	27,062	136,046	0	40,314	0
4510, 4515	Miscellaneous Revenue	38,109	57,212	0	25,096	0
4440	Interest	337,469	489,365	12,000	0	12,000
	<b>TOTAL OTHER REVENUE</b>	<b>472,439</b>	<b>746,473</b>	<b>87,000</b>	<b>111,342</b>	<b>87,000</b>
4770	Non-Recurring License Fees	0	0	0	0	0
	<b>TOTAL REVENUES</b>	<b>\$ 472,439</b>	<b>\$ 746,473</b>	<b>\$ 87,000</b>	<b>\$ 111,342</b>	<b>\$ 87,000</b>
	<b>EXPENSES</b>					
5010	Full-Time Salaries	\$ 786,051	\$ 897,640	\$ 929,786	\$ 805,187	\$ 945,073
5020	Part-Time Salaries	60,756	44,637	60,750	56,796	76,590
5030	FICA	62,735	70,066	75,776	61,990	78,157
5040	Hospitalization	70,030	73,167	77,448	69,415	96,808
5060	Life Insurance	6,003	6,610	8,796	5,555	8,940
5050	Retirement	142,786	172,663	207,342	149,541	210,751
5070	Unemployment Tax	158	124	451	62	475
	<b>TOTAL PERSONNEL SERVICES</b>	<b>1,128,519</b>	<b>1,264,906</b>	<b>1,360,350</b>	<b>1,148,546</b>	<b>1,416,794</b>
5155	Credit Card Charges	787,889	831,529	804,971	660,782	850,112
5230	Gas and Diesel	1,937	1,872	2,000	1,248	2,000
5380	POS Transaction Fees	299,204	304,612	300,000	240,626	310,000
5149	Contingency	0	0	50,000	0	225,000
5330	License Fees	0	0	2,200	0	2,200
5500	Public Information	369,741	419,649	541,800	332,231	541,800
5546	Strategic Plan Initiatives	5,135	1,071	45,000	100	45,000
	Compensation Funding Initiatives	0	0	82,202	0	20,000
5400	Training for Field Staff	55,232	84,090	60,000	57,415	60,000
5490	Programs & Promotions - Naturalist	636	2,137	3,450	1,695	3,450
5493	Promotional Items-Uniforms	8,817	8,547	19,000	6,767	19,000
5555	Swimming Pool Safety Program	62,646	50,361	60,000	24,046	60,000
5570	Uniforms	552	656	700	25	700
	<b>TOTAL OPERATING COSTS</b>	<b>1,591,790</b>	<b>1,704,523</b>	<b>1,971,323</b>	<b>1,324,936</b>	<b>2,139,262</b>
5180	Equipment/Vehicle Maintenance	5,149	5,517	0	16,001	0
5190	Facility Op. & Maintenance	4,625	1,508	0	2,687	0
5370	Major Contract Maintenance	264,372	215,217	260,000	339,277	260,000
	<b>TOTAL MAINTENANCE COSTS</b>	<b>274,147</b>	<b>222,242</b>	<b>260,000</b>	<b>357,965</b>	<b>260,000</b>
5290	Insurance - Vehicle	4,363	7,132	1,278	0	638
5300	Workers Comp	118,807	135,258	145,000	158,942	160,000
	<b>TOTAL INSURANCE</b>	<b>123,170</b>	<b>142,390</b>	<b>146,278</b>	<b>158,942</b>	<b>160,638</b>
5580-001	Telephone	0	0	1,000	0	1,000
	<b>TOTAL UTILITIES</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
	<b>TOTAL EXPENSES</b>	<b>\$ 3,117,625</b>	<b>\$ 3,334,062</b>	<b>\$ 3,738,951</b>	<b>\$ 2,990,390</b>	<b>\$ 3,977,695</b>
	<b>TRANSFERS OUT</b>					
5900	Transfer to General Fund	\$ (96,301)	\$ 126,466	\$ 0	\$ 0	\$ 0
	<b>TOTAL TRANSFERS OUT</b>	<b>\$ (96,301)</b>	<b>\$ 126,466</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
	<b>TOTAL EXPENSES AND OTHER USES</b>	<b>\$ 3,021,324</b>	<b>\$ 3,460,528</b>	<b>\$ 3,738,951</b>	<b>\$ 2,990,390</b>	<b>\$ 3,977,695</b>
	<b>OPERATING INCOME (LOSS)</b>	<b>\$ (2,548,885)</b>	<b>\$ (2,714,055)</b>	<b>\$ (3,651,951)</b>	<b>\$ (2,879,049)</b>	<b>\$ (3,890,695)</b>
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	3,595,830	3,944,447	0	0	0
5955	Transfer to Retirement Fund	0	563,492	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	1,027,380	1,126,985	0	0	0
	Transfer to Strategic Opportunity Reserve	\$ 513,690		\$ 0	\$ 0	\$ 0
	<b>TOTAL TRANSFER TO OTHER FUNDS</b>	<b>5,136,900</b>	<b>5,634,924</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
	Donation Adjustment	210,867	331,665			



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2026  
Approved

### Equipment

#### ALGONKIAN GOLF COURSE

Tractor	\$ 32,000
Transport Trailer	3,000
	<b><u>\$ 35,000</u></b>

#### ALGONKIAN COTTAGES

Mattresses	\$ 13,000
Pillows and Bedding	12,000
Ovens and Microwaves	12,000
Outdoor Grills	8,000
	<b><u>\$ 45,000</u></b>

#### ALGONKIAN PARK

Kayaks	\$ 4,000
UTV	12,000
Brush Mower	3,900
	<b><u>\$ 19,900</u></b>

#### VOLCANO ISLAND AT ALGONKIAN

Ice Machine	\$ 4,000
Ice Cream Freezer	5,000
Fryer	15,000
	<b><u>\$ 24,000</u></b>

#### BEAVERDAM

Snow Blower	\$ 1,650
Pressure Washer	11,000
UTV/RTV	12,500
Snow Plow Kit	1,900
Material Lift	8,500
	<b><u>\$ 35,550</u></b>

#### BRAMBLETON GOLF COURSE

Outdoor Patio Furniture	\$ 2,400
Café Tables and Chairs	2,800
Fairway Mower	48,000
Service Cart	18,000
	<b><u>\$ 71,200</u></b>

#### BULL RUN PARK

Shelter Grill Covers	\$ 1,440
UTV	14,000
PTAC Unit	1,300
Gravel York Rake	1,500
	<b><u>\$ 18,240</u></b>



## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

		FY 2026 Approved
	Equipment	
<b>BULL RUN LIGHT SHOW</b>		
	Traffic Control Equipment	\$ 15,000
	UTV	25,543
		<b>\$ 40,543</b>
<b>BULL RUN SHOOTING CENTER</b>		
	Replacement Sporting Clays traps	\$ 20,000
	UTV/RTV	15,090
		<b>\$ 35,090</b>
<b>ATLANTIS WATERPARK AT BULL RUN</b>		
	Automatic Pool Vacuum	\$ 7,000
	Chemical Pumps	2,000
		<b>\$ 9,000</b>
<b>BULL RUN MARINA</b>		
	Trailer	\$ 4,000
		<b>\$ 4,000</b>
<b>CAMERON RUN PARK</b>		
	Walk-in	\$ 40,000
	Gas Cabinet	2,500
		<b>\$ 42,500</b>
<b>ICE &amp; LIGHTS AT CAMERON RUN</b>		
	Sea Containers	\$ 4,000
		<b>\$ 4,000</b>
<b>GREAT WAVES AT CAMERON RUN</b>		
	Hammerhead Vacuum	\$ 3,000
	Single Door Freezer	5,000
	Ice Cream Freezer	2,400
	First Aid Tent	7,000
		<b>\$ 17,400</b>
<b>BRICKMAKERS CATERING &amp; EVENT SERVICES</b>		
	AED	\$ 3,000
		<b>\$ 3,000</b>
<b>CARLYLE HOUSE</b>		
	Projector	\$ 1,000
	Portable PA System	1,000
		<b>\$ 2,000</b>

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

Equipment	FY 2026 Approved
<b>FOUNTAINHEAD PARK REGIONAL PARK</b>	
Jon Boats	\$ 12,000
Batteries	2,650
Trolling Motors	2,700
Zero Turn Mower	13,000
Gas Cabinet	1,800
Double Kayaks	7,512
	<b>\$ 39,662</b>
<b>MEADOWLARK ATRIUM</b>	
Atrium Furniture	\$ 17,000
Double Door Reach-In Fridge	15,000
Grill/Oven Combo	25,000
Wooden Dance Floor	17,000
	<b>\$ 74,000</b>
<b>MEADOWLARK GARDENS</b>	
Trash Cans	\$ 4,800
	<b>\$ 4,800</b>
<b>MEADOWLARK LIGHT SHOW</b>	
Freezer/Fridge	\$ 3,300
Utility Vehicle	41,000
	<b>\$ 44,300</b>
<b>OCCOQUAN PARK</b>	
Kayaks	\$ 7,900
	<b>\$ 7,900</b>
<b>THE RIVER VIEW AT OCCOQUAN</b>	
Oven	\$ 16,000
Bottle Refrigerators	6,000
Pavilion Storage Shed	10,500
	<b>\$ 32,500</b>
<b>BRICKMAKERS CAFE</b>	
Patio Furniture	\$ 9,000
Sandwich Prep Refrigerator	4,500
	<b>\$ 13,500</b>
<b>POHICK BAY GOLF COURSE</b>	
Greens Mower	\$ 50,000
	<b>\$ 50,000</b>

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

Equipment	FY 2026 Approved
<b>PIRATE'S COVE WATERPARK AT POHICK BAY</b>	
Walk-In Freezer	\$ 17,500
Freezers	8,000
LMI	5,500
	<b>\$ 31,000</b>
<b>POHICK BAY REGIONAL PARK</b>	
UTV	\$ 25,000
Radios	6,000
Tractor Bucket	2,300
Salt/Sand Spreader	5,000
Trash Can receptacles	11,900
Walk Behind Blower	2,500
	<b>\$ 52,700</b>
<b>POHICK BAY MARINA</b>	
Rental Kayaks	\$ 5,500
AED	3,000
	<b>\$ 8,500</b>
<b>POTOMAC OVERLOOK</b>	
Topographic Sand Table	\$ 8,790
Electric Push-Mower	<b>\$ 1,000</b>
	<b>\$ 9,790</b>
<b>SANDY RUN</b>	
Zero Turn Mower	\$ 13,000
Grandstand Awning Perlins	2,000
Boat Lift	4,000
Boathouse Steps	1,500
Propane Cabinet	650
	<b>\$ 21,150</b>
<b>TEMPLE HALL FARM</b>	
Tent Top	\$ 1,500
	<b>\$ 1,500</b>
<b>OCEAN DUNES AT UPTON HILL</b>	
Trash Cans	\$ 11,000
Sodium Hypochlorite Secondary Containment	8,000
	<b>\$ 19,000</b>

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6020-000

FY 2026  
Approved

### Equipment

#### UPTON HILL PARK

Climbing Features Accessories	\$ 12,000
Ropes Equipment & Element Upgrades	10,000
Gas Cabinet	1,250
Ride Behind Mower	8,750
Wire Security Cage	1,000
	<u>\$ 33,000</u>

#### RUST NATURE SANCTUARY & MANOR HOUSE

Tables and Chairs	\$ 12,000
Nature Room Furniture	10,000
Kitchen Equipment	18,000
	<u>\$ 40,000</u>

#### W&OD TRAIL

HD Utility Vehicle	\$ 60,775
	<u>\$ 60,775</u>

#### TOTAL FACILITIES EQUIPMENT - PARKS

\$ 950,500

Account Number:  
2-000-6010-000

#### CENTRAL MAINTENANCE EQUIPMENT

Plow Blade	\$ 5,000
4 inch Pump	4,500
Flatbed Trailer	40,000
	<u>\$ 49,500</u>

#### TOTAL PARKS & CENTRAL MAINTENANCE FACILITIES EQUIPMENT

\$ 1,000,000

## CAPITAL EQUIPMENT BUDGET

Account Number:  
2-000-6000-000

FY 2026

### Equipment

Approved

#### HEADQUARTERS AND PARKS OFFICE EQUIPMENT

Printers	\$ 2,500
Misc. Equipment	7,000
Computers	16,375
Network Switch	1,500
Battery Backups	6,000
Phone Systems	10,000
Workstation Computers/Monitors	24,500
POS Computers/Touchscreen Monitors	45,000
Cash Drawers/Receipt Printer	5,000
Credit Card Readers	12,125
<b>Total Headquarters and Parks Office Equipment</b>	<b><u>\$ 130,000</u></b>

#### TOTAL PARKS & CM EQUIPMENT

**\$ 1,000,000**

#### TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT

**\$ 130,000**

#### TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)

**\$ 1,130,000**

#### TOTAL VEHICLE REQUESTS

**\$ 20,000**

Account Number:  
2-000-6030-000

#### TOTAL VEHICLES & EQUIPMENT

**\$ 1,150,000**

## CAPITAL FUND BUDGET SUMMARY

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

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the University of Virginia Weldon Cooper Center, Demographics Research Group. For FY26, population figures are based on July, 2023 population updates. For FY26 the per capita rate for our six member jurisdictions will be \$3.14.

