



FY2027 ADOPTED BUDGET

JULY 1, 2026 – JUNE 30, 2027



NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

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July 01, 2025

Christopher P. Morill

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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, 2025. 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 2027 ADOPTED BUDGET

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Fiscal Year 2027 Budget Message

July 1, 2026 - June 30, 2027

Overview:

I am pleased to present NOVA Parks' Fiscal Year 2027 (FY 27) Operating Budget, which represents an increase of 5.25% from the Fiscal Year 2026 approved budget. Of the approved budget growth, 74% sustains current services across the General and Enterprise Fund. Nearly the entire approved increase is funded by increased revenues from operations. This budget is the culmination of months of work throughout the organization to prepare a comprehensive budget that continues the progress in implementing our strategic plan; supports the full-time, part-time and seasonal employees who provide unique experiences to visitors; and respects the investments of stakeholders.

This budget maintains NOVA Parks' unique funding model, with only 11.1% of planned operating revenues derived from the taxpayers of its six member jurisdictions. The remaining revenues are generated by a diverse mix of services provided to visitors.

While I present this budget in a uniquely uncertain time for the region and the economic growth that member jurisdictions have traditionally relied upon, NOVA Parks' strong revenue growth and entrepreneurial spirit have positioned us to expand services across the region.

Highlights:

As in the past, new investments are structured around NOVA Parks' 5-year Strategic Plan, which will enter its final year during FY 27. This budget allows NOVA Parks to continue to progress in each of the Strategic Plan's pillars. Highlights of the adopted budget include:

- Environment:
 - Large expansion of the Roving Naturalist program (C-190), including an additional full-time position, additional part-time naturalist hours and internship hours. This will expand the availability of programs interpreting natural spaces across member jurisdictions.
 - Creation of a new Invasive Species Management account (C-189) to address management of invasive vegetation in parks. This eliminates use of capital funds for invasive management, which will expand resources for Habitat Restoration.
 - Receipt and budgeting of new funding from Dominion Energy (E-19) to support new native tree and shrubbery plantings along the W&OD Trail.

City of Alexandria

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- Increased staffing at Winkler Botanical Preserve (C-147) to expand hours of operation.
- Belonging:
 - Expanded full-time staffing at Bull Run Regional Park (C-47) to support Title 1 programs.
 - Increased program and promotion funding to provide new programs for park visitors.
- Our Team:
 - Cost of Living increase of 2.2%
 - Funding for hourly rate increases in accordance with Board policy, as well as related increases to avoid pay-scale compression. Board policy states that all NOVA Parks hourly rates will remain \$1/hour over Virginia minimum wage (in advance of January 1, 2027 increase).
- Building The Future:
 - Funding for the creation of the Fiscal Year 2028 – Fiscal Year 2032 Strategic Plan is included in the proposed budget.
 - Increased Major Maintenance (C-189) by 48% to reduce the impact of park repairs on capital investment.
 - Continued growth of System Support (B-3) to account for expanded automation of core business functions and new marketing expenses.
- Revenue & Efficiency:
 - Significant new revenues from user fees across business lines, with large increases driven by Golf and Events (A-18, A-21).
 - Of new revenue growth, 50.9% is derived from increased fees and charges and 49.1% is derived from increase in visitation/sales.
 - Added new part-time accounting staffing at headquarters to support custodial tax collection across our system.
 - Increased budget contingency, now set at 0.75% of operating budget.
 - Appropriations revenue reflects the increase adopted by the Board last Fall.

Conclusion:

With any budget, there are risks associated with revenues and expenses. In these volatile times for the region, those risks are more pronounced. Yet, it is during this moment, where municipal budgets will be constrained, that NOVA Parks becomes indispensable in providing new services to the region. This budget reflects that reality and prepares NOVA Parks for the next phase of growth.

Sincerely,



Justin M. Wilson

Executive Director

Strategic Plan Linkage to the FY 27 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 26 budget and are included in individual cost center budget pages, located behind the Enterprise Fund tab in this document.

The icons below indicate the goals corresponding to pillars of NOVA Parks' 2023-2027 Strategic Plan. View the full plan in the appendix of this document or at novaparks.com/StrategicPlan.

STRATEGIC PILLARS



ENVIRONMENT



BELONGING



OUR TEAM



BUILDING THE FUTURE



REVENUE & EFFICIENCY

BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 27 Operating Budget is \$43,302,887, which is an increase of \$2,159,144 or 5.25% over the FY 26 Operating Budget. The two funds that comprise the Operating Budget are the Enterprise Fund and the General Fund.

FY 2027 ADOPTED BUDGET - SUMMARY				
		FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED
General Fund Revenue	\$	4,334,061	\$ 4,660,929	\$ 4,798,092
Enterprise Fund Revenue	\$	34,980,753	\$ 34,250,138	\$ 36,198,678
TOTAL REVENUE	\$	39,314,814	\$ 38,911,067	\$ 40,996,770
Enterprise Fund - Transfers In	\$	827,413	\$ 899,213	\$ 994,776
General Fund - Transfers In	\$	1,266,498	\$ 1,333,463	\$ 1,311,341
TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE	\$	41,408,723	\$ 41,143,743	\$ 43,302,887
General Fund Expenditures	\$	5,574,987	\$ 5,994,392	\$ 6,109,433
Enterprise Fund Expenses	\$	32,447,004	\$ 35,124,351	\$ 37,168,454
TOTAL EXPENDITURES/EXPENSES	\$	38,021,991	\$ 41,118,743	\$ 43,277,887
Transfers Out	\$	(19,883)	\$ 0	\$ 0
Adjustments/Reserve Activity	\$	(775,176)	\$ 25,000	\$ 25,000
TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE	\$	37,226,932	\$ 41,143,743	\$ 43,302,887
OPERATING INCOME	\$	4,181,791	\$ 0	\$ 0

GENERAL FUND

The General Fund has traditionally been used to capture the costs associated with the General Administration and Central Maintenance functions of NOVA Parks. This was changed in FY 23 and the Central Maintenance function is now being included in the Enterprise Fund, as nearly all Central Maintenance activity is captured in that fund.

REVENUES

General Fund revenues are budgeted at \$6,109,433, including transfers in the FY 27 Budget. This is an increase of \$115,041 or 1.92% compared to the FY 26 Budget.

The appropriations from member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 27 is \$2.36, and will provide a 3.14% increase based on this rate and population changes. NOVA Parks has made a concerted effort through the years to reduce the reliance on its member jurisdictions. A decade ago, the operating appropriations were almost 15% of total revenue, and in FY 27, only 11.1% 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 \$1,271,341. This transfer includes the cost of capital development support from the General Fund which is \$1,071,341. 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, which is budgeted at \$40,000 in FY 27.

EXPENDITURES

General Fund expenditures are budgeted at \$6,109,433, which is a 1.92% increase compared to the FY 26 Budget. There are several budget initiatives in the General Fund that increase budgeted expenditures.

Personnel costs comprise 75% of General Fund expenditures, which makes this fund especially sensitive to investments in our workforce. In FY 27 there is a 1.17% decrease in budgeted personnel costs due to many employees in new roles from previous retirements and workforce transitions. FY 27 personnel costs include the following:

- Compensation Investments
 - 2.2% Market Rate Adjustment for full-time employees
 - Annual step increases are included for eligible full-time employees ranging from 0.68% to 4.75% based the employee's current step on the pay scale.
 - Employer share of health insurance is budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance providers.
 - 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 26. Future actuarial studies will be performed every other year to adjust this rate.
- New Positions – Part Time
 - Accounts Specialist – This part-time position will assist finance with work involved in collecting and remitting the new meal tax across three jurisdictions.
- General Fund operating costs other than personnel increased by 12.58%, or \$169,538. Some of the major changes in FY 27 include:
 - Audit fee increased by 3% or \$2,500 and includes funding for an IT audit in FY 27 based on recent Board action to initiate such audits in the future.
 - Professional Services is budgeted to increase by 30%, due to rising costs with legal fees and services, and for a data consultant to assist Operations and Finance departments with the implementation of the new Active Hub point of sale system.
 - The System Support account includes IT needs with an agency-wide focus as well as software as a service (SAAS) needs for administrative departments. Part of this account has been itemized to account for maintenance of the various software services. The System Support account has been growing in recent years as more departments implement cloud-based services. This account includes a 35% increase, or \$131,388.
 - The contingency of \$325,000 is split between the General and Enterprise Funds for FY 27 to assist with balancing the budget. The Enterprise fund has a contingency of \$293,000, and the General Fund has a contingency of \$32,000.

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 \$37,193,454 for FY 27, including transfers. This is an increase of \$2,044,102, or 5.82%, compared to the FY 26 Budget. FY 27 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 reflect the fees and charges that were adopted by the Board in November of 2025, for calendar year 2026.

- User Fee revenue is budgeted to increase by 5.69%, or \$1,365,174, compared to the FY 26 Budget.
 - **Golf Course User Fee:** Golf Course activity has continued to remain strong and revenue is budgeted to increase by 7.4% or \$442,616 compared to the FY 26 Budget. While this is a substantial increase compared to the budget, it aligns with the current trend of golf activity, which continues record levels of growth following the pandemic. The increase also takes into account rate increases that took effect in January 2026. Golf revenues are very reliant on weather conditions, so a key month with bad weather can translate to much lower revenue.
 - **Aquatics User Fees:** These are budgeted to be 3.36% higher than the FY 26 Budget. This brings Aquatics revenue up to its highest level to date. Recent rate adjustments are the primary reason for the budget increase.
 - **Facility Rental User Fees:** These are mostly comprised of the rental of 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 1.74%, or \$51,600. Events are expected to level off after the post-pandemic high.
 - **Marine User Fees:** This includes boat rental, launch & parking fees, regattas, and rowing camps. These are budgeted to decrease by 6.31%, or \$57,776. The major decrease includes all storage (boats, RVs, and crew) moving to the Other Park User Fees category in FY 27. Outside of storage, there was a major increase of 24%, or \$90,000, to boat rentals due to the recent success of Reservoir Park.
 - **Camping/Cottage User Fees:** Overall, this revenue is budgeted to remain consistent with FY 26, with an increase of 1.02%, or \$22,800. 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 1.91%, or \$16,250, decrease. This slight decrease is attributable to trends in target sale usage.
 - **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 Farm Pumpkin Patch and other programmed events throughout NOVA Parks. This category is budgeted to increase by 14.91%, or \$658,910. The main increase is due to a pricing change at the

Festival of Lights, reflecting the implementation of dynamic pricing. Programs and promotions increased by over 11% to increase park offerings throughout the region.

- **Other Park User Fees:** A variety of activities are included in this category including Climb Upton, which opened in FY 22 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 \$134,899, or 4.65%. Most of the revenue increase is due to crew boat storage moving from Marine User Fees to Other Park User Fees for consistency in storage accounts.
- Retail Operations revenue is budgeted to total over \$8.7 million, which represents an increase of 5%, or \$421,103. 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 27 brings retail operations \$2.2 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.
 - Some of the main categories of retail revenue include:
 - Catering revenue is budgeted at \$3.06 million.
 - Retail - Food revenue is budgeted at \$2.4 million, which is a decrease of 10.7%. Retail food historically has included purchases that were merchandise. Due to the new meals tax in local jurisdictions, the food and merchandise accounts were separated and are accurately budgeted for FY27.
 - Retail - Merchandise is budgeted at \$1,019,400, which represents a \$784,227 increase. The increase is due to increased sales, but mostly due to restructuring of the retail accounts. Smaller sub-accounts are now rolling up into the merchandise line as well, such as ammunition.
 - Retail - Alcohol revenue is budgeted at \$1.3 million, which is an increase of \$72,875 or 5.79%
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 16.6%, or \$109,331, increase. The large increase is due to a few one-time payments along the Washington and Old Dominion Trail. To offset, the transfer from the Restricted Fund was reduced by the increased revenue amount.
- The Other Revenue category remains steady in the FY 27 Budget at \$1.35 million, which is a 4.05% increase over last year. Most of the increased revenue comes from house rental rates being increased by the cost of living rate. This source includes a variety of revenues that do not fit within any other category.

Operating expenses in the Enterprise Fund are budgeted at \$37,168,454, with a 5.82% increase compared to the FY 26 Budget.

Personnel costs comprise 58.5% of Enterprise Fund expenses, and in FY 27 there is a 5.23% increase budgeted in personnel costs including the following:

- Compensation Investments
 - 2.2% Market Rate Adjustment for full-time employees
 - Annual step-increases are included for eligible full-time employees

- Employer share of health insurance is budgeted for a 10% rate increase. This is based on anticipated trends and the most recent estimates from our health insurance providers.
- 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 26 rate. The actuarial study is budgeted for FY 27, but going forward will only be budgeted every other year (skipping FY 28, budgeted study for FY 29). The retirement account increase has an impact of \$104,445 in this fund.
- Part-time rate increases
 - FY 27 proposed part-time rates are at a minimum of \$14.75 an hour effective July 1, 2026, which is almost \$2 an hour higher than the current \$12.77 Virginia minimum wage that took effect in January 2026. Starting January 2027, the Virginia minimum wage will increase to \$13.75. The minimum of \$14.75 maintains the Board's policy of being a dollar ahead of minimum wage for the entirety of FY 27.
- There are three new full-time positions and one full-time reclassification proposed in the Enterprise Fund for FY 27
 - Grade 13 Park Specialist at Bull Run Regional Park
 - Grade 11 Roving Park Naturalist at Enterprise Administration
 - Additional 660 Part Time hours added for Roving Park Naturalist during peak season
 - Grade 9 Crew Leader at Winkler Botanical Preserve
 - Grade 8 Park Maintenance Worker to Grade 9 Crew Leader at Rust Sanctuary
- Operating costs are budgeted to increase by 7.78%, or \$375,179, compared to the FY 26 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 new account called Invasive Species Management in the amount of \$150,000 was added to Enterprise Administration to support invasive plant removal from parks. This cost used to exist in the Capital fund. Moving the expense to the Enterprise fund will now free up additional funds for the Habitat Restoration account in the Capital Fund.
 - There is a \$293,000 Contingency in the Enterprise Fund for FY 27. This is the highest level of contingency in the budget since the pandemic.
 - Strategic Plan Initiatives funding is included in the Enterprise Fund for \$70,000. Additional funds were included to fund consultants to assist with a new strategic planning process.
- Maintenance costs are budgeted to increase by 5.04%, or \$198,541, 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 \$20,773, or 8.6%. This is due to an increase in Workers Compensation insurance cost.
- Retail operations expense is budgeted to increase by 4.14%, which is related to the increased level of retail revenue.

- Utilities are budgeted to increase 1.4%, with most of the increase coming from new internet and cable packages.
- Debt Payments (principal and interest) are included in the Enterprise Fund budget for the following:
 - \$810,944 for the Jean R. Packard Center at Occoquan
 - \$226,495 for Upton Hill and Climb UPTon
 - \$121,083 for Pohick Bay Property
 - \$225,693 for Reservoir Park
- In addition to the expenses listed above, the Enterprise Fund includes a budgeted transfer of \$25,000 to Board Authorized Reserves for FY 27.

RESERVES

The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be \$4.5 million at the start of FY 27. NOVA Parks' 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 27 these reserves are anticipated to be 10.5%.

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 \$5.3 million. The combination of the Designated-Set Aside and Strategic Opportunity Reserve is expected to total 22.8% of FY 27 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.

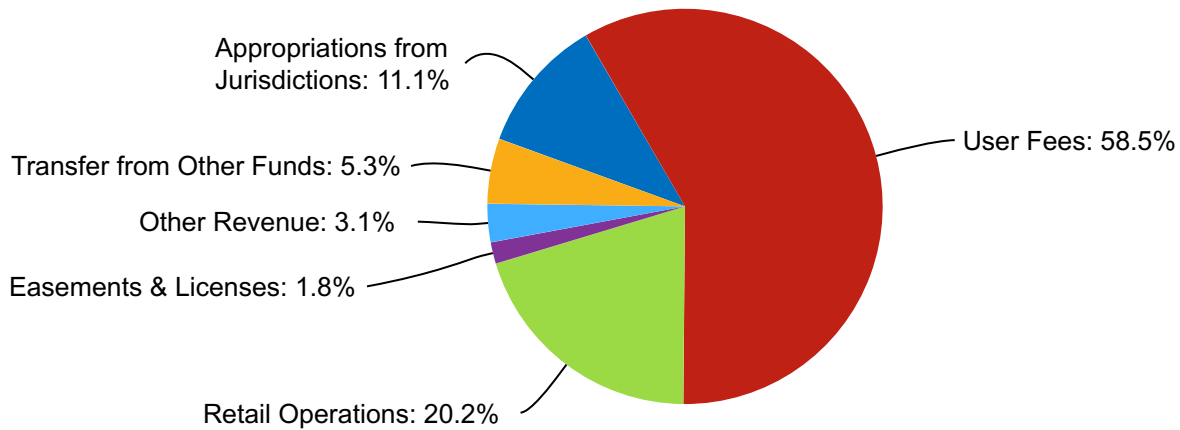
In addition to the above reserves, the FY 27 Budget includes a total of \$325,000 in contingency funding, which is budgeted with \$32,000 in the General Fund and \$293,000 in the Enterprise Fund. This serves as an additional buffer in challenging times due to weather or other unforeseen events.

CAPITAL ENDOWMENT

A 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.

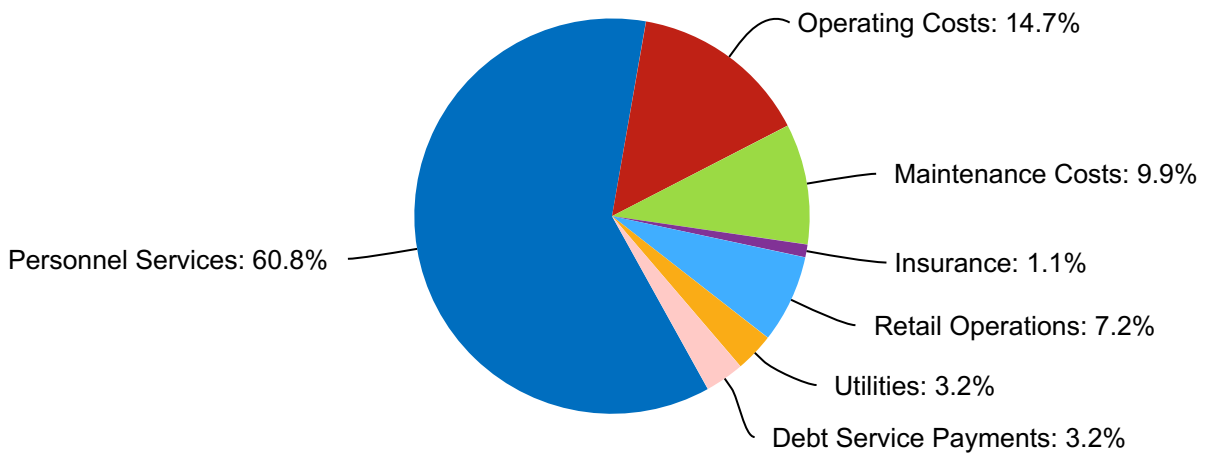
Where the money comes from...

**FY 2027
Operating Budget
(General & Enterprise Funds)
Revenues by Category**

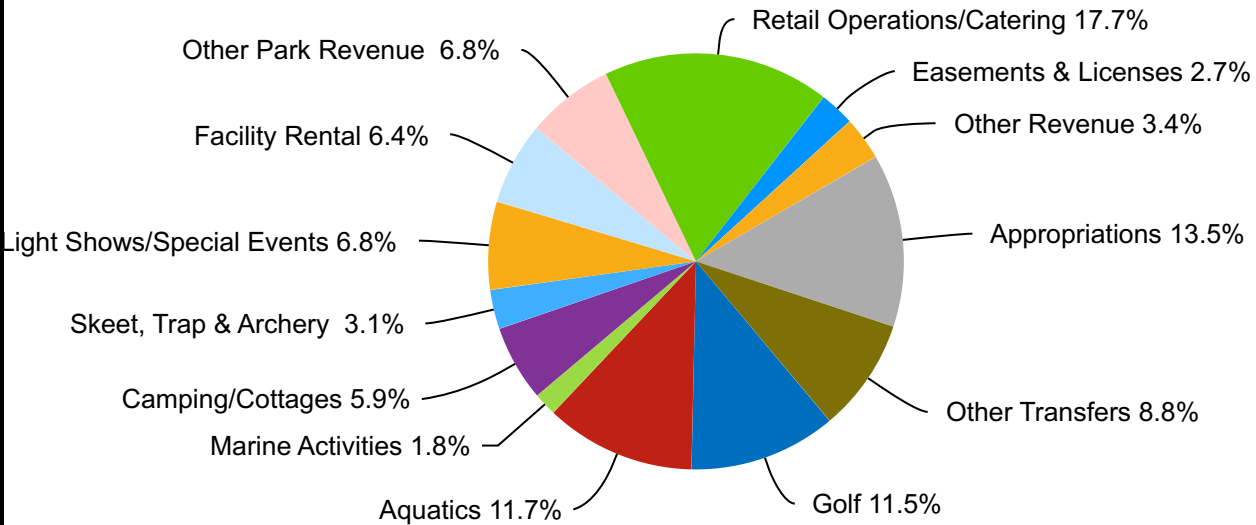


Where the money goes...

**FY 2027
Operating Budget
(General & Enterprise Funds)
Expenses By Category**



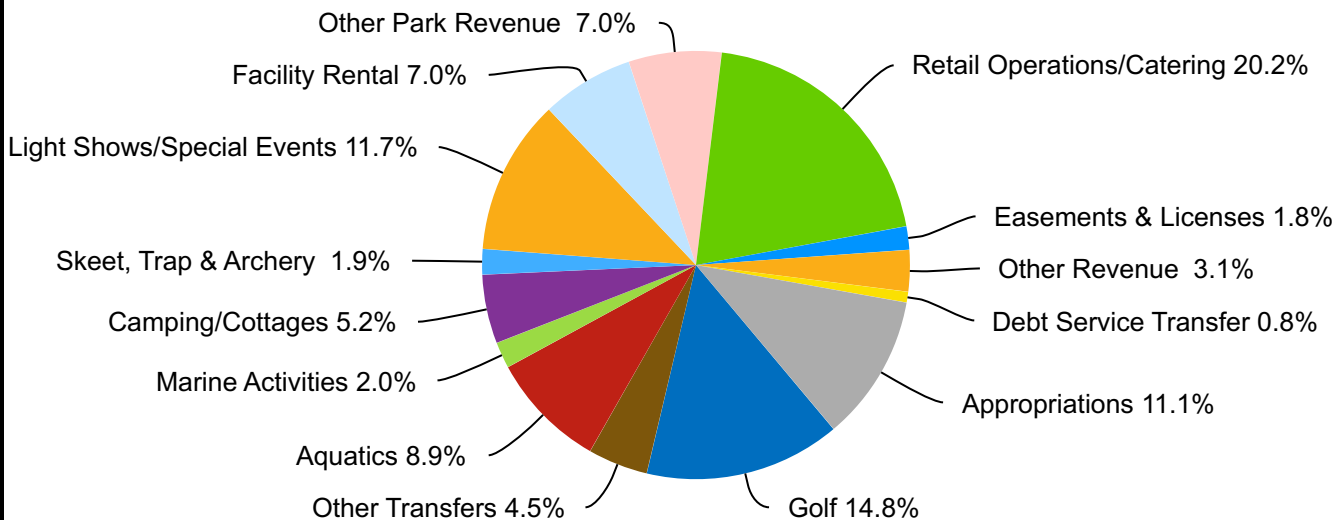
**FY 2017
Actual
Revenue by Source**



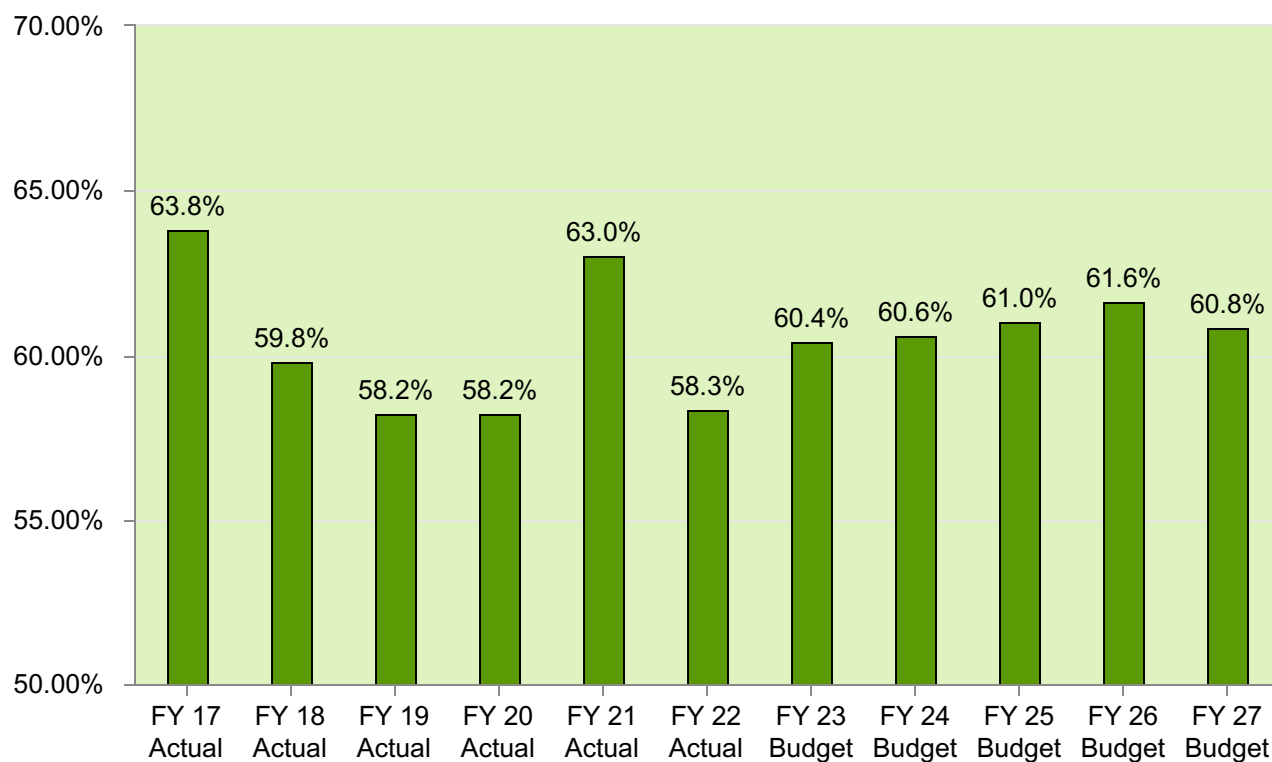
CHANGING TRENDS IN REVENUE SOURCES

These two graphs show the changing face of NOVA Parks' revenue sources in recent years. The reliance on revenue from Appropriations from Jurisdictions has been decreasing over time. Light shows and event facilities/retail operations/catering are contributing a larger share of revenue than they have in the past. In FY 17 these facility types were 24.5% of revenue and now they comprise 31.9% of revenue. Golf revenue percentage has increased and aquatics revenue has slightly decreased as a percent of all revenue.

**FY 2027
Budget
Revenue by Source**

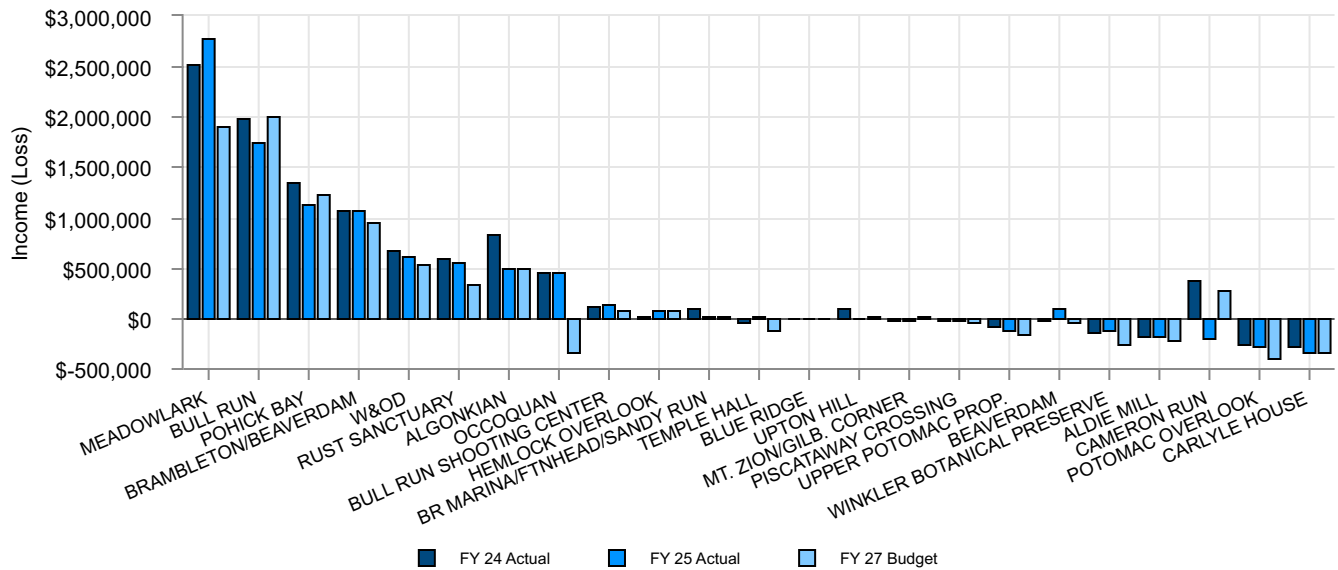


**Salaries & Benefits as a Percent
of Total Operating Costs**



This chart shows the variations in personnel costs as a percentage of overall expenses. Prior to FY 18, the retirement rate was higher and this impacted overall personnel costs. The lower retirement rate and low inflation kept personnel costs down in FY 18 and FY 19. The pandemic impacted operations and hiring during the pandemic years of FY 20 and FY 21. The lower rate in FY 22 is partially due to difficulty in filling positions. The increases in the FY 23 through FY 27 reflect higher inflation adjustments and a focus on compensation initiatives.

Income (Loss) by Park FY 2024 compared to FY 2025



This graph shows the net income/loss of each major park for FY 24 and FY 25. The parks with golf courses, light shows and event facilities were the most prosperous during both of the years.

	FY 24 Actual	FY 25 Actual	FY 27 Budget
BULL RUN	1,993,168	1,755,961	2,001,955
MEADOWLARK	2,517,364	2,787,457	1,909,146
POHICK BAY	1,356,081	1,135,008	1,223,551
BRAMBLETON	1,071,830	1,071,186	961,037
W&OD	672,267	611,689	531,204
ALGONKIAN	829,438	503,192	489,567
RUST SANCTUARY	583,968	550,497	331,517
CAMERON RUN	374,443	(206,198)	273,108
BULL RUN SHOOTING CENTER	119,298	128,008	82,635
HEMLOCK OVERLOOK	15,639	67,324	82,480
BR MARINA/FTNHEAD/SANDY RUN	90,584	25,685	25,868
MT. ZION/GILB. CORNER	(14,864)	(26,194)	23,400
UPTON HILL	101,695	485	20,394
BLUE RIDGE	4,357	4,334	1,800
PISCATAWAY CROSSING	(32,061)	(26,836)	(37,305)
RESERVOIR PARK	(13,286)	(123,862)	(47,101)
TEMPLE HALL	(43,407)	18,937	(119,420)
UPPER POTOMAC PROP.	(90,479)	(119,333)	(159,620)
ALDIE MILL	(175,431)	(179,518)	(227,473)
WINKLER BOTANICAL PRESERVE	(136,103)	(127,903)	(268,822)
OCCOQUAN	454,004	452,984	(343,110)
CARLYLE HOUSE	(284,446)	(332,956)	(346,669)
POTOMAC OVERLOOK	(255,026)	(284,789)	(403,489)

PERFORMANCE SCORECARD

ANNUAL COMPARISON

 Positive Change
 5% Decrease or Less
 More Than 5% Decrease

		FY24 Jul 23-Jun 24	FY25 Jul 24-Jun 25	% Change		Cause for Change
Aquatics	GENERAL ADMISSIONS	239,712	167,336	-30%		Less operating time due to school schedules, inclement weather & mechanical issues.
	YOUTH GROUP PARTICIPANTS	36,926	40,660	10%		
	ANNUAL WATERPARK MEMBERSHIPS SOLD	3,736	2,121	-43%		Result of less operating time.
Campgrounds & Cottages	GROUP CAMPERS	9,073	6,728	-26%		Inclement weather, mostly impacted tent camping.
	NIGHTLY RENTALS ¹	33,961	30,459	-10%		
Catering & Venues	CATERED EVENTS AT VENUES ²	384	367	-4%		
	OTHER CATERED EVENTS	80	92	15%		
Events	EVENT ADMISSIONS ³	194,263	221,816	14%		
Golf	18-HOLE GOLF ROUNDS	43,851	43,798	0%		
	SUBSCRIPTION MEMBERSHIPS	71	102	44%		
Marina	BOAT LAUNCHES	12,500	12,023	-4%		
	REGATTA COMPETITORS	14,220	14,684	3%		
	BOAT RENTALS	11,959	10,331	-14%		Less operating time due to school schedules and inclement weather.
Park Operation	FEE PAYING NON-JURISDICTION VEHICLES	22,541	19,863	-12%		Correlates with schools' reduced summer season and impacts of waterparks and camping.
	PICNIC SHELTER & PAVILION RENTALS	1,507	1,284	-15%		
	PARK ACTIVITY PARTICIPANTS ⁴	101,216	104,109	3%		
Programs & Tours	HISTORIC SITE TOUR ATTENDEES	6,047	6,954	15%		
	PROGRAM PARTICIPANTS ⁵	34,315	33,016	-4%		

1. Nightly rentals include campsites, cabins and cottages

2. Catered events include non-NOVA Parks events either catered by Great Blue Heron Catering or a pass-through fee was charged

3. Event admissions include cars for Festival of Lights and Individual admissions for Winter Walk of Lights, Ice & Lights and Temple Hall Farm Pumpkin Patch

4. Park activities include mini golf, batting cage, and Climb UPTon participants and party participants

5. Program participants include attendees of all staff-led public programs, including camps, historic and environmental education and learn to shoot

FY 2027 COMBINED FUND SUMMARY

REVENUE AND OTHER SOURCES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Appropriations from Jurisdictions	\$ 4,798,092	\$ 0	\$ 4,798,092
User Fees	0	25,338,328	25,338,328
Retail Operations	0	8,734,173	8,734,173
Easements and Licenses	0	767,788	767,788
Other Revenue	0	1,358,389	1,358,389
Transfers	1,311,341	994,776	2,306,117
TOTAL REVENUE AND OTHER SOURCES	\$ 6,109,433	\$ 37,193,454	\$ 43,302,887

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$ 4,560,014	\$ 21,759,487	\$ 26,319,501
Operating Costs	1,188,421	5,164,781	6,353,202
Maintenance Costs	99,000	4,169,250	4,268,250
Insurance	196,790	260,560	457,350
Retail Operations	0	3,112,014	3,112,014
Utilities	65,208	1,318,146	1,383,354
Debt Service Payments	0	1,384,215	1,384,215
Contribution to Board Authorized Reserves	0	25,000	25,000
TOTAL EXPENSES AND OTHER USES	\$ 6,109,433	\$ 37,193,454	\$ 43,302,887

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Appropriations from Jurisdictions	\$ 4,391,037	\$ 4,479,494	\$ 4,651,929	\$ 4,688,138	\$ 4,798,092
User Fees	23,814,719	23,559,838	23,973,154	19,264,686	25,338,328
Retail Operations	9,076,054	8,831,111	8,313,070	6,625,344	8,734,173
Easements and Licenses	952,649	881,126	658,457	679,027	767,788
Other Revenue*	1,835,396	1,563,246	1,314,457	958,330	1,358,389
TOTAL REVENUE	\$40,069,854	\$ 39,314,815	\$38,911,067	\$32,215,524	\$40,996,770
Transfers In	1,106,296	1,266,961	1,336,463	943,110	1,314,341
Transfer from Restricted License Fee Fund	415,000	480,173	775,130	775,130	645,000
Transfer from Capital Fund - Debt Service	121,083	346,776	121,083	0	346,776
TOTAL TRANSFERS IN	\$ 1,642,379	\$ 2,093,910	\$ 2,232,676	\$ 1,718,240	\$ 2,306,117
TOTAL RESOURCES	\$41,712,231	\$ 41,408,724	\$41,143,743	\$33,933,763	\$43,302,887

*Other Revenue category includes Enterprise Fund catering revenue, contract services, lessons, Hemlock Overlook 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Personnel Services	\$22,368,490	\$ 23,666,480	\$25,324,619	\$19,839,333	\$26,319,502
Operating Costs	5,417,122	5,427,579	5,808,177	4,469,002	6,353,202
Maintenance Costs	3,819,976	4,085,194	4,037,709	3,289,735	4,268,250
Insurance	365,748	397,991	437,250	409,541	457,350
Retail Operations	2,907,925	2,649,941	2,988,159	1,982,231	3,112,014
Utilities	1,253,453	1,331,110	1,364,772	1,146,445	1,383,354
Debt Service	485,925	463,697	1,158,057	364,495	1,384,215
TOTAL EXPENSES	\$36,618,639	\$ 38,021,992	\$41,118,743	\$31,500,782	\$43,277,887
Transfer to Balance General Fund	126,466	(19,883)	0	0	0
TOTAL TRANSFERS OUT	\$ 126,466	\$ (19,883)	\$ 0	\$ 0	\$ 0
TOTAL EXPENSE AND OTHER USES	\$36,745,105	\$ 38,002,109	\$41,118,743	\$31,500,782	\$43,277,887
Donation Adjustment/Reserve Activity	(667,798)	(775,176)	0	0	0
COMBINED OPERATING FUND INCOME	\$ 5,634,924	\$ 4,181,791	\$ 25,000	\$ 2,432,981	\$ 25,000
Transfer to Capital Fund	3,944,447	2,927,254	0	0	0
Transfer to Retirement Plan	563,492	418,179	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,126,985	836,358	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Strategic Opportunity Fund	0	0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	\$ 5,634,924	\$ 4,181,791	\$ 25,000	\$ 0	\$ 25,000
COMBINED OPERATING INCOME AVAILABLE AFTER TRANSFERS	\$ 0	\$ 0	\$ 0	\$ 2,432,981	\$ 0

OVERALL REVENUE SUMMARY AND ANALYSIS

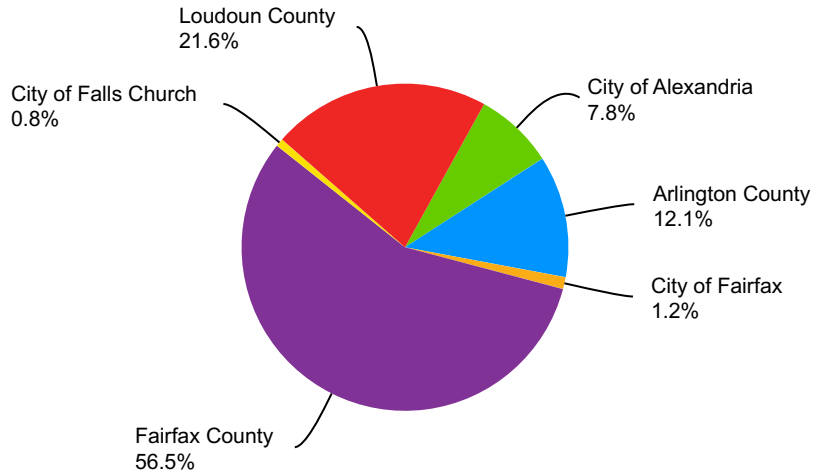
APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from six member jurisdictions make up 11% of total operating revenues in the FY 27 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 27, the operating per capita rate is \$2.36 and the capital per capita rate is \$3.20. 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



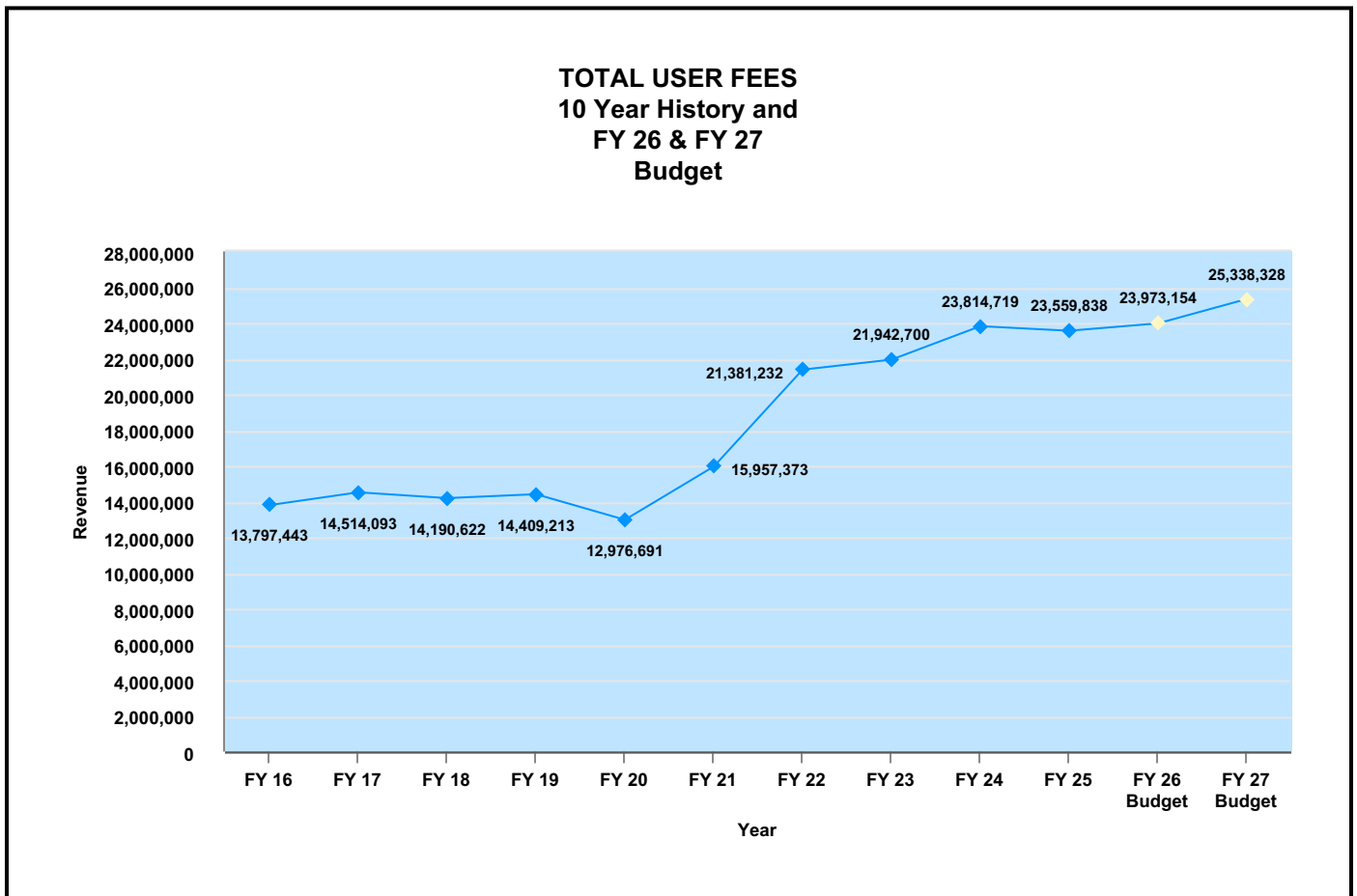
OPERATING APPROPRIATION			
	Population*	Cost per Capita	Appropriation
City of Alexandria	159,363	\$2.36	\$ 376,097
Arlington County	245,004	\$2.36	578,209
City of Fairfax	24,043	\$2.36	56,741
Fairfax County	1,149,595	\$2.36	2,713,044
City of Falls Church	15,868	\$2.36	37,448
Loudoun County	439,217	\$2.36	1,036,552
Total	2,033,090		4,798,092

The population for the FY 27 Budget is based on July 2025 estimates: University of Virginia Weldon Cooper Center for Public Service. (2025). 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 58.5% of NOVA Parks' total operating revenue expected from that source in FY 27. 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.

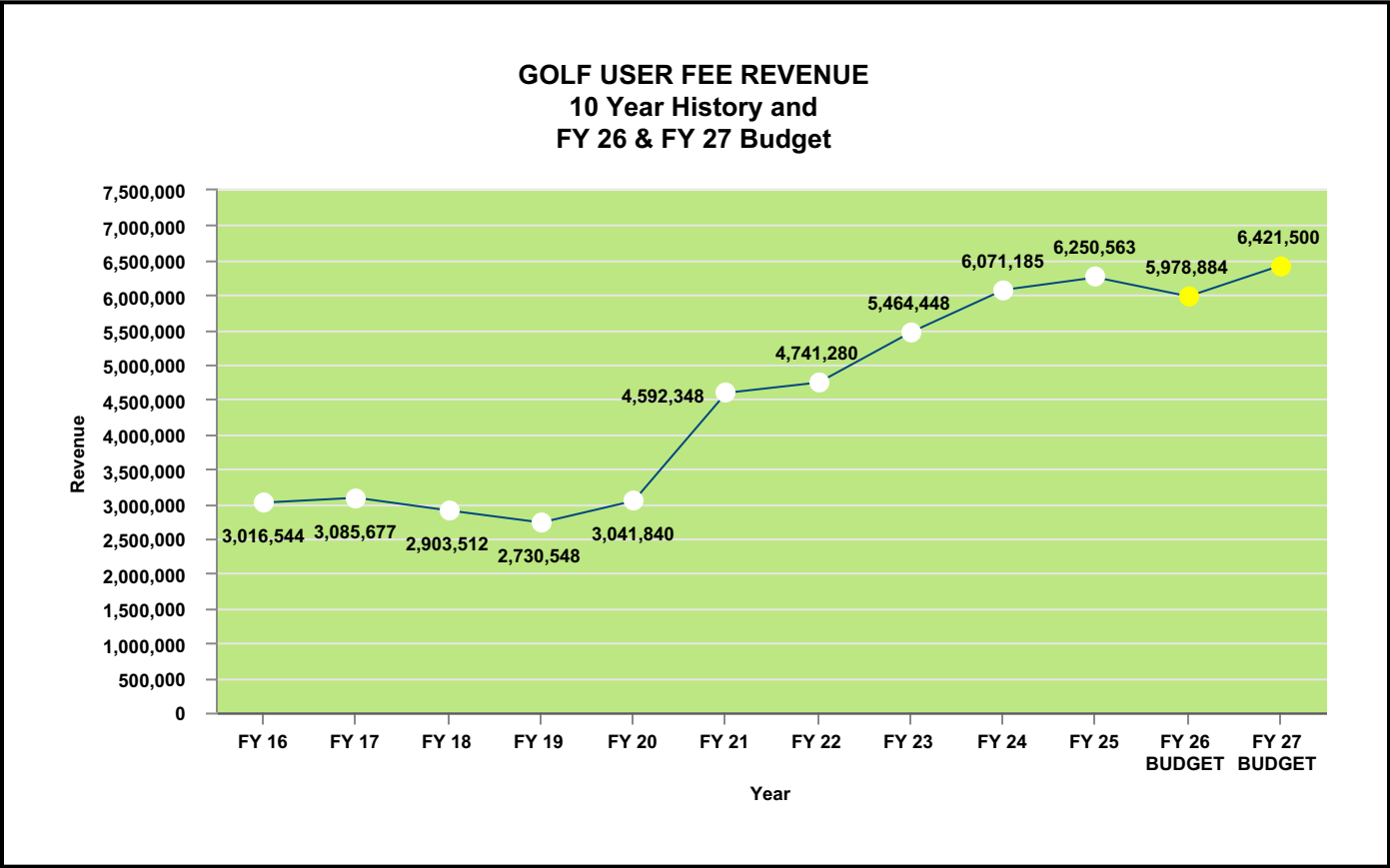
The following graph shows the total revenue for User Fees for ten years through FY 25. It also includes budget data for FY 26 and FY 27. In FY 27, User Fees are budgeted to total over \$25 million. The current FY 26 budget includes \$23.9 million in User Fees and based on year-to-date trends, it is anticipated to meet the budgeted amount, potentially reaching \$24 million of revenue, depending on activity and weather for the remainder of the fiscal year. FY 27 User Fees includes a number of fee changes to assist the budget in reaching the \$25.3 million goal.



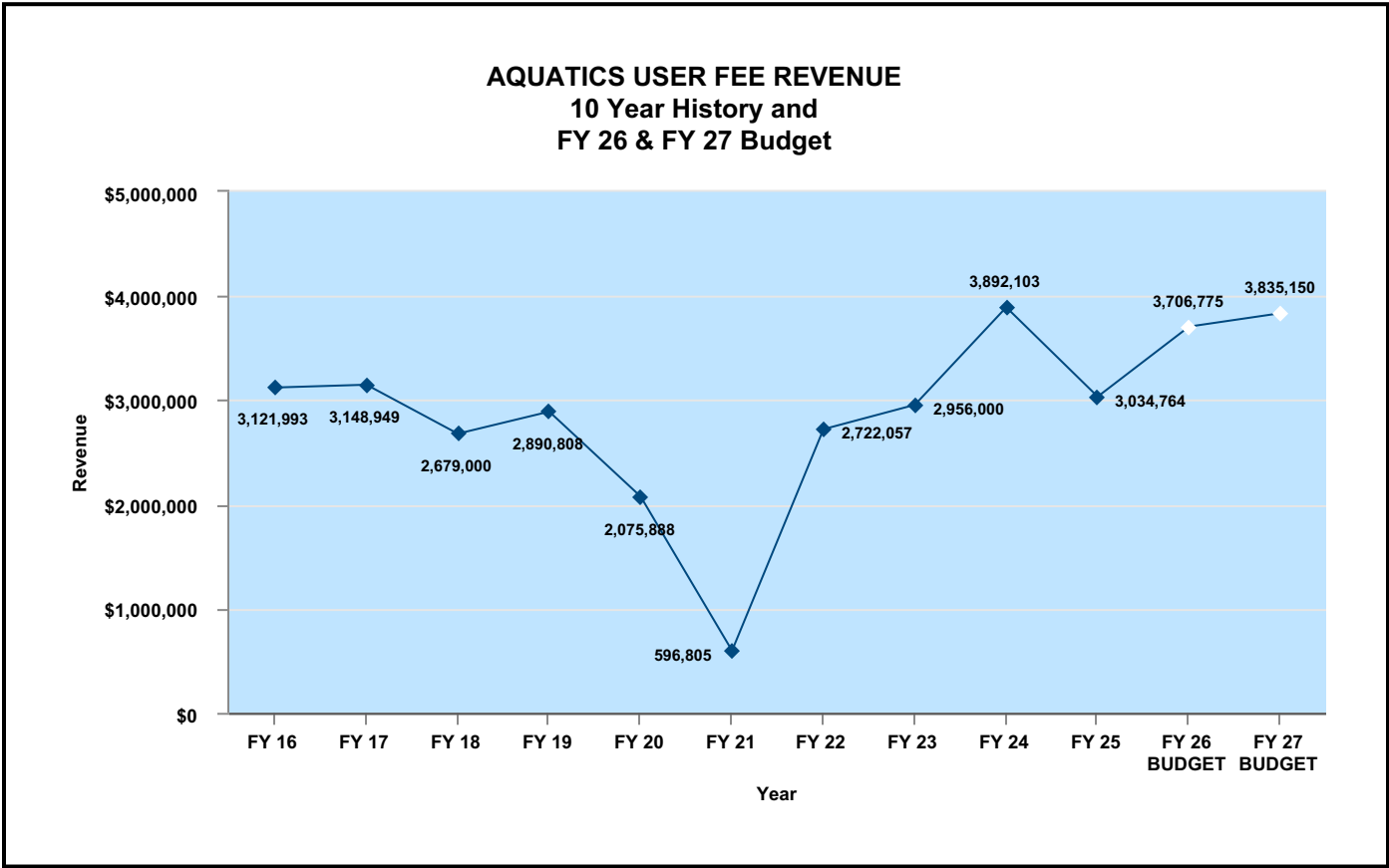
GOLF USER FEES

Golf Revenue is the largest user fee based revenue source budgeted for FY 27, at over 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 27, the budget includes a 7.4% 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 2026. Additionally, golf is reliant on weather, so a key month with bad weather can translate to much lower revenue.



AQUATICS USER FEES

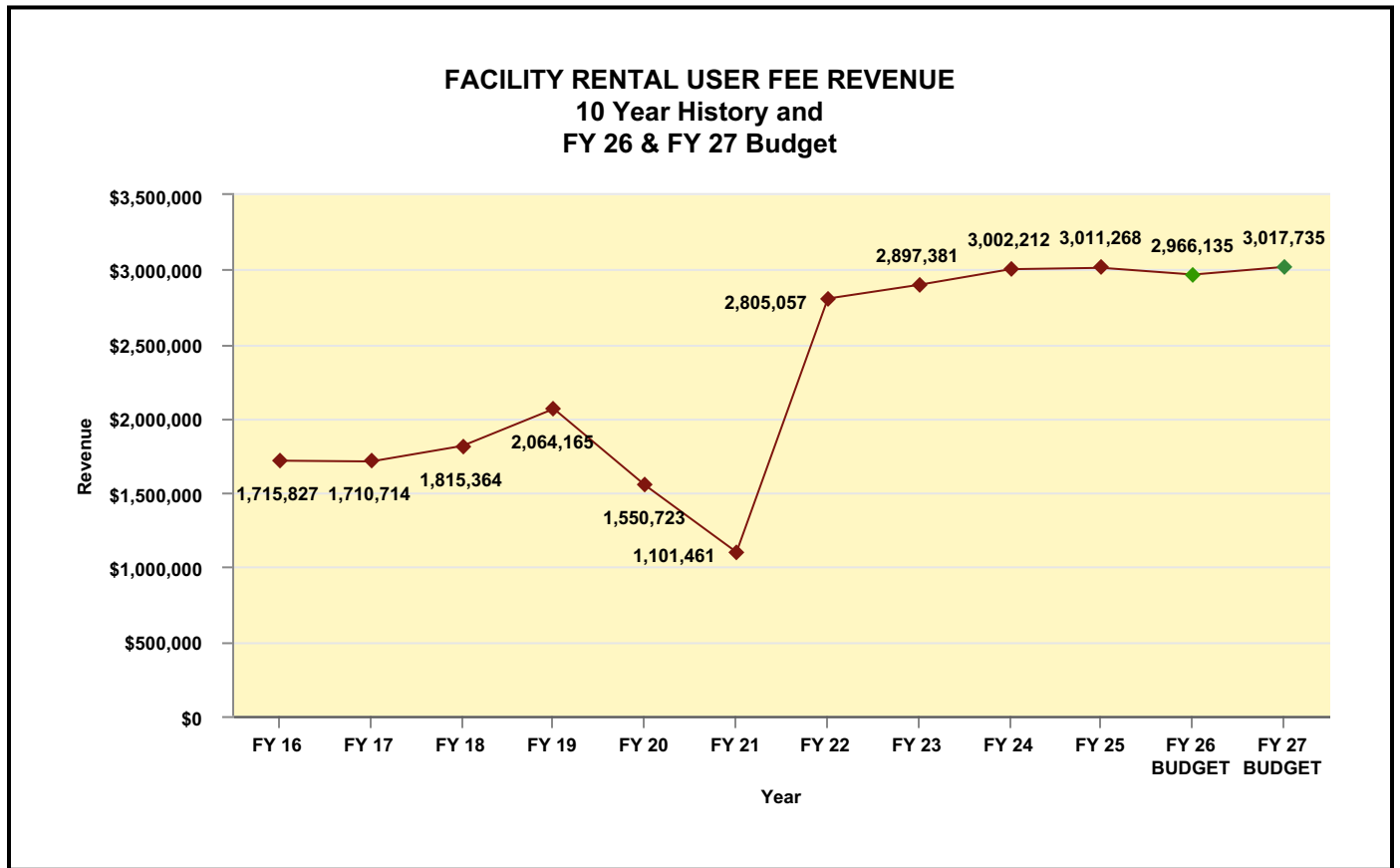


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These include Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 10.3% of NOVA Parks' total enterprise revenue and 15.4% of user fee revenue in FY 27.

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 its highest level ever, and slightly below the FY 24 actuals.

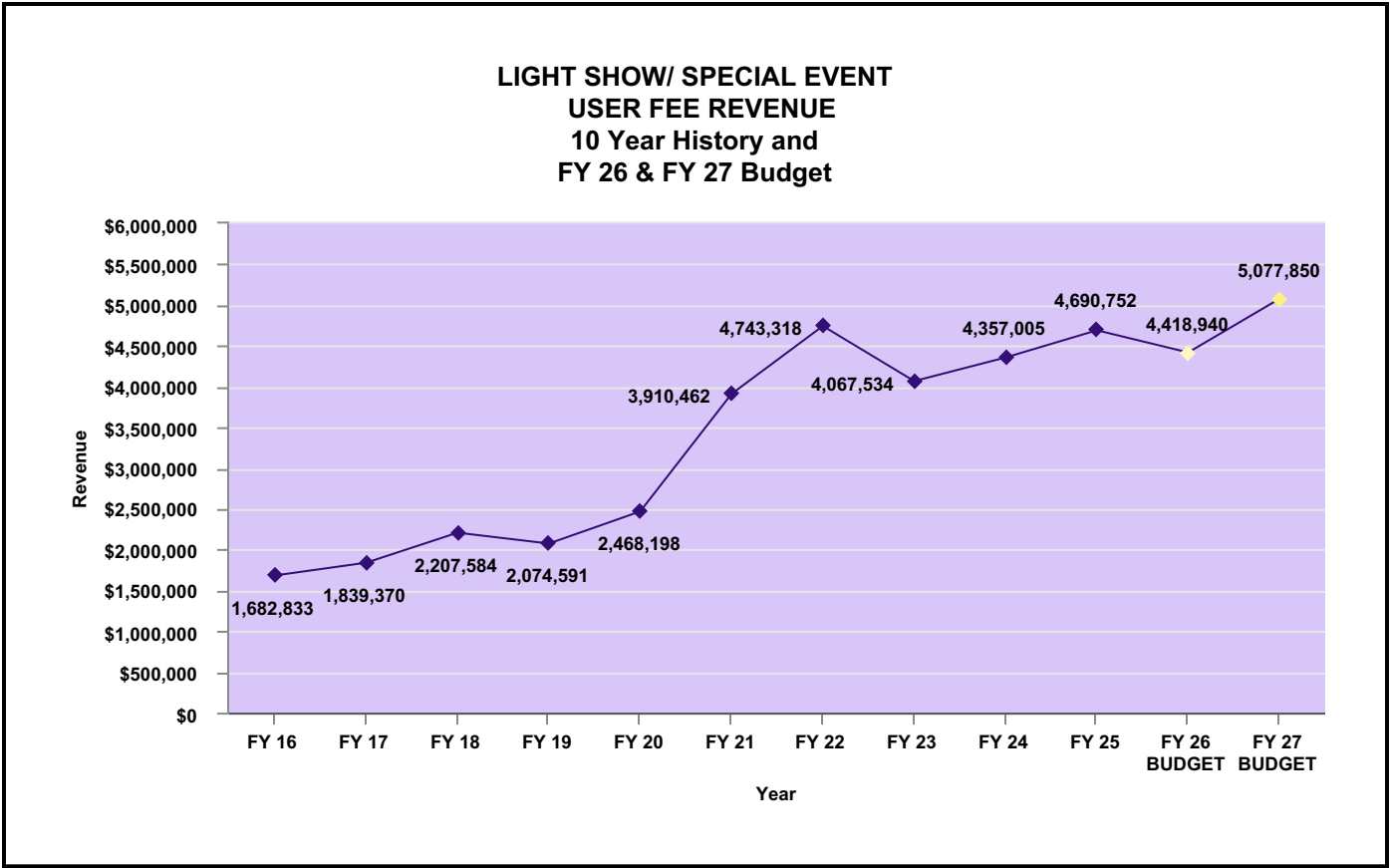
FACILITY RENTAL FEES (event facilities and other rental sites)

Facility Rentals are the fifth largest user fee category and comprise 11.9% of user fee revenue. This category is mostly supported by the event facilities, which include the Atrium at Meadowlark, the River View at Occoquan, Rust Manor House and the Woodlands at Algonkian. 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 continued through FY 21, 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 27 Budget includes revenue that is consistent with the trends of the past two years.



