NOVA PARKS

Northern Virginia Regional Park Authority

FY 2016
Adopted Budget

July 1, 2015 - June 30, 2016

NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

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Paul A. Gilbert
Executive Director

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

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, 2014. 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 its eligibility for another award.

NOVA PARKS

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY

FY 2016 ADOPTED BUDGET

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NOVA PARKS
Northern Virginia Regional Park Authority
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May 2015

Fiscal Year 2016 Budget Message

At NOVA Parks (Northern Virginia Regional Park Authority), we specialize in the unique. We are the only regional park system in Virginia, encompassing 30 parks and over 11,000 acres. Our parks are all intended to be significant designation parks. As such, these places add greatly to the quality of life, economic vitality, and historic and natural conservation of resources in Northern Virginia.

For Fiscal Year 2016 (July 1, 2015 – June 30, 2016), the Operating Budget, including the General Fund and Enterprise Fund, totals $23,948,698. This is a 4.81% increase over the previous year. The Capital Budget for Fiscal Year 2016 is adopted at $14,605,662. This is a 17.12% increase, which is driven by $7 million in borrowed funds to help redevelop Occoquan Regional Park in 2016.

This budget supports a highly diverse and growing regional system of parks in Northern Virginia. NOVA Parks is made up of three Counties and three Cities that are member jurisdictions: Arlington, Fairfax and Loudoun Counties, and the Cities of Alexandria, Falls Church and Fairfax. Beyond serving local recreation needs, these parks are all designed to be special attractions that make our region a great place to live and attract visitors to our area who support the local economy. One of the most unique aspects of NOVA Parks is our business model. Most park systems receive more than half of their operating revenues from tax dollars. NOVA Parks self generates over 85% of its operating revenues through enterprise activities, making it one of the most self-sustaining park systems in the nation.

Our parkland is largely free for the public to enjoy. We support our agency by offering value added services that the public can choose to use or not. Those services include renting a boat or campsite, playing a round of golf, participating in a summer camp, visiting a water park, or enjoying a special event at one of our elegant venues. Because we are largely dependent on these value added services, we need to be attuned to our market audience. As a result, our facilities are maintained at a very high level, we place a high importance on customer service, and we are constantly refining and improving what we offer to meet the needs of our customers. The results of this market based approach can be seen in the numbers. During the first six months of Fiscal Year 2015, we saw enterprise revenues increase 6.58% above where they were in the same period of Fiscal Year 2014. While these numbers are expressed in dollars, they demonstrate that our parks and programs are increasing in popularity.

City of Alexandria: David M. Pritzker, Scott Price
Arlington County: Paul Ferguson, Michael A. Nardolilli
Fairfax County: Stella Koch, Laura Grape
City of Fairfax: Brian D. Knapp, Arthur F. Little
City of Falls Church: Barry D. Buschow, Jeffrey Tarbert
Loudoun County: Cate Magennis Wyatt, Daniel Kaseman

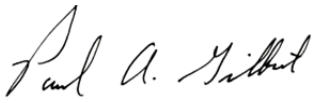
Although the overall business model is the same, the focus in FY 2016 will be different from FY 2015. In FY 2015, the development of Tinner Hill Historic Site, an important Civil Rights-focused park on the border between the City of Falls Church and Fairfax County was completed, and White's Ford Regional Park was opened. The Bull Run Festival of Lights and Meadowlark Winter Walk of Lights saw improvements that resulted in a 17% growth in attendance. We studied our compensation system and expanded the range of steps to stay competitive in attracting and retaining talent, and we rolled out a comprehensive system of customer service training.

As we look towards Fiscal Year 2016, a series of significant land acquisitions will greatly expand the public's access to bodies of water, as well as protect historic sites. A redevelopment of Occoquan Regional Park will be our first use of revenue bonds, similar to a business loan that will need to be repaid with the revenues generated from the new park facilities. We are rolling out a new point-of-sale system that will expand our reservation and retail capabilities. We will implement a performance incentive program that will challenge our employee team to meet and exceed the goals of the organization. Additionally, we will be focusing on the rollout of our new branding as "NOVA Parks."

Our governance board consists of a remarkable collection of talented and wise individuals representing our six member jurisdiction governments. They are focused on the key governance challenges, including numerous land acquisitions, diligent financial oversight and forward looking efforts to support our talent base, and on conveying the value of NOVA Parks to our region. With their leadership, NOVA Parks has grown, and is poised to play a larger role promoting and defining the best of Northern Virginia.

This budget document itself is a point of great pride within NOVA Parks. Over a number of years, this document has continued to develop into the great resource it is today. In addition to revenues and expenses that one would expect to see in a budget, this document has meaningful descriptions of our various operations, integration of our strategic planning goals with annual prioritizing, and measurable results that are set and accomplished. Where many budgets are destined to sit on shelves, this document is used continually within our organization to manage our growth and development. It is accessible and understandable to the public who is interested in knowing more about NOVA Parks. It has won the Government Finance Officers Association Distinguished Budget Award for seven years in a row, and it does so because it is what a budget should be…accessible, transparent, and ever evolving.

Sincerely,



Paul Gilbert
Executive Director
NOVA Parks

Strategic Plan

A new trail map built on success

The 2012–2017 Strategic Plan is built on the great success of our 2007–2012 Strategic Plan. That plan was the central guiding document for the organization during that five year period and, because of the focused efforts, the goals of the plan were achieved and in many cases surpassed. In 2007, we had a vision that the plan would result in the growth of parkland, and, the result was that we grew by over 450 acres. We envisioned a system where facilities would be well maintained, and due to investments over this time, our parks today are in better shape than they have ever been. We saw that by building on our entrepreneurial spirit, we could become a national leader in conservation and recreation; and this resulted in growth from 80% to 83% self-funded operations during this five year period.

As a result of the previous strategic plan, NOVA Parks is a healthier, more financially diverse, mission focused and growing park agency than we were in 2007. The challenge for the 2012–2017 Strategic Plan will be to build on this success and take NOVA Parks to the next level, and in the process enhance the entire Northern Virginia region.

Vision for 2017

By 2017, NOVA Parks (Northern Virginia Regional Park Authority) will be seen as the national model of progressive and sustainable park agencies. Its great enterprising spirit will make it increasingly self-supportive and, at the same time, fuel new and exciting parks and programs that enrich the lives of Northern Virginians and drive tourism to the region. Our legacy will be determined by expanding trail systems, improving water quality and wildlife habitats, creating dynamic new parks and features, and enhancing access to the region's rich history.

Plan Development

The 2012–2017 Strategic Plan is the result of a year-long process of assessing NOVA Parks' place in Northern Virginia and plotting a path for continued growth and improvement. We started this process by reaching out to the leaders of our member jurisdictions and soliciting their thoughts. Then, groups of staff worked on each section of the plan, with a focus on the park needs surveys of what the public is most interested in for their parks. Throughout the process, the NOVA Parks' Board worked with senior staff, honing the process and direction. Public input and final Board adoption completed the process to ensure that was as inclusive and open as possible. The strategic plan was adopted by the NOVA Parks Board on September 20, 2012. Just as NOVA Parks is here to serve the public, so should the strategic plan for the agency be embraced by the public, and reflect our shared values and goals.

Strategic Plan Linkage to the FY 2016 Budget

The current Strategic Plan plays an integral role in shaping the FY 2016 Budget. Strategic Goals and Objectives were developed for each cost center and these are included on individual cost center budget pages, located behind the General Fund and Enterprise Fund tabs in this document. Each goal is linked to at least one of the four Strategic Plan Categories:

NOVA PARKS 5 YEAR STRATEGIC PLAN OVERVIEW

The following outlines the strategic plan categories and goals included in the Five Year Strategic Plan adopted by the NOVA Parks Board on September 20, 2012.

Places

Our lands and facilities define who and what we are as a park system. We will be seen as a leader in the field of parks by enhancing the environment, while growing and maintaining our facilities.

Goal 1: Enhance natural resource conservation in riparian areas

Goal 2: Increase cultural and historic resource interpretation and preservation

Goal 3: Actively assess opportunities for new facilities and acquire additional properties

Goal 4: Redevelop existing lands and facilities to expand recreational opportunities

Finance

The long-term strength and growth of the organization rests on our ability to sustain and grow the financial resources needed to achieve our mission.

Goal 1: Develop new funding initiatives to ensure the future economic sustainability of NOVA Parks

Goal 2: Optimize current facilities and services to ensure improved future financial performance

Goal 3: Implement best business practices at NOVA Parks

People

Develop the human resources of NOVA Parks to unlock new levels of creativity and productivity, while supplementing our capabilities with expanded partnerships.

Goal 1: Provide superior staff development opportunities

Goal 2: Facilitate a system that both motivates and evaluates an employee's job performance

Goal 3: Leverage external resources to expand service capabilities

Messages

NOVA Parks will become a leader in both how the public learns about the offerings of the Authority and how our educational messages are delivered. The agency will become a model of success in a world of changing information technology.

Goal 1: Improve branding efforts to increase awareness of NOVA Parks as an organization

Goal 2: Increase and enhance excellence in NOVA Parks' many educational offerings

Goal 3: Become a national leader in the use of information technology to foster NOVA Parks' natural and historic interpretative efforts

BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2016 Operating Budget is $23,948,698, which is an increase of $1,098,593 or 4.81% over the FY 2015 Operating Budget. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

FY 2016 ADOPTED OPERATING BUDGET SUMMARY	Actual FY 2014	Adopted Budget FY 2015	Adopted Budget FY 2016
General Fund Revenue	$4,538,069	$4,759,621	$4,890,770
Enterprise Fund Revenue	18,003,634	18,090,484	19,057,928
TOTAL REVENUE INCLUDING INTERFUND TRANSFERS	**$22,541,703**	**$22,850,105**	**$23,948,698**
General Fund Expenditures	$4,597,690	$4,759,621	$4,890,770
Enterprise Fund Expenses	17,123,164	17,940,484	19,007,929
TOTAL EXPENDITURES/EXPENSES	**$21,720,854**	**$22,700,105**	**$23,898,698**
Contribution to Designated Set-Aside	$0	$100,000	$0
Transfer to Capital Fund	237,147	0	0
Transfer to Retirement Plan	284,576	0	0
Transfer to Temple Hall	53,111	50,000	50,000
TRANSFERS TO OTHER FUNDS/RESERVES	**$574,834**	**$150,000**	**$50,000**
TOTAL EXPENDITURES/EXPENSES INCLUDING TRANSFERS	**$22,011,112**	**$22,850,105**	**$23,948,698**

GENERAL FUND

The General Fund is used to capture the costs associated with the Administration and Central Maintenance functions of NOVA Parks. The operating appropriations from our member jurisdictions are the main sources of revenue in this fund.

REVENUES

General Fund Revenues are budgeted at $4,890,770 in the Adopted FY 2016 Budget. This is an increase of $131,149 or 2.76% compared to the FY 2015 Budget.

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate and population factor were frozen to assist our jurisdictions during difficult financial times, starting in FY 2008. The per capita appropriations rate was reduced in FY 2014, from $2.0626 to $1.89. This rate remains at the $1.89 level in FY 2016 and the only adjustment will be for population changes. The trend over the past decade has been to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 20% of total revenue, and in FY 2016, only 15% 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 from the Enterprise Fund to the General Fund to help the General Fund recoup some of the costs for the use of Central Maintenance activities by the Enterprise Fund. The transfer is $524,816, which represents approximately 42% of Central Maintenance total expenses. There is also a transfer budgeted from the Capital Fund, totaling $602,728. This transfer includes the cost of development support from the General Fund as well as $18,000 for interest earnings. There is also a transfer from the Self-Insurance Fund of $140,570 to cover expenses relating to risk management.

Interest on investments, though relatively small, is also a source of revenue for the General Fund. The interest rate climate is not expected to dramatically improve in the near future; therefore, the interest budgeted for FY 2016 continues to be low. The interest revenue in the General Fund includes general interest on investments, a transfer from Capital Fund interest and a transfer of Restricted License Fee Fund interest.