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

## OPERATING IMPACT OF CAPITAL PROJECTS

A major factor in the development of capital priorities is knowledge of the potential impact a capital project may have on the operating budget. A capital project may have additional costs associated with it in the form of personnel, maintenance or specific operating costs. A project may also enhance revenue potential or provide cost savings. It is important to take these factors into account when developing the budget. As NOVA Parks is mostly enterprise funded, increased revenue potential is a key to sustainable park operations.

The following is a list of capital projects in the five year plan that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands	10,000	Window replacement
Algonkian Woodlands - Solar Panels	27,000	Installation of solar panel system
Algonkian Golf Course Shed	10,000	Cart shed renovations
Algonkian-Volcano Island Waterpark	45,000	New waterpark play features
Algonkian Cottages	25,000	Miscellaneous cottage improvements
Bull Run Light Show	15,000	Additional features to increase attendance and generate more revenue
Bull Run Campground	25,000	Campground waterline upgrades and additions
Bull Run Atlantis Waterpark	45,000	New waterpark play features
Cameron Run Ice and Lights	25,000	Development and improvements to Ice and Lights features
Cameron Run - Great Waves Waterpark	10,000	Pool structural repairs, resurfacing and miscellaneous renovations
Fountainhead Marina Building Renovations	15,000	Building renovation and access routes to fishing piers and boat launch
Fountainhead Shelter	5,000	Replacement of picnic shelter
Meadowlark Atrium	20,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Botanical Garden	15,000	Entrance renovations and garden improvements
Meadowlark Children's Garden	25,000	Development and improvements of the Children's Garden
Meadowlark Parking	10,000	Improve the overflow parking area for the light show
Meadowlark Light Show	15,000	Additional light displays and refurbishments to generate more revenue
Meadowlark Building Renovations	15,000	Various renovations and maintenance to buildings and facilities
Occoquan Jean R. Packard Center	25,000	Parking lot lighting, patio expansion and miscellaneous improvements
Occoquan Park Improvements	150,000	Planning and design of an indoor/outdoor adventure facility
Occoquan Mountain Bike Course	50,000	Planning and design of a new mountain bike course
Pohick Bay Comfort Stations	5,000	Renovating both Comfort Station. Future planning and improvements
Pohick Bay Campground	35,000	Campground waterline upgrades and additions
Pohick Bay Pirate's Cove	5,000	Baby pool and sand area renovations
Pohick Bay Miniature Golf	3,500	Miniature golf course improvements
Pohick Bay Marina	8,000	Renovations to the boat docks
Pohick Bay Park	200,000	Project planning and design for significant improvements
Potomac Overlook Renovations	5,000	Miscellaneous nature center renovations
Rust Event Facility	15,000	Miscellaneous event facility improvements
Temple Hall Fall Festival	10,000	Improvements will increase attendance and revenue
Upton Hill Miniature Golf	10,000	Miscellaneous course improvements and renovations
Upton Hill Ocean Dunes	5,000	Bathroom renovations
Winkler Botanical Preserve	15,000	Road and parking improvements
W&OD Trail Visitor's Center	50,000	Project planning and design for a new visitor's center
Park Energy Projects	25,000	Provides savings to energy costs
Electric Vehicle Charging Stations	15,000	Plan and install electric vehicle charging stations
Park Campground Improvements	10,000	Improvements to campgrounds to enhance facilities
<b>TOTAL EST. ANNUAL OPERATING IMPACT</b>	<b>\$ 998,500</b>	

# CAPITAL FUND BUDGET

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



# CAPITAL FUND BUDGET

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

## CAPITAL FUND BUDGET

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

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
<b>Occoquan Regional Park</b>							
Building Renovations	2-210-6220-000	8,362	250,000				
Retaining Wall Improvements	2-210-6542-000	77,712					
Indoor/Outdoor Adventure Facility	2-210-6096-000						200,000
Mountain Bike Course	2-210-6920-000		50,000	50,000			
Barn Renovations	2-210-6780-000	95,799					
Bridge Repairs	2-210-7212-000	31,255					
<b>Pohick Bay Golf Course</b>							
Clubhouse Improvements	2-240-6800-000		60,000				
Building Renovations	2-240-6780-000	20,092	100,000				
Water Supply Improvement	2-260-7054-000		300,000				
<b>Pohick Bay Marina</b>							
Dock Renovations	2-250-6823-000	204,275	50,000	250,000			
<b>Pohick Bay Regional Park</b>							
Park Development	2-260-6700-000		200,000		1,000,000		
Comfort Station Renovations	2-260-6820-000	154,044					
Campground Water Supply Improvements	2-260-7054-000	37,214	375,000				
Mini Golf Renovations	2-260-6856-000	19,051	40,000				
<b>Pirate's Cove at Pohick Bay</b>							
Pool Renovations	2-270-6900-000	63,350	300,000	100,000	150,000	150,000	
<b>Potomac Overlook Regional Park</b>							
Building Renovations	2-300-6860-000	6,790	140,000				
<b>Rust Sanctuary</b>							
Building Renovations	2-320-6390-000	171,244	205,000				
<b>Sandy Run Regional Park</b>							
Building and Dock Renovations	2-350-6780-000	29,654	320,000				
<b>Temple Hall Farm Regional Park</b>							
Festival Improvements	2-380-6594-000	15,963	25,000	15,000	15,000	15,000	15,000
<b>Upton Hill Park Regional Park</b>							
Adventure Climbing Facility	2-400-6096-000	27,377					
Mini Golf Renovations	2-400-6856-000	23,290					
Batting Cage Renovations	2-400-6752-000	69,967					
<b>Ocean Dunes at Upton Hill</b>							
Building Renovations	2-420-6780-000	9,370	220,630				
<b>Winkler Botanical Preserve</b>							
Road and Parking Improvements	2-460-6780-000	15,703	250,000	400,000			

# CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2024	REVISED FY 2025 BUDGET	FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET
<b>W&amp;OD Railroad Regional Park</b>							
Building Renovations	2-450-6780-000	65,638					
Trail Improvements	2-450-7212-000	167,913	1,352,823	400,000	300,000	300,000	300,000
W&OD Dual Trails - Arlington	2-450-7212-003		100,000				
W&OD Dual Trails - Vienna	2-450-7212-004		100,000				
W&OD Dual Trails	2-450-7212-XXX				1,000,000		
W&OD Trail Visitors Center	2-450-7280-000		200,000				
<b>General Parks</b>							
ADA Improvements	2-000-6095-000	342,522	400,000	200,000	200,000	200,000	200,000
Capital Maintenance and Improvements	2-000-6052-000	371,992	700,865	250,000	250,000	250,000	250,000
Equipment		1,404,241	1,623,209	1,150,000	1,150,000	1,150,000	1,150,000
Interpretation	2-000-6543-000	51,524	105,000	30,000	30,000	30,000	30,000
Development Support	2-000-6340-010	948,589	1,027,690	1,073,936	1,122,263	1,172,765	1,225,539
Campground Improvements		103,112	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements	2-000-6841-000	532,096	545,000	345,000	225,000	225,000	625,000
Park Branding/Informational Kiosks	2-000-6652-000		119,394	50,000	100,000		
Park Natural Surface Trail Improvements	2-000-7212-000		40,000	40,000	40,000	40,000	40,000
Bull Run - Occoquan Trail Improvements	2-000-7212-001	27,562	496,935				
Bull Run - Occoquan Trail Bridges	2-000-7212-002	35,884	399,116				
Park Energy Projects	2-000-6358-000	72,928	100,000	200,000	200,000	100,000	100,000
Electric Vehicle Charging Stations	2-000-6348-000	8,985	200,000	150,000	75,000		
Park Entrance Signs	2-000-6647-000	2,997	115,000				
Planning - General	2-000-6660-000	6,101	200,000	20,000	20,000	20,000	20,000
Rental House Maintenance	2-000-6848-000	51,572	265,000	100,000	100,000	100,000	100,000
Habitat Restoration/Invasive Removal and Native Plantings	2-000-6976-000	48,897	75,000	75,000	75,000	75,000	75,000
Roads & Parking	2-000-7020-000	309,872	869,953	321,497	296,386	310,021	315,640
Waterpark Capital Maintenance and Improvements	2-000-7340-000	649,747	800,000	500,000	300,000	300,000	300,000
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	2,491					
Donations-Meadowlark Special Expense	2-000-5185-030	44,663					
Donations-TPSM Expense	2-000-5185-025	24,496					
Donations-Meadowlark Camp Grow	2-000-5185-005	3,111					
Nonrecurring License Fee Transfer	2-000-7400-000	6,320,131					
Mitigation Credit Revenues Transfer	2-000-7401-000	1,719,779					
Miscellaneous Expense							
<b>Subtotal Development including Equipment</b>		<b>\$16,683,128</b>	<b>\$20,724,714</b>	<b>\$8,865,433</b>	<b>\$7,493,649</b>	<b>\$6,712,786</b>	<b>\$6,961,179</b>
<b>LAND ACQUISITION</b>							
Land Acquisition	2-000-6051-000	271,452	3,000,000	400,000	400,000	400,000	400,000
<b>Subtotal Land Acquisition</b>		<b>\$271,452</b>	<b>\$3,000,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>
Transfer to Enterprise Fund-Debt Service Occoquan	2-000-5930-000						
Transfer to Enterprise Fund-Debt Service Stribling	2-000-5930-000	121,083					
Interest transfer to General Fund	2-000-5900-000		200,000				
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>\$17,075,663</b>	<b>\$23,924,714</b>	<b>\$9,265,433</b>	<b>\$7,893,649</b>	<b>\$7,112,786</b>	<b>\$7,361,179</b>

## SUMMARY OF CAPITAL FUND PROJECTS

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

## SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2025</u> Revised	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>
<b>Carlyle House Historic Park</b>					
<u>Renovations</u>					
Exterior stucco repairs and house improvements	255,672	75,000			
<u>Improvements</u>					
Completion of fire suppression system	14,273				
<b>Great Waves at Cameron Run</b>					
<u>Renovations</u>					
Miscellaneous facility improvements and renovations	200,000	100,000	100,000	1,500,000	100,000
<b>Ice and Lights at Cameron Run</b>					
<u>Development</u>					
Miscellaneous enhancements and new light show displays	75,000	75,000	75,000	75,000	75,000
<b>Cattail Park</b>					
<u>Improvements</u>					
New park entrance, parking and trail development	150,000	200,000			
<b>Central Maintenance</b>					
<u>Improvements</u>					
Improvements to buildings and maintenance yard	25,000				
<b>Fountainhead Regional Park</b>					
<u>Marina Building Renovations</u>					
Building renovations, new floating dock and shoreline access improvements	175,000	200,000			
<u>Development</u>					
Mountain bike trail and comfort station improvements	50,000				
Picnic Shelter replacement	75,000				
<b>Gateway Wetlands Park</b>					
<u>Strategic Initiatives Project</u>					
Wetlands park development	949,185				
<b>Headquarters</b>					
<u>Automated Systems</u>					
Automated system improvements and upgrades	152,000	60,000	60,000	60,000	60,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects	150,000	5,000	5,000	5,000	5,000
<b>Hemlock Overlook Regional Park</b>					
<u>Escrow Contribution</u>					
Annual contribution to Hemlock facilities renovation account per agreement with facility operator	10,000	10,000	15,000	15,000	15,000

## SUMMARY OF CAPITAL FUND PROJECTS

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

## SUMMARY OF CAPITAL FUND PROJECTS

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

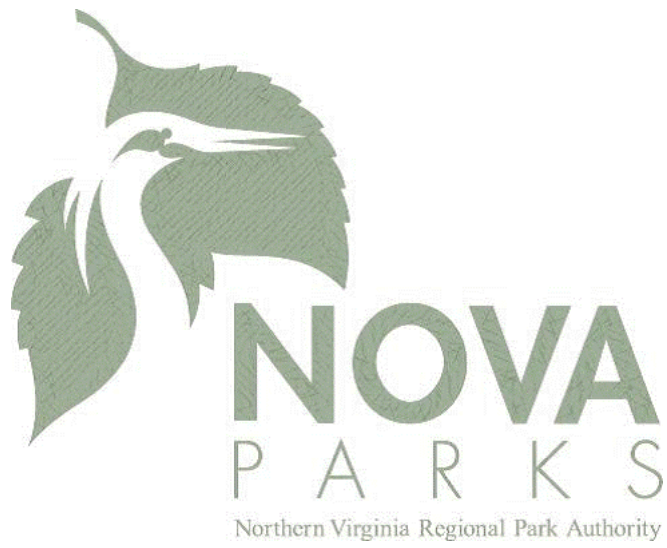


## SUMMARY OF CAPITAL FUND PROJECTS

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

## SUMMARY OF CAPITAL FUND PROJECTS

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



## HISTORY OF NOVA PARKS

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NOVA Parks (Northern Virginia Regional Park Authority) has been serving the citizens of Northern Virginia for more than 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2025, over 88% of the operating funding will come from internal park enterprises. These enterprises represent a highly diverse portfolio including: golf, water parks, event venues & catering, camping, special events and other activities.