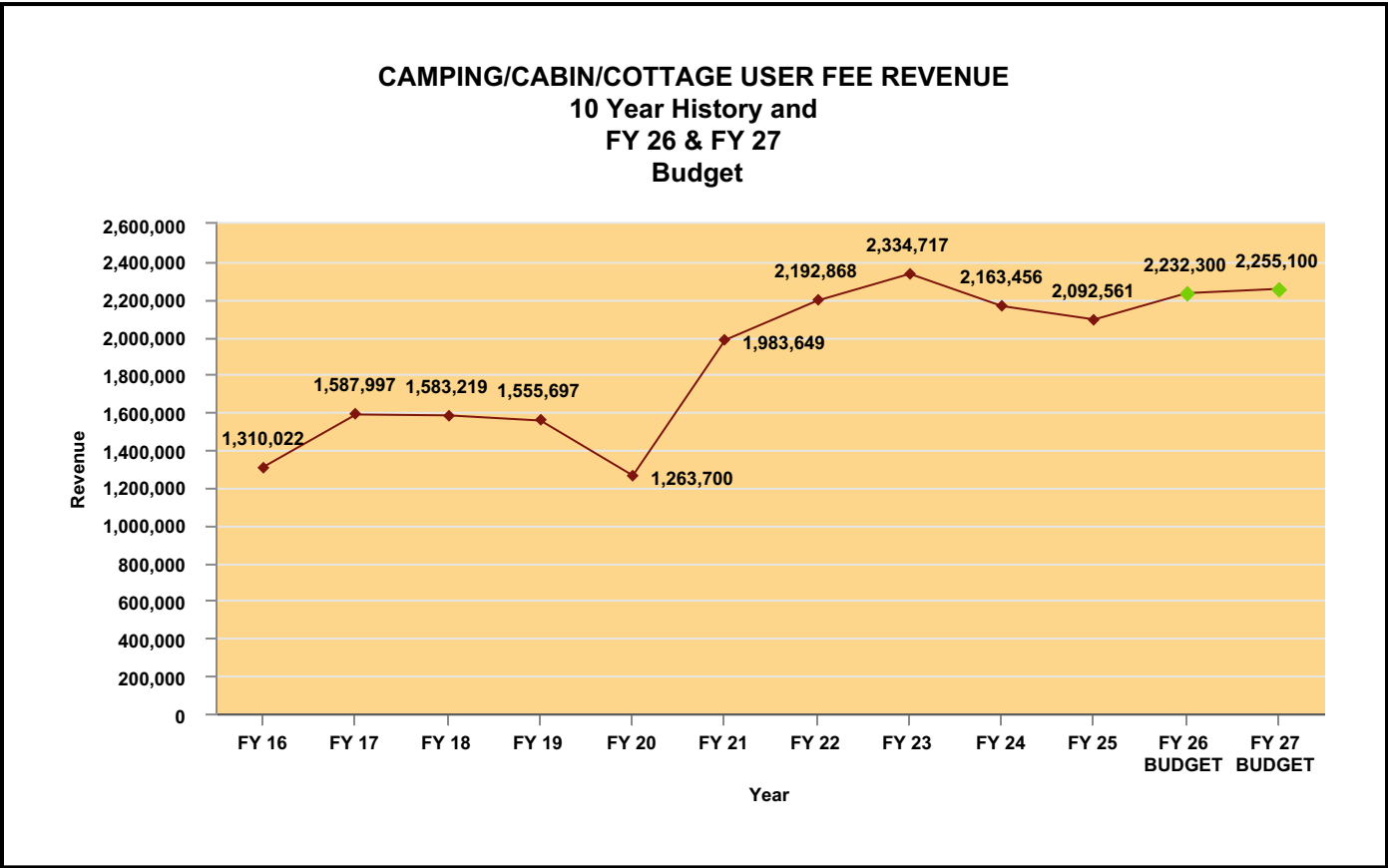
LIGHT SHOW/SPECIAL EVENT USER FEES

This category includes the Bull Run Festival of Lights, Meadowlark Winter Walk of Lights, Cameron Run Ice and Lights, Temple Hall Farm Pumpkin Patch and the Bull Run Special Event Center. This rapidly increasing category has grown to over three times where it was a decade ago and is over \$4 million for FY 26. Revenue is anticipated to reach record levels in FY 27, topping \$5 million for the first time. A new pricing structure for the Bull Run Festival of Lights is the main reason for the budgeted increase.



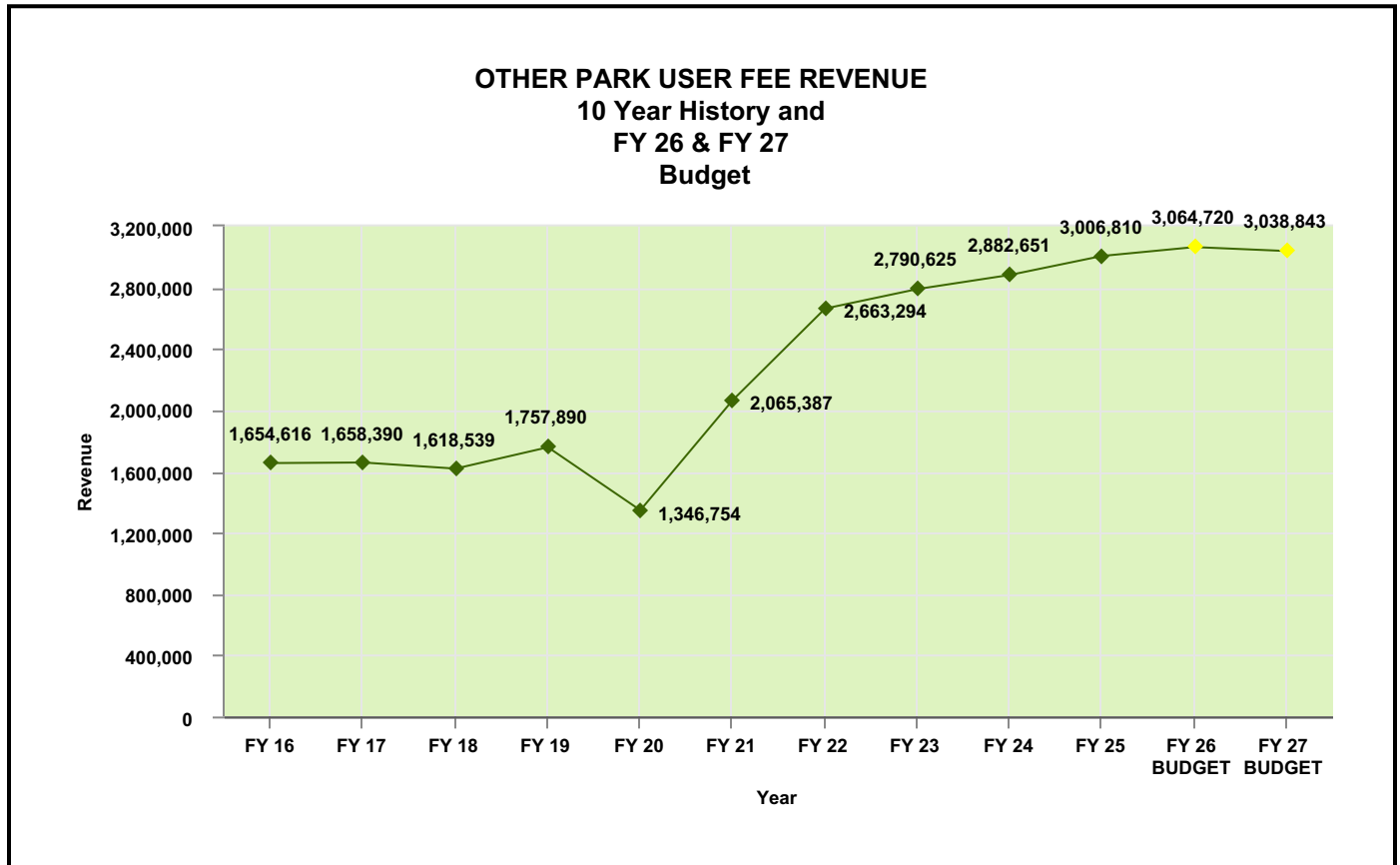
CAMPING/CABIN/COTTAGE USER FEES

This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that demonstrates that enhancement of facilities can improve financial performance, as well as improve service to the public. The combination of online booking capability, enhancements, rate adjustments and upgrades to camping, cabin, and cottage facilities has helped bring camping/cabin/cottage user fees to a budget of \$2.2 million dollars in FY 27, which is 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, which 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 slightly lower than it should be due to revenue deferrals during FY 27 for camps at Potomac Overlook Regional Park and Winkler Botanical Preserve, and for memberships at Meadowlark Botanical Gardens. This is a one-time deferral, and starting in FY 28, budgeted revenues will be accurately displayed.



RETAIL OPERATIONS

Retail Operations revenue is budgeted to total \$8.7 million which represents an increase of 5.07%, or \$421,103. 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 27 brings retail operations over \$3 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 over \$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 \$767,788 in FY 26, which represents a 16.6% increase compared to the current year. The main reason for the increase is a collection of one-time payments for FY 27.

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 27, \$1,358,389 is budgeted in this category of the Enterprise Fund.

In the General Fund, there are no items budgeted in Other Revenue.

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: \$1,071,341 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 \$1,311,341 in the General Fund Budget for FY 27. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- \$645,000: Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park. The transfer amount was reduced to match the increase in Easements & Licenses account at the W&OD Railroad Regional Park.
- \$3,000: Transfer from the Carlyle House Friends for clerical support
- \$346,776: Transfer from the Capital Fund to cover debt service interest payments for property at Pohick Bay Regional Park and Reservoir Park

These transfers total \$994,776 in the Enterprise Fund Budget for FY 27. Details can be found on page C-5 as well as in the W&OD, Pohick Bay Regional Park, Reservoir 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 Climb Upton in FY 27. Prior to FY 23, 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

Northern Virginia Regional Park Authority's (NOVA Parks) 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 NOVA Parks' two major operating funds. 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 NOVA Parks' the general operating fund. 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 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

NOVA Parks 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. NOVA Parks 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. Non-exchange transactions, in which NOVA Parks gives (or receives) value without directly receiving (or giving) equal value in exchange, including 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.
- NOVA Parks 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 the 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 ample time for incorporation into their proposed budgets.

Starting in November, budget staff initiates the budget process by meeting with senior management to determine whether any policy changes or changes to the guideline letters will be 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.

Park managers submit completed packages to 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 the 5 year strategic plan. During a period of approximately three 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 NOVA Parks Board at the March 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 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 novaparks.com.

AMENDING THE BUDGET

Changes to the budget are governed by Article VII, Section 5 of NOVA Parks' 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		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
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 Farm Pumpkin Patch		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 2027 BUDGET PROCESS

July 2025	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 26 projects and any new projects to be initiated in FY 27 through FY 30.
August 2025	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 26-FY 30 Five-Year Capital Budget.
September 2025	Capital budget revenues finalized, projects revised for FY 2026 and determined for FY 27-30. Five-Year Capital Budget approved by the Board for FY 26-FY 30. Operating and Capital appropriation requests for FY 27 are adopted by the Board.
November 2025	Operating and Capital appropriation requests for FY 27 are sent to jurisdictions for consideration in their proposed FY 27 Budgets. Information is sent to Park Managers for development of Part-Time Personnel Requests for FY 27.
December 2025	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 27 revenue and expense request process. Part-Time Personnel requests and justifications for FY 27 are submitted by Park Managers to Operations Superintendents.
January 2026	Park Managers submit FY 27 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 27 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2026	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 27.
March 19, 2026	Proposed FY 27 Operating Budget finalized and presented to the Board for review.
May 21, 2026	Adoption of FY 27 Budget.
July 1, 2026	Fiscal Year 2027 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. 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 is integrated within the annual budget process.
- As part of the strategic plan, a long-range forecasting model helps 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 32, 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 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).

NOVA Parks invests in the LGIP, which 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, NOVA Parks' 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 total portfolio may be invested with any one institution
Repurchase Agreements	Not more than 10% of the 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 total portfolio may be
invested with any one institution

Commercial Paper

Not more than 5% of the 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, NOVA Parks' 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

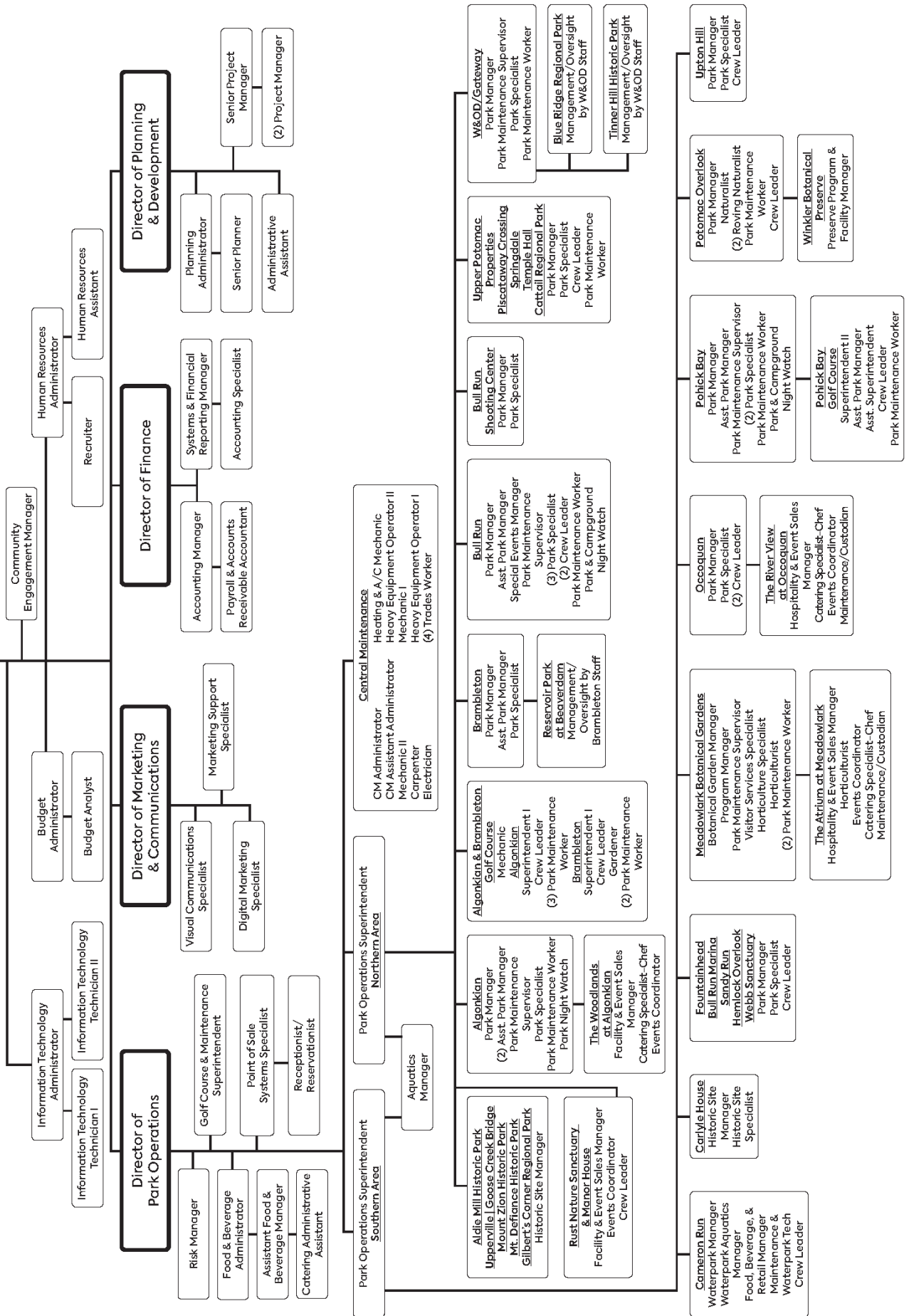
In addition, state statutes authorize the purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*.

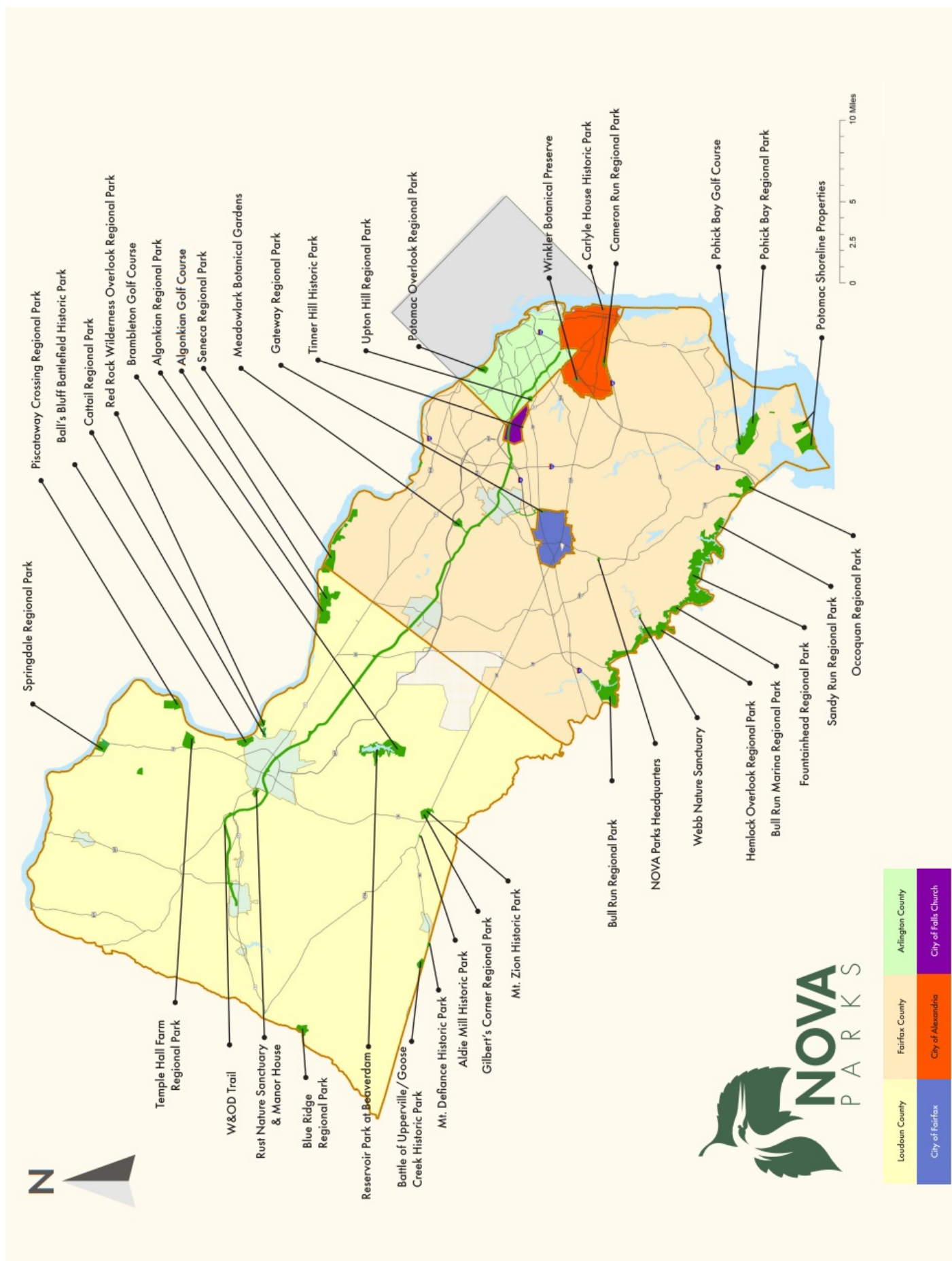


FY2027 Organizational Chart (Full-Time Positions)

NOVA Parks Board

Executive Director





GENERAL FUND SUMMARY

GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Appropriations from Jurisdictions	\$ 4,391,037	\$ 4,479,494	\$ 4,651,929	\$ 4,688,138	\$ 4,798,092
Other Revenue*	(135,209)	(145,433)	9,000	25,617	—
TOTAL REVENUE	\$ 4,255,828	\$ 4,334,061	\$ 4,660,929	\$ 4,713,755	\$ 4,798,092
Transfers in**	1,106,296	1,266,498	1,333,463	941,761	1,311,341
TOTAL TRANSFERS IN	1,106,296	1,266,498	1,333,463	941,761	1,311,341
TOTAL RESOURCES	5,362,124	5,600,559	5,994,392	5,655,516	6,109,433

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

**Transfers in:

- Capital Development Support : \$1,071,341- 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

GENERAL FUND EXPENDITURES AND OTHER USES

	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Personnel Services	\$ 4,199,596	\$ 4,356,598	\$ 4,646,494	\$ 3,879,042	\$ 4,560,014
Operating Costs	839,494	918,904	986,575	855,779	1,188,421
Maintenance Costs	83,253	78,514	99,000	70,926	99,000
Insurance	152,096	156,258	197,463	160,588	196,790
Utilities	59,768	64,713	64,860	50,401	65,208
TOTAL EXPENDITURES	\$ 5,334,207	\$ 5,574,987	\$ 5,994,392	\$ 5,016,736	\$ 6,109,433
Adjustments/Reserve Activity	27,917	25,572	0	0	0
TOTAL OTHER USES	\$ 27,917	\$ 25,572	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES AND OTHER USES	\$ 5,362,124	\$ 5,600,559	\$ 5,994,392	\$ 5,016,736	\$ 6,109,433

OPERATING INCOME (LOSS)	\$	0	\$	0	\$	0	\$	638,779	\$	0
(TOTAL REVENUE - TOTAL EXPENDITURES)										

GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
BEGINNING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
GENERAL FUND REVENUES					
City of Alexandria	\$ 347,498	\$ 352,626	\$ 366,345	\$ 366,345	\$ 376,097
Arlington County	519,264	538,061	560,126	560,127	578,209
City of Fairfax	52,794	53,527	54,863	54,863	56,741
Fairfax County	2,508,279	2,541,654	2,632,009	2,632,009	2,713,044
City of Falls Church	32,005	32,482	36,209	72,418	37,448
Loudoun County	931,197	961,144	1,002,376	1,002,376	1,036,552
TOTAL APPROPRIATIONS	4,391,037	4,479,494	4,651,929	4,688,138	4,798,092
Interest	(136,233)	(145,443)	2,000	222	0
Miscellaneous Revenue	1,025	10	7,000	25,394	0
TOTAL OTHER REVENUE	(135,209)	(145,433)	9,000	25,617	0
TOTAL REVENUES	4,255,829	4,334,061	4,660,929	4,713,755	4,798,092
TRANSFERS IN					
Transfer from Capital Fund	948,589	1,227,263	1,293,463	911,220	1,271,341
Transfer from Restricted Fund - Interest	31,240	59,118	40,000	30,541	40,000
Transfer from Enterprise Fund	126,466	(19,883)	0	0	0
Transfer - Ent. Fund for Central Maint.	0	0	0	0	0
TOTAL TRANSFERS IN	1,106,296	1,266,498	1,333,463	941,761	1,311,341
TOTAL RESOURCES	\$ 5,362,124	5,600,559	\$ 5,994,392	\$ 5,655,515	\$ 6,109,433

GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
GENERAL FUND EXPENDITURES					
Full-Time Salaries	\$ 2,787,170	\$ 2,953,222	\$ 3,094,414	\$ 2,687,471	\$ 3,026,376
Part-Time Salaries	375,665	279,393	280,902	214,410	290,254
FICA	226,138	230,961	243,574	201,924	245,644
Hospitalization	264,003	275,832	307,318	244,869	292,812
Life Insurance	19,930	20,906	28,771	18,791	28,572
Retirement	526,241	595,977	690,054	511,191	674,882
Unemployment Tax	447	308	1,461	387	1,475
TOTAL PERSONNEL SERVICES	4,199,596	4,356,598	4,646,494	3,879,042	4,560,014
Audit Fee	69,112	73,950	84,000	0	86,500
Board Member Expenses	6,235	3,499	8,500	6,613	8,500
Community Foundation Support	5,000	5,500	4,025	5,500	0
Contingency	0	0	40,000	0	32,000
Credit Card Fees and Bank Charges	38,612	39,283	40,000	33,185	40,000
Gas and Diesel	8,753	6,644	11,000	5,767	11,000
HR Employee Relations	16,703	18,319	25,000	26,542	25,000
Membership Fees and Dues	10,198	14,528	14,000	8,480	14,000
Office Supplies	17,078	23,425	25,000	24,405	30,000
Personnel Recruitment	31,292	30,780	35,000	21,597	35,000
Postage	19,056	6,126	10,000	7,678	10,000
Printing and Publications	5,685	4,500	6,000	4,568	6,000
Professional Services	275,923	298,562	250,000	260,026	325,000
Public Information	0	40	0	120	0
Strategic Plan Initiatives	12	0	0	189	0
System Support	336,051	377,159	375,550	395,042	479,680
System Support Maintenance	0	0	0	0	27,241
Training	(673)	8,422	35,000	8,745	35,000
Tuition Assistance	2,523	7,682	20,000	1,353	20,000
Uniforms	100	376	3,500	45,668	3,500
TOTAL FACILITY OPERATING COSTS	839,494	918,904	986,575	855,779	1,188,421
Equipment/Vehicle Maintenance	21,070	23,103	35,000	15,785	35,000
Facility Op. & Maintenance	62,182	55,411	64,000	55,140	64,000
TOTAL MAINTENANCE COSTS	83,253	78,514	99,000	70,926	99,000
Insurance - Property, Liability & Other	141,687	150,788	182,250	151,011	182,350
Insurance - Vehicle	7,900	3,057	10,213	7,701	9,440
Insurance - Workers Compensation	2,510	2,413	5,000	1,876	5,000
TOTAL INSURANCE	152,096	156,258	197,463	160,588	196,790
Telephone	21,005	25,900	23,208	15,290	23,208
Electricity	17,845	14,449	18,000	13,521	18,000
Natural Gas	4,121	5,267	5,152	5,026	5,500
Water/Sewer	2,137	3,173	2,500	3,304	2,500
Propane Gas	0	0	0	0	0
Heating Oil	0	0	0	0	0
Cable/Internet	14,660	15,924	16,000	13,260	16,000
TOTAL UTILITIES	59,768	64,713	64,860	50,401	65,208
TOTAL GENERAL FUND EXPEND.	5,334,207	5,574,987	5,994,392	5,016,736	6,109,433
Adjustments/Reserve Activity	27,917	25,572	0	0	0
NET INCOME (LOSS)	\$ 0	\$ 0	\$ 0	\$ 638,779	\$ 0
ENDING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 702,999	\$ 64,220

HEADQUARTERS

PROGRAM OVERVIEW

NOVA Parks Headquarters provides executive direction for the regional park system. The services provided by Headquarters include finance, budget, planning, development, personnel, marketing and communications, 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 paid and other system-wide expenses are incurred.

EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
EXPENSES BY CATEGORY				
Personnel Services	\$ 4,356,598	\$ 4,646,494	\$ 4,560,014	(1.9)%
Operating Costs	918,904	986,575	1,188,421	20.5 %
Maintenance Costs	78,514	99,000	99,000	0.0 %
Insurance	156,258	197,463	196,790	(0.3)%
Utilities	64,713	64,860	65,208	0.5 %
TOTAL EXPENSES	\$ 5,574,987	\$ 5,994,392	\$ 6,109,433	1.9 %

BUDGET HIGHLIGHTS

- The budget includes a part-time Accounts Specialist position to help collect and remit the new meal tax across three jurisdictions. Operating costs are increasing by 20.5% because of professional services that include monies for a Active Hub consultant, and system support that is introducing new softwares such as Sprout Social for Marketing & Communications.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	23.65	24.15	25.00	26.00	26.00
Part-Time	6.98	4.76	3.71	3.99	3.69

HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
1-700	HEADQUARTERS EXPENDITURES					
5010	Full-Time Salaries	\$2,787,170	\$2,953,222	\$ 3,094,414	\$2,687,471	\$ 3,026,376
5020	Part-Time Salaries	375,665	279,393	280,902	214,410	290,254
5030	FICA	226,138	230,961	243,574	201,924	245,644
5040	Hospitalization	264,003	275,832	307,318	244,869	292,812
5060	Life Insurance	19,930	20,906	28,771	18,791	28,572
5050	Retirement	526,241	595,977	690,054	511,191	674,882
5070	Unemployment Tax	447	308	1,461	387	1,475
	TOTAL PERSONNEL SERVICES	4,199,596	4,356,598	4,646,494	3,879,042	4,560,014
5130	Audit Fee	69,112	73,950	84,000	0	86,500
5140	Board Member Expenses	6,235	3,499	8,500	6,613	8,500
5188	Community Foundation Support	5,000	5,500	4,025	5,500	0
	Contingency	0	0	40,000	0	32,000
5155	Credit Card Fees and Bank Charges	38,612	39,283	40,000	33,185	40,000
5230	Gas and Diesel	8,753	6,644	11,000	5,767	11,000
5500-030	HR Employee Relations	16,703	18,319	25,000	26,542	25,000
5390	Membership Fees and Dues	10,198	14,528	14,000	8,480	14,000
5415	Misc. Expenses Friends Group	(2,167)	111	0	96	0
5420	Office Supplies	17,078	23,425	25,000	24,405	30,000
5440	Personnel Recruitment	31,292	30,780	35,000	21,597	35,000
5460	Postage	19,056	6,126	10,000	7,678	10,000
5470	Printing and Publications	5,685	4,500	6,000	4,568	6,000
5480	Professional Services	275,923	298,562	250,000	260,026	325,000
5500-010	Public Information	0	40	0	120	0
5546	Strategic Plan Initiatives	12	0	0	189	0
5560	System Support	336,051	377,159	375,550	395,042	479,680
5561	System Support Maintenance	0	0	0	0	27,241
5400	Training	(673)	8,422	35,000	8,745	35,000
5405	Tuition Assistance	2,523	7,682	20,000	1,353	20,000
5570	Uniforms	100	376	3,500	45,668	3,500
	TOTAL FACILITY OPERATING COSTS	839,494	918,904	986,575	855,573	1,188,421
5180	Equipment/Vehicle Maintenance	21,070	23,103	35,000	15,785	35,000
5190	Facility Op. & Maintenance	62,182	55,411	64,000	55,140	64,000
	TOTAL MAINTENANCE COSTS	83,253	78,514	99,000	70,926	99,000
5270	Insurance - Property, Liability & Other	141,687	150,788	182,250	151,011	182,350
5290	Insurance - Vehicle	7,900	3,057	10,213	7,701	9,440
5300	Insurance - Workers Compensation	2,510	2,413	5,000	1,876	5,000
	TOTAL INSURANCE	152,096	156,258	197,463	160,588	196,790
5580-001	Telephone	21,005	25,900	23,208	15,290	23,208
5580-002	Electricity	17,845	14,449	18,000	13,521	18,000
5580-003	Natural Gas	4,121	5,267	5,152	5,026	5,500
5580-004	Water/Sewer	2,137	3,173	2,500	3,304	2,500
5580-016	Internet/Cable	14,660	15,924	16,000	13,260	16,000
	TOTAL UTILITIES	59,768	64,713	64,860	50,401	65,208
	TOTAL HEADQUARTERS EXPENDITURES	\$5,334,207	\$5,574,987	\$ 5,994,392	\$5,016,530	\$ 6,109,433



ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
User Fees	\$ 23,814,719	\$ 23,559,838	\$ 23,973,154	\$ 19,264,686	\$ 25,338,328
Retail Operations	9,076,054	8,831,111	8,313,070	6,625,344	8,734,173
Easements and Licenses	952,649	881,126	658,457	679,027	767,788
Other Revenue*	1,970,604	1,708,678	1,305,457	932,713	1,358,389
TOTAL REVENUE	\$ 35,814,026	\$ 34,980,753	\$ 34,250,138	\$ 27,501,770	\$ 36,198,678
Transfers In	0	464	3,000	1,349	3,000
Transfer from Restricted License Fee Fund	415,000	480,173	775,130	775,130	645,000
Transfer from Capital Fund - Debt Service	121,083	346,776	121,083	0	346,776
TOTAL TRANSFERS IN**	\$ 536,083	\$ 827,413	\$ 899,213	\$ 776,479	\$ 994,776
TOTAL RESOURCES	\$ 36,350,108	\$ 35,808,166	\$ 35,149,351	\$ 28,278,248	\$ 37,193,454

*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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Personnel Services	\$18,168,894	\$19,309,881	\$ 20,678,124	\$15,960,291	\$21,759,487
Operating Costs	4,577,628	4,508,675	4,821,602	3,613,222	5,164,781
Maintenance Costs	3,736,723	4,006,680	3,938,709	3,218,809	4,169,250
Insurance	213,652	241,734	239,787	248,953	260,560
Retail Operations	2,907,925	2,649,941	2,988,159	1,982,231	3,112,014
Utilities	1,193,685	1,266,396	1,299,912	1,096,044	1,318,146
Debt Service	485,925	463,697	1,158,057	364,495	1,384,215
TOTAL EXPENSES	\$31,284,432	\$32,447,004	\$ 35,124,351	\$26,484,045	\$37,168,454
Transfer to Balance General Fund	126,466	(19,883)	0	0	0
TOTAL TRANSFERS OUT	\$ 126,466	\$ (19,883)	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES	\$31,410,898	\$32,427,121	\$ 35,124,351	\$26,484,045	\$37,168,454
Donation Adjustment/Reserve Activity	(695,715)	(800,747)	0	0	0
OPERATING INCOME	\$ 5,634,925	\$ 4,181,791	\$ 25,000	\$ 1,794,204	\$ 25,000
Transfer to Capital Fund	3,944,447	2,927,254	0	0	0
Transfer to Retirement Plan	563,492	418,179	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,126,985	836,358	0	0	0
Transfer to Strategic Opportunity Reserve	0	0	0	0	0
Transfer to Designated Set Aside	0	0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	\$ 5,634,924	\$ 4,181,791	\$ 25,000	\$ 0	\$ 25,000
OPERATING INCOME AVAILABLE AFTER TRANSFERS	\$ 0	\$ 0	\$ 0	\$ 1,794,204	\$ 0

ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	\$ 746,473	\$ 577,420	\$ 87,000	\$ 198,834	\$ 175,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	16,348	15,636	20,000	13,266	18,090
Algonkian Golf Course	2,222,522	2,259,002	2,167,100	1,801,826	2,317,500
Algonkian Regional Park	266,014	265,364	292,185	221,686	306,685
Volcano Island Waterpark at Algonkian	701,180	524,750	658,000	392,566	669,500
The Woodlands at Algonkian Park	764,092	702,467	714,530	467,288	732,028
Algonkian Cottages	343,728	337,112	352,350	254,001	355,600
Reservoir Park	18,581	343,765	206,400	205,236	512,093
Blue Ridge Regional Park	9,123	9,151	8,500	5,946	8,500
Brambleton Golf Course	2,747,017	2,865,041	2,670,710	2,328,200	2,765,000
Bull Run Marina	21,396	19,761	21,276	18,866	27,750
Bull Run Regional Park	1,381,799	1,314,074	1,428,250	991,901	1,425,203
Atlantis Waterpark at Bull Run	826,368	590,118	707,100	458,668	727,100
Bull Run Special Events Center	253,741	79,943	326,000	30,326	326,000
Bull Run Light Show	2,247,407	2,405,276	2,155,000	2,220,286	2,595,000
Bull Run Shooting Center	1,318,945	1,310,318	1,421,500	1,129,644	1,409,750
Cameron Run Regional Park	80,572	79,591	107,000	70,277	107,000
Ice & Lights - The Winter Village at Cameron Run	370,158	267,784	378,000	221,043	380,000
Great Waves Waterpark at Cameron Run	2,374,497	1,865,566	2,235,500	1,483,818	2,293,000
Carlyle House Historic Park	92,418	93,844	130,100	71,990	130,100
Fountainhead Regional Park	386,361	354,388	414,712	261,943	407,996
Hemlock Overlook Regional Park	30,300	75,039	75,000	39,980	87,480
Meadowlark Atrium and Event Services	2,993,420	3,025,377	2,409,670	2,265,160	2,543,770
Meadowlark Botanical Gardens	744,331	895,377	730,069	840,485	787,160
Meadowlark Gardens Winter Walk of Lights	1,860,655	2,085,175	1,956,000	2,108,956	2,230,500
Mt. Zion Historic Park/Gilbert's Corner Regional Park	330	200	2,100	480	2,100
Occoquan Regional Park	330,408	328,994	352,750	259,759	358,050
The River View at Occoquan	2,466,918	2,399,614	2,324,950	1,479,007	2,374,600
Brickmakers Café at Occoquan	437,056	465,464	478,000	402,369	501,850
Brickmakers Catering and Event Services	246,014	288,741	283,150	185,596	297,475
Piscataway Crossing Regional Park	259	11,311	11,380	78	11,380
Pohick Bay Golf Course	2,021,730	2,086,508	2,032,764	1,580,079	2,202,000
Pohick Bay Marina	267,960	258,289	296,625	222,863	298,125
Pohick Bay Regional Park	1,372,689	1,347,998	1,436,493	933,243	1,493,280
Pirate's Cove Waterpark at Pohick Bay	851,447	649,645	778,800	526,305	791,800
Potomac Overlook Regional Park	172,515	167,434	166,700	158,014	80,240
Winkler Botanical Preserve	151,611	152,192	160,000	26,315	137,955
Rust Nature Sanctuary & Manor House	1,714,360	1,876,179	1,466,960	1,462,785	1,587,250
Sandy Run Regional Park	337,145	317,383	308,192	260,570	314,790
Temple Hall Farm	184,426	202,198	195,383	72,186	199,831
Temple Hall Farm Pumpkin Patch	193,047	229,588	222,000	210,130	222,000
Upper Potomac Properties	28,800	28,800	28,800	24,000	29,434
Springdale Regional Park	48,611	39,025	29,540	56,855	52,100
Cattail Regional Park	12,075	18,975	30,700	17,250	20,700
Upton Hill Regional Park	555,601	594,284	687,850	435,919	692,550
Ocean Dunes Waterpark at Upton Hill	766,609	617,494	743,675	405,841	768,350
W&OD Railroad Regional Park	1,373,050	1,366,512	1,440,587	1,456,412	1,419,788
TOTAL AVAILABLE RESOURCES	36,350,108	35,808,166	35,149,351	28,278,248	37,193,454

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
ENTERPRISE FUND EXPENSES					
Administration - Enterprise Fund	3,460,528	\$ 3,560,390	\$ 3,977,695	\$ 2,824,484	\$ 4,520,031
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	191,779	195,154	215,775	161,233	245,563
Algonkian Golf Course	1,359,370	1,429,299	1,484,128	1,166,675	1,567,822
Algonkian Regional Park	849,282	899,594	934,597	779,125	955,484
Volcano Island Waterpark at Algonkian	460,117	428,968	491,431	291,528	497,146
The Woodlands at Algonkian Park	573,828	574,460	568,630	411,914	603,161
Algonkian Cottages	225,501	253,357	260,272	206,712	268,133
Reservoir Park	31,867	241,935	345,205	242,647	559,194
Blue Ridge Regional Park	4,766	4,817	6,700	2,807	6,700
Brambleton Golf Course	1,675,187	1,793,855	1,833,403	1,470,504	1,803,963
Bull Run Marina	49,038	48,529	48,800	41,942	50,436
Bull Run Regional Park	1,499,305	1,543,068	1,546,146	1,260,332	1,670,145
Atlantis Waterpark at Bull Run	497,057	482,803	535,706	310,125	542,535
Bull Run Special Events Center	252,340	151,490	326,505	(108,815)	322,979
Bull Run Light Show	467,446	456,089	493,565	640,257	535,689
Bull Run Shooting Center	1,199,648	1,182,309	1,296,651	1,002,667	1,327,115
Cameron Run Regional Park	553,520	580,641	579,924	459,258	620,284
Ice & Lights - The Winter Village at Cameron Run	264,418	277,395	268,837	248,881	278,365
Great Waves Waterpark at Cameron Run	1,632,846	1,561,102	1,652,511	1,148,930	1,608,243
Carlyle House Historic Park	376,864	426,801	454,807	371,026	476,769
Central Maintenance	1,485,766	1,546,663	1,549,602	1,288,478	1,587,822
Fountainhead Regional Park	366,247	372,007	374,322	316,703	384,371
Hemlock Overlook Regional Park	14,661	7,715	7,000	1,412	5,000
Meadowlark Atrium and Event Services	1,470,233	1,459,009	1,472,448	1,165,879	1,601,633
Meadowlark Botanical Gardens	1,247,650	1,408,318	1,446,887	1,261,785	1,583,722
Meadowlark Gardens Winter Walk of Lights	363,160	351,144	421,054	359,340	466,929
Mt. Zion Historic Park/Gilbert's Corner Regional Park	15,194	26,394	25,500	14,192	25,500
Occoquan Regional Park	593,035	604,040	692,981	479,148	695,567
The River View at Occoquan	1,907,623	1,877,220	2,405,189	1,506,784	2,480,812
Brickmakers Café at Occoquan	319,587	331,704	404,822	301,077	425,723
Brickmakers Catering and Event Services	206,147	216,866	281,064	173,686	272,983
Piscataway Crossing Regional Park	32,320	38,147	45,737	32,938	48,685
Pohick Bay Golf Course	1,376,575	1,393,103	1,421,576	1,221,592	1,480,315
Pohick Bay Marina	66,100	76,306	74,382	42,075	84,721
Pohick Bay Regional Park	1,186,421	1,247,549	1,368,013	1,095,259	1,453,547
Pirate's Cove Waterpark at Pohick Bay	528,649	490,476	516,799	353,829	543,072
Potomac Overlook Regional Park	427,541	452,223	455,490	384,072	483,729
Winkler Botanical Preserve	287,714	280,095	365,396	254,810	406,777
Rust Nature Sanctuary & Manor House	1,130,391	1,325,682	1,153,016	1,054,319	1,255,733
Sandy Run Regional Park	239,034	245,310	277,038	215,873	289,862
Temple Hall Farm	328,194	337,471	405,273	287,148	421,025
Temple Hall Farm Pumpkin Patch	92,686	75,378	116,795	66,096	120,226
Upper Potomac Properties	179,965	194,893	202,088	155,875	209,704
Springdale Regional Park	0	0	5,000	0	5,500
Cattail Regional Park	0	11,240	40,650	7,593	46,650
Upton Hill Regional Park	749,953	780,448	950,456	645,433	940,732
Ocean Dunes Waterpark at Upton Hill	470,562	430,845	489,247	312,203	499,775
W&OD Railroad Regional Park	700,784	754,823	835,238	554,219	888,584
TOTAL EXPENSES & OTHER USES	\$31,410,899	\$32,427,122	\$ 35,124,351	\$26,484,046	\$37,168,454

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
BEGINNING BALANCE	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
ENTERPRISE FUND REVENUES					
Driving Range	\$562,787	\$584,547	\$562,000	\$561,542	\$635,000
Electric/Gas Cart Rental	1,396,651	1,436,085	1,290,908	1,055,849	1,390,000
Golf Club Rental	11,292	11,358	9,500	8,475	10,000
Green Fees	4,072,284	4,196,440	4,090,826	3,362,546	4,365,000
Golf Handicap Program	15,314	12,584	16,650	9,300	12,500
Pull Cart Rental	12,858	9,550	9,000	8,038	9,000
Total Golf Course User Fees	6,071,185	6,250,563	5,978,884	5,005,750	6,421,500
Admissions	3,261,901	2,350,955	3,007,000	1,745,167	3,068,500
Cabana Rental	17,655	17,135	19,000	15,194	21,000
Group, Bounce Passes & Discount Passes	605,003	662,271	670,075	559,349	734,750
Locker Rental	7,544	4,402	10,700	3,729	10,900
Total Aquatics User Fees	3,892,103	3,034,764	3,706,775	2,323,439	3,835,150
Boat Rental	312,318	329,301	375,000	313,825	465,000
Launch & Parking Fees	316,861	322,954	338,400	206,212	348,400
Regatta & User Fees	27,349	26,056	17,000	18,024	20,000
Rowing Camps	28,668	22,721	25,000	19,002	25,000
Total Marine User Fees	685,195	701,032	755,400	557,063	858,400
Cabin Rentals	197,812	213,932	258,450	158,082	240,000
Camping Fees	1,609,245	1,530,101	1,608,500	1,098,835	1,648,500
Cottage Rentals	342,767	336,790	351,750	253,971	355,000
Laundry	13,633	11,738	13,600	6,942	11,600
Total Camping/Cottage User Fees	2,163,456	2,092,561	2,232,300	1,517,830	2,255,100
Shooting Tournament Fees	33,560	56,031	40,000	37,750	45,000
Target Sales	687,544	672,646	755,000	579,127	720,000
Gun Rental	39,809	43,411	55,000	45,973	68,750
Total Skeet, Trap & Archery User Fees	760,913	772,088	850,000	662,850	833,750
Light Shows	3,909,686	4,187,742	3,925,000	3,913,608	4,553,000
Farm Pumpkin Patch	133,036	155,883	145,000	144,361	145,000
Programmed Events	156,287	172,481	188,940	153,724	209,850
Vendor Fees	157,995	174,645	160,000	171,123	170,000
Total Special Events User Fees	4,357,005	4,690,752	4,418,940	4,382,816	5,077,850
Atrium Rental	1,036,697	1,054,417	860,000	758,346	888,000
Carlyle House Rental	27,558	21,748	33,000	11,610	33,000
Center Rental	71,915	19,250	90,000	23,000	90,000
Church Rental	0	200	1,400	0	1,400
Manor House Rental	491,488	562,736	490,000	491,521	520,000
Algonkian Woodlands Rental	206,921	201,176	220,000	132,057	220,000
Mill Rental	600	0	0	0	600
River View Rental	748,596	730,622	780,000	457,276	780,000
Shelter Reservations	381,411	382,319	453,735	246,409	444,235
Visitor Center Rental	37,025	38,800	38,000	35,275	40,500
Total Facility Rental User Fees	3,002,212	3,011,268	2,966,135	2,155,494	3,017,735

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Annual Dues	157,831	181,425	162,000	165,648	88,000
Athletic Field Use Fees	80	0	0	0	0
Batting Cage Fees	178,818	197,344	206,000	147,327	208,250
Boat/RV Storage	843,837	866,256	971,851	893,853	1,012,528
Camps	209,432	200,350	220,069	196,768	60,965
Climbing Feature Admissions	253,368	265,794	360,000	185,294	360,000
Entrance Fees	566,467	603,359	584,060	536,444	685,600
Equipment Rental	444,668	458,708	301,240	338,313	360,000
Inflatable Play Features	790	375	0	0	0
Miniature Golf	203,219	208,544	235,000	173,573	237,000
Permit Fees	6,250	5,750	6,500	4,500	6,500
Temple Hall Farm Rides	17,890	18,905	18,000	17,725	20,000
Total Other Park User Fees	2,882,651	3,006,810	3,064,720	2,659,444	3,038,843
TOTAL USER FEES	23,814,719	23,559,838	23,973,154	19,264,686	25,338,328
Retail - Ammunition	411,378	392,686	415,000	213,703	0
Retail - Alcoholic Beverages/Hard Liquor	1,489,490	1,491,141	1,257,550	1,044,215	1,330,425
Retail - Food (Includes Paper Products)	2,848,451	2,570,204	2,738,500	1,986,791	2,428,150
Retail - Great Blue Heron	2,832,433	2,931,636	2,607,100	2,035,160	2,750,720
Retail - Catering Food Truck	4,305	0	0	4,292	10,000
Administrative Fee	711,883	719,251	556,620	502,080	586,228
Retail - Algonkian Woodlands Catering	331,322	299,450	297,000	204,726	308,000
Retail - Pro Shop	282,886	287,934	268,000	204,291	285,000
Retail - Merchandise	163,646	138,810	173,300	430,086	1,035,650
Vending Machine Operation	260	0	0	0	0
TOTAL RETAIL OPERATIONS	9,076,054	8,831,111	8,313,070	6,625,344	8,734,173
License Fees	1,103	567	4,800	641	4,800
Rents & Easements	951,545	880,559	653,657	678,386	762,988
TOTAL EASEMENTS AND LICENSES	952,649	881,126	658,457	679,027	767,788
NVRPA Event Staffing	276,604	203,519	156,750	181,057	154,600
Event Services	52,790	12,765	144,000	4,416	144,000
Firewood/Propane	53,196	57,240	70,000	45,420	65,000
Garden Guild/Docent Activities	134	102	600	(5)	600
Grants	216,806	216,806	216,806	194	216,806
House & Bank Building Rental	230,717	235,892	240,921	211,293	257,773
Insurance Proceeds	136,046	76,785	0	83,425	0
Interest	508,678	421,925	12,000	12,964	100,000
Interest-Occoquan	577	(1,356)	0	(5,407)	0
Lessons	147,455	180,006	179,000	142,586	121,000
Miscellaneous Revenue	253,523	171,239	135,380	135,346	136,130
Hemlock Contractual Agreement	30,000	75,000	75,000	39,942	87,480
Practice Net	0	(173)	0	0	0
Reservation Fees	63,850	58,929	75,000	45,861	75,000
Sponsorship	228	0	0	0	0
TOTAL OTHER REVENUE	1,970,604	1,708,678	1,305,457	932,713	1,358,389
TOTAL ENTERPRISE FUND REVENUES	\$ 35,814,025	\$ 34,980,754	\$ 34,250,138	\$ 27,501,769	\$ 36,198,678
Transfer from Carlyle House Friends Fund	0	464	3,000	1,349	3,000
Transfer from Restricted License Fee Fund	415,000	480,173	775,130	775,130	645,000
Transfer from Board Authorized Reserves	0	0	0	0	0
Transfer from Capital Fund - Debt Service	121,083	346,776	121,083	0	346,776
TOTAL TRANSFERS FROM OTHER FUNDS	536,083	827,412	899,213	776,479	994,776
TOTAL AVAILABLE RESOURCES	\$ 36,350,108	\$ 35,808,166	\$ 35,149,351	\$ 28,278,248	\$ 37,193,454

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
ENTERPRISE FUND EXPENSES					
Full-time Salaries	\$ 8,730,799	\$ 9,327,678	\$ 9,176,469	\$ 7,958,985	\$ 9,599,987
Part-Time Salaries	5,259,258	5,504,125	6,593,876	4,214,251	6,959,560
FICA	1,030,799	1,093,404	1,203,847	868,554	1,263,439
Hospitalization	1,377,378	1,407,860	1,565,614	1,274,240	1,689,420
Life Insurance	77,556	81,586	87,144	70,400	90,816
Retirement	1,686,507	1,889,069	2,036,353	1,568,840	2,140,797
Unemployment Tax	6,598	6,160	14,822	5,021	15,469
TOTAL PERSONNEL SERVICES	18,168,894	19,309,881	20,678,124	15,960,291	21,759,487
Camps	12,316	15,602	18,550	5,377	19,100
Contingency	0	0	225,000	0	293,000
Credit Card Charges	831,529	882,354	850,112	697,555	867,581
POS Technology Fees	304,612	304,024	310,000	247,010	310,000
Contract Employment	856,782	836,506	615,830	589,415	639,030
Fall Festival Operations	13,784	10,486	12,000	12,585	12,000
Golf Cart Rental	165,163	191,235	201,679	173,850	204,051
Beverage Cart Rental	11,244	12,117	10,416	11,015	11,354
Equipment Rental	409,189	445,931	289,540	331,840	340,160
Event Services	79,292	37,903	136,800	17,924	136,800
Feed	11,682	4,915	9,000	8,011	9,000
Fertilizer	0	7,742	9,500	709	9,500
Garden Guild/Docent Activities	117	786	600	96	600
Gas and Diesel	196,785	168,960	230,850	140,640	234,050
Grants - Potomac Overlook	592	1,558	0	642	0
Handicap Program	6,230	5,745	8,185	4,440	7,005
Instructor Fees	40,801	74,301	64,000	41,202	0
License Fees	0	0	12,200	0	10,000
Linen Service	16,517	15,806	19,000	12,789	18,000
Livestock	595	2,295	2,000	2,070	2,000
Membership Events/Friends Group	546	966	1,000	1,268	1,200
Park Police	168,427	103,660	140,100	49,507	148,500
Parking	17	0	0	0	0
Production Costs	520,340	501,138	472,280	521,328	515,000
Programs and Promotions	67,587	86,952	120,485	78,565	149,975
Public Information	419,649	374,310	541,800	309,967	541,800
Regatta Fees	9,103	12,801	12,000	10,373	12,000
Seeds and Plants	4,833	3,752	9,000	5,820	9,000
Shooting Tournament	11,613	20,254	15,000	11,203	15,000
Strategic Plan Initiatives	1,071	100	45,000	0	70,000
Invasive Species Management	0	0	0	0	150,000
Compensation Funding Initiatives	0	0	20,000	0	0
Swimming Pool Safety Program	50,361	50,056	60,000	35,502	75,000
Targets	251,496	248,393	253,750	193,526	241,500
Training for Field Staff	84,090	66,393	60,000	82,988	60,000
Uniforms	27,256	18,772	40,425	13,552	47,075
Vet & Medicine	4,013	2,862	5,500	2,456	5,500
TOTAL OPERATING COSTS	4,577,628	4,508,675	4,821,602	3,613,222	5,164,781
Equipment/Vehicle Maintenance	316,628	338,605	346,185	269,972	353,785
Facility Op. & Maintenance	2,692,939	2,792,444	2,735,898	2,325,626	2,813,325
Garden Maintenance	99,634	118,917	161,301	107,871	164,920
Golf Course Maintenance	399,861	399,357	425,825	329,906	442,720
Major Contract Maintenance	215,217	338,025	260,000	174,459	385,000
Rental House Maintenance	12,444	19,333	9,500	10,975	9,500
TOTAL MAINTENANCE COSTS	3,736,723	4,006,680	3,938,709	3,218,809	4,169,250
Insurance - Liquor Liability	24,991	30,514	30,000	39,651	35,000
Insurance - Workers Comp	135,258	158,942	160,000	164,745	175,000
Insurance - Vehicle	53,402	52,278	49,787	44,557	50,560
TOTAL INSURANCE	213,652	241,734	239,787	248,953	260,560

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Retail - Ammunition	281,699	259,230	303,794	227,028	0
Retail - Alcoholic Beverages/Hard Liquor	312,873	315,274	318,525	187,721	336,775
Retail - Algonkian Woodlands	79,274	74,900	95,000	45,343	98,560
Retail - Catering Great Blue Heron	554,279	500,795	580,990	364,288	611,730
Retail - Catering Rust Sanctuary	200,679	208,887	172,480	159,712	183,040
Retail - Food	1,166,396	1,012,189	1,205,000	768,470	1,145,280
Retail - Pro Shop	180,393	187,246	165,470	140,864	172,720
Retail Merchandise	103,416	72,769	115,650	88,806	534,534
Firewood	28,917	18,652	31,250	0	29,375
TOTAL RETAIL OPERATIONS	2,907,925	2,649,941	2,988,159	1,982,231	3,112,014
Telephone	95,718	100,835	95,526	66,300	94,726
Electricity	716,378	718,373	754,700	629,433	760,800
Natural Gas	42,019	53,974	56,000	49,905	59,000
Other	0	824	0	0	0
Water/Sewer	171,041	207,802	188,916	156,765	185,500
Propane Gas	68,581	69,671	80,250	75,160	80,100
Heating Oil	3,341	4,285	6,000	6,539	8,500
Internet/Cable	96,607	110,633	118,520	111,943	129,520
TOTAL UTILITIES	1,193,685	1,266,396	1,299,912	1,096,044	1,318,146
Note Payable VRA Principal	0	0	575,556	0	789,299
Interest Expense VRA Note	485,925	463,697	582,501	364,495	594,916
TOTAL DEBT SERVICE	485,925	463,697	1,158,057	364,495	1,384,215
TOTAL EXPENSES	\$ 31,284,432	\$ 32,447,005	\$ 35,124,351	\$ 26,484,046	\$ 37,168,454
TRANSFERS OUT					
Transfer to General Fund	126,466	(19,883)	0	0	0
TOTAL TRANSFERS OUT	\$ 126,466	\$ (19,883)	\$ 0	\$ 0	\$ 0
TOTAL EXPENSES AND OTHER USES	\$ 31,410,898	\$ 32,427,122	\$ 35,124,351	\$ 26,484,046	\$ 37,168,454
Adjustments	(1,027,380)	(1,126,985)	0	0	0
Reserve Activity	331,665	326,238	0	0	0
OPERATING INCOME (LOSS)	\$ 5,634,925	\$ 4,181,791	\$ 25,000	\$ 1,794,204	\$ 25,000
Transfer to Designated Set Aside	0	0	0	0	0
Transfer to Capital Fund	3,944,447	2,927,254	0	0	0
Transfer to Retirement Plan	563,492	418,179	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	1,126,985	836,358	0	0	0
Transfer to Strategic Opportunity Reserve	0	0	0	0	0
TOTAL TRANSFERS OF OPERATING INCOME (SURPLUS)	5,634,924	4,181,791	25,000	0	25,000
OPERATING INCOME AVAILABLE AFTER TRANSFERS	0	0	0	1,794,204	0
ENDING BALANCE	\$ 287,146	\$ 287,146	\$ 287,146	\$ 2,081,350	\$ 287,146

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

PROGRAM OVERVIEW

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

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

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

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 2,311	\$ 6,800	\$ 4,600	-32.4%
Other Revenue	13,325	13,200	13,490	2.2%
Retail Operations	\$ 0	\$ 0	0	0.0%
TOTAL REVENUE	\$ 15,636	\$ 20,000	\$ 18,090	-9.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 157,558	\$ 176,662	\$ 205,206	16.2%
Operating Costs	1,490	6,875	6,925	0.7%
Maintenance Costs	27,119	23,500	25,400	8.1%
Insurance	562	638	632	-1.0%
Utilities	8,425	8,100	7,400	-8.6%
TOTAL EXPENSES	\$ 195,154	\$ 215,775	\$ 245,563	13.8%
Net Income	\$ (179,518)	\$ (195,775)	\$ (227,473)	

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. Part time rate increases are reflected in this budget, and maintenance costs were increased to allow for more landscape care across the various parks.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.95	.95	1.15	1.03	1.03

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK						
REVENUES						
4600	Programmed Events	\$ 2,209	\$ 1,671	\$ 4,000	\$ 1,786	\$ 4,000
4498	Mill Rental	600	0	0	0	600
4230	Entrance Fees/Group Admissions	334	640	2,800	480	0
	TOTAL USER FEES	3,143	2,311	6,800	2,266	4,600
4420	House Rental	13,200	13,200	13,200	11,000	13,490
4510	Miscellaneous Revenue	0	125	0	0	0
	TOTAL OTHER REVENUE	13,200	13,325	13,200	11,000	13,490
4640	Retail - Food	5	0	0	0	0
	TOTAL RETAIL OPERATIONS	5	0	0	0	0
	TOTAL REVENUES	\$ 16,348	\$ 15,636	\$ 20,000	\$ 13,266	\$ 18,090
EXPENSES						
5010	Full-Time Salaries	\$ 84,915	\$ 99,773	\$ 96,303	\$ 87,538	\$ 103,097
5020	Part-Time Salaries	16,455	16,765	34,627	12,828	51,950
5030	FICA	7,593	8,732	10,672	7,237	11,479
5040	Hospitalization	11,586	11,332	12,567	10,752	14,604
5060	Life Insurance	831	898	911	800	975
5050	Retirement	17,342	20,029	21,476	17,197	22,991
5070	Unemployment Tax	25	28	105	23	110
	TOTAL PERSONNEL SERVICES	138,747	157,558	176,662	136,374	205,206
5230	Gas and Diesel	92	209	500	58	550
5431	Parking	17	0	0	0	0
5490	Programs & Promotions	814	1,221	6,025	485	6,025
5570	Uniforms	285	60	350	173	350
	TOTAL OPERATING COSTS	1,208	1,490	6,875	716	6,925
5180	Equipment/Vehicle Maintenance	39	198	500	0	500
5190	Facility Op. & Maintenance	39,084	26,521	22,000	17,264	23,900
5510	Rental House Maintenance	187	400	1,000	278	1,000
	TOTAL MAINTENANCE COSTS	39,310	27,119	23,500	17,542	25,400
5290	Insurance - Vehicle	564	562	638	550	632
	TOTAL INSURANCE	564	562	638	550	632
5580-001	Telephone	4,830	2,519	1,600	832	800
5580-002	Electricity	4,442	3,713	3,500	3,811	4,500
5580-004	Water/Sewer	758	1,279	1,100	673	1,100
5580-016	Internet/Cable	1,920	914	1,900	734	1,000
	TOTAL UTILITIES	11,950	8,425	8,100	6,050	7,400
	TOTAL EXPENSES	\$ 191,779	\$ 195,154	\$ 215,775	\$ 161,233	\$ 245,563
	OPERATING INCOME (LOSS)	(175,431)	(179,518)	(195,775)	(147,967)	(227,473)

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

STRATEGIC GOALS & OBJECTIVES FY 27



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 new programs.
- Evaluate and improve the interpretive signage plan for the Mill.
- 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.