The General Fund is budgeted to be self-supporting in FY 2016, with no transfer from the Enterprise Fund budgeted for this purpose.

EXPENDITURES

General Fund Expenditures are budgeted at $4,890,770 in FY 2016, which is a $131,149 or 2.76% increase compared to FY 2015.

- Salary and benefit expenses increase by 2.54% This includes:
  - 1.5% market rate adjustment
  - An estimated retirement rate contribution of 26%, as compared to the current rate of 25.97% and the FY 15 Budget rate of 26.5%.
  - Budgeted increase in health care costs of 8% for calendar year 2016.
  - No new General Fund positions

- Operating costs are budgeted to be increased by 1.29% or $6,600

- Insurance costs are budgeted to increase by 12.78% or $19,719

- Utilities are budgeted to increase by 2.21% or $1,544

ENTERPRISE FUND

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

REVENUES

Enterprise Fund Revenues are budgeted at $19,057,928 for FY 2016. This represents a 5.35% or $967,444 increase in projected revenues compared to the FY 2015 Budget. This increase is mostly due to increases in user fee revenue and retail operations revenue. There is $374,174 additional user fee revenue budgeted compared to FY 2015. Some areas contributing to this increase include waterpark admissions, light show revenue, boat rental, cabin rental, manor house rental and other meeting center rentals. An additional $509,245 of the Enterprise Fund revenue increase is from retail operations revenue.

EXPENSES

Operating expenses in the Enterprise Fund are budgeted at $19,007,928. This is an increase of $1,067,044 or 5.95% compared to the FY 2015 Budget.

- Salary and benefit expenses increase by 5.32% This includes:
  - 1.5% market rate adjustment
  - An estimated retirement rate contribution of 26%, as compared to the current rate of 25.97% and the FY 15 Budget rate of 26.5%.
  - Budgeted increase in health care costs of 8% for calendar year 2016.
  - Health insurance was included for additional part time positions, due to changes in health insurance rules for working over 29 hours per week.
  - One new full-time maintenance position at Rust Sanctuary.
  - Additional part-time hours are budgeted for expanded revenue generating activities.

- Operating costs increase by 10.69% or $245,475.
  - Public Information marketing expense is budgeted $22,000 higher than FY 2015. This expense increases as revenue increases. Other changes include additional costs associated with increased usership and programming, such as credit card charges, contract employment, production costs and equipment rental.

- Maintenance costs are budgeted to increase by less than 1%

- Insurance is budgeted to increase by less than 1%.

- Retail operations expense is budgeted to increase by 12.23%. This increase correlates to the anticipated additional retail sales revenue.

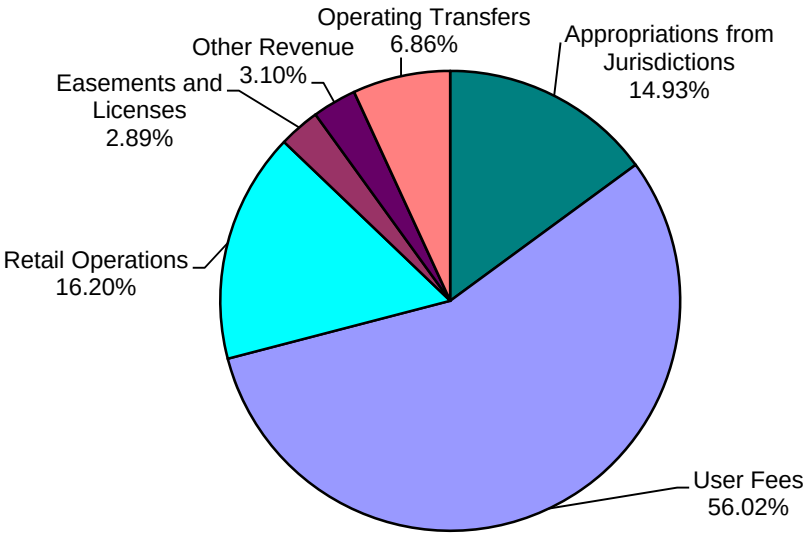
- Utilities are budgeted to increase 1.2%.

ENTERPRISE FUND INCOME

The revenue and expenses listed above yield a budgeted income of $50,000 in the Enterprise Fund for FY 2016. This is for a transfer to the Temple Hall Operating Fund. The Proposed FY 16 Budget does not include a contribution to the Designated Set Aside. This reserve is currently at 10.59% of revenues based on the revenue in the FY 16 Proposed Budget. The financial policies state that this reserve should be between 8% and 15% of revenue for the upcoming budget year.

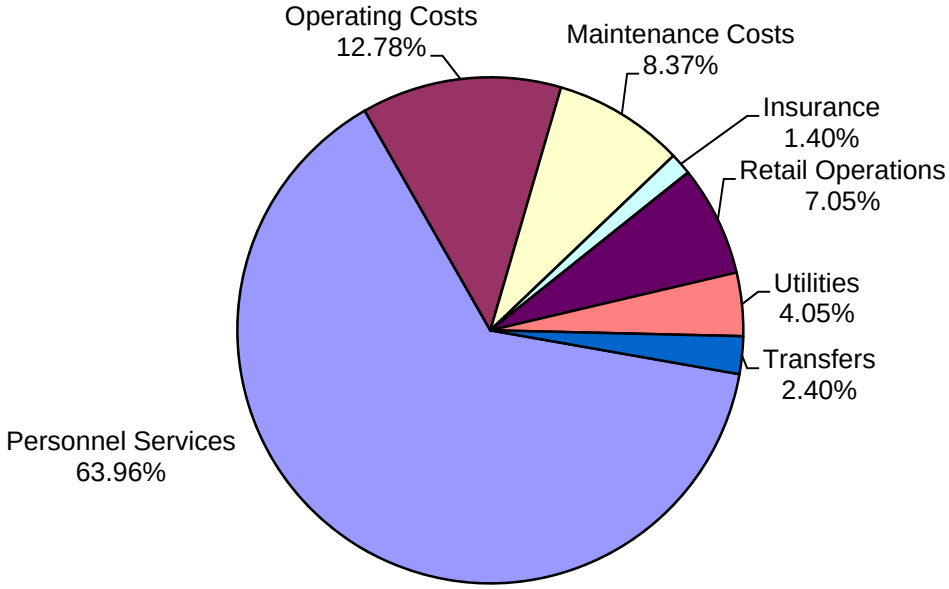
Where the money comes from...

FY 2016 Operating Budget
(General & Enterprise Funds)
Revenues by Category

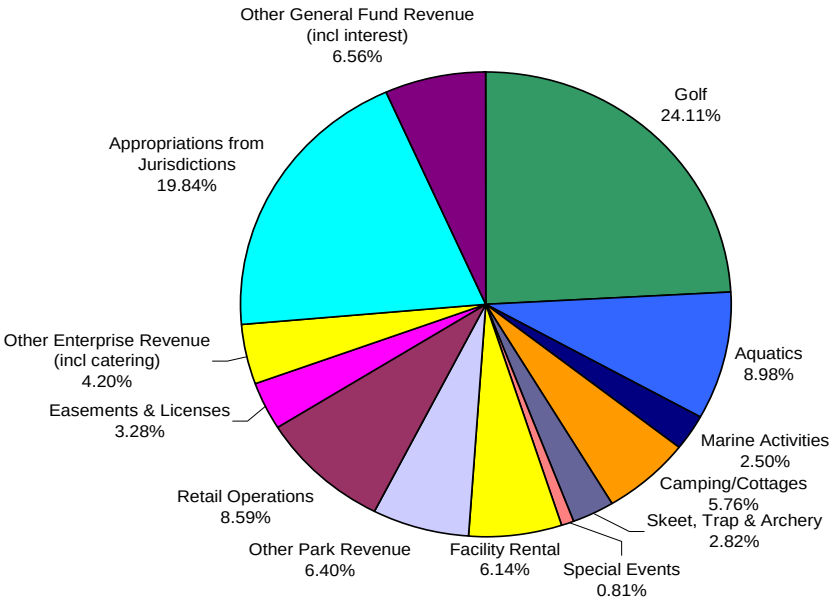


Where the money goes...