Today the brand of NOVA Parks is known for a number of things. Partnerships have been key to the expansion of the park system over the last few decades. Creating truly unique destinations helps drive tourism and build a vibrant community. Entertainment offerings like the annual holiday light shows, fall festival and special events draw hundreds of thousands into the parks. Supporting cultural diversity through festivals, historic interpretation and programs helps build an inclusive region. Engaging people in nature through over 100 miles of trails, summer camps, roving naturalists and other programs, fosters a connection between people and the natural world.

The Northern Virginia region has an identity of being forward thinking, technologically savvy, cosmopolitan and leaders in many ways. NOVA Parks as one of the earliest regional groups helped build the identity of Northern Virginia over the decades. As the stewards of many of the most iconic places of our region, NOVA Parks is proud to be a positive force within the region and within the field of parks and recreation.

# FACILITY FEATURES GUIDE

## FEATURES GUIDE

FACILITIES	PARKS																			
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	Ball's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowlark Gardens	Mt. Zion / Gilbert's Corner Properties	Ocoquan	Pohick Bay	Potomac Overlook	Winkler Botanical Preserve
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		
Disc Golf Course							X											X		
Outdoor Swimming Pool		X					X	X										X		
Wave Pool								X												
Water Slide		X					X	X										X		
Water Play Ground		X					X	X										X		
Rental Picnic Shelters / Picnic Areas		X					X	X		X	X						X	X	X	
Camping-Family & Group					X		X										X			
Meeting & Reception Room(s)	X	X									X				X	X	X	X		
Gazebos for Weddings		X			X						X				X		X			
Crew Practice & Racing		X		X			X													
Boat/RV Storage		X						X									X	X		
Boat Launch		X		X			X					X					X	X		
Jon Boat Rentals											X									
Electric Motor Rentals											X									
Fishing Pier									X		X									
Canoe/Kayak Rentals											X						X	X		
Sporting Clays, Skeet & Trap								X												
Archery Range								X												
Archery & Gun Pro Shop								X												
Food/Drink Concessions		X			X		X		X	X	X			X			X	X		
Historic Battlefield	X		X													X				
Historic Church																X				
Historic Museum	X										X									
Holiday Light Show							X		X					X						
Skating Rink									X											
Ropes Course																				X
Interpretive Farm																				X
Special Events Center							X													
Nature Center														X			X	X		
Outdoor Learning Center														X						
Walking/Hiking Trails	X	X	X	X	X		X	X		X		X	X	X	X	X	X	X	X	X
Horse Trails		X	X				X	X				X		X			X	X		
Multi-Use Paved Trails		X															X	X		
Mountain Bike Trails											X									
Soccer Fields		X						X										X	X	
Play Grounds		X						X		X							X	X	X	
Softball / Baseball Fields																	X			
Batting Cage										X							X			
Visitor's Center															X					
Volleyball Court		X																		
Botanical / Display Gardens											X				X			X	X	

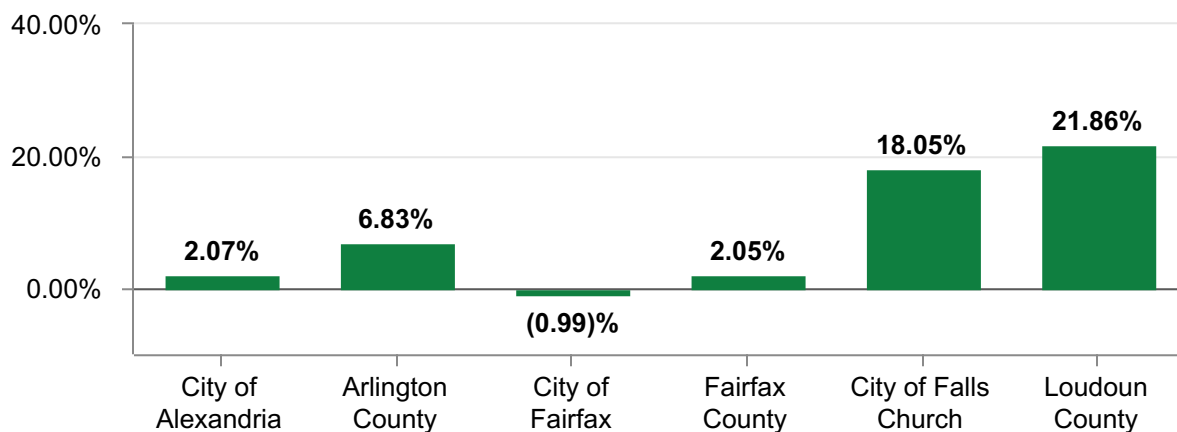
## REGIONAL DEMOGRAPHICS

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

City of Alexandria -	159,102
Arlington County -	239,807
City of Fairfax -	26,340
Fairfax County -	1,160,925
City of Falls Church -	15,034
Loudoun County -	443,380
<b>Total Population -</b>	<b>2,044,588</b>

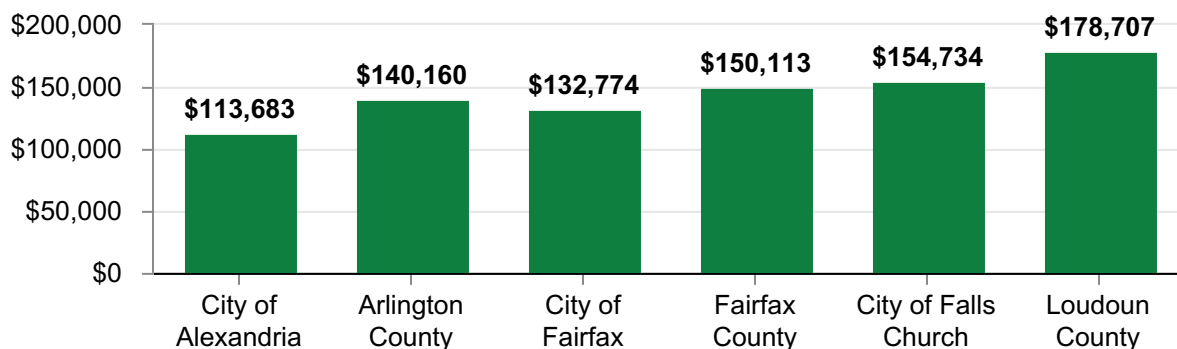
*This population information may differ from the population used to determine member jurisdiction appropriations in this budget.*

**Population Growth by %  
Years 2014-2024**



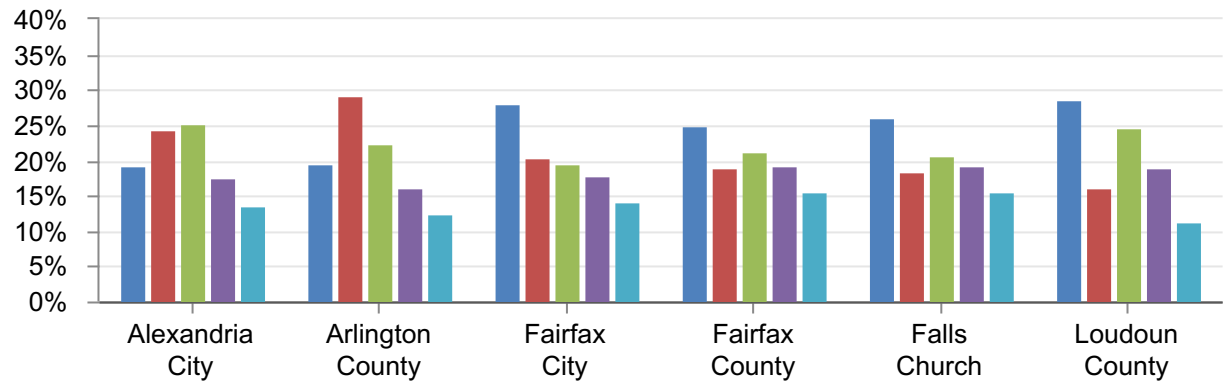
The jurisdictions' that make up NOVA Parks population grew by 6.44% from 2014 through 2024. The most notable jurisdictions are the City of Fairfax which decreased by almost 1% and Loudoun County which increased by 21.86%.

**NOVA Parks Median Household Income by Jurisdiction**



REGIONAL DEMOGRAPHICS

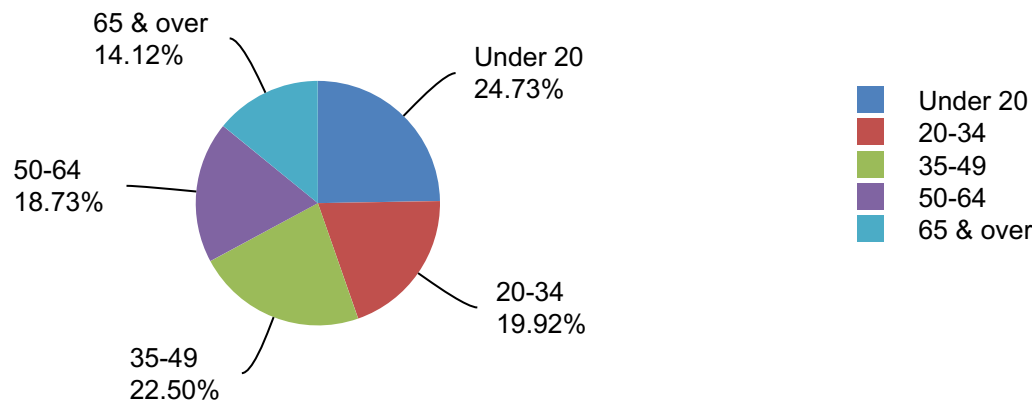
Age of Population by Jurisdiction



	Alexandria City	Arlington County	Fairfax City	Fairfax County	Falls Church	Loudoun County
Under 20	19.2%	19.6%	28.0%	25.0%	26.2%	28.6%
20-34	24.5%	29.1%	20.3%	18.9%	18.3%	16.1%
35-49	25.2%	22.5%	19.5%	21.4%	20.6%	24.8%
50-64	17.6%	16.3%	18.0%	19.2%	19.4%	19.1%
65 & over	13.5%	12.4%	14.3%	15.6%	15.5%	11.4%

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 and Fairfax City have the highest concentration of children, both jurisdictions having 28% of their 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 67% of the population in these age groups. The 50-64 age groups with almost 19% of the population and the 65-Over at approximately 14%.