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 site improvements and maintenance of historic elements, including routine park inspections.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.

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 26 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

- Maintained partnerships with Aldie Heritage Association, Aldie Horticultural Association, Virginia Piedmont Heritage Association, Goose Creek Association, and Aldie Elementary School.
- Developed partnership with Middleburg Museum to host short film screening about nearby Oak Hill.
- Worked with the NOVA Parks Camps and Programs Committee in the creation of an Interpretation Training Video
- Hosted sold out afternoon tea program in relation to Revolutionary War and 250th Anniversary of United States and July 4th Declaration of Independence reading event with Loudoun's 250th Committee. Launched "Monroe at the Mill" lecture series about James Monroe's retirement at Oak Hill near Aldie in conjunction with 250th Anniversary of United States.
- Launched water monitoring program at AMHP in partnership with GCA and Aldie Elementary School.
- 14 school groups hosted tours, including public, private, and homeschool groups.
- Developed activity board with scavenger hunts and activity sheets to engage visitors and families.

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

Highlights

- Participated in meetings to develop conceptual design for recirculating water system.
- Researched and strategized ways to restore consistent grinding operations in the Merchant Mill.
- Performed maintenance on doors for the Merchant Mill and the County Mill.

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.
- Relocated interpretive sign from tenant's yard to parking area and modified wayfinding signage.
- Engaged staff and volunteers in planning discussions to resume interpretive programs at Mt. Defiance.

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 launch CreekKeepers program utilizing student volunteers to plant a pollinator garden, remove invasive plants, and monitor water conditions.
- Participated in meetings with staff and consultants regarding bridge assessment and restoration of the Ashby's Gap Turnpike Bridge.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Daily tour attendance	1260	1,395	2,400	899	1,400
• Annual attendance at public programs	83	222	200	47	200
• Special event attendance	0	33	1,000	120	200
• School tour attendance	254	207	250	105	250
• Scout tours	25	N/A	100	N/A	0
• Volunteer hours received	155	130	200	60	120

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 265,325	\$ 291,685	\$ 306,185	5.0%
Retail Operations	39	500	500	0.0%
Other Revenue	0	0	0	0.0%
TOTAL REVENUE	\$ 265,364	\$ 292,185	\$ 306,685	5.0%

EXPENSES BY CATEGORY				
Personnel Services	\$ 814,136	\$ 844,562	\$ 866,224	2.6%
Operating Costs	10,823	18,600	16,400	-11.8%
Maintenance Costs	59,108	54,000	55,900	3.5%
Insurance	3,369	3,830	3,160	-17.5%
Retail Operations	160	200	200	0.0%
Utilities	11,998	13,405	13,600	1.5%
TOTAL EXPENSES	\$ 899,594	\$ 934,597	\$ 955,484	2.2%

Net Income	(\$634,230)	(\$642,412)	(\$648,799)
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BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.95	4.07	4.15	4.15	4.16

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-035	ALGONKIAN REGIONAL PARK					
	REVENUES					
4460	Launch & Parking Fees	\$ 15,734	\$ 16,576	\$ 16,000	\$ 8,940	\$ 16,000
4600	Programmed Events	1,661	1,738	4,000	2,536	4,000
4670	Shelter Reservations	84,209	76,912	94,185	50,256	94,185
4080	Boat/RV Storage	157,662	166,823	169,500	156,738	184,000
4500	Miniature Golf	6,665	3,277	8,000	3,147	8,000
	TOTAL USER FEES	265,930	265,325	291,685	221,617	306,185
4640	Retail - Food	84	39	500	0	500
	TOTAL RETAIL OPERATIONS	84	39	500	0	500
4510	Miscellaneous Revenue	0	0	0	69	0
	TOTAL OTHER REVENUE	0	0	0	69	0
	TOTAL REVENUES	\$ 266,014	\$ 265,364	\$ 292,185	\$ 221,686	\$ 306,685
	EXPENSES					
5010	Full-Time Salaries	\$ 431,195	\$ 455,981	\$ 445,276	\$ 398,192	\$ 456,118
5020	Part-Time Salaries	112,067	117,799	138,598	102,739	147,251
5030	FICA	39,448	41,654	44,666	35,153	46,158
5040	Hospitalization	101,203	101,583	112,065	91,024	110,208
5060	Life Insurance	3,975	4,127	4,212	3,560	4,315
5050	Retirement	82,907	92,878	99,297	78,046	101,714
5070	Unemployment Tax	163	114	448	128	461
	TOTAL PERSONNEL SERVICES	770,958	814,136	844,562	708,841	866,224
5230	Gas and Diesel	10,270	9,133	15,000	6,214	12,800
5490, 5492	Programs and Promotions	2,087	1,016	1,500	413	1,500
5570	Uniforms	800	674	2,100	617	2,100
	TOTAL OPERATING COSTS	13,157	10,823	18,600	7,244	16,400
5180	Equipment/Vehicle Maintenance	7,787	9,555	9,900	6,243	9,900
5190	Facility Op. & Maintenance	41,432	49,553	44,100	42,100	46,000
	TOTAL MAINTENANCE COSTS	49,218	59,108	54,000	48,344	55,900
5290	Insurance - Vehicle	2,821	3,369	3,830	3,301	3,160
	TOTAL INSURANCE	2,821	3,369	3,830	3,301	3,160
5520	Retail - Food	0	160	200	0	200
	TOTAL RETAIL OPERATIONS	0	160	200	0	200
5580-001	Telephone	914	1,511	1,000	1,476	1,000
5580-002	Electricity	9,180	5,907	9,000	6,578	9,000
5580-004	Water/Sewer	1,979	3,669	2,205	1,997	2,400
5580-016	Internet/Cable	1,054	911	1,200	1,344	1,200
	TOTAL UTILITIES	13,127	11,998	13,405	11,395	13,600
	TOTAL EXPENSES	\$ 849,282	\$ 899,594	\$ 934,597	\$ 779,125	\$ 955,484
	OPERATING INCOME (LOSS)	(\$583,267)	(\$634,230)	(\$642,412)	(\$557,439)	(\$648,799)

ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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.
- Implement a plan to maintain the mini golf course and facilities.
- 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) 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 that focuses on providing meaningful outdoor experiences for Title 1 schools.
- Implement consistent scholastic rowing guidelines for storage and programs.
- Work with the POS Specialist to implement updated platform for tracking, billing, and payment automation for storage.

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.
- 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 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Successfully conducted 3 public outreach opportunities that strengthened community engagement and advanced park maintenance and beautification.
- 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 charging stations and parking lot lights.
- 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 10 educational programs including kayak tours, guided hikes, and birding events.
- Expanded cottage guest experience through our Roving Naturalist to include our Critter Talk program and Stay & Play offerings.
- Began offering Title 1 scholarship field trips within the park.
- Successfully facilitated equipment storage and ongoing scholastic rowing activities.
- 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

- Successfully implemented customer service strategies and training techniques developed by the Customer Service Committee through consistent use of Great Cards and monthly service focus areas, reinforcing service standards, enhancing staff engagement.
- Reviewed and updated the park website to make customer information more readily available.
- 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 that 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 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of boat launches	1,097	1,322	2,390	480	2,390
• Boat/RV storage usage	184	186	187	200	187
• Number of miniature golf rounds	1,280	1,816	1,915	983	1,915
• Number of picnic shelter rentals	394	354	348	164	348
• Number of programmed events	2	2	2	0	2

ALGONKIAN GOLF COURSE

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 1,974,425	\$ 1,887,100	\$ 2,032,500	7.7%
Retail Operations	282,870	270,000	285,000	5.6%
Other Revenue	1,707	10,000	0	-100.0%
TOTAL REVENUE	\$ 2,259,002	\$ 2,167,100	\$ 2,317,500	6.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 924,167	\$ 984,484	\$ 1,048,605	6.5%
Operating Costs	84,941	98,795	90,795	-8.1%
Maintenance Costs	228,321	229,900	246,520	7.2%
Insurance	2,212	1,388	2,132	53.6%
Retail Operations	121,034	114,500	122,500	7.0%
Utilities	68,625	55,060	57,270	4.0%
TOTAL EXPENSES	\$ 1,429,299	\$ 1,484,128	\$ 1,567,822	5.6%
Net Income	\$ 829,703	\$ 682,972	\$ 749,678	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	7.5	7.0	7.0	7.0	7.0
Part-Time	5.63	5.77	6.49	6.49	6.68

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

ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-010	ALGONKIAN GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 167,634	\$ 178,382	\$ 175,000	\$ 174,738	\$ 200,000
4220	Cart Rental	436,975	439,264	406,000	321,452	420,000
4320	Golf Club Rental	3,730	3,713	3,000	2,429	3,000
4380	Green Fees	1,316,378	1,343,825	1,293,600	1,083,247	1,400,000
4400	Golf Handicap Program	4,085	4,343	4,500	2,575	4,500
4460	Launch & Parking Fees	0	32	0	148	0
4610	Pull Cart Rental	6,136	4,867	5,000	3,840	5,000
	TOTAL USER FEES	1,934,938	1,974,425	1,887,100	1,588,430	2,032,500
4475	Lessons	1,200	1,880	10,000	0	0
4510	Miscellaneous Revenue	0	0	0	1,860	0
4590	Practice Net	0	(173)	0	0	0
	TOTAL OTHER REVENUE	1,200	1,707	10,000	1,860	0
4641	Retail - Alcoholic Beverages	101,979	95,131	95,000	68,261	95,000
4640	Retail - Food	102,168	98,167	95,000	71,517	100,000
4650	Retail - Pro Shop	82,237	89,572	80,000	71,759	90,000
	TOTAL RETAIL OPERATIONS	286,384	282,870	270,000	211,537	285,000
	TOTAL REVENUES	\$ 2,222,522	\$ 2,259,002	\$ 2,167,100	\$ 1,801,826	\$ 2,317,500
	EXPENSES					
5010	Full-Time Salaries	\$ 472,904	\$ 506,143	\$ 502,868	\$ 440,280	\$ 528,180
5020	Part-Time Salaries	186,403	167,404	204,739	120,819	227,171
5030	FICA	48,252	49,134	54,132	39,608	57,784
5040	Hospitalization	89,895	90,832	105,262	77,989	112,068
5060	Life Insurance	4,285	4,530	4,757	3,991	4,997
5050	Retirement	93,989	105,920	112,139	90,480	117,784
5070	Unemployment Tax	252	204	587	178	621
	TOTAL PERSONNEL SERVICES	895,981	924,167	984,484	773,344	1,048,605
5160	Golf Cart Rental	53,895	62,403	65,823	56,730	65,823
5138	Beverage Cart Rental	3,748	4,039	3,472	3,672	3,472
5230	Gas and Diesel	15,588	14,131	15,000	10,682	16,000
5260	Golf Handicap Program	1,996	3,775	3,400	1,085	3,400
5263	Instructor Fees	0	0	9,000	0	0
5570	Uniforms	1,994	593	2,100	1,580	2,100
	TOTAL OPERATING COSTS	77,221	84,941	98,795	73,748	90,795
5180	Equipment/Vehicle Maintenance	25,815	26,154	26,000	24,015	28,000
5190	Facility Op. & Maintenance	65,906	77,104	65,900	67,665	75,000
5240	Golf Course Maintenance	121,166	125,063	138,000	92,561	143,520
	TOTAL MAINTENANCE COSTS	212,887	228,321	229,900	184,240	246,520
5265	Insurance - Liquor Liability	1,330	1,650	750	2,938	1,500
5290	Insurance - Vehicle	564	562	638	1,100	632
	TOTAL INSURANCE	1,894	2,212	1,388	4,038	2,132
5521	Retail - Alcoholic Beverages	28,098	24,886	28,500	16,715	28,500
5520	Retail - Food	38,442	38,714	38,000	28,141	40,000
5530	Retail - Pro Shop	50,703	57,433	48,000	41,567	54,000
	TOTAL RETAIL OPERATIONS	117,244	121,034	114,500	86,424	122,500
5580-001	Telephone	4,126	4,370	4,770	1,110	4,770
5580-002	Electricity	31,208	34,577	31,000	22,473	31,000
5580-004	Water/Sewer	6,531	12,108	5,290	6,589	7,500
5580-008	Propane Gas	7,948	12,403	9,000	10,937	9,000
5580-016	Internet/Cable	4,331	5,167	5,000	3,772	5,000
	TOTAL UTILITIES	54,143	68,625	55,060	44,881	57,270
	TOTAL EXPENSES	\$ 1,359,370	\$ 1,429,299	\$ 1,484,128	\$ 1,166,675	\$ 1,567,822
	OPERATING INCOME (LOSS)	\$ 863,151	\$ 829,703	\$ 682,972	\$ 635,152	\$ 749,678

ALGONKIAN GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 27



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 on a quarterly basis to evaluate performance, pricing, and overall value. Report findings in the golf committee meetings.
- Continue to implement and refine pro shop staff scripts that highlight the value and benefits 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 consistently expand content, promotional offerings and active users across all sites.
- 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, measure results and report findings.
- Continue to expand 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 an annual facility walk through to review customer journey and make improvements.
- Develop and implement a standardized system utilizing available tools to track and monitor facility operations and maintenance expense accounts, analyze expenses, and guide resource allocation decisions.
- Implement the Player's 1st survey system, analyze customer feedback data, and report on key findings and trends to support operational improvements.

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 2027 budget goal.
- Implement standardized routine inspections for food, beverage, and retail areas to ensure clean, safe, and operationally efficient facilities.

ALGONKIAN GOLF COURSE

FY 26 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, with additional benefits for those who are signed up for our Subscription Membership.
- Continued with seasonal promotion offering Heron's Choice rates to regular guests to promote sales.
- Continued to evaluate membership levels and pricing.
- 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 FY25 leagues and introduced a new Spark League to fill gaps in our tee sheet.
- Worked with Youth Groups to help promote Junior Golf at Algonkian, hosting multiple youth tournaments.
- 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, Special Olympics DC, SAME Group, US Kids, and VSGA 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

- Continued to use "review tracker" software that compiles all social media reviews for our course and allows us to respond in a timely manner. No Reviews were left unanswered.
- Hosted customer service training for volunteers and staff both before, during and post season.
- Conducted facility improvements to include adding sand to bunkers, fixing irrigation systems, installing new countertops in the pro shop, along with a fresh coat of paint.
- Continued to refine volunteer onboarding process to ensure quality training hours and superior customer service. Added a volunteer coordinator position for better communication and organization of the volunteer program.
- Completed an outside review of the Pro Shop, Driving Range, and entrance areas to ensure the customer experience was up to par.

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.
- Added small, easy delivery breakfast items such as bagels and muffins on weekends to increase Food & Beverage revenue in the mornings.
- Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.
- Discounts offered to promote Food and Beverage sales during seasonal Swing into Spring and Fall for Golf promotions.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• 18 hole golf rounds (paid)	22,027	31,619	34,800	20,232	34,800
• 18 hole golf rounds (members)	7,239	4,798	5,000	3,820	5,000
• Power cart rentals-18 hole equivalent	27,738	26,764	30,000	15,204	30,000
• Number of driving range buckets sold	12,599	18,151	18,500	11,285	18,500
• Number of annual golf memberships sold	124	58	60	54	60
• Subscription memberships sold - Heron's Choice	99	115	75	26	100
• Per customer average on pro shop merchandise	\$2.81	\$2.00	\$2.01	\$2.21	\$2.26
• Per customer average on food & beverage	\$6.98	\$5.00	\$4.77	\$4.40	\$4.90
• Revenue per round of golf played	\$75.94	\$62.00	\$54.45	\$54.88	\$58.23
• Expense per round of golf played	\$46.45	\$39.25	\$37.29	\$39.25	\$39.25
• Volunteer hours received	8,800	8,600	6,800	3,500	6,800

VOLCANO ISLAND WATERPARK AT ALGONKIAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 406,965	\$ 510,000	\$ 521,500	2.3%
Retail Operations	117,736	148,000	148,000	0.0%
Other Revenue	50	0	0	0.0%
TOTAL REVENUE	\$ 524,700	\$ 658,000	\$ 669,500	1.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 248,506	\$ 307,466	\$ 312,796	1.7%
Maintenance Costs	96,886	87,150	87,150	0.0%
Retail Operations	42,179	60,500	57,800	-4.5%
Utilities	41,398	36,315	39,400	8.5%
TOTAL EXPENSES	\$ 428,968	\$ 491,431	\$ 497,146	1.2%
Net Income	\$ 95,732	\$ 166,569	\$ 172,354	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.08	8.27	8.43	8.43	8.43

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-020 ALGONKIAN VOLCANO ISLAND WATERPARK						
REVENUES						
4550	Admissions	\$ 429,497	\$ 309,987	\$ 402,000	\$ 212,963	\$ 402,000
4570	Group Admissions	72,096	69,993	75,000	76,466	90,000
4490	Locker Rental	411	263	500	151	500
4560, 4580	Waterpark Passes	20,803	20,390	25,000	14,947	25,000
4670	Shelter Reservations	6,415	6,332	7,500	2,345	4,000
TOTAL USER FEES		529,221	406,965	510,000	306,872	521,500
4640	Retail Operations	159,804	109,083	135,000	79,153	135,000
4660	Swim Merchandise	12,155	8,653	13,000	6,278	13,000
TOTAL RETAIL OPERATIONS		171,958	117,736	148,000	85,431	148,000
4510	Miscellaneous Revenue	0	50	0	264	0
TOTAL OTHER REVENUE		0	50	0	264	0
TOTAL REVENUES		\$ 701,180	\$ 524,750	\$ 658,000	\$ 392,566	\$ 669,500
EXPENSES						
5020	Part-Time Salaries	\$ 251,064	\$ 230,571	\$ 285,219	\$ 161,864	\$ 290,163
5030	FICA	19,211	17,639	21,819	12,360	22,197
5070	Unemployment Tax	306	296	428	203	435
TOTAL PERSONNEL SERVICES		270,580	248,506	307,466	174,428	312,796
5180	Equipment/Vehicle Maintenance	0	37	0	0	0
5190	Facility Op. & Maintenance	83,611	96,849	87,150	53,452	87,150
TOTAL MAINTENANCE COSTS		83,611	96,886	87,150	53,452	87,150
5520	Retail Operations	64,951	37,978	54,000	29,018	51,300
5535	Swim Merchandise	6,210	4,200	6,500	2,648	6,500
TOTAL RETAIL OPERATIONS		71,161	42,179	60,500	31,666	57,800
5580-000	Other Utilities	0	0	0	0	0
5580-001	Telephone	2,014	2,563	1,500	1,111	1,200
5580-002	Electricity	25,205	26,456	27,500	22,124	28,600
5580-004	Water/Sewer	4,750	8,806	4,815	4,792	5,200
5580-016	Internet/Cable	2,796	3,572	2,500	3,954	4,400
TOTAL UTILITIES		34,765	41,398	36,315	31,981	39,400
TOTAL EXPENSES		\$ 460,117	\$ 428,968	\$ 491,431	\$ 291,528	\$ 497,146
OPERATING INCOME (LOSS)		\$ 241,063	\$ 95,782	\$ 166,569	\$ 101,038	\$ 172,354

VOLCANO ISLAND WATERPARK AT ALGONKIAN

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Work with the Marketing 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.
- Work with the POS Systems Specialist to train staff on efficient sales procedures.
- Maintain and refine 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 in order to achieve Platinum status.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Work with the Aquatics Committee to develop and implement a streamlined group check-in process that improves efficiency, communication, and safety.
- 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:

- 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.
- Implement a minimum of one new strategy to increase weekday afternoon visitation.
- Develop and implement revenue-generating opportunities that meet customer needs and budget goals.
- Continue to enhance birthday party packages through quality guest service, improved offerings, and strategies to increase sales.

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.
- Implement a minimum of 2 strategies to improve the promotion, sale and execution of group meal offerings.
- Develop and implement a targeted retail sales plan with the goal of meeting FY27 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.
- Ensure proper tracking of write-offs and discount usage through use of daily tracking documents and management oversight.

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 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 26 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.
- Completed a comprehensive annual marketing calendar for annual pass promotions and sales.
- Continued 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 Silver Award status for the 2025 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.
- Implemented SACC safety briefings for groups and leaders.

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 offerings to ensure a superior guest experience.
- Reviewed and refined retail sales area and offerings to better meet guest needs.
- Worked with Aquatics Manager to address facility and staff needs.

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

Highlights

- Promoted group meal offerings as 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.
- Worked with the Food & Beverage team to revise and streamlined concessions menu to expedite service and better meet guest needs.
- Worked with Aquatics Manager to review signage and optimize sales opportunities.

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.
- Resurfaced main pool and replaced waterline tile.
- 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 positive guest experiences.
- Continue to conduct routine maintenance inspections to ensure high operating standards.
- Implemented weekday promotions to include grandparents day, senior swim week, and Military Mondays.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of general admissions	39,116	25,069	35,000	15,201	35,000
• Number of youth group participants	9,111	10,301	10,700	8,847	10,700
• Number of Annual Waterpark Passes sold	236	208	250	53	250
• Avg. amount customers spent on food, beverages & retail	\$ 3.57	\$ 3.00	\$ 3.24	\$ 3.55	\$ 3.24
• Number of birthday party participants	1,228	980	1,100	190	450
• Number of birthday parties	92	63	110	19	45

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 201,176	\$ 220,000	\$ 220,000	0.0%
Retail Operations	463,474	457,680	474,628	3.7%
Other Revenue	37,817	36,850	37,400	1.5%
TOTAL REVENUE	\$ 702,467	\$ 714,530	\$ 732,028	2.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 267,641	\$ 293,909	\$ 316,640	7.7%
Operating Costs	129,819	80,025	83,475	4.3%
Maintenance Costs	48,169	51,500	55,400	7.6%
Insurance	4,500	4,750	4,750	0.0%
Retail Operations	102,668	119,240	123,690	3.7%
Utilities	21,662	19,206	19,206	0.0%
TOTAL EXPENSES	\$ 574,460	\$ 568,630	\$ 603,161	6.1%
Net Income	\$ 128,008	\$ 145,900	\$ 128,867	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.33	2.33	2.33	2.33	2.33
Part-Time	2.64	2.47	1.65	2.33	2.33

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-030	ALGONKIAN-WOODLANDS MEETING & EVENT CENTER					
	REVENUES					
4130	Woodlands Rental	\$ 206,921	\$ 201,176	\$ 220,000	\$ 132,057	\$ 220,000
4443	Kitchen Use Fee	\$ 0	\$ 0	\$ 0	\$ 4,140	\$ 0
	TOTAL USER FEES	206,921	201,176	220,000	136,197	220,000
4821	Equipment Rental	19,320	24,223	22,000	2,834	22,000
4822	Contract Employment	24,588	13,594	14,850	15,597	15,400
	TOTAL OTHER REVENUE	43,908	37,817	36,850	18,431	37,400
4641	Retail - Alcohol	107,649	99,204	100,980	63,086	104,720
4115	Catering	331,322	299,450	297,000	204,726	308,000
4682	Administrative Fee	74,292	64,820	59,700	44,848	61,908
	TOTAL RETAIL OPERATIONS	513,263	463,474	457,680	312,660	474,628
	TOTAL REVENUES	\$ 764,092	\$ 702,467	\$ 714,530	\$ 467,288	\$ 732,028
	EXPENSES					
5010	Full-Time Salaries	\$ 134,382	\$ 155,313	\$ 145,228	\$ 127,964	\$ 154,915
5020	Part-Time Salaries	45,561	37,090	69,290	15,010	77,000
5030	FICA	13,165	13,996	16,411	9,977	17,742
5040	Hospitalization	25,163	29,910	29,024	24,258	30,764
5060	Life Insurance	1,030	1,137	1,374	1,015	1,466
5050	Retirement	25,131	30,161	32,386	24,146	34,546
5070	Unemployment Tax	68	35	197	41	209
	TOTAL PERSONNEL SERVICES	244,500	267,641	293,909	202,411	316,640
5186	Equipment Rental	27,365	25,959	20,900	8,523	20,900
5146	Contract Employment	112,974	99,574	50,750	74,265	53,700
5230	Gas and Diesel	20	0	0	0	0
5340	Linen Service	2,021	1,301	3,000	1,532	3,000
5570	Uniforms	334	302	875	160	875
5490	Programs and Promotions	4,765	2,684	4,500	2,571	5,000
	TOTAL OPERATING COSTS	147,478	129,819	80,025	87,051	83,475
5180	Equipment/Vehicle Maintenance	2,508	2,802	1,100	388	2,500
5190	Facility Op. & Maintenance	52,204	45,367	50,400	45,520	52,900
	TOTAL MAINTENANCE COSTS	54,712	48,169	51,500	45,908	55,400
5265	Insurance-Liquor liability	3,891	4,500	4,750	4,888	4,750
	TOTAL INSURANCE	3,891	4,500	4,750	4,888	4,750
5143	Catering	79,274	74,900	95,000	45,343	98,560
5521	Retail - Alcohol	24,088	27,768	24,240	12,742	25,130
	TOTAL RETAIL OPERATIONS	103,362	102,668	119,240	58,085	123,690
5580-001	Telephone	3,151	3,452	2,756	389	2,756
5580-002	Electricity	12,171	13,600	11,000	8,653	11,000
5580-008	Propane	979	452	2,000	327	2,000
5580-016	Internet/Cable	3,583	4,158	3,450	4,202	3,450
	TOTAL UTILITIES	19,884	21,662	19,206	13,572	19,206
	TOTAL EXPENSES	\$ 573,828	\$ 574,460	\$ 568,630	\$ 411,914	\$ 603,161
	OPERATING INCOME (LOSS)	\$ 190,264	\$ 128,008	\$ 145,900	\$ 55,374	\$ 128,867

THE WOODLANDS AT ALGONKIAN PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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. 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 of revenue and conversion rates. Host a minimum of (2) open house events and weekly late-night hours.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees.
- Continue full utilization of Event Temple across all venues to ensure consistent booking lifecycle, communication, data capture, and event management.
- Track lead generation, booking performance, revenue and conversion rates on a monthly basis.
- Focus on expanding nontraditional rental opportunities and new market segments utilizing new pass-through catering packages.
- Increase new client leads through at least (2) monthly outreach strategies.
- Expand vendor and business relationships to support venue growth.
- Establish structured communication between event and catering leadership and between The Woodlands and Rust teams due to shared chef operations.

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 with Food & Beverage teams to ensure consistent staff training and performance standards.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.
- Maintain consistent facility maintenance standards and routine inspections.
- Identify and take part in a minimum of (3) sales or event training opportunities annually.

THE WOODLANDS AT ALGONKIAN PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Leveraged Event Temple and Calendly to conduct deep-dive analyses of historical booking data, identifying underutilized dates and implementing targeted promotions to drive off-peak and weekday revenue
- Collaborated with the Food & Beverage team to curate a diverse range of menu offerings that prioritize client affordability without compromising the "premier venue" experience.
- Consistently monitored websites (google, Facebook, The Knot, wedding wire) for new reviews and responded accordingly.
- Spearheaded a consistent social media presence with a strategic focus on Instagram, resulting in increased organic engagement and a stronger visual connection with the target Gen Z and Millennial demographics
- 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.
- 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.
- Conducted comprehensive performance appraisals for the Event Coordinator and Event Chef, providing structured feedback that clarifies expectations and aligns individual goals with venue standards.
- Conducted routine inspections of facilities and equipment to ensure quality standards for our clients.
- Collaborated with the Food and Beverage team to refine annual training protocols for part-time and seasonal staff, ensuring consistent service delivery across all event types.
- Strengthened the working relationship between the event sales and catering teams by implementing weekly communication check-ins to discuss labor costs and staffing plans.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of social rentals (events)	45	51	60	21	60
• Number of wedding/social events catered (in-house)	54	46	60	17	60
• Number of daytime rentals (meetings)	48	11	31	1	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 337,112	\$ 352,350	\$ 355,600	0.9%
TOTAL REVENUE	\$ 337,112	\$ 352,350	\$ 355,600	0.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 161,991	\$ 165,878	\$ 172,251	3.8%
Operating Costs	13,725	15,000	15,000	0.0%
Maintenance Costs	28,067	33,550	33,550	0.0%
Insurance	0	638	632	-1.0%
Utilities	49,573	45,206	46,700	3.3%
TOTAL EXPENSES	\$ 253,357	\$ 260,272	\$ 268,133	3.0%
Net Income	\$ 83,756	\$ 92,078	\$ 87,467	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.5	0.5	0.5	0.5	0.5
Part-Time	3.00	3.00	3.00	3.14	3.14

ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-040	ALGONKIAN COTTAGES					
	REVENUES					
4150,4151	Cottage Rental	\$ 342,767	\$ 336,790	\$ 351,750	\$ 253,971	\$ 355,000
4470	Laundry	962	322	600	30	600
	TOTAL USER FEES	343,728	337,112	352,350	254,001	355,600
	TOTAL REVENUES	\$ 343,728	\$ 337,112	\$ 352,350	\$ 254,001	\$ 355,600
	EXPENSES					
5010	Full-Time Salaries	\$ 25,458	\$ 33,181	\$ 35,910	\$ 21,927	\$ 38,443
5020	Part-Time Salaries	88,290	94,770	100,596	77,061	102,854
5030	FICA	8,389	9,389	10,443	6,948	10,809
5040	Hospitalization	12,846	16,870	10,411	15,228	11,034
5060	Life Insurance	313	333	340	298	364
5050	Retirement	5,356	7,399	8,008	4,645	8,573
5070	Unemployment Tax	69	49	171	47	174
	TOTAL PERSONNEL SERVICES	140,721	161,991	165,878	126,154	172,251
5340	Linen Service	13,478	13,725	15,000	11,257	15,000
	TOTAL OPERATING COSTS	13,478	13,725	15,000	11,257	15,000
5180	Equipment/Vehicle Maintenance	0	806	550	0	550
5190	Facility Op. & Maintenance	24,303	27,262	33,000	25,747	33,000
	TOTAL MAINTENANCE COSTS	24,303	28,067	33,550	25,747	33,550
5290	Insurance - Vehicle	0	0	638	0	632
	TOTAL INSURANCE	0	0	638	0	632
5580-001	Telephone	1,818	1,947	0	856	0
5580-002	Electricity	20,757	18,886	20,000	16,085	20,000
5580-004	Water/Sewer	6,531	12,108	6,206	6,589	6,700
5580-008	Propane	703	291	0	513	0
5580-016	Internet/Cable	17,190	16,341	19,000	19,510	20,000
	TOTAL UTILITIES	46,999	49,573	45,206	43,553	46,700
	TOTAL EXPENSES	\$ 225,501	\$ 253,357	\$ 260,272	\$ 206,712	\$ 268,133
	OPERATING INCOME (LOSS)	\$ 118,227	\$ 83,756	\$ 92,078	\$ 47,289	\$ 87,467

ALGONKIAN COTTAGES

STRATEGIC GOALS & OBJECTIVES FY 27

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.
- Work closely with Planning and Development on budgeted renovation projects to enhance the visitor experience. Implement consistent park maintenance standards for site improvements and maintenance, including routine park inspections.

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



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 cottage rentals.
- Develop a minimum of (2) 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.



FY 26 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.
- Strengthened the Stay & Play partnership with the golf course through coordinated year-round marketing efforts and bundled offerings. This collaboration enhanced the overall guest experience, increased awareness of both amenities and contributed to incremental bookings across both operations.
- Led consistent staff trainings on cottage check-in procedures and enhanced customer service skills.
- Continued to improve the exterior features of the cottages including removing fallen and hazardous trees
- Continued to implement and refine automated emails to encourage repeat bookings.
- Continued partnerships with Visit Loudoun and Virginia Bride to promote cottages.
- Ensured consistent and accurate tracking of all assets within Hiperweb by regularly updating records. This improved inventory accuracy, accountability and long-term asset management efficiency.

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 GREAT cards and monthly service strategies.
- Continued the self-guided nature walk activity available for cottage guests on the White Trail.
- Housekeeping team participated in CPR training.
- Continue to revise cottage maintenance reporting to ensure guest feedback is addressed quickly and consistently.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Three Bedroom-Rental Nights (8 cottages)	704	747	985	380	985
• Four Bedroom-Rental Nights (2 cottages)	308	325	200	171	200
• Five Bedroom-Rental Nights (2 cottages)	347	307	285	163	285

RESERVOIR PARK

PROGRAM OVERVIEW

Reservoir Park in Ashburn is a 600+ acre park which recently celebrated its 1st year of operation. 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 2025 ACTUAL		FY 2026 ADOPTED		FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE							
User Fees	\$	115,380	\$	194,400	\$	276,400	42.2 %
Retail Operations		2,648		12,000		10,000	-16.7 %
Other Revenue		45		0		0	-
Transfer from Capital Fund		225,693		0		225,693	-
TOTAL REVENUE	\$	343,765	\$	206,400	\$	512,093	148.1 %
EXPENSES BY CATEGORY							
Personnel Services	\$	172,603	\$	241,517	\$	228,239	(5.5)%
Operating Costs		1651		2,850		2,980	4.6 %
Maintenance Costs		43,448		73,000		73,000	0.0 %
Insurance		562		638		632	(1.0)%
Retail Operations		1,380		6,000		5,000	-16.7 %
Utilities		18,524		21,200		23,650	11.6 %
Debt Service		3,767		0		225,693	-
TOTAL EXPENSES	\$	241,935	\$	345,205	\$	559,194	62.0 %
Net Income	\$	101,831	\$	(138,805)	\$	(47,101)	

BUDGET HIGHLIGHTS

Major variances in budget:

- The transfer from the capital fund to cover debt service payments is reflected in the FY27 Reservoir Park budget. In addition, boat rental operations are performing significantly better than planned after the first operating season of Reservoir Park with a budget increase in FY27 of 180%.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0	0	1	0.5	0.5
Part-Time	1.03	1.03	4.05	4.38	4.38

RESERVOIR PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-042	RESERVOIR PARK					
	REVENUES					
4070	Boat Rental	\$ 0	\$ 46,166	\$ 50,000	\$ 101,211	\$ 140,000
4080	Boat/RV Storage	0	11,269	63,000	47,797	45,000
4460	Launch & Parking Fees	18,581	41,871	35,000	28,516	45,000
4600	Programmed Events	0	0	1,400	420	1,400
4670	Shelter Reservations	0	16,074	40,000	18,066	40,000
4673	Rowing Camps	0	0	5,000	2,403	5,000
4810	Facility Fees	0	0	0	50	0
	TOTAL USER FEES	18,581	115,380	194,400	198,462	276,400
4660	Retail - Merchandise	0	0	0	0	5,000
4640	Retail Operations	0	2,648	12,000	6,774	5,000
	TOTAL RETAIL OPERATIONS	0	2,648	12,000	6,774	10,000
4510	Miscellaneous Revenue	0	45	0	0	0
	TOTAL OTHER REVENUE	0	45	0	0	0
	TOTAL REVENUES	\$ 18,581	\$ 118,073	\$ 206,400	\$ 205,236	\$ 286,400
	TRANSFERS IN					
4900	Transfer from Capital Fund - Debt Service	0	225,693	0	0	225,693
	TOTAL TRANSFER IN	0	225,693	0	0	225,693
	TOTAL RESOURCES	\$ 18,581	\$ 343,765	\$ 206,400	\$ 205,236	\$ 512,093
	EXPENSES					
5010	Full-Time Salaries	\$ 0	\$ 55,769	\$ 58,818	\$ 36,947	\$ 41,486
5020	Part-Time Salaries	16,030	84,859	143,355	100,787	149,282
5030	FICA	1,213	10,345	15,466	9,539	14,594
5040	Hospitalization	0	9,597	9,970	12,085	12,990
5060	Life Insurance	0	456	556	354	392
5050	Retirement	0	11,493	13,116	7,479	9,251
5070	Unemployment Tax	17	84	235	89	244
	TOTAL PERSONNEL SERVICES	17,260	172,603	241,517	167,281	228,239
5230	Gas and Diesel	520	1,459	2,000	1,171	2,130
5490	Programs and Promotions	0	72	500	217	500
5570	Uniforms	0	120	350	(46)	350
	TOTAL OPERATING COSTS	520	1,651	2,850	1,341	2,980
5180	Equipment/Vehicle Maintenance	20	608	3,000	663	3,000
5190	Facility Op. & Maintenance	14,067	42,840	70,000	51,534	70,000
	TOTAL MAINTENANCE COSTS	14,087	43,448	73,000	52,197	73,000
5290	Insurance - Vehicle	0	562	638	550	632
	TOTAL INSURANCE	0	562	638	550	632
5535	Retail - Merchandise	0	0	0	0	2,500
5520	Retail Operations	0	1,380	6,000	3,027	2,500
	TOTAL RETAIL OPERATIONS	0	1,380	6,000	3,027	5,000
5580-001	Telephone	0	1,162	1,300	864	1,550
5580-002	Electricity	0	7,408	8,000	10,306	9,500
5580-004	Water/Sewer	0	2,997	2,400	2,290	3,100
5580-016	Internet/Cable	0	6,957	9,500	8,503	9,500
	TOTAL UTILITIES	0	18,524	21,200	21,964	23,650
2425	Note Payable VRA Principal	0	0	0	0	188,743
5322	Interest Expense VRA Note	0	3,767	0	(3,713)	36,950
	TOTAL DEBT SERVICE	0	3,767	0	(3,713)	225,693
	TOTAL EXPENSES	\$ 31,867	\$ 241,935	\$ 345,205	\$ 242,647	\$ 559,194
	OPERATING INCOME (LOSS)	(\$13,286)	\$101,831	(\$138,805)	(\$37,410)	(\$47,101)

RESERVOIR PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Conduct a minimum of (2) 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 an effective volunteer program to facilitate park improvements and quality utilizing no less than 1,000 volunteer hours.

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.
- Work with the POS Specialist to implement updated platform for tracking, billing, and payment automation for crew team storage.
- Continue to review and enhance retail offerings to meet established FY27 revenue goals.
- Implement at least (3) strategies to meet FY27 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) 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.

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Led 3 organized staff workdays during Fall season to clear dead wood and debris from along the trail and park entrance road
- Continued to make progress on re-blazing and sustainability improvements of the entire trail system. Conducted 2 workdays over the winter where staff blazed a new section of trail yellow and re-blazed a mile of pre-existing trail blue for improved wayfinding.
- Met routinely with landscaping contractor through the season and executed various seasonal projects such as a turf renovation and maintenance of the bio-retention garden
- Continued to refine inspection schedules by adding assets to Hiperweb, introducing daily vehicle/equipment inspections as part of staff to-do, and organizing files with manuals and warranties in maintenance.

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

Highlights

- Held pre-season crew team meeting with coaches to set expectations for 2026
- Maintained permit to align with upcoming changes to boat storage permitting system
- Further developed our bait and tackle retail offerings and introduced loaner fishing program
- Introduced branded park merchandise and partnered with local vendor, Jenia Suha, to sell personal care products that are unique to park and support the community
- Rolled out process for group rental offering, which will be available beginning May 18th
- Collaborative efforts within Marina Committee to support boat rental revenue including rain checks, a Paddle Pass marketing campaign and group rentals:
- Utilized pavilion promotion photos from marketing for social media posts to highlight pavilion availability. Coordinated with several non-profit leaders with boost mid-week rentals for corporate gatherings.
- Scheduled preliminary paddle programs with RN early on to allow for far-out content further out
- Supported 2 AP environmental science program field trips with Potomac Falls HS, with Ericka from LW coordinating with Park Specialist to provide souvenirs and educate students on history of park and importance of resource

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

Highlights

- Critter/activity corner with “pack for your hike” activity.
- Offered Sunset Paddle Tour, Kayak Fishing program, and Free Fishing weekend.

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

- Refined volunteer program structure over winter, execution implemented over the coming season. We have logged 16 hours of volunteer time total this year, with plans for at least 2 standing partnerships with LCPS club programs coming down the pipe.
- Hosted customer service training and continued the Great Board and Great Card recognition program.
- Recruited qualified staff through social media, word of mouth and on-site conversations with potential applicants

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of boat launches	859	3,000	3,000	1,696	3,000
• Volunteer hours received	88	350	1,000	0	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 9,151	\$ 8,500	\$ 8,500	0.0%
TOTAL REVENUE	\$ 9,151	\$ 8,500	\$ 8,500	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	\$ 4,757	\$ 6,500	\$ 6,500	0.0%
Utilities	60	200	200	0.0%
TOTAL EXPENSES	\$ 4,817	\$ 6,700	\$ 6,700	0.0%
Net Income	\$ 4,334	\$ 1,800	\$ 1,800	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-045	BLUE RIDGE REGIONAL PARK					
	REVENUES					
4100	Camping Fees	\$ 9,123	\$ 9,151	\$ 8,500	\$ 5,946	\$ 8,500
	TOTAL USER FEES	9,123	9,151	8,500	5,946	8,500
	TOTAL REVENUES	\$ 9,123	\$ 9,151	\$ 8,500	\$ 5,946	\$ 8,500
	EXPENSES					
5190	Facility Op. & Maintenance	\$ 4,692	\$ 4,757	\$ 6,500	\$ 2,731	\$ 6,500
	TOTAL MAINTENANCE COSTS	4,692	4,757	6,500	2,731	6,500
5580-002	Electricity	74	60	200	76	200
	TOTAL UTILITIES	74	60	200	76	200
	TOTAL EXPENSES	\$ 4,766	\$ 4,817	\$ 6,700	\$ 2,807	\$ 6,700
	OPERATING INCOME (LOSS)	\$ 4,357	\$ 4,334	\$ 1,800	\$ 3,140	\$ 1,800

BLUE RIDGE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27

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.

FY 26 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.
- Conducted maintenance “workdays” to remove invasive bamboo, 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.
- Eagle Scout project to rebuild Amphitheater stage was completed.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of group campers	945	806	1,430	343	1,430
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	1	1	2	1	2
• Volunteer hours received	300	300	300	40	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. Amenities include a driving range, pro shop, grill, along with putting and chipping areas.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 2,476,581	\$ 2,340,710	\$ 2,480,000	6.0%
Retail Operations	303,291	270,000	276,000	2.2%
Other Revenue	85,169	60,000	9,000	-85.0%
TOTAL REVENUE	\$ 2,865,041	\$ 2,670,710	\$ 2,765,000	3.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,181,491	\$ 1,223,666	\$ 1,232,443	0.7%
Operating Costs	164,166	153,770	99,860	-35.1%
Maintenance Costs	250,036	258,175	275,000	6.5%
Insurance	4,458	3,942	4,660	18.2%
Retail Operations	136,160	123,250	126,000	2.2%
Utilities	57,545	70,600	66,000	-6.5%
TOTAL EXPENSES	\$ 1,793,855	\$ 1,833,403	\$ 1,803,963	-1.6%
Net Income	\$ 1,071,186	\$ 837,308	\$ 961,037	

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	8.5	8.0	8.5	8.5	8.5
Part-Time	7.27	7.27	7.69	7.94	8.49

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

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-055	BRAMBLETON GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 269,552	\$ 284,491	\$ 255,000	\$ 285,204	\$ 300,000
4220	Cart Rental	521,276	533,952	461,408	393,857	495,000
4320	Golf Club Rental	3,634	3,690	3,000	3,315	3,500
4380	Green Fees	1,583,590	1,640,625	1,601,962	1,351,246	1,665,000
4400	Golf Handicap Program	7,081	4,794	7,150	4,065	3,000
4600	Programmed Events	3,961	2,599	3,690	9,759	5,000
4610	Pull Cart Rental	5,239	4,430	3,500	4,027	3,500
4670	Shelter Reservations	1,351	2,000	5,000	2,700	5,000
	TOTAL USER FEES	2,395,684	2,476,581	2,340,710	2,054,172	2,480,000
4641	Retail - Alcoholic Beverages	96,442	100,931	85,000	68,890	87,000
4640	Retail - Food	100,976	97,639	90,000	77,851	92,000
4650	Retail - Pro Shop	106,013	104,721	95,000	79,169	97,000
	TOTAL RETAIL OPERATIONS	303,430	303,291	270,000	225,911	276,000
4475	Lessons	47,902	85,169	60,000	46,522	9,000
4510	Miscellaneous Revenue	0	0	0	1,595	0
	TOTAL OTHER REVENUE	47,902	85,169	60,000	48,117	9,000
	TOTAL REVENUES	\$ 2,747,017	\$ 2,865,041	\$ 2,670,710	\$ 2,328,200	\$ 2,765,000
	EXPENSES					
5010	Full-Time Salaries	\$ 622,661	\$ 649,501	\$ 639,649	\$ 537,999	\$ 621,336
5020	Part-Time Salaries	194,910	222,790	249,887	189,052	288,271
5030	FICA	59,330	63,864	68,049	51,069	69,585
5040	Hospitalization	118,427	108,036	116,673	99,200	108,042
5060	Life Insurance	5,510	5,840	6,051	4,681	5,878
5050	Retirement	121,648	131,195	142,642	104,752	138,558
5070	Unemployment Tax	300	263	715	215	772
	TOTAL PERSONNEL SERVICES	1,122,786	1,181,491	1,223,666	986,968	1,232,443
5160	Golf Cart Rental	55,634	64,416	67,928	58,560	70,300
5138	Beverage Cart Rental	3,748	4,039	3,472	3,672	4,410
5230	Gas and Diesel	26,231	16,357	18,000	9,835	15,000
5260	Golf Handicap Program	2,876	1,040	3,180	2,305	2,000
5263	Instructor Fees	40,301	74,301	54,000	41,202	0
5490	Programs and Promotions	3,222	2,748	3,690	4,172	5,000
5570	Uniforms	1,270	1,266	3,500	817	3,150
	TOTAL OPERATING COSTS	133,281	164,166	153,770	120,562	99,860
5180	Equipment/Vehicle Maintenance	23,967	24,152	26,000	18,653	28,000
5190	Facility Op. & Maintenance	78,655	90,552	84,000	82,099	93,000
5240	Golf Course Maintenance	130,162	135,332	148,175	101,927	154,000
	TOTAL MAINTENANCE COSTS	232,783	250,036	258,175	202,679	275,000
5265	Insurance - Liquor Liability	1,330	1,650	750	2,938	1,500
5290	Insurance - Vehicle	2,821	2,808	3,192	2,750	3,160
	TOTAL INSURANCE	4,151	4,458	3,942	5,688	4,660
5521	Retail - Alcoholic Beverages	25,734	28,761	25,500	21,222	26,000
5520, 5522	Retail - Food	33,674	32,687	36,000	25,675	37,000
5530	Retail - Pro Shop	67,960	74,712	61,750	48,994	63,000
	TOTAL RETAIL OPERATIONS	127,368	136,160	123,250	95,891	126,000
5580-001	Telephone	5,090	4,976	5,300	4,636	5,300
5580-002	Electricity	23,850	24,557	35,000	22,330	30,000
5580-008	Propane Gas	20,336	21,047	23,000	25,326	23,000
5580-016	Internet/Cable	5,540	6,964	7,300	6,425	7,700
	TOTAL UTILITIES	54,816	57,545	70,600	58,716	66,000
	TOTAL EXPENSES	\$ 1,675,187	\$ 1,793,855	\$ 1,833,403	\$ 1,470,504	\$ 1,803,963
	OPERATING INCOME (LOSS)	\$ 1,071,830	\$ 1,071,186	\$ 837,308	\$ 857,695	\$ 961,037

BRAMBLETON GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 27



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 on a quarterly basis to evaluate performance, pricing, and overall value. Report findings in the golf committee meetings.
- Continue to implement and refine pro shop staff scripts that highlight the value and benefits 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 consistently expand content, promotional offerings and active users across all sites.
- 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, measure results and report findings monthly.
- Continue to expand 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 an annual facility walk through to review customer journey and make improvements.
- Develop and implement a standardized system utilizing available tools to track and monitor facility operations and maintenance expense accounts, analyze expenses, and guide resource allocation decisions.
- Implement the Player's 1st survey system, analyze customer feedback data, and report on key findings and trends to support operational improvements.

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 2027 budget goal.
- Implement standardized routine inspections for food, beverage, and retail areas to ensure clean, safe, and operationally efficient facilities.

BRAMBLETON GOLF COURSE

FY 26 STRATEGIC GOAL HIGHLIGHTS

Goal One: Offer and promote an effective membership program.

Highlights

- Promoted our Heron's Choice subscription membership throughout our Swing into Spring and Fall fore Golf Campaigns.
- Reviewed annual memberships quarterly to maintain membership levels.
- Utilized the golf course app to reward Heron's Choice members with discounts on merchandise, range packages and food offerings.
- Provided a discounted registration fee for members into our in-house tournaments.

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

Highlights

- Restructured the revenue playbook for better functionality and communication amongst committee members and designed campaigns to better target additional golfer demographics. Utilized the golf course app tournament software to provide Live Scoring for more than 10 tournaments including external and in-house events, leading to additional app downloads
- Promoted the Heron's Choice Subscription membership using targeted scripts and a pricing matrix during our seasonal campaigns.
- Developed multiple marketing 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

- Hosted 10 golf leagues weekly including 2 women's league's, multiple senior morning leagues, and a collection of 9 hole afternoon leagues.
- Hosted dozens of external outings many of those are charity fund raisers.
- Collaborated with our golf instructors to offer adult group classes, numerous private lessons and weekly drop-in programs targeting new golfers and establishing brand loyalty.
- Our instruction team hosted numerous successful programs including spring break and summer camps, PGA Jr League, multiple seasons of the First Tee program including a home school time frame, and high school golf team instruction for local private schools
- Worked together with LCPS High School Golf to implement a new scheduling and pricing plan that was developed and is serving as the model program for the County and is being followed by numerous golf courses in Loudoun County that support high school golf
- Hosted four internal tournaments- spring Birdie Bash, July 4 Scramble, 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 for clubhouse renovations including new lighting and kitchen renovations.

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 and added new food and alcohol product offerings and adjusted 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 merchandise sales to offload inventory.
- Prepared staff to promote various food and beverage offers during our Fall for Golf and Swing into Spring campaigns.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• 18 hole golf rounds (paid)	42,417	38,684	38,000	22,031	38,000
• 18 hole golf rounds (members)	6,815	5,299	7,000	2,922	5,000
• Power Cart Rentals	33,615	29,826	20,500	17,155	21,000
• Number of Driving Range buckets sold	24,889	23,783	23,000	15,115	24,000
• Per customer average on pro shop merchandise	\$ 2.17	\$ 2.38	\$ 2.11	\$ 2.25	\$ 2.25
• Per customer average on food & beverage	\$ 4.03	\$ 4.51	\$ 3.89	\$ 4.20	\$ 4.11
• Revenue per round of golf played	\$ 56.13	\$ 65.15	\$ 59.35	\$ 66.66	\$ 62.55
• Expense per round of golf played	\$ 34.23	\$ 40.79	\$ 40.74	\$ 37.63	\$ 42.01
• Number of social pavilion rentals	2	3	9	2	6
• Number of annual memberships sold	72	77	50	51	50
• Subscription memberships sold - Heron's Choice	37	60	50	79.5	60
• Volunteer hours received	10,676	9,594	11,000	5,967	11000

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 1,234,244	\$ 1,343,250	\$ 1,340,203	-0.2%
Retail Operations	54,631	55,000	60,000	9.1%
License Fees	567	0	0	0.0%
Other Revenue	24,631	30,000	25,000	-16.7%
TOTAL REVENUE	\$ 1,314,074	\$ 1,428,250	\$ 1,425,203	-0.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,174,887	\$ 1,165,790	\$ 1,280,082	9.8%
Operating Costs	45,512	50,100	58,300	16.4%
Maintenance Costs	159,596	159,700	160,000	0.2%
Insurance	5,054	5,106	5,688	11.4%
Retail Operations	48,982	38,750	39,375	1.6%
Utilities	109,037	126,700	126,700	0.0%
TOTAL EXPENSES	\$ 1,543,068	\$ 1,546,146	\$ 1,670,145	8.0%
Net Income	\$ (228,994)	\$ (117,896)	\$ (244,942)	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new full-time grade 13 Park Specialist was added to Bull Run to assist with Title 1 programming. Operating costs increased 16.4% due to additional funding in Programs and Promotions.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	9.00
Part-Time	6.91	7.23	7.64	8.20	8.54

BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-070	BULL RUN REGIONAL PARK					
	REVENUES					
4095	Cabin Rentals	\$ 85,501	\$ 97,064	\$ 118,450	\$ 66,789	\$ 100,000
4100	Camping Fees	814,808	779,780	815,000	568,375	820,000
4470	Laundry	5,743	5,703	5,000	4,198	6,000
4670	Shelter Reservations	103,191	91,536	109,500	56,164	100,000
4600, 4690	Programmed Events	6,330	3,803	8,000	4,161	5,000
4080	Boat/RV Storage	164,001	161,190	176,700	155,302	192,603
4230	Entrance Fees	121,863	91,419	105,600	71,802	112,600
4500	Disc Golf	4,351	3,750	5,000	2,266	4,000
	TOTAL USER FEES	1,305,788	1,234,244	1,343,250	929,057	1,340,203
4640	Retail Operations	49,291	54,631	55,000	35,189	30,000
4660	Retail - Merchandise	0	0	0	8,578	30,000
	TOTAL RETAIL OPERATIONS	49,291	54,631	55,000	43,767	60,000
4480	License Fees	1,103	567	0	641	0
	TOTAL LICENSE FEES	1,103	567	0	641	0
4255,4601	Firewood/Propane	25,616	24,631	30,000	18,436	25,000
	TOTAL OTHER REVENUE	25,616	24,631	30,000	18,436	25,000
	TOTAL REVENUES	\$ 1,381,799	\$ 1,314,074	\$ 1,428,250	\$ 991,901	\$ 1,425,203
	EXPENSES					
5010	Full-Time Salaries	\$ 553,126	\$ 586,890	\$ 564,473	\$ 506,660	\$ 640,692
5020	Part-Time Salaries	298,420	295,411	273,829	187,644	294,342
5030	FICA	62,842	65,079	64,130	49,221	71,530
5040	Hospitalization	108,054	105,913	131,410	93,805	123,780
5060	Life Insurance	5,066	5,002	5,340	4,337	6,061
5050	Retirement	107,110	116,373	125,877	98,759	142,874
5070	Unemployment Tax	307	220	731	230	802
	TOTAL PERSONNEL SERVICES	1,134,927	1,174,887	1,165,790	940,656	1,280,082
5230	Gas and Diesel	17,086	19,288	23,000	16,814	24,500
5430	Park Police	18,810	18,861	16,800	9,754	21,000
5490	Programs and Promotions	5,854	5,030	7,500	4,167	10,000
5570	Uniforms	2,254	2,333	2,800	1,076	2,800
	TOTAL OPERATING COSTS	44,004	45,512	50,100	31,810	58,300
5180	Equipment/Vehicle Maintenance	38,162	38,708	40,000	28,550	40,000
5190	Facility Op. & Maintenance	120,612	120,888	119,700	121,250	120,000
	TOTAL MAINTENANCE COSTS	158,774	159,596	159,700	149,800	160,000
5290	Insurance - Vehicle	4,514	5,054	5,106	4,951	5,688
	TOTAL INSURANCE	4,514	5,054	5,106	4,951	5,688
5524	Firewood	10,477	8,252	11,250	0	9,375
5535	Retail - Merchandise	0	0	0	2,000	15,000
5520	Retail Operations	31,507	40,731	27,500	21,714	15,000
	TOTAL RETAIL OPERATIONS	41,983	48,982	38,750	23,714	39,375
5580-001	Telephone	10,723	9,352	11,000	6,028	11,000
5580-002	Electricity	73,972	68,356	80,000	60,430	80,000
5580-004	Water/Sewer	11,394	14,539	15,000	21,186	15,000
5580-008	Propane	16,148	14,271	17,500	20,080	17,500
5580-016	Cable/Internet	2,865	2,520	3,200	1,678	3,200
	TOTAL UTILITIES	115,102	109,037	126,700	109,402	126,700
	TOTAL EXPENSES	\$ 1,499,305	\$ 1,543,068	\$ 1,546,146	\$ 1,260,332	\$ 1,670,145
	OPERATING INCOME (LOSS)	\$ (117,506)	\$ (228,994)	\$ (117,896)	\$ (268,431)	\$ (244,942)

BULL RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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 3,000 volunteer hours.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.