Budget FY 2016
(General & Enterprise Funds)
Operating Expenses By Category

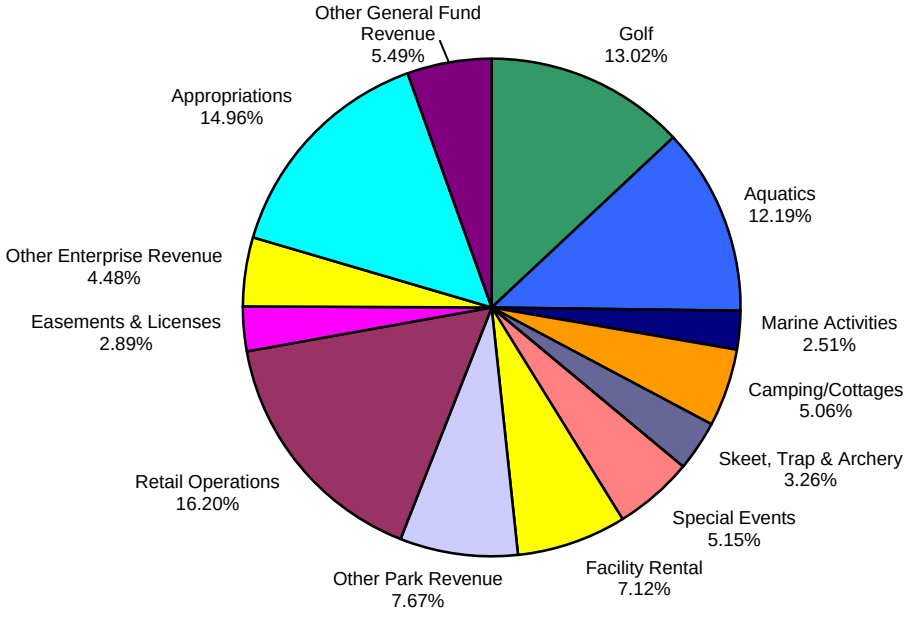


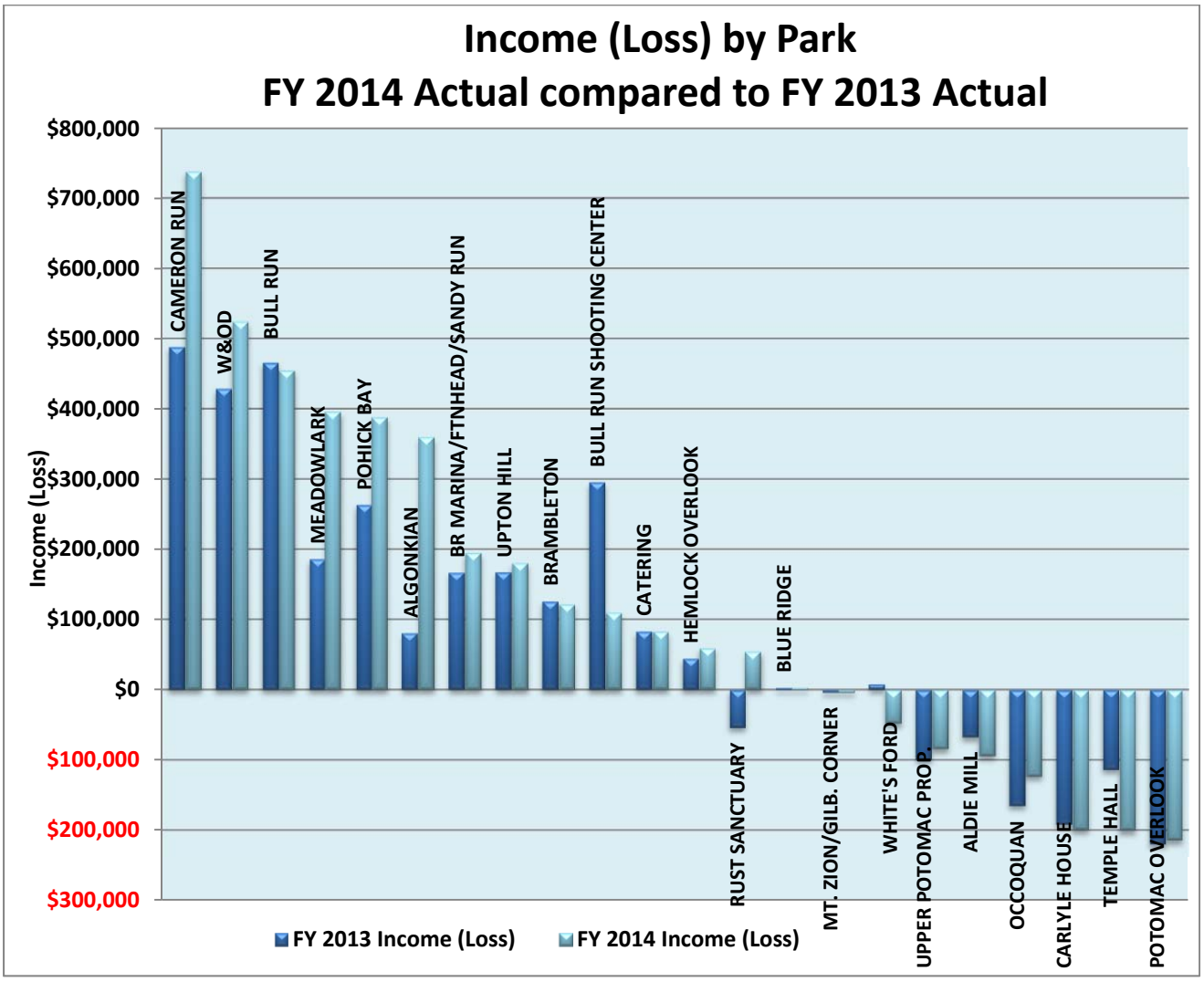
FY 2006 Actual
Revenues by Source



These two graphs show the changing face of NOVA PARKS revenue sources in recent years. The reliance on revenue from Golf, Appropriations from Jurisdictions, and Interest Earnings is down. Aquatics, Special Events, Retail Operations, Catering and Facility Rental are contributing a larger share of revenue than they have in the past.

FY 2016 Budget
Revenue by Source





This graph shows the net income/loss of each major park for FY 2013 and FY 2014. The trends remain fairly constant on the parks that have an overall net income versus those with a loss. Cameron Run, Meadowlark, Pohick Bay, Algonkian and Rust Sanctuary showed significant increases in net income between FY 2013 and FY 2014.

FY 2016 COMBINED FUND SUMMARY

REVENUE AND OTHER SOURCES	GENERAL FUND	ENTERPRISE FUND	TOTAL
Appropriations from Jurisdictions	$3,575,656	$0	**$3,575,656**
User Fees	0	13,415,550	**13,415,550**
Retail Operations	0	3,878,600	**3,878,600**
Easements and Licenses	0	691,948	**691,948**
Other Revenue	2,000	740,918	**742,918**
Operating Transfers	1,313,114	330,912	**1,644,026**
TOTAL REVENUE AND OTHER SOURCES	**$4,890,770**	**$19,057,928**	**$23,948,698**

EXPENSES AND OTHER USES	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	$3,962,810	$11,354,694	**$15,317,503**
Operating Costs	517,200	2,542,437	**3,059,637**
Maintenance Costs	165,500	1,837,926	**2,003,426**
Insurance	173,976	161,902	**335,878**
Retail Operations	0	1,688,079	**1,688,079**
Utilities	71,284	898,074	**969,358**
Transfer from Enterprise to General Fund for Central Maintenance Svcs.	0	524,816	**524,816**
Contribution to Designated Set Aside	0	0	**0**
Transfer to Temple Hall Fund	0	50,000	**50,000**
TOTAL EXPENSES AND OTHER USES	**$4,890,770**	**$19,057,928**	**$23,948,698**

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Adopted Budget FY 2016
Appropriations from Jurisdictions	$3,440,268	$3,443,017	$3,514,510	$3,575,656
User Fees	11,853,612	12,690,979	13,041,376	13,415,550
Retail Operations	2,888,793	3,538,959	3,369,355	3,878,600
Easements and Licenses	592,671	719,646	645,371	691,948
Other Revenue*	977,008	723,872	707,470	742,918
Transfers from Other Funds**	1,005,503	1,425,230	1,572,023	1,644,026
TOTAL REVENUE	**$20,757,855**	**$22,541,703**	**$22,850,105**	**$23,948,698**
Transfer from Enterprise Fund	652,611	0	0	0
TOTAL OTHER SOURCES	**$652,611**	**$0**	**$0**	**$0**
TOTAL REVENUE AND OTHER SOURCES	**$21,410,466**	**$22,541,703**	**$22,850,105**	**$23,948,698**

*Other Revenue category includes Enterprise Fund catering revenue, contract services, bank building rental, lessons, the Adventure Links Agreement and other miscellaneous revenue. The General Fund Other Revenue consists of interest.

**Operating Transfers include transfers from the Self-Insurance Fund for Risk Management and the Capital Fund for Planning support. Additionally there are transfers of interest earnings from the Capital Fund and the Restricted License Fee Fund. In FY 16, $524,816 will be transferred from the Enterprise Fund to the General Fund for Central Maintenance services.

COMBINED OPERATING FUND EXPENSES AND OTHER USES

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Adopted Budget FY 2016
Personnel Services	$13,421,236	$14,045,179	$14,645,851	$15,317,503
Operating Costs	2,360,962	2,603,158	2,807,562	3,059,637
Maintenance Costs	1,978,758	1,914,398	1,981,182	2,003,426
Insurance	296,761	289,969	314,603	335,878
Retail Operations	1,405,126	1,564,557	1,504,132	1,688,079
Utilities	914,442	963,242	957,139	969,358
Transfer to General Fund for Central Maintenance Services			0	340,351
TOTAL EXPENSES	**$20,377,285**	**$21,720,854**	**$22,700,105**	**$23,898,698**
Contribution to Designated Set Aside	$0	$0	$100,000	$0
Transfer to Capital Fund	45,314	237,147	0	0
Transfer to General Fund	634,466	0	0	0
Transfer to Retirement Plan	0	284,576	0	0
Transfer to Temple Hall Operating Fund	50,000	53,111	50,000	50,000
TOTAL OTHER USES	**$729,780**	**$574,834**	**$150,000**	**$50,000**
TOTAL EXPENSES AND OTHER USES	**$21,107,065**	**$22,295,688**	**$22,850,105**	**$23,948,698**

OVERALL REVENUE SUMMARY AND ANALYSIS

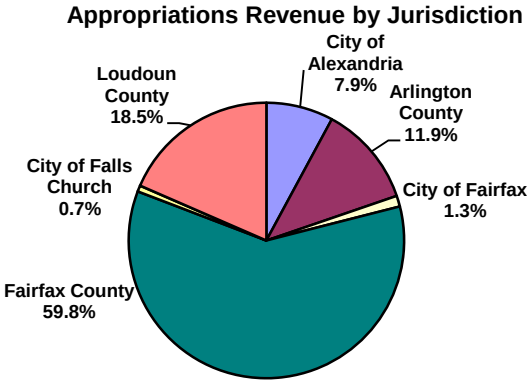
APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 14.93% of total operating revenues in the FY 16 Budget. The reliance on the member jurisdictions for appropriations

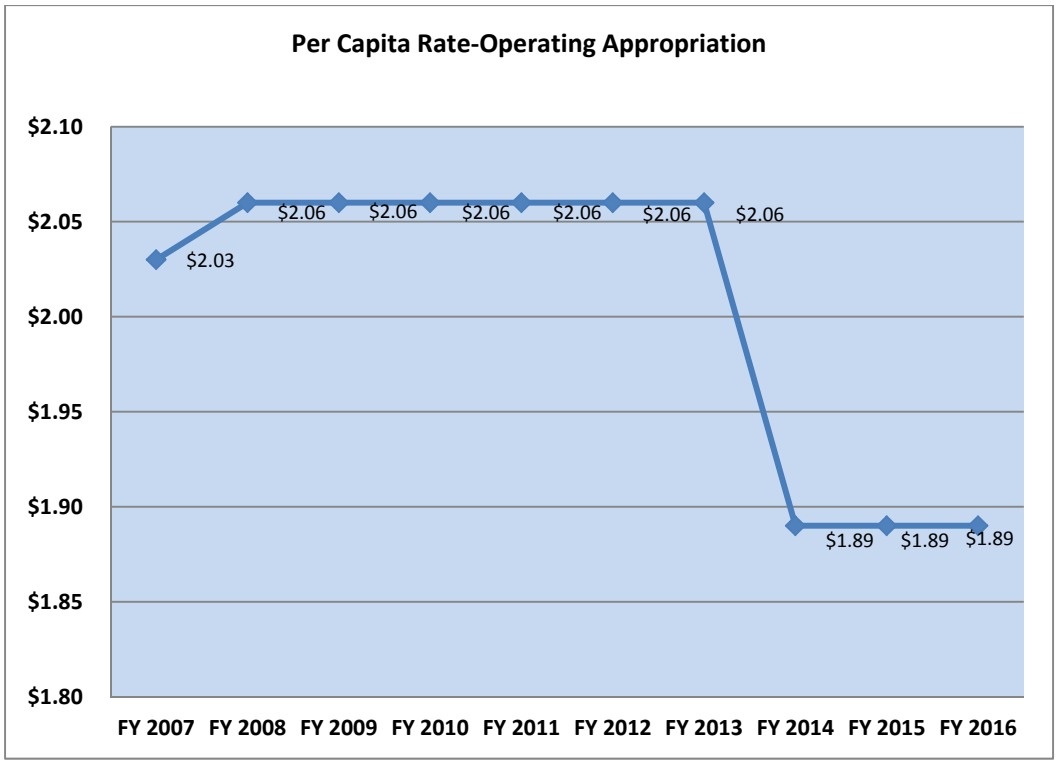
The annual appropriation request from the six member jurisdictions is based on an annual per capita rate for both operating and capital appropriations. In FY 16, there is no increase in the per capita rate for the operating or capital appropriations. The only change in appropriation level is based on population changes in each jurisdiction.

In order to assist our local jurisdictions during recent difficult financial times, NOVA Parks froze the per capita rate and the population rate for several years. In FY 14, after many years with no adjustments for population or inflation, there was an adjustment to match population changes, but the operating budget per capita rate was reduced (see graph below) to ensure that our supporting jurisdictions did not feel a major impact in one year. For FY 15, the NOVA Parks Board decided to maintain the FY 14 reduced per capita rate, keeping the rate steady at $1.89 for the operating budget and $2.57 for the capital budget. For FY 16, the Board decided to continue with no change to the per capita rate and only a change based on population.

The population has been updated in the FY 16 budget, and any changes in the appropriation level are due to these population changes.