## SPECIAL FUND BUDGETS

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### FY 2026 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

**Restricted Fund-** This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services.

**Friends of the Carlyle House Budget-** This FY 2026 budget is presented to the Board for final approval.



## RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
	<b>BEGINNING BALANCE*</b>	<b>\$ 4,129,954</b>	<b>\$ 4,813,787</b>	<b>\$ 5,100,000</b>	<b>\$ 5,607,798</b>	<b>\$5,725,000</b>
	<b>REVENUES</b>					
6-000-4250-000	AT&T Fiberoptics License Fee	\$ 779,243	\$ 750,290	\$ 750,289	\$ 562,717	\$ 750,289
6-090-4495-000	BRSC Friends - Memberships	4,041	5,426	2,000	4,510	2,000
6-090-4171-000	BRSC-Donations	0	0	0	0	0
6-340-4170-000	Balls Bluff Battlefield Friends	7,025	12,650	6,000	8,010	6,000
6-140-4495-000	OWL Income	11,308	0	0	0	0
6-000-4440-000	Interest	105,006	186,699	40,000	50,163	40,000
6-000-4440-005	Interest-Accrued	3,424	3,102	0	(5,252)	0
6-000-4440-030	Change in Market Value	10,509	53,657	0	27,637	0
6-000-4250-020	Williams Fiberoptics License Fee	438,535	658,080	541,019	405,764	541,019
6-450-4170-000	FOWOD Donations	5,030	17,525	0	22,520	0
6-450-4440-000	Interest FOWOD	548	1,518	150	1,633	150
6-450-4495-000	W&OD Friends	20,417	40,460	28,000	19,800	28,000
6-455-4818-000	Wetlands Mitigation Fund Revenue	2,613	3,847	2,000	2,694	2,000
6-455-4440-020	Wetlands Mitigation Fund Interest	0	0	500	0	500
	Final Close Adjustment	156,122	142,087	0	0	0
	<b>TOTAL REVENUES</b>	<b>\$ 1,543,820</b>	<b>\$ 1,875,341</b>	<b>\$ 1,369,958</b>	<b>\$ 1,100,197</b>	<b>\$ 1,369,958</b>
	<b>EXPENSES</b>					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$4,991	\$4,062	\$4,000	\$2,406	\$4,000
6-340-5175-000	Balls Bluff Battlefield Friends	5,328	7,220	4,000	5,235	4,000
6-140-5175-000	OWL Friends - Misc. Expenses	0	71,732	0	0	0
6-000-5142-000	W&OD Bridge Inspections	0	0	0	0	0
6-450-XXXX-XXX	W&OD Friends	28,358	29,289	48,500	42,617	48,500
6-000-5370-000	W&OD Major Maintenance	72,198	57,063	100,000	0	100,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	<b>TOTAL EXPENSES</b>	<b>\$ 110,876</b>	<b>\$ 169,367</b>	<b>\$ 181,500</b>	<b>\$ 50,258</b>	<b>\$ 181,500</b>
6-000-5910-000	Transfer to Capital Fund	400,000	465,723	400,000	0	400,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	415,000	480,173	360,130	775,130
	Transfer to Enterprise Fund for Occoquan	0	0	0	0	0
6-000-5900-000	Interest Transfer to General Fund	21,200	31,240	40,000	50,163	40,000
	<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>\$ 749,112</b>	<b>\$ 911,963</b>	<b>\$ 920,173</b>	<b>\$ 410,293</b>	<b>\$ 1,215,130</b>
	<b>TOTAL EXPENDITURES/TRANSFERS</b>	<b>\$ 859,987</b>	<b>\$ 1,081,330</b>	<b>\$ 1,101,673</b>	<b>\$ 460,551</b>	<b>\$ 1,396,630</b>
	<b>ENDING BALANCE</b>	<b>\$ 4,813,787</b>	<b>\$ 5,607,798</b>	<b>\$ 5,368,285</b>	<b>\$ 6,247,444</b>	<b>\$ 5,698,328</b>

### Note

\*Beginning balance for FY 25 includes \$125,503 of Friends of the W&OD, \$945 Friends of Bull Run, \$7,263 Friends of BRSC, \$10,071 Friends of Balls Bluff & \$70,763 of Wetland Mitigation funds.

# FRIENDS OF CARLYLE HOUSE

## I. OPERATING BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-MAR ACTUAL FY 2025	ADOPTED FY 2026
	<b>BEGINNING BALANCE</b>	\$ 43,380	\$ 44,340	\$ 46,200	\$ 46,438	\$48,817
	<b>REVENUES</b>					
8-000-4020-000	Annual Dues	\$ 2,575	\$ 3,350	\$ 10,000	\$ 2,530	\$ 10,000
8-000-4190-001	Donations-Operations/Museum Annual Appeal Education	0	0	6,500	0	6,500
8-000-4600-000	Programmed Events	0	0	5,000	0	5,000
	<b>TOTAL REVENUES</b>	<b>\$ 2,575</b>	<b>\$ 3,350</b>	<b>\$ 21,500</b>	<b>\$ 2,530</b>	<b>\$ 21,500</b>
	<b>EXPENSES</b>					
8-000-5143-000	Clerical Support	\$0	\$0	\$3,000	\$0	\$3,000
8-000-5158-000	Educational Activities	0	0	5,000	0	5,000
8-000-5380-000	Membership Events	974	134	5,000	0	5,000
8-000-5460-000	Office Supplies/Postage	60	68	500	9	500
8-000-5470-000	Printing/Publications	0	0	2,000	0	2,000
8-000-5490-000	Programs and Promotions	500	1,050	7,000	142	7,000
	<b>TOTAL EXPENSES</b>	<b>\$ 1,534</b>	<b>\$ 1,252</b>	<b>\$ 22,500</b>	<b>\$ 151</b>	<b>\$ 22,500</b>
	<b>ENDING BALANCE</b>	<b>\$ 44,340</b>	<b>\$ 46,438</b>	<b>\$ 45,200</b>	<b>\$ 48,817</b>	<b>\$ 47,817</b>

## II. COLLECTIONS PURCHASES BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-MAR ACTUAL FY 2025	ADOPTED FY 2026
	<b>BEGINNING BALANCE</b>	\$ 166,503	\$ 182,673	\$ 194,183	\$ 199,435	\$197,182
	<b>REVENUES</b>					
8-000-4190-000, 002, 010, 888	Donations - Museum Collection	\$ 2,815	\$ 1,680	\$ 6,500	\$ 2,405	\$ 6,500
8-000-4440-000	Interest	13,529	19869	500	14338	500
	<b>TOTAL REVENUES</b>	<b>\$ 16,344</b>	<b>\$ 21,549</b>	<b>\$ 7,000</b>	<b>\$ 16,743</b>	<b>\$ 7,000</b>
	<b>EXPENSES</b>					
8-000-6040-000	Clerical Support	\$0	\$0	\$25,000	\$17,963	\$25,000
8-000-6040-010	Educational Activities	174	4,786	5,000	1,034	5,000
8-000-9040-000	Membership Events	0	0	0	0	0
	<b>TOTAL EXPENSES</b>	<b>\$ 174</b>	<b>\$ 4,786</b>	<b>\$ 30,000</b>	<b>\$ 18,997</b>	<b>\$ 30,000</b>
	<b>ENDING BALANCE</b>	<b>\$ 182,673</b>	<b>\$ 199,435</b>	<b>\$ 171,183</b>	<b>\$ 197,182</b>	<b>\$ 174,182</b>