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



Objectives:

- Maintain a year-round campground programming and communications calendar to promote events and activities.
- Host a minimum of (5) campground-focused event weekends to enhance guest experience and increase visitation.
- Ensure campground programming supports increased off-peak and repeat visitation.
- Establish and maintain a minimum of (5) diverse community partnerships including continuing to maintain and support the community partnerships with the Harris Family Cemetery.
- 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 at least (2) customer service strategies to enhance the campground and park guest experience.
- Utilize camper surveys and guest feedback to implement at least (3) measurable improvements annually.
- Maintain a system to monitor, respond to, and track campground and park guest feedback trends. Implement improvements.
- Implement standardized training and onboarding procedures specific to campground operations.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

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



Objectives:

- Increase campground occupancy and revenue per site through targeted pricing, promotions, and marketing strategies.
- Implement at least (2) strategies to increase off-peak and weekday campground usage.
- Execute a data-driven marketing strategy utilizing the reservation system, website, and digital platforms.
- Utilize customer data to implement at least (2) targeted campaigns to increase repeat campground visitation.
- Conduct a minimum of (6) targeted marketing outreach campaigns (email, promotions, or offers).
- Optimize the online reservation system to improve booking efficiency and customer experience.
- Continue to refine retail operations and increase campground retail revenue by at least 5% annually.
- Maintain and implement the campground 5-year improvement plan to enhance facilities and guest experience.

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



Objectives:

- Implement marketing strategies to increase utilization of campground-related amenities (shelters, rentals, add-ons).
- Develop and implement a public program plan to attract new customers to the park.
- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.
- Work with the POS Specialist to implement updated platform for tracking, billing, and payment automation for storage.

BULL RUN REGIONAL PARK

FY 26 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 PATC to maintain the Bull Run Occoquan Trail.
- Continue to build on HiperWeb, 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.
- Maintained a volunteer program with over 3,000 recorded volunteer hours.
- Partnered with Microsoft, church groups, NOVA Disc Golf Association, and scout groups to conduct trail workdays.

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 and hosted a 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.

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.
- Modified camping rules to accommodate visitor needs.

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.
- Conducted weekly campground events that encompass our peak season.
- Modified maximum stay policy.
- Completed waterline expansion in the campground.

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 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of non –jurisdiction vehicle entries	12,781	11,410	8,640	4,462	9,000
• Number of nightly camping rentals	15,425	13,971	15,648	8,628	1,600
• Number of group campers	936	647	1,000	366	1,000
• Boat/RV storage usage (208 capacity)	198	198	198	198	198
• Number of picnic shelter rentals	477	362	400	175	400
• Number of cabin rentals	1,094	1,032	1,330	672	1,330
• Number of pavilion rentals	8	14	30	6	30
• Volunteer hours received	3,200	3,739	3,000	2,526	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 427,834	\$ 525,600	\$ 545,600	3.8%
Retail Operations	162,334	181,500	181,500	0.0%
Other Revenue	-50	0	0	0.0%
TOTAL REVENUE	\$ 590,118	\$ 707,100	\$ 727,100	2.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 306,584	\$ 347,356	\$ 352,685	1.5%
Operating Costs	0	0	0	0.0%
Maintenance Costs	91,405	96,600	96,600	0.0%
Retail Operations	71,553	73,750	73,750	0.0%
Utilities	13,261	18,000	19,500	8.3%
TOTAL EXPENSES	\$ 482,803	\$ 535,706	\$ 542,535	1.3%
Net Income	\$ 107,314	\$ 171,394	\$ 184,565	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	9.42	9.33	9.37	9.48	9.48

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-080	BULL RUN ATLANTIS WATERPARK					
	REVENUES					
4550	Admissions	\$ 476,739	\$ 316,427	\$ 415,000	\$ 226,884	\$ 415,000
4570	Group Admissions	55,431	56,222	60,000	74,219	78,000
4490	Locker Rental	260	99	600	202	600
4580	Waterpark Passes	48,047	54,561	50,000	35,210	52,000
4670	Shelter Reservations	2,811	525	0	0	0
	TOTAL USER FEES	583,287	427,834	525,600	336,514	545,600
4640	Retail Operations	231,032	157,256	170,000	117,435	170,000
4660	Swim Merchandise	12,050	5,078	11,500	4,718	11,500
	TOTAL RETAIL OPERATIONS	243,081	162,334	181,500	122,154	181,500
4510	Miscellaneous Revenue	0	(50)	0	0	0
	TOTAL OTHER REVENUE	0	(50)	0	0	0
	TOTAL REVENUES	\$ 826,368	\$ 590,118	\$ 707,100	\$ 458,668	\$ 727,100
	EXPENSES					
5020	Part-Time Salaries	\$ 281,808	\$ 284,469	\$ 322,223	\$ 178,227	\$ 327,167
5030	FICA	21,563	21,751	24,650	13,598	25,028
5070	Unemployment Tax	342	364	483	213	491
	TOTAL PERSONNEL SERVICES	303,713	306,584	347,356	192,038	352,685
5263	Instructor Fees	500	0	0	0	0
	TOTAL OPERATING COSTS	500	0	0	0	0
5190	Facility Op. & Maintenance	107,613	91,405	96,600	60,904	96,600
	TOTAL MAINTENANCE COSTS	107,613	91,405	96,600	60,904	96,600
5520	Retail Operations	65,520	69,286	68,000	42,011	68,000
5535	Swim Merchandise	1,969	2,267	5,750	3,156	5,750
	TOTAL RETAIL OPERATIONS	67,489	71,553	73,750	45,168	73,750
5580-001	Telephone	368	866	500	999	1,500
5580-002	Electricity	16,170	10,849	16,000	9,340	16,000
5580-016	Cable/Internet	1,204	1,546	1,500	1,678	2,000
	TOTAL UTILITIES	17,742	13,261	18,000	12,016	19,500
	TOTAL EXPENSES	\$ 497,057	\$ 482,803	\$ 535,706	\$ 310,125	\$ 542,535
	OPERATING INCOME (LOSS)	\$ 329,311	\$ 107,314	\$ 171,394	\$ 148,542	\$ 184,565

ATLANTIS WATERPARK AT BULL RUN

STRATEGIC GOALS & OBJECTIVES FY 26

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



Objectives:

- Work with the Marketing 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.
- Work with the POS Systems Specialist to train staff on efficient sales procedures. Maintain and refine 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 in order to achieve Platinum status..
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Work with the Aquatics Committee to develop and implement a streamlined group check-in process that improves efficiency, communication, and safety.
- 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 and campaigns on a weekly basis.
- Implement a minimum of one new strategy to increase weekday afternoon visitation.
- Develop and implement revenue-generating opportunities that meet customer needs and budget goals.

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.
- Implement a minimum of 2 strategies to improve the promotion, sale and execution of group meal offerings.
- Develop and implement a targeted retail sales plan with the goal of meeting FY27 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.
- Ensure proper tracking of write-offs and discount usage through use of daily tracking documents and management oversight.

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 26 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 sale, that included a special light show offering for annual passholders.
- Hosted on-site exclusive member appreciation events.
- Developed and refined offerings to retain current passholders, including adding perks like free entry to the park and Climb UPton discounts..
- 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.
- Updated SOPs for pass processing.

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, earning Silver Award for audit performance.
- Waterpark Specialist attended International Aquatic Safety School (IASS).
- Revised Inservice training materials and provide quality in-services.
- Expanded attendance at 12 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 and kick-off 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, including updated orientation.

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

Highlights

- Conducted surveys of groups and individuals to determine patron wants and needs.
- Introduced additional value-added programming, such as family fun night, to increase waterpark visitation.
- 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, including promotion of weekly strategies aimed at increasing weekday attendance.
- 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.
- Worked with Aquatics Manager to update signage throughout the facility to include optimizing concessions spacing.
- Revised concessions processes, such as daily food preparation and freezer stock, to expedite service.
- 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.

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

Highlights

- Full time staff obtained their Certified Pool Operators certification.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2026 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 baby pool and admissions building.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of general admissions	37,131	24,223	33,500	18,553	33,500
• Number of youth group participants	7,102	7,508	6,550	8,754	8,500
• Number of Annual Waterpark Passes sold	629	200	425	45	425
• Average amount customers spent on food & retail	\$ 5.42	\$ 3.79	\$ 4.48	\$ 4.47	\$ 4.28

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 Special Events 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, as well as athletic, charity, and educational events.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 19,250	\$ 110,000	\$ 110,000	0.0%
Other Revenue	60,693	216,000	216,000	0.0%
TOTAL REVENUE	\$ 79,943	\$ 326,000	\$ 326,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 77,066	\$ 82,655	\$ 78,429	-5.1%
Operating Costs	64,921	219,150	219,150	0.0%
Maintenance Costs	7,933	23,400	23,400	0.0%
Utilities	1,569	1,300	2,000	53.8%
TOTAL EXPENSES	\$ 151,490	\$ 326,505	\$ 322,979	-1.1%
Net Income	\$ -71,546	\$ -505	\$ 3,021	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.94	0.94	0.94	0.94	0.70

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
BULL RUN SPECIAL EVENTS CENTER						
3-075	REVENUES					
4124	Special Event Center Rental	\$ 71,915	\$ 19,250	\$ 90,000	\$ 23,000	\$ 90,000
4600	Programmed Events	0	0	20,000	0	20,000
	TOTAL USER FEES	71,915	19,250	110,000	23,000	110,000
4235	Event Services	52,790	12,765	144,000	4,416	144,000
4510	Miscellaneous Revenue	117,035	47,928	0	2,910	0
4821	Equipment Rental	12,002	0	0	0	0
4532	Park Police	0	0	72,000	0	72,000
	TOTAL OTHER REVENUE	181,827	60,693	216,000	7,326	216,000
	TOTAL REVENUES	\$ 253,741	\$ 79,943	\$ 326,000	\$ 30,326	\$ 326,000
EXPENSES						
5010	Full-Time Salaries	\$ 32,872	\$ 36,289	\$ 34,300	\$ (157,931)	\$ 36,207
5020	Part-Time Salaries	13,573	24,878	30,965	5,538	24,074
5030	FICA	3,154	4,579	4,993	2,929	4,611
5040	Hospitalization	8,201	4,013	4,358	3,779	5,064
5060	Life Insurance	260	314	324	283	343
5050	Retirement	5,903	6,981	7,649	6,071	8,074
5070	Unemployment Tax	7	13	66	12	56
	TOTAL PERSONNEL SERVICES	63,970	77,066	82,655	(139,319)	78,429
5186	Equipment Rental	0	0	0	0	0
5187	Event Services	79,292	37,903	136,800	17,924	136,800
5470	Production Costs	0	17	0	86	0
5450	Portable Johns	0	0	0	0	0
5490	Programs & Promotions	0	0	10,000	0	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	91,959	26,672	72,000	1,400	72,000
5570	Uniforms	353	329	350	120	350
	TOTAL OPERATING COSTS	171,604	64,921	219,150	19,529	219,150
5180	Equipment/Vehicle Maintenance	3,023	0	0	0	0
5190	Facility Op. & Maintenance	12,539	7,933	23,400	9,224	23,400
	TOTAL MAINTENANCE COSTS	15,562	7,933	23,400	9,224	23,400
5580-001	Telephone	0	24	0	73	0
5580-016	Cable/Internet	1,204	1,546	1,300	1,678	2,000
	TOTAL UTILITIES	1,204	1,569	1,300	1,750	2,000
	TOTAL EXPENSES	\$ 252,340	\$ 151,490	\$ 326,505	\$ (108,815)	\$ 322,979
	OPERATING INCOME (LOSS)	\$ 1,401	\$ (71,546)	\$ (505)	\$ 139,141	\$ 3,021

BULL RUN SPECIAL EVENTS CENTER

STRATEGIC GOALS & OBJECTIVES FY 27

Goal One: Manage and enhance the Special Events 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.
- Establish and distribute collateral materials that include site amenities and details.
- 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 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Site improvements completed including storage shed addition, speaker/artist temporary shelter and building renovations.
- Continued to use in-house event security, trash service, parking crew, and first aid greatly improving delivery of these services and improving the overall customer experience.
- Updated and revised 2026 event application guidelines and contract.
- Streamlined invoice and billing, including revenue share addendum,
- Created special event center year-round marketing calendar and plan.
- Hosted revenue share July 4th Carnival event as a revenue share event.
- Hosted a major nationally recognized circus event.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Total revenue of Special Events Center	\$ 253,741	\$ 101,286	\$ 326,000	\$ 30,326	\$ 326,000

BULL RUN FESTIVAL OF LIGHTS

PROGRAM OVERVIEW

The Bull Run Festival of Lights 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. 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, and camel rides.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 2,335,050	\$ 2,085,000	\$ 2,495,000	19.7 %
Retail Operations	70,226	70,000	100,000	42.9 %
Other Revenue	0	0	0	0.0%
TOTAL REVENUE	\$ 2,405,276	\$ 2,155,000	\$ 2,595,000	20.4 %
EXPENSES BY CATEGORY				
Personnel Services	\$ 230,982	\$ 263,335	\$ 270,239	2.6 %
Operating Costs	199,057	192,830	215,950	12.0 %
Maintenance Costs	3,577	2,000	2,000	0.0 %
Retail Operations	16,073	27,900	40,000	43.4 %
Utilities	6,399	7,500	7,500	0.0 %
TOTAL EXPENSES	\$ 456,089	\$ 493,565	\$ 535,689	8.5 %
Net Income	\$ 1,949,187	\$ 1,661,435	\$ 2,059,311	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new dynamic pricing model is being implemented for calendar year 2026. User fees have increased 19.7% to reflect the new pricing model. Retail Merchandise has seen significant growth in recent years by bundling items together for families.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.50	1.50	1.50	1.50	1.50
Part-Time	3.17	3.37	3.37	3.81	3.63

BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-078	BULL RUN LIGHT SHOW					
	REVENUES					
4485	Light Show Vehicle Entries	\$ 2,023,504	\$ 2,160,406	\$ 1,925,000	\$ 1,956,070	\$ 2,325,000
4800	Vendor Fees	157,995	174,645	160,000	171,123	170,000
	TOTAL USER FEES	2,181,499	2,335,050	2,085,000	2,127,193	2,495,000
4640	Retail Operations	65,680	70,226	70,000	35,601	10,000
4660	Retail - Merchandise	0	0	0	57,492	90,000
	TOTAL RETAIL OPERATIONS	65,680	70,226	70,000	93,093	100,000
4694	Sponsorships	228	0	0	0	0
	TOTAL OTHER REVENUE	228	0	0	0	0
	TOTAL REVENUES	\$ 2,247,407	\$ 2,405,276	\$ 2,155,000	\$ 2,220,286	\$ 2,595,000
	EXPENSES					
5010	Full-Time Salaries	\$ 77,939	\$ 83,133	\$ 87,669	\$ 264,524	\$ 92,189
5020	Part-Time Salaries	70,850	93,426	122,073	91,708	120,445
5030	FICA	10,826	13,180	16,045	12,052	16,266
5040	Hospitalization	20,848	22,799	16,926	17,017	19,668
5060	Life Insurance	721	808	829	679	872
5050	Retirement	15,516	17,540	19,550	14,661	20,558
5070	Unemployment Tax	96	96	243	102	241
	TOTAL PERSONNEL SERVICES	196,796	230,982	263,335	400,744	270,239
5535	Retail - Merchandise	0	0	0	0	36,000
5520	Retail Operations	27,219	16,073	27,900	38,246	4,000
	TOTAL RETAIL OPERATIONS	27,219	16,073	27,900	38,246	40,000
5230	Gas & Diesel	12,980	8,011	12,000	4,775	10,600
5470	Production Costs	220,552	190,924	180,480	188,771	205,000
5490	Programs & Promotions	266	19	0	0	0
5570	Uniforms	355	103	350	97	350
	TOTAL OPERATING COSTS	234,153	199,057	192,830	193,644	215,950
5180	Equipment/Vehicle Maintenance	1,833	3,577	2,000	2,002	2,000
	TOTAL MAINTENANCE COSTS	1,833	3,577	2,000	2,002	2,000
5580-002	Electricity	6,165	6,399	7,500	5,621	7,500
5580-008	Propane	1,280	0	0	0	0
	TOTAL UTILITIES	7,445	6,399	7,500	5,621	7,500
	TOTAL EXPENSES	\$ 467,446	\$ 456,089	\$ 493,565	\$ 640,257	\$ 535,689
	OPERATING INCOME (LOSS)	\$ 1,779,962	\$ 1,949,187	\$ 1,661,435	\$ 1,580,029	\$ 2,059,311

BULL RUN FESTIVAL OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 27

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



Objectives:

- Expand and enhance the Holiday Village to increase post-drive-through engagement and revenue opportunities.
- Utilize customer data from the online ticketing system develop and implement at least two targeted strategies to increase repeat visitation. Execute a data-driven, multi-channel marketing and communications plan in coordination with the NOVA Parks Marketing team to increase advance ticket sales and audience engagement.
- Optimize pricing and ticketing strategies, including advance purchase incentives and demand-based pricing, to maximize revenue and manage peak attendance.
- Increase off-peak and weekday attendance through targeted pricing, promotions, and programming initiatives.
- Maintain and execute a 5-year plan that outlines annual enhancements, new features, and long-term improvements to ensure continued growth and relevance of the event.
- Maintain, update, and annually validate operations, installation, and teardown manuals to improve efficiency, consistency, and staff performance.
- Refine operational processes to improve labor efficiency and overall cost management.
- Implement standardized training and onboarding programs to improve staff performance, consistency, and retention.
- Develop and refine revenue-generating programs, including food & beverage, retail, and add-on experiences, to maximize per-capita spending.
- Optimize guest flow, entry processes, and on-site circulation through technology and operational planning to enhance the overall visitor experience.
- Develop and expand strategic partnerships, sponsorships, and media collaborations to enhance visibility, guest experience, and revenue opportunities.

BULL RUN FESTIVAL OF LIGHTS

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Introduced and used a new ticketing partner, increasing retail revenue and reducing ticketing customer service issues.
- Exceeded revenue goals in car admission, vendor fees and retail merchandise.
- Continued refurbishing existing displays and completed in-house electrical power distribution and mapping.
- All show staff attended Customer Service training which included Festival of Lights specific to customer scenarios.
- Executed Festival of lights project plan to create effective labor and operational management for the 2025-2026 light show season.
- Reintroduced a new 200ft RGB tunnel and Village star arch entrance.
- Completed a full light show season with no generators or outside power.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of light show vehicle entries	61,594	66,095	60,000	61,946	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 during summer.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 775,693	\$ 853,500	\$ 837,750	-1.8%
Retail Operations	451,199	478,000	478,000	0.0%
Other Revenue	83,425	90,000	94,000	4.4%
TOTAL REVENUE	\$ 1,310,318	\$ 1,421,500	\$ 1,409,750	-0.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 546,855	\$ 600,940	\$ 639,496	6.4%
Operating Costs	270,512	272,450	260,300	-4.5%
Maintenance Costs	62,465	64,710	69,260	7.0%
Insurance	1,123	1,277	1,264	-1.0%
Retail Operations	292,592	345,374	345,044	-0.1%
Utilities	8,764	11,900	11,750	-1.3%
TOTAL EXPENSES	\$ 1,182,309	\$ 1,296,651	\$ 1,327,115	2.3%
Net Income	\$ 128,008	\$ 124,849	\$ 82,635	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-090	BULL RUN SHOOTING CENTER					
	REVENUES					
4040	Archery Target Fees	\$ 29,965	\$ 27,544	\$ 30,000	\$ 22,062	\$ 30,000
4390	Gun Rental	39,809	43,411	55,000	45,973	68,750
4745	Shooting Tournament Fees	33,560	56,031	40,000	37,750	45,000
4730	Target Sales	657,579	645,102	725,000	557,065	690,000
4670	Shelter Reservations	3,520	3,605	3,500	3,710	4,000
	TOTAL USER FEES	764,433	775,693	853,500	666,560	837,750
4640	Retail Operations	61,595	58,514	63,000	31,999	10,000
4660	Retail - Merchandise	411,378	392,686	415,000	329,339	468,000
	TOTAL RETAIL OPERATIONS	472,974	451,199	478,000	361,338	478,000
4475	Lessons	81,356	83,384	90,000	88,690	94,000
4510	Miscellaneous Revenue	182	41	0	13,056	0
	TOTAL OTHER REVENUE	81,538	83,425	90,000	101,746	94,000
	TOTAL REVENUES	\$ 1,318,945	\$ 1,310,318	\$ 1,421,500	\$ 1,129,644	\$ 1,409,750
	EXPENSES					
5010	Full-Time Salaries	\$ 185,984	\$ 188,766	\$ 184,874	\$ 166,460	\$ 191,934
5020	Part-Time Salaries	261,736	268,812	321,243	230,442	346,548
5030	FICA	33,997	34,823	38,718	29,096	41,194
5040	Hospitalization	20,086	13,692	12,567	10,752	14,604
5060	Life Insurance	1,447	1,535	1,749	1,341	1,816
5050	Retirement	34,902	38,986	41,227	33,003	42,801
5070	Unemployment Tax	279	241	562	187	600
	TOTAL PERSONNEL	538,432	546,855	600,940	471,281	639,496
5230	Gas and Diesel	2,145	1,613	2,500	1,212	2,600
5490	Programs and Promotions	336	52	500	584	500
5563	Shooting Tournament	11,613	20,254	15,000	11,203	15,000
5564	Targets	251,496	248,393	253,750	193,526	241,500
5570	Uniforms	544	200	700	432	700
	TOTAL OPERATING COSTS	266,133	270,512	272,450	206,957	260,300
5180	Equipment/Vehicle Maintenance	15,556	16,965	23,760	9,322	23,760
5190	Facility Op. & Maintenance	53,089	45,500	40,950	48,798	45,500
	TOTAL MAINTENANCE COSTS	68,645	62,465	64,710	58,120	69,260
5290	Insurance - Vehicle	1,129	1,123	1,277	1,100	1,264
	TOTAL INSURANCE	1,129	1,123	1,277	1,100	1,264
5520	Retail Operations	34,301	33,362	41,580	29,693	5,000
5535	Retail - Merchandise	281,699	259,230	303,794	227,028	340,044
	TOTAL RETAIL OPERATIONS	316,000	292,592	345,374	256,720	345,044
5580-001	Telephone	1,851	1,692	2,000	844	1,200
5580-002	Electricity	4,950	4,033	6,500	4,520	6,500
5580-008	Propane	303	321	1,000	277	750
5580-016	Cable/Internet	2,206	2,717	2,400	2,848	3,300
	TOTAL UTILITIES	9,309	8,764	11,900	8,488	11,750
	TOTAL EXPENSES	\$ 1,199,648	\$ 1,182,309	\$ 1,296,651	\$ 1,002,667	\$ 1,327,115
	OPERATING INCOME (LOSS)	\$ 119,298	\$ 128,008	\$ 124,849	\$ 126,978	\$ 82,635

BULL RUN SHOOTING CENTER

STRATEGIC GOALS & OBJECTIVES FY 27

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.
- Conduct a minimum of (2) facility and field clean-up days.
- Collaborate with Bull Run Park on general maintenance standards and processes.

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



Objectives:

- Host a minimum of (7) NSCA registered target events and (2) park-sponsored fun shoots
- 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, including information on tournaments and leagues.

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 and loyalty.

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 26 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 signage for clarity.
- Continued to offer Friends of Bull Run Shooting Center activities throughout the year, including a rebuild of the group.
- 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 (1) 5-Stand and (2) Skeet Leagues, and (1) Ironman League.
- Hosted (7) Registered Sporting Clays Tournaments. And (8) non-registered Sporting Clays tournaments.
- Partnered with local 4-H clubs.
- 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.
- Continued relationship with Score Chaser to offer our tournament shooters up to the minute postings for tournament scores.
- Continue to offer 3 big staff events/activities: 1) Memorial Day BBQ for working staff, 2) Summer BBQ & Sporting Clays Tournament (off hours), 3) Holiday Party and Skeet Tournament (off hours).
- 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

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of targets thrown (25 targets per round)	2,258,945	1,966,830	2,695,000	1,153,000	2,695,000
• Number of archery lane rentals	4,437	4,588	6,400	2,299	6,400
• Ammunition shotgun shell boxes (25 shells/box)	32,535	30,640	37,000	17,668	37,000
• Number of participants-Learn to Shoot Program	2,921	2,798	2,250	1,516	2,250
• Number of corporate outings	90	91	85	119	85
• Number of corporate outing participants	1,268	1,281	850	1,029	850
• Per round average on pro shop sales (including ammo)	\$ 5.23	\$ 5.74	\$ 4.43	\$ 4.47	\$ 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 6,711	\$ 7,776	\$ 12,000	54.3%
Other Revenue	13,050	13,500	15,750	16.7%
TOTAL REVENUE	\$ 19,761	\$ 21,276	\$ 27,750	30.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 25,600	\$ 27,500	\$ 29,036	5.6%
Maintenance Costs	21,358	19,300	19,400	0.5%
Utilities	1,571	2,000	2,000	0.0%
TOTAL EXPENSES	\$ 48,529	\$ 48,800	\$ 50,436	3.4%
Net Income	\$ (28,768)	\$ (27,524)	\$ (22,686)	

BUDGET HIGHLIGHTS

Major variances in budget:

- User Fees are increasing by over 50% because of new crew boat storage.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-060	BULL RUN MARINA					
	REVENUES					
4080	Boat/RV Storage	\$ 6,796	\$ 6,711	\$ 7,776	\$ 7,511	\$ 12,000
	TOTAL USER FEES	6,796	6,711	7,776	7,511	12,000
4640, 4285	Miscellaneous Revenue	14,600	13,050	13,500	9,435	15,750
	TOTAL OTHER REVENUE	14,600	13,050	13,500	9,435	15,750
4780	Rents	0	0	0	1,920	0
	TOTAL EASEMENTS & LICENSES	0	0	0	1,920	0
	TOTAL REVENUES	\$ 21,396	\$ 19,761	\$ 21,276	\$ 18,866	\$ 27,750
	EXPENSES					
5010	Full-Time Salaries	\$ 16,280	\$ 17,320	\$ 18,429	\$ 15,343	\$ 19,448
5030	FICA	1,153	1,210	1,410	1,021	1,488
5040	Hospitalization	2,813	3,044	3,369	2,746	3,571
5060	Life Insurance	157	163	174	142	184
5050	Retirement	3,424	3,863	4,110	3,296	4,337
5070	Unemployment Tax	2	1	8	2	8
	TOTAL PERSONNEL SERVICES	23,828	25,600	27,500	22,550	29,036
5190	Facility Op. & Maintenance	18,907	17,471	16,000	15,395	16,000
5252	Gate keys	4,488	3,887	3,300	2,596	3,400
	TOTAL MAINTENANCE COSTS	23,395	21,358	19,300	17,991	19,400
5580-002	Electricity	1,814	1,571	2,000	1,400	2,000
	TOTAL UTILITIES	1,814	1,571	2,000	1,400	2,000
	TOTAL EXPENSES	\$ 49,038	\$ 48,529	\$ 48,800	\$ 41,942	\$ 50,436
	OPERATING INCOME (LOSS)	\$ (27,642)	\$ (28,768)	\$ (27,524)	\$ (23,076)	\$ (22,686)

BULL RUN MARINA

STRATEGIC GOALS & OBJECTIVES FY 27

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 26 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.
- 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.
- Signed MOU with newly established South Lakes High School Crew for use of the facility for rowing.
- Conducted annual facility audit to identify maintenance priorities and improvements.

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 Congregation Ner Shalom for a Rosh Hashanah event including a shoreline cleanup.
- Hosted Santa's Summit 5k.
- Worked with Quantico Orienteering Club to coordinate an orienteering event at Kincheloe fields.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of crew boats stored	18	19	18	19	25
• Number of keys sold for boat launching	585	522	600	93	525

CAMERON RUN REGIONAL PARK

PROGRAM OVERVIEW

Cameron Run Regional Park features a 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 75,150	\$ 95,000	\$ 95,000	0.0%
Retail Operations	4,175	12,000	12,000	0.0%
Other Revenue	266	0	0	0.0%
TOTAL REVENUE	\$ 79,591	\$ 107,000	\$ 107,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	501,330	518,498	558,670	7.7%
Operating Costs	4,571	6,900	7,100	2.9%
Maintenance Costs	71,041	48,450	48,450	0.0%
Insurance	1,123	1,277	1,264	-1.0%
Retail Operations	1,705	4,800	4,800	0.0%
Utilities	871	0	0	0.0%
TOTAL EXPENSES	\$ 580,641	\$ 579,924	\$ 620,284	7.0%
Net Income	\$ (501,050)	\$ (472,924)	\$ (513,284)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	3.00	4.00	4.00	4.00	4.00
Part-Time	4.59	3.51	3.92	4.50	4.50

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-110 CAMERON RUN REGIONAL PARK						
REVENUES						
4670	Shelter Reservations	\$ 11,390	\$ 9,249	\$ 13,000	\$ 10,301	\$ 13,000
4060	Batting Cage Fees	38,396	37,046	42,000	26,338	42,000
4500	Miniature Golf	27,601	28,855	40,000	31,367	40,000
	TOTAL USER FEES	77,386	75,150	95,000	68,006	95,000
4660	Retail - Merchandise	0	0	0	0	3,600
4640	Retail - Food	3,088	4,175	12,000	2,271	8,400
	TOTAL RETAIL OPERATIONS	3,088	4,175	12,000	2,271	12,000
4510	Miscellaneous Revenue	98	266	0	0	0
	TOTAL OTHER REVENUE	98	266	0	0	0
	TOTAL REVENUES	\$ 80,572	\$ 79,591	\$ 107,000	\$ 70,277	\$ 107,000
EXPENSES						
5010	Full-Time Salaries	\$ 235,372	\$ 254,695	\$ 248,126	\$ 210,665	\$ 270,618
5020	Part-Time Salaries	119,394	125,446	145,025	90,984	152,288
5030	FICA	25,942	28,379	30,076	21,618	32,352
5040	Hospitalization	53,526	39,037	37,214	29,708	40,116
5060	Life Insurance	2,163	2,239	2,347	1,989	2,560
5050	Retirement	47,620	51,372	55,332	43,310	60,348
5070	Unemployment Tax	175	162	378	138	388
	TOTAL PERSONNEL SERVICES	484,191	501,330	518,498	398,411	558,670
5230	Gas and Diesel	2,958	3,171	3,500	4,672	3,700
5490	Programs and Promotions	0	60	2,000	183	2,000
5570	Uniforms	1,362	1,339	1,400	1,274	1,400
	TOTAL OPERATING COSTS	4,321	4,571	6,900	6,128	7,100
5180	Equipment/Vehicle Maintenance	2,497	7,025	3,300	2,974	3,300
5190	Facility Op. & Maintenance	60,325	64,017	45,150	49,084	45,150
	TOTAL MAINTENANCE COSTS	62,822	71,041	48,450	52,058	48,450
5290	Insurance - Vehicle	1,129	1,123	1,277	1,100	1,264
	TOTAL INSURANCE	1,129	1,123	1,277	1,100	1,264
5535	Retail - Merchandise	0	0	0	252	1,440
5520	Retail - Food	903	1,705	4,800	0	3,360
	TOTAL RETAIL OPERATIONS	903	1,705	4,800	252	4,800
5580-001	Telephone	154	871	0	1,308	0
	TOTAL UTILITIES	154	871	0	1,308	0
	TOTAL EXPENSES	\$ 553,520	\$ 580,641	\$ 579,924	\$ 459,258	\$ 620,284
	OPERATING INCOME (LOSS)	\$ (472,948)	\$ (501,050)	\$ (472,924)	\$ (388,980)	\$ (513,284)

CAMERON RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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 park 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 FY26 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, and other promotional opportunities to increase batting cage and mini golf revenue.

CAMERON RUN REGIONAL PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Refurbished Batting Cages to include new backstops 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.
- 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 2026 regional cookie distribution.
- Partnered with the City of Alexandria for a temporary bus parking lot.
- Partnered with the City of Alexandria for a snow drop station.
- Oversaw daily inspections of the City of Alexandria Sport Court.
- Hosted nature programs with NOVA Parks' Roving Naturalist.

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

- Attended local high school job fairs to enhance recruitment.
- Hosted NOVA Parks agency-wide vanGuard Lifeguard Training.
- Cross promoted Play All Day Passes 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

- 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 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Batting cage rounds	19,713	19,708	29,500	9,344	29,500
• Miniature golf rounds	4,095	4,208	8,900	3,563	8,900
• Picnic shelter rentals	40	33	36	23	40

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

PROGRAM OVERVIEW

Ice & Lights - 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 lighted tree and a 100' light tunnel.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 221,173	\$ 306,000	\$ 308,000	1%
Retail Operations	46,611	72,000	72,000	0%
TOTAL REVENUE	\$ 267,784	\$ 378,000	\$ 380,000	1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 90,786	\$ 75,837	\$ 80,365	6%
Operating Costs	159,116	150,000	155,000	3%
Retail Operations	23,187	30,000	30,000	0%
Utilities	4,307	13,000	13,000	0%
TOTAL EXPENSES	\$ 277,395	\$ 268,837	\$ 278,365	4%
Net Income	\$ (9,612)	\$ 109,163	\$ 101,635	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	3.34	2.64	2.64	2.36	2.36

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-115 CAMERON RUN WINTER VILLAGE						
REVENUES						
4297	General Admission	\$ 209,321	\$ 151,791	\$ 205,000	\$ 111,776	\$ 205,000
4683	Skating	63,335	45,830	65,000	40,863	65,000
4684	Skate Rentals	25,295	21,303	30,000	18,833	30,000
4488	Group Admissions	2,502	868	5,000	1,393	7,000
4670	Shelter Reservations	(372)	0	0	0	0
4093	Cabana Rental	575	1,380	1,000	974	1,000
	TOTAL USER FEES	300,656	221,173	306,000	173,838	308,000
4640	Retail Operations	69,502	46,611	72,000	38,978	60,000
4660	Retail - Merchandise	0	0	0	8,226	12,000
	TOTAL RETAIL OPERATIONS	69,502	46,611	72,000	47,205	72,000
	TOTAL REVENUES	\$ 370,158	\$ 267,784	\$ 378,000	\$ 221,043	\$ 380,000
EXPENSES						
5020	Part-Time Salaries	\$ 73,506	\$ 90,735	\$ 70,350	\$ 62,146	\$ 74,550
5030	FICA	0	0	5,382	0	5,703
5070	Unemployment	0	52	106	68	112
	TOTAL PERSONNEL SERVICES	73,506	90,786	75,837	62,214	80,365
5470	Light Show Production Costs	160,402	159,116	150,000	190,703	155,000
	TOTAL OPERATING COSTS	160,402	159,116	150,000	190,703	155,000
5520-015	Retail-Food	21,850	16,941	24,000	(4,125)	24,000
5520-000	Retail Operations	1,946	6,245	6,000	(2,372)	6,000
	TOTAL RETAIL OPERATIONS	23,796	23,187	30,000	(6,496)	30,000
5580-002	Electricity	0	0	7,500	0	7,500
5580-008	Propane	6,714	4,307	5,500	2,460	5,500
	TOTAL UTILITIES	6,714	4,307	13,000	2,460	13,000
	TOTAL EXPENSES	\$ 264,418	\$ 277,395	\$ 268,837	\$ 248,881	\$ 278,365
	OPERATING INCOME (LOSS)	\$ 105,741	\$ (9,612)	\$ 109,163	\$ (27,838)	\$ 101,635

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 27

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



Objectives:

- Implement at least two strategies or techniques developed by the Customer Service Committee to enhance guest experience across diverse audiences.
- Utilize customer data from the online ticketing system to develop and implement at least two targeted strategies to increase repeat visitation.
- Execute a data-driven, multi-channel marketing and communications plan in coordination with the NOVA Parks Marketing team to increase advance ticket sales and audience engagement.
- Optimize pricing and ticketing strategies, including advanced purchase incentives and demand-based pricing, to maximize revenue and manage peak attendance.
- Increase off-peak and weekday attendance through targeted pricing, promotions, and programming initiatives.
- Maintain and execute a 5-year plan that outlines annual enhancements, new features, and long-term improvements to ensure continued growth and relevance of the event.
- Maintain, update, and annually validate operations, installation, and teardown manuals to improve efficiency, consistency, and staff performance.
- Refine operational processes to improve labor efficiency and overall cost management.
- Implement standardized training and onboarding programs to improve staff performance, consistency, and retention.
- Develop and refine revenue-generating programs, including food & beverage, retail, and add-on experiences, to maximize per-capita spending.
- Optimize guest flow, entry processes, and on-site circulation through technology and operational planning to enhance the overall visitor experience.
- Develop and expand strategic partnerships, sponsorships, and media collaborations to enhance visibility, guest experience, and revenue opportunities.
- Refine and evaluate operating calendar, including extended seasonal offerings (e.g., January/February skating), to maximize revenue.

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

FY 26 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 Vivenu that improved customer service.
- Refined daytime ice-skating hours.
- Refined retail offerings to drive merchandise sales.
- 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 new shark, flamingo, penguin displays and a large jet ski display.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of Village Admissions	28,386	45,266	26,000	12,831	26,000
• Number of Ice Skaters	7,241	11,790	13,000	4,181	13,000
• Average amount customers spent on food/beverage	\$ 1.95	\$ 0.82	\$ 1.85	\$ 2.70	\$ 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. Concession options include Rip Tide Café and Surf Side Pizza, offering a variety of food options from pizza to funnel cakes. 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 available.

REVENUE & EXPENSE SUMMARY

		FY 2025 ACTUAL		FY 2026 ADOPTED		FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE							
User Fees	\$	1,294,267	\$	1,583,500	\$	1,641,000	3.6%
Retail Operations		571,299		652,000		652,000	0.0%
TOTAL REVENUE	\$	1,865,566	\$	2,235,500	\$	2,293,000	2.6%
EXPENSES BY CATEGORY							
Personnel Services	\$	791,125	\$	915,111	\$	882,843	-3.5%
Operating Costs		45,222		35,850		35,850	0.0%
Maintenance Costs		317,110		257,350		257,350	0.0%
Retail Operations		209,592		266,000		254,000	-4.5%
Utilities		198,052		178,200		178,200	0.0%
TOTAL EXPENSES	\$	1,561,102	\$	1,652,511	\$	1,608,243	-2.7%
Net Income	\$	304,464	\$	582,989	\$	684,757	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget..

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	22.55	22.56	22.36	22.08	22.08

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-120	GREAT WAVES WATERPARK at CAMERON RUN					
	REVENUES					
4550	Admissions	\$ 1,455,270	\$ 1,051,125	\$ 1,350,000	\$ 812,847	\$ 1,390,500
4093	Cabana Rental	17,080	15,755	18,000	14,220	20,000
4421	Play Features	790	375	0	0	0
4490	Locker Rental	6,352	3,790	8,500	2,986	8,500
4570	Group Admissions	95,144	145,597	125,000	134,992	140,000
4580	Waterpark Passes	63,985	70,377	70,000	44,589	70,000
4600	Programmed Events	1,448	1,000	0	(250)	0
4670	Shelter Reservations	10,680	6,247	12,000	1,995	12,000
	TOTAL USER FEES	1,650,749	1,294,267	1,583,500	1,011,379	1,641,000
4640	Retail Operations	664,593	530,496	600,000	448,575	600,000
4660	Swim Merchandise	54,849	40,804	52,000	23,864	52,000
4200	Food Truck	4,305	0	0	0	0
	TOTAL RETAIL OPERATIONS	723,747	571,299	652,000	472,439	652,000
	TOTAL REVENUES	\$ 2,374,497	\$ 1,865,566	\$ 2,235,500	\$ 1,483,818	\$ 2,293,000
	EXPENSES					
5010	Full-Time Salaries	\$ 66,314	\$ 72,082	\$ 78,847	\$ 70,113	\$ 63,895
5020	Part-Time Salaries	641,216	641,930	736,378	435,763	743,873
5030	FICA	49,877	52,568	58,643	38,425	59,067
5040	Hospitalization	0	8,796	21,789	7,487	0
5060	Life Insurance	590	645	746	524	604
5050	Retirement	12,341	14,275	17,583	12,743	14,248
5070	Unemployment Tax	725	829	1,125	520	1,156
	TOTAL PERSONNEL SERVICES	771,063	791,125	915,111	565,575	882,843
5143	Catering	(570)	0	0	0	0
5146	Contract Employment	4,800	4,307	4,000	5,320	4,000
5490	Programs and Promotions	73	43	1,500	76	1,500
5430	Park Police	40,961	40,651	30,000	29,453	30,000
5570	Uniforms	0	222	350	0	350
	TOTAL OPERATING COSTS	45,264	45,222	35,850	34,849	35,850
5180	Equipment/Vehicle Maintenance	10	0	2,200	0	2,200
5190	Facility Op. & Maintenance	310,221	317,110	255,150	242,157	255,150
	TOTAL MAINTENANCE COSTS	310,231	317,110	257,350	242,157	257,350
5520	Retail Operations	299,428	185,417	240,000	117,787	228,000
5535	Swim Merchandise	21,195	24,175	26,000	14,467	26,000
	TOTAL RETAIL OPERATIONS	320,623	209,592	266,000	132,253	254,000
5580-001	Telephone	4,191	3,959	4,200	3,712	4,200
5580-002	Electricity	86,982	84,565	78,000	83,496	78,000
5580-004	Water/Sewer	80,727	94,306	80,000	73,932	80,000
5580-008	Propane	2,107	4,066	4,000	1,199	4,000
5580-016	Internet/Cable	11,657	11,156	12,000	11,755	12,000
	TOTAL UTILITIES	185,665	198,052	178,200	174,095	178,200
	TOTAL EXPENSES	\$ 1,632,846	\$ 1,561,102	\$ 1,652,511	\$ 1,148,930	\$ 1,608,243
	OPERATING INCOME (LOSS)	\$ 741,650	\$ 304,464	\$ 582,989	\$ 334,888	\$ 684,757

GREAT WAVES WATERPARK AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Work with the Marketing 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.
- Work with the POS Systems Specialist to train staff on efficient sales procedures.
- Maintain and refine 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 in order to achieve Platinum status.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Work with the Aquatics Committee to develop and implement a streamlined group check-in process that improves efficiency, communication, and safety.
- 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.
- 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.
- Continue to expand and enhance swim lesson programming with the goal of increasing enrollment, customer satisfaction, and revenue generation.
- Implement a minimum of (2) new strategies to increase the sales of All Facility Passes and weekday afternoon visitation.

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.
- Implement a minimum of 2 strategies to improve the promotion, sale and execution of group meal offerings.
- Develop and implement a targeted retail sales plan with the goal of meeting FY27 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.
- Ensure proper tracking of write-offs and discount usage through use of daily tracking documents and management oversight.

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 26 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

- Coordinated a number of new onsite school job fairs and on-site drive-thru job fairs.
- Continued to updated SOP(s) for various pump room operations.
- Continued Public Swim Lessons during the summer mornings before opening.
- 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 repairs to Paradise Play in order to provide a great value addition to waterpark visits.
- Refined 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.
- Continued to offer snacks and beverages at the retail tent.
- 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.
- Refined Food & beverage SOP(s) for each food venue to provide more consistent operations.

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

Highlights

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Refined capacity procedures to maximize attendance and improve customer service.
- 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

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• General admissions	83,037	59,192	88,500	44,628	88,500
• Youth group participants	8,209	12,033	8,000	12,100	14,000
• Annual Waterpark Passes sold	869	274	800	119	800
• Annual Waterpark Pass entries	1,410	2,566	3,200	1,653	3,200
• Group shelter rentals	3	7	30	1	30
• Avg. amt. customers spent on food, beverages and retail	\$ 7.74	\$ 7.71	\$ 5.84	\$ 8.07	\$ 6.12

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 that 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 80,142	\$ 111,500	\$ 111,500	0.0%
Retail Operations	13,136	15,000	15,000	0.0%
Other Revenue	102	600	600	0.0%
Transfers In	464	3,000	3,000	0.0%
TOTAL REVENUE	\$ 93,844	\$ 130,100	\$ 130,100	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 338,159	\$ 359,657	\$ 378,769	5.3%
Operating Costs	12,706	13,350	15,300	14.6%
Maintenance Costs	46,654	46,000	46,000	0.0%
Retail Operations	5,071	7,500	7,500	0.0%
Utilities	24,210	28,300	29,200	3.2%
TOTAL EXPENSES	\$ 426,801	\$ 454,807	\$ 476,769	4.8%
Net Income	\$ (332,956)	\$ (324,707)	\$ (346,669)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Operating costs are increasing by almost 15% to reflect the increases in the Programs and Promotions account. Utility expenses have increased to match the usage at both the Carlyle Historic property and the accompanying bank building.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	1.97	2.14	2.45	2.50	2.50

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-130	CARLYLE HOUSE HISTORIC PARK					
	REVENUES					
4600	Programmed Events	\$ 19,612	\$18,736	\$ 25,000	\$ 15,204	\$ 25,000
4240	Carlyle House Rental	27,558	21,748	33,000	11,610	33,000
4230	Entrance Fees	29,099	35,958	50,000	30,346	50,000
4812, 4810	Visitor Ctr Rental/Photographer Fee	3,575	3,700	3,500	3,025	3,500
	TOTAL USER FEES	79,844	80,142	111,500	60,185	111,500
4640	Retail Operations	12,440	13,136	15,000	3,839	0
4660	Retail - Merchandise	0	0	0	6,622	15,000
	TOTAL RETAIL OPERATIONS	12,440	13,136	15,000	10,461	15,000
4270	Garden Guild/Docent Activities	134	102	600	(5)	600
	TOTAL OTHER REVENUE	134	102	600	(5)	600
4910	Transfer from Carlyle House Friends Fund	0	464	3,000	1,349	3,000
	TOTAL TRANSFER / OTHER FUNDS	0	464	3,000	1,349	3,000
	TOTAL REVENUES	\$ 92,418	\$ 93,844	\$ 130,100	\$ 71,990	\$ 130,100
	EXPENSES					
5010	Full-Time Salaries	\$ 176,046	\$ 186,054	\$ 179,604	\$ 161,993	\$ 187,915
5020, 5025	Part-Time Salaries	55,477	70,075	88,033	58,832	91,989
5030, 5035	FICA	17,482	19,074	20,474	15,652	21,413
5040	Hospitalization	14,403	23,371	29,582	25,093	33,552
5060	Life Insurance	1,598	1,686	1,699	1,485	1,778
5050	Retirement	33,539	37,827	40,052	32,156	41,905
5070	Unemployment Tax	75	74	212	78	218
	TOTAL PERSONNEL SERVICES	298,621	338,159	359,657	295,289	378,769
5220	Garden Guild/Docent Activities	117	786	600	96	600
5490	Programs and Promotions	8,316	11,920	12,050	8,125	14,000
5570	Uniforms	0	0	700	0	700
	TOTAL OPERATING COSTS	8,434	12,706	13,350	8,221	15,300
5190	Facility Op. & Maintenance	45,605	46,654	46,000	36,307	46,000
	TOTAL MAINTENANCE COSTS	45,605	46,654	46,000	36,307	46,000
5520	Retail Operations	6,849	5,071	7,500	8,671	7,500
	TOTAL RETAIL OPERATIONS	6,849	5,071	7,500	8,671	7,500
5580-001	Telephone	1,657	2,069	2,500	2,224	2,500
5580-002	Electricity	11,531	16,038	16,000	14,373	16,000
5580-004	Water/Sewer	738	688	4,000	538	4,000
5580-016	Internet/Cable	3,431	5,416	5,800	5,403	6,700
	TOTAL UTILITIES	17,356	24,210	28,300	22,538	29,200
	TOTAL EXPENSES	\$ 376,864	\$ 426,801	\$ 454,807	\$ 371,026	\$ 476,769
	OPERATING INCOME (LOSS)	\$ (284,446)	\$ (332,956)	\$ (324,707)	\$ (299,036)	\$ (346,669)

CARLYLE HOUSE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 27

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



Objectives:

- Provide at least (2) innovative programming partnerships with other historic sites within the city.
- Refine the year-round comprehensive programming schedule.
- Collaborate with the Camps and Programs Committee to review and refine a system to effectively evaluates programs annually to ensure offerings are in line with community needs and site expectations.
- 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 26 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

- Continuing partnership with Lee-Fendall House for summer trivia and walking tours.
- Hosted the annual Small Sword Association symposium.
- Worked with the Historic House Museum Consortium on the Biannual Symposium.
- Collaborating with George Mason University Forensics Science Department and the City of Alexandria Police Department on a Girl Scout Detectives Badge.
- Collaborated with the Tall Ship Providence and City of Alexandria Archeology on a Girl Scout Program dedicated to navigation and codes.
- Continue partnership with Office of Historic Alexandria on school field trip programs.
- Programming for the 250th is planned through 2030. Schedule of programs is reviewed and refined quarterly.
- Book clubs, yoga, and walking tours are planned and scheduled a calendar year at a time.
- Added monthly Self-Guided Sundays starting in March in an effort to attract visitors who do not like the traditional docent led tour.
- Trained docents to be able to offer shorter tours in order to give those who don't have our traditional 45-minute tour length and opportunity to see the house.
- Tell Me Your Name Tours focusing on the enslaved at Carlyle House are offered on demand and as part of our regular Juneteenth programming.
- Hosted two lectures on fashion and one on Women in the American Revolution as part of our winter lecture series.
- Developed walking tours focused on the Urban Renewal movement of the 1960s.

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

Highlights

- Continuing partnership with Lee-Fendall House for summer trivia and walking tours.
- Hosted the annual Small Sword Association symposium.
- Worked with the Historic House Museum Consortium on the Biannual Symposium.
- Collaborating with George Mason University Forensics Science Department and the City of Alexandria Police Department on a Girl Scout Detectives Badge.
- Collaborated with the Tall Ship Providence and City of Alexandria Archeology on a Girl Scout Program dedicated to navigation and codes.
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- Hosted two lectures on fashion and one on Women in the American Revolution as part of our winter lecture series.
- Developed walking tours focused on the Urban Renewal movement of the 1960s.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Daily tour attendance	4,268	5,068	7,300	3,154	7,300
• School tour attendance	139	148	400	88	400
• Scout tour attendance	101	111	90	103	90
• Special events attendance	4,803	3,924	5,200	1,644	5,200
• Facility rentals	23	19	30	11	30
• Volunteer hours	2,439	2,488	3,200	1,174	3,200
• Average amount spent on resale items	\$ 2.82	\$ 2.52	\$ 1.95	\$ 2.13	\$ 1.95

FOUNTAINHEAD REGIONAL PARK

PROGRAM OVERVIEW

Fountainhead Regional Park, located 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 began operations in 2014. The park offers popular walking trails for Clifton residents and a rental house.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 317,826	\$ 351,800	\$ 354,800	0.9%
Retail Operations	33,333	50,000	40,000	-20.0%
Other Revenue	3,228	12,912	13,196	2.2%
TOTAL REVENUE	\$ 354,388	\$ 414,712	\$ 407,996	-1.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 304,155	\$ 299,424	\$ 314,279	5.0%
Operating Costs	3,508	5,050	5,250	4.0%
Maintenance Costs	34,170	32,750	32,750	0.0%
Insurance	562	638	632	-1.0%
Retail Operations	18,923	25,000	20,000	-20.0%
Utilities	10,690	11,460	11,460	0.0%
TOTAL EXPENSES	\$ 372,007	\$ 374,322	\$ 384,371	2.7%
Net Income	\$ (17,619)	\$ 40,390	\$ 23,625	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	3.96	4.20	4.16	4.16	4.16

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-140	FOUNTAINHEAD REGIONAL PARK					
	REVENUES					
4070	Boat Rental	\$ 212,628	\$ 194,313	\$ 220,000	\$ 150,876	\$ 220,000
4530	Launch & Parking Fees	102,724	89,948	100,000	62,836	100,000
4690	Special Events	25,860	27,839	22,000	21,400	25,000
4600	Programmed Events	1,735	1,936	4,000	2,644	4,000
4670	Shelter Reservations	5,410	3,790	5,800	2,680	5,800
	TOTAL USER FEES	348,356	317,826	351,800	240,436	354,800
4640	Retail Operations	15,849	13,717	17,500	9,425	15,000
4660	Retail - Merchandise	21,080	19,616	32,500	12,083	25,000
	TOTAL RETAIL OPERATIONS	36,929	33,333	50,000	21,508	40,000
4420	House Rental	1,076	3,228	12,912	0	13,196
4510	Miscellaneous Revenue	0	0	0	0	0
	TOTAL OTHER REVENUE	1,076	3,228	12,912	0	13,196
	TOTAL REVENUES	\$ 386,361	\$ 354,388	\$ 414,712	\$ 261,943	\$ 407,996
	EXPENSES					
5010	Full-Time Salaries	\$ 105,953	\$ 111,280	\$ 103,894	\$ 102,801	\$ 109,957
5020	Part-Time Salaries	136,911	135,243	131,948	104,901	138,670
5030	FICA	18,238	18,430	18,042	14,850	19,020
5040	Hospitalization	16,170	17,294	21,135	16,083	20,807
5060	Life Insurance	832	861	983	821	1,040
5050	Retirement	18,194	20,905	23,168	18,616	24,521
5070	Unemployment Tax	168	143	254	93	264
	TOTAL PERSONNEL SERVICES	296,467	304,155	299,424	258,166	314,279
5230	Gas and Diesel	2,847	2,872	3,000	2,672	3,200
5490	Programs and Promotions	0	0	1,000	0	1,000
5570	Uniforms	679	636	1,050	181	1,050
	TOTAL OPERATING COSTS	3,526	3,508	5,050	2,853	5,250
5180	Equipment/Vehicle Maintenance	2,725	2,260	3,300	3,329	3,300
5190	Facility Op. & Maintenance	32,046	27,795	28,950	32,020	28,950
5510	Rental House Maintenance	2,151	4,115	500	172	500
	TOTAL MAINTENANCE COSTS	36,923	34,170	32,750	35,522	32,750
5290	Insurance - Vehicle	564	562	638	550	632
	TOTAL INSURANCE	564	562	638	550	632
5520,5535	Retail Operations	18,016	18,923	25,000	11,649	20,000
	TOTAL RETAIL OPERATIONS	18,016	18,923	25,000	11,649	20,000
5580-001	Telephone	1,837	2,287	2,300	1,778	2,300
5580-002	Electricity	6,623	6,243	7,000	4,385	7,000
5580-016	Internet/cable	2,290	2,160	2,160	1,800	2,160
	TOTAL UTILITIES	10,750	10,690	11,460	7,963	11,460
	TOTAL EXPENSES	\$ 366,247	\$ 372,007	\$ 374,322	\$ 316,703	\$ 384,371
	OPERATING INCOME (LOSS)	\$ 20,114	\$ (17,619)	\$ 40,390	\$ (54,760)	\$ 23,625

FOUNTAINHEAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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.

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) new program.
- 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 FY26.
- Implement at least (1) new strategy to improve net retail sales revenues by 5% from FY26 gross sales.

FOUNTAINHEAD REGIONAL PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Worked with Burgundy Farm School and Friends of the Occoquan to host three watershed cleanups.
- Worked closely with VA Department of Health – Office of Drinking Water to conduct waterworks inspections, correct deficiencies, and ensure that facilities meet standards.
- Conducted annual facility audit.
- Staff met to discuss partnership between NOVA Parks and MORE in relation to developing future mountain biking improvements.

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

Highlights

- Hosted (11) 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 three stand-up paddleboard yoga sessions in cooperation with Wander Wellness.
- Roving Naturalist hosted (10) events, including eight paddle tours, a sold out night hike, and City Nature Challenge walk.
- 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 quarterly meetings with senior staff to improve communication and gather feedback .
- Audited part time staffing plan to match budget. Revised schedule templates in UKG to match staffing plan.

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

Highlights

- Worked with PATC and MORE to maintain multi-use experiences on the Bull Run Occoquan Trail.
- Worked with other park staff to establish new marina committee. Participated in four committee meetings and two marina manager meetings.
- Established raincheck voucher program in conjunction with marina committee and wrote SOP for the program.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL	FY 2027 TARGET
				6 months JUL-APR 2025	
• Number of jon boat rentals	2,268	2,152	3,500	1,117	2,500
• Number of boat ramp launches (daily type)	2,195	1,544	825	1,199	2,000
• Number of boat shore launches	2,470	1,791	1,650	1,023	1,650
• Number of season ramp launch passes sold	233	211	230	68	230
• Number of season shore launch passes sold	577	518	410	156	410
• Number of stand-up paddle board rentals	986	717	2,200	578	750
• Number of motor rentals	1,216	1,152	1,550	704	1,550
• Number of kayak rentals	3,820	3,275	8,350	2,209	4,000
• Number of picnic shelter rentals	41	24	40	13	40
• Average revenue retail per boat rental and daily launch	\$ 3.15	\$ 3.52	\$ 3.49	\$ 2.63	\$ 3.03
• Number of volunteer hours	41	417	800	12	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
Other Revenue	\$ 75,039	\$ 75,000	\$ 87,480	16.6%
TOTAL REVENUE	\$ 75,039	\$ 75,000	\$ 87,480	16.6%
EXPENSES BY CATEGORY				
Personnel Services	\$0	\$0	\$0	0.0%
Maintenance Costs	7,715	7,000	5,000	-28.6%
TOTAL EXPENSES	\$ 7,715	\$ 7,000	\$ 5,000	-28.6%
Net Income	\$ 67,324	\$ 68,000	\$ 82,480	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-150	HEMLOCK OVERLOOK					
	REVENUES					
4510	Miscellaneous Revenue	\$ 300	\$ 39	\$ 0	\$ 38	\$ 0
4672	Revenue Share from Partnership	30,000	75,000	75,000	39,942	87,480
	TOTAL OTHER REVENUE	30,300	75,039	75,000	39,980	87,480
	TOTAL REVENUES	\$ 30,300	\$ 75,039	\$ 75,000	\$ 39,980	\$ 87,480
	EXPENSES					
5020	Part-Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
5030	FICA	0	0	0	0	0
5070	Unemployment Tax	0	0	0	0	0
	TOTAL PERSONNEL SERVICES	0	0	0	0	0
5190	Facility Op. & Maintenance	14,249	7,715	7,000	1,412	5,000
	TOTAL MAINTENANCE	14,249	7,715	7,000	1,412	5,000
5580-002	Electricity	412	0	0	0	0
	TOTAL UTILITIES	412	0	0	0	0
	TOTAL EXPENSES	\$ 14,661	\$ 7,715	\$ 7,000	\$ 1,412	\$ 5,000
	OPERATING INCOME (LOSS)	\$ 15,639	\$ 67,324	\$ 68,000	\$ 38,568	\$ 82,480

HEMLOCK OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Work closely with vendor to ensure successful operations.
- Implement defined maintenance responsibilities, maintenance standards, and regular inspections.