	Population*	OPERATING APPROPRIATION Cost per Capita	Appropriation
City of Alexandria	148,892	$1.89	$281,406
Arlington County	224,906	$1.89	425,072
City of Fairfax	23,973	$1.89	45,309
Fairfax County	1,130,924	$1.89	2,137,446
City of Falls Church	13,508	$1.89	25,530
Loudoun County	349,679	$1.89	660,893
Total	**1,891,882**		**$3,575,656**


Per Capita Rate-Operating Appropriation
$2.10
$2.05
$2.00
$1.95
$1.90
$1.85
$1.80
$2.03
$2.06
$2.06
$2.06
$2.06
$2.06
$2.06
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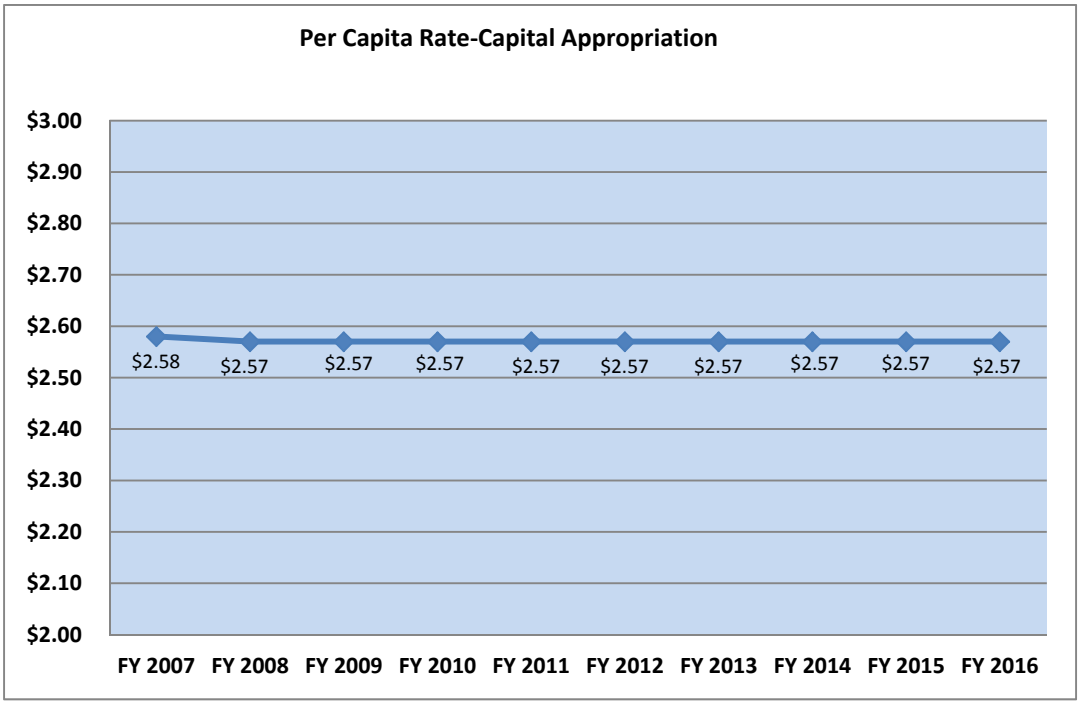
FY 2007
FY 2008
FY 2009
FY 2010
FY 2011
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016


Per Capita Rate-Capital Appropriation
$3.00
$2.90
$2.80
$2.70
$2.60
$2.50
$2.40
$2.30
$2.20
$2.10
$2.00
$2.58
$2.57
$2.57
$2.57
$2.57
$2.57
$2.57
$2.57
$2.57
$2.57
FY 2007
FY 2008
FY 2009
FY 2010
FY 2011
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016

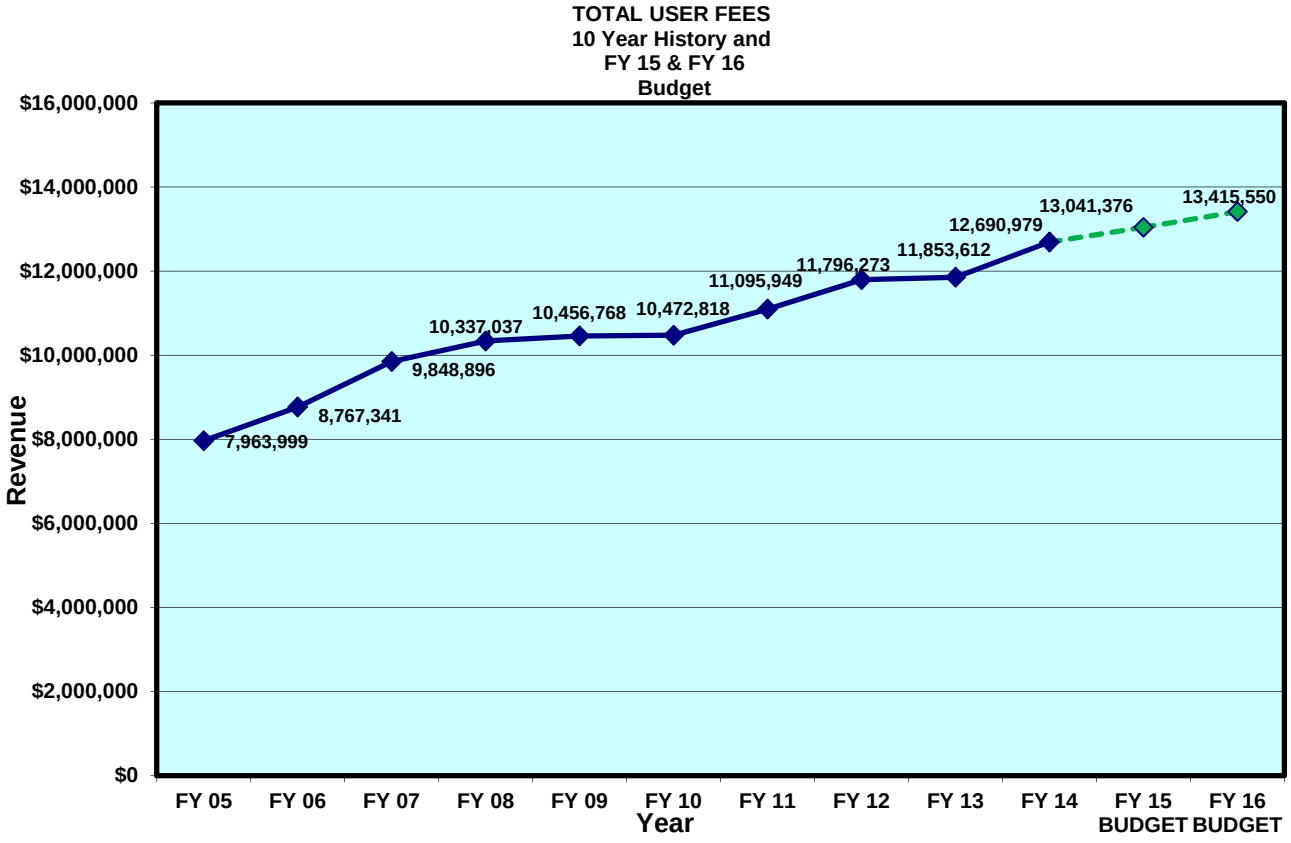
INTEREST INCOME

Interest Income was at one time a healthy source of revenue for the budget. The continuation of low interest rates in recent years has brought this to a relatively minor revenue source. This revenue has decreased from $624,587 in FY 2007 to a budget of $35,000 in FY 2016. Given the continued uncertainty of the financial markets, the interest revenue is budgeted to be at the same level as FY 15. As was done in past years, a transfer of the Restricted License Fee Fund Interest to the General Fund is included in the FY 2016 budget, as a way to help bolster General Fund revenue due to the reduction in interest income. This transfer of interest from the Restricted License Fee Fund is budgeted at $15,000.

USER FEES

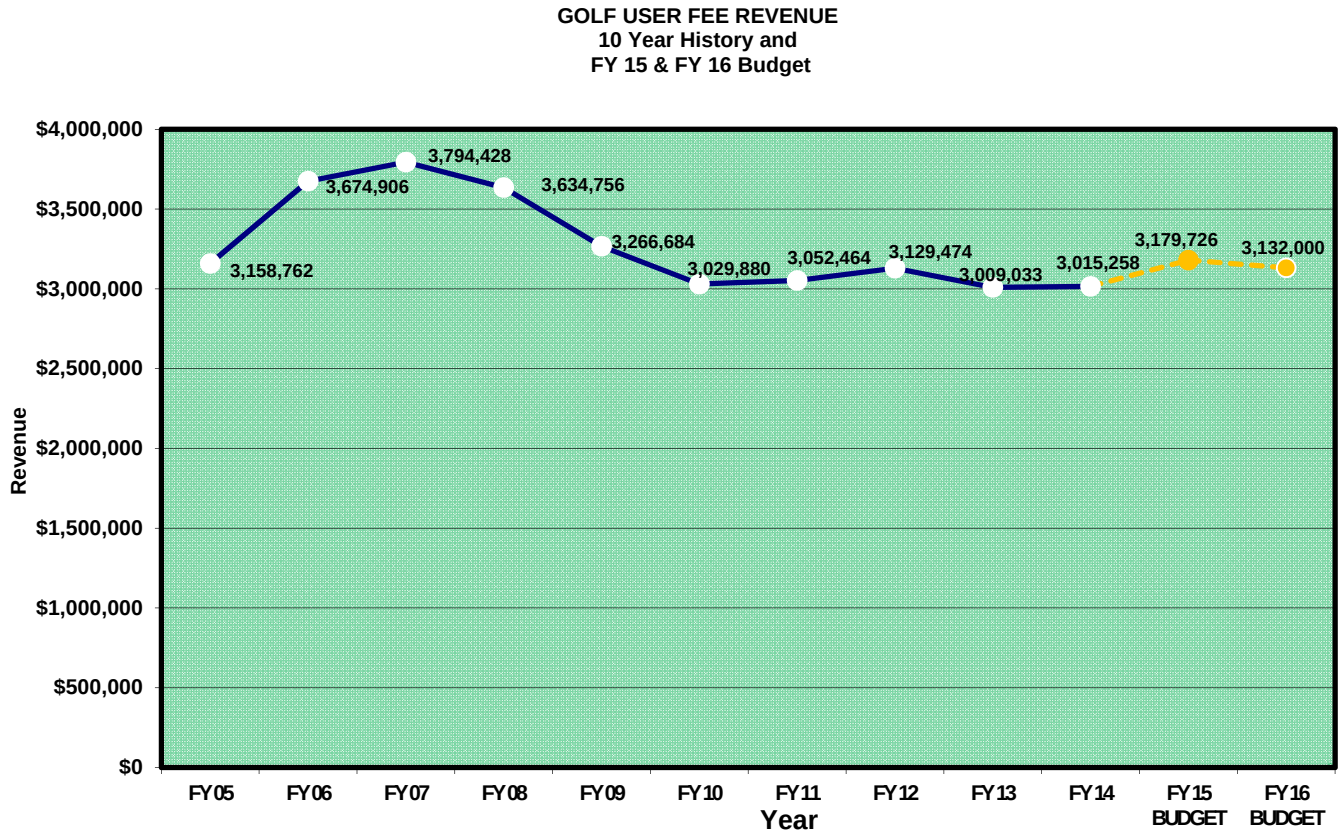
User Fees in the Enterprise Fund are the largest revenue source with 56% of total NOVA Parks revenue expected from that source in FY 2016. This revenue source is the key to financial stability for NOVA Parks. In FY 2016, this revenue source is expected to reach 13.4 million dollars. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including weather, the economy and recreational trends.

The following graph shows the total revenue for User Fees for ten years through FY 2014, plus estimates for FY 2015 and FY 2016. Over the last several years we have been diversifying our revenue sources to help protect us from downward trends in any one area. Improvements over the last few years have included new events, including the Rust Manor House event venue, Meadowlark Light Show, waterpark theming, a full-service catering program, camping improvements, capital improvements and an emphasis on marketing. While these improvements have helped stabilize revenue, it is still important to realize that outside factors can still impact this revenue source. For FY 2016, total user fee revenue is budgeted at $13,415,550.