## III. DOUG THURMAN FUND BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2022	ACTUAL FY 2023	ADOPTED FY 2024	ACTUAL FY 2024 JUL-MAR	ADOPTED FY 2025
	<b>BEGINNING BALANCE</b>	\$ 127,897	\$ 127,297	\$ 127,298	\$ 126,697	\$ 126,182
	<b>EXPENSES</b>					
8-000-5144-000	Education	\$600	\$600	\$ 8,000	\$515	\$ 8,000
	<b>TOTAL EXPENSES</b>	<b>\$ 600</b>	<b>\$ 600</b>	<b>\$ 8,000</b>	<b>\$ 515</b>	<b>\$ 8,000</b>
	<b>ENDING BALANCE</b>	<b>\$ 127,297</b>	<b>\$ 126,697</b>	<b>\$ 119,298</b>	<b>\$ 126,182</b>	<b>\$ 118,182</b>
	<b>ENDING BALANCE-TOTAL ALL</b>	<b>\$ 354,310</b>	<b>\$ 372,570</b>	<b>\$ 335,681</b>	<b>\$ 372,181</b>	<b>\$ 340,181</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>ENTERPRISE FUND BY PARK</b>					
<b>Aldie Mill Historic Park/Mt. Defiance Historic Park</b>					
Aldie Mill Revenues	\$ 25,154	\$ 16,348	\$ 24,025	\$ 11,332	\$ 20,000
<b>Total Revenues</b>	<b>\$ 25,154</b>	<b>\$ 16,348</b>	<b>\$ 24,025</b>	<b>\$ 11,332</b>	<b>\$ 20,000</b>
Aldie Mill Expenses	\$ 201,903	\$ 191,779	\$ 227,130	\$ 159,611	\$ 215,775
<b>Total Expenses</b>	<b>\$ 201,903</b>	<b>\$ 191,779</b>	<b>\$ 227,130</b>	<b>\$ 159,611</b>	<b>\$ 215,775</b>
<b>Operating Income (Loss)</b>	<b>\$ (176,750)</b>	<b>\$ (175,431)</b>	<b>\$ (203,105)</b>	<b>\$ (148,279)</b>	<b>\$ (195,775)</b>
<b>Algonkian Regional Park</b>					
<b>Revenue</b>					
Algonkian Park	\$ 248,806	\$ 266,014	\$ 290,000	\$ 229,827	\$ 292,185
Algonkian Golf	2,047,703	2,222,522	1,915,500	1,687,274	2,167,100
Volcano Island Waterpark at Algonkian	518,206	701,180	639,500	391,107	658,000
The Woodlands at Algonkian Park	708,491	764,092	741,380	615,692	714,530
Algonkian Cottages	352,292	343,728	335,600	267,523	352,350
<b>Total Revenues</b>	<b>\$ 3,875,497</b>	<b>\$ 4,297,536</b>	<b>\$ 3,921,980</b>	<b>\$ 3,191,423</b>	<b>\$ 4,184,165</b>
<b>Expenses</b>					
Algonkian Park	\$ 779,054	\$ 849,282	\$ 887,171	\$ 750,811	\$ 934,597
Algonkian Golf	1,291,855	1,359,370	1,408,127	1,154,698	1,484,128
Volcano Island Waterpark at Algonkian	422,558	460,117	478,866	282,705	491,431
The Woodlands at Algonkian Park	458,034	573,828	561,903	506,090	568,630
Algonkian Cottages	202,225	225,501	254,421	210,375	260,272
<b>Total Expenses</b>	<b>\$ 3,153,725</b>	<b>\$ 3,468,098</b>	<b>\$ 3,590,488</b>	<b>\$ 2,904,679</b>	<b>\$ 3,739,058</b>
<b>Operating Income (Loss)</b>	<b>\$ 721,772</b>	<b>\$ 829,438</b>	<b>\$ 331,492</b>	<b>\$ 286,744</b>	<b>\$ 445,107</b>
<b>Blue Ridge Regional Park</b>					
Blue Ridge Park Revenues	\$ 9,285	\$ 9,123	\$ 8,000	\$ 6,841	\$ 8,500
<b>Total Revenues</b>	<b>\$ 9,285</b>	<b>\$ 9,123</b>	<b>\$ 8,000</b>	<b>\$ 6,841</b>	<b>\$ 8,500</b>
Blue Ridge Park Expenses	\$ 3,077	\$ 4,766	\$ 6,700	\$ 4,249	\$ 6,700
<b>Total Expenses</b>	<b>\$ 3,077</b>	<b>\$ 4,766</b>	<b>\$ 6,700</b>	<b>\$ 4,249</b>	<b>\$ 6,700</b>
<b>Operating Income (Loss)</b>	<b>\$ 6,207</b>	<b>\$ 4,357</b>	<b>\$ 1,300</b>	<b>\$ 2,592</b>	<b>\$ 1,800</b>
<b>Reservoir Park at Beaverdam</b>					
Reservoir Park at Beaverdam	\$ 13,916	\$ 18,581	\$ 189,000	\$ 50,282	\$ 206,400
<b>Total Revenues</b>	<b>\$ 13,916</b>	<b>\$ 18,581</b>	<b>\$ 189,000</b>	<b>\$ 50,282</b>	<b>\$ 206,400</b>
Reservoir Park at Beaverdam	\$ 22,297	\$ 31,867	\$ 304,881	\$ 176,429	\$ 345,205
<b>Total Expenses</b>	<b>\$ 22,297</b>	<b>\$ 31,867</b>	<b>\$ 304,881</b>	<b>\$ 176,429</b>	<b>\$ 345,205</b>
<b>Operating Income (Loss)</b>	<b>(\$8,382)</b>	<b>(\$13,286)</b>	<b>(\$115,881)</b>	<b>(\$126,147)</b>	<b>(\$138,805)</b>
<b>Brambleton Golf Course</b>					
Brambleton Revenues	\$ 2,385,514	\$ 2,747,017	\$ 2,380,183	\$ 2,131,108	\$ 2,670,710
<b>Total Revenues</b>	<b>\$ 2,385,514</b>	<b>\$ 2,747,017</b>	<b>\$ 2,380,183</b>	<b>\$ 2,131,108</b>	<b>\$ 2,670,710</b>
Brambleton Expenses	\$ 1,517,518	\$ 1,675,187	\$ 1,714,261	\$ 1,440,061	\$ 1,833,403
<b>Total Expenses</b>	<b>\$ 1,517,518</b>	<b>\$ 1,675,187</b>	<b>\$ 1,714,261</b>	<b>\$ 1,440,061</b>	<b>\$ 1,833,403</b>
<b>Operating Income (Loss)</b>	<b>\$ 867,995</b>	<b>\$ 1,071,830</b>	<b>\$ 665,922</b>	<b>\$ 691,046</b>	<b>\$ 837,308</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>Bull Run Regional Park</b>					
<b>Revenue</b>					
Bull Run Regional Park	\$ 1,393,420	\$ 1,381,799	\$ 1,438,875	\$ 997,067	\$ 1,428,250
Atlantis Waterpark at Bull Run	557,750	826,368	669,100	417,715	707,100
Bull Run Special Events Center	494,068	253,741	326,000	77,443	326,000
Bull Run Light Show	2,144,173	2,247,407	2,140,000	2,405,235	2,155,000
<b>Total Revenues</b>	<b>\$ 4,589,410</b>	<b>\$ 4,709,316</b>	<b>\$ 4,573,975</b>	<b>\$ 3,897,459</b>	<b>\$ 4,616,350</b>
<b>Expenses</b>					
Bull Run Regional Park	\$ 1,417,557	\$ 1,499,305	\$ 1,475,734	\$ 1,294,777	\$ 1,546,146
Atlantis Waterpark at Bull Run	477,938	497,057	518,332	312,315	535,706
Bull Run Special Events Center	439,999	252,340	322,388	102,866	326,505
Bull Run Light Show	436,189	467,446	483,354	431,167	493,565
<b>Total Expenses</b>	<b>\$ 2,771,683</b>	<b>\$ 2,716,149</b>	<b>\$ 2,799,809</b>	<b>\$ 2,141,126</b>	<b>\$ 2,901,922</b>
<b>Operating Income (Loss)</b>	<b>\$ 1,817,727</b>	<b>\$ 1,993,168</b>	<b>\$ 1,774,166</b>	<b>\$ 1,756,333</b>	<b>\$ 1,714,428</b>
<b>Bull Run Shooting Center</b>					
Bull Run Shooting Center Revenues	\$ 1,331,627	\$ 1,318,945	\$ 1,391,500	\$ 1,069,691	\$ 1,421,500
<b>Total Revenues</b>	<b>\$ 1,331,627</b>	<b>\$ 1,318,945</b>	<b>\$ 1,391,500</b>	<b>\$ 1,069,691</b>	<b>\$ 1,421,500</b>
Bull Run Shooting Center Expenses	\$ 1,192,843	\$ 1,199,648	\$ 1,289,469	\$ 960,013	\$ 1,296,651
<b>Total Expenses</b>	<b>\$ 1,192,843</b>	<b>\$ 1,199,648</b>	<b>\$ 1,289,469</b>	<b>\$ 960,013</b>	<b>\$ 1,296,651</b>
<b>Operating Income (Loss)</b>	<b>\$ 138,783</b>	<b>\$ 119,298</b>	<b>\$ 102,031</b>	<b>\$ 109,678</b>	<b>\$ 124,849</b>
<b>Cameron Run Regional Park</b>					
<b>Revenue</b>					
Cameron Run Park	\$ 88,286	\$ 80,572	\$ 110,000	\$ 53,006	\$ 107,000
The Winter Village at Cameron Run	319,921	370,158	385,500	267,683	378,000
Great Waves Waterpark at Cameron Run	1,821,008	2,374,497	2,097,500	1,327,773	2,235,500
<b>Total Revenues</b>	<b>\$ 2,229,215</b>	<b>\$ 2,825,227</b>	<b>\$ 2,593,000</b>	<b>\$ 1,648,462</b>	<b>\$ 2,720,500</b>
<b>Expenses</b>					
Cameron Run Park	\$ 533,033	\$ 553,520	\$ 547,041	\$ 481,813	\$ 579,924
The Winter Village at Cameron Run	220,014	264,418	245,882	275,708	268,837
Great Waves Waterpark at Cameron Run	1,317,519	1,632,846	1,534,643	1,078,275	1,652,511
<b>Total Expenses</b>	<b>\$ 2,070,567</b>	<b>\$ 2,450,784</b>	<b>\$ 2,327,566</b>	<b>\$ 1,835,795</b>	<b>\$ 2,501,272</b>
<b>Operating Income (Loss)</b>	<b>\$ 158,649</b>	<b>\$ 374,443</b>	<b>\$ 265,434</b>	<b>\$ (187,333)</b>	<b>\$ 219,228</b>
<b>Carlyle House Historic Park</b>					
Carlyle House Revenues	\$ 91,390	\$ 92,418	\$ 127,100	\$ 71,438	\$ 130,100
<b>Total Revenues</b>	<b>\$ 91,390</b>	<b>\$ 92,418</b>	<b>\$ 127,100</b>	<b>\$ 71,438</b>	<b>\$ 130,100</b>
Carlyle House Expenses	\$ 344,235	\$ 376,864	\$ 421,759	\$ 345,223	\$ 454,807
<b>Total Expenses</b>	<b>\$ 344,235</b>	<b>\$ 376,864</b>	<b>\$ 421,759</b>	<b>\$ 345,223</b>	<b>\$ 454,807</b>
<b>Operating Income (Loss)</b>	<b>(\$252,845)</b>	<b>(\$284,446)</b>	<b>(\$294,659)</b>	<b>(\$273,785)</b>	<b>(\$324,707)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>Bull Run Marina/Fountainhead/Sandy Run Parks</b>					
<b>Revenue</b>					
Bull Run Marina	\$ 19,217	\$ 21,396	\$ 25,276	\$ 13,180	\$ 21,276
Fountainhead	394,459	386,361	414,712	241,398	414,712
Sandy Run Regional Park	327,064	337,145	316,692	269,482	308,192
<b>Total Revenues</b>	<b>\$ 740,740</b>	<b>\$ 744,902</b>	<b>\$ 756,680</b>	<b>\$ 524,059</b>	<b>\$ 744,180</b>
<b>Expenses</b>					
Bull Run Marina	\$ 43,458	\$ 49,038	\$ 48,039	\$ 39,733	\$ 48,800
Fountainhead	393,047	366,247	359,425	298,735	374,322
Sandy Run Regional Park	195,741	239,034	264,262	201,548	277,038
<b>Total Expenses</b>	<b>\$ 632,246</b>	<b>\$ 654,318</b>	<b>\$ 671,726</b>	<b>\$ 540,017</b>	<b>\$ 700,160</b>
<b>Operating Income (Loss)</b>	<b>\$ 108,494</b>	<b>\$ 90,584</b>	<b>\$ 84,954</b>	<b>\$ (15,958)</b>	<b>\$ 44,020</b>
<b>Hemlock Overlook Regional Park</b>					
Hemlock Overlook Revenues	\$ 21,370	\$ 30,300	\$ 75,000	\$ 37,539	\$ 75,000
<b>Total Revenues</b>	<b>\$ 21,370</b>	<b>\$ 30,300</b>	<b>\$ 75,000</b>	<b>\$ 37,539</b>	<b>\$ 75,000</b>
Hemlock Overlook Expenses	\$ 23,682	\$ 14,661	\$ 22,778	\$ 976	\$ 7,000
<b>Total Expenses</b>	<b>\$ 23,682</b>	<b>\$ 14,661</b>	<b>\$ 22,778</b>	<b>\$ 976</b>	<b>\$ 7,000</b>
<b>Operating Income (Loss)</b>	<b>\$ (2,312)</b>	<b>\$ 15,639</b>	<b>\$ 52,222</b>	<b>\$ 36,562</b>	<b>\$ 68,000</b>
<b>Meadowlark Botanical Gardens</b>					
<b>Revenue</b>					
Meadowlark Gardens	\$ 648,048	\$ 744,331	\$ 709,350	\$ 691,772	\$ 730,069
Meadowlark Gardens Winter Walk of Lights	1,643,331	1,860,655	1,929,000	2,084,860	1,956,000
Meadowlark Atrium and Event Services	2,789,475	2,993,420	2,300,120	2,329,626	2,409,670
<b>Total Revenues</b>	<b>\$ 5,080,853</b>	<b>\$ 5,598,406</b>	<b>\$ 4,938,470</b>	<b>\$ 5,106,258</b>	<b>\$ 5,095,739</b>
<b>Expenses</b>					
Meadowlark Gardens	\$ 1,161,462	\$ 1,247,650	\$ 1,360,277	\$ 1,157,435	\$ 1,446,887
Meadowlark Gardens Winter Walk of Lights	288,571	363,160	405,662	342,554	421,054
Meadowlark Atrium and Event Services	1,487,108	1,470,233	1,423,524	1,178,578	1,472,448
<b>Total Expenses</b>	<b>\$ 2,937,141</b>	<b>\$ 3,081,042</b>	<b>\$ 3,189,463</b>	<b>\$ 2,678,566</b>	<b>\$ 3,340,388</b>
<b>Operating Income (Loss)</b>	<b>\$ 2,143,712</b>	<b>\$ 2,517,364</b>	<b>\$ 1,749,007</b>	<b>\$ 2,427,691</b>	<b>\$ 1,755,351</b>
<b>Mt. Zion Historic Park/Gilbert's Corner Regional Park</b>					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 830	\$ 330	\$ 3,421	\$ 200	\$ 2,100
<b>Total Revenues</b>	<b>\$ 830</b>	<b>\$ 330</b>	<b>\$ 3,421</b>	<b>\$ 200</b>	<b>\$ 2,100</b>
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 14,847	\$ 15,194	\$ 37,500	\$ 20,080	\$ 25,500
<b>Total Expenses</b>	<b>\$ 14,847</b>	<b>\$ 15,194</b>	<b>\$ 37,500</b>	<b>\$ 20,080</b>	<b>\$ 25,500</b>
<b>Operating Income (Loss)</b>	<b>(\$14,017)</b>	<b>(\$14,864)</b>	<b>(\$34,079)</b>	<b>(\$19,880)</b>	<b>(\$23,400)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>Occoquan Regional Park</b>					
<b>Revenue</b>					
Occoquan Park	\$ 303,156	\$ 330,408	\$ 327,400	\$ 261,602	\$ 352,750
The River View at Occoquan	2,487,726	2,466,918	2,328,740	1,780,730	2,324,950
Brickmakers Café at Occoquan	480,504	437,056	478,000	344,911	478,000
Brickmakers Catering and Event Services	273,141	246,014	272,925	214,041	283,150
<b>Total Revenues</b>	<b>\$ 3,544,527</b>	<b>\$ 3,480,396</b>	<b>\$ 3,407,065</b>	<b>\$ 2,601,284</b>	<b>\$ 3,438,850</b>
<b>Expenses</b>					
Occoquan Park	\$ 539,361	\$ 593,035	\$ 690,593	\$ 502,967	\$ 692,981
The River View at Occoquan	1,868,219	1,907,623	2,388,003	1,529,509	2,405,189
Brickmakers Café at Occoquan	383,219	319,587	423,729	251,394	404,822
Brickmakers Catering and Event Services	238,823	206,147	283,004	177,005	281,064
<b>Total Expenses</b>	<b>\$ 3,029,622</b>	<b>\$ 3,026,392</b>	<b>\$ 3,785,329</b>	<b>\$ 2,460,875</b>	<b>\$ 3,784,057</b>
<b>Operating Income (Loss)</b>	<b>\$514,905</b>	<b>\$454,004</b>	<b>(\$378,264)</b>	<b>\$140,409</b>	<b>(\$345,207)</b>
<b>Pohick Bay Regional Park</b>					
<b>Revenue</b>					
Pohick Bay Regional Park	\$ 1,425,634	\$ 1,372,689	\$ 1,475,783	\$ 912,400	\$ 1,436,493
Pohick Bay Golf Course	1,804,075	2,021,730	1,791,700	1,535,762	2,032,764
Pohick Bay Marina	270,675	267,960	288,000	209,406	296,625
Pirate's Cover Waterpark at Pohick Bay	569,407	851,447	743,100	435,736	778,800
<b>Total Revenues</b>	<b>\$ 4,069,791</b>	<b>\$ 4,513,826</b>	<b>\$ 4,298,583</b>	<b>\$ 3,093,304</b>	<b>\$ 4,544,682</b>
<b>Expenses</b>					
Pohick Bay Regional Park	\$ 1,113,779	\$ 1,186,421	\$ 1,309,220	\$ 1,023,228	\$ 1,368,013
Pohick Bay Golf Course	1,258,687	1,376,575	1,355,953	1,149,054	1,421,576
Pohick Bay Marina	60,703	66,100	81,258	54,536	74,382
Pirate's Cover Waterpark at Pohick Bay	454,465	528,649	513,707	316,789	516,799
<b>Total Expenses</b>	<b>\$ 2,887,633</b>	<b>\$ 3,157,745</b>	<b>\$ 3,260,138</b>	<b>\$ 2,543,607</b>	<b>\$ 3,380,770</b>
<b>Operating Income (Loss)</b>	<b>\$ 1,182,158</b>	<b>\$ 1,356,081</b>	<b>\$ 1,038,445</b>	<b>\$ 549,697</b>	<b>\$ 1,163,912</b>
<b>Potomac Overlook Regional Park</b>					
Potomac Overlook Revenues	\$ 152,617	\$ 172,515	\$ 164,700	\$ 169,218	\$ 166,700
<b>Total Revenues</b>	<b>\$ 152,617</b>	<b>\$ 172,515</b>	<b>\$ 164,700</b>	<b>\$ 169,218</b>	<b>\$ 166,700</b>
Potomac Overlook Expenses	\$ 382,391	\$ 427,541	\$ 436,310	\$ 372,014	\$ 455,490
<b>Total Expenses</b>	<b>\$ 382,391</b>	<b>\$ 427,541</b>	<b>\$ 436,310</b>	<b>\$ 372,014</b>	<b>\$ 455,490</b>
<b>Operating Income (Loss)</b>	<b>(\$229,774)</b>	<b>(\$255,026)</b>	<b>(\$271,610)</b>	<b>(\$202,796)</b>	<b>(\$288,790)</b>
<b>Winkler Botanical Preserve</b>					
Winkler Botanical Preserve Revenues	\$ 137,116	\$ 151,611	\$ 157,500	\$ 29,262	\$ 160,000
<b>Total Revenues</b>	<b>\$ 137,116</b>	<b>\$ 151,611</b>	<b>\$ 157,500</b>	<b>\$ 29,262</b>	<b>\$ 160,000</b>
Winkler Botanical Preserve Expenses	\$ 195,478	\$ 287,714	\$ 348,989	\$ 231,613	\$ 365,395
<b>Total Expenses</b>	<b>\$ 195,478</b>	<b>\$ 287,714</b>	<b>\$ 348,989</b>	<b>\$ 231,613</b>	<b>\$ 365,395</b>
<b>Operating Income (Loss)</b>	<b>(\$58,362)</b>	<b>(\$136,103)</b>	<b>(\$191,489)</b>	<b>(\$202,351)</b>	<b>(\$205,395)</b>
<b>Rust Nature Sanctuary &amp; Manor House</b>					
Rust Nature Sanctuary & Manor House Revenues	\$ 1,562,298	\$ 1,714,360	\$ 1,350,320	\$ 1,288,132	\$ 1,466,960
<b>Total Revenues</b>	<b>\$ 1,562,298</b>	<b>\$ 1,714,360</b>	<b>\$ 1,350,320</b>	<b>\$ 1,288,132</b>	<b>\$ 1,466,960</b>
Rust Nature Sanctuary & Manor House Expenses	\$ 1,042,590	\$ 1,130,391	\$ 1,074,510	\$ 998,683	\$ 1,153,016
<b>Total Expenses</b>	<b>\$ 1,042,590</b>	<b>\$ 1,130,391</b>	<b>\$ 1,074,510</b>	<b>\$ 998,683</b>	<b>\$ 1,153,016</b>
<b>Operating Income (Loss)</b>	<b>\$ 519,707</b>	<b>\$ 583,968</b>	<b>\$ 275,810</b>	<b>\$ 289,449</b>	<b>\$ 313,944</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>Upper Potomac Properties</b>					
Upper Potomac Properties Revenues	\$ 29,086	\$ 28,800	\$ 28,800	\$ 24,000	\$ 28,800
Springdale Revenues	\$ 24,891	\$ 48,611	\$ 29,540	\$ 39,025	\$ 29,540
Cattail Regional Park Revenues	\$ 0	\$ 12,075	\$ 44,100	\$ 15,525	\$ 30,700
<b>Total Revenues</b>	<b>\$ 53,977</b>	<b>\$ 89,486</b>	<b>\$ 102,440</b>	<b>\$ 78,550</b>	<b>\$ 89,040</b>
Upper Potomac Properties Expenses	\$ 184,964	\$ 179,965	\$ 194,757	\$ 162,084	\$ 202,088
Springdale Expenses	\$ 243	\$ 0	\$ 5,000	\$ 0	\$ 5,000
Cattail Regional Park Expenses	\$ 0	\$ 0	\$ 39,998	\$ 4,919	\$ 40,650
<b>Total Expenses</b>	<b>\$ 185,208</b>	<b>\$ 179,965</b>	<b>\$ 239,756</b>	<b>\$ 167,003</b>	<b>\$ 247,738</b>
<b>Operating Income (Loss)</b>	<b>\$ (131,231)</b>	<b>\$ (90,479)</b>	<b>\$ (137,316)</b>	<b>\$ (88,453)</b>	<b>\$ (158,698)</b>
<b>Upton Hill Regional Park</b>					
<b>Revenues</b>					
Upton Hill Park	\$ 589,648	\$ 555,601	\$ 681,850	\$ 423,876	\$ 687,850
Ocean Dunes Waterpark at Upton Hill	\$ 586,488	\$ 766,609	\$ 695,600	\$ 447,606	\$ 743,675
<b>Total Revenues</b>	<b>\$ 1,176,136</b>	<b>\$ 1,322,209</b>	<b>\$ 1,377,450</b>	<b>\$ 871,482</b>	<b>\$ 1,431,525</b>
<b>Expenses</b>					
Upton Hill Park	\$ 667,687	\$ 749,953	\$ 929,323	\$ 627,224	\$ 950,456
Ocean Dunes Waterpark at Upton Hill	\$ 423,627	\$ 470,562	\$ 471,083	\$ 292,299	\$ 489,247
<b>Total Expenses</b>	<b>\$ 1,091,314</b>	<b>\$ 1,220,515</b>	<b>\$ 1,400,405</b>	<b>\$ 919,522</b>	<b>\$ 1,439,703</b>
<b>Operating Income (Loss)</b>	<b>\$ 84,822</b>	<b>\$ 101,695</b>	<b>\$ (22,955)</b>	<b>\$ (48,040)</b>	<b>\$ (8,178)</b>
<b>W&amp;OD Railroad Regional Park</b>					
W&OD Railroad Park Revenues	\$ 1,252,779	\$ 1,373,050	\$ 1,440,587	\$ 1,319,410	\$ 1,440,587
<b>Total Revenues</b>	<b>\$ 1,252,779</b>	<b>\$ 1,373,050</b>	<b>\$ 1,440,587</b>	<b>\$ 1,319,410</b>	<b>\$ 1,440,587</b>
W&OD Railroad Park Expenses	\$ 664,637	\$ 700,784	\$ 827,495	\$ 617,062	\$ 835,238
<b>Total Expenses</b>	<b>\$ 664,637</b>	<b>\$ 700,784</b>	<b>\$ 827,495</b>	<b>\$ 617,062</b>	<b>\$ 835,238</b>
<b>Operating Income (Loss)</b>	<b>\$ 588,143</b>	<b>\$ 672,267</b>	<b>\$ 613,092</b>	<b>\$ 702,348</b>	<b>\$ 605,349</b>
<b>Piscataway Crossing</b>					
Piscataway Crossing Revenues	\$ 20,341	\$ 259	\$ 11,380	\$ 11,250	\$ 11,380
<b>Total Revenues</b>	<b>\$ 20,341</b>	<b>\$ 259</b>	<b>\$ 11,380</b>	<b>\$ 11,250</b>	<b>\$ 11,380</b>
Piscataway Crossing Expenses	\$ 45,581	\$ 32,320	\$ 42,618	\$ 31,324	\$ 45,737
<b>Total Expenses</b>	<b>\$ 45,581</b>	<b>\$ 32,320</b>	<b>\$ 42,618</b>	<b>\$ 31,324</b>	<b>\$ 45,737</b>
<b>Operating Income (Loss)</b>	<b>\$ (25,240)</b>	<b>\$ (32,061)</b>	<b>\$ (31,238)</b>	<b>\$ (20,074)</b>	<b>\$ (34,357)</b>
<b>Temple Hall Farm</b>					
<b>Revenues</b>					
Temple Hall Farm Revenues	\$ 198,307	\$ 184,426	\$ 194,883	\$ 85,869	\$ 195,383
Temple Hall Fall Festival Revenues	\$ 211,063	\$ 193,047	\$ 222,000	\$ 229,583	\$ 222,000
<b>Total Revenues</b>	<b>\$ 409,370</b>	<b>\$ 377,473</b>	<b>\$ 416,883</b>	<b>\$ 315,452</b>	<b>\$ 417,383</b>
<b>Expenses</b>					
Temple Hall Farm Expenses	\$ 270,883	\$ 328,194	\$ 392,606	\$ 279,489	\$ 405,273
Temple Hall Fall Festival Expenses	\$ 80,489	\$ 92,686	\$ 119,168	\$ 70,010	\$ 116,795
<b>Total Expenses</b>	<b>\$ 351,372</b>	<b>\$ 420,880</b>	<b>\$ 511,774</b>	<b>\$ 349,500</b>	<b>\$ 522,069</b>
<b>Operating Income (Loss)</b>	<b>\$ 57,998</b>	<b>\$ (43,407)</b>	<b>\$ (94,891)</b>	<b>\$ (34,047)</b>	<b>\$ (104,686)</b>

## CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2023	ACTUAL FY 2024	ADOPTED FY 2025	JUL-APR ACTUAL FY 2025	ADOPTED FY 2026
<b>Enterprise Fund Administration</b>					
Admin - Enterprise Fund Revenues	\$ 472,439	\$ 746,473	\$ 87,000	\$ 111,342	\$ 87,000
Central Maintenance Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenues</b>	<b>\$ 472,439</b>	<b>\$ 746,473</b>	<b>\$ 87,000</b>	<b>\$ 111,342</b>	<b>\$ 87,000</b>
Admin - Enterprise Fund Expenses	\$ 3,021,324	\$ 3,460,528	\$ 3,738,951	\$ 2,990,390	\$ 3,977,695
Central Maintenance Expenses	\$ 1,380,996	\$ 1,485,766	\$ 1,501,437	\$ 1,305,285	\$ 1,549,602
<b>Total Expenses</b>	<b>\$ 4,402,320</b>	<b>\$ 4,946,294</b>	<b>\$ 5,240,388</b>	<b>\$ 4,295,675</b>	<b>\$ 5,527,297</b>
<b>Operating Income (Loss)</b>	<b>\$ (3,929,881)</b>	<b>\$ (4,199,822)</b>	<b>\$ (5,153,388)</b>	<b>\$ (4,184,333)</b>	<b>\$ (5,440,297)</b>
<b>TOTAL REVENUES</b>	<b>\$ 33,246,191</b>	<b>\$ 36,350,108</b>	<b>\$ 33,796,242</b>	<b>\$ 27,634,778</b>	<b>\$ 35,149,351</b>
<b>TOTAL EXPENSES</b>	<b>\$ 29,163,910</b>	<b>\$ 31,410,899</b>	<b>\$ 33,771,242</b>	<b>\$ 26,193,704</b>	<b>\$ 35,124,351</b>
Adjustments/Reserve Activity	\$ (1,054,619)	\$ (695,715)	\$ 0	\$ 0	\$ 0
<b>Operating Income (Loss)</b>	<b>\$ 5,136,900</b>	<b>\$ 5,634,924</b>	<b>\$ 25,000</b>	<b>\$ 1,441,074</b>	<b>\$ 25,000</b>



## NOVA PARKS FINANCIAL FORECAST

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NOVA Parks has long recognized the need for projecting finances into the future and this has led to the development of a more dynamic and multi-layered process for financial planning and forecasting for the operating budget.

The Financial Forecast through 2033 is a starting point in placing a strategic focus on our long term financial decisions.

While only the base forecast is included in the budget document, the full forecast includes the following features:

- A Base Forecast capability to 2040
- Scenarios that are individually applied to the base forecast.
- A combination of scenarios and additional forecast levels. These are looked at in the model in an interactive mode.
- The Base Model Forecast is developed using the following assumptions:
  - The forecast method prior to the pandemic: most revenue and expense account types were based on the 5 Year Average with adjustments for specific account types.
    - The main account types that varied from this assumption in previous years include the following:
      - Appropriations Revenue increases by population and inflation in the base model.
      - Salaries and benefits were adjusted by an estimated 3.5% increase per year, unless other information is present to calculate the rate.
      - Special Event User Fee Revenue, Retail Operations Revenue/Expense are modified each year based on current trends.
      - New initiatives that have less than five years of history are individually assessed.
  - Due to the past impacts of COVID-19, the included forecast is an evolving forecast, as there are still too many unknown variables to provide a forecast with a high confidence level at this time. Each account type was individually adjusted based on current knowledge and trends.
    - Salary and benefit increases in the included forecast vary throughout the model years due to recent trends in compensation and inflation. The range in annual adjustments is between 4% and 4.8%, with higher adjustments in the earlier years, due to recent inflation levels.
  - The forecast base year is the FY 2025 Budget.