HEMLOCK OVERLOOK REGIONAL PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Met with vendor for annual meeting and facility walkthrough.
- Worked with vendor to coordinate three trail running events based out of Hemlock Overlook
- Worked with a local church to conduct a volunteer stream cleanup with 19 participants.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• School and Community group participants	0	277,304	6,000	193,260	290,000
• Professional and Corporate participants	0	9,415	100	13,188	20,000

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 731,299	\$ 641,069	\$ 634,660	-1.0%
Retail Operations	142,841	88,000	151,500	72.2%
Other Revenue	21,237	1,000	1,000	0.0%
TOTAL REVENUE	\$ 895,377	\$ 730,069	\$ 787,160	7.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,057,352	\$ 1,107,601	\$ 1,186,556	7.1%
Operating Costs	33,134	24,920	35,100	40.9%
Maintenance Costs	178,959	196,251	202,420	3.1%
Insurance	1,685	1,915	1,896	-1.0%
Retail Operations	68,680	51,800	86,850	67.7%
Utilities	68,508	64,400	70,900	10.1%
TOTAL EXPENSES	\$ 1,408,318	\$ 1,446,887	\$ 1,583,722	9.5%
Net Income	\$ (512,942)	\$ (716,818)	\$ (796,562)	

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. Memberships is showing a significant decrease due to a deferral of revenues that will take place during FY 27. Operationally, memberships should remain at FY 26 levels.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	7.51	7.89	8.15	8.48	9.22

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-180	MEADOWLARK BOTANICAL GARDENS					
	REVENUES					
4020	Misc Rev / Annual Dues	\$ 157,831	\$ 181,425	\$ 162,000	\$ 165,648	\$ 88,000
4101	Camps	60,267	57,035	68,069	59,495	19,260
4600	Programmed Events	27,473	47,289	25,000	44,021	44,400
4812, 4810	Visitor Center Rental/Photographer Fees	33,000	34,950	33,000	31,950	35,000
4230	Entrance Fees	337,738	407,715	350,000	384,665	445,000
4670	Shelter Reservations	2,405	2,885	3,000	1,055	3,000
	TOTAL USER FEES	618,713	731,299	641,069	686,834	634,660
4200	Retail - Food Truck	0	0	0	4,292	10,000
4640	Retail Operations	8,177	30,603	8,000	11,383	20,000
4641	Retail - Alcoholic Beverages	604	1,574	0	1,738	1,500
4660	Retail - Merchandise	90,304	110,663	80,000	136,238	120,000
	TOTAL RETAIL OPERATIONS	99,085	142,841	88,000	153,651	151,500
4510	Misc. Revenue	769	0	0	0	0
4181	Meadowlark Escrow Interest Transfer	25,764	21,237	1,000	0	1,000
	TOTAL OTHER REVENUE	26,533	21,237	1,000	0	1,000
	TOTAL REVENUES	\$ 744,331	\$ 895,377	\$ 730,069	\$ 840,485	\$ 787,160
	EXPENSES					
5010	Full-Time Salaries	\$ 508,922	\$ 551,465	\$ 546,321	\$ 486,468	\$ 576,704
5020	Part-Time Salaries	190,631	248,039	272,475	197,643	306,241
5030	FICA	52,049	59,268	62,638	48,363	67,545
5040	Hospitalization	88,155	81,397	98,441	81,101	101,226
5060	Life Insurance	4,666	5,104	5,168	4,517	5,456
5050	Retirement	97,996	111,776	121,830	96,945	128,605
5070	Unemployment Tax	292	303	729	230	779
	TOTAL PERSONNEL SERVICES	942,712	1,057,352	1,107,601	915,268	1,186,556
5230	Gas and Diesel	4,962	5,270	5,000	6,024	6,400
5380	Membership Events	546	966	1,000	1,268	1,200
5490	Programs and Promotions	7,707	20,352	8,720	14,378	18,600
5171	Camps	4,691	5,651	7,400	1,134	6,100
5570	Uniforms	2,538	894	2,800	442	2,800
	TOTAL OPERATING COSTS	20,445	33,134	24,920	23,247	35,100
5180	Equipment/Vehicle Maintenance	14,606	18,150	16,500	13,670	18,000
5190	Facility Op. & Maintenance	96,247	81,959	92,450	101,120	94,500
5215	Garden Maintenance	62,111	78,849	87,301	63,377	89,920
	TOTAL MAINTENANCE COSTS	172,964	178,959	196,251	178,167	202,420
5290	Insurance - Vehicle	1,693	1,685	1,915	2,200	1,896
	TOTAL INSURANCE	1,693	1,685	1,915	2,200	1,896
5520	Retail Operations	46,681	68,329	51,800	81,825	86,400
5521	Retail - Alcoholic Beverages	154	351	0	0	450
	TOTAL RETAIL OPERATIONS	46,834	68,680	51,800	81,825	86,850
5580-000	Utilities - Other	0	824	0	0	0
5580-001	Telephone	5,580	4,837	5,500	3,641	5,500
5580-002	Electricity	37,644	37,629	37,000	33,404	37,000
5580-003	Natural Gas	8,511	11,648	9,000	12,052	12,000
5580-004	Water/Sewer	6,685	8,838	8,000	6,327	9,000
5580-008	Propane Gas	0	205	400	0	400
5580-016	Cable/Internet	4,581	4,527	4,500	5,654	7,000
	TOTAL UTILITIES	63,001	68,508	64,400	61,078	70,900
	TOTAL EXPENSES	\$ 1,247,650	\$ 1,408,318	\$ 1,446,887	\$ 1,261,785	\$ 1,583,722
	OPERATING INCOME (LOSS)	\$ (503,319)	\$ (512,942)	\$ (716,818)	\$ (421,299)	\$ (796,562)

MEADOWLARK BOTANICAL GARDENS



STRATEGIC GOALS & OBJECTIVES FY 27

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



Objectives:

- Continue to plan and implement new features to the garden.
- 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:

- 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.
- Work with the Park Operations Superintendent to develop and implement a standardized template and process for submitting program and camp logistics information to the NOVA Parks Marketing team to ensure accuracy, consistency, and timeliness.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Review, refine and implement educational programs with at least (1) focusing on nature-based interpretation that engages the public in interactive ways about ecosystems.
- Maintain a year-round comprehensive programming and content calendar including an upcoming seasonal schedule of events and activities to post on the web site and social media
- Collaborate with the Camps and Programs Committee to review and refine a system to effectively evaluates camp programs annually to ensure offerings are in line with community needs and site expectations.
- Develop and implement at least (2) new public programs.
- 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.
- 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.
- Maintain a minimum of (3) diverse community partnerships.

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.
- Maintain consistent facility maintenance standards and routine 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 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Continued to refine the children's garden plans and overall themes.
- Continued marketing efforts through on-site signage as well as digital posts to promote facility rentals.
- New add-on programming developed specific to Children's Pavilion rentals space.

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.
- Refined the digital newsletter to include pertinent information related to programming and general garden information for guests and members
- Continued to increase program offerings to include a variety of Health and Wellness Programs, Native Garden Spotlights and an increase in Pup Days.
- Enhanced the Camp Grow Offerings to better align with community needs
- Hosted several Members only programs as an add-on to garden memberships.
- 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.
- Refined 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 and developed relationships with new plant vendors.
- Maintained the accreditation for the Daylily Collection through APGA (American Public Garden Association) and published an article outlining the collection.
- Planned several garden outings with staff to enhance their understanding of other botanical gardens and operations.
- Utilized the invasive management plan for naturalized areas.
- Refined the use of the Horticulture program, Hortis, for accessioning plant material by expanding the use of the program to allow public access to collections.
- Continue to refine the cherry tree succession planting throughout the gardens.

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

Highlights:

- Continued to implement a variety of customer service strategies and training.
- New Wayfinding Signage installed throughout the gardens to help guide guests through their visit.
- Began the use of the Food truck to provide food and beverage options to garden guests during their walk at peak visitation times.
- Refined the group volunteer application process to better streamline the communication with large corporate volunteer inquires.
- Made significant improvements to the gardens website to better communicate the variety of offerings
- Hosted several orientations and all staff meetings to share department and agency updates.
- Increased volunteer participation throughout the garden.
- Refined the Meadowlark members newsletter and continued to see higher viewership.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Memberships	3,232	3,447	3,000	1,531	3,500
• Admissions (including members)	90,830	98,450	100,000	50,835	100,000
• Program participants	9,350	9,083	9,000	10,433	9,300
• Camp Grow participants	178	160	204	165	152
• School programs-number of students	1,706	2,116	1,700	612	1,700
• Average amount visitors spend on resale items	\$ 0.99	\$ 1.30	\$ 0.79	\$ 1.44	\$ 1.36
• Volunteer hours received	3,256	4,184	3,200	2,308	3,500

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 1,807,544	\$ 1,695,000	\$ 1,921,000	13.3%
Retail Operations	277,631	261,000	309,500	18.6%
TOTAL REVENUE	\$ 2,085,175	\$ 1,956,000	\$ 2,230,500	14.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 137,988	\$ 166,784	\$ 182,229	9.3%
Operating Costs	151,233	141,800	155,000	9.3%
Maintenance Costs	8	0	0	0.0%
Insurance	0	1,000	1,000	0.0%
Retail Operations	61,482	107,620	124,850	16.0%
Utilities	433	3,850	3,850	0.0%
TOTAL EXPENSES	\$ 351,144	\$ 421,054	\$ 466,929	10.9%
Net Income	\$ 1,734,031	\$ 1,534,946	\$ 1,763,571	

BUDGET HIGHLIGHTS

Major variances in budget:

- User fees are increasing due to a rate change for calendar year 2026. Alcoholic offerings at the light show have become very popular, and account for most of the Retail Operations increase for FY 27.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	3.44	3.65	3.65	3.65	3.79

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-185 MEADOWLARK LIGHT SHOW						
REVENUES						
4486	Admissions	\$ 1,546,675	\$ 1,757,582	\$ 1,650,000	\$ 1,748,510	\$ 1,876,000
4488	Group Admissions	39,054	49,962	45,000	36,162	45,000
	TOTAL USER FEES	1,585,729	1,807,544	1,695,000	1,784,673	1,921,000
4640	Retail Operations	168,861	203,620	180,000	168,233	200,000
4641	Retail - Alcoholic Beverages	50,267	24,160	26,000	48,855	49,500
4660	Retail - Merchandise	55,798	49,851	55,000	107,195	60,000
	TOTAL RETAIL OPERATIONS	274,925	277,631	261,000	324,284	309,500
	TOTAL REVENUES	\$ 1,860,655	\$ 2,085,175	\$ 1,956,000	\$ 2,108,956	\$ 2,230,500
EXPENSES						
5010	Full-Time Salaries	\$ 25,897	\$ 30,224	\$ 32,648	\$ 27,217	\$ 34,951
5020	Part-Time Salaries	99,394	86,114	111,440	98,795	122,756
5030	FICA	9,175	8,791	11,023	9,457	12,065
5040	Hospitalization	4,916	5,720	3,896	5,477	4,128
5060	Life Insurance	238	303	309	272	331
5050	Retirement	5,343	6,740	7,281	5,830	7,794
5070	Unemployment	116	96	187	104	204
	TOTAL PERSONNEL SERVICES	145,081	137,988	166,784	147,152	182,229
5470, 5151	Light Show Production Costs	139,387	151,081	141,800	141,767	155,000
5230	Gas and Diesel	1,102	0	0	0	0
5490	Programs and Promotions	37	0	0	0	0
5410	Miscellaneous Event Expenses	79	152	0	0	0
	TOTAL OPERATING COSTS	140,604	151,233	141,800	141,767	155,000
5180	Equipment/Vehicle Maintenance	255	8	0	0	0
	TOTAL MAINTENANCE COSTS	255	8	0	0	0
5520-015, 025, 5522-000	Retail-Food	39,307	29,589	72,320	30,552	80,000
5520-000	Retail Operations	28,463	26,287	27,500	28,009	30,000
5521	Retail - Alcoholic Beverages	9,129	5,606	7,800	10,497	14,850
	TOTAL RETAIL OPERATIONS	76,899	61,482	107,620	69,058	124,850
5265	Insurance - Liquor Liability	0	0	1,000	0	1,000
	TOTAL INSURANCE	0	0	1,000	0	1,000
5580-002	Electricity	0	33	3,500	1,063	3,500
5580-008	Propane	321	400	350	299	350
	TOTAL UTILITIES	321	433	3,850	1,362	3,850
	TOTAL EXPENSES	\$ 363,160	\$ 351,144	\$ 421,054	\$ 359,340	\$ 466,929
	OPERATING INCOME (LOSS)	\$ 1,497,495	\$ 1,734,031	\$ 1,534,946	\$ 1,749,617	\$ 1,763,571

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 27

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



Objectives:

- Implement at least two strategies or techniques developed by the Customer Service Committee to enhance guest experience across diverse audiences.
- Utilize customer data from the online ticketing system to develop and implement at least two targeted strategies to increase repeat visitation.
- Execute a data-driven, multi-channel marketing and communications plan in coordination with the NOVA Parks Marketing team to increase advance ticket sales and audience engagement.
- Optimize pricing and ticketing strategies, including advance purchase incentives and demand-based pricing, to maximize revenue and manage peak attendance.
- Increase off-peak and weekday attendance through targeted pricing, promotions, and programming initiatives.
- Maintain and execute a 5-year plan that outlines annual enhancements, new features, and long-term improvements to ensure continued growth and relevance of the event.
- Maintain, update, and annually validate operations, installation, and teardown manuals to improve efficiency, consistency, and staff performance.
- Refine operational processes to improve labor efficiency and overall cost management.
- Implement standardized training and onboarding programs to improve staff performance, consistency, and retention.
- Develop and refine revenue-generating programs, including food & beverage, retail, and add-on experiences, to maximize per-capita spending.
- Optimize guest flow, entry processes, and on-site circulation through technology and operational planning to enhance the overall visitor experience.
- Develop and expand strategic partnerships, sponsorships, and media collaborations to enhance visibility, guest experience, and revenue opportunities.

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

FY 26 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 light shows Concessions and retail.
- Began the utilization of a new ticketing software, Vivenu.
- Continued the use of the Food truck as well as an additional beverage bar on site during peak visitation times to offer a wider variety of food and beverage offerings.
- Increased off-peak attendance by promoting specials and deals during the early and later parts of the show.
- Added a variety of Large scale Botanical and Natural light show elements.
- A new light show storage facility has been completed. We implemented new storage plans for existing light show features.
- 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 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of light show entries	92,657	96,135	92,000	82,857	92,000
• Average amount visitors spend on food & retail items	\$ 3.06	\$ 2.89	\$ 2.84	\$ 3.68	\$ 3.36

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 1,071,235	\$ 882,000	\$ 910,000	3.2%
Retail Operations	1,750,652	1,391,520	1,491,570	7.2%
Other Revenue	203,490	136,150	142,200	4.4%
TOTAL REVENUE	\$ 3,025,377	\$ 2,409,670	\$ 2,543,770	5.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 519,283	\$ 620,553	\$ 687,833	10.8%
Operating Costs	415,742	288,600	313,690	8.7%
Maintenance Costs	124,680	118,150	127,750	8.1%
Insurance	7,714	8,000	8,500	6.3%
Retail Operations	322,951	362,645	388,710	7.2%
Utilities	68,640	74,500	75,150	0.9%
TOTAL EXPENSES	\$ 1,459,009	\$ 1,472,448	\$ 1,601,633	8.8%
Net Income	\$ 1,566,368	\$ 937,222	\$ 942,137	

BUDGET HIGHLIGHTS

Major variances in budget:

- The Atrium remains one of the strongest event venues, with the budget increasing to meet trends. As the number of events increases, the rest of the revenue and expense categories increase based off percentages.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	4.50	4.50	4.50	4.50	4.50
Part-Time	5.79	4.80	4.66	4.80	5.51

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-170	MEADOWLARK ATRIUM AND EVENT SERVICES					
	REVENUES					
4135	Atrium Rental	\$1,036,697	\$1,054,417	\$ 860,000	\$ 758,346	\$ 888,000
4487	Reservations-Lilac Pavillion	4,840	6,093	10,000	5,228	10,000
4290	Reservations - Gazebo Rental	8,825	10,725	12,000	6,725	12,000
4443	Kitchen Use Fee	0	0	0	13,465	0
	TOTAL USER FEES	1,050,362	1,071,235	882,000	783,764	910,000
4821	Equipment Rental	143,981	126,631	86,000	108,531	88,800
4822	NVRPA Event Staffing	78,122	76,860	45,150	68,780	48,400
4693	Special Services	0	0	5,000	7,833	5,000
	TOTAL OTHER REVENUE	222,103	203,490	136,150	185,144	142,200
4115	Catering	1,076,763	1,073,911	903,000	799,881	967,920
4682	Administrative Fee	244,949	251,646	181,500	188,610	194,550
4641	Retail - Alcoholic Beverages	399,243	425,095	307,020	307,761	329,100
	TOTAL RETAIL OPERATIONS	1,720,956	1,750,652	1,391,520	1,296,252	1,491,570
	TOTAL REVENUES	\$2,993,420	\$ 3,025,377	\$ 2,409,670	\$ 2,265,160	\$ 2,543,770
	EXPENSES					
5010	Full-Time Salaries	\$ 269,753	\$ 269,456	\$ 289,018	\$ 250,644	\$ 298,918
5020	Part-Time Salaries	101,526	120,625	186,453	75,453	233,410
5030	FICA	28,053	29,170	36,373	23,587	40,723
5040	Hospitalization	20,061	39,635	41,064	39,234	44,766
5060	Life Insurance	2,537	2,622	2,734	2,266	2,828
5050	Retirement	53,445	57,647	64,451	50,414	66,659
5070	Unemployment Tax	145	128	460	92	530
	SERVICES	475,520	519,283	620,553	441,691	687,833
5186	Equipment Rental	136,788	118,339	81,700	104,756	84,360
5146	Contract Employment	295,949	297,000	201,650	212,640	222,580
5490	Programs and Promotions	2,096	93	3,500	211	5,000
5570	Uniforms	677	310	1,750	0	1,750
	TOTAL OPERATING COSTS	435,511	415,742	288,600	317,607	313,690
5180	Equipment/Vehicle Maintenance	419	213	2,750	2,552	2,750
5190	Facility Op. & Maintenance	102,502	95,467	86,400	81,974	95,000
5215	Garden Maintenance	21,511	29,000	29,000	20,007	30,000
	TOTAL MAINTENANCE COSTS	124,431	124,680	118,150	104,533	127,750
5143	Catering	286,512	252,148	288,960	190,743	309,730
5521	Retail - Alcoholic Beverages	74,080	70,803	73,685	39,546	78,980
	TOTAL RETAIL	360,591	322,951	362,645	230,289	388,710
5265	Insurance - Liquor Liability	5,881	7,714	8,000	8,827	8,500
	TOTAL INSURANCE	5,881	7,714	8,000	8,827	8,500
5580-001	Telephone	2,329	2,613	2,400	2,212	3,000
5580-002	Electricity	47,925	44,364	50,000	40,804	50,000
5580-003	Natural Gas	11,207	13,936	14,000	14,904	14,000
5580-004	Water/Sewer	5,236	6,093	6,500	3,638	6,500
5580-016	Cable/Internet	1,602	1,633	1,600	1,375	1,650
	TOTAL UTILITIES	68,298	68,640	74,500	62,933	75,150
	TOTAL EXPENSES	\$1,470,233	\$ 1,459,009	\$ 1,472,448	\$ 1,165,879	\$ 1,601,633
	OPERATING INCOME (LOSS)	\$1,523,188	\$ 1,566,368	\$ 937,222	\$ 1,099,281	\$ 942,137

MEADOWLARK ATRIUM AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 27

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.
- Host a minimum of (2) Open House events annually.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees .
- 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.
- Continue full utilization of Event Temple across all venues to ensure consistent booking lifecycle, communication, data capture, and event management.
- Track lead generation, booking performance, revenue and conversion rates on a monthly basis.
- Focus on expanding nontraditional rental opportunities and new market segments utilizing new pass-through catering packages.
- Increase new client leads through at least (2) monthly outreach strategies.
- Expand vendor and business relationships to support venue growth.

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.
- Work with Food & Beverage teams to ensure consistent staff training and performance standards.
- Maintain consistent facility maintenance standards and routine inspections.
- Identify and take part in a minimum of (3) sales or event training opportunities for the full-time event team annually.
- 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.
- Review and update website to include timely reviews, pictures, and information on a quarterly basis.

MEADOWLARK ATRIUM AND EVENT SERVICES

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Hosted (2) Open House event.
- Refined the usage of our event management software to better capture and track data in an effort to understand market trends, capture and analyze ratios, and discover areas for improvement in the client pipeline.
- 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 (8) corporate holiday bookings and Atrium clientele contributed 1070 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.
- Made improvements to kitchen equipment.
- 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.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Total Atrium events/rentals	150	71	120	62	120
• Atrium social events	147	145	100	57	100
• Percentage of Atrium Social Events catered by Great Blue Heron	1	100	1	100	100
• Annual attendance-social event guests	16,500	7,810	10,000	6,820	13,200
• Number of gazebo rentals	20	11	40	23	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 area's 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 for 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 containing hiking trails and other passive park activities.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 200	\$ 2,100	\$ 2,100	0.0%
TOTAL REVENUE	\$ 200	\$ 2,100	\$ 2,100	0.0%
EXPENSES BY CATEGORY				
Operating Costs	0	2,000	2,000	0.0%
Maintenance Costs	25,725	22,000	22,000	0.0%
Utilities	669	1,500	1,500	0.0%
TOTAL EXPENSES	\$ 26,394	\$ 25,500	\$ 25,500	0.0%
Net Income	\$ (26,194)	\$ (23,400)	\$ (23,400)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK						
REVENUES						
4131	Church Rental	\$ 0	\$ 200	\$ 1,400	\$ 0	\$ 1,400
4230	Entrance Fees	0	0	200	0	0
4600	Programmed Events	330	0	500	480	700
	TOTAL USER FEES	330	200	2,100	480	2,100
	TOTAL REVENUES	\$ 330	\$ 200	\$ 2,100	\$ 480	\$ 2,100
EXPENSES						
5490	Programs and Promotions	\$ 14	\$ 0	\$ 2,000	\$ 0	\$ 2,000
	TOTAL OPERATING COSTS	14	0	2,000	0	2,000
5190	Facility Op. & Maintenance	14,569	25,725	22,000	13,509	22,000
	TOTAL MAINTENANCE COSTS	14,569	25,725	22,000	13,509	22,000
5580-002	Electricity	612	669	1,500	683	1,500
	TOTAL UTILITIES	612	669	1,500	683	1,500
	TOTAL EXPENSES	\$ 15,194	\$ 26,394	\$ 25,500	\$ 14,192	\$ 25,500
	OPERATING INCOME (LOSS)	\$ (14,864)	\$ (26,194)	\$ (23,400)	\$ (13,712)	\$ (23,400)

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

STRATEGIC GOALS & OBJECTIVES FY 27

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.



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 26 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.
- Hosted 123 LCPS students for program at Gilbert's Corner and Mt. Zion Historic Park in partnership with Virginia Piedmont Heritage Association (VPHA).
- Hosted 2 Civil War-themed lectures with historian Eric Buckland.

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

Highlights

- The Mt. Zion Cemetery Association continued to clean and remove leaves and debris from the cemetery.
- Participated in meetings with staff and contractors regarding replacement of HVAC system to allow park to be accessible for weddings and programs year-round.
- 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

- Park staff conducted weekly and monthly routine facility maintenance inspections.
- Hosted 123 LCPS students for program at Gilbert's Corner and Mt. Zion Historic Park in partnership with VPHA.
- Enlisted volunteer to help with small projects and clean up at park.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Special event & program attendance	44	25	150	11	150
• Rental event attendance	60	60	125	N/A	130
• School program attendance	0	25	100	123	100
• Scout attendance	0	N/A	50	N/A	0
• Volunteer hours	80	57	80	40	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 2025 ACTUAL		FY 2026 ADOPTED		FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE							
User Fees	\$	325,054	\$	349,250	\$	354,550	1.5%
Retail Operations		3390		3,500		3,500	0.0%
Other Revenue		550		0		0	0.0%
TOTAL REVENUE	\$	328,994	\$	352,750	\$	358,050	1.5%
EXPENSES BY CATEGORY							
Personnel Services	\$	505,749	\$	556,077	\$	571,489	2.8%
Operating Costs		7,803		15,400		12,900	-16.2%
Maintenance Costs		61,421		86,200		78,200	-9.3%
Insurance		2,246		2,553		2,528	-1.0%
Retail Operations	\$	1,114	\$	1,750	\$	1,750	0.0%
Utilities		25,707		31,000		28,700	-7.4%
TOTAL EXPENSES	\$	604,040	\$	692,981	\$	695,567	0.4%
Net Income	\$	(275,046)	\$	(340,231)	\$	(337,517)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	3.00	4.00	4.00	4.00	4.00
Part-Time	5.91	4.96	5.15	5.15	5.15

OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-210	OCCOQUAN REGIONAL PARK					
	REVENUES					
4460	Launch Fees	\$ 30,231.77	\$ 26,593	\$ 30,000	\$ 19,742	\$ 30,000
4690	Special Events	23,557	16,664	20,000	9,522	20,000
4670	Shelter Reservations	41,920	46,584	45,000	30,552	45,000
4600	Programmed Events	0	0	5,000	0	2,000
4045	Athletic Field Use Fee	80	0	0	0	0
4060	Batting Cage Fees	41,193	47,230	45,000	35,028	47,250
4070	Boat Rental	60,594	54,538	65,000	38,503	65,000
4080	Boat/RV Storage	130,894	133,445	138,750	122,948	144,300
4810	Facility Fees	0	0	500	200	1,000
	TOTAL USER FEES	328,470	325,054	349,250	256,494	354,550
4640	Retail Operations	1,339	3,390	3,500	2,452	3,500
4660	Retail - Merchandise	0	0	0	13	0
	TOTAL RETAIL OPERATIONS	1,339	3,390	3,500	2,465	3,500
4510	Miscellaneous Revenue	600	550	0	800	0
	TOTAL OTHER REVENUE	600	550	0	800	0
	TOTAL REVENUE AND OTHER SOURCES	\$ 330,408	\$ 328,994	\$ 352,750	\$ 259,759	\$ 358,050
	EXPENSES					
5010	Full-Time Salaries	\$ 234,351	\$ 253,823	\$ 243,852	\$ 211,599	\$ 255,724
5020	Part-Time Salaries	123,302	121,711	164,863	94,007	175,630
5030	FICA	26,409	27,683	31,267	22,009	32,999
5040	Hospitalization	48,954	49,655	59,003	35,064	47,268
5060	Life Insurance	2,234	2,208	2,307	1,949	2,419
5050	Retirement	44,758	50,526	54,379	41,400	57,026
5070	Unemployment Tax	169	143	407	117	423
	TOTAL PERSONNEL SERVICES	480,177	505,749	556,077	406,146	571,489
5230	Gas and Diesel	7,805	7,036	9,000	6,132	8,700
5430	Park Police	928	0	3,000	0	2,000
5490	Programs and Promotions	0	0	2,000	0	800
5570	Uniforms	1,154	768	1,400	679	1,400
	TOTAL OPERATING COSTS	9,887	7,803	15,400	6,811	12,900
5180	Equipment/Vehicle Maintenance	12,084	8,303	13,200	7,338	13,200
5190	Facility Op. & Maintenance	61,188	53,119	73,000	35,140	65,000
	TOTAL MAINTENANCE COSTS	73,272	61,421	86,200	42,478	78,200
5290	Insurance - Vehicle	2,257	2,246	2,553	2,200	2,528
	TOTAL INSURANCE	2,257	2,246	2,553	2,200	2,528
5520	Retail - Food	1,101	1,114	1,750	168	1,750
	TOTAL RETAIL OPERATIONS	1,101	1,114	1,750	168	1,750
5580-001	Telephone	3,405	3,637	3,000	2,347	3,000
5580-002	Electricity	14,847	14,688	15,000	12,331	15,500
5580-004	Water/Sewer	4,361	2,955	8,000	1,732	5,000
5580-008	Propane Gas	2,297	2,858	3,500	3,545	3,500
5580-016	Internet/Cable	1,431	1,568	1,500	1,390	1,700
	TOTAL UTILITIES	26,341	25,707	31,000	21,345	28,700
	TOTAL EXPENSES	\$ 593,035	\$ 604,040	\$ 692,981	\$ 479,148	\$ 695,567
	OPERATING INCOME (LOSS)	\$ (262,627)	\$ (275,046)	\$ (340,231)	\$ (219,389)	\$ (337,517)

OCCOQUAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement consistent park maintenance standards for site improvements and maintenance of facilities, including execution of routine park inspections.
- Continue to implement an effective invasive plant management plan.
- 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 (3) 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) 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 26 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.
- Collaborated with Park Managers across the agency to implement an invasive plant management plan specifically targeting Kudzu vines.
- Invested in a park-wide stormwater management project which consisted of invasive vine removal in bioretention areas, fixing erosion areas, clearing storm drains, and cleaning permeable asphalt areas.

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 (10) events during FY 2026.
- Collaborated with the Roving Park Naturalist and Marina Committee to review and revise Paddle Tour procedures and operations.
- 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, FBI, and local law enforcement and fire departments.
- Hosted representatives from the "Driving the Vote for Equality Tour" in which a 1914 Saxon automobile was on site during 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.
- 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 consistency and wayfinding.
- Hosted an on-site batting cage training for Occoquan, Upton Hill, Cameron Run, and Central Maintenance staff that focused on safety improvements, maintenance procedures, and part-time staff training.

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

Highlights

- Purchased and implemented new tandem kayaks into the boat rental fleet.
- Constructed a new deck at Brickmakers Café that increased seating capacity by 50.
- Improved visibility and advertising for the boat rental operation by installing a banner in the marina area and posts on social media.

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.
- Revised and restructured the landscaping contracts for both The River View and Turning Point Suffragist Memorial.
- Maintained Boat and RV lots at 95% capacity.
- Renovated the gravel parking lot by installing new gravel and parking stops which increased the parking capacity to 116 parking spaces.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Boat/RV storage usage	143	141	150	129	150
• Number of boat launches	1,745	1,424	1,800	855	1,800
• Number of batting cage rounds	21,500	24,597	22,000	11,225	22,000
• Number of picnic shelter rentals	259	249	260	119	260
• Number of volunteer hours	350	450	500	200	500
• Number of boat rentals	2,966	2,575	3,750	1,679	3,750
• Number of 5 K events	10	8	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 753,458	\$ 795,000	\$ 795,000	0.0%
Retail Operations	1,486,314	1,406,320	1,454,400	3.4%
Other Revenue	159,843	123,630	125,200	1.3%
Transfer from Restricted License Fee Fund	0	0	0	0.0%
Transfer from Capital Fund	0	0	0	0.0%
TOTAL REVENUE	\$ 2,399,614	\$ 2,324,950	\$ 2,374,600	2.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 435,653	\$ 532,753	\$ 579,768	8.8%
Operating Costs	330,406	294,810	308,600	4.7%
Maintenance Costs	280,595	272,250	272,250	0.0%
Insurance	6,800	7,500	7,750	3.3%
Retail Operations	319,749	366,500	379,000	3.4%
Utilities	113,859	118,200	122,500	3.6%
Debt Service	390,157	813,176	810,944	-0.3%
TOTAL EXPENSES	\$ 1,877,220	\$ 2,405,189	\$ 2,480,812	3.1%
Net Income	\$ 522,395	\$ (80,239)	\$ (106,212)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	4.25	4.25	4.25	4.25	4.25
Part-Time	3.61	3.86	3.77	3.77	3.86

THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-215	THE RIVER VIEW AT OCCOQUAN					
	REVENUES					
4135	River View Rental	\$ 748,596	\$ 730,622	\$ 780,000	\$ 457,276	\$ 780,000
4443	Kitchen Use Fee	\$ 0	\$ 0	\$ 0	\$ 18,015	\$ 0
4487	Reservations-Pavilion Rental	15,195	22,836	15,000	9,540	15,000
	TOTAL USER FEES	763,791	753,458	795,000	484,831	795,000
4821	Equipment Rental	108,531	99,213	78,000	61,016	78,000
4822	NVRPA Event Staffing	131,034	61,986	45,630	48,631	47,200
4440	Interest	577	(1,356)	0	(5,407)	0
	TOTAL OTHER REVENUE	240,143	159,843	123,630	104,240	125,200
4115	Catering	887,759	917,068	912,600	550,515	943,800
4682	Administrative Fee	224,780	223,106	183,430	140,388	189,700
4641	Retail - Alcoholic Beverages	350,445	346,140	310,290	199,032	320,900
	TOTAL RETAIL OPERATIONS	1,462,984	1,486,314	1,406,320	889,935	1,454,400
	TOTAL REVENUE	2,466,918	2,399,614	2,324,950	1,479,007	2,374,600
	TRANSFERS IN					
4950	Transfer from Restricted License Fee Fund	0	0	0	0	0
4900	Transfer from Capital Fund	0	0	0	0	0
	TOTAL TRANSFERS IN	0	0	0	0	0
	TOTAL RESOURCES	\$ 2,466,918	\$ 2,399,614	\$ 2,324,950	\$ 1,479,007	\$ 2,374,600
	EXPENSES					
5010	Full-Time Salaries	\$ 230,482	\$ 251,779	\$ 249,466	\$ 223,403	\$ 253,501
5020	Part-Time Salaries	72,050	67,864	149,280	75,337	171,439
5030	FICA	22,548	23,586	30,504	21,027	32,508
5040	Hospitalization	35,653	39,488	45,118	43,651	62,967
5060	Life Insurance	1,986	2,078	2,360	1,928	2,398
5050	Retirement	44,623	50,752	55,631	44,386	56,531
5070	Unemployment Tax	116	105	394	110	424
	TOTAL PERSONNEL SERVICES	407,457	435,653	532,753	409,843	579,768
5186	Equipment Rental	97,037	98,239	74,100	61,039	74,100
5146	Contract Employment	258,287	226,904	214,310	141,225	228,100
5490	Programs and Promotions	5,030	5,000	5,000	4,858	5,000
5570	Uniforms	650	263	1,400	0	1,400
	TOTAL OPERATING COSTS	361,004	330,406	294,810	207,122	308,600
5180	Equipment/Vehicle Maintenance	1,359	153	2,750	1,472	2,750
5190	Facility Op. & Maintenance	270,194	280,442	269,500	276,643	269,500
	TOTAL MAINTENANCE COSTS	271,553	280,595	272,250	278,115	272,250
5143	Catering	268,337	248,647	292,030	173,545	302,000
5521	Retail - Alcoholic Beverages	75,305	71,103	74,470	30,965	77,000
	TOTAL RETAIL	343,642	319,749	366,500	204,510	379,000
5265	Insurance - Liquor Liability	5,668	6,800	7,500	8,358	7,750
	TOTAL INSURANCE	5,668	6,800	7,500	8,358	7,750
5580-001	Telephone	2,013	2,233	3,000	1,779	3,000
5580-002	Electricity	70,051	73,139	70,000	49,303	73,500
5580-003	Natural Gas	20,118	25,288	30,000	19,661	30,000
5580-004	Water/Sewer	10,022	6,728	9,000	7,584	9,000
5580-016	Cable/Internet	5,906	6,472	6,200	5,737	7,000
	TOTAL UTILITIES	108,110	113,859	118,200	84,065	122,500
2425	Note Payable VRA Principal	0	0	325,000	0	340,000
5322	Interest Expense VRA Note	410,188	390,157	488,176	314,771	470,944
	TOTAL DEBT SERVICE	410,188	390,157	813,176	314,771	810,944
	TOTAL EXPENSES	\$ 1,907,623	\$ 1,877,220	\$ 2,405,189	\$ 1,506,784	\$ 2,480,812
	OPERATING INCOME (LOSS)	\$ 559,295	\$ 522,395	\$ (80,239)	\$ (27,778)	\$ (106,212)

THE RIVER VIEW AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 27

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.
- Increase new client leads with the implementation of at least (2) new quarterly outreach strategies.
- Host a minimum of (2) Open House and weekly Late-Night Venue hours.
- Implement at least (2) new strategies to increase off-peak event rentals including Friday, Saturday, and Sunday rentals and off-season days.
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees.
- Implement at least (2) new strategies that focus on improving the venue tour experience to improve conversion rates.
- Continue full utilization of Event Temple across all venues to ensure consistent booking lifecycle, communication, data capture, and event management.
- Track lead generation, booking performance, revenue and conversion rates on a monthly basis.
- Focus on expanding nontraditional rental opportunities and new market segments utilizing new pass-through catering packages.
- Increase new client leads through at least (2) monthly outreach strategies.
- Expand vendor and business relationships to support venue growth.
- Continue to market and enhance the new Hospitality Package to clients and sell at least (15) packages during the year.

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 with Food & Beverage teams to ensure consistent staff training and performance standards.
- Maintain consistent facility maintenance standards and routine 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 event training opportunities annually.
- Review and update website to include timely reviews, pictures, and information on a quarterly basis.

THE RIVER VIEW AT OCCOQUAN

FY 26 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 continue fully implementing Event Temple as the primary venue management software.
- Hosted (2) open houses resulting in multiple contracts and continued relationships with local vendors.
- 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 as well as "Open Venue" days on the weekend which offered self-guided tour options.
- Continued to focus on increasing off-peak rentals by reevaluating strategies and finding new creative ways to fill slow months and mid-week dates including 1608 Room discounts and increasing the short-term booking discount window.
- Continued to communicate effectively with Food and Beverage staff regarding staffing plans as well as food and labor costs.
- Continued to set a standard floor plan to use during non-event days, including monthly/seasonal theming, which showcase linens to prospective clients on tours and give them a visualization of what their event could look like.
- Reconfigured the office schedule to accommodate for the addition of new tours every day. This included the addition of the 10am and 4pm tours which increases the daily tour count to seven.
- Introduced the Hospitality Package which offers wedding clients the opportunity to use the Hospitality Suite and Scale House to get ready for their wedding while also providing F&B options including lunch from Brickmakers Café.

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.
- Conducted a website audit for all River View webpages which updated pictures, descriptions, and the virtual brochure.
- The Hospitality and Event Sales Manager along with other members of the Events Committee attended the Bridal Show in Chantilly.
- Hosted members of the Mecklenburg County NC Parks & Recreation Department along with representatives from the Fairfax County Park Authority in the 1608 Room for a presentation and meeting about NOVA Parks and our unique revenue-generating operations.
- Installed a new 400-gallon aquarium in the 1608 Room which replaced the original tank.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• River View events/rentals	104	89	105	79	105
• Number of brunch wedding rentals	0	0	5	1	5
• Number of weddings over 200 guests	36	52	40	30	40
• Annual attendance-social event guests	19,303	20,805	16,500	14,152	16,500
• Number of pavilion rentals	18	13	18	7	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 2025 ACTUAL		FY 2026 ADOPTED		FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE						
Retail Operations	\$	465,464	\$	477,500	\$ 494,350	3.5%
Other Revenue		0		500	7,500	1400.0%
TOTAL REVENUE	\$	465,464	\$	478,000	\$ 501,850	5.0%
EXPENSES BY CATEGORY						
Personnel Services	\$	175,704	\$	208,572	\$ 219,263	5.1%
Operating Costs		6,541		7,000	9,500	35.7%
Maintenance Costs		13,506		21,000	22,100	5.2%
Insurance		1350		750	1,000	33.3%
Retail Operations		134,603		167,500	173,860	3.8%
TOTAL EXPENSES	\$	331,704	\$	404,822	\$ 425,723	5.2%
Net Income	\$	133,761	\$	73,178	\$ 76,127	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	4.77	4.77	4.77	4.77	4.95

BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-220 BRICKMAKERS CAFÉ AT OCCOQUAN						
REVENUES						
4822	NVRPA Event Staffing	\$ 138	\$ 0	\$ 500	\$ 7,539	\$ 7,500
TOTAL OTHER REVENUE		138	0	500	7,539	7,500
4640	Retail - Food	365,076	375,619	400,000	302,664	415,000
4115	Catering	38,769	59,398	37,500	68,331	42,000
4641	Retail -Alcoholic Beverages	33,073	30,448	40,000	23,834	37,350
TOTAL RETAIL OPERATIONS		436,918	465,464	477,500	394,830	494,350
TOTAL REVENUES		\$ 437,056	\$ 465,464	\$ 478,000	\$ 402,369	\$ 501,850
EXPENSES						
5020	Part-Time Salaries	\$ 148,941	\$ 150,656	\$ 178,704	\$ 119,475	\$ 187,736
5030	FICA	11,200	11,284	13,671	8,484	14,362
5040	Hospitalization	10,513	13,685	15,930	11,427	16,884
5070	Unemployment Tax	96	79	268	72	282
TOTAL PERSONNEL SERVICES		170,749	175,704	208,572	139,458	219,263
5146	Contract Employment	0	6,541	5,000	7,304	7,500
5490	Programs and Promotions	0	0	2,000	0	2,000
TOTAL OPERATING COSTS		0	6,541	7,000	7,304	9,500
5190	Facility Op. & Maintenance	13,203	13,506	21,000	13,359	22,100
TOTAL MAINTENANCE COSTS		13,203	13,506	21,000	13,359	22,100
5265	Insurance - Liquor Liability	1,277	1,350	750	2,032	1,000
TOTAL INSURANCE		1,277	1,350	750	2,032	1,000
5520	Retail -Food	129,625	131,346	157,500	135,180	164,520
5521	Retail - Alcoholic Beverages	4,733	3,257	10,000	3,744	9,340
TOTAL RETAIL OPERATIONS		134,358	134,603	167,500	138,924	173,860
TOTAL EXPENSES		\$ 319,587	\$ 331,704	\$ 404,822	\$ 301,077	\$ 425,723
OPERATING INCOME (LOSS)		\$ 117,468	\$ 133,761	\$ 73,178	\$ 101,292	\$ 76,127

BRICKMAKERS CAFÉ AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 27

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 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.
- Work with the NOVA Parks Marketing team to create and implement a marketing campaign designed around promoting the new expanded patio and its features.
- Develop specialized menus for patio reservations designed to maximize profit and limit service effect on normal café operations.
- Develop catering packages designed for larger patio rentals.
- Continue to enhance Hospitality Suite Packages for River View wedding events.
- 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 2026 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 updated late-night add-ons for wedding events for increased catering-related revenue. Worked with Hospitality and Event Sales Manager to develop and implement new Hospitality Package.
- Improved food preparation flow to increase speed of service.
- Conducted ServSafe food handling and alcohol service training certification for Café staff to ensure compliance with Fairfax County Health Department and Virginia ABC.
- Conducted bacterial and viral related training in accordance with health department guidelines.
- Maintained the Toast loyalty program designed to increase sales and driver repeat business. Program includes \$5 rewards after earning 50 points, additional \$5 rewards for the loyalty member's birthday month, and maintaining loyalty members emails for the marketing of internal events, such as Mother's Day brunch and ticket special event offerings
- Improved the patio reservation area for groups of 10 or more and developed new menu offerings for patio reservation style events. Increased daily beer specials to include new seasonal offerings, developed new weekly specials, and offered additional Toast loyalty rewards points for certain days/times to increase off-season café visitation
- Planned additional breakfast services for weekend dates between May and September.
- Updated menu offerings and pricing for after-hour private rental style events.
- Reviewed and updated established SOPs for all café functions.
- Reviewed café menu offerings to include expense, retail cost and portion sizing to ensure customer satisfaction and profitability. Menus also focused on improving speed of service.
- Developed the outline for a 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 updated SOPs for product dating.
- 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.
- Monitored daily facility check lists to ensure facility standards for maintenance and cleanliness.
- Developed packaging for wedding bridal parties to include food and alcohol service.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of restaurant guests served	41,611	44,330	48,000	24,472	48,000
• Number of special events	8	9	8	5	8
• Per customer average on food and beverage	\$ 9.71	\$ 10.50	\$ 10.50	\$ 11.00	\$ 10.30

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 and Algonkian, Bull Run and Occoquan Regional Parks.

REVENUE & EXPENSE SUMMARY

		FY 2025 ACTUAL		FY 2026 ADOPTED		FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE							
Retail Operations	\$	267,113	\$	263,650	\$	275,975	4.7%
Other Revenue		21,628		19,500		21,500	10.3%
TOTAL REVENUE	\$	288,741	\$	283,150	\$	297,475	5.1%
EXPENSES BY CATEGORY							
Personnel Services	\$	138,609	\$	176,238	\$	161,644	-8.3%
Operating Costs		27,115		27,350		35,950	31.4%
Maintenance Costs		7,606		10,500		8,125	-22.6%
Insurance		2,696		1,777		2,014	13.4%
Retail Operations		40,841		65,200		65,250	0.1%
TOTAL EXPENSES	\$	216,866	\$	281,064	\$	272,983	-2.9%
Net Income	\$	71,875	\$	2,086	\$	24,492	

BUDGET HIGHLIGHTS

Major variances in budget:

- Part-time personnel is decreasing to allow for more contracted labor in operating costs.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.09	1.09	1.09	1.09	1.09
Part-Time	1.21	1.21	1.21	1.21	0.66

BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-125	BRICKMAKERS CATERING & EVENT SERVICES					
	REVENUES					
4820,4821	Equipment Rental	\$ 9,200	\$ 14,560	\$ 12,000	\$ 14,200	\$ 14,000
4822	NVRPA Event Staffing	6,438	7,068	7,500	3,536	7,500
4510	Miscellaneous Revenue	1,450	0	0	0	0
	TOTAL OTHER REVENUE	17,088	21,628	19,500	17,736	21,500
4115	Catering-Great Blue Heron	192,660	221,029	215,000	143,481	225,000
4682	Administrative Fee	16,549	24,116	23,650	14,043	25,100
4641	Retail - Alcoholic Beverages	19,717	21,968	25,000	10,336	25,875
	TOTAL RETAIL OPERATIONS	228,927	267,113	263,650	167,860	275,975
	TOTAL REVENUES	\$ 246,014	\$ 288,741	\$ 283,150	\$ 185,596	\$ 297,475
	EXPENSES					
5010	Full-Time Salaries	\$ 104,223	\$ 103,363	\$ 99,990	\$ 93,634	\$ 103,603
5020	Part-Time Salaries	6,641	2,231	40,368	1,421	22,344
5030	FICA	8,437	8,489	10,737	7,004	9,635
5040	Hospitalization	1,604	1,644	1,795	1,495	1,902
5060	Life Insurance	1,478	1,552	946	1,365	980
5050	Retirement	19,166	21,318	22,298	17,920	23,103
5070	Unemployment Tax	23	12	104	15	77
	TOTAL PERSONNEL SERVICES	141,572	138,609	176,238	122,854	161,644
5146	Contract Employment	8,154	10,801	12,000	9,280	18,500
5230	Gas and Diesel	3,390	2,861	4,200	2,373	4,500
5186	Equipment Rental	8,820	13,452	10,800	11,478	12,600
5570	Uniforms	0	0	350	0	350
	TOTAL OPERATING COSTS	20,364	27,115	27,350	23,132	35,950
5180	Equipment/Vehicle Maintenance	1,501	2,154	3,300	0	1,500
5190	Facility Op. & Maintenance	3,233	5,452	7,200	1,461	6,625
	TOTAL MAINTENANCE COSTS	4,734	7,606	10,500	1,461	8,125
5265	Insurance - Liquor Liability	472	450	500	932	750
5290	Insurance - Vehicle	1,693	2,246	1,277	1,100	1,264
	TOTAL INSURANCE	2,165	2,696	1,777	2,032	2,014
5520	Retail -Food	36,215	38,795	60,200	23,375	60,750
5521	Retail - Alcoholic Beverages	1,097	2,046	5,000	832	4,500
	TOTAL RETAIL OPERATIONS	37,312	40,841	65,200	24,207	65,250
	TOTAL EXPENSES	\$ 206,147	\$ 216,866	\$ 281,064	\$ 173,686	\$ 272,983
	OPERATING INCOME (LOSS)	\$ 39,867	\$ 71,875	\$ 2,086	\$ 11,910	\$ 24,492

BRICKMAKERS CATERING AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 27



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



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 Catering and Event Services. Assist with the creation and distribution of Standard Operating Procedures for food, beverage, and alcohol and service.
- Develop a minimum of (3) strategies aimed directly at increasing rentals of the Occoquan Pavilion.
- Develop enhanced catering drop-off packages for smaller shelters within the NOVA Parks system.
- Conduct bi-annual reviews of all distributors/suppliers to determine best pricing and service.
- Implement the fountain beverage, vending beverage and contract staffing services contracts.
- 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.
- 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.
- Continue to facilitate training of full-time and key seasonal waterpark 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 26 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 updated email eblasts; discounted food promotions for returning clients; specialty menu add-ons and new menu offerings. Developed additional drop-off menu offerings available at all shelter locations for smaller groups
- Developed and implemented promotional programs to increase new catering leads through measures including modern template designs, park specific menu offerings, 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 to include new printed material, menu design templates and new signage at shelter locations.
- Developed new strategies aimed at increasing rentals of Occoquan Pavilion including 5k specific menu options new short-term booking policies, catering buyout options for rental only events and new permanent signage with rental information at the pavilion.
- Worked with Food and Beverage Administrator to conduct a fall and spring bi-annual review of all distributors to ensure the best pricing and services. Reviews included comparison of like menu offering between similar distributors as well as pricing obtained from wholesale and retail stores
- Worked with the Food and Beverage Administrator on the completion of a 3 year bid for Event Staffing Services and Beverage Services. Bid completion included a new per case rebate program through Pepsi with an estimated savings of \$100,000 throughout the term of the bid.
- 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.
- Worked with Food and Beverage Administrator on new retail and catering related ordering guidelines aimed at ensuring expense controls and maximizing revenue. Maintained SOPs relating to event catering and retail food truck service for part time staff. Held training programs for full-time waterpark staff as well as seasonal catering and concessions 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 the successful implementation of ServSafe Alcohol Service training
- Worked with the Food and Beverage Administrator and Waterpark staff to consolidate menu offerings to increase speed of service, improve food quality, review equipment operations and recommend improved food storage practices.

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	80	92	88	51	92
• Number of people provided catering and retail services	15,062	18,400	18,000	10,500	18,500
• Amount of catering shelter revenue	\$27,640	\$30,500	\$26,000	\$16,000	\$28,000
• Amount of catering admission revenue	\$21,865	\$25,360	\$22,000	\$14,200	\$22,000

PISCATAWAY CROSSING REGIONAL PARK

PROGRAM OVERVIEW

This 294-acre property located along the banks of the Potomac River north of Leesburg offers passive recreational opportunities and conserves historical and natural resources. 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 331	\$ 400	\$ 400	0.0%
Other Revenue	10,980	10,980	10,980	0.0%
TOTAL REVENUE	\$ 11,311	\$ 11,380	\$ 11,380	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 38,147	\$ 41,737	\$ 44,685	7.1%
Maintenance Costs	0	4,000	4,000	0.0%
TOTAL EXPENSES	\$ 38,147	\$ 45,737	\$ 48,685	6.4%
Net Income	\$ (26,836)	\$ (34,357)	\$ (37,305)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-470	PISCATAWAY CROSSING REGIONAL PARK REVENUES					
4460	Boat Launch	\$ 259	\$ 331	\$ 400	\$ 78	\$ 400
	TOTAL USER FEES	259	331	400	78	400
4605	Property Lease	0	10,980	10,980	0	10,980
	TOTAL OTHER REVENUE	0	10,980	10,980	0	10,980
	TOTAL REVENUES	\$ 259	\$ 11,311	\$ 11,380	\$ 78	\$ 11,380
	EXPENSES					
5010	Full-Time Salaries	\$ 23,032	\$ 27,733	\$ 30,316	\$ 24,517	\$ 30,898
5030	FICA	1,716	2,086	2,319	1,609	2,364
5040	Hospitalization	2,551	1,857	2,034	1,801	4,221
5060	Life Insurance	231	282	287	223	292
5050	Retirement	4,789	6,184	6,761	4,785	6,890
5070	Unemployment	2	4	20	4	20
	TOTAL PERSONNEL SERVICES	32,320	38,147	41,737	32,938	44,685
5190	Facility Op. & Maintenance	0	0	4,000	0	4,000
	TOTAL MAINTENANCE COSTS	0	0	4,000	0	4,000
	TOTAL EXPENSES	\$ 32,320	\$ 38,147	\$ 45,737	\$ 32,938	\$ 48,685
	OPERATING INCOME (LOSS)	\$ (32,061)	\$ (26,836)	\$ (34,357)	\$ (32,860)	\$ (37,305)

PISCATAWAY CROSSING REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27

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.? Has this happened?
- 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 26 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.
- Several species of grassland birds wintered at the park, catching the attention of local birders.
- Coordinated with Roving Naturalist to host a birding program at the park.
- 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

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of launches	52	66	80	7	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 150-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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 1,067,479	\$ 1,143,710	\$ 1,199,250	4.9%
Retail Operations	63,869	75,000	75,000	0.0%
Other Revenue	95,568	96,700	97,947	1.3%
Transfer from Capital Fund	121083	121,083	121,083	0.0%
TOTAL REVENUE	\$ 1,347,998	\$ 1,436,493	\$ 1,493,280	4.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 970,994	\$ 966,389	\$ 1,035,854	7.2%
Operating Costs	38,437	45,250	54,450	20.3%
Maintenance Costs	118,607	105,600	113,000	7.0%
Insurance	2,808	3,192	3,160	-1.0%
Retail Operations	48,477	57,500	57,500	0.0%
Utilities	63,060	69,000	68,500	-0.7%
Debt Service	5,166	121,083	121,083	0.0%
TOTAL EXPENSES	\$ 1,247,549	\$ 1,368,013	\$ 1,453,547	6.3%
Net Income	\$ 100,450	\$ 68,480	\$ 39,734	

BUDGET HIGHLIGHTS

Major variances in budget:

- Calendar year 2026 includes fee increases for some camping sites.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	6.82	7.42	7.56	7.07	7.69

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-260	POHICK BAY REGIONAL PARK					
	REVENUES					
4095	Cabin Rentals	\$ 112,311	\$ 116,492	\$ 140,000	\$ 91,292	\$ 140,000
4095	Camping Fees	785,314	741,170	785,000	524,514	820,000
4095	Laundry	6,928	5,713	8,000	2,715	5,000
4095	Programmed Events	3,532	5,684	5,000	5,939	7,500
4670	Shelter Reservations	15,943	13,435	15,750	9,104	15,750
4080	Boat/RV Storage	96,961	108,139	104,500	115,398	120,000
4230	Entrance Fees	77,433	67,627	75,460	49,151	78,000
4500	Miniature Golf & Disc Golf	8,110	9,218	10,000	9,304	13,000
	TOTAL USER FEES	1,106,532	1,067,479	1,143,710	807,417	1,199,250
4640	Retail Operations	54,201	63,869	75,000	40,426	37,500
4660	Retail - Merchandise	0	0	0	6,805	37,500
4790	Vending Machine Operation	260	0	0	0	0
	TOTAL RETAIL OPERATIONS	54,461	63,869	75,000	47,230	75,000
4420	House Rental	55,600	56,150	56,700	46,580	57,947
4440	Interest	7,434	6,809	0	5,032	0
4255	Firewood	27,580	32,609	40,000	26,985	40,000
	TOTAL OTHER REVENUE	90,613	95,568	96,700	78,596	97,947
	TOTAL REVENUE	1,251,606	1,226,915	1,315,410	933,243	1,372,197
	TRANSFERS IN					
4900	Transfer from Capital Fund - Debt Service	121,083	121,083	121,083	0	121,083
	TOTAL TRANSFER IN	121,083	121,083	121,083	0	121,083
	TOTAL RESOURCES	\$ 1,372,689	\$ 1,347,998	\$ 1,436,493	\$ 933,243	\$ 1,493,280
	EXPENSES					
5010	Full-Time Salaries	\$ 444,484	\$ 484,601	\$ 475,790	\$ 434,086	\$ 502,535
5020	Part-Time Salaries	252,009	258,929	253,274	214,035	266,185
5030	FICA	52,036	55,571	55,429	46,619	58,807
5040	Hospitalization	72,923	69,393	80,300	63,903	90,828
5060	Life Insurance	4,012	4,319	4,836	3,904	4,754
5050	Retirement	85,221	97,889	96,101	84,937	112,065
5070	Unemployment Tax	326	290	660	243	679
	TOTAL PERSONNEL SERVICES	911,011	970,994	966,389	847,727	1,035,854
5230	Gas and Diesel	17,143	13,802	19,500	13,911	21,000
5430	Park Police	15,690	15,350	15,800	8,900	21,000
5490	Programs and Promotions	5,055	7,889	7,500	6,405	10,000
5570	Uniforms	2,178	1,396	2,450	530	2,450
	TOTAL OPERATING COSTS	40,066	38,437	45,250	29,745	54,450
5180	Equipment/Vehicle Maintenance	16,827	22,913	17,500	18,955	20,000
5190	Facility Op. & Maintenance	89,501	91,095	86,100	85,049	91,000
5510	Rental House Maintenance	5,858	4,599	2,000	3,681	2,000
	TOTAL MAINTENANCE COSTS	112,186	118,607	105,600	107,684	113,000
5290	Insurance - Vehicle	2,821	2,808	3,192	2,750	3,160
	TOTAL INSURANCE	2,821	2,808	3,192	2,750	3,160
5524	Firewood	18,440	10,400	20,000	0	20,000
5535	Retail - Merchandise	0	0	0	31,575	18,750
5520	Retail Operations	26,224	38,077	37,500	15,600	18,750
	TOTAL RETAIL OPERATIONS	44,664	48,477	57,500	47,175	57,500
5580-001	Telephone	6,335	9,815	7,500	5,406	7,500
5580-002	Electricity	54,069	45,942	50,000	44,603	50,000
5580-004	Water/Sewer	4,834	3,559	5,000	3,367	5,000
5580-009	Heating Oil	0	1,441	2,000	1,713	2,000
5580-016	Internet/Cable	3,819	2,303	4,500	1,870	4,000
	TOTAL UTILITIES	69,057	63,060	69,000	56,960	68,500
2425	Note Payable VRA	0	0	115,556	0	115,556
5322	Interest Expense VRA Note	6,615	5,166	5,527	3,216	5,527
	TOTAL DEBT SERVICE	6,615	5,166	121,083	3,216	121,083
	TOTAL EXPENSES	\$ 1,186,421	\$ 1,247,549	\$ 1,368,013	\$ 1,095,259	\$ 1,453,547
	OPERATING INCOME (LOSS)	\$ 186,268	\$ 100,450	\$ 68,480	\$ (162,016)	\$ 39,734

POHICK BAY REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- 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.
- 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 campground programming and communications calendar to promote events and activities.
- Host a minimum of (5) campground-focused event weekends to enhance guest experience and increase visitation.
- Develop and implement at least (2) new campground programs or activities annually to improve guest engagement.
- Ensure campground programming supports increased off-peak and repeat visitation.
- 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.

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) customer service strategies to enhance the campground and park guest experience.
- Utilize camper surveys and guest feedback to implement at least (3) measurable improvements annually.
- Maintain a system to monitor, respond to, and track campground and park guest feedback trends. Implement improvements.
- Implement standardized training and onboarding procedures specific to campground operations.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.

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



Objectives:

- Increase campground occupancy and revenue per site through targeted pricing, promotions, and marketing strategies.
- Execute a data-driven marketing strategy utilizing the reservation system, website, and digital platforms.
- Conduct a minimum of (6) targeted marketing outreach campaigns (email, promotions, or offers).
- Optimize the online reservation system to improve booking efficiency and customer experience.
- Continue to refine retail operations and increase campground retail revenue by at least 5% annually.
- Maintain and implement the campground 5-year improvement plan to enhance facilities and guest experience.

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



Objectives:

- Implement marketing strategies to increase utilization of campground-related amenities (shelters, rentals, add-ons).
- Develop and implement a public program plan to attract new customers to the park.
- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.
- Work with the POS Specialist to implement updated platform for tracking, billing, and payment automation for storage.

POHICK BAY REGIONAL PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Hosted several Eagle Scout projects that replaced and improved core infrastructure such as trail bridges and park benches.
- Worked with several Boy Scout troops and the maintenance team on the eradication of Kudzu at fisherman's point.
- Completed final phases of campground paving 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 to include naturalist programming, rock walls, and enhanced outdoor games and activities.
- Continued the success of Haunted Mini Golf by expanding public offerings to multiple weekends, welcoming over 500 guests.
- Hosted George Mason University's Park Management program, showcasing the parks and recreation field and NOVA Parks.
- 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.
- Continued to enhanced Campground RV sites with several retaining walls for better leveling and gravel retention.
- Select staff attended the annual Colorado Glamping Conference and VRPS conferences to expand skills and enhance customer service experience.
- Enhanced Comfort Station 3 and 4 with new exterior painting.