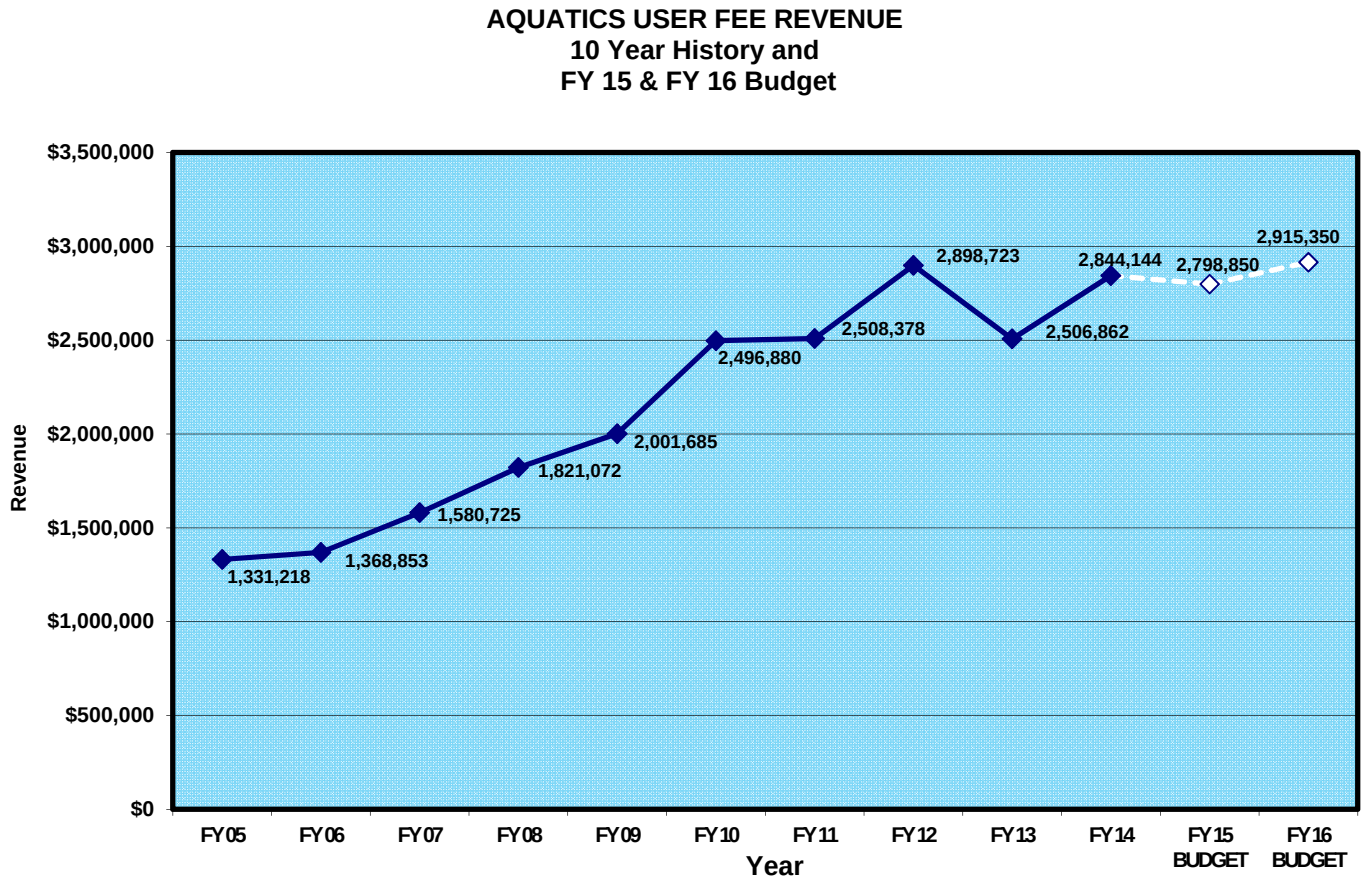


GOLF USER FEES

Although Golf Revenue is the largest user fee based revenue source, comprising about 13% of total NOVA Parks revenue and 23% of all user fee revenue, its share of the percentage of all revenue has been declining in recent years. A decade ago, in FY 2006, golf user fees were 24% of total revenue compared to the 13% budgeted in FY 2016. The past few years have been difficult for the NVRPA golf courses with a decline in both revenue and golf rounds. A number of factors have contributed to this reduction in play, including weather, the economy and recent golf trends. Golf courses throughout the nation have seen similar reductions in play. In order to counteract the negative effects of the past few years, the current focus is on maximizing the potential at our golf courses to ensure an increase in their profitability for the future. A restructured membership program has been initiated along with an enhanced targeted marketing effort. We expect that this focus along with reducing expenses wherever possible will help boost usership in a competitive market. For FY 2016, total golf user revenue is budgeted at $3,132,000 which is 3.8% higher than the FY 2014 actual revenue.



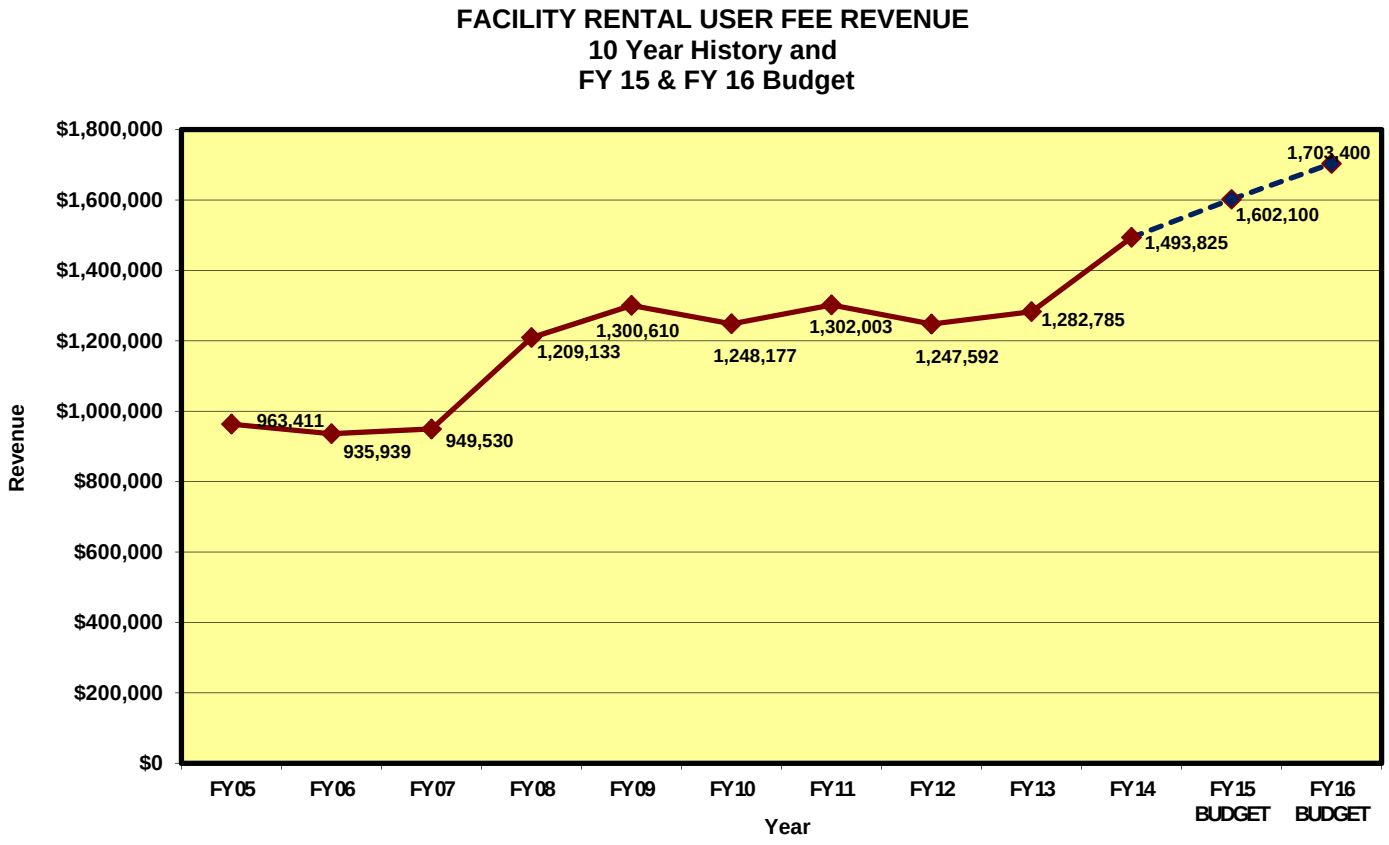
AQUATICS USER FEES



Aquatics user fees include the user revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill, and Pirate's Cove at Pohick Bay. This revenue source is 12.19% of total NOVA Parks revenue and 21% of user fee revenue. The focus on upgrading and providing themes for waterpark facilities over the past decade has led to a sustained increase in this source of revenue. Aquatics user fee revenues have more than doubled since 2006.

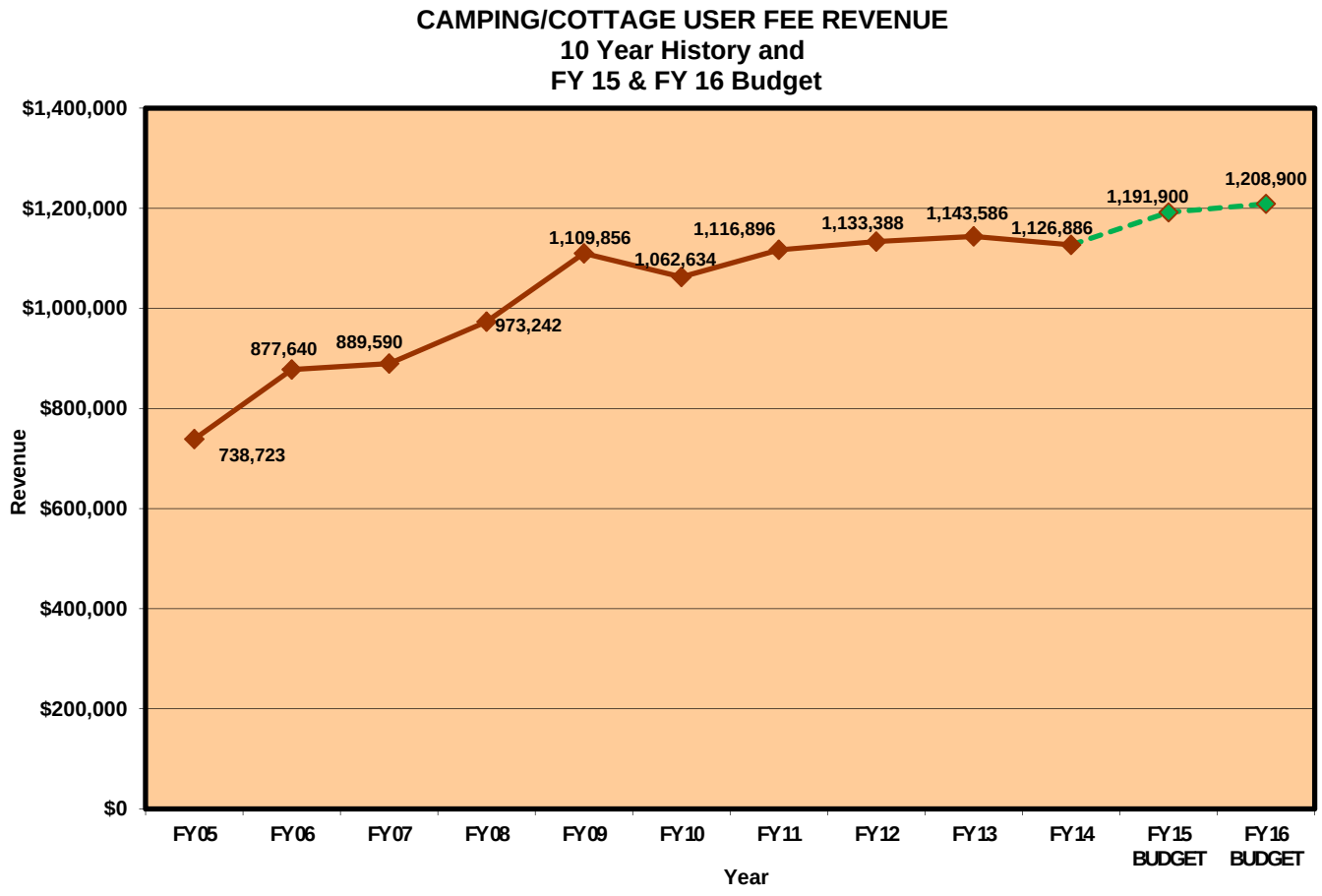
FACILITY RENTAL FEES

Facility Rentals are the fourth largest user fee category and comprise 7% of total revenue. The Meadowlark Atrium accounts for over 42% of this revenue source. Shelter reservations are the other major revenue source in this category. The rental of the Algonkian Meeting and Event Center and the Bull Run Special Events Center are also two major contributors of revenue in this category. This category also includes rental income of the Carlyle House, Aldie Mill, the Meadowlark Visitor Center and the Mt. Zion church property. The newest star in facility rentals is the Rust Manor House, which is anticipated to bring in $240,000 in facility rental revenue during FY 2016. This category is budgeted at $1,703,400 in FY 2016, which is a 6.3% increase compared to the FY 2015 Budget.