**OPERATING BUDGET - GENERAL & ENTERPRISE FUNDS**  
**FINANCIAL FORECAST BASE MODEL FY2023-FY2033**

Row Labels	2023A	2024A	2025B	2026B	2027F	2028F	2029F	2030F	2031F	2032F	2033F
<b>01-REVENUES</b>	<b>38,057,064</b>	<b>41,712,231</b>	<b>39,551,997</b>	<b>41,143,743</b>	<b>42,556,236</b>	<b>44,222,478</b>	<b>45,865,161</b>	<b>47,570,106</b>	<b>49,339,714</b>	<b>51,176,480</b>	<b>53,082,998</b>
01-APPROPRIATION-ARLINGTON COUNTY	494,629	519,264	538,061	560,126	578,362	596,628	614,889	633,725	653,154	673,196	693,871
02-APPROPRIATION-CITY OF ALEXANDRIA	324,925	347,498	352,625	366,345	378,272	390,218	402,162	414,481	427,189	440,297	453,819
03-APPROPRIATION-CITY OF FAIRFAX	48,831	52,794	53,527	54,863	56,649	58,438	60,226	62,071	63,974	65,937	67,962
04-APPROPRIATION-CITY OF FALLS CHURCH	29,769	32,005	32,482	36,209	37,388	38,569	39,749	40,967	42,223	43,519	44,855
05-APPROPRIATION-FAIRFAX COUNTY	2,338,173	2,508,279	2,541,654	2,632,009	2,717,697	2,803,526	2,889,334	2,977,843	3,069,141	3,163,317	3,260,467
06-APPROPRIATION-LOUDOUN COUNTY	854,128	931,197	961,143	1,002,376	1,035,009	1,067,697	1,100,376	1,134,084	1,168,853	1,204,720	1,241,718
07-SKEET TRAP & ARCHERY USER FEES	700,909	760,913	811,000	850,000	875,500	901,765	928,818	956,682	985,383	1,014,944	1,045,393
08-SPECIAL EVENTS USER FEES	3,675,845	4,357,005	3,972,375	4,418,940	4,184,117	4,372,403	4,569,161	4,774,773	4,989,638	5,214,171	5,448,809
09-GOLF USER FEES	5,468,348	6,071,185	5,311,583	5,978,884	6,218,040	6,466,761	6,725,432	6,994,449	7,274,227	7,565,196	7,867,804
10-AQUATICS USER FEES	2,945,110	3,892,103	3,545,500	3,706,775	3,798,408	3,912,360	4,029,731	4,150,623	4,275,142	4,403,396	4,535,498
11-FACILITY RENTAL USER FEES	3,151,495	3,002,212	3,201,850	2,966,135	3,434,428	3,571,806	3,714,678	3,863,265	4,017,795	4,178,507	4,345,648
12-CAMPING/COTTAGE USER FEES	2,245,607	2,163,456	2,306,050	2,232,300	2,273,813	2,353,396	2,435,765	2,521,017	2,609,253	2,700,577	2,795,097
13-MARINE ACTIVITIES USER FEES	1,485,776	847,974	1,674,501	916,176	1,744,524	1,796,859	1,850,765	1,906,288	1,963,477	2,022,381	2,083,052
14-OTHER PARK USER FEES	2,846,556	2,719,871	2,569,120	2,903,944	2,765,921	2,876,557	2,991,620	3,111,284	3,235,736	3,365,165	3,499,772
15-RETAIL OPERATIONS	7,577,005	9,076,054	7,464,565	8,313,070	8,131,673	8,538,256	8,879,786	9,234,978	9,604,377	9,988,552	10,388,094
16-OTHER-REVENUE	1,756,396	1,835,396	1,391,028	1,314,457	1,449,620	1,506,155	1,564,895	1,625,926	1,689,337	1,755,221	1,823,675
17-EASEMENTS AND LICENSES	916,876	952,649	953,414	658,457	679,894	701,366	722,833	744,975	767,815	791,376	815,680
18-TRANSFERS-IN-CAPITAL FUND	943,794	1,069,670	1,348,346	1,454,546	1,395,538	1,444,382	1,494,935	1,547,258	1,601,412	1,657,462	1,715,473
19-TRANSFERS-IN-CARLYLE HOUSE FUND	81	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
20-TRANSFERS-IN-TEMPLE HALL											
21-TRANSFERS-IN-ENTERPRISE FUND	(96,301)	126,466									
22-TRANSFERS-IN-OWL											
23-TRANSFERS-IN-FROM RESTRICTED FUND	349,112	446,240	520,173	775,130	798,384	822,335	847,005	872,416	898,588	925,546	953,312
<b>02-EXPENDITURES</b>	<b>32,920,163</b>	<b>36,077,307</b>	<b>39,526,997</b>	<b>41,118,743</b>	<b>42,226,493</b>	<b>43,862,093</b>	<b>45,537,469</b>	<b>47,252,133</b>	<b>49,032,952</b>	<b>50,882,538</b>	<b>52,803,812</b>
01-SALARIES AND WAGES	15,804,070	17,152,893	18,334,086	19,122,462	19,944,728	20,782,406	21,634,485	22,499,864	23,399,859	24,335,853	25,309,287
02-FICA	1,153,198	1,256,937	1,387,262	1,445,991	1,508,168	1,571,511	1,635,943	1,701,381	1,769,436	1,840,214	1,913,822
03-HOSPITALIZATION	1,388,377	1,641,381	1,606,991	1,872,932	1,959,436	2,050,274	2,145,682	2,245,911	2,351,226	2,461,905	2,578,247
04-RETIREMENT	1,848,150	2,212,748	2,582,551	2,736,407	2,854,072	2,973,943	3,095,875	3,219,710	3,348,498	3,482,438	3,621,736
05-LIFE INSURANCE	86,972	97,486	109,092	115,580	120,918	126,524	132,412	138,597	145,096	151,926	159,106
06-UNEMPLOYMENT TAX	12,512	7,045	16,012	16,247	16,572	16,903	17,241	17,586	17,938	18,297	18,663
07-DEBT SERVICE	534,497	485,925	1,161,376	1,158,057	617,997	624,177	630,419	636,723	643,090	649,521	656,214
08-FACILITY OPERATING COSTS	5,181,781	5,417,122	5,699,073	5,808,177	6,011,463	6,221,865	6,439,630	6,665,017	6,898,292	7,139,733	7,389,623
09-MAINTENANCE COSTS	3,553,429	3,819,976	3,924,700	4,037,709	4,239,594	4,387,980	4,541,560	4,700,514	4,865,032	5,035,308	5,211,544
10-INSURANCE	328,522	365,748	425,250	437,250	449,056	461,180	473,632	486,420	499,554	513,042	526,894
11-UTILITIES	1,236,948	1,253,453	1,346,922	1,379,772	1,426,684	1,475,191	1,525,348	1,577,210	1,630,835	1,686,283	1,743,617
12-RETAIL OPERATIONS	2,923,632	2,907,925	2,933,683	2,988,159	3,077,804	3,170,138	3,265,242	3,363,199	3,464,095	3,568,018	3,675,059
13-TRANSFERS-OUT-GENERAL FUND	(96,301)	126,466									
14-DONATION/RESERVE ACTIVITY	(1,035,624)	(667,798)									
<b>03-NET INCOME FORECAST</b>	<b>5,136,900</b>	<b>5,634,924</b>	<b>25,000</b>	<b>25,000</b>	<b>329,744</b>	<b>360,385</b>	<b>327,692</b>	<b>317,973</b>	<b>306,762</b>	<b>293,942</b>	<b>279,186</b>

## LONG TERM DEBT

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### Long Term Debt Policy

NOVA Parks has only recently begun using Long Term Debt as a method of financing. In March 2018, the following Debt Policy was adopted:

*NOVA Parks is an independent government agency organized under the Park Authorities Act of Virginia. In the acquisition and construction of parks and park features debt may be incurred. Such debt will only be for long term capital assets, and will be done in consideration of the following guidelines:*

- *Long-term borrowing will not be used to finance current operations or normal maintenance*
- *Debt will not be incurred for periods longer than the expected useful life of the asset*
- *An adequate revenue stream will be identified to pay off the debt*
- *Cost of issuance, debt service, capitalized interest, and project management may be included in capital project costs, and thus eligible for financing*
- *Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General and Enterprise Fund revenues, measured annually.*

### NOVA Parks Debt Restrictions and Guidelines

NOVA Parks is not subject to any specific debt limits from outside sources. A Debt Policy adopted by NOVA Parks in March of 2018 (see above), includes the following guidance:

*Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General & Enterprise Fund revenues, measured annually.*

Calculation of Debt Policy Margin:

General & Enterprise Budgeted Revenues FY 2026	\$41,143,743
<b>Policy Annual Debt Limit-10% of Budgeted Revenues</b>	<b>4,114,374</b>
Occoquan-Jean R. Packard Center	\$ 813,176
Property acquisition at Pohick Bay	121,083
Upton Hill	223,798
<b>FY 2026 Principal &amp; Interest</b>	<b>\$ 1,158,057</b>

For FY 2026, the debt service expense is 2.8% of combined General & Enterprise Fund Revenues, which is within the policy guidelines of 10%.

The following schedules present the state of NOVA Parks indebtedness at the current time, including projected debt service payments on current outstanding bonds and notes.

## DEBT SERVICE

Virginia Resources Authority-VPFP 2016C, November 2, 2016

Purpose: Occoquan Regional Park, Development of the Jean R. Packard Occoquan Center

Date	Principal	Interest	Total Debt Service
4/1/2017	-	273,705.21	273,705.21
10/1/2017	220,000.00	298,587.50	518,587.50
4/1/2018	-	296,250.00	296,250.00
10/1/2018	230,000.00	296,250.00	526,250.00
4/1/2019	-	291,006.25	291,006.25
10/1/2019	240,000.00	291,006.25	531,006.25
4/1/2020	-	285,206.25	285,206.25
10/1/2020	250,000.00	285,206.25	535,206.25
4/1/2021	-	279,675.00	279,675.00
10/1/2021	265,000.00	279,675.00	544,675.00
4/1/2022	-	272,884.38	272,884.38
10/1/2022	280,000.00	272,884.38	552,884.38
4/1/2023	-	265,709.38	265,709.38
10/1/2023	290,000.00	265,709.38	555,709.38
4/1/2024	-	258,278.13	258,278.13
10/1/2024	310,000.00	258,278.13	568,278.13
4/1/2025	-	250,334.38	250,334.38
10/1/2025	325,000.00	250,334.38	575,334.38
4/1/2026	-	242,006.25	242,006.25
10/1/2026	340,000.00	242,006.25	582,006.25
4/1/2027	-	233,293.75	233,293.75
10/1/2027	360,000.00	233,293.75	593,293.75
4/1/2028	-	224,068.75	224,068.75
10/1/2028	380,000.00	224,068.75	604,068.75
4/1/2029	-	214,331.25	214,331.25
10/1/2029	400,000.00	214,331.25	614,331.25
4/1/2030	-	204,081.25	204,081.25
10/1/2030	420,000.00	204,081.25	624,081.25
4/1/2031	-	193,318.75	193,318.75
10/1/2031	440,000.00	193,318.75	633,318.75
4/1/2032	-	182,043.75	182,043.75
10/1/2032	460,000.00	182,043.75	642,043.75
4/1/2033	-	172,556.25	172,556.25
10/1/2033	480,000.00	172,556.25	652,556.25
4/1/2034	-	162,656.25	162,656.25
10/1/2034	500,000.00	162,656.25	662,656.25
4/1/2035	-	152,343.75	152,343.75
10/1/2035	520,000.00	152,343.75	672,343.75
4/1/2036	-	141,618.75	141,618.75
10/1/2036	545,000.00	141,618.75	686,618.75
4/1/2037	-	130,378.13	130,378.13
10/1/2037	565,000.00	130,378.13	695,378.13
4/1/2038	-	119,343.75	119,343.75
10/1/2038	590,000.00	119,343.75	709,343.75
4/1/2039	-	109,387.50	109,387.50
10/1/2039	610,000.00	109,387.50	719,387.50
4/1/2040	-	97,500.00	97,500.00
10/1/2040	635,000.00	97,500.00	732,500.00
4/1/2041	-	85,134.38	85,134.38
10/1/2041	660,000.00	85,134.38	745,134.38
4/1/2042	-	72,271.88	72,271.88
10/1/2042	685,000.00	72,271.88	757,271.88
4/1/2043	-	58,912.50	58,912.50
10/1/2043	710,000.00	58,912.50	768,912.50
4/1/2044	-	45,056.25	45,056.25
10/1/2044	740,000.00	45,056.25	785,056.25
4/1/2045	-	30,618.75	30,618.75
10/1/2045	770,000.00	30,618.75	800,618.75
4/1/2046	-	15,600.00	15,600.00
10/1/2046	800,000.00	15,600.00	815,600.00
<b>14,020,000.00</b>			<b>10,744,024.03</b>
			<b>24,764,024.03</b>