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

Highlights

- Upgraded Shelter 1 and 2 to enhance durability, functionality and overall guest experience.
- Completed various campground improvement projects this year including, picnic table replacements, replacing cabin decks, outdoor furniture and expanded deluxe cabin amenities.
- Expanded the camp store patio deck with new concrete, increasing usable space and improving guest satisfaction.
- 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

- Refined stay policies in the campground to attract new campground guests.
- Promoted day of shelter rentals to attract and grow shelter usage and expand group visitation.
- Continued to enhance deluxe cabin amenities with decking, painting, indoor and outdoor features, improving guest quality of stay.
- Continued parkwide efforts to enhance signing at gatehouse and throughout the park to improve information and accessibility for guests.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL	FY 2027 TARGET
				6 months JUL-APR 2025	
• Number of non-jurisdiction vehicle entries	9,760	8,453	8,650	4,587	9,500
• Number of nightly camping rentals	15,148	13,062	15,400	6,873	16,016
• Number of group campers	15,476	4,912	9,000	2,390	9,000
• RV /Boat storage usage (115 spaces available)	101	103	115	106	115
• Number of miniature & disc golf rounds	2,534	2,449	3,000	1,599	3,000
• Picnic shelter rentals	91	83	87	31	87
• Number of nightly cabin rentals	935	1,015	1,200	526	1,200
• Volunteer hours received	5,000	5,000	5,000	0	2,000

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 1,804,189	\$ 1,759,764	\$ 1,919,000	9.0%
Retail Operations	281,719	272,000	283,000	4.0%
Other Revenue	600	1,000	0	-100.0%
TOTAL REVENUE	\$ 2,086,508	\$ 2,032,764	\$ 2,202,000	8.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 874,881	\$ 910,924	\$ 949,894	4.3%
Operating Costs	92,005	104,755	105,755	1.0%
Maintenance Costs	259,262	245,150	260,200	6.1%
Insurance	3,335	2,027	3,396	67.6%
Retail Operations	117,558	118,820	121,070	1.9%
Utilities	46,063	39,900	40,000	0.3%
TOTAL EXPENSES	\$ 1,393,103	\$ 1,421,576	\$ 1,480,315	4.1%
Net Income	\$ 693,406	\$ 611,188	\$ 721,685	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	7.46	7.94	7.94	7.87	7.86

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-240	POHICK BAY GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 125,600	\$ 121,674	\$ 132,000	\$ 101,600	\$ 135,000
4220	Cart Rental	438,400	462,869	423,500	340,540	475,000
4320	Golf Club Rental	3,929	3,955	3,500	2,731	3,500
4380	Green Fees	1,172,316	1,211,991	1,195,264	928,053	1,300,000
4400	Golf Handicap Program	4,148	3,447	5,000	2,660	5,000
4610	Pull Cart Rental	1,483	253	500	171	500
	TOTAL USER FEES	1,745,876	1,804,189	1,759,764	1,375,755	1,919,000
4641	Retail - Alcoholic Beverages	84,344	87,226	85,000	57,009	85,000
4640	Retail - Food	96,875	100,853	94,000	73,155	100,000
4650	Retail - Pro Shop	94,636	93,641	93,000	53,363	98,000
4660	Retail - Merchandise	0	0	0	20,797	0
	TOTAL RETAIL OPERATIONS	275,854	281,719	272,000	204,324	283,000
4475	Lessons	0	600	1,000	0	0
	TOTAL OTHER REVENUE	0	600	1,000	0	0
	TOTAL REVENUES	\$ 2,021,730	\$ 2,086,508	\$ 2,032,764	\$ 1,580,079	\$ 2,202,000
	EXPENSES					
5010	Full-Time Salaries	\$ 396,250	\$ 417,311	\$ 404,330	\$ 361,633	\$ 420,861
5020	Part-Time Salaries	249,984	236,897	259,047	211,333	281,417
5030	FICA	47,352	48,118	50,748	41,100	53,724
5040	Hospitalization	91,211	82,655	102,220	57,034	95,436
5060	Life Insurance	3,658	3,831	3,825	3,360	3,981
5050	Retirement	76,737	85,832	90,166	72,432	93,852
5070	Unemployment Tax	252	236	589	203	622
	TOTAL PERSONNEL SERVICES	865,445	874,881	910,924	747,095	949,894
5160	Golf Cart Rental	55,634	64,416	67,928	58,560	67,928
5138	Beverage Cart Rental	3,748	4,039	3,472	3,672	3,472
5230	Gas and Diesel	24,687	22,048	29,000	20,810	31,000
5260	Golf Handicap Program	1,358	930	1,605	1,050	1,605
5263	Instructor Fees	0	0	1,000	0	0
5570	Uniforms	787	572	1,750	622	1,750
	TOTAL OPERATING COSTS	86,213	92,005	104,755	84,713	105,755
5180	Equipment/Vehicle Maintenance	36,676	41,909	38,000	41,277	38,000
5190	Facility Op. & Maintenance	74,406	78,391	67,500	74,416	77,000
5240	Golf Course Maintenance	148,533	138,962	139,650	135,418	145,200
	TOTAL MAINTENANCE COSTS	259,615	259,262	245,150	251,112	260,200
5265	Insurance - Liquor Liability	1,330	1,650	750	2,847	1,500
5290	Insurance - Vehicle	1,693	1,685	1,277	1,650	1,896
	TOTAL INSURANCE	3,023	3,335	2,027	4,497	3,396
5521	Retail - Alcoholic Beverages	23,764	26,637	25,350	17,511	25,350
5520	Retail - Food	38,414	35,820	37,750	29,983	40,000
5530	Retail - Pro Shop	61,729	55,101	55,720	50,303	55,720
	TOTAL RETAIL OPERATIONS	123,907	117,558	118,820	97,796	121,070
5580-001	Telephone	3,966	4,191	4,000	3,536	4,000
5580-002	Electricity	28,920	36,327	30,000	28,145	30,000
5580-004	Water/Sewer	2,127	1,444	2,500	1,077	1,500
5580-016	Internet/Cable	3,360	4,101	3,400	3,621	4,500
	TOTAL UTILITIES	38,373	46,063	39,900	36,379	40,000
	TOTAL EXPENSES	\$ 1,376,575	\$ 1,393,103	\$ 1,421,576	\$ 1,221,592	\$ 1,480,315
	OPERATING INCOME (LOSS)	\$ 645,154	\$ 693,406	\$ 611,188	\$ 358,487	\$ 721,685

POHICK BAY GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 27



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 on a quarterly basis to evaluate performance, pricing, and overall value. Report findings in the golf committee meetings.
- Continue to implement and refine pro shop staff scripts that highlight the value and benefits 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 consistently expand content, promotional offerings and active users across all sites.
- 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.
- Implement the GolfNow Spotlight program, track and analyze performance metrics, and report on its effectiveness in promoting new golfers and increasing rounds played.

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, measure results and report findings.
- Continue to expand 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 an annual facility walk through to review customer journey and make improvements.
- Develop and implement a standardized system utilizing available tools to track and monitor facility operations and maintenance expense accounts, analyze expenses, and guide resource allocation decisions.
- Implement the Player's 1st survey system, analyze customer feedback data, and report on key findings and trends to support operational improvements.

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, along with routine inspections 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 2027 budget goal.

POHICK BAY GOLF COURSE

FY 26 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 member events to promote the added value of memberships including, Swing into Spring, Fall for Golf, Beat the Heat, member guest specials, app promotions and prize giveaways for renewing yearly members and renewing 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 13,713 Total Downloads, 5,818 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 and streamline via Wrike to stay better organized.
- Updated our Design on Demand Portal with additional campaigns and theming provided by Troon.

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 such as demo days and beverage cart takeovers.

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

Highlights

- New feedback software was implemented This new system was an upgrade from the review tracker we previously had. This A.I driven responses portal has been easy to work with and more efficient. Yext software 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 midafternoon 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.
- Brought in new pro shop merchandise from different vendors. Waggle has been a successful new brand introduced in the shop.
- We continue to update the pro shop layout by rearranging sales floor, continuously adding new product and theming.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR	FY 2027 TARGET
• 18 hole golf rounds (paid)	27,054	30,666	26,000	16,236	27,000
• 18 hole golf rounds (members)	6,353	4,203	11,550	2,771	5,000
• Power cart rentals	21,360	30,650	23,595	11,494	26,000
• Number of driving range buckets sold	13,142	9,234	13,800	4,065	10,000
• Number of Annual Golf Memberships sold	55	55	50	23	50
• Subscription memberships sold - Heron's Choice	27	35	100	17	30
• Per customer average on pro shop merchandise	\$ 2.84	\$ 2.69	\$ 2.48	\$ 2.92	\$ 3.06
• Per customer average of food & beverage	\$ 5.42	\$ 5.39	\$ 4.77	\$ 4.94	\$ 3.13
• Revenue per round of golf played	\$ 60.51	\$ 59.97	\$ 53.34	\$ 59.04	\$ 68.81
• Cost per round of golf played	\$ 41.20	\$ 40.00	\$ 36.89	\$ 41.96	\$ 45.80

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 offers two facilities for year-round boat storage and areas for fishing, numerous picnic tables, small rentable shelters and a playground for children.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 249,067	\$ 288,625	\$ 288,625	0.0%
Retail Operations	9,222	8,000	9,500	18.8%
TOTAL REVENUE	\$ 258,289	\$ 296,625	\$ 298,125	0.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 46,531	\$ 52,382	\$ 58,471	11.6%
Maintenance Costs	17,977	12,300	16,000	30.1%
Retail Operations	5,932	3,200	3,800	18.8%
Utilities	5,866	6,500	6,450	-0.8%
TOTAL EXPENSES	\$ 76,306	\$ 74,382	\$ 84,721	13.9%
Net Income	\$ 181,982	\$ 222,243	\$ 213,404	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.86	1.86	1.86	1.70	1.70

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-250 POHICK BAY MARINA						
REVENUES						
4070,4540,4680	Boat Rental	\$ 39,096	\$ 34,285	\$ 40,000	\$ 23,237	\$ 40,000
4460	Launch & Parking Fees	64,778	59,372	67,000	41,623	67,000
4600	Programmed Events	2,401	2,400	2,000	1,635	2,000
4080	Boat/RV Storage	131,540	136,395	158,625	140,382	158,625
4670	Shelter Reservations	20,470	16,239	21,000	10,067	21,000
	TOTAL USER FEES	258,286	249,067	288,625	216,943	288,625
4660	Retail - Merchandise	0	0	0	35	4,750
4640	Retail Operations	9,674	9,222	8,000	5,885	4,750
	TOTAL RETAIL OPERATIONS	9,674	9,222	8,000	5,920	9,500
	TOTAL REVENUES	\$ 267,960	\$ 258,289	\$ 296,625	\$ 222,863	\$ 298,125
EXPENSES						
5020	Part-Time Salaries	\$ 38,499	\$ 43,172	\$ 48,585	\$ 19,215	\$ 54,240
5030	FICA	2,942	3,303	3,725	1,393	4,149
5070	Unemployment Tax	48	56	73	20	81
	TOTAL PERSONNEL SERVICES	41,489	46,531	52,382	20,628	58,471
5180	Equipment/Vehicle Maintenance	12	0	0	0	0
5190	Facility Op. & Maintenance	14,335	17,977	12,300	11,968	16,000
	TOTAL MAINTENANCE COSTS	14,347	17,977	12,300	11,968	16,000
5535	Retail - Merchandise	0	0	0	0	1,900
5520	Retail-Food	3,998	5,932	3,200	1,945	1,900
	TOTAL RETAIL OPERATIONS	3,998	5,932	3,200	1,945	3,800
5580-001	Telephone	360	648	500	284	650
5580-002	Electricity	5,906	5,219	6,000	7,251	5,800
	TOTAL UTILITIES	6,266	5,866	6,500	7,535	6,450
	TOTAL EXPENSES	\$ 66,100	\$ 76,306	\$ 74,382	\$ 42,075	\$ 84,721
	OPERATING INCOME (LOSS)	\$ 201,860	\$ 181,982	\$ 222,243	\$ 180,788	\$ 213,404

POHICK BAY MARINA

STRATEGIC GOALS & OBJECTIVES FY 27



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) 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 FY26 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 FY26 gross sales.
- Implement a marketing strategy to increase launch pass sales by 5% over FY26 gross sales.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/replacement of rental vessels.

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Orchestrated multiple volunteer invasive species management clean-up events along the shoreline.
- Continued to enhance the shoreline beach area allowing for easier customer access and enjoyment.
- Purchased eight double kayaks ensuring quality rentals for customers
- Welcomed multiple Boy Scout groups to 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.
- Hosted multiple Cub Scout Packs providing education on recycling and how it effects our waterways and local bird of prey populations.
- Hosted Fairfax County Fire and Rescue's boat christening, honoring the late Captain Berry Maham. 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.
- Hosted The Bureau of Land Management and Canoemobile offering programs for local area schools.

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

Highlights

- Continued park-wide cross-promotional marketing initiatives to showcase the diverse offerings available at the marina.
- Expanded weekday group rental options to scout and youth groups to optimize visitor engagement during off-peak periods.
- Continued to implement Stay and Play offerings for campground patrons with their reservations for Boat Rentals.
- Continued to work with the public on acquiring local wildlife photography for use on NOVA Parks social media platforms.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Boat storage (153 storage sites available)	143	134	145	142	145
• Boat launches	4,082	3,526	4,325	2,339	4,325
• Total boat rentals	1,919	1,612	2,850	990	2,850
• Guided water tour participants	70	120	200	43	200
• Number of Eagle's Nest rentals	34	21	20	13	20
• Number of family shelter rentals	90	90	200	41	100

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 with 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 459,518	\$ 553,500	\$ 566,500	2.3%
Retail Operations	190,127	225,300	225,300	0.0%
TOTAL REVENUE	\$ 649,645	\$ 778,800	\$ 791,800	1.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 282,188	\$ 294,599	\$ 310,622	5.4%
Maintenance Costs	110,106	99,750	110,000	10.3%
Retail Operations	69,033	91,650	91,650	0.0%
Utilities	29,149	30,800	30,800	0.0%
TOTAL EXPENSES	\$ 490,476	\$ 516,799	\$ 543,072	5.1%
Net Income	\$ 159,170	\$ 262,001	\$ 248,728	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	8.47	8.47	8.37	8.37	8.37

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-270 PIRATE'S COVE WATERPARK at POHICK BAY						
REVENUES						
4550	Admissions	\$ 482,907	\$ 349,779	\$ 441,000	\$ 278,659	\$ 441,000
4570	Group Admissions	41,951	50,194	50,000	53,440	61,000
4490	Locker Rental	438	127	500	244	500
4580	Waterpark Passes	53,936	53,357	56,000	37,755	58,000
4600	Programmed Events	120	0	0	0	0
4670	Shelter Reservations	9,520	6,061	6,000	3,361	6,000
TOTAL USER FEES		588,872	459,518	553,500	373,459	566,500
4640	Retail Operations	247,595	176,655	210,000	141,925	210,000
4660	Swim Merchandise	14,981	13,472	15,300	10,921	15,300
TOTAL RETAIL OPERATIONS		262,575	190,127	225,300	152,846	225,300
TOTAL REVENUES		\$ 851,447	\$ 649,645	\$ 778,800	\$ 526,305	\$ 791,800
EXPENSES						
5020	Part-Time Salaries	\$ 260,290	\$ 261,846	\$ 272,509	\$ 183,986	\$ 288,147
5030	FICA	19,912	20,031	21,665	14,080	22,043
5070	Unemployment Tax	324	311	425	209	432
TOTAL PERSONNEL SERVICES		280,527	282,188	294,599	198,274	310,622
5190	Facility Op. & Maintenance	120,642	110,106	99,750	85,458	110,000
TOTAL MAINTENANCE COSTS		120,642	110,106	99,750	85,458	110,000
5520	Retail Operations	89,416	64,282	84,000	41,979	84,000
5535	Swim Merchandise	7,370	4,751	7,650	3,822	7,650
TOTAL RETAIL OPERATIONS		96,786	69,033	91,650	45,800	91,650
5580-001	Telephone	2,982	3,128	3,000	1,805	3,000
5580-002	Electricity	26,582	25,495	26,500	20,746	26,500
5580-016	Internet/Cable	1,130	526	1,300	1,744	1,300
TOTAL UTILITIES		30,694	29,149	30,800	24,295	30,800
TOTAL EXPENSES		\$ 528,649	\$ 490,476	\$ 516,799	\$ 353,829	\$ 543,072
OPERATING INCOME (LOSS)		\$ 322,799	\$ 159,170	\$ 262,001	\$ 172,476	\$ 248,728

PIRATE'S COVE WATERPARK AT POHICK BAY

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Work with the Marketing 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.
- Maintain and refine 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 in order to achieve Platinum status.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Work with the Aquatics Committee to develop and implement a streamlined group check-in process that improves efficiency, communication, and safety.
- 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.

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 campaigns on a weekly basis.
- Continue to enhance birthday party packages through quality guest service, improved food and package offerings, and strategies to increase bookings and revenue.
- Implement a minimum of one new strategy to increase weekday afternoon visitation.

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.
- Implement a minimum of 2 strategies to improve the promotion, sale and execution of group meal offerings.
- Develop and implement a targeted retail sales plan with the goal of meeting FY27 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.
- Ensure proper tracking of write-offs and discount usage through use of daily tracking documents and management oversight.

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 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 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Continued implementing the Pass Sales Table on weekends throughout the season and coordinated with Marketing on targeted email campaigns which led to sales that exceeded budget.
- Cross-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 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 for the second year in a row!
- Continued to develop a culture of safety 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.
- Expanded leadership involvement in Van-GUARD waterpark supervisor training and kickoff.

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

Highlights

- Added new shade awning to concessions to increase guest comfort during the ordering process.
- Repaired and painted the water feature bringing a new and refreshed look for summertime guests.
- Contacted several groups to advance book for summer group rentals, increasing guest traffic in off-peak days.
- Completed resurfacing of the baby pool, eliminating leaks and improving safety, durability, and overall guest experience.
- Continued to market birthday parties including re-introducing pizza options.
- Continued new social media strategies to increase visitation and revenue
- Enhanced 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.
- Implemented enhanced customer service training for attendants to streamline processes and increase souvenir sport mug sales.
- Expanded retail area and product offerings for waterpark guests.
- Implemented a concessions audit to include both staff and supervisors, providing an increase in efficiencies.
- 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.
- Continued to streamline capacity line process and staff training to manage numbers and wait-times more effectively.
- Repairs were completed on the Red Tower Slide.
- Initiated the return of the popular family fun night for waterpark guests and the community.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of general admissions	44,548	30,096	38,250	20,759	38,250
• Number of youth group participants	6,325	6,811	6,500	6,565	7,475
• Number of Annual Waterpark Passes sold	741	206	845	36	234
• Average amount customers spent on food/beverages	\$6.80	\$5.12	\$5.10	\$5.56	\$4.90

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, a 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 150,301	\$ 149,500	\$ 61,750	-58.7%
Retail Operations	5,033	4,000	5,000	25.0%
Other Revenue	12,100	13,200	13,490	2.2%
TOTAL REVENUE	\$ 167,434	\$ 166,700	\$ 80,240	-51.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 390,631	\$ 390,975	\$ 416,533	6.5%
Operating Costs	15,629	14,400	16,350	13.5%
Maintenance Costs	28,302	32,100	32,100	0.0%
Insurance	1,685	1,915	1,896	-1.0%
Retail Operations	2,463	2,000	2,500	25.0%
Utilities	13,512	14,100	14,350	1.8%
TOTAL EXPENSES	\$ 452,223	\$ 455,490	\$ 483,729	6.2%
Net Income	\$ (284,789)	\$ (288,790)	\$ (403,489)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Camps is showing a significant decrease due to a deferral of revenues that will take place during FY 27. Operationally, camps should remain at FY 26 levels.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	1.81	1.81	1.88	1.91	1.91

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-300	POTOMAC OVERLOOK REGIONAL PARK					
	REVENUES					
4600	Programmed Events	\$ 31,646	\$ 33,246	\$ 30,000	\$ 27,848	\$ 30,000
4101	Camps	119,435	114,545	116,000	115,164	28,250
4670	Shelter Reservations	4,175	2,510	3,500	(200)	3,500
	TOTAL USER FEES	155,256	150,301	149,500	142,812	61,750
4660	Retail - Merchandise	0	0	0	1,007	2,500
4640	Retail Operations	4,059	5,033	4,000	3,196	2,500
	TOTAL RETAIL OPERATIONS	4,059	5,033	4,000	4,202	5,000
4420	House Rental	13,200	12,100	13,200	11,000	13,490
	TOTAL OTHER REVENUE	13,200	12,100	13,200	11,000	13,490
	TOTAL REVENUES	\$ 172,515	\$ 167,434	\$ 166,700	\$ 158,014	\$ 80,240
	EXPENSES					
5010	Full-Time Salaries	\$ 220,798	\$ 236,719	\$ 229,785	\$ 207,084	\$ 241,723
5020	Part-Time Salaries	60,690	56,003	59,300	43,047	64,586
5030	FICA	21,176	22,001	22,115	18,208	23,433
5040	Hospitalization	28,087	25,493	26,150	22,375	30,384
5060	Life Insurance	2,023	2,152	2,174	1,908	2,287
5050	Retirement	42,298	48,170	51,242	41,115	53,904
5070	Unemployment Tax	112	94	209	87	217
	TOTAL PERSONNEL SERVICES	375,183	390,631	390,975	333,824	416,533
5230	Gas and Diesel	1,523	1,246	2,200	914	2,300
5259	Grant Expense	592	1,558	0	642	0
5490	Programs and Promotions	3,885	5,379	4,500	4,405	4,500
5570	Uniforms	1,087	396	1,050	450	1,050
5171	Camps	3,736	7,051	6,650	3,560	8,500
	TOTAL OPERATING COSTS	10,823	15,629	14,400	9,971	16,350
5180	Equipment/Vehicle Maintenance	1,482	2,187	3,300	1,511	3,300
5190	Facility Op. & Maintenance	22,376	24,845	28,300	22,691	28,300
5510	Rental House Maintenance	418	1,270	500	355	500
	TOTAL MAINTENANCE COSTS	24,276	28,302	32,100	24,557	32,100
5290	Insurance - Vehicle	2,257	1,685	1,915	1,650	1,896
	TOTAL INSURANCE	2,257	1,685	1,915	1,650	1,896
5535	Retail - Merchandise	0	0	0	2,576	1,250
5520	Retail Operations	2,097	2,463	2,000	0	1,250
	TOTAL RETAIL OPERATIONS	2,097	2,463	2,000	2,576	2,500
5580-001	Telephone	2,069	2,251	2,300	1,896	2,300
5580-002	Electricity	7,445	7,128	7,500	5,710	7,500
5580-004	Water/Sewer	935	1,039	1,000	742	1,100
5580-008	Propane Gas	567	1,280	1,300	1,443	1,300
5580-016	Cable/Internet	1,889	1,814	2,000	1,703	2,150
	TOTAL UTILITIES	12,904	13,512	14,100	11,493	14,350
	TOTAL EXPENSES	\$ 427,541	\$ 452,223	\$ 455,490	\$ 384,072	\$ 483,729
	OPERATING INCOME (LOSS)	\$ (255,026)	\$ (284,789)	\$ (288,790)	\$ (226,058)	\$ (403,489)

POTOMAC OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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.
- Maintain consistent facility maintenance standards and routine inspections.
- Maintain an effective volunteer program to facilitate park improvements.

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 with the Park Operations Superintendent to develop and implement a standardized template and process for submitting program and camp logistics information to the NOVA Parks Marketing team to ensure accuracy, consistency, and timeliness.
- Maintain a year-round comprehensive programming and content calendar including an upcoming seasonal schedule of events and activities to post on the web site and social media.
- Maintain a minimum of (3) diverse community partnerships.
- 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.
- Review, refine, 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 (2) outreach programs 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.
- Continue to expand full-time staff natural resource expertise with at least (1) in-house training opportunity.

POTOMAC OVERLOOK REGIONAL PARK

FY 26 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 multiple large group volunteer events with local churches and offices from Amazon, Virginia Tech and Eastern Research Group.
- The Arlington Master Naturalists (ARMN), Master Gardeners of Northern VA and Potomac Overlook Regional 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 included two new elements to the kids' cave including an interactive exhibit on native bats and immersive cave sounds which play throughout the day.
- Continue to implement successful volunteer program through animal care, summer camp, and ARMN Park Steward volunteer events. Every year we continue to see an increase in volunteer hours served within the park and FY26 is on track to set a new record.
- Stairs repairs at the trailhead of the Overlook Trail have been completed and hand railing added.
- Two native pollinator gardens have been installed along with a new interpretive sign about the pollinators and how people can help to protect them.

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 in FY26 Outdoor Living Skills, Critter Caretakers, and Ranger Recruits were all well attended and received great feedback from campers and staff and are offered again for FY 27.
- 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
- A new program series for adults only, *Art in the Park*, was added to the calendar of events every other month with a new theme offered for each program. Other new programs offered in FY 26 included *Skulls and Bones*, *Water You Are Waiting For*, and *Animal Olympics*.
- Picnic Shelter renovations included a new roof, coat of paint and stain, and bathroom renovations to promote increased number of annual shelter rentals.
- To educate the public on organic gardening, City Nature Challenge programs offered to teach how to use the iNaturalist app.

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

Highlights

- All new staff are trained on NOVA Parks' customer service standards and park staff attended Level 2 Customer Service Training and a training on the new SOL based school programs which rolled out in the spring of 2026.
- 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.
- New "photo stations" were added to the Spring Egg Hunt to help promote through social media.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL	FY 2027 TARGET
				6 months JUL-APR 2025	
• Public program/Special Event participants	2,314	2,072	2,000	967	2,000
• School & Scout program participants	1,826	2,173	1,250	830	1,250
• Birthday party participants	95	81	90	45	90
• Camp Overlook participants	349	341	360	322	340
• Number of shelter rentals	30	20	30	6	20
• Volunteer hours received	4,911	5,693	5,000	2,859	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. The preserve was created by the Winkler family's Catherine Winkler Herman and her daughter Tori Thomas and the Winkler Foundation in 1981 to protect this unique and special area. Winkler Botanical Preserve features The Catherine Lodge, a 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 32,192	\$ 40,000	\$ 17,955	-55.1%
Total Transfers in	120,000	120,000	120,000	0.0%
TOTAL RESOURCES	\$ 152,192	\$ 160,000	\$ 137,955	-13.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 223,652	\$ 262,196	\$ 299,525	14.2%
Operating Costs	6,470	8,500	10,920	28.5%
Maintenance Costs	27,218	72,500	72,500	0.0%
Insurance	0	0	632	-
Utilities	22,756	22,200	23,200	4.5%
TOTAL EXPENSES	\$ 280,095	\$ 365,396	\$ 406,777	11.3%
Net Income	\$ (127,903)	\$ (205,396)	\$ (268,822)	

BUDGET HIGHLIGHTS

Major variances in budget:

- A new full-time grade 9 Crew Leader was added to Winkler Botanical Preserve. Camps is showing a significant decrease due to a deferral of revenues that will take place during FY 27. Operationally, camps should remain at FY 26 levels.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.75	1.00	1.00	1.00	2.00
Part-Time	1.83	2.43	2.43	2.43	2.01

WINKLER BOTANICAL PRESERVE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-460	WINKLER BOTANICAL PRESERVE					
	REVENUES					
4600	Programmed Events	\$ 1,431	\$ 3,272	\$ 3,000	\$ 4,155	\$ 3,500
4810	Facility Fees	450	150	1,000	50	1,000
4101	Camps	29,730	28,770	36,000	22,110	13,455
	TOTAL USER FEES	31,611	32,192	40,000	26,315	17,955
	TOTAL REVENUES	\$ 31,611	\$ 32,192	\$ 40,000	\$ 26,315	\$ 17,955
4345	Grants	120,000	120,000	120,000	0	120,000
	TOTAL TRANSFERS IN	120,000	120,000	120,000	0	120,000
	TOTAL RESOURCES	\$ 151,611	\$ 152,192	\$ 160,000	\$ 26,315	\$ 137,955
	EXPENSES					
5010	Full-Time Salaries	\$ 67,361	\$ 73,827	\$ 71,607	\$ 65,138	\$ 129,546
5020	Part-Time Salaries	105,985	93,436	126,506	76,593	78,310
5030	FICA	12,490	11,983	15,156	9,693	15,901
5040	Hospitalization	29,372	28,899	32,050	27,413	45,456
5060	Life Insurance	622	665	677	595	1,226
5050	Retirement	12,942	14,798	15,968	12,787	28,889
5070	Unemployment Tax	50	43	230	42	197
	TOTAL PERSONNEL SERVICES	228,822	223,652	262,196	192,260	299,525
5230	Gas and Diesel	739	426	1,150	313	1,220
5490	Programs and Promotions	967	2,880	2,500	972	4,500
5570	Uniforms	350	263	350	315	700
5171	Camps	3,889	2,900	4,500	683	4,500
	TOTAL OPERATING COSTS	5,945	6,470	8,500	2,283	10,920
5180	Equipment/Vehicle Maintenance	824	143	2,500	189	2,500
5190	Facility Op. & Maintenance	15,804	16,006	25,000	11,190	25,000
5215	Garden Maintenance	16,012	11,068	45,000	24,487	45,000
	TOTAL MAINTENANCE COSTS	32,640	27,218	72,500	35,867	72,500
5290	Insurance - Vehicle	0	0	0	0	632
	TOTAL INSURANCE	0	0	0	0	632
5580-001	Telephone	1,875	2,325	2,200	1,444	2,200
5580-002	Electricity	8,723	9,416	9,000	14,607	10,000
5580-004	Water/Sewer	7,265	8,726	8,000	6,196	8,000
5580-008	Propane Gas	0	0	500	0	500
5580-016	Cable/Internet	2,445	2,289	2,500	2,154	2,500
	TOTAL UTILITIES	20,308	22,756	22,200	24,401	23,200
	TOTAL EXPENSES	\$ 287,714	\$ 280,095	\$ 365,396	\$ 254,810	\$ 406,777
	OPERATING INCOME (LOSS)	\$ (136,103)	\$ (127,903)	\$ (205,396)	\$ (228,495)	\$ (268,822)

WINKLER BOTANICAL PRESERVE

STRATEGIC GOALS & OBJECTIVES FY 27



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.
- Maintain consistent facility maintenance standards and routine inspections.
- Implement an effective volunteer program to facilitate Preserve improvements utilizing no less than 500 volunteer hours.
- Continue to refine trail maps and signage for the Preserve and trail network.
- Implement effective park maintenance standards in line with site and botanical preserve guidelines for site improvements and maintenance, including 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:

- 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.
- Work with the Park Operations Superintendent to develop and implement a standardized template and process for submitting program and camp logistics information to the NOVA Parks Marketing team to ensure accuracy, consistency, and timeliness.
- Maintain a year-round comprehensive programming and content calendar including an upcoming seasonal schedule of events and activities to post on the web site and social media.
- Maintain a minimum of (3) diverse community partnerships.
- Review, refine, and implement 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 (2) outreach programs 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.
- Continue to expand full-time staff 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 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.
- Implement a revised staffing plan that accommodates staffing changes and hours of operation expansion.

WINKLER BOTANICAL PRESERVE

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- (6) Eagle Scout projects completed including a lending library, additional trail signage, dig pit, leadership COPE element, Wood Duck Boxes and Orienteering course.
- Developed interpretive signage for pollinators, future pollinator garden in planning stages.
- 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 completed 165.5 hours of service with 40 more scheduled, including three group volunteer days. New partnership with Arlington Regional Master Naturalists established.
- 80 hours of externship service scheduled for Alexandria City High School student looking into Parks and Recreation as a career.
- Part time Senior Ranger position created to assist in the caretaking of the grounds, especially during later opening hours.
- 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 substantial projects for the 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 ecosystem field trip experience, new merit badges for Scouting America, badge workshops for Girl Scouts of America and 18 public programs, all nature based.

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:

- 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 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Public program/special event participants	425	380	500	47	400
• Camp Winkler participants	59	83	126	87	100
• School and scout program participants	1,542	1,161	1,800	777	1,200
• Volunteer hours received	345	346	500	158	350

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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 606,779	\$ 533,120	\$ 548,600	2.9%
Retail Operations	1,075,068	830,600	881,450	6.1%
Other Revenue	194,332	103,240	157,200	52.3%
TOTAL REVENUE	\$ 1,876,179	\$ 1,466,960	\$ 1,587,250	8.2%
EXPENSES BY CATEGORY				
Personnel Services	\$ 470,181	\$ 512,008	\$ 576,986	12.7%
Operating Costs	387,216	237,510	260,300	9.6%
Maintenance Costs	180,675	161,250	161,250	0.0%
Insurance	5,312	5,888	7,382	25.4%
Retail Operations	262,942	216,460	229,715	6.1%
Utilities	19,356	19,900	20,100	1.0%
TOTAL EXPENSES	\$ 1,325,682	\$ 1,153,016	\$ 1,255,733	8.9%
Net Income	\$ 550,497	\$ 313,944	\$ 331,517	

BUDGET HIGHLIGHTS

Major variances in budget:

- Reclassification of the grade 8 Park Maintenance Worker to grade 9 Crew Leader. Significant increase to the Other Revenue category (+52.3%) because of a new formula used to determine Equipment Rental in order to match closer to historical trends.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	3.83	3.83	3.83	3.83	3.83
Part-Time	4.32	4.45	4.09	4.24	4.75

RUST NATURE SANCTUARY & MANOR HOUSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-320	RUST NATURE SANCTUARY & MANOR HOUSE REVENUES					
4240	Facility Rental-Manor House	\$ 491,488	\$ 562,736	\$ 490,000	\$ 491,521	\$ 520,000
4600	Programmed Events	0	32	0	0	0
4822	NVRPA Event Staffing	36,284	44,011	43,120	36,974	28,600
	TOTAL USER FEES	527,772	606,779	533,120	528,495	548,600
4420	Apartment Rental	1,430	0	0	0	0
4821	Equipment Rental	149,985	193,482	102,040	151,732	156,000
4081	Storage Rental (PEC)	1,650	600	1,200	0	1,200
4693	Special Services	0	250	0	0	0
	TOTAL OTHER REVENUE	153,065	194,332	103,240	151,732	157,200
4115	Catering	636,481	660,230	539,000	472,952	572,000
4682	Administrative Fee	151,312	155,564	108,340	114,191	114,970
4640	Retail Operations	2	10	0	5	0
4641	Retail - Alcoholic Beverages	245,727	259,265	183,260	195,411	194,480
	TOTAL RETAIL OPERATIONS	1,033,523	1,075,068	830,600	782,558	881,450
	TOTAL REVENUES	\$ 1,714,360	\$ 1,876,179	\$ 1,466,960	\$ 1,462,785	\$ 1,587,250
	EXPENSES					
5010	Full-Time Salaries	\$ 217,031	\$ 248,479	\$ 241,004	\$ 213,376	\$ 257,762
5020	Part-Time Salaries	68,050	107,878	156,290	101,489	193,020
5030	FICA	21,385	26,179	30,393	22,551	34,485
5040	Hospitalization	25,521	35,144	27,910	32,661	31,358
5060	Life Insurance	1,941	2,045	2,280	1,815	2,438
5050	Retirement	43,685	50,348	53,744	43,087	57,481
5070	Unemployment Tax	83	108	388	95	443
	TOTAL PERSONNEL SERVICES	377,697	470,181	512,008	415,073	576,986
5186	Equipment Rental	139,179	189,942	102,040	146,043	148,200
5146	Contract Employment	176,618	191,380	128,120	139,382	104,650
5230	Gas & Diesel	937	900	1,300	768	1,400
5340	Linen Service	1,018	780	1,000	0	0
5490	Programs and Promotions	1,447	3,853	4,000	2,969	5,000
5570	Uniforms	658	361	1,050	197	1,050
	TOTAL OPERATING COSTS	319,857	387,216	237,510	289,359	260,300
5180	Equipment/Vehicle Maintenance	279	3,149	1,650	90	1,650
5190	Facility Op. & Maintenance	165,387	177,526	159,600	134,448	159,600
	TOTAL MAINTENANCE COSTS	165,666	180,675	161,250	134,538	161,250
5143	Catering	200,679	208,887	172,480	159,712	183,040
5521	Retail - Alcohol Beverages	46,693	54,055	43,980	33,947	46,675
	TOTAL RETAIL	247,372	262,942	216,460	193,659	229,715
5265	Insurance - Liquor Liability	3,811	4,750	5,250	5,890	6,750
5290	Vehicle Insurance	564	562	638	550	632
	TOTAL INSURANCE	4,376	5,312	5,888	6,440	7,382
5580-001	Telephone	3,768	2,309	1,200	376	500
5580-002	Electricity	9,557	12,595	14,000	10,945	14,000
5580-008	Propane	262	256	200	0	300
5580-009	Heating Oil	1,299	0	500	0	500
5580-016	Internet/Cable	538	4,196	4,000	3,929	4,800
	TOTAL UTILITIES	15,424	19,356	19,900	15,249	20,100
	TOTAL EXPENSES	\$ 1,130,391	\$ 1,325,682	\$ 1,153,016	\$ 1,054,319	\$ 1,255,733
	OPERATING INCOME (LOSS)	\$ 583,968	\$ 550,497	\$ 313,944	\$ 408,466	\$ 331,517

RUST NATURE SANCTUARY & MANOR HOUSE

STRATEGIC GOALS & OBJECTIVES FY 27

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.
- Host a minimum of (1) Open House events and weekly late night hours. .
- Work to effectively implement defined roles by position for successful event management and communication including the roles of contract employees.
- 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.
- Continue full utilization of Event Temple across all venues to ensure consistent booking lifecycle, communication, data capture, and event management.
- Track lead generation, booking performance, revenue and conversion rates on a monthly basis.
- Focus on expanding nontraditional rental opportunities and new market segments utilizing new pass-through catering packages.
- Increase new client leads through at least (2) monthly outreach strategies.
- Expand vendor and business relationships to support venue growth.
- Establish structured communication between event and catering leadership and between The Woodlands and Rust teams due to shared chef operations.

Goal Two: Continue to conserve and protect the historic and natural resources of the Rust Sanctuary including structures, parkland and facilities.



Objectives:

- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.
- Maintain consistent facility maintenance standards and routine inspections.
- Offer a minimum of (2) 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:

- Identify and take part in a minimum of (3) sales or event training opportunities annually. Implement at least (2) strategies or techniques developed by the Customer Service Committee to cultivate GREAT customer experiences for our diverse community.
- Work with Food & Beverage teams to ensure consistent staff training and performance standards.
- Implement a minimum of (2) new strategies for effective recruitment and retention of staff.



RUST NATURE SANCTUARY & MANOR HOUSE

FY 26 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.
- 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 4,300.
- Conducted quarterly reviews of event industry trends and local competition to ensure Rust Manor remains competitive in the marketplace.
- Develop new packages targeting corporate retreats and non-traditional rental clients, diversifying our client base beyond weddings.
- Monitor lead conversion rates monthly using in-house software, identifying trends and adjusting promotional strategies accordingly.
- Reviewed menu pricing and alcohol offerings in line with the latest industry trends, ensuring competitiveness while maintaining quality standards.
- Participated in local bridal shows or wedding market events to increase visibility among prospective clients actively planning events.
- Actively encouraged satisfied clients to leave online reviews, strengthening Rust Manor’s reputation and search visibility.
- Reviewed and updated the preferred vendor list to reflect current partnerships and ensure clients are connected with high-quality, reliable vendors.

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.
- Work with a new landscaping company to care for our iconic Boxwoods.
- Maintained 2 miles of sanctuary trails, ensuring safe and accessible pathways for visitors and event guests throughout the year.
- Continued targeted removal of invasive plant species throughout the sanctuary grounds and trail corridors to protect native plant communities.
- Grew Rust’s volunteer program, engaging local high schoolers in meaningful conservation and stewardship work.

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.
- Worked to ensure Rust programs and facilities are welcoming and accessible to visitors of all backgrounds and abilities.
- Coordinated with staff across NOVA Parks sister venues to share best practices, resources, and training opportunities, strengthening the broader team network.
- Monitored guest satisfaction through post-event reviews, using results to continuously improve service standards and team performance.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Prime rental months (May, June, July, August September, October)	88	82	75	56	75
• Non-Prime rental months (March, April, first 3 weekends of November)	N/A	N/A	10	0	5
• Winter rental months (November, December, January, February)	N/A	N/A	0	0	5
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	320	320	300	0	200
• Number of Naturalist Programs	0	2	4	4	6

SANDY RUN REGIONAL PARK

PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax County, 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 279,292	\$ 280,000	\$ 286,000	2.1%
Other Revenue	38,091	28,192	28,790	2.1%
TOTAL REVENUE	\$ 317,383	\$ 308,192	\$ 314,790	2.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 175,090	\$ 214,350	\$ 225,248	5.1%
Operating Costs	15,472	15,500	15,700	1.3%
Maintenance Costs	42,010	36,850	37,850	2.7%
Insurance	1,123	638	1,264	98.0%
Utilities	11,615	9,700	9,800	1.0%
TOTAL EXPENSES	\$ 245,310	\$ 277,038	\$ 289,862	4.6%
Net Income	\$ 72,073	\$ 31,154	\$ 24,929	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.40	1.40	1.40	1.40	1.40
Part-Time	1.43	1.43	1.43	1.43	1.43

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-350 SANDY RUN REGIONAL PARK						
REVENUES						
4080	Boat/RV Storage	\$ 155,984	\$ 142,284	\$ 153,000	\$ 147,778	\$ 156,000
4160	Daily User Fees	12,759	9,228	5,000	3,346	5,000
4530, 4460	Launch & Parking Fees	84,553	88,231	90,000	44,329	90,000
4630	Regatta Fees	14,590	16,828	12,000	14,678	15,000
4673	Rowing Camps	28,668	22,721	20,000	16,600	20,000
TOTAL USER FEES		296,552	279,292	280,000	226,730	286,000
4420	House Rental	39,028	36,676	27,192	33,420	27,790
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	1,565	1,415	1,000	420	1,000
TOTAL OTHER REVENUE		40,593	38,091	28,192	33,840	28,790
TOTAL REVENUES		\$ 337,145	\$ 317,383	\$ 308,192	\$ 260,570	\$ 314,790
EXPENSES						
5010	Full-Time Salaries	\$ 91,154	\$ 98,686	\$ 108,618	\$ 90,754	\$ 115,013
5020	Part-Time Salaries	31,144	27,089	46,719	24,403	49,335
5030	FICA	8,863	9,016	11,883	7,848	12,573
5040	Hospitalization	16,379	17,433	21,754	16,334	21,462
5060	Life Insurance	870	897	1,028	850	1,088
5050	Retirement	19,141	21,937	24,222	19,465	25,648
5070	Unemployment Tax	46	31	126	30	130
TOTAL PERSONNEL SERVICES		167,596	175,090	214,350	159,684	225,248
5230	Gas and Diesel	2,721	2,670	3,500	2,262	3,700
5504	Regatta Fees	9,103	12,801	12,000	10,373	12,000
5570	Uniforms	0	0	0	39	0
TOTAL OPERATING COSTS		11,823	15,472	15,500	12,675	15,700
5180	Equipment/Vehicle Maintenance	4,069	2,812	3,850	3,595	3,850
5190	Facility Op. & Maintenance	43,053	38,029	32,000	28,686	33,000
5510	Rental House Maintenance	312	1,170	1,000	534	1,000
TOTAL MAINTENANCE COSTS		47,433	42,010	36,850	32,815	37,850
5290	Insurance - Vehicle	1,693	1,123	638	1,100	1,264
TOTAL INSURANCE		1,693	1,123	638	1,100	1,264
5580-001	Telephone	1,402	1,462	1,300	832	1,400
5580-002	Electricity	7,702	8,740	7,000	7,560	7,000
5580-016	Internet/Cable	1,383	1,413	1,400	1,207	1,400
TOTAL UTILITIES		10,488	11,615	9,700	9,599	9,800
TOTAL EXPENSES		\$ 239,034	\$ 245,310	\$ 277,038	\$ 215,873	\$ 289,862
OPERATING INCOME (LOSS)		\$ 98,112	\$ 72,073	\$ 31,154	\$ 44,697	\$ 24,929

SANDY RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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.
- 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.
- Work with the POS Specialist to implement updated platform for tracking, billing, and payment automation for crew team storage.

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 26 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 an Eagle Scout on a complete rebuild of engine racks in the storage room, which were broken and failing.
- Audited all preventative maintenance orders in Hiperweb to ensure accuracy and timeliness.
- Conducted annual facility audit.

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.
- Worked with Unity Boat Club to add additional affordable summer rowing opportunities for high school students.
- Coordinated team training visits for eight rowing clubs.
- Worked with VASRA to collaborate and coordinate on 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 six 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 54 coaches.
- Held monthly team meetings and quarterly goal progress meeting with full-time employees.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of boats stored	255	255	255	255	255
• Number of spring break programs	61	51	60	3	60
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	8,969	8,623	9,000	0	9,000
• Number of VASRA scholastic regattas	9	9	9	0	9
• Number of club regatta competitors	4,353	5,447	4,000	4,631	4,000
• Number of club regattas	3	6	4	5	5
• Number of collegiate regatta competitors	898	614	1,000	0	1,000
• Number of collegiate regattas	4	5	4	0	4
• Total number of regatta spectators	15,000	15,000	15,000	7,500	15,000

TEMPLE HALL FARM REGIONAL PARK

Temple Hall Farm Regional Park is a 286-acre working farm in Loudoun County. The park provides programs and farm tours to the general public as well as groups with a focus on the region's rich farming heritage. The park also features a LEED certified Visitors Center complete with animal and interpretive exhibits.

REVENUE & EXPENSE SUMMARY

	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 39,875	\$ 38,000	\$ 43,000	13.2%
Retail Operations	90	0	0	0.0%
Other Revenue	162,233	157,383	156,831	-0.4%
TOTAL REVENUE	\$ 202,198	\$ 195,383	\$ 199,831	2.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 252,422	\$ 285,420	\$ 299,697	5.0%
Operating Costs	18,962	34,400	34,900	1.5%
Maintenance Costs	46,870	66,500	66,500	0.0%
Insurance	2,246	2,553	2,528	-1.0%
Utilities	16,971	16,400	17,400	6.1%
TOTAL EXPENSES	\$ 337,471	\$ 405,273	\$ 421,025	3.9%
Net Income	\$ (135,274)	\$ (209,890)	\$ (221,194)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	ACTUAL FY 2026	ADOPTED FY 2027
3-380	TEMPLE HALL FARM REGIONAL PARK					
	REVENUES					
4412-001	Hay Rides - Tractor	\$ 17,890	\$ 18,905	\$ 18,000	\$ 17,725	\$ 20,000
4670	Shelter Reservations	15,890	17,500	15,000	13,253	18,000
4600	Programmed Events	2,218	3,470	5,000	2,295	5,000
	TOTAL USER FEES	35,998	39,875	38,000	33,273	43,000
4015	Animals	1,419	2,018	3,500	2,139	2,000
4420	House Rental	43,077	42,138	43,077	36,568	44,025
4345, 4970	Grant - Contribution from Endowment	96,806	96,806	96,806	194	96,806
4605,4510	Miscellaneous Revenue	7,150	21,270	14,000	0	14,000
	TOTAL OTHER REVENUE	148,452	162,233	157,383	38,901	156,831
4640	Retail Operations	(24)	90	0	12	0
	TOTAL RETAIL OPERATIONS	\$ (24)	\$ 90	\$ 0	\$ 12	\$ 0
	TOTAL REVENUES	\$ 184,426	\$ 202,198	\$ 195,383	\$ 72,186	\$ 199,831
	EXPENSES					
5010	Full Time Salaries	\$ 155,062	\$ 170,127	\$ 174,966	\$ 139,048	\$ 179,752
5020	Part Time Salaries	17,527	13,933	35,480	12,822	36,580
5030	FICA	12,780	13,685	16,099	11,040	16,549
5040	Hospitalization	17,840	16,136	18,059	14,632	24,885
5060	Life Insurance	1,390	1,566	1,655	1,307	1,700
5050	Retirement	31,694	36,939	39,017	29,535	40,085
5070	Unemployment Tax	44	35	143	35	145
	TOTAL PERSONNEL SERVICES	236,338	252,422	285,420	208,420	299,697
5200	Feed	11,682	4,915	9,000	8,011	9,000
5210	Fertilizer	0	470	5,000	300	5,000
5230	Gas and Oil	8,702	6,726	8,000	4,892	8,500
5350	Livestock Purchases	595	2,295	2,000	2,070	2,000
5490	Programs & Promotions	1,559	1,635	1,550	836	1,550
5540	Seeds & Plants	737	60	3,000	298	3,000
5570	Uniforms	1,003	0	350	370	350
5590	Vet & Medicine	4,013	2,862	5,500	2,456	5,500
	TOTAL FACILITY OPERATING COSTS	28,291	18,962	34,400	19,233	34,900
5180	Equipment/Vehicle Maintenance	16,686	20,452	27,500	17,381	27,500
5190	Facility Op. & Maintenance	25,950	21,037	32,000	17,865	32,000
5195	Facility Op. & Maintenance-Cabin	390	1,023	5,000	1,557	5,000
5510	Rental House Maintenance	785	4,358	2,000	4,618	2,000
	TOTAL MAINTENANCE COSTS	43,811	46,870	66,500	41,422	66,500
5290	Insurance - Vehicle	3,386	2,246	2,553	2,200	2,528
	TOTAL INSURANCE	3,386	2,246	2,553	2,200	2,528
5580-002	Electricity	13,043	13,368	13,000	13,688	14,000
5580-001	Telephone	1,641	1,801	1,700	1,167	1,700
5580-016	Internet/Cable	1,686	1,801	1,700	1,017	1,700
	TOTAL UTILITIES	16,369	16,971	16,400	15,873	17,400
	TOTAL OPERATING EXPENSES	\$ 328,194	\$ 337,471	\$ 405,273	\$ 287,148	\$ 421,025
	OPERATING INCOME (LOSS)	\$ (143,768)	\$ (135,274)	\$ (209,890)	\$ (214,962)	\$ (221,194)

TEMPLE HALL FARM REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27

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



Objectives:

- Implement at least (2) strategies that focuses on Visitor's Center and Pavilion rentals.
- Maintain a year-round comprehensive programming and content calendar including a schedule of events and activities to post on the web site and social media.
- Host a minimum of 2000 school tour attendees through engaging and creative programs and offerings.
- Establish and maintain a minimum of (8) diverse community partnerships.
- Assist with the execution of a minimum of (1) outreach program that focuses on providing meaningful outdoor experiences for Title 1 schools.
- 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.
- 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:

- Identify (2) new ways to interpret heritage farming in the AV Symington Center.
- 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.



TEMPLE HALL FARM REGIONAL PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Legacy Farms ran a year-round operation, utilizing the visitor's center for their programming which served 40 neurodiverse young adults and volunteers through classroom and hands on learning for a total of more than 12,000 hours.
- Participated in Loudoun Farm Tour weekend and other Loudoun Economic Development programs.
- Offered family programs based on farm animals, gardening, and nature.
- Continued to grow school and group tour numbers. Partnered with AP Human Geography teachers to provide a tour and activities geared towards high school students
- Third group rental option continues to increase rental revenue. Partnered with LCHS Captain's Outreach program to provide volunteer opportunities for 10 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

- Historic smoke house and front entry at Temple Hall were restored to conservation standards.
- Temple Hall partnered with New Ag School to host participants of the school for the fifth 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.
- Updated and added signage to highlight program and rental options available to visitors.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• School tour attendance	2,500	2,391	2,000	1,790	200
• Special events attendance	2,560	2,815	2,800	1,010	2,800

TEMPLE HALL FARM PUMPKIN PATCH

PROGRAM OVERVIEW

The Temple Hall Farm Pumpkin Patch is a must visit fall tradition. The Temple Hall Farm Pumpkin Patch 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 155,883	\$ 145,000	\$ 145,000	0.0%
Retail Operations	73,705	77,000	77,000	0.0%
TOTAL REVENUE	\$ 229,588	\$ 222,000	\$ 222,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 16,551	\$ 35,295	\$ 38,726	9.7%
Operating Costs	23,424	25,000	25,000	0.0%
Maintenance Costs	1,111	0	0	0.0%
Retail Operations	34,291	56,500	56,500	0.0%
TOTAL EXPENSES	\$ 75,378	\$ 116,795	\$ 120,226	2.9%
Net Income	\$ 154,211	\$ 105,205	\$ 101,774	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.11	1.11	1.11	1.11	1.11

TEMPLE HALL FARM PUMPKIN PATCH

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-385	TEMPLE HALL FARM PUMPKIN PATCH					
	REVENUES					
4491	Pumpkin Patch Admissions	\$ 133,036	\$ 155,883	\$ 145,000	\$ 144,361	\$ 145,000
	TOTAL USER FEES	133,036	155,883	145,000	144,361	145,000
4640	Retail Operations - Food	18,238	24,222	30,000	6,562	30,000
4660	Retail Operations - Merchandise	23,221	27,423	25,000	25,698	25,000
4606, 4607	Retail Operations - Pumpkin Sales/Pumpkin Blaster	18,552	22,060	22,000	33,510	22,000
	TOTAL RETAIL OPERATIONS	60,011	73,705	77,000	65,769	77,000
	TOTAL REVENUES	\$ 193,047	\$ 229,588	\$ 222,000	\$ 210,130	\$ 222,000
	EXPENSES					
5020	Part Time Salaries	\$ 19,085	\$ 15,355	\$ 32,742	\$ 21,835	\$ 35,924
5030	FICA	1,460	1,175	2,505	1,670	2,748
5070	Unemployment Tax	25	22	49	22	54
	TOTAL PERSONNEL SERVICES	20,570	16,551	35,295	23,528	38,726
5152	Pumpkin Patch Operation	13,784	10,486	12,000	12,585	12,000
5210	Fertilizer	0	7,273	4,500	409	4,500
5230	Gas and Oil	0	0	0	0	0
5430	Park Police	0	1,973	2,500	0	2,500
5540	Seeds & Plants	4,096	3,692	6,000	5,522	6,000
	TOTAL FACILITY OPERATING COSTS	17,879	23,424	25,000	18,516	25,000
5190	Facility Op. & Maintenance	897	1,111	0	236	0
	TOTAL MAINTENANCE COSTS	897	1,111	0	236	0
5525	Retail - Food	7,840	10,486	9,000	7,641	9,000
5535	Retail - Merchandise	0	0	12,500	0	12,500
5520	Retail - Pumpkins	45,500	23,805	35,000	16,175	35,000
	TOTAL RETAIL OPERATIONS	53,340	34,291	56,500	23,816	56,500
	TOTAL OPERATING EXPENSES	\$ 92,686	\$ 75,378	\$ 116,795	\$ 66,096	\$ 120,226
	OPERATING INCOME (LOSS)	\$ 100,361	\$ 154,211	\$ 105,205	\$ 144,034	\$ 101,774

TEMPLE HALL FARM PUMPKIN PATCH

STRATEGIC GOALS & OBJECTIVES FY 27

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 FY 27 retail food goal.
- Develop a plan that utilizes a minimum of (5) partnerships to market the pumpkin patch.
- 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 Pumpkin Patch.
- 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 FARM PUMPKIN PATCH

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Worked with Meadowlark to update food truck appliances and improve output capabilities.
- A successful sunflower crop added to the festival experience.
- Staff worked all summer to create ideal growing conditions for pumpkins despite environmental factors such as heat, drought, and wildlife damage. 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.
- Continued to improve pumpkin planting efficiency with a new planting method and care standards. Partnered with several local social media influencers to highlight pumpkin patch offerings, driving additional traffic to farm social media posts.
- Staff continue to implement a long-term plan for pumpkin patch growing, including crop rotation and a variety of other techniques to maximize pumpkin production. Developed an SOP to ensure continued success of pumpkins
- Maintained numbers with group and birthday party visitors.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Pumpkin Patch attendance	11,626	14,320	10,500	13,325	1,050
• Retail/Food per customer	\$ 5.16	\$ 5.15	\$ 7.33	\$ 4.94	\$ 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 is 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 is a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19th Century farmhouse and outbuildings.