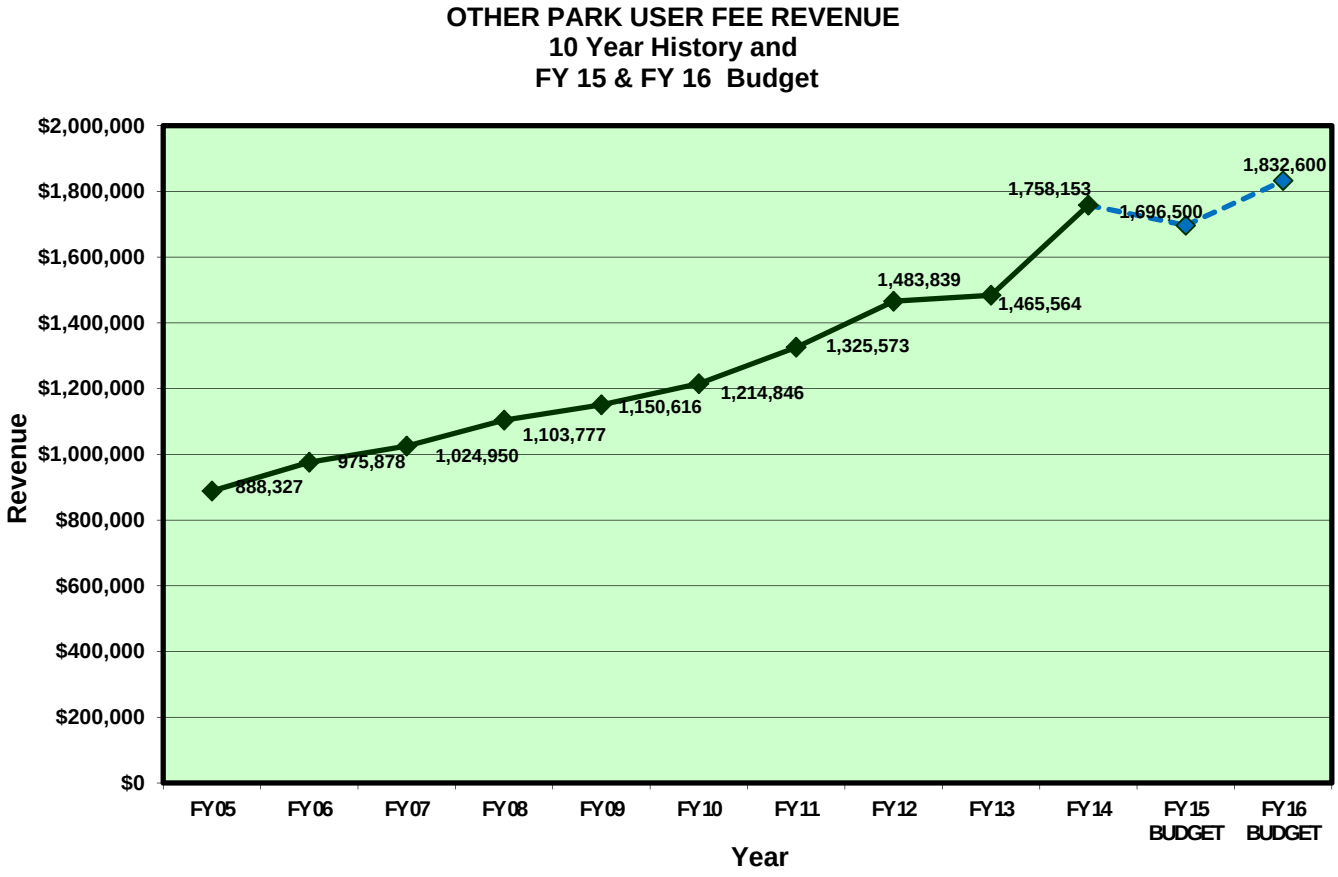
CAMPING/COTTAGE USER FEES

This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that has proven that by enhancing facilities we can improve financial performance, as well as improve service to the public. Enhancements and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cottage user fees to 1.2 million dollars. This revenue source now seems to be fairly steady. The FY 2016 Budget includes $1,208,900 for this category.



OTHER PARK USER FEES

This category includes revenue from park entrance fees, batting cages, miniature golf, boat/RV storage, rental of equipment for events, catering service charges and athletic field use. Boat/RV storage comprises around 30% of this category, followed by equipment rental, miniature golf, park entrance fees and batting cage fees. Overall annual revenues in this category have more than doubled since FY 2005. Boat/RV storage revenue grew from $200,000 in FY 2004 to $513,137 in FY 2013. In FY 2016, other park user fee revenue is expected to grow to $1,832,600. an 8% increase compared to the FY 2015 Budget.



RETAIL OPERATIONS

The Retail Operations Revenue Category, located in the Enterprise Fund includes revenue from our food, beverage and other retail operations, and includes a portion of the catering revenue. The revenue in this category is budgeted at $3,878,600, which is a 15.11% increase compared to the FY 2015 Budget. This increase is a combination of expanding event center catering, brisk food and alcoholic beverage sales at our facilities and also increased catering and Great Blue Heron revenue.

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total $1,688,079

EASEMENTS & LICENSES

This revenue category, included in the Enterprise Fund, includes the easements and licenses associated with the W&OD Railroad Regional Park. The total amount budgeted for easements and licenses is $691,948 in FY 2016. This is a 7.22% increase compared to the FY 2015 Budget. This source is sometimes difficult to predict, as there can be fluctuation in the receipt of non-recurring rents.

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, catering, interest, house and building rental, lessons, and miscellaneous revenue. In the Enterprise Fund, this category totals $740,918. Because of the nature of some of the accounts in this category, the revenue level is difficult to predict reliably from year to year.

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

TRANSFERS FROM OTHER FUNDS-OPERATING TRANSFERS

This revenue source impacts both the General and Enterprise Funds. In the General Fund, the main sources of revenue in this category are Capital Development Support, Interest Earnings on Investments transferred from the Capital Fund, and Interest Earnings transferred from the Restricted License Fee Fund. There is also a transfer from the Self Insurance Fund to cover risk management salaries, as well as a reimbursement to cover Central Maintenance labor on capital projects. In FY 2016, there will again be a transfer from the Enterprise Fund to the General Fund in order to reimburse the General Fund for a portion of Central Maintenance services. These operating transfers total $1,313,114 in the General Fund Budget for FY 2016. The details can be found on page B-2. For the Enterprise Fund, this category includes the Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park and a transfer for clerical support from the Carlyle House Friends. These details are included on page C-5. This category is budgeted at $330,912 in the Enterprise Fund for FY 2016.

FUND STRUCTURE AND BUDGET PROCESS

FUND STRUCTURE

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

Governmental Funds

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

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

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

Proprietary Funds

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

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

Other Funds

The Authority includes other minor funds that are represented in the appendix of this budget document. In past years these budgets were adopted during a different timeframe, but in FY 2015, their adoption schedules changed to match the major funds. These funds include the Restricted License Fee Fund, Self-Insurance Fund, Temple Hall Endowment Fund, Friends of the Carlyle House, and Friends of the Washington and Old Dominion (W&OD) Railroad

Basis of Accounting

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

The Enterprise Fund uses the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred, regardless of when the related cash flows take place. The exception to this is the prepayment of quarterly or annual service contracts which are recorded as prepaid and expensed over

the duration of the service contract. Nonexchange transactions, in which the Authority gives (or receives) value without directly receiving (or giving) equal value in exchange, include grants and donations. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

Basis of Budgeting

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

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

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 October methodology is developed to determine appropriations to be requested of our six member jurisdictions. Several of the jurisdictions require we provide that amount as well as supporting information by the end of October to allow them ample time for incorporation into their proposed budgets.

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

Managers submit completed packages to the Budget Staff by late December or early January. Park managers and staff meet with senior operations staff to review budget objectives and measurable results that will tie directly to our 5 year strategic plan. During a period of approximately 2 weeks in January, senior operations officials and budget staff meet with park managers and their staffs to discuss their revenue and expense accounts for the budget year on a line-by-line basis, augmented with five years of historical data as well as the most current financial statements. At that time, the performance objectives are reviewed and new objectives are established. 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 Operating Budget is submitted to the Board at the March Park Authority Board Meeting. It is adopted at the May Board Meeting for the fiscal year starting July 1. Copies of the Adopted Budget are distributed to staff offices of our six member jurisdictions.

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. Budget staff works with Capital staff to determine total funds available for the five year budget plan and a Capital Plan is formulated. The Capital Budget is adopted at the September Board Meeting.

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

AMENDING THE BUDGET

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

BUDGET CALENDAR

FISCAL YEAR 2016 BUDGET PROCESS

July, 2014	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY15 projects and any new projects to be started in FY16.
August, 2014	Meetings are held with the Planning & Development Director and Senior Operations staff to determine viable projects.
September 2014	Capital budget revenues finalized, projects revised for FY 2015 and determined for FY 2016-2019. Capital Budget approved by Board.
October, 2014	Appropriation requests for FY16 are determined and sent to jurisdictions for consideration in their proposed FY16 Budgets.
November, 2014	FY16 Budget Manual and forms are sent to Park Managers. Park Managers are asked to review operations for determining FY 2016 proposed budget amounts. Equipment requests and Performance statistics are also considered at this time.
December, 2014	Senior Operations staff meet with Park Managers to discuss the integration of the Strategic Plan into the Budget and to review Park Strategic Goals and Objectives.
January 2015	Park Managers submit FY16 requests to Budget Office.
January 2015	Budget meetings are conducted with Park Operations Senior staff and Park Managers, to provide input on FY 2016 requests. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. – March 2015	Proposed Budget is fine-tuned based on discussions with Senior Operations staff and the Executive Director.
March 19, 2015	Proposed FY 2016 Budget finalized and presented to the Board for review.
May 2015	Proposed FY 2016 Budget presented to the Board for approval and implementation.
July 1, 2015	Fiscal Year 2016 begins.

FINANCIAL GUIDELINES AND PRACTICES

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

FINANCIAL PLANNING

- A balanced budget will be adopted for each operating fund. Total anticipated revenues and other sources shall equal total estimated expenditures/expenses and other uses. Interfund transfers may be used to balance individual fund budgets.

- Performance measurement will be integrated within the annual budget process.

- As part of the strategic plan, a long-range forecasting model is in the development phase and it will help provide an early warning system of potential difficulties or surpluses. This model will be updated annually taking into account the latest information on usage trends, weather forecasting and other external factors.

    - A long-range forecasting model has been developed in a draft format, using the Municast Financial Forecasting and Trend Analysis Model. This draft model was used to assist in revenue and expense projections for the FY 2016 Budget.

    - The forecasting model features annual forecasting capability out to FY 2030, statistical and historic trend analysis and sensitivity analysis. This tool will enable 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 two 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.

    - 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

- As an ongoing financial practice, the Park Authority has not held long-term debt and has not developed a policy for its use. If long-term debt is used in the future, a policy regarding its use will be adopted.