# DEBT SERVICE

Virginia Resources Authority- 2018 C-515642-01-Virginia Water Facilities Revolving Fund  
Purpose: Property Acquisition at Pohick Bay  
(Addl. project funding: grants and other sources)

Date	Principal	Interest	Total Debt Service
10/1/2018	\$53,565.89	\$6,975.52	\$60,541.41
4/1/2019	53,782.45	6,758.96	\$60,541.41
10/1/2019	54,118.59	6,422.82	\$60,541.41
4/1/2020	54,456.83	6,084.58	\$60,541.41
10/1/2020	54,797.18	5,744.23	\$60,541.41
4/1/2021	55,139.67	5,401.74	\$60,541.41
10/1/2021	55,484.29	5,057.12	\$60,541.41
4/1/2022	55,831.07	4,710.34	\$60,541.41
10/1/2022	56,180.01	4,361.40	\$60,541.41
4/1/2023	56,531.13	4,010.28	\$60,541.41
10/1/2023	56,884.45	3,656.96	\$60,541.41
4/1/2024	57,239.98	3,301.43	\$60,541.41
10/1/2024	57,597.73	2,943.68	\$60,541.41
4/1/2025	57,957.72	2,583.69	\$60,541.41
10/1/2025	58,319.95	2,221.46	\$60,541.41
4/1/2026	58,684.45	1,856.96	\$60,541.41
10/1/2026	59,051.23	1,490.18	\$60,541.41
4/1/2027	59,420.30	1,121.11	\$60,541.41
10/1/2027	59,791.68	749.73	\$60,541.41
4/1/2028	60,165.38	376.03	\$60,541.41
	<u>\$1,135,000.00</u>	<u>\$75,828.22</u>	<u>\$1,210,828.22</u>

**DEBT SERVICE**  
**Virginia Resources Authority-VPFP 2020C, November 18, 2020**  
**Purpose: Upton Hill Regional Park**

Period Ending	Principal	Interest	Total Debt Service
4/1/2021		53,693.78	53,693.78
10/1/2021	110,000.00	59,293.76	169,293.76
4/1/2022		56,475.01	56,475.01
10/1/2022	115,000.00	56,475.01	171,475.01
4/1/2023		53,528.13	53,528.13
10/1/2023	125,000.00	53,528.13	178,528.13
4/1/2024		50,325.01	50,325.01
10/1/2024	130,000.00	50,325.01	180,325.01
4/1/2025		46,993.76	46,993.76
10/1/2025	135,000.00	46,993.76	181,993.76
4/1/2026		43,534.38	43,534.38
10/1/2026	145,000.00	43,534.38	188,534.38
4/1/2027		39,818.76	39,818.76
10/1/2027	150,000.00	39,818.76	189,818.76
4/1/2028		35,975.01	35,975.01
10/1/2028	160,000.00	35,975.01	195,975.01
4/1/2029		31,875.01	31,875.01
10/1/2029	170,000.00	31,875.01	201,875.01
4/1/2030		27,518.76	27,518.76
10/1/2030	175,000.00	27,518.76	202,518.76
4/1/2031		23,034.38	23,034.38
10/1/2031	185,000.00	23,034.38	208,034.38
4/1/2032		20,143.76	20,143.76
10/1/2032	190,000.00	20,143.76	210,143.76
4/1/2033		18,103.13	18,103.13
10/1/2033	195,000.00	18,103.13	213,103.13
4/1/2034		16,200.00	16,200.00
10/1/2034	195,000.00	16,200.00	211,200.00
4/1/2035		14,212.51	14,212.51
10/1/2035	200,000.00	14,212.51	214,212.51
4/1/2036		12,175.01	12,175.01
10/1/2036	205,000.00	12,175.01	217,175.01
4/1/2037		9,956.25	9,956.25
10/1/2037	210,000.00	9,956.25	219,956.25
4/1/2038		7,687.50	7,687.50
10/1/2038	215,000.00	7,687.50	222,687.50
4/1/2039		5,228.13	5,228.13
10/1/2039	220,000.00	5,228.13	225,228.13
4/1/2040		2,712.51	2,712.51
10/1/2040	225,000.00	2,712.51	227,712.51
4/1/2041			
	3,455,000.00	1,143,981.56	4,598,981.56

## PERSONNEL SUMMARY BY FACILITY

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

## PERSONNEL SUMMARY BY FACILITY

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



## PERSONNEL SUMMARY BY FACILITY

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

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

**Account** – A separate financial reporting unit for budgeting, management or accounting purposes to classify and group similar transactions.

**Active Network-** Web-based recreation management software handling point of sale and reservation transactions.

**Active Works Outdoors** – Provides Web-based recreation management software to efficiently manage campground reservations.

**Actual** – Monies that have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

**Adopted Budget** – The Operating Budget that is passed by the Park Authority Board at the May meeting prior to the start of the July 1 fiscal year.

**ADA** – Americans with Disabilities Act

**Annual Comprehensive Financial Report (ACFR)** – This official annual report summarizes financial data for the previous fiscal year in a standardized format.

**Appropriation** – An authorization made by a member jurisdiction which permits a specific amount of money be made available for expenditures, for a period of one year.

**Balanced Budget** – A budget where total anticipated revenues and other sources equals total estimated expenditures/ expenses and other uses. Interfund transfers may be used to balance individual fund budgets.

**Basis of Accounting** – The timing of recognition when the effects of transactions or events should be recognized for financial reporting purposes. Examples are an accrual basis (when the transactions or events take place) or cash basis (when cash is received or paid).

**Beginning Balance** – Unexpended funds from the previous fiscal year that may be used to make expenditures during the next fiscal year.

**Bond** – An agreement under which a sum is borrowed from an investor or bank at a stipulated rate of interest and repaid after an agreed period of time.

**Budget** – A financial plan for a specific fiscal year that contains both the estimated revenues to be received during the year and the proposed expenditures to be incurred to achieve stated objectives.

**Budget Amendment** – The mechanism used to revise the working budget to reflect changes that occur throughout the fiscal year. Once the working budget is complete it can only be changed by a budget amendment.

**Budget Calendar** – The schedule of key dates which the Park Authority follows in the preparation and adoption of the budget.

**Budget Message** – A written summary of the proposed budget from the Executive Director. The message provides a summary of the most important aspects of the budget, and changes from previous years. The message is updated to reflect the final budget, once adopted.

**Capital Budget** – Funds made available for the acquisition or construction of capital assets. The expenditure may be for new construction, addition, replacement, or renovations to land, infrastructure, buildings and park equipment.

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

## GLOSSARY

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**Capital Improvement Program (CIP)** – A five year plan, usually adopted in September, created to help guide future park planning and development. The CIP outlines how the Park Authority intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets. The current CIP is for FY 2024 Revised-FY 2028.

**Climb UPton** - a 90 element high ropes adventure course. Climb UPton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure.

**Community Foundation for Northern Virginia** –The Community Foundation for Northern Virginia has served as a premier, trusted charitable partner of Northern Virginians since 1978. NOVA Parks has established funds with the Community Foundation to procure, develop, maintain and improve regional parks and to support conservation, preservation and education.

**Contingencies** – An amount included in any fund to cover unforeseen events that may occur during the fiscal year.

**Cost-Center** – A Northern Virginia Regional Park facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Park.

**Designated Set-Aside** – A reserve made up from the available balance materializing at the end of the fiscal year which are not required for expenditures and are set aside for future funding requirements.

**Debt Service** – Cash that is required to cover the repayment of interest and principal on a debt for a particular period.

**Easements and Licenses** – An easement is interest in land that lasts for a specific purpose with property ownership. A license is permission to use land that can be revoked at any time.

**Ellis and Associates** – Ellis and Associates provides training and courses in aquatic safety, procedures, and techniques.

**Endowment Fund** – A fund used to account for a specific activity or property, in the case of Temple Hall Farm it is used to account for the operation of the property. The use of the fund is restricted to maintenance, operation, management and improvement of the farm. Investment income may be expended from the fund assets. Principal shall not be depleted, except to finance items of an emergency nature.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed and operated similarly to those of a business activity. The fee schedules for these services are established to ensure that overall revenues are adequate to meet overall expenditures.

**Expenditure** – Actual outlay of monies for goods and services within the General Fund and Capital Fund which are considered governmental activity funds.

**Expenses** – Charges incurred in the Enterprise Fund for salaries and benefits, operations, maintenance, or other charges necessary for an activity to function. Results in a decrease to net income.

**Fiscal Year** – The Park Authority Fiscal Year is the 12 month period starting July 1 and ending the following June 30.

**Full Time Equivalent (FTE)** is defined as follows: It is the measure of authorized personnel where part-time positions are converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time person working 20 hours per week for 52 weeks would be equivalent to an FTE of 0.5.

**Full-Time Position** – A position regularly scheduled to work 40 hours per week, or 2,080 hours per year.

**Fund** – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance** – The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.

**General Fund** – the Park Authority fund that receives the operating appropriations from the supporting jurisdictions and funds the Headquarters and Central Maintenance staff and functions. It is also the fund where revenues and expenditures that are not related to a specific Park Authority facility reside.

**GFOA** – Government Finance Officers Association is a professional association of state, provincial and local finance officers in the United States and Canada.

**Grant** – A sum of money given by an organization for a particular purpose

**Great Blue Heron Catering** – NOVA Parks Catering Service

**Jurisdiction** – The local government entity that is a part of the Northern Virginia Regional Park Authority. The six supporting member jurisdictions include the City of Alexandria, Arlington County, the City of Fairfax, Fairfax County, the City of Falls Church and Loudoun County.

**LEED Certification** – Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It was developed by the U.S. Green Building Council (USGBC) in 2000 and is intended to provide building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

**Market Rate Adjustment** – The percentage rate applied to staff salaries to compensate for increases in the cost of living. The rate is developed using consumer price index information for the region.

**Measurable Results** – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

**Mission Statement** – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

**NRPA** – National Recreation and Park Association whose mission is “To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.” The NRPA also provides continuing education programs, accreditation / certification and advocacy.

**LGIP** - Local Government Investment Pool is an investment by local governments in which their money is pooled as a method for managing local funds.

**Line Item** – A unit of information in a document shown on a separate line of its own. Line items often refer to a budget element that is separately identified.

**Objective** – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget** – A budget for general revenues and expenses necessary for an entity to function.

**Operating Transfers** – The movement of monies from one fund to another to cover costs related to certain program operations.

**Organization Chart** – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

**Park Authority** – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

**Part-Time Position** – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

## GLOSSARY

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**Per Capita** – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

**Per Capita Rates** – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

**Performance Measurement** – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

**Position** – A budgeted authorization for employment, which can be either full-time or part-time, but may not exceed 1 FTE.

**PPEA** – The Virginia Public-Private Education Facilities and Infrastructure Act of 2002.

**Restricted License Fee Fund** – Revenue and expenses related to fiber optic license fees along the W&OD Trail, interest earned on the investments and income derived from various Friends groups. Expenses also include W&OD major maintenance and related professional services

**Reserves** – An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for spending.

**Revenue** – Funds that are received as income.

**Seasonal Employee** – A part-time employee whose work hours are scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

**Self-Insurance Fund** – Includes revenue from interest earned on fund investments and insurance premium transfer from the General Fund. Expenses include insurance claim investigations, claims, professional services and safety programs

**Strategic Plan** – The document that outlines long-term goals, critical issues, and action plans for the purpose of increasing the Park Authority's effectiveness in attaining its mission, priorities, goals and objectives. A strategic plan aids in ensuring appropriate allocation of limited resources.

**Strategic Opportunity Reserve** - established in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks missions and stimulate the economic growth.

**Transfers** – See Operating Transfers

**User Fees** – Charges for specific services provided to the public paid by the party who benefits from the service. Examples include waterpark admissions, golf course rounds, and picnic shelter rental.

**VDOT** – Virginia Department of Transportation

**Virginia Standards of Learning (SOL)** – The Standards of Learning for Virginia Public Schools describe the commonwealth's expectations for student learning and achievement in grades K-12 in English, mathematics, science, history/social science, technology, the fine arts, foreign language, health and physical education, and driver education.

**Waterpark Pass** - Annual pass good at any NOVA Parks Waterpark, valid for one year from date of purchase.

**Waterpark** – A NOVA Parks water facility with interactive features combining zero depth areas and deep water areas, that is designed for all ages and carries a theme