Upper Potomac Parklands contain 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 is 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 is 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 was 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
Other Revenue	\$ 86,800	\$ 89,040	\$ 102,234	14.8%
TOTAL REVENUE	\$ 86,800	\$ 89,040	\$ 102,234	14.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 183,607	\$ 188,688	\$ 198,054	5.0%
Operating Costs	367	1,550	1,600	3.2%
Maintenance Costs	18,923	56,000	56,000	0.0%
Utilities	3236	1,500	6,200	313.3%
TOTAL EXPENSES	\$ 206,133	\$ 247,738	\$ 261,854	5.7%
Net Income	\$ (119,333)	\$ (158,698)	\$ (159,620)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	0.47	0.47	0.60	0.60	0.60

UPPER POTOMAC PROPERTIES/SPRINGDALE /CATTAIL REGIONAL PARKS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-340	UPPER POTOMAC PROPERTIES					
	REVENUES					
4420	House Rental	\$ 28,800	\$ 28,800	\$ 28,800	\$ 24,000	\$ 29,434
	TOTAL OTHER REVENUE	28,800	28,800	28,800	24,000	29,434
	TOTAL REVENUES	\$ 28,800	\$ 28,800	\$ 28,800	\$ 24,000	\$ 29,434
	EXPENSES					
5010	Full-Time Salaries	\$ 115,671	\$ 123,533	\$ 111,219	\$ 101,790	\$ 114,643
5020	Part-Time Salaries	1,855	7,612	16,524	2,685	16,524
5030	FICA	8,717	9,706	9,772	7,654	10,034
5040	Hospitalization	19,201	18,341	20,094	16,851	24,978
5060	Life Insurance	886	954	1,052	804	1,085
5050	Retirement	20,267	23,441	24,802	18,751	25,565
5070	Unemployment Tax	14	20	75	17	75
	TOTAL PERSONNEL SERVICES	166,609	183,607	183,538	148,552	192,904
5230	Gas and Diesel	0	0	500	411	550
5570	Uniforms	168	367	1,050	204	1,050
	TOTAL OPERATING COSTS	168	367	1,550	615	1,600
5180	Equipment/Vehicle Maintenance	262	0	0	0	0
5190	Facility Op. & Maintenance	10,027	8,952	14,000	5,648	14,000
5510	Rental House Maintenance	2,733	1,805	1,500	927	1,000
	TOTAL MAINTENANCE COSTS	13,022	10,757	15,500	6,575	15,000
5580-002	Electricity	165	162	1,500	133	200
	TOTAL UTILITIES	165	162	1,500	133	200
	TOTAL EXPENSES	\$ 179,965	\$ 194,893	\$ 202,088	\$ 155,875	\$ 209,704
	OPERATING INCOME (LOSS)	\$ (151,165)	\$ (166,093)	\$ (173,288)	\$ (131,875)	\$ (180,271)
3-360	SPRINGDALE					
	REVENUES					
4420	House Rental	\$ 23,231	\$ 24,625	\$ 15,140	\$ 31,475	\$ 37,700
4605	Property Lease	25,380	14,400	14,400	25,380	14,400
	TOTAL OTHER REVENUE	48,611	39,025	29,540	56,855	52,100
	TOTAL REVENUES	\$ 48,611	\$ 39,025	\$ 29,540	\$ 56,855	\$ 52,100
	EXPENSES					
5190	Facility Op. & Maintenance	\$ 0	\$ 0	\$ 5,000	\$ 0	\$ 5,000
5510	Rental House Maintenance	0	0	0	0	500
	TOTAL MAINTENANCE COSTS	0	0	5,000	0	5,500
	TOTAL EXPENSES	\$ 0	\$ 0	\$ 5,000	\$ 0	\$ 5,500
	OPERATING INCOME (LOSS)	\$ 48,611	\$ 39,025	\$ 24,540	\$ 56,855	\$ 46,600
3-127	CATTAIL REGIONAL PARK					
	REVENUES					
4420	House Rental	\$ 12,075	\$ 18,975	\$ 30,700	\$ 17,250	\$ 20,700
	TOTAL OTHER REVENUE	12,075	18,975	30,700	17,250	20,700
	TOTAL REVENUES	\$ 12,075	\$ 18,975	\$ 30,700	\$ 17,250	\$ 20,700
	EXPENSES					
5020	Part-Time Salaries	\$ 0	\$ 0	\$ 4,777	\$ 0	\$ 4,777
5030	FICA	0	0	365	0	365
5070	Unemployment Tax	0	0	7	0	7
	TOTAL PERSONNEL SERVICES	0	0	5,150	0	5,150
5190	Facility Op. & Maintenance	0	6,551	34,500	1,734	34,500
5510	Rental House Maintenance	0	1,615	1,000	410	1,000
	TOTAL MAINTENANCE COSTS	0	8,166	35,500	2,144	35,500
5580-002	Electricity	0	2,643	0	2,983	3,000
5580-004	Water/Sewer	0	431	0	352	500
5580-009	Heating Oil	0	0	0	2,114	2,500
	TOTAL UTILITIES	0	3,074	0	5,449	6,000
	TOTAL EXPENSES	\$ 0	\$ 11,240	\$ 40,650	\$ 7,593	\$ 46,650
	OPERATING INCOME (LOSS)	\$ 12,075	\$ 7,735	\$ (9,950)	\$ 9,657	\$ (25,950)

UPPER POTOMAC PROPERTIES/SPRINGDALE/CATTAIL REGIONAL PARKS

STRATEGIC GOALS & OBJECTIVES FY 27

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 website 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.
- 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 26 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.
- Site tours of Ball's Bluff hosted by Friends of Ball's Bluff (FOBB) tour guides continued to deliver weekend tours spring into fall.
- FOBB provided 6 private tours throughout the season.
- The Friends of Ball's Bluff partnered with Ball's Bluff Elementary school to hold an essay contest and gave battlefield tours to all the 4th grade students.
- Quantico Orienteering Club hosted an event for ~200 participants at Ball's Bluff.
- On July 4th 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.

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

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 320 hours for trail maintenance and improvements to the battlefield.
- Identified interpretive signs at Ball's Bluff for replacement and working with park authority historian, marketing and FOBB members to identify and update additional signs for replacement.
- 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 and trash removal at Ball's Bluff, Red Rock and Piscataway Crossing.
- Landscaping and grounds maintenance has continued at Cattail property to beautify the property and stabilize structures.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of visitors on tours at Ball's Bluff	1,530	1,620	1,500	600	1,500
• Number of visitors for special events	690	600	800	400	800
• Number of Ball's Bluff Battlefield volunteer hours	1,600	1,355	1,200	650	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 556,065	\$ 664,350	\$ 664,550	0.0%
Retail Operations	27,183	23,500	28,000	19.1%
Other Revenue	11,035	0	0	0.0%
TOTAL REVENUE	\$ 594,284	\$ 687,850	\$ 692,550	0.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 585,890	\$ 599,232	\$ 582,523	-2.8%
Operating Costs	6,485	8,050	11,250	39.8%
Maintenance Costs	95,192	93,800	93,800	0.0%
Insurance	1,123	1,277	1,264	-1.0%
Retail Operations	15,427	10,000	12,100	21.0%
Utilities	11,723	14,300	13,300	-7.0%
Debt Service	64,607	223,798	226,495	1.2%
TOTAL EXPENSES	\$ 780,448	\$ 950,456	\$ 940,732	-1.0%
Net Income	\$ (186,165)	\$ (262,606)	\$ (248,182)	

BUDGET HIGHLIGHTS

Major variances in budget:

- Retail operations is growing due to additional sales at Climb UPTon. Operating costs are increasing by almost 40% to allow for expanded programming in the park and at Climb UPTon.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	7.28	7.76	8.00	8.00	7.14

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-400	UPTON HILL REGIONAL PARK					
	REVENUES					
4127	Climbing Feature Admissions	\$ 253,368	\$ 265,794	\$ 360,000	\$ 185,294	\$ 360,000
4600	Programmed Events	764	1,102	1,350	170	1,350
4670	Shelter Reservations	9,842	12,571	12,000	6,263	12,000
4060	Batting Cage Fees	99,230	113,068	119,000	85,960	119,000
4500	Miniature Golf	156,493	163,444	172,000	127,489	172,000
4490	Locker Rental	0	86	0	94	200
	TOTAL USER FEES	519,697	556,065	664,350	405,269	664,550
4640	Retail Operations	24,053	27,183	23,500	21,022	19,000
4660	Retail - Merchandise	0	0	0	1,695	9,000
	TOTAL RETAIL OPERATIONS	24,053	27,183	23,500	22,718	28,000
4440	Interest	11,879	11,035	0	7,933	0
4510	Miscellaneous Revenue	(28)	0	0	0	0
	TOTAL OTHER REVENUE	11,851	11,035	0	7,933	0
	TOTAL REVENUE	555,601	594,284	687,850	435,919	692,550
	EXPENSES					
5010	Full-Time Salaries	\$ 219,847	\$ 227,418	\$ 229,227	\$ 198,427	\$ 222,785
5020	Part-Time Salaries	227,246	242,691	251,379	191,026	242,484
5030	FICA	33,563	35,095	36,766	28,066	35,593
5040	Hospitalization	26,102	32,570	28,077	21,211	29,388
5060	Life Insurance	1,991	2,128	2,168	1,822	2,108
5050	Retirement	41,649	45,717	51,118	39,061	49,681
5070	Unemployment Tax	293	271	497	189	484
	TOTAL PERSONNEL SERVICES	550,690	585,890	599,232	479,801	582,523
5230	Gas and Diesel	2,415	2,221	3,000	1,644	3,200
5490	Programs and Promotions	3,372	3,664	4,000	8,519	7,000
5570	Uniforms	696	601	1,050	529	1,050
	TOTAL OPERATING COSTS	6,483	6,485	8,050	10,692	11,250
5180	Equipment/Vehicle Maintenance	1,633	1,918	2,200	2,019	2,200
5190	Facility Op. & Maintenance	95,772	93,275	91,600	94,134	91,600
	TOTAL MAINTENANCE COSTS	97,405	95,192	93,800	96,152	93,800
5290	Insurance - Vehicle	1,129	1,123	1,277	1,100	1,264
	TOTAL INSURANCE	1,129	1,123	1,277	1,100	1,264
5535	Retail - Merchandise	0	0	0	0	4,500
5520	Retail Operations	12,923	15,427	10,000	(1,161)	7,600
	TOTAL RETAIL OPERATIONS	12,923	15,427	10,000	(1,161)	12,100
5580-001	Telephone	2,808	2,169	2,800	1,740	2,800
5580-002	Electricity	4,962	4,495	6,000	3,923	5,000
5580-004	Water/Sewer	4,083	4,696	5,000	2,646	5,000
5580-016	Internet/Cable	350	363	500	318	500
	TOTAL UTILITIES	12,203	11,723	14,300	8,627	13,300
2425	Note Payable VRA Principal	0	0	135,000	0	145,000
5322	Interest Expense VRA Note	69,121	64,607	88,798	50,221	81,495
	TOTAL DEBT SERVICE	69,121	64,607	223,798	50,221	226,495
	TOTAL EXPENSES	\$ 749,953	\$ 780,448	\$ 950,456	\$ 645,433	\$ 940,732
	OPERATING INCOME (LOSS)	\$ (194,352)	\$ (186,165)	\$ (262,606)	\$ (209,513)	\$ (248,182)

UPTON HILL REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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 FY26
- 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 FY26.

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.

UPTON HILL REGIONAL PARK

FY 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Continued implementation of the Park Stewardship Plan through strong partnership with Arlington Regional Master Naturalists Park Stewards and Northern Virginia Bird Alliance as part of the Stretch Our Parks initiative. These efforts continued to support native plantings, invasive plant management, habitat stewardship, and broader park beautification work.
- Volunteer engagement remained strong, with 875.5 hours contributed in the first half of FY26.
- Hosted NOVA Clean-Ups for an annual trail clean-up event and completed a trail improvement project near north Livingston.
- Staff continued routine care of lower park native plantings and advanced planning for erosion mitigation near the Wilson Boulevard and North Livingston Street intersection in coordination with Arlington County's planned traffic signal project.

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

Highlights:

- Implemented strategies to increase batting cage and mini golf revenues.
- Improved retail offerings and package add-ons, including quality, presentation and guest request items.

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 continued to build on effective recruitment and retention practices through consistent hiring outreach, including participation in the Arlington Teen Summer Job Fair, along with a strong emphasis on returning staff.
- Re-interviews with returning team members and ongoing performance evaluation efforts helped reinforce expectations, gather feedback, and support continuity across operations.
- Training and staff communication continued to be refined with an emphasis on safety, accountability, and empowering frontline employees to handle guest interactions effectively.
- The park also continued to support agency customer service initiatives while positioning new leadership to strengthen that effort moving forward.

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

Highlights:

- Worked with the NOVA Parks Marketing team to refine and implement the 2026 Communications Plan for Climb Upton, while continuing to build targeted promotions and seasonal campaigns tied to off-peak demand and special events.
- Efforts included the Sunday Funday party promotion, flyers to area churches, school spirit nights and PTA fundraisers.
- Seasonal event and group sales efforts continued to build momentum through Glow Nights, the annual Halloween mini golf event, and Under the Stars Climbs.
- The park also secured several large repeat group bookings for the second half of FY26, including Rocklands and EBW, along with a new large booking from Hammond Middle School.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL- APR 2025	FY 2027 TARGET
• Number of miniature golf rounds	15,257	27,416	30,000	14,724	30,000
• Number of batting cage rounds	30,659	64,363	75,500	33,431	75,500
• Number of special event participants	0	169	280	0	280
• Number of birthday party participants	1,309	549	1,500	1,282	1,500
• Volunteer hours received	0	809	700	876	700
• Ropes course admissions	3,641	6,974	12,950	3,989	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
User Fees	\$ 473,864	\$ 563,675	\$ 586,350	4.0%
Retail Operations	134,658	162,000	164,000	1.2%
Other Revenue	8,972	18,000	18,000	0.0%
TOTAL REVENUE	\$ 617,494	\$ 743,675	\$ 768,350	3.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 231,837	\$ 288,847	\$ 294,275	1.9%
Maintenance Costs	99,591	86,100	93,000	8.0%
Retail Operations	53,133	66,000	67,000	1.5%
Utilities	46,284	48,300	45,500	-5.8%
TOTAL EXPENSES	\$ 430,845	\$ 489,247	\$ 499,775	2.2%
Net Income	\$ 186,650	\$ 254,428	\$ 268,575	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	7.76	7.76	7.91	7.91	7.91

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-420	UPTON HILL-OCEAN DUNES WATERPARK					
	REVENUES					
4550	Admissions	\$ 417,488	\$ 323,637	\$ 399,000	\$ 213,814	\$ 420,000
4570	Group Admissions	32,108	28,406	38,325	34,240	40,000
4490	Locker Rental	83	37	600	54	600
4580	Waterpark Passes	121,502	113,175	120,750	53,491	120,750
4670	Shelter Reservations	3,780	8,610	5,000	3,245	5,000
	TOTAL USER FEES	574,961	473,864	563,675	304,843	586,350
4640	Retail Operations	160,950	124,603	150,000	85,320	150,000
4660	Swim Merchandise	13,701	10,055	12,000	8,302	14,000
	TOTAL RETAIL OPERATIONS	174,651	134,658	162,000	93,623	164,000
4475	Lessons	16,996	8,972	18,000	7,375	18,000
	TOTAL OTHER REVENUE	16,996	8,972	18,000	7,375	18,000
	TOTAL REVENUES	\$ 766,609	\$ 617,494	\$ 743,675	\$ 405,841	\$ 768,350
	EXPENSES					
5020	Part-Time Salaries	\$ 226,809	\$ 215,117	\$ 267,947	\$ 162,436	\$ 272,982
5030	FICA	17,633	16,446	20,498	12,816	20,883
5070	Unemployment Tax	282	273	402	185	409
	TOTAL PERSONNEL SERVICES	244,723	231,837	288,847	175,437	294,275
5190	Facility Op. & Maintenance	99,887	99,591	86,100	70,542	93,000
	TOTAL MAINTENANCE COSTS	99,887	99,591	86,100	70,542	93,000
5520	Retail Operations	68,280	48,923	60,000	30,323	60,000
5535	Swim Merchandise	12,278	4,211	6,000	5,884	7,000
	TOTAL RETAIL OPERATIONS	80,557	53,133	66,000	36,207	67,000
5580-001	Telephone	1,638	2,440	2,300	1,996	3,000
5580-002	Electricity	28,653	27,796	28,000	20,586	29,000
5580-004	Water/Sewer	11,289	11,870	14,000	3,663	9,000
5580-016	Internet/Cable	3,814	4,178	4,000	3,772	4,500
	TOTAL UTILITIES	45,393	46,284	48,300	30,017	45,500
	TOTAL EXPENSES	\$ 470,562	\$ 430,845	\$ 489,247	\$ 312,203	\$ 499,775
	OPERATING INCOME (LOSS)	\$ 296,047	\$ 186,650	\$ 254,428	\$ 93,638	\$ 268,575

OCEAN DUNES WATERPARK AT UPTON HILL

STRATEGIC GOALS & OBJECTIVES FY 27



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



Objectives:

- Work with the Marketing 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.
- Work with the POS Systems Specialist to train staff on efficient sales procedures.
- Maintain and refine 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 in order to achieve Platinum status.
- Implement at least (2) new strategies to strengthen a culture of safety with staff.
- Work with the Aquatics Committee to develop and implement a streamlined group check-in process that improves efficiency, communication, and safety.
- 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.

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



Objectives:

- Continue to expand and enhance swim lesson programming by increasing enrollment, customer satisfaction, and revenue.
- 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.
- Streamline and increase waterpark group sales to exceed established revenue goals.
- Continue to enhance birthday party packages through quality guest service, improved food and package offerings, and strategies to increase bookings and revenue.
- 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.
- Implement a minimum of 2 strategies to improve the promotion, sale and execution of group meal offerings.
- Develop and implement a targeted retail sales plan with the goal of meeting FY27 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.
- Ensure proper tracking of write-offs and discount usage through use of daily tracking documents and management oversight.

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 26 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Continued refining Annual Pass sales and renewal processes through coordinated efforts with Marketing, Aquatics, and Admissions.
- New “book a time to renew, buy, or pick up your pass” process was developed to better serve returning passholders.

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

Highlights:

- Ocean Dunes earned Platinum status from Ellis & Associates for the second time, placing the facility in the top tier.
- Staff continued to build on established strengths in orientation, in-service training, vanGUARD leadership development, group communication, SOP implementation, and pump room training.

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

Highlights:

- Waterpark birthday party sales and the overall guest booking experience were improved through the transition to FareHarbor, creating a cleaner booking process and better opportunities to cross-sell and upsell between park and waterpark offerings.
- Staff continued working to streamline group sales processes and improve operational efficiency.
- Swim lesson program was refined to increase enrollment and revenues.
- Staff continue to promote Play All Day Pass awareness, and other guest-facing sales efforts.

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

Highlights:

- Food and beverage compliance and training standards continued to be strengthened through department-specific orientation and skill-based training for concessions staff.
- In addition to full-time staff, both the Pool Manager and Concessions Supervisor obtained ServSafe certification, helping reinforce safe and consistent food service operations.
- Retail and concessions operations continued to be streamlined with a focus on inventory control, product availability, cash handling, and reducing waste.

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

Highlights:

- Staff continued to work closely with the Aquatics Manager to support recruitment, training, retention, and day-to-day communication across the seasonal team.
- Promoting a returning Water Safety Officer into the Pool Manager role provided strong continuity heading into the 2026 season and helped reinforce retention among returning staff.
- Two Lifeguard II staff were also promoted into Water Safety Officer roles, and returning staff continued to make up a strong portion of the team, including roughly 40% of lifeguards and an even greater share of non-aquatic staff through returning admissions and concessions attendants stepping into supervisory roles.
- Guest flow was further improved through lobby updates, installation of a redesigned front desk, and widening of the main entry door to reduce bottlenecks and better mirror the traffic flow of other waterpark operations.
- Capacity management practices also continued to be refined with ongoing focus on safety, turnover, and customer service during peak operations.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of general admissions	35,880	28,756	30,600	17,217	30,600
• Number of youth group participants	6,179	4,007	4,900	4,277	4,900
• Number of waterpark passes sold	1,637	1,233	1,470	117	1,470
• Number of group swim lesson participants	28	22	30	101	30
• Number of private swim lesson participants	44	29	48	51	48
• Average amount customers spent on f/b & merch.	\$ 3.80	\$ 3.75	\$ 4.17	\$ 5.05	\$ 4.44
• Number of Daily All Facility Discount Passes sold	1,106	1,949	1,900	538	1,900
• Number of waterpark birthday party participants	1,232	830	2,400	1,095	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 Park 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
REVENUE BY SOURCE				
Easements & Licenses	\$ 880,559	\$ 658,457	\$ 767,788	16.6%
Retail Operations	31	500	500	0.0%
Other Revenue	5,750	6,500	6,500	0.0%
Transfer from Restricted Fund	480,173	775,130	645,000	-16.8%
TOTAL REVENUE	\$ 1,366,512	\$ 1,440,587	\$ 1,419,788	-1.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 521,093	\$ 584,086	\$ 629,117	7.7%
Operating Costs	11,230	26,400	24,100	-8.7%
Maintenance Costs	205,530	205,673	216,325	5.2%
Insurance	2,808	3,830	3,792	-1.0%
Retail Operations	4	250	250	0.0%
Utilities	14,159	15,000	15,000	0.0%
TOTAL EXPENSES	\$ 754,823	\$ 835,238	\$ 888,584	6.4%
Net Income	\$ 611,689	\$ 605,349	\$ 531,204	

BUDGET HIGHLIGHTS

Major variances in budget:

- License fee revenue is increasing due to increased rates, and a collection of one time payments in FY 27. The transfer in from the Restricted Fund was decreased to offset the new revenue from the licenses fees.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	3.10	3.10	3.19	3.19	3.13

W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-450	W&OD RAILROAD REGIONAL PARK					
	REVENUES					
4480	License Fees	\$ 0	\$ 0	\$ 4,800	\$ 0	\$ 4,800
	Rents, Easements & Licenses:					
4770	Non-Recurring	0	0	0	0	0
4780	Recurring	951,545	880,559	653,657	676,466	762,988
	TOTAL EASEMENTS & LICENSES	951,545	880,559	658,457	676,466	767,788
4660	Retail - Merchandise	227	31	500	316	500
	TOTAL RETAIL OPERATIONS	227	31	500	316	500
4535	Permit Fees	6,250	5,750	6,500	4,500	6,500
4510	Miscellaneous Revenue	28	0	0	0	0
	TOTAL OTHER REVENUE	6,278	5,750	6,500	4,500	6,500
	TOTAL REVENUE	958,050	886,339	665,457	681,282	774,788
	TRANSFERS IN					
4950	Transfer from Restricted Fund	415,000	480,173	775,130	775,130	645,000
	TOTAL TRANSFERS IN	415,000	480,173	775,130	775,130	645,000
	TOTAL RESOURCES	\$1,373,050	\$1,366,512	\$ 1,440,587	\$1,456,412	\$ 1,419,788
	EXPENSES					
5010	Full-Time Salaries	\$ 333,545	\$ 328,114	\$ 315,372	\$ 284,231	\$ 332,048
5020	Part-Time Salaries	49,293	49,574	114,253	13,357	130,000
5030	FICA	28,320	27,864	32,866	20,989	35,347
5040	Hospitalization	46,469	44,000	47,952	40,246	54,180
5060	Life Insurance	2,986	3,039	2,983	2,627	3,141
5050	Retirement	64,424	68,440	70,328	56,424	74,047
5070	Unemployment Tax	87	63	331	60	355
	TOTAL PERSONNEL SERVICES	525,125	521,093	584,086	417,933	629,117
5230	Gas and Diesel	10,244	10,098	15,000	7,740	12,700
5330	License Fees	0	0	10,000	0	10,000
5570	Uniforms	1,022	1,132	1,400	0	1,400
	TOTAL OPERATING COSTS	11,266	11,230	26,400	7,740	24,100
5180	Equipment/Vehicle Maintenance	20,930	12,324	17,325	12,290	17,325
5190	Facility Op. & Maintenance	126,653	193,206	188,348	100,494	199,000
	TOTAL MAINTENANCE COSTS	147,583	205,530	205,673	112,784	216,325
5290	Insurance - Vehicle	3,386	2,808	3,830	3,301	3,792
	TOTAL INSURANCE	3,386	2,808	3,830	3,301	3,792
5535	Retail - Merchandise	101	4	250	166	250
	TOTAL RETAIL OPERATIONS	101	4	250	166	250
5580-001	Telephone	5,428	5,768	5,600	4,009	5,600
5580-002	Electricity	4,915	4,365	5,500	4,144	5,500
5580-003	Natural Gas	2,183	3,103	3,000	3,288	3,000
5580-004	Water/Sewer	797	923	900	855	900
	TOTAL UTILITIES	13,323	14,159	15,000	12,296	15,000
	TOTAL EXPENSES	\$ 700,784	\$ 754,823	\$ 835,238	\$ 554,219	\$ 888,584
	OPERATING INCOME (LOSS)	\$ 672,267	\$ 611,689	\$ 605,349	\$ 902,193	\$ 531,204

W&OD RAILROAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 27



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.
- 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.
- Collaborate with Dominion on MOU implementation.

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:

- 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 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.
- Evaluate and establish consistent standards across multi-jurisdictions.
- Using "On the Go and In the Know" develop a 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.

W&OD RAILROAD REGIONAL PARK

FY 26 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 Rails to Trails Conservancy 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 Bike Arlington, Walk Arlington, 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.
- Worked with Sustainability Matters and FOWOD on invasive cleanup day events.

Goal Three: Continue to work closely with the Friends of the W&OD to support and enhance the trail.

Highlights

- Partnered with Arlington Library, 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 new equipment and trail plantings in Arlington and Reston.
- 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 On trail maintenance and invasive removal, finalizing a collaborative MOU.
- Continued to fundraise and collaborate with the volunteer W&OD Trail Patrol.
- 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 Heat on the Street in Herndon, Viva Vienna, Special Olympics in Loudoun County, and other charities.
- Offered free CPR/First Aid class to the volunteer W&OD Trail Patrol.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	2,000,000+	2,000,000+
• Number of FOWOD members	1031	425	500	437	500
• Operating cost per linear ft of trail (400,000 ft. of trail)	\$ 1.78	\$ 1.93	\$ 2.07	\$ 0.96	\$ 2.24
• Number of outreach and public programs	8	7	8	4	8
• Volunteer hours received	5,250	5,500	6,000	2,300	0

CENTRAL MAINTENANCE

PROGRAM OVERVIEW

Central Maintenance provides maintenance support for the entire agency. 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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,400,002	\$ 1,371,379	\$ 1,407,700	2.6 %
Operating Costs	18,855	37,550	39,550	5.3 %
Maintenance Costs	91,654	100,250	100,250	0.0 %
Insurance	7,861	10,213	10,112	-1.0 %
Utilities	28,292	30,210	30,210	0.0 %
TOTAL EXPENSES	\$ 1,546,663	\$ 1,549,602	\$ 1,587,822	

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 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 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-710	CENTRAL MAINTENANCE					
	EXPENDITURES					
5010	Full Time Salaries	\$ 953,894	\$ 1,002,258	\$ 953,599	\$ 846,982	\$ 959,561
5030	FICA	70,842	74,282	72,950	60,150	73,406
5040	Hospitalization	115,478	114,860	122,636	112,960	151,152
5060	Life Insurance	8,417	8,665	9,021	7,146	9,077
5050	Retirement	180,743	199,833	212,653	157,291	213,982
5070	Unemployment Tax	151	104	520	156	520
	TOTAL PERSONNEL SERVICES	1,329,525	1,400,002	1,371,379	1,184,684	1,407,700
5230	Gas and Diesel	17,805	15,905	33,000	13,432	35,000
5570	Uniforms	3,402	2,949	4,550	2,464	4,550
	TOTAL OPERATING COSTS	21,206	18,855	37,550	15,896	39,550
5180	Equipment/Vehicle Maintenance	57,268	48,176	52,250	29,652	52,250
5190	Facility Op. & Maintenance	41,569	43,477	48,000	22,401	48,000
	TOTAL MAINTENANCE COSTS	98,837	91,654	100,250	52,053	100,250
5290	Insurance - Vehicle	9,593	7,861	10,213	8,801	10,112
	TOTAL INSURANCE	9,593	7,861	10,213	8,801	10,112
5580-001	Telephone	5,395	5,587	5,500	3,587	5,500
5580-002	Electricity	9,148	10,944	8,000	10,821	8,000
5580-009	Heating Oil	2,042	2,844	3,500	2,712	3,500
5580-008	Propane Gas	8,616	7,513	12,000	8,754	12,000
5580-016	Cable/Internet	1,404	1,404	1,210	1,170	1,210
	TOTAL UTILITIES	26,606	28,292	30,210	27,044	30,210
	TOTAL CENTRAL MAINTENANCE EXPENDITURES	\$ 1,485,766	\$ 1,546,663	\$ 1,549,602	\$ 1,288,478	\$ 1,587,822

CENTRAL MAINTENANCE

STRATEGIC GOALS & OBJECTIVES FY 27

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 in order to expand use.

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.
- Expand the Maintenance Roundtable program to focus on communication, collaboration, and improved performance

Goal Three: Continue to maintain all NOVA Parks properties and recreational facilities in a superior and sustainable manner.



Objectives:

- Continue to update 5-year Capital Maintenance plan.
- 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 plan.
- 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 consistent written maintenance standards for core features
- Research and identify opportunities to expand invasive management through a combination of contractor work and in-house and volunteer programs.
- Assist park operations in the development of an effective preventive maintenance programs.

CENTRAL MAINTENANCE

FY 26 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.
- Conducted agency wide chainsaw & chipper training.
- Conducted inaugural Maintenance Roundtable meeting with Park Managers.

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 and pre-opening 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.

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.

MEASURABLE RESULTS

	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 TARGET	FY 2026 ACTUAL 6 months JUL-APR 2025	FY 2027 TARGET
• Number of HVAC work orders completed	198	202	160	54	160
• Number of electrical work orders completed	180	229	150	96	150
• Number of heavy equipment work orders completed	156	116	120	67	120
• Number of fleet maintenance work orders/state inspections completed	192	212	150	93	150
• Number of equipment maintenance work orders completed	72	62	80	24	80
• Number of welding work orders completed	61	74	60	32	60
• Number of plumbing work orders completed	42	62	20	19	20
• Number of carpentry work orders completed	53	48	100	42	100
• Number of preventive maintenance corrections completed	214	308	230	108	230
• Number of emergency/critical work orders completed	44	61	40	21	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 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 ADOPTED	% CHANGE 2026-2027
Other Revenue	577,420	87,000	175,000	101.1%
TOTAL REVENUE	\$ 577,420	\$ 87,000	\$ 175,000	101.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 1,360,228	\$ 1,416,794	\$ 1,555,500	9.8%
Operating Costs	1,690,408	2,139,262	2,404,531	12.4%
Maintenance Costs	362,214	260,000	385,000	48.1%
Insurance	167,423	160,638	175,000	8.9%
Utilities	0	1,000	0	-100.0%
Total Transfers Out	(19,883)	0	0	0.0%
TOTAL EXPENSES	\$ 3,560,390	\$ 3,977,695	\$ 4,520,031	13.6%
Net Income	\$ (2,982,970)	\$ (3,890,695)	\$ (4,345,031)	
TRANSFERS TO OTHER FUNDS	\$ 4,181,791	\$ 25,000	\$ 25,000	

BUDGET HIGHLIGHTS

Major variances in budget:

- This budget includes expense increases related to increased overall enterprise fund revenue. Additionally there is funding for interest revenue for the first time in FY 27. A new grade 11 Roving Park Naturalist, and a part time Roving Park Naturalist were added to the budget to expand our program offerings throughout the region. The Strategic Plan initiatives account includes money to be used for invasive species management. The Contingency was increased to \$293,000 in the Enterprise fund, and to \$325,000 overall between both funds.

STAFFING SUMMARY

	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Full-Time	8.35	8.85	9.00	9.00	10.00
Part-Time	0.65	1.61	1.61	2.03	2.03

ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
3-720	ADMINISTRATION - ENTERPRISE FUND					
	REVENUES					
4516	Reservation Fees-POS Active	\$ 63,850	\$ 58,929	\$ 75,000	\$ 45,861	\$ 75,000
4430	Insurance Proceeds	136,046	76,785	0	83,425	0
4510, 4515	Miscellaneous Revenue	57,212	37,625	0	69,547	0
4440	Interest	489,365	404,081	12,000	0	100,000
	TOTAL OTHER REVENUE	746,473	577,420	87,000	198,834	175,000
	TOTAL REVENUES	\$ 746,473	\$ 577,420	\$ 87,000	\$ 198,834	\$ 175,000
	EXPENSES					
5010	Full-Time Salaries	\$ 897,640	\$ 936,591	\$ 945,073	\$ 707,479	\$ 1,013,028
5020	Part-Time Salaries	44,637	74,882	76,590	47,514	77,610
5030	FICA	70,066	74,764	78,157	52,786	83,177
5040	Hospitalization	73,167	83,737	96,808	92,366	145,680
5060	Life Insurance	6,610	6,602	8,940	5,440	9,583
5050	Retirement	172,663	183,583	210,751	142,911	225,905
5070	Unemployment Tax	124	69	475	118	516
	TOTAL PERSONNEL SERVICES	1,264,906	1,360,228	1,416,794	1,048,614	1,555,500
5155	Credit Card Charges	831,529	882,354	850,112	697,555	867,581
5230	Gas and Diesel	1,872	1,505	2,000	911	2,800
5380	POS Transaction Fees	304,612	304,024	310,000	247,010	310,000
5149	Contingency	0	0	225,000	0	293,000
5330	License Fees	0	0	2,200	0	0
5500	Public Information	419,649	374,310	541,800	309,967	541,800
5546	Strategic Plan Initiatives	1,071	100	45,000	0	70,000
	Invasive Species Management	0	0	0	0	150,000
	Compensation Funding Initiatives	0	0	82,202	0	0
5400	Training for Field Staff	84,090	66,393	60,000	82,988	60,000
5490	Programs & Promotions - Naturalist	2,137	2,037	3,450	1,052	8,000
5493	Promotional Items-Uniforms	8,547	9,306	19,000	12,966	19,000
5555	Swimming Pool Safety Program	50,361	50,056	60,000	35,502	75,000
5570	Uniforms	656	324	700	230	7,350
	TOTAL OPERATING COSTS	1,704,523	1,690,408	2,139,262	1,388,181	2,404,531
5180	Equipment/Vehicle Maintenance	5,517	20,793	0	21,843	0
5190	Facility Op. & Maintenance	1,508	3,396	0	26,642	0
5370	Major Contract Maintenance	215,217	338,025	260,000	174,459	385,000
	TOTAL MAINTENANCE COSTS	222,242	362,214	260,000	222,944	385,000
5290	Insurance - Vehicle	7,132	8,481	638	0	0
5300	Workers Comp	135,258	158,942	160,000	164,745	175,000
	TOTAL INSURANCE	142,390	167,423	160,638	164,745	175,000
5580-001	Telephone	0	0	1,000	0	0
	TOTAL UTILITIES	0	0	1,000	0	0
	TOTAL EXPENSES	\$ 3,334,062	\$ 3,580,273	\$ 3,977,695	\$ 2,824,484	\$ 4,520,031
	TRANSFERS OUT					
5900	Transfer to General Fund	\$ 126,466	\$ (19,883)	\$ 0	\$ 0	\$ 0
	TOTAL TRANSFERS OUT	\$ 126,466	\$ (19,883)	\$ 0	\$ 0	\$ 0
	TOTAL EXPENSES AND OTHER USES	\$ 3,460,528	\$ 3,560,390	\$ 3,977,695	\$ 2,824,484	\$ 4,520,031
	OPERATING INCOME (LOSS)	\$ (2,714,055)	\$ (2,982,970)	\$ (3,890,695)	\$ (2,625,650)	\$ (4,345,031)
5147	Transfer to the Designated Set Aside	0	0	0	0	0
5910	Transfer to Capital Fund	3,944,447	2,927,254	0	0	0
5955	Transfer to Retirement Fund	563,492	418,179	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	1,126,985	836,358	0	0	0
	Transfer to Strategic Opportunity Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	TOTAL TRANSFER TO OTHER FUNDS	5,634,924	4,181,791	25,000	0	25,000
	Donation Adjustment	331,665	326,238			



CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

Equipment	FY 2027 Approved
ALGONKIAN GOLF COURSE	
Range Accessories	\$ 2,000
Shoe Cleaner	2,300
Trash Cans	2,500
Picnic Furniture	5,200
Service Vehicle	12,000
Fertilizer Spreader	5,000
	\$ 29,000
ALGONKIAN COTTAGES	
Picnic Tables	\$ 20,000
Patio Furniture	10,000
	\$ 30,000
ALGONKIAN PARK	
Kubota	\$ 13,000
Salt Spreader	1,500
	\$ 14,500
ALGONKIAN WOODLANDS	
Catering Warmers	\$ 2,500
	\$ 2,500
BEAVERDAM	
Carport	\$ 3,500
Single Kayaks	3,000
Double Kayaks	4,000
Kayak Trailer	5,400
PFD's	3,370
	\$ 19,270
BRAMBLETON GOLF COURSE	
Driving Range Picker	\$ 7,300
Golf Mats	5,200
Trash Cans	2,500
Office Furniture	2,000
Driving Range Targets	1,500
Starter Shed	10,000
Sprayer	30,000
Triplex Mower	48,000
	\$ 106,500

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

		FY 2027 Approved
	Equipment	
BULL RUN PARK		
	Pull Behind Mower	\$ 30,000
	Zero Turn Mower	18,000
	Trash Cans	2,000
	Shelter Grills	4,400
	Quarter Machine	2,200
	PTAC Unit	1,300
	Camera Systems	14,000
		\$ 71,900
BULL RUN LIGHT SHOW		
	Traffic Control Equipment	\$ 15,000
	Ground Mats/Cord Covers	5,000
		\$ 20,000
BULL RUN SHOOTING CENTER		
	Shotguns	\$ 10,000
	Traps	20,000
	Wireless Launching System	3,200
		\$ 33,200
BULL RUN SPECIAL EVENTS CENTER		
	Water Hydrants	\$ 2,800
		\$ 2,800
ATLANTIS WATERPARK AT BULL RUN		
	Fence Gates and Latches	\$ 4,000
	Trash Cans	2,500
	Ice Machine	5,000
		\$ 11,500
CAMERON RUN PARK		
	Electric Blowers	\$ 6,000
	Play House	30,000
		\$ 36,000
GREAT WAVES AT CAMERON RUN		
	Chemical Containment	\$ 5,000
	Pizza Freezer	9,000
		\$ 14,000

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	FY 2027
Equipment	Approved
CARLYLE HOUSE	
Book Support System	\$ 3,100
Exhibit Case	5,200
	\$ 8,300
FOUNTAINHEAD PARK REGIONAL PARK	
Pull Behind Blower	\$ 10,000
Launch Ramp Mats	5,900
Deck Furniture	6,000
Trolling Motors	2,700
Batteries	3,180
Shelter Furnishings	7,500
Oars	5,600
	\$ 40,880
MEADOWLARK ATRIUM	
Atrium Furniture	\$ 17,000
Pond Pump	5,500
Outdoor Benches	5,500
Sliding Door	14,000
	\$ 42,000
MEADOWLARK GARDENS	
Utility Vehicle	\$ 14,000
Pump House Door	8,400
	\$ 22,400
OCCOQUAN PARK	
Utility Vehicle	\$ 12,000
Snow Removal Attachment	\$ 6,000
Ventrac Attachments	\$ 8,200
Park Radios	\$ 2,500
Parking Equipment	\$ 5,000
	\$ 33,700
THE RIVER VIEW AT OCCOQUAN	
Chairs	\$ 3,900
Food Warmers	7,000
Chair Pads	5,100
	\$ 16,000
BRICKMAKERS CAFE	
Shed	\$ 1,500
Commercial Toaster	3,000
	\$ 4,500

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2027 Approved
POHICK BAY GOLF COURSE		
	Grinder	\$ 62,000
	Ball Picking Machine	30,000
	Aeration Pump	15,000
	Grill	5,500
	Turnbuckle Hardware	9,000
	Gazebo	10,000
		\$ 131,500
PIRATE'S COVE WATERPARK AT POHICK BAY		
	Concessions Tables	\$ 10,400
		\$ 10,400
POHICK BAY REGIONAL PARK		
	UTV	\$ 11,000
	Plow	6,200
	Banknote Changer	5,000
	Fire Ring Combos	5,000
	Fire Alarm System	9,600
		\$ 36,800
POHICK BAY MARINA		
	River Buoys	\$ 7,500
	Storage Shed	2,500
	Radios	3,600
	Paddle PFDs	2,800
	Pedal Boats	24,000
		\$ 40,400
POTOMAC OVERLOOK		
	Electric Blower	\$ 850
		\$ 850
SANDY RUN		
	Traffic Cones	\$ 1,500
	Trash Cans	2,000
		\$ 3,500
TEMPLE HALL FARM		
	Mower	\$ 30,000
		\$ 30,000
OCEAN DUNES AT UPTON HILL		
	Traffic Barriers	\$ 2,000
	Exhaust Fans	5,000
		\$ 7,000

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

		FY 2027
	Equipment	Approved
UPTON HILL PARK		
	Utility Vehicle	\$ 12,000
	Ropes Elements	10,000
	Mini-Golf Theming	9,000
	Walkie-Talkies	2,000
	Restroom Heater	6,000
	Umbrellas	6,500
	Trash Cans	6,100
		\$ 51,600
W&OD TRAIL		
	Mower	\$ 6,000
	High Flow Attachment	8,700
	Flail Mower	5,000
	Tow behind blower	9,000
		\$ 28,700
WINKLER BOTANICAL GARDENS		
	Electric Blower	\$ 3,000
	Utility Vehicle	12,000
	Refrigerator	1,800
	Dishwasher	1,100
		\$ 17,900
HEADQUARTERS		
	Equipment Unplanned Replacement	\$ 32,300
	Projector and Screen	3,400
	Oxygen Tank	600
	Lifeguard Tubes	2,000
		\$ 38,300
TOTAL FACILITIES EQUIPMENT - PARKS		\$ 955,900

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6000-000

FY 2027

Equipment

Approved

HEADQUARTERS AND PARKS OFFICE EQUIPMENT

Printers	\$ 2,500
Misc. Equipment	11,090
Smart Boards	5,000
Computers	30,000
Phone Systems	15,000
POS Computers/Monitors	58,500
Cash Drawers/Receipt Printer	5,000
Credit Card Readers	2,910
Total Headquarters and Parks Office Equipment	<u>\$ 130,000</u>

TOTAL PARKS	<u>\$ 955,900</u>
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TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT	<u>\$ 1,085,900</u>
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TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)	<u>\$ 1,085,900</u>
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TOTAL VEHICLE REQUESTS	<u>\$ 239,100</u>
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Account Number:
2-000-6030-000

TOTAL VEHICLES & EQUIPMENT	<u>\$ 1,325,000</u>
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CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2025	FY 2026 REVISED BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET	FY 2030 BUDGET
BEGINNING BALANCE	\$15,031,391	\$14,480,454	\$2,355,041	\$1,737,326	\$0	\$0
Revenue						
Appropriations	6,086,485	6,323,401	6,511,581	6,710,094	6,915,008	7,126,543
Other Revenue	5,623,338	1,657,789	1,000,000	0	1,000,000	0
Transfers from Other Funds	596,626	1,021,222	3,390,000	370,000	370,000	370,000
Total Revenue	12,306,449	9,002,412	10,901,581	7,080,094	8,285,008	7,496,543
Total Beginning Balance + Revenues	27,337,840	23,482,866	13,256,622	8,817,420	8,285,008	7,496,543
Expenditures						
Equipment	1,309,183	1,370,000	1,325,000	1,325,000	1,325,000	1,325,000
Development	10,817,295	19,357,825	9,794,296	7,092,420	6,560,008	5,771,543
Land Acquisition	255,000	400,000	400,000	400,000	400,000	400,000
Transfers to Other Funds	546,776	0	0	0	0	0
Total Capital Expenditures	12,928,254	21,127,825	11,519,296	8,817,420	8,285,008	7,496,543
Adjustments for Reserve Accounts	(80,868)					
Adjustments for Hemlock Escrow	10,000					
Total Adjustments for Reserve Accounts	(70,868)	0	0	0	0	0
Total Capital Expenditures after Adjustments	\$12,857,386	\$21,127,825	\$11,519,296	\$8,817,420	\$8,285,008	\$7,496,543
Ending Balance	\$14,480,454	\$2,355,041	\$1,737,326	\$0	\$0	\$0

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the University of Virginia Weldon Cooper Center, Demographics Research Group. For FY 27, population figures are based on July, 2024 population updates. For FY 27 the per capita rate for our six member jurisdictions will be \$3.20.

Jurisdiction	FY 2026 BUDGET	FY 2027 BUDGET
City of Alexandria	\$ 497,976	\$ 510,408
Arlington County	\$ 761,384	\$ 784,699
City of Fairfax	\$ 74,575	\$ 77,005
Fairfax County	\$ 3,577,710	\$ 3,681,923
City of Falls Church	\$ 49,220	\$ 50,822
Loudoun County	\$ 1,362,537	\$ 1,406,724
Total	\$ 6,323,401	\$ 6,511,581

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-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	30,000	Campground waterline upgrades and additions
Cameron Run Ice and Lights	25,000	Development and improvements to Ice and Lights features
Cameron Run - Great Waves Waterpark	25,000	Pool structural repairs, resurfacing and miscellaneous renovations
Fountainhead Marina Building Renovations	10,000	Building renovation and access routes to fishing piers and boat launch
Fountainhead Shelter	5,000	Replacement of picnic shelter
Meadowlark Atrium	25,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Botanical Garden	10,000	Entrance renovations and garden improvements
Meadowlark Children's Garden	15,000	Development and improvements of the Children's Garden
Meadowlark Light Show	15,000	Additional light displays and refurbishments to generate more revenue
Occoquan Jean R. Packard Center	25,000	Parking lot lighting, patio expansion and miscellaneous improvements
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
Rust Event Facility	20,000	Miscellaneous event facility improvements
Temple Hall Farm Pumpkin Patch	10,000	Improvements will increase attendance and revenue
Upton Hill Ocean Dunes	5,000	Bathroom renovations
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	15,000	Improvements to campgrounds to enhance facilities
TOTAL EST. ANNUAL OPERATING IMPACT	\$ 698,500	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2025	REVISED FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET	FY 2030 BUDGET
BEGINNING BALANCE	2-000-3090-000	\$15,031,391	\$14,480,454	\$2,355,041	\$1,737,326	\$0	\$0
CAPITAL FUND REVENUES							
Appropriations:							
City of Alexandria	2-000-4030-020	\$479,128	\$497,976	\$510,408	\$526,343	\$542,775	\$559,721
Arlington County	-010	731,087	761,384	784,699	809,998	836,112	863,068
City of Fairfax	-030	72,729	74,575	77,005	78,938	80,919	82,950
Fairfax County	-050	3,453,458	3,577,710	3,681,923	3,774,339	3,869,075	3,966,189
City of Falls Church	-040	44,135	49,220	50,822	52,616	54,473	56,396
Loudoun County	-060	1,305,948	1,362,537	1,406,724	1,467,860	1,531,654	1,598,219
Total Appropriations		\$6,086,485	\$6,323,401	\$6,511,581	\$6,710,094	\$6,915,008	\$7,126,543
Surplus from Operating Budget for Capital		2,927,254					
License Fee Revenues	2-000-4770-000	1,675,829					
UOSA License Fee for Bull Run Occoquan Trail Bridge	2-000-4785-000		250,000				
Dominion Energy Payment for Bull Run Culvert Repairs	2-000-4770-000		15,000				
Grant for W&OD Dual Trails						1,000,000	
Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail	2-000-4340-000	4,759	392,789				
Grant Funds for Development of the W&OD Trail Property in Vienna	2-000-4345-000			1,000,000			
City of Fairfax Contributions toward Wetland Park at Gateway	2-000-4345-000		500,000				
Donations-General	2-000-4170-000	10,000					
Donations-Today and Tomorrow	2-000-4170-010	4,440					
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	130					
Donations-Meadowlark Escrow	2-000-4180-010	2,124					
Donations-Meadowlark-Special	2-000-4180-030	35,333					
Donations-Meadowlark Overlook Feature	2-000-4180-032		500,000				
Donations-TPSM	2-000-4180-025	3,760					
Interest-Turnage Endowment Fund	2-000-4440-020	6,309					
Interest-Damman Account	2-000-4440-021	10,937					
Hemlock Contribution	2-000-4415-000	20,000					
Interest Earnings		922,465					
Total Other Revenue		\$5,623,338	\$1,657,789	\$1,000,000	\$0	\$1,000,000	\$0
Use of Damman Reserve for Children's Garden	2-000-3035-000		81,222				
Use of Meadowlark Donations for Garden Development	2-000-3060-000	196,626	40,000	40,000	20,000	20,000	20,000
Use of Winkler Botanical Preserve Fund	2-000-3035-000		100,000	400,000			
Transfer from NOVA Parks Strategic Opportunity Fund	2-000-4290-000		400,000	2,600,000			
Transfer from Restricted License Fee Fund	2-000-4950-000	400,000	400,000	350,000	350,000	350,000	350,000
Total Transfers		596,626	1,021,222	3,390,000	370,000	370,000	370,000
Total Revenue		\$12,306,449	\$9,002,412	\$10,901,581	\$7,080,094	\$8,285,008	\$7,496,543
TOTAL BEGINNING BALANCE & CAPITAL FUND REVENUES		\$27,337,840	\$23,482,866	\$13,256,622	\$8,817,420	\$8,285,008	\$7,496,543

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2025	REVISED FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET	FY 2030 BUDGET
DEVELOPMENT:							
Aldie Mill Historic Park							
Mill Renovations	2-005-6599-000		\$106,598	\$75,000			
Algonkian Regional Park							
Trail Improvements	2-035-7212-000		125,000				
Miscellaneous Improvements and Enhancements	2-035-6856-000		50,000				
Algonkian Golf Course							
Golf Renovations	2-010-6841-000		60,000		40,000		
Algonkian Cottages							
Building Renovations	2-040-6780-000	145,609	530,000	30,000	30,000	30,000	30,000
Volcano Island Waterpark at Algonkian Park							
Pool and Building Renovations	2-020-6900-000	92,520	800,000				
The Woodlands at Algonkian Park							
Building Renovations	2-030-6792-000	282,395	140,000				
Installation of Solar Panels	2-030-6792-000		30,000				
Brambleton Golf Course							
Building Renovations	2-055-6841-000	126,040	75,000				
Irrigation Replacement and Driving Range Renovations	2-055-7320-000		50,000		150,000	1,050,000	
Pond Renovations	2-055-6895-000		100,000				
Bull Run Regional Park							
Water Service Upgrades - Campground	2-070-7320-000	78,659	400,000	400,000			
Shelter Roof Replacements	2-070-6656-000		30,000				
Atlantis Waterpark at Bull Run Park							
Waterpark Improvements	2-080-6753-000	98,482					
Bull Run Festival of Lights							
Light Show Improvements	2-078-6226-000	330,072	150,000	110,000	110,000	110,000	110,000
Bull Run Shooting Center							
Building Renovations	2-090-6780-000		30,000				
Great Waves Waterpark at Cameron Run							
Pool Renovations	2-120-6900-000	145,853	200,000	100,000	1,500,000	100,000	100,000
Ice and Lights at Cameron Run							
Light Show Improvements	2-110-6226-000	45,680	100,000	75,000	75,000	75,000	75,000
Carlyle House Historic Park							
Building Renovations	2-130-6780-000	104,189	750,000				400,000
Fire Suppression System	2-130-6780-000		14,273				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2025	REVISED FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET	FY 2030 BUDGET
Cattail Park							
New Park Infrastructure	2-127-6542-000		150,000	300,000			
Fountainhead							
Marina Renovations	2-140-6780-000	81,321	280,000				
Park Trail Development	2-140-6610-000		50,000				
Shelter Renovations	2-140-7055-000	1,615	60,000				
Gateway Wetlands Park							
Park Development	2-450-7213-000	59,804	889,381				
Headquarters							
Automated Systems	2-700-6120-000	66,002	110,000	60,000	60,000	60,000	60,000
Building Renovations	2-700-6780-000	4,000	175,000	5,000	5,000	5,000	5,000
Hemlock Overlook Regional Park							
Escrow Contribution for Building Reserves	2-150-6536-000	10,000	10,000	15,000	15,000	15,000	15,000
Meadowlark Atrium and Event Services							
Entrance and Building Renovations	2-170-6780-000	28,354	100,000	200,000			
Meadowlark Botanical Gardens							
Garden Development Projects	2-180-6480-000	196,626	40,000	40,000	20,000	20,000	20,000
Pond Fountains	2-180-6460-000	32,798	10,000				
Irrigation Improvements	2-180-6560-000	19,870	130,000				
Building Renovations	2-180-6780-000		80,000				
Perimeter Fencing	2-180-6440-000		50,000				
Children's Garden Development	2-180-6235-000		81,223	50,000			
Greenhouse Renovations	2-180-6270-000	97,631	25,000				
Park Signage	2-000-5185-026		25,000				
Overlook Feature	2-180-7055-000		500,000				
Meadowlark Gardens Winter Walk of Lights							
Light Show Improvements	2-185-6226-000	109,938	110,000	110,000	110,000	110,000	110,000
Light Show Storage Building	2-185-6592-000	903,917	75,000				
Parking Lot Improvements	2-185-6650-000	17,490					
Mount Zion							
Building Renovations	2-200-6542-000	40,862	110,000				
Occoquan Regional Park							
Building Renovations	2-210-6220-000	310,386	460,000				
Pohick Bay Golf Course							
Clubhouse Improvements	2-240-6800-000	56,743					
Building Renovations	2-240-6780-000	96,803					
Irrigation Pond	2-240-6561-000	255,446	50,000				300,000
Pohick Bay Marina							
Dock Renovations	2-250-6823-000		200,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2025	REVISED FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET	FY 2030 BUDGET
Pohick Bay Regional Park							
Park Development	2-260-6700-000	1,014	200,000		1,000,000		
Mini Golf Renovations	2-260-6856-000	36,635					
Building Renovations			160,000				
Pirate's Cove at Pohick Bay							
Pool Renovations	2-270-6900-000	15,960	300,000	50,000	350,000		
Potomac Overlook Regional Park							
Building Renovations	2-300-6860-000	76,249	215,000				
Reservoir Park							
New Park Infrastructure and Facility Development	2-042-6542-000	373,853	225,693	225,693	225,693	225,693	225,693
Trail Improvements	2-042-7212-000	134,569	185,000	100,000	100,000		
Rust Sanctuary							
Building Renovations	2-320-6390-000	24,788	460,000				
Sandy Run Regional Park							
Building and Dock Renovations	2-350-6780-000		450,000				
Temple Hall Farm Regional Park							
Festival Improvements	2-380-6594-000		15,000	15,000	15,000	15,000	15,000
Building Renovations	2-380-6780-000		50,000				
Upton Hill Park Regional Park							
Waterline	2-400-7305-000		20,000				
Ocean Dunes at Upton Hill							
Building Renovations	2-420-6780-000	14,637	320,000				
Winkler Botanical Preserve							
Road and Parking Improvements	2-460-6780-000	119,147	100,000	400,000			
W&OD Railroad Regional Park							
Trail Improvements	2-450-7212-000	259,181	1,493,642	350,000	350,000	350,000	350,000
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		400,000	3,600,000			

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2025	REVISED FY 2026 BUDGET	FY 2027 BUDGET	FY 2028 BUDGET	FY 2029 BUDGET	FY 2030 BUDGET
General Parks							
ADA Improvements	2-000-6095-000	267,689	520,000	200,000	200,000	200,000	200,000
Capital Maintenance and Improvements	2-000-6052-000	598,349	702,516	250,000	250,000	250,000	250,000
Equipment		1,309,183	1,370,000	1,325,000	1,325,000	1,325,000	1,325,000
Automated Systems	2-000-6120-000						
Interpretation	2-000-6543-000	28,895	80,000	30,000	30,000	30,000	30,000
Development Support	2-000-6340-010	1,027,263	1,093,463	1,153,603	1,217,052	1,283,989	1,354,609
Campground Improvements		105,065	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements	2-000-6841-000	497,999	345,000	225,000	225,000	625,000	225,000
Park Branding/Informational Kiosks	2-000-6652-000	2,441	116,953	50,000			
Park Natural Surface Trail Improvements	2-000-7212-000	1,700	60,000	40,000	40,000	40,000	40,000
Bull Run - Occoquan Trail Improvements	2-000-7212-001	5,949	490,986				
Bull Run - Occoquan Trail Bridges	2-000-7212-002	1,804	375,000				
Park Energy Projects	2-000-6358-000	39,374	250,000	200,000	100,000	100,000	100,000
Future Strategic Initiatives Projects and Major Park Improvements	2-000-6585-000		301,031	335,000			886,241
Electric Vehicle Charging Stations	2-000-6348-000	63,434	286,566	75,000			
Park Entrance Signs	2-000-6647-000	11,676	120,000				
Planning - General	2-000-6660-000	60,976	350,000	20,000	20,000	20,000	20,000
Rental House Maintenance	2-000-6848-000	111,822	200,000	100,000	100,000	100,000	100,000
Habitat Restoration and Native Plantings	2-000-6976-000	82,152	75,000	50,000	50,000	50,000	50,000
Roads & Parking	2-000-7020-000	626,414	770,000	355,000	304,675	295,326	300,000
Waterpark Capital Maintenance and Improvements	2-000-7340-000	664,738	815,500	300,000	300,000	300,000	300,000
Donations-General Expense	2-000-5175-000	3,932					
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	8,380					
Donations-Meadowlark Escrow		1,759					
Donations-Meadowlark Special Expense	2-000-5185-030	27,131					
Donations-TPSM Expense	2-000-5185-025	3,551					
Nonrecurring License Fee Transfer	2-000-7400-000	1,675,829					
Miscellaneous Expense		3,835					
Subtotal Development including Equipment		\$12,126,479	\$20,727,825	\$11,119,296	\$8,417,420	\$7,885,008	\$7,096,543
Land Acquisition	2-000-6051-000	255,000	400,000	400,000	400,000	400,000	400,000
Subtotal Land Acquisition		\$255,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Transfer to Enterprise Fund-Debt Service Stribling and Reservoir Park	2-000-5930-000	346,776					
Interest transfer to General Fund	2-000-5900-000	200,000					
TOTAL CAPITAL EXPENDITURES		\$12,928,254	\$21,127,825	\$11,519,296	\$8,817,420	\$8,285,008	\$7,496,543

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2026 Revised	FY 2027	FY 2028	FY 2029	FY 2030
Aldie Mill					
<u>Renovations</u>					
Tail and head race improvements	106,598	75,000			
Algonkian Park					
<u>Renovations</u>					
Trail Improvements	125,000				
Mini golf improvements	50,000				
Algonkian Golf Course					
<u>Improvements</u>					
Driving Range and irrigation system improvements	60,000		40,000		
Algonkian Woodlands Event Center					
<u>Renovations</u>					
Window replacement and patio improvements	140,000				
Completion of solar panel project	30,000				
Volcano Island Waterpark at Algonkian					
<u>Renovations</u>					
Pool improvements and new play features	800,000				
Algonkian Cottages					
<u>Improvements</u>					
Cottage renovations and upgrades	530,000	30,000	30,000	30,000	30,000
Brambleton Golf Course					
<u>Renovations</u>					
Irrigation replacement and driving range improvements	50,000		150,000	1,050,000	
Clubhouse renovations	75,000				
Pond renovations	100,000				
Bull Run Regional Park					
<u>Renovations</u>					
Campground water service expansion	400,000	400,000			
Roof replacements	30,000				
Bull Run Festival of Lights					
<u>Light Show Improvements</u>					
Light Show Improvements and enhancements	150,000	110,000	110,000	110,000	110,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2026</u> Revised	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>
Bull Run Shooting Center					
<u>Renovations</u>					
Clubhouse exterior renovations	30,000				
Carlyle House Historic Park					
<u>Renovations</u>					
Exterior stucco replacement, new roof, and house improvements	750,000				400,000
<u>Improvements</u>					
Completion of fire suppression system	14,273				
Great Waves at Cameron Run					
<u>Renovations</u>					
Miscellaneous facility improvements and renovations	200,000	100,000	1,500,000	100,000	100,000
Ice and Lights at Cameron Run					
<u>Development</u>					
Miscellaneous enhancements and new light show displays	100,000	75,000	75,000	75,000	75,000
Cattail Park					
<u>Improvements</u>					
New park entrance, parking and trail development	150,000	300,000			
Fountainhead Regional Park					
<u>Marina Building Renovations</u>					
Building renovations, new floating dock and shoreline access improvements	280,000				
<u>Park Renovations</u>					
Pump track and parking improvements	50,000				
<u>Development</u>					
Picnic Shelter renovations	60,000				
Gateway Wetlands Park					
<u>Strategic Initiatives Project</u>					
Wetlands park development	889,381				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2026</u> <u>Revised</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>
Headquarters					
<u>Automated Systems</u>					
Automated system improvements and upgrades	110,000	60,000	60,000	60,000	60,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects	175,000	5,000	5,000	5,000	5,000
<u>Escrow Contribution</u>					
Annual contribution to Hemlock facilities renovation account per agreement with facility operator	10,000	15,000	15,000	15,000	15,000
Meadowlark Atrium and Event Services					
<u>Renovations - Building</u>					
Entrance and building renovations	100,000	200,000			
Meadowlark Botanical Gardens					
<u>Development</u>					
Garden development projects	40,000	40,000	20,000	20,000	20,000
<u>Children's Garden</u>					
Additional children's garden features	81,223	50,000			
<u>Development-Greenhouse Conservatory</u>					
Replacement of shell on hoop house for plant storage	25,000				
<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	10,000				
<u>Development-Fencing</u>					
Repairs to perimeter fencing	50,000				
<u>Renovations</u>					
Park wide irrigation replacements	130,000				
Maintenance facility building renovations	80,000				
<u>Improvements</u>					
Overlook Feature	500,000				
Meadowlark Gardens Winter Walk of Lights					
<u>Light Show Improvements</u>					
Light displays and infrastructure improvements	110,000	110,000	110,000	110,000	110,000
<u>Storage Improvements</u>					
New building furnishings	75,000				
Mt. Zion					
<u>Renovations</u>					
Improvements to the HVAC system and building exterior	110,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2026</u> Revised	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>
Occoquan Regional Park					
<u>Occoquan Jean R. Packard Center</u>					
Café deck expansion, exterior lighting and stair improvements	460,000				
<u>Improvements</u>					
Improvements to parking lot	75,000				
Pohick Bay Regional Park					
<u>Renovations</u>					
Renovations to shelters and comfort stations	160,000				
<u>Strategic Initiatives Project</u>					
Planning and construction of future park development	200,000		1,000,000		
Pirate's Cove at Pohick Bay					
<u>Renovations</u>					
Connection to public water and pool improvements	300,000	50,000	350,000		
Pohick Bay Marina					
<u>Renovations</u>					
Repairs to boat launch dock	200,000				
Pohick Bay Golf Course					
<u>Renovations</u>					
Pond improvements to increase irrigation supply	50,000				300,000
Potomac Overlook					
<u>Renovations</u>					
New shelter and storage shed	215,000				
Reservoir Park					
<u>Development</u>					
Continuing park development cost payments to Loudoun Water	225,693	225,693	225,693	225,693	225,693
Trail development, drainage improvements and bridge construction	185,000	100,000	100,000		
Rust Sanctuary					
<u>Renovations</u>					
Manor house improvements and new storage shed	460,000				
Sandy Run Regional Park					
<u>Renovations</u>					
New launch dock, storage racks, drainage and well improvements	450,000				
Temple Hall Farm Regional Park					
<u>Festival Improvements</u>					
Additional festival features and attractions	15,000	15,000	15,000	15,000	15,000
<u>Renovations</u>					
Roof replacement and repairs to historic smoke house	50,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2026</u> Revised	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>
Upton Regional Park					
<u>Development-Climbing Course</u>					
Extension of waterline	20,000				
Ocean Dunes at Upton Hill					
<u>Renovations</u>					
Restroom renovations	320,000				
Winkler Botanical Preserve					
<u>Improvements</u>					
Site planning, parking expansion, and miscellaneous improvements	100,000	400,000			
W&OD Trail					
<u>Trail Improvements</u>					
Miscellaneous improvements including crossing upgrades at Shreve Road and bridge and culvert repairs	1,493,642	350,000	350,000	350,000	350,000
<u>Development - Dual Trails</u>					
Dual trail planning/development at high usage locations				1,000,000	
<u>Development - Dual Trails</u>					
Dual trail planning in Arlington area	100,000				
<u>Development - Dual Trails</u>					
Dual trail planning in Vienna area	100,000				
<u>Strategic Initiatives Project</u>					
Visitors center planning and development	400,000	3,600,000			
ADA Improvements					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	520,000	200,000	200,000	200,000	200,000
Park Development Support					
Funding for portions of salaries and benefits of staff that directly manage capital projects	1,093,463	1,153,603	1,217,052	1,283,989	1,354,609
Campground Improvements					
Miscellaneous improvements to NOVA Parks camping facilities	100,000	100,000	100,000	100,000	100,000
Golf Course Improvements					
Miscellaneous improvements to all three golf courses	345,000	225,000	225,000	625,000	225,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2026</u> Revised	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>
<u>Capital Maintenance and Improvements</u>					
Funds for miscellaneous renovations and upgrades to aging park facilities	702,516	250,000	250,000	250,000	250,000
<u>Interpretation</u>					
Miscellaneous interpretive projects throughout the park system	80,000	30,000	30,000	30,000	30,000
<u>Park Branding/Informational Kiosks</u>					
Design and installation of informational kiosks at parks	116,953	50,000			
<u>Park Energy Projects</u>					
Improvements throughout park system to reduce energy costs	250,000	200,000	100,000	100,000	100,000
Electric vehicle charging stations	286,566	75,000			
<u>Park Signs</u>					
New park entrance signs	120,000				
<u>Park General Planning</u>					
Miscellaneous park and facility planning projects	350,000	20,000	20,000	20,000	20,000
<u>Park Rental House Improvements</u>					
Miscellaneous improvements to park rental houses	200,000	100,000	100,000	100,000	100,000
<u>Habitat Restoration and Native Plantings</u>					
Tree plantings and habitat restoration projects	75,000	50,000	50,000	50,000	50,000
<u>Park Road and Parking Renovations</u>					
Miscellaneous improvements to road and parking areas throughout the park system	695,000	355,000	304,675	295,326	300,000
<u>Waterpark Capital Maintenance and Improvements</u>					
Miscellaneous waterpark repairs and renovations	815,500	300,000	300,000	300,000	300,000
<u>Park Trails</u>					
Improvements to Bull Run Occoquan trail	490,986				
Miscellaneous natural surface trail improvements	60,000	40,000	40,000	40,000	40,000
New trail bridges at Cub Run and Wolf Run Shoals	375,000				
<u>Future Strategic Initiative Projects and Major Park Improvements</u>					
Funds to be allocated for future park projects	301,031	335,000			886,241
<u>Equipment</u>					
Includes new and replacement equipment and vehicles at all parks, Central Maintenance and Headquarters	1,370,000	1,325,000	1,325,000	1,325,000	1,325,000
<u>Park Land and Easement Acquisition</u>					
Land and easement acquisition projects	400,000	400,000	400,000	400,000	400,000
TOTAL CAPITAL EXPENDITURES	21,127,825	11,519,296	8,817,420	8,285,008	7,496,543



HISTORY OF NOVA PARKS

NOVA Parks (Northern Virginia Regional Park Authority) has been serving the residents of Northern Virginia for more than 60 years.