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 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.

- Capital assets are capitalized at a threshold of $10,000 and depreciated over the anticipated service life. The minimum service life of capital assets is five years, the next increment is ten years, service life then rises in ten year increments to a maximum of forty years. Capital projects which do not meet the $10,000 threshold are expensed to uncapitalized development cost. Capital Equipment must meet an initial individual cost threshold of more than $500.00. Vehicles are always capitalized.

INVESTMENTS

Deposits and Investments

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

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

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

INVESTMENT DIVERSIFICATION

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

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

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

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

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

Certificates of Deposit Virginia Qualified Commercial Banks/ Savings and Loan Association	Not more than 33% of the Authority's total portfolio may be invested with any one institution
Commercial Paper	Not more than 5% of the Authority's total portfolio may be invested with any one issuer
Local Government Investment Pool	No restrictions
Open-end Investment Funds	No restrictions

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

CREDIT RISK

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

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

INTEREST RATE RISK

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

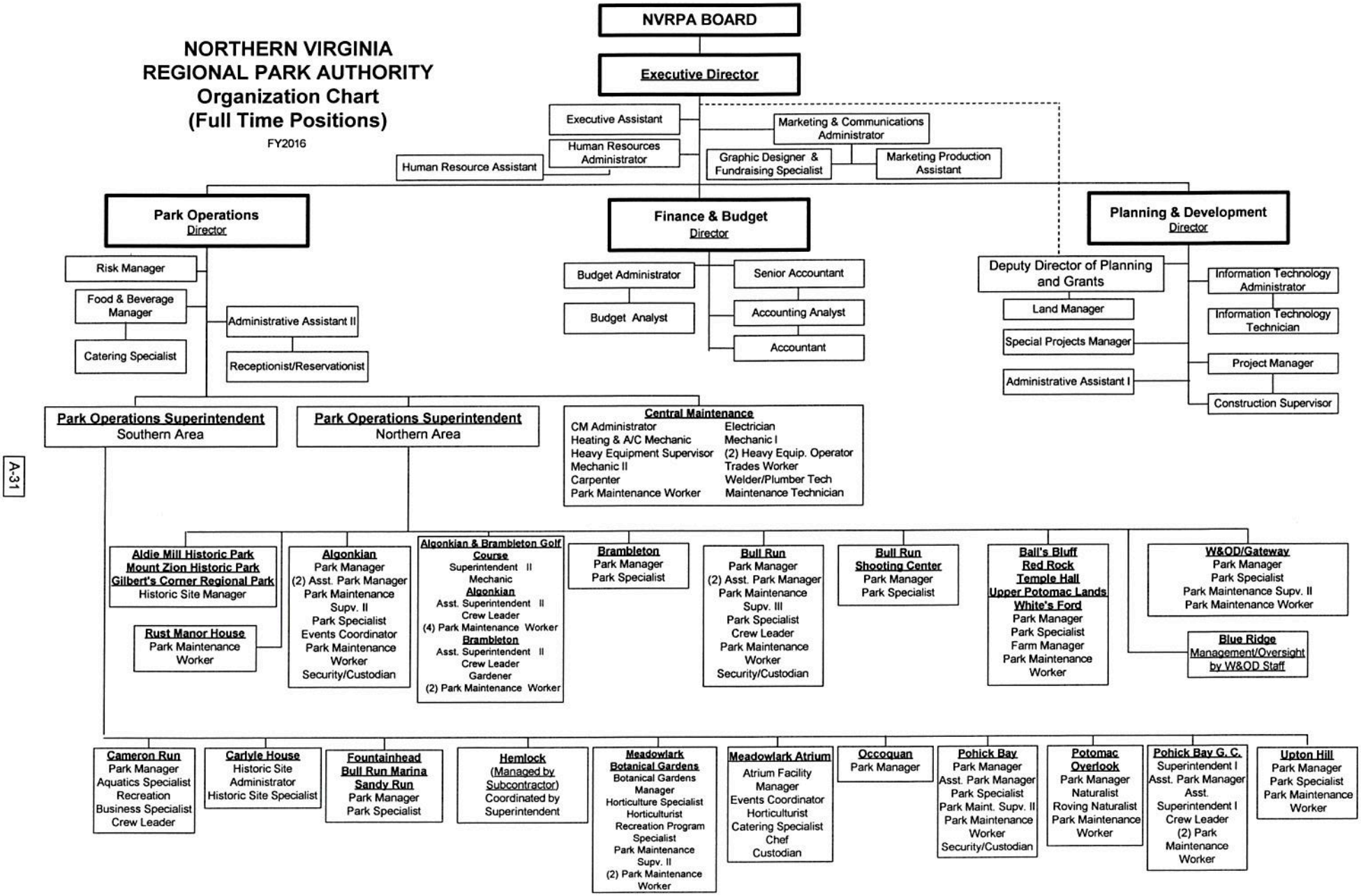
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

FIDUCIARY FUNDS

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

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY
Organization Chart
(Full Time Positions)

FY2016



NOVA PARKS

30 Regional Parks - 11,431 Acres

*** Leased Properties**
**** Property Under Contract**

LOUDOUN COUNTY

CITY OF FALLS CHURCH

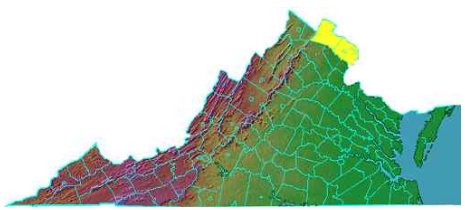
ARLINGTON COUNTY

CITY OF FAIRFAX

CITY OF ALEXANDRIA

FAIRFAX COUNTY

- **Springdale (150 Acres)
- Symington Cabin Property (52 Acres)
- *Rust Nature Sanctuary (68 Acres)
- W&OD Trail (309 Acres Loudoun, 174 Acres Fairfax, 23 Acres Falls Church, 44 Acres Arlington)
- Brambleton (370 Acres)
- Blue Ridge (168 Acres)
- Aldie Mill (1 Acre)
- Mt. Defiance (5 Acres)
- Gilbert's Corner (157 Acres)
- Mt. Zion Historic Park (6 acres)
- *City of Fairfax / W&OD Connector Trail (4 Acres)
- *Gateway (1 Acre)
- NOVA Parks Headquarters (3 Acres)
- Bull Run (1,568 Acres)
- Webb Nature Sanctuary (20 Acres)
- Hemlock Overlook (426 Acres)
- Bull Run Marina
- Fountainhead
- Sandy Run (3045 Acres)
- *Occoquan (350 Acres)
- Temple Hall Farm (286 Acres)
- White's Ford (295 Acres)
- Ball's Bluff Battlefield (218 Acres)
- Red Rock Wilderness Overlook (67 Acres)
- Algonkian (838 Acres)
- Seneca (104 Acres Loudoun, 363 Acres Fairfax)
- Upper Potomac Properties (294 Acres)
- Meadowlark Botanical Gardens (96 Acres)
- Linn Preserve (11 Acres)
- Potomac Overlook (67 Acres)
- *Tinner Hill Historic Site (1 Acre)
- Upton Hill (24 Acres Arlington, 3 Acres Fairfax)
- Carlyle House Historic Park (1 Acre)
- *Cameron Run (26 Acres)
- Pohick Bay (1,004 Acres)
- Mason Neck Properties (789 Acres)



GENERAL FUND REVENUES AND OTHER SOURCES

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Adopted Budget FY 2016
Appropriations from Jurisdictions	$3,440,268	$3,443,017	$3,514,510	$3,575,656
Other Revenue*	2,880	438	2,000	2,000
Operating Transfers**	688,203	1,094,614	1,243,111	1,313,114
TOTAL REVENUE	**$4,131,351**	**$4,538,069**	**$4,759,621**	**$4,890,770**
Transfer from Enterprise Fund to balance General Fund	652,611	0	0	0
TOTAL OTHER SOURCES	**$652,611**	**$0**	**$0**	**$0**
TOTAL REVENUE AND OTHER SOURCES	**$4,783,962**	**$4,538,069**	**$4,759,621**	**$4,890,770**

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

**Operating Transfers include transfers from the Self-Insurance Fund for Risk Management and the Capital Fund for Planning support. Additionally there are transfers of interest earnings from the Capital Fund and the Restricted License Fee Fund. In FY 16, $524,816 will be transferred from the Enterprise Fund to the General Fund for Central Maintenance services.

GENERAL FUND EXPENDITURES AND OTHER USES

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Adopted Budget FY 2016
Personnel Services	$3,779,335	$3,790,360	$3,864,524	$3,962,810
Operating Costs	577,653	436,562	510,600	517,200
Maintenance Costs	144,850	150,879	160,500	165,500
Insurance***	158,176	149,267	154,257	173,976
Utilities	62,965	70,622	69,740	71,284
TOTAL EXPENDITURES	**$4,722,979**	**$4,597,690**	**$4,759,621**	**$4,890,770**
TOTAL EXPENDITURES AND OTHER USES	**$4,722,979**	**$4,597,690**	**$4,759,621**	**$4,890,770**
OPERATING INCOME (LOSS) (TOTAL REVENUE - TOTAL EXPENDITURES)	**($591,628)**	**($59,621)**	**$0**	**$0**

GENERAL FUND REVENUES

	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
1-000	**GENERAL FUND REVENUES**					
4030-020	City of Alexandria	$288,814	$272,729	$276,496	$276,496	$281,406
4030-010	Arlington County	421,943	408,248	417,775	417,775	425,072
4030-030	City of Fairfax	48,160	42,618	44,341	44,341	45,309
4030-050	Fairfax County	2,083,723	2,080,308	2,114,158	2,114,158	2,137,446
4030-040	City of Falls Church	22,581	24,099	25,003	25,003	25,530
4030-060	Loudoun County	575,047	615,015	636,737	636,737	660,893
	TOTAL APPROPRIATIONS	**3,440,268**	**3,443,017**	**3,514,510**	**3,514,510**	**3,575,656**
4269	Gain/Loss on Sale of Assets	3	921	0	$0	0
4440	Interest	1,393	(1,658)	2,000	203	2,000
4510	Miscellaneous Revenue	1484	1,175	0	269	0
4600	Programmed Events	0	0	0	0	0
	TOTAL OTHER REVENUE	**2,880**	**438**	**2,000**	**471**	**2,000**
4700	Transfer - Capital Projects Labor	0	0	30,000	0	30,000
4900	Transfer from Capital Fund -					
	Development Support	554,890	576,927	554,915	489,442	584,728
	Interest Earned	0	0	18,000	0	18,000
4950	Transfer from Restricted Fund - Interest	5,805	45,018	15,000	29,733	15,000
4960	Transfer from Self Insurance Fund	127,508	132,318	135,560	112,967	140,570
4995	Transf.- Ent. Fund for Central Maint.	0	340,351	489,636	0	524,816
	TOTAL OPERATING TRANSFERS	**688,203**	**1,094,614**	**1,243,111**	**632,142**	**1,313,114**
	TOTAL REVENUES	**$4,131,351**	**$4,538,069**	**$4,759,621**	**$4,147,123**	**$4,890,770**
4995	Transfer from Enterprise Fund	652,611	0	0	0	0
	TOTAL OTHER TRANSFERS	**652,611**	**0**	**0**	**0**	**0**
	TOTAL AVAILABLE RESOURCES	**$4,783,962**	**$4,538,069**	**$4,759,621**	**$4,147,123**	**$4,890,770**

GENERAL FUND EXPENDITURES

	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
	GENERAL FUND EXPENDITURES					
5010	Full-Time Salaries	$2,497,004	$2,445,214	$2,516,027	$2,115,643	$2,574,954
5020	Part-Time Salaries	140,024	138,699	159,075	119,874	160,347
5030	FICA	193,134	195,154	193,183	165,165	197,789
5040	Hospitalization	269,688	290,523	308,183	271,608	325,731
5060	Life Insurance	16,559	16,944	17,964	13,420	18,384
5050	Retirement	657,896	699,330	666,747	513,015	682,363
5070	Unemployment Tax	5,029	4,497	3,345	4,097	3,243
	TOTAL PERSONNEL SERVICES	**3,779,335**	**3,790,360**	**3,864,524**	**3,202,822**	**3,962,810**
5130	Audit Fee	44,589	53,193	57,000	54,000	55,600
5140	Board Member Expenses	3,920	5,709	8,500	7,843	8,500
5155	Credit Card Fees and Bank Charges	40,419	41,091	42,000	34,630	45,000
	Foundation Support	0	0	1,500	54	1,500
	Contingency	0	0	30,000	0	30,000
5230	Gas and Diesel	41,696	47,432	45,000	28,207	45,000
5500-030	HR Employee Relations	6,443	7,138	13,000	12,116	13,000
5390	Membership Fees and Dues	7,854	11,033	9,000	8,198	12,000
5420	Office Supplies	15,744	17,096	20,000	16,667	20,000
5440	Personnel Recruitment	7,384	4,984	8,000	6,741	8,000
5460	Postage	14,180	13,032	18,000	10,552	18,000
5470	Printing and Publications	1,197	552	3,000	322	3,000
	Production Cost In Kind	104,186	0	0	0	0
5480	Professional Services	197,281	155,765	160,000	108,068	169,000
5490	Programs and Promotions	3,819	43	0	0	0
5500	Public Information	874	91	0	149	0
5560	System Support	55,511	51,296	62,000	73,452	55,000
5400	Training	24,819	26,942	30,000	26,109	30,000
5570	Uniforms	7,737	1,163	3,600	45,908	3,600
	TOTAL FACILITY OPERATING COSTS	**577,653**	**436,562**	**510,600**	**433,016**	**517,200**
5180	Equipment/Vehicle Maintenance	84,104	93,008	97,500	54,713	102,500
5190	Facility Op. & Maintenance	60,746	57,871	63,000	49,490	63,000
	TOTAL MAINTENANCE COSTS	**144,850**	**150,879**	**160,500**	**104,203**	**165,500**
5270	Insurance - Property, Liability & Other	118,090	127,661	125,900	118,938	140,250
5290	Insurance - Vehicle	11,200	10,891	11,052	11,174	13,726
5300	Insurance - Workers Compensation	28,887	10,715	17,305	21,010	20,000
	TOTAL INSURANCE	**158,176**	**149,267**	**154,257**	**151,123**	**173,976**
5580-001	Telephone	23,034	21,405	24,000	17,122	24,000
5580-002	Electricity	21,202	21,958	23,000	20,028	23,000
5580-003	Natural Gas	3,557	5,520	6,000	4,364	6,000
5580-004	Water/Sewer	732	1,334	800	1,117	1,000
5580-008	Propane Gas	11,632	13,488	10,800	11,732	10,800
5580-009	Heating Oil	1,490	3,188	2,500	2,085	2,500
5580-016	Cable/Internet	1,319	3,729	2,640	3,345	3,984
	TOTAL UTILITIES	**62,965**	**70,622**	**69,740**	**59,793**	**71,284**
	TOTAL GENERAL FUND EXPEND.	**4,722,979**	**4,597,690**	**4,759,621**	**3,950,956**	**4,890,770**
	Transfer to Reserves for Board Initiatives	0	0	0	0	0
	Contribution to Reserves (Set Aside)	0	0	0	0	0
	TOT. TRANSFERS TO OTHER FUNDS	**0**	**0**	**0**	**0**	**0**
	TOTAL EXPENDITURES/TRANSFERS	**4,722,979**	**4,597,690**	**4,759,621**	**3,950,956**	**4,890,770**
	NET INCOME (LOSS)	**$60,983**	**($59,621)**	**$0**	**196,168**	**$0**

HEADQUARTERS

PROGRAM OVERVIEW

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

EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
EXPENSES BY CATEGORY				
Personnel Services	$ 2,720,541	$ 2,784,941	$ 2,879,024	3.4%
Operating Costs	400,792	475,000	481,600	1.4%
Maintenance Costs	90,901	85,000	90,000	5.9%
Insurance	141,727	147,196	164,368	11.7%
Utilities	40,753	43,440	43,940	1.2%
TOTAL EXPENSES	$ 3,394,714	$ 3,535,577	$ 3,658,931	3.5%

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full Time	23	23	21	21	21
Foundation Support	.25	.25	.15	.15	.15
Part Time, Year Round	1.44	1.83	2.02	1.83	2.07
Part Time, Seasonal	.95	.79	.67	.86	.86

	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
1-700-	**HEADQUARTERS EXPENDITURES**					
5010	Full-Time Salaries	$1,825,324	$1,731,182	$1,789,735	$1,502,200	$1,841,292
5020	Part-Time Salaries	140,024	138,699	159,075	119,874	160,347
5030	FICA	143,806	142,831	137,552	121,590	141,594
5040	Hospitalization	185,221	195,488	208,903	191,954	232,188
5060	Life Insurance	11,792	11,885	12,779	9,353	13,146
5050	Retirement	481,016	497,020	474,280	370,104	487,942
5070	Unemployment Tax	3,646	3,436	2,617	3,003	2,515
	TOTAL PERSONNEL SERVICES	**2,790,829**	**2,720,541**	**2,784,941**	**2,318,076**	**2,879,024**
5130	Audit Fee	44,589	53,193	57,000	54,000	55,600
5140	Board Member Expenses	3,920	5,709	8,500	7,843	8,500
5155	Credit Card Fees and Bank Charges	40,419	41,091	42,000	34,630	45,000
	Contingency	0	0	30,000	0	30,000
	Foundation Support	0	0	1,500	54	1,500
5230	Gas and Diesel	11,441	13,937	12,000	6,798	12,000
5500-030	HR Employee Relations	6,443	7,138	13,000	12,116	13,000
5390	Membership Fees and Dues	7,854	11,033	9,000	8,198	12,000
5420	Office Supplies	15,744	17,096	20,000	16,667	20,000
5440	Personnel Recruitment	7,384	4,984	8,000	6,741	8,000
5460	Postage	14,180	13,032	18,000	10,552	18,000
5470	Printing and Publications	1,197	552	3,000	322	3,000
5452	Production Cost In Kind	104,186	0	0	0	0
5480	Professional Services	197,281	155,765	160,000	108,068	169,000
5490	Programs and Promotions	3,819	43	0	0	0
5500	Public Information	874	91	0	149	0
5560	System Support	55,511	51,296	62,000	73,452	55,000
5400	Training	24,728	26,942	30,000	26,063	30,000
5570	Uniforms	5,328	(1,111)	1,000	43,510	1,000
	TOTAL FACILITY OPERATING COSTS	**544,898**	**400,792**	**475,000**	**409,162**	**481,600**
5180	Equipment/Vehicle Maintenance	60,054	55,087	50,000	25,932	55,000
5190	Facility Op. & Maintenance	37,724	35,815	35,000	28,592	35,000
	TOTAL MAINTENANCE COSTS	**97,777**	**90,901**	**85,000**	**54,524**	**90,000**
5270	Insurance - Property, Liability & Other	118,090	127,661	125,900	118,938	140,250
5290	Insurance - Vehicle	4,044	3,351	3,991	3,438	4,118
5300	Insurance - Workers Compensation	28,887	10,715	17,305	21,010	20,000
	TOTAL INSURANCE	**151,021**	**141,727**	**147,196**	**143,387**	**164,368**
5580-001	Telephone	17,798	16,288	18,000	13,059	18,000
5580-002	Electricity	15,875	14,896	16,000	13,598	16,000
5580-003	Natural Gas	3,557	5,520	6,000	4,364	6,000
5580-004	Water/Sewer	732	1,334	800	1,117	1,000
5580-016	Internet/Cable	1,319	2,715	2,640	2,450	2,940
		39,280	**40,753**	**43,440**	**34,587**	**43,940**
	TOTAL HEADQUARTERS EXPENDITURES	**$3,623,806**	**$3,394,714**	**$3,535,577**	**$2,959,737**	**$3,658,931**

HEADQUARTERS

STRATEGIC GOALS & OBJECTIVES FY 2016

Places:

- Work on the acquisition of new lands and facilities with national or regional significance.
- Use low impact development techniques when creating new park developments.
- Plan new features for several parks as part of the Strategic Initiatives.
- Play a leadership role in regional trail planning and implementation.

Finance:

- Explore bond financing for new projects.
- Expand e-commerce offerings.
- Support the growth in the Northern Virginia Regional Park Foundation.
- Update Business Policy Manual.
- Develop park specific business plans for largest facilities.

People:

- Implement agency wide customer service training.
- Expand Internship Program.
- Study comparable compensation and benefit systems.

Messages:

- Develop new system wide facility guide
- Survey brand identity and develop branding campaign
- Expand social media reach

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Places:

Highlights

- ✓ Broke ground on the redevelopment of Occoquan Regional Park, September 2014.
- ✓ Designed the Jean R. Packard Center at Occoquan to be a LEED Gold building.
- ✓ Developed and opened Tinner Hill Historic Site, January 2015.
- ✓ Executed Purchase Option for 150 acres on the Potomac River, January 2015.
- ✓ Management of Beaverdam Reservoir property, June 2015.
- ✓ Partnered with Civil War Trust on acquiring Battle of Upperville site, 2015
- ✓ Partnered with the trail community to host an event on regional trails, Spring 2015

Finance:

Highlights

- ✓ Received the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association.
- ✓ Initiated new point of sales system to further expand e-commerce.
- ✓ Expanded Foundation funded grant program to engage children in outdoor activities.
- ✓ The net income from the Bull Run Festival of Lights and the Meadowlark Winter Walk of Lights increased by 17% compared to FY 14.
- ✓ Enterprise Fund user fee revenue increased by 8% for the first half of FY 15, compared to FY 14.

People:

Highlights

- ✓ Implement system of individual goals tied to strategic goals.
- ✓ Updated compensation system was implemented, July 2014.
- ✓ Extensive system-wide customer service program has been implemented.
- ✓ Expanded practicum and an internship programs for college students.
- ✓ Implemented system-wide customer service training to front line staff.
- ✓ Won top awards for both professional and volunteer from the Virginia Recreation and Parks Society.

Messages:

Highlights

- ✓ New Facility Guide & Directory developed and distributed.
- ✓ Park users surveyed on branding, branding campaign being developed.
- ✓ Branding kiosks installed in 5 largest parks, May 2015.
- ✓ Facebook “likes” increased by 86% in the past year.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of news releases issued	87	77	75	39	75
• Number of reservations booked	1,900	2,000	2,000	989	2,000
• Number of Accounts Payable vouchers processed	12,906	12,908	13,500	6,431	13,500

CENTRAL MAINTENANCE

PROGRAM OVERVIEW

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

EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
EXPENSES BY CATEGORY				
Personnel Services	$ 1,069,819	$ 1,079,583	$ 1,083,786	0.4%
Operating Costs	35,770	35,600	35,600	0.0%
Maintenance Costs	59,978	75,500	75,500	0.0%
Insurance	7,540	7,061	9,608	36.1%
Utilities	29,870	27,344	27,344	0.0%
TOTAL EXPENSES	$ 1,202,976	$ 1,225,088	$ 1,231,838	0.6%

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	13	13	13	13	13
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	0	0	0	0	0

	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
1-710	**CENTRAL MAINTENANCE EXPENDITURES**					
5010	Full Time Salaries	$671,680	$714,032	$726,292	$613,443	$733,662
5030	FICA	49,327	52,322	55,631	43,575	56,195
5040	Hospitalization	84,467	95,035	99,280	79,654	93,543
5060	Life Insurance	4,767	5,059	5,185	4,067	5,238
5050	Retirement	176,880	202,310	192,467	142,911	194,420
5070	Unemployment Tax	1,383	1,061	728	1,094	728
	TOTAL PERSONNEL