In 1959, several jurisdictions had athletic-focused recreation departments. 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 12,500 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. These enterprises represent a highly diverse portfolio including: golf, waterparks, 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, pumpkin patch 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.



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.



FINAL 2023–2027 STRATEGIC PLAN



NOVA Parks FY 27 Adopted Budget

FACILITY FEATURES GUIDE

AMENITIES	Aldie Mill Historic Park	Algonkian Regional Park	Ball's Bluff Battlefield	Blue Ridge Regional Park	Brambleton Golf Course	Bull Run Marina	Bull Run Regional Park	Bull Run Shooting Center	Cameron Run Regional Park	Carlyle House Historic Park	Fountainhead Regional Park	Gateway Regional Park	Gilbert's Corner Regional Park	Goose Creek Historic Park	Hemlock Overlook Regional Park	Meadowlark Botanical Gardens	Mt. Defiance Historic Park	Mt. Zion Historic Park	Ocoquan Regional Park	Piscaway Crossing Regional Park	Pohick Bay Regional Park	Potomac Overlook Regional Park	Red Rock Wilderness Overlook	Reservoir Park	Rust Manor House & Sanctuary	Sandy Run Regional Park	Seneca Regional Park	Temple Hall Farm Regional Park	Tinner Hill Historic Park	Upton Hill Regional Park	W&OD Railroad Regional Park	Webb Nature Sanctuary	Winkler Botanical Preserve
18-hole Golf Course/Driving Range		●			●																●												
Archery/Shooting Facilities								●																									
Batting Cage									●										●											●			
Boat Launch		●				●					●								●	●	●			●									
Boat Rentals											●								●	●	●		●										
Boat/RV Storage		●					●												●	●	●												
Botanical/Display Gardens										●						●						●											●
Camping-Family & Group				●			●														●												
Crew Practice/Racing		●				●																	●		●								
Disc Golf Course							●														●												
Event/Wedding Venues		●			●					●						●				●				●									
Family Vacation Cabins/Cottages		●					●														●												
Fishing Pier											●												●										
Food/Drink Concessions		●			●	●	●	●	●	●	●				●	●			●	●	●		●				●		●				
Historic Site	●	●	●							●			●	●			●	●															
Holiday Light Show							●		●						●																		
Horse Trails		●	●			●	●			●					●				●	●	●							●			●	●	
Ice Skating Rink								●																									
Interpretive Farm																											●						
Meeting & Reception Room	●	●								●						●		●	●			●		●			●						
Mini-Golf Course		●							●												●									●			
Mountain Bike Trails											●																				●		
Nature Center																						●											
Outdoor Learning Center															●																		
Outdoor Pool/ Waterpark/Slide		●					●		●												●										●		
Play Grounds		●					●		●										●	●	●							●		●	●	●	
Rental Picnic Shelters/Areas		●					●		●		●	●							●	●	●		●				●	●	●	●	●		
Ropes Course															●																●		
Sport Field/Court		●					●		●										●														
Special Events Center							●																										
Visitor's Center																●							●				●						
Walking/Hiking Trails	●	●	●	●		●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

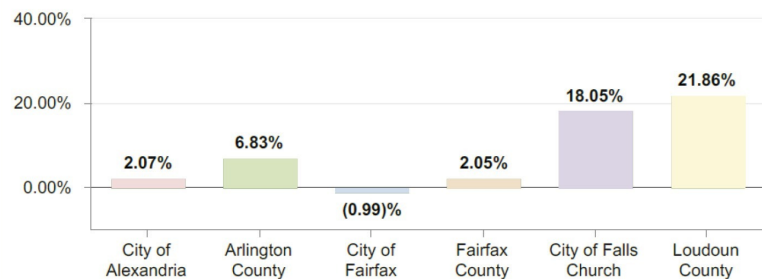


COMMUNITY PROFILE BY JURISDICTION

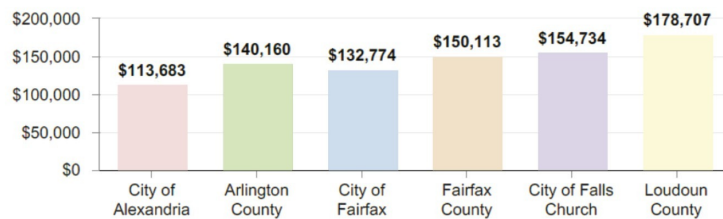
POPULATION

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
Total Population..... 2,044,588

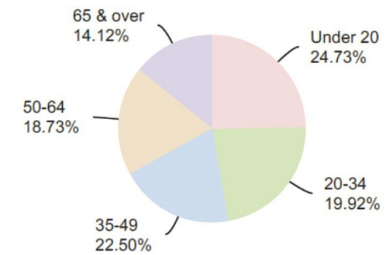
POPULATION GROWTH | YEARS 2014-2024



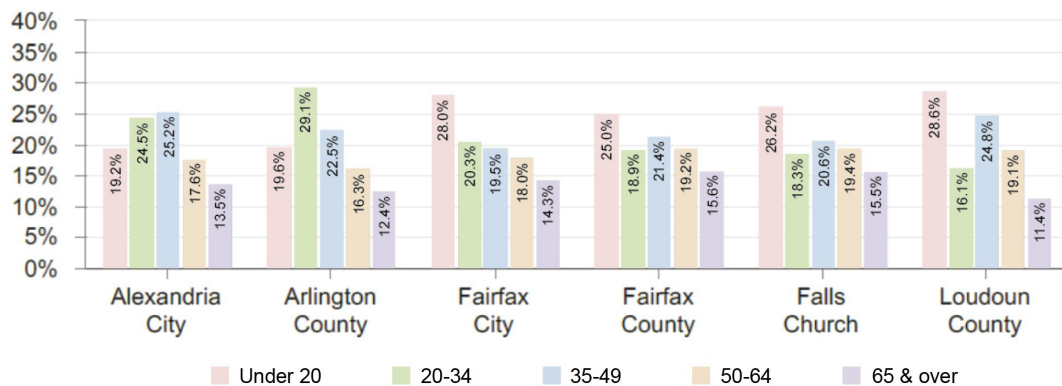
MEDIAN HOUSEHOLD INCOME



AGE TOTAL



AGE DISTRIBUTION



Population: Annual Estimates of the Resident Population for Incorporated Places in Virginia: April 1, 2020 to July 1, 2024. Published on May 2025 by U.S. Census Bureau, Population Division, census.gov/data/tables/time-series/demo/popest/2020s-total-cities-and-towns.html

Population Growth: July 1, 2024 Population Estimates for Virginia and its Counties and Cities. Published on January 27, 2025 by the Weldon Cooper Center for Public Service, Demographics Research Group, demographics.coopercenter.org

Median Household Income: Ranking by Median Household Income. datacommons.org/ranking/Median_Income_Household/County/

Age Total and Age Distribution: 2023 Population Estimates: Age and Sex (Virginia Localities). Data Source: United States Census Bureau, Population Division. Data Set: 7/1/2023 County Characteristics Resident Population Estimates. Data formatted and posted at demographics.coopercenter.org by the UVA Weldon Cooper Center, Demographics Research Group.

SPECIAL FUND BUDGETS

FY 2027 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 27 budget is presented to the Board for final approval.

RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-MAR ACTUAL FY 2026	ADOPTED FY 2027
	BEGINNING BALANCE*	\$ 4,813,787	\$ 5,607,798	\$ 5,725,000	\$ 6,339,134	\$6,397,325
	REVENUES					
6-000-4250-000	AT&T Fiberoptics License Fee	\$ 750,290	\$ 750,289	\$ 750,289	\$ 579,810	\$ 818,663
6-090-4495-000	BRSC Friends - Memberships	5,426	4,594	2,000	392	2,000
6-090-4171-000	BRSC-Donations	0	0	0	0	0
6-340-4170-000	Balls Bluff Battlefield Friends	12,650	9,620	6,000	5,630	6,000
6-000-4440-000	Interest	186,699	228,705	40,000	30,523	40,000
6-000-4440-005	Interest-Accrued	3,102	(3,392)	0	(2,505)	0
6-000-4440-030	Change in Market Value	53,657	33,905	0	23,325	0
6-000-4250-020	Williams Fiberoptics License Fee	658,080	541,019	541,019	418,217	590,828
	Misc. Revenue (Dominion MOU)	0	0	0	100,000	0
6-450-4170-000	FOWOD Donations	17,525	23,890	0	4,807	0
6-450-4440-000	Interest FOWOD	1,518	2,219	150	2,132	150
6-450-4495-000	W&OD Friends	40,460	18,977	28,000	27,908	28,000
6-455-4818-000	Wetlands Mitigation Fund Revenue	0	0	2,000	—	—
6-455-4440-020	Wetlands Mitigation Fund Interest	3,847	3,524	500	2,348	2,500
	Final Close Adjustment	142,087	127,762	0	0	0
	TOTAL REVENUES	\$ 1,875,341	\$ 1,741,113	\$ 1,369,958	\$ 1,192,587	\$ 1,488,141
	EXPENSES					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$4,062	\$3,160	\$4,000	\$6,352	\$4,000
6-340-5175-000	Balls Bluff Battlefield Friends	7,220	6,742	4,000	3,460	4,000
6-140-5175-000	OWL Friends - Misc. Expenses	71,732	0	0	0	0
	Plantings for Dominion W&OD Project	0	0	0	0	100,000
6-000-5142-000	W&OD Bridge Inspections	0	0	0	0	0
6-450-XXXX-XXX	W&OD Friends	29,289	46,581	48,500	18,026	48,500
6-000-5370-000	W&OD Major Maintenance	57,063	14,004	100,000	31,020	100,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	TOTAL EXPENSES	\$ 169,367	\$ 70,486	\$ 181,500	\$ 58,858	\$ 281,500
6-000-5910-000	Transfer to Capital Fund	465,723	400,000	400,000	0	400,000
6-000-5920-000	Transfer to Enterprise Fund	415,000	480,173	775,130	581,348	645,000
	Transfer to Enterprise Fund for Occoquan	0	0	0	0	0
6-000-5900-000	Interest Transfer to General Fund	31,240	59,118	40,000	30,538	40,000
	TOTAL TRANSFERS TO OTHER FUNDS	\$ 911,963	\$ 939,291	\$ 1,215,130	\$ 611,886	\$ 1,085,000
	TOTAL EXPENDITURES/TRANSFERS	\$ 1,081,330	\$ 1,009,777	\$ 1,396,630	\$ 670,744	\$ 1,366,500
	ENDING BALANCE	\$ 5,607,798	\$ 6,339,134	\$ 5,698,328	\$ 6,860,977	\$ 6,518,966

Note

*Beginning balance for FY 26 includes \$124,008 of Friends of the W&OD, \$945 Friends of Bull Run, \$8,697 Friends of BRSC, \$12,949 Friends of Balls Bluff & \$70,763 of Wetland Mitigation funds.

*Beginning balance for FY 26 is a combination of cash (\$2,150,378), monies due to/from other funds (\$3,690,705), and the balances from other friends groups.

FRIENDS OF CARLYLE HOUSE

I. OPERATING BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-MAR ACTUAL FY 2026	ADOPTED FY 2027
	BEGINNING BALANCE	\$ 44,340	\$ 46,438	\$ 48,817	\$ 48,758	\$46,862
	REVENUES					
8-000-4020-000	Annual Dues	\$ 3,350	\$ 2,985	\$ 10,000	\$ 2,715	\$ 10,000
8-000-4190-001	Donations-Operations/Museum Annual Appeal Education			6,500	0	6,500
8-000-4600-000	Programmed Events	0	0	5,000	0	5,000
	TOTAL REVENUES	\$ 3,350	\$ 2,985	\$ 21,500	\$ 2,715	\$ 21,500
	EXPENSES					
8-000-5143-000	Clerical Support	\$0	\$464	\$3,000	\$1,349	\$3,000
8-000-5158-000	Educational Activities	0	0	5,000	0	5,000
8-000-5380-000	Membership Events	134	0	5,000	96	5,000
8-000-5460-000	Office Supplies/Postage	68	9	500	209	500
8-000-5470-000	Printing/Publications	0	0	2,000	0	2,000
8-000-5490-000	Programs and Promotions	1,050	192	7,000	2,958	7,000
	TOTAL EXPENSES	\$ 1,252	\$ 664	\$ 22,500	\$ 4,611	\$ 22,500
	ENDING BALANCE	\$ 46,438	\$ 48,758	\$ 47,817	\$ 46,862	\$ 45,862

II. COLLECTIONS PURCHASES BUDGET

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-MAR ACTUAL FY 2026	ADOPTED FY 2027
	BEGINNING BALANCE	\$ 182,673	\$ 199,435	\$ 197,182	\$ 200,427	\$213,446
	REVENUES					
002, 010, 888	Donations - Museum Collection	\$ 1,680	\$ 2,405	\$ 6,500	\$ 1,015	\$ 6,500
8-000-4440-000	Interest	19,869	17684	500	12560	500
	TOTAL REVENUES	\$ 21,549	\$ 20,089	\$ 7,000	\$ 13,575	\$ 7,000
	EXPENSES					
8-000-6040-000	Museum Collection Purchases	\$0	\$18,062	\$25,000	\$395	\$25,000
8-000-6040-010	Museum Collection Maintenance	4,786	1,034	5,000	162	5,000
8-000-9040-000	Museum Collection Transfer to Enterprise Fund	0	0	0	0	0
	TOTAL EXPENSES	\$ 4,786	\$ 19,097	\$ 30,000	\$ 557	\$ 30,000
	ENDING BALANCE	\$ 199,435	\$ 200,427	\$ 174,182	\$ 213,446	\$ 190,446

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
	BEGINNING BALANCE	\$ 127,297	\$ 126,697	\$ 126,182	\$ 126,182	\$ 126,163
	EXPENSES					
8-000-5144-000	Education	\$600	\$515	\$ 8,000	\$19	\$ 8,000
	TOTAL EXPENSES	\$ 600	\$ 515	\$ 8,000	\$ 19	\$ 8,000
	ENDING BALANCE	\$ 126,697	\$ 126,182	\$ 118,182	\$ 126,163	\$ 118,163
	ENDING BALANCE-TOTAL ALL	\$ 372,570	\$ 375,368	\$ 340,181	\$ 386,471	\$ 354,471

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
ENTERPRISE FUND BY PARK					
Aldie Mill Historic Park/Mt. Defiance Historic Park					
Aldie Mill Revenues	\$ 16,348	\$ 15,636	\$ 20,000	\$ 13,266	\$ 18,090
Total Revenues	\$ 16,348	\$ 15,636	\$ 20,000	\$ 13,266	\$ 18,090
Aldie Mill Expenses	\$ 191,779	\$ 195,154	\$ 215,775	\$ 161,233	\$ 245,563
Total Expenses	\$ 191,779	\$ 195,154	\$ 215,775	\$ 161,233	\$ 245,563
Operating Income (Loss)	\$ (175,431)	\$ (179,518)	\$ (195,775)	\$ (147,967)	\$ (227,473)
Algonkian Regional Park					
Revenue					
Algonkian Park	\$ 266,014	\$ 265,364	\$ 292,185	\$ 221,686	\$ 306,685
Algonkian Golf	2,222,522	2,259,002	2,167,100	1,801,826	2,317,500
Volcano Island Waterpark at Algonkian	701,180	524,750	658,000	392,566	669,500
The Woodlands at Algonkian Park	764,092	702,467	714,530	467,288	732,028
Algonkian Cottages	343,728	337,112	352,350	254,001	355,600
Total Revenues	\$ 4,297,536	\$ 4,088,695	\$ 4,184,165	\$ 3,137,367	\$ 4,381,313
Expenses					
Algonkian Park	\$ 849,282	\$ 899,594	\$ 934,597	\$ 779,125	\$ 955,484
Algonkian Golf	1,359,370	1,429,299	1,484,128	1,166,675	1,567,822
Volcano Island Waterpark at Algonkian	460,117	428,968	491,431	291,528	497,146
The Woodlands at Algonkian Park	573,828	574,460	568,630	411,914	603,161
Algonkian Cottages	225,501	253,357	260,272	206,712	268,133
Total Expenses	\$ 3,468,098	\$ 3,585,677	\$ 3,739,058	\$ 2,855,953	\$ 3,891,746
Operating Income (Loss)	\$ 829,438	\$ 503,019	\$ 445,107	\$ 281,413	\$ 489,567
Blue Ridge Regional Park					
Blue Ridge Park Revenues	\$ 9,123	\$ 9,151	\$ 8,500	\$ 5,946	\$ 8,500
Total Revenues	\$ 9,123	\$ 9,151	\$ 8,500	\$ 5,946	\$ 8,500
Blue Ridge Park Expenses	\$ 4,766	\$ 4,817	\$ 6,700	\$ 2,807	\$ 6,700
Total Expenses	\$ 4,766	\$ 4,817	\$ 6,700	\$ 2,807	\$ 6,700
Operating Income (Loss)	\$ 4,357	\$ 4,334	\$ 1,800	\$ 3,140	\$ 1,800
Reservoir Park					
Reservoir Park	\$ 18,581	\$ 343,765	\$ 206,400	\$ 205,236	\$ 512,093
Total Revenues	\$ 18,581	\$ 343,765	\$ 206,400	\$ 205,236	\$ 512,093
Reservoir Park	\$ 31,867	\$ 241,935	\$ 345,205	\$ 242,647	\$ 559,194
Total Expenses	\$ 31,867	\$ 241,935	\$ 345,205	\$ 242,647	\$ 559,194
Operating Income (Loss)	(\$13,286)	\$101,831	(\$138,805)	(\$37,410)	(\$47,101)
Brambleton Golf Course					
Brambleton Revenues	\$ 2,747,017	\$ 2,865,041	\$ 2,670,710	\$ 2,328,200	\$ 2,765,000
Total Revenues	\$ 2,747,017	\$ 2,865,041	\$ 2,670,710	\$ 2,328,200	\$ 2,765,000
Brambleton Expenses	\$ 1,675,187	\$ 1,793,855	\$ 1,833,403	\$ 1,470,504	\$ 1,803,963
Total Expenses	\$ 1,675,187	\$ 1,793,855	\$ 1,833,403	\$ 1,470,504	\$ 1,803,963
Operating Income (Loss)	\$ 1,071,830	\$ 1,071,186	\$ 837,308	\$ 857,695	\$ 961,037

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Bull Run Regional Park					
Revenue					
Bull Run Regional Park	\$ 1,381,799	\$ 1,314,074	\$ 1,428,250	\$ 991,901	\$ 1,425,203
Atlantis Waterpark at Bull Run	826,368	590,118	707,100	458,668	727,100
Bull Run Special Events Center	253,741	79,943	326,000	30,326	326,000
Bull Run Light Show	2,247,407	2,405,276	2,155,000	2,220,286	2,595,000
Total Revenues	\$ 4,709,316	\$ 4,389,411	\$ 4,616,350	\$ 3,701,180	\$ 5,073,303
Expenses					
Bull Run Regional Park	\$ 1,499,305	\$ 1,543,068	\$ 1,546,146	\$ 1,260,332	\$ 1,670,145
Atlantis Waterpark at Bull Run	497,057	482,803	535,706	310,125	542,535
Bull Run Special Events Center	252,340	151,490	326,505	(108,815)	322,979
Bull Run Light Show	467,446	456,089	493,565	640,257	535,689
Total Expenses	\$ 2,716,149	\$ 2,633,450	\$ 2,901,922	\$ 2,101,899	\$ 3,071,348
Operating Income (Loss)	\$ 1,993,168	\$ 1,755,961	\$ 1,714,428	\$ 1,599,281	\$ 2,001,955
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	\$ 1,318,945	\$ 1,310,318	\$ 1,421,500	\$ 1,129,644	\$ 1,409,750
Total Revenues	\$ 1,318,945	\$ 1,310,318	\$ 1,421,500	\$ 1,129,644	\$ 1,409,750
Bull Run Shooting Center Expenses	\$ 1,199,648	\$ 1,182,309	\$ 1,296,651	\$ 1,002,667	\$ 1,327,115
Total Expenses	\$ 1,199,648	\$ 1,182,309	\$ 1,296,651	\$ 1,002,667	\$ 1,327,115
Operating Income (Loss)	\$ 119,298	\$ 128,008	\$ 124,849	\$ 126,978	\$ 82,635
Cameron Run Regional Park					
Revenue					
Cameron Run Park	\$ 80,572	\$ 79,591	\$ 107,000	\$ 70,277	\$ 107,000
The Winter Village at Cameron Run	370,158	267,784	378,000	221,043	380,000
Great Waves Waterpark at Cameron Run	2,374,497	1,865,566	2,235,500	1,483,818	2,293,000
Total Revenues	\$ 2,825,227	\$ 2,212,940	\$ 2,720,500	\$ 1,775,139	\$ 2,780,000
Expenses					
Cameron Run Park	\$ 553,520	\$ 580,641	\$ 579,924	\$ 459,258	\$ 620,284
The Winter Village at Cameron Run	264,418	277,395	268,837	248,881	278,365
Great Waves Waterpark at Cameron Run	1,632,846	1,561,102	1,652,511	1,148,930	1,608,243
Total Expenses	\$ 2,450,784	\$ 2,419,138	\$ 2,501,272	\$ 1,857,068	\$ 2,506,892
Operating Income (Loss)	\$ 374,443	\$ (206,198)	\$ 219,228	\$ (81,930)	\$ 273,108
Carlyle House Historic Park					
Carlyle House Revenues	\$ 92,418	\$ 93,844	\$ 130,100	\$ 71,990	\$ 130,100
Total Revenues	\$ 92,418	\$ 93,844	\$ 130,100	\$ 71,990	\$ 130,100
Carlyle House Expenses	\$ 376,864	\$ 426,801	\$ 454,807	\$ 371,026	\$ 476,769
Total Expenses	\$ 376,864	\$ 426,801	\$ 454,807	\$ 371,026	\$ 476,769
Operating Income (Loss)	(\$284,446)	(\$332,956)	(\$324,707)	(\$299,036)	(\$346,669)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Bull Run Marina/Fountainhead/Sandy Run Parks					
Revenue					
Bull Run Marina	\$ 21,396	\$ 19,761	\$ 21,276	\$ 18,866	\$ 27,750
Fountainhead	386,361	354,388	414,712	261,943	407,996
Sandy Run Regional Park	337,145	317,383	308,192	260,570	314,790
Total Revenues	\$ 744,902	\$ 691,531	\$ 744,180	\$ 541,379	\$ 750,536
Expenses					
Bull Run Marina	\$ 49,038	\$ 48,529	\$ 48,800	\$ 41,942	\$ 50,436
Fountainhead	366,247	372,007	374,322	316,703	384,371
Sandy Run Regional Park	239,034	245,310	277,038	215,873	289,862
Total Expenses	\$ 654,318	\$ 665,846	\$ 700,160	\$ 574,518	\$ 724,668
Operating Income (Loss)	\$ 90,584	\$ 25,685	\$ 44,020	\$ (33,139)	\$ 25,868
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	\$ 30,300	\$ 75,039	\$ 75,000	\$ 39,980	\$ 87,480
Total Revenues	\$ 30,300	\$ 75,039	\$ 75,000	\$ 39,980	\$ 87,480
Hemlock Overlook Expenses	\$ 14,661	\$ 7,715	\$ 7,000	\$ 1,412	\$ 5,000
Total Expenses	\$ 14,661	\$ 7,715	\$ 7,000	\$ 1,412	\$ 5,000
Operating Income (Loss)	\$ 15,639	\$ 67,324	\$ 68,000	\$ 38,568	\$ 82,480
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	\$ 744,331	\$ 895,377	\$ 730,069	\$ 840,485	\$ 787,160
Meadowlark Gardens Winter Walk of Lights	1,860,655	2,085,175	1,956,000	2,108,956	2,230,500
Meadowlark Atrium and Event Services	2,993,420	3,025,377	2,409,670	2,265,160	2,543,770
Total Revenues	\$ 5,598,406	\$ 6,005,928	\$ 5,095,739	\$ 5,214,602	\$ 5,561,430
Expenses					
Meadowlark Gardens	\$ 1,247,650	\$ 1,408,318	\$ 1,446,887	\$ 1,261,785	\$ 1,583,722
Meadowlark Gardens Winter Walk of Lights	363,160	351,144	421,054	359,340	466,929
Meadowlark Atrium and Event Services	1,470,233	1,459,009	1,472,448	1,165,879	1,601,633
Total Expenses	\$ 3,081,042	\$ 3,218,471	\$ 3,340,388	\$ 2,787,003	\$ 3,652,284
Operating Income (Loss)	\$ 2,517,364	\$ 2,787,457	\$ 1,755,351	\$ 2,427,599	\$ 1,909,146
Mt. Zion Historic Park/Gilbert's Corner Regional Park					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 330	\$ 200	\$ 2,100	\$ 480	\$ 2,100
Total Revenues	\$ 330	\$ 200	\$ 2,100	\$ 480	\$ 2,100
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 15,194	\$ 26,394	\$ 25,500	\$ 14,192	\$ 25,500
Total Expenses	\$ 15,194	\$ 26,394	\$ 25,500	\$ 14,192	\$ 25,500
Operating Income (Loss)	(\$14,864)	(\$26,194)	(\$23,400)	(\$13,712)	(\$23,400)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Occoquan Regional Park					
Revenue					
Occoquan Park	\$ 330,408	\$ 328,994	\$ 352,750	\$ 259,759	\$ 358,050
The River View at Occoquan	2,466,918	2,399,614	2,324,950	1,479,007	2,374,600
Brickmakers Café at Occoquan	437,056	465,464	478,000	402,369	501,850
Brickmakers Catering and Event Services	246,014	288,741	283,150	185,596	297,475
Total Revenues	\$ 3,480,396	\$ 3,482,813	\$ 3,438,850	\$ 2,326,731	\$ 3,531,975
Expenses					
Occoquan Park	\$ 593,035	\$ 604,040	\$ 692,981	\$ 479,148	\$ 695,567
The River View at Occoquan	1,907,623	1,877,220	2,405,189	1,506,784	2,480,812
Brickmakers Café at Occoquan	319,587	331,704	404,822	301,077	425,723
Brickmakers Catering and Event Services	206,147	216,866	281,064	173,686	272,983
Total Expenses	\$ 3,026,392	\$ 3,029,829	\$ 3,784,057	\$ 2,460,696	\$ 3,875,085
Operating Income (Loss)	\$454,004	\$452,984	(\$345,207)	(\$133,965)	(\$343,110)
Pohick Bay Regional Park					
Revenue					
Pohick Bay Regional Park	\$ 1,372,689	\$ 1,347,998	\$ 1,436,493	\$ 933,243	\$ 1,493,280
Pohick Bay Golf Course	2,021,730	2,086,508	2,032,764	1,580,079	2,202,000
Pohick Bay Marina	267,960	258,289	296,625	222,863	298,125
Pirate's Cover Waterpark at Pohick Bay	851,447	649,645	778,800	526,305	791,800
Total Revenues	\$ 4,513,826	\$ 4,342,441	\$ 4,544,682	\$ 3,262,490	\$ 4,785,205
Expenses					
Pohick Bay Regional Park	\$ 1,186,421	\$ 1,247,549	\$ 1,368,013	\$ 1,095,259	\$ 1,453,547
Pohick Bay Golf Course	1,376,575	1,393,103	1,421,576	1,221,592	1,480,315
Pohick Bay Marina	66,100	76,306	74,382	42,075	84,721
Pirate's Cover Waterpark at Pohick Bay	528,649	490,476	516,799	353,829	543,072
Total Expenses	\$ 3,157,745	\$ 3,207,433	\$ 3,380,770	\$ 2,712,754	\$ 3,561,655
Operating Income (Loss)	\$ 1,356,081	\$ 1,135,008	\$ 1,163,912	\$ 549,736	\$ 1,223,551
Potomac Overlook Regional Park					
Potomac Overlook Revenues	\$ 172,515	\$ 167,434	\$ 166,700	\$ 158,014	\$ 80,240
Total Revenues	\$ 172,515	\$ 167,434	\$ 166,700	\$ 158,014	\$ 80,240
Potomac Overlook Expenses	\$ 427,541	\$ 452,223	\$ 455,490	\$ 384,072	\$ 483,729
Total Expenses	\$ 427,541	\$ 452,223	\$ 455,490	\$ 384,072	\$ 483,729
Operating Income (Loss)	(\$255,026)	(\$284,789)	(\$288,790)	(\$226,058)	(\$403,489)
Winkler Botanical Preserve					
Winkler Botanical Preserve Revenues	\$ 151,611	\$ 152,192	\$ 160,000	\$ 26,315	\$ 137,955
Total Revenues	\$ 151,611	\$ 152,192	\$ 160,000	\$ 26,315	\$ 137,955
Winkler Botanical Preserve Expenses	\$ 287,714	\$ 280,095	\$ 365,396	\$ 254,810	\$ 406,777
Total Expenses	\$ 287,714	\$ 280,095	\$ 365,396	\$ 254,810	\$ 406,777
Operating Income (Loss)	(\$136,103)	(\$127,903)	(\$205,396)	(\$228,495)	(\$268,822)
Rust Nature Sanctuary & Manor House					
Rust Nature Sanctuary & Manor House Revenues	\$ 1,714,360	\$ 1,876,179	\$ 1,466,960	\$ 1,462,785	\$ 1,587,250
Total Revenues	\$ 1,714,360	\$ 1,876,179	\$ 1,466,960	\$ 1,462,785	\$ 1,587,250
Rust Nature Sanctuary & Manor House Expenses	\$ 1,130,391	\$ 1,325,682	\$ 1,153,016	\$ 1,054,319	\$ 1,255,733
Total Expenses	\$ 1,130,391	\$ 1,325,682	\$ 1,153,016	\$ 1,054,319	\$ 1,255,733
Operating Income (Loss)	\$ 583,968	\$ 550,497	\$ 313,944	\$ 408,466	\$ 331,517

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Upper Potomac Properties					
Upper Potomac Properties Revenues	\$ 28,800	\$ 28,800	\$ 28,800	\$ 24,000	\$ 29,434
Springdale Revenues	\$ 48,611	\$ 39,025	\$ 29,540	\$ 56,855	\$ 52,100
Cattail Regional Park Revenues	\$ 12,075	\$ 18,975	\$ 30,700	\$ 17,250	\$ 20,700
Total Revenues	\$ 89,486	\$ 86,800	\$ 89,040	\$ 98,105	\$ 102,234
Upper Potomac Properties Expenses	\$ 179,965	\$ 194,893	\$ 202,088	\$ 155,875	\$ 209,704
Springdale Expenses	\$ 0	\$ 0	\$ 5,000	\$ 0	\$ 5,500
Cattail Regional Park Expenses	\$ 0	\$ 11,240	\$ 40,650	\$ 7,593	\$ 46,650
Total Expenses	\$ 179,965	\$ 206,133	\$ 247,738	\$ 163,468	\$ 261,854
Operating Income (Loss)	\$ (90,479)	\$ (119,333)	\$ (158,698)	\$ (65,363)	\$ (159,620)
Upton Hill Regional Park					
Revenues					
Upton Hill Park	\$ 555,601	\$ 594,284	\$ 687,850	\$ 435,919	\$ 692,550
Ocean Dunes Waterpark at Upton Hill	\$ 766,609	\$ 617,494	\$ 743,675	\$ 405,841	\$ 768,350
Total Revenues	\$ 1,322,209	\$ 1,211,778	\$ 1,431,525	\$ 841,760	\$ 1,460,900
Expenses					
Upton Hill Park	\$ 749,953	\$ 780,448	\$ 950,456	\$ 645,433	\$ 940,732
Ocean Dunes Waterpark at Upton Hill	\$ 470,562	\$ 430,845	\$ 489,247	\$ 312,203	\$ 499,775
Total Expenses	\$ 1,220,515	\$ 1,211,293	\$ 1,439,703	\$ 957,635	\$ 1,440,506
Operating Income (Loss)	\$ 101,695	\$ 485	\$ (8,178)	\$ (115,875)	\$ 20,394
W&OD Railroad Regional Park					
W&OD Railroad Park Revenues	\$ 1,373,050	\$ 1,366,512	\$ 1,440,587	\$ 1,456,412	\$ 1,419,788
Total Revenues	\$ 1,373,050	\$ 1,366,512	\$ 1,440,587	\$ 1,456,412	\$ 1,419,788
W&OD Railroad Park Expenses	\$ 700,784	\$ 754,823	\$ 835,238	\$ 554,219	\$ 888,584
Total Expenses	\$ 700,784	\$ 754,823	\$ 835,238	\$ 554,219	\$ 888,584
Operating Income (Loss)	\$ 672,267	\$ 611,689	\$ 605,349	\$ 902,193	\$ 531,204
Piscataway Crossing					
Piscataway Crossing Revenues	\$ 259	\$ 11,311	\$ 11,380	\$ 78	\$ 11,380
Total Revenues	\$ 259	\$ 11,311	\$ 11,380	\$ 78	\$ 11,380
Piscataway Crossing Expenses	\$ 32,320	\$ 38,147	\$ 45,737	\$ 32,938	\$ 48,685
Total Expenses	\$ 32,320	\$ 38,147	\$ 45,737	\$ 32,938	\$ 48,685
Operating Income (Loss)	\$ (32,061)	\$ (26,836)	\$ (34,357)	\$ (32,860)	\$ (37,305)
Temple Hall Farm					
Revenues					
Temple Hall Farm Revenues	\$ 184,426	\$ 202,198	\$ 195,383	\$ 72,186	\$ 199,831
Temple Hall Farm Pumpkin Patch	\$ 193,047	\$ 229,588	\$ 222,000	\$ 210,130	\$ 222,000
Total Revenues	\$ 377,473	\$ 431,786	\$ 417,383	\$ 282,316	\$ 421,831
Expenses					
Temple Hall Farm Expenses	\$ 328,194	\$ 337,471	\$ 405,273	\$ 287,148	\$ 421,025
Temple Hall Farm Pumpkin Patch	\$ 92,686	\$ 75,378	\$ 116,795	\$ 66,096	\$ 120,226
Total Expenses	\$ 420,880	\$ 412,849	\$ 522,069	\$ 353,244	\$ 541,251
Operating Income (Loss)	\$ (43,407)	\$ 18,937	\$ (104,686)	\$ (70,928)	\$ (119,420)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2024	ACTUAL FY 2025	ADOPTED FY 2026	JUL-APR ACTUAL FY 2026	ADOPTED FY 2027
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	\$ 746,473	\$ 577,420	\$ 87,000	\$ 198,834	\$ 175,000
Central Maintenance Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$ 746,473	\$ 577,420	\$ 87,000	\$ 198,834	\$ 175,000
Admin - Enterprise Fund Expenses	\$ 3,460,528	\$ 3,560,390	\$ 3,977,695	\$ 2,824,484	\$ 4,520,031
Central Maintenance Expenses	\$ 1,485,766	\$ 1,546,663	\$ 1,549,602	\$ 1,288,478	\$ 1,587,822
Total Expenses	\$ 4,946,294	\$ 5,107,053	\$ 5,527,297	\$ 4,112,961	\$ 6,107,853
Operating Income (Loss)	\$ (4,199,822)	\$ (4,529,633)	\$ (5,440,297)	\$ (3,914,127)	\$ (5,932,853)
TOTAL REVENUES	\$ 36,350,108	\$ 35,808,166	\$ 35,149,351	\$ 28,278,248	\$ 37,193,454
TOTAL EXPENSES	\$ 31,410,899	\$ 32,427,122	\$ 35,124,351	\$ 26,484,046	\$ 37,168,454
Adjustments/Reserve Activity	\$ (695,715)	\$ (800,747)	\$ 0	\$ 0	\$ 0
Operating Income (Loss)	\$ 5,634,924	\$ 4,181,791	\$ 25,000	\$ 1,794,202	\$ 25,000

Long Term Debt Policy

In March 2018, NOVA Parks began using Long Term Debt as a method of financing. 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 27	\$43,302,887
Policy Annual Debt Limit-10% of Budgeted Revenues	4,330,289
Occoquan-Jean R. Packard Center	\$ 810,994
Property acquisition at Pohick Bay	121,083
Upton Hill	226,495
Reservoir Park	225,693
FY 27 Principal & Interest	\$ 1,384,265

For FY 27, the debt service expense is 3.2% of combined General & Enterprise Fund Revenues, which is within the policy guidelines of 10%.

The following schedules present the state of NOVA Parks indebtedness at the current time, including projected debt service payments on current outstanding bonds and notes.

DEBT SERVICE

Virginia Resources Authority-VPFP 2016C, November 2, 2016

Purpose: Occoquan Regional Park, Development of the Jean R. Packard Occoquan Center

Date	Principal	Interest	Total Debt Service
4/1/2017	-	273,705.21	273,705.21
10/1/2017	220,000.00	298,587.50	518,587.50
4/1/2018	-	296,250.00	296,250.00
10/1/2018	230,000.00	296,250.00	526,250.00
4/1/2019	-	291,006.25	291,006.25
10/1/2019	240,000.00	291,006.25	531,006.25
4/1/2020	-	285,206.25	285,206.25
10/1/2020	250,000.00	285,206.25	535,206.25
4/1/2021	-	279,675.00	279,675.00
10/1/2021	265,000.00	279,675.00	544,675.00
4/1/2022	-	272,884.38	272,884.38
10/1/2022	280,000.00	272,884.38	552,884.38
4/1/2023	-	265,709.38	265,709.38
10/1/2023	290,000.00	265,709.38	555,709.38
4/1/2024	-	258,278.13	258,278.13
10/1/2024	310,000.00	258,278.13	568,278.13
4/1/2025	-	250,334.38	250,334.38
10/1/2025	325,000.00	250,334.38	575,334.38
4/1/2026	-	242,006.25	242,006.25
10/1/2026	340,000.00	242,006.25	582,006.25
4/1/2027	-	233,293.75	233,293.75
10/1/2027	360,000.00	233,293.75	593,293.75
4/1/2028	-	224,068.75	224,068.75
10/1/2028	380,000.00	224,068.75	604,068.75
4/1/2029	-	214,331.25	214,331.25
10/1/2029	400,000.00	214,331.25	614,331.25
4/1/2030	-	204,081.25	204,081.25
10/1/2030	420,000.00	204,081.25	624,081.25
4/1/2031	-	193,318.75	193,318.75
10/1/2031	440,000.00	193,318.75	633,318.75
4/1/2032	-	182,043.75	182,043.75
10/1/2032	460,000.00	182,043.75	642,043.75
4/1/2033	-	172,556.25	172,556.25
10/1/2033	480,000.00	172,556.25	652,556.25
4/1/2034	-	162,656.25	162,656.25
10/1/2034	500,000.00	162,656.25	662,656.25
4/1/2035	-	152,343.75	152,343.75
10/1/2035	520,000.00	152,343.75	672,343.75
4/1/2036	-	141,618.75	141,618.75
10/1/2036	545,000.00	141,618.75	686,618.75
4/1/2037	-	130,378.13	130,378.13
10/1/2037	565,000.00	130,378.13	695,378.13
4/1/2038	-	119,343.75	119,343.75
10/1/2038	590,000.00	119,343.75	709,343.75
4/1/2039	-	109,387.50	109,387.50
10/1/2039	610,000.00	109,387.50	719,387.50
4/1/2040	-	97,500.00	97,500.00
10/1/2040	635,000.00	97,500.00	732,500.00
4/1/2041	-	85,134.38	85,134.38
10/1/2041	660,000.00	85,134.38	745,134.38
4/1/2042	-	72,271.88	72,271.88
10/1/2042	685,000.00	72,271.88	757,271.88
4/1/2043	-	58,912.50	58,912.50
10/1/2043	710,000.00	58,912.50	768,912.50
4/1/2044	-	45,056.25	45,056.25
10/1/2044	740,000.00	45,056.25	785,056.25
4/1/2045	-	30,618.75	30,618.75
10/1/2045	770,000.00	30,618.75	800,618.75
4/1/2046	-	15,600.00	15,600.00
10/1/2046	800,000.00	15,600.00	815,600.00
	14,020,000.00	10,744,024.03	24,764,024.03

DEBT SERVICE

Virginia Resources Authority- 2018 C-515642-01-Virginia Water Facilities Revolving Fund

Purpose: Property Acquisition at Pohick Bay

(Addl. project funding: grants and other sources)

Date	Principal	Interest	Total Debt Service
10/1/2018	\$53,565.89	\$6,975.52	\$60,541.41
4/1/2019	53,782.45	6,758.96	\$60,541.41
10/1/2019	54,118.59	6,422.82	\$60,541.41
4/1/2020	54,456.83	6,084.58	\$60,541.41
10/1/2020	54,797.18	5,744.23	\$60,541.41
4/1/2021	55,139.67	5,401.74	\$60,541.41
10/1/2021	55,484.29	5,057.12	\$60,541.41
4/1/2022	55,831.07	4,710.34	\$60,541.41
10/1/2022	56,180.01	4,361.40	\$60,541.41
4/1/2023	56,531.13	4,010.28	\$60,541.41
10/1/2023	56,884.45	3,656.96	\$60,541.41
4/1/2024	57,239.98	3,301.43	\$60,541.41
10/1/2024	57,597.73	2,943.68	\$60,541.41
4/1/2025	57,957.72	2,583.69	\$60,541.41
10/1/2025	58,319.95	2,221.46	\$60,541.41
4/1/2026	58,684.45	1,856.96	\$60,541.41
10/1/2026	59,051.23	1,490.18	\$60,541.41
4/1/2027	59,420.30	1,121.11	\$60,541.41
10/1/2027	59,791.68	749.73	\$60,541.41
4/1/2028	60,165.38	376.03	\$60,541.41
	<u>\$1,135,000.00</u>	<u>\$75,828.22</u>	<u>\$1,210,828.22</u>

DEBT SERVICE
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

DEBT SERVICE
Loudoun Water, June 27, 2025
Purpose: Reservoir Park

Date	Principal	Interest	Total Debt Service
6/27/2025	180,492.67	45,200.00	\$225,692.67
6/27/2026	184,571.81	41,120.87	\$225,692.67
6/27/2027	188,743.13	36,949.54	\$225,692.67
6/27/2028	193,008.72	32,683.95	\$225,692.67
6/27/2029	197,370.72	28,321.95	\$225,692.67
6/27/2030	201,831.30	23,861.37	\$225,692.67
6/27/2031	206,392.69	19,299.99	\$225,692.67
6/27/2032	211,057.16	14,635.51	\$225,692.67
6/27/2033	215,827.05	9,865.62	\$225,692.67
6/27/2034	215,716.82	4,987.93	\$220,704.74
	\$1,995,012.07	\$256,926.73	\$2,251,938.77

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Headquarters					
Full -Time	23.65	24.15	25.00	26.00	26.00
Part -Time	6.98	4.76	3.71	3.99	3.69
Central Maintenance					
Full -Time	13.00	13.00	13.00	13.00	13.00
Part -Time	0.00	0.00	0.00	0.00	0.00
Aldie Mill Historic Park					
Full -Time	1.00	1.00	1.00	1.00	1.00
Part -Time	0.95	0.95	1.15	1.03	1.03
Algonkian Regional Park					
Full -Time	6.00	6.00	6.00	6.00	6.00
Part -Time	3.95	4.07	4.15	4.15	4.16
Algonkian Golf Course					
Full -Time	7.50	7.00	7.00	7.00	7.00
Part -Time	5.63	5.77	6.49	6.49	6.68
Volcano Island Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	8.08	8.27	8.43	8.43	8.43
The Woodlands Meeting & Event Center					
Full -Time	1.33	2.33	2.33	2.33	2.33
Part -Time	2.64	2.47	1.65	2.33	2.33
Algonkian Cottages					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	3.00	3.00	3.00	3.14	3.14
Reservoir Park					
Full -Time	0.00	0.00	0.50	0.50	0.50
Part -Time	1.03	1.03	4.05	4.38	4.38
Brambleton Golf Course					
Full -Time	8.50	8.00	8.50	8.50	8.50
Part -Time	7.27	7.27	7.69	7.94	8.49
Bull Run Regional Park					
Full -Time	8.00	8.00	8.00	8.00	9.00
Part -Time	6.91	7.23	7.64	8.20	8.54
Bull Run Marina					
Full -Time	0.20	0.20	0.20	0.20	0.20
Part -Time	0.00	0.00	0.00	0.00	0.00
Atlantis Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	9.42	9.33	9.37	9.48	9.48
Bull Run Special Events Center					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	0.94	0.94	0.94	0.94	0.70

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Bull Run Light Show					
Full -Time	1.50	1.50	1.50	1.50	1.50
Part -Time	3.17	3.37	3.37	3.81	3.63
Bull Run Shooting Center					
Full -Time	2.00	2.00	2.00	2.00	2.00
Part -Time	9.80	9.80	9.80	9.80	9.80
Cameron Run Regional Park					
Full -Time	3.00	4.00	4.00	4.00	4.00
Part -Time	4.59	3.51	3.92	4.50	4.50
Ice & Lights - The Winter Village at Cameron Run					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	3.34	2.64	2.64	2.36	2.36
Great Waves Waterpark					
Full -Time	1.00	1.00	1.00	1.00	1.00
Part -Time	22.55	22.56	22.36	22.08	22.08
Carlyle House Historic Park					
Full -Time	2.00	2.00	2.00	2.00	2.00
Part -Time	1.97	2.14	2.45	2.50	2.50
Fountainhead Regional Park					
Full -Time	1.40	1.40	1.40	1.40	1.40
Part -Time	3.96	4.20	4.16	4.16	4.16
Hemlock Overlook Regional Park					
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.32	0.32	0.32	0.00	0.00
Meadowlark Botanical Gardens					
Full -Time	8.00	8.00	8.00	8.00	8.00
Part -Time	7.51	7.89	8.15	8.48	9.22
Meadowlark Light Show					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	3.44	3.65	3.65	3.65	3.79
Meadowlark Atrium					
Full -Time	4.50	4.50	4.50	4.50	4.50
Part -Time	5.79	4.80	4.66	4.80	5.51
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	0.00	0.00	0.00	0.00	0.00
Occoquan Regional Park					
Full -Time	3.00	4.00	4.00	4.00	4.00
Part -Time	5.91	4.96	5.15	5.15	5.15
The River View at Occoquan					
Full -Time	4.25	4.25	4.25	4.25	4.25
Part -Time	3.61	3.86	3.77	3.77	3.86
Brickmakers Café at Occoquan					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	4.77	4.77	4.77	4.77	4.95
Brickmakers Catering at Occoquan					
Full -Time	1.09	1.09	1.09	1.09	1.09
Part -Time	1.21	1.21	1.21	1.21	0.66

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2023 APPROVED (FTE)	FY 2024 APPROVED (FTE)	FY 2025 APPROVED (FTE)	FY 2026 APPROVED (FTE)	FY 2027 BUDGET (FTE)
Pohick Bay Regional Park					
Full -Time	7.00	7.00	7.00	7.00	7.00
Part -Time	6.82	7.42	7.56	7.07	7.69
Pohick Bay Golf Course					
Full -Time	5.00	5.00	5.00	5.00	5.00
Part -Time	7.46	7.94	7.94	7.87	7.86
Pohick Bay Marina					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	1.86	1.86	1.86	1.70	1.70
Pirate's Cove Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	8.47	8.47	8.37	8.37	8.37
Potomac Overlook Regional Park					
Full -Time	3.00	3.00	3.00	3.00	3.00
Part -Time	1.81	1.81	1.88	1.91	1.91
Winkler Botanical Preserve					
Full-Time	0.75	1.00	1.00	1.00	2.00
Part-Time	1.83	2.43	2.43	2.43	2.01
Rust Nature Sanctuary & Manor House					
Full -Time	3.83	3.83	3.83	3.83	3.83
Part -Time	4.32	4.45	4.09	4.24	4.75
Sandy Run Regional Park					
Full -Time	1.40	1.40	1.40	1.40	1.40
Part -Time	1.43	1.43	1.43	1.43	1.43
Temple Hall Farm					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
Temple Hall Farm Pumpkin Patch					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	1.11	1.11	1.11	1.11	1.11
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	0.47	0.47	0.60	0.60	0.60
Upton Hill Regional Park					
Full -Time	3.00	3.00	3.00	3.00	3.00
Part -Time	7.28	7.76	8.00	8.00	7.14
Ocean Dunes Waterpark					
Full -Time	0.00	0.00	0.00	0.00	0.00
Part -Time	7.76	7.76	7.91	7.91	7.91
W&OD Railroad Regional Park					
Full -Time	4.00	4.00	4.00	4.00	4.00
Part -Time	3.10	3.10	3.19	3.19	3.13
Piscataway Crossing Regional Park					
Full -Time	0.50	0.50	0.50	0.50	0.50
Part -Time	0.00	0.00	0.00	0.00	0.00
Enterprise Fund Administration					
Full -Time	8.35	8.85	9.00	9.00	10.00
Part -Time	0.65	1.61	1.61	2.03	2.03
Total Full-Time Staffing	142.75	146.00	148.00	149.00	152.00
Total Part-Time Staffing	194.30	193.58	197.84	200.61	202.05

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

Account – A separate financial reporting unit for budgeting, management or accounting purposes to classify and group similar transactions.

Active Network – Web-based recreation management software handling point of sale and reservation transactions.

Active Works Outdoors – Provides Web-based recreation management software to efficiently manage campground reservations.

Actual – Monies that have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

Adopted Budget – The Operating Budget that is passed by the Park Authority Board at the May meeting prior to the start of the July 1 fiscal year.

ADA – Americans with Disabilities Act

Annual Comprehensive Financial Report (ACFR) – This official annual report summarizes financial data for the previous fiscal year in a standardized format.

Appropriation – An authorization made by a member jurisdiction which permits a specific amount of money be made available for expenditures, for a period of one year.

Balanced Budget – A budget where total anticipated revenues and other sources equals total estimated expenditures/ expenses and other uses. Interfund transfers may be used to balance individual fund budgets.

Basis of Accounting – The timing of recognition when the effects of transactions or events should be recognized for financial reporting purposes. Examples are an accrual basis (when the transactions or events take place) or cash basis (when cash is received or paid).

Beginning Balance – Unexpended funds from the previous fiscal year that may be used to make expenditures during the next fiscal year.

Bond – An agreement under which a sum is borrowed from an investor or bank at a stipulated rate of interest and repaid after an agreed period of time.

Budget – A financial plan for a specific fiscal year that contains both the estimated revenues to be received during the year and the proposed expenditures to be incurred to achieve stated objectives.

Budget Amendment – The mechanism used to revise the working budget to reflect changes that occur throughout the fiscal year. Once the working budget is complete it can only be changed by a budget amendment.

Budget Calendar – The schedule of key dates which the Park Authority follows in the preparation and adoption of the budget.

Budget Message – A written summary of the proposed budget from the Executive Director. The message provides a summary of the most important aspects of the budget, and changes from previous years. The message is updated to reflect the final budget, once adopted.

Capital Budget – Funds made available for the acquisition or construction of capital assets. The expenditure may be for new construction, addition, replacement, or renovations to land, infrastructure, buildings and park equipment.

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

GLOSSARY

Capital Improvement Program (CIP) – A five year plan, usually adopted in September, created to help guide future park planning and development. The CIP outlines how the Park Authority intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets. The current CIP is for FY 24 Revised-FY 28.

Climb UPton – A 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.

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 NOVA Parks facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Regional 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 – NOVA Parks operates on a 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 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 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.” 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 NOVA Parks.

Part-Time Position – A position that is filled by someone who works less than 40 hours per week for 52 weeks of the year. A Part-time year round position has work hours scheduled throughout the year. A Part-time seasonal position has work hours scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

GLOSSARY

Per Capita – A measurement of the proportion of funds requested for appropriation to an individual resident of the member jurisdiction.

Per Capita Rates – The per capita appropriation rates (both operating and capital) are determined by dividing the appropriation amount requested by the current population.

Performance Measurement – The collection of specific quantitative and qualitative measures of work performed regarding the services of the Park Authority.

Position – A budgeted authorization for employment, which can be either full-time or part-time, but may not exceed 1 FTE.

PPEA – The Virginia Public-Private Education Facilities and Infrastructure Act of 2002.

Restricted License Fee Fund – Revenue and expenses related to fiber optic license fees along the W&OD Trail, interest earned on the investments and income derived from various Friends groups. Expenses also include W&OD major maintenance and related professional services

Reserves – An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for spending.

Revenue – Funds that are received as income.

Seasonal Employee – A part-time employee whose work hours are scheduled during a specific seasonal time-frame, such as a lifeguard who only works during the summer months.

Self-Insurance Fund – Includes revenue from interest earned on fund investments and insurance premium transfer from the General Fund. Expenses include insurance claim investigations, claims, professional services and safety programs

Strategic Plan – The document that outlines long-term goals, critical issues, and action plans for the purpose of increasing the Park Authority's effectiveness in attaining its mission, priorities, goals and objectives. A strategic plan aids in ensuring appropriate allocation of limited resources.

Strategic Opportunity Reserve – Established in the Enterprise Fund to facilitate strategic investments that grow the positive impact of NOVA Parks in the region, advance the NOVA Parks missions and stimulate the economic growth.

Transfers – See Operating Transfers

User Fees – Charges for specific services provided to the public paid by the party who benefits from the service. Examples include waterpark admissions, golf course rounds, and picnic shelter rental.

VDOT – Virginia Department of Transportation

Virginia Standards of Learning (SOL) – The Standards of Learning for Virginia Public Schools describe the commonwealth's expectations for student learning and achievement in grades K-12 in English, mathematics, science, history/social science, technology, the fine arts, foreign language, health and physical education, and driver education.

Waterpark Pass – Annual pass good at any NOVA Parks Waterpark, valid for one year from date of purchase.

Waterpark – A NOVA Parks aquatics facility with interactive features combining zero depth areas and deep water areas, that is designed for all ages and carries a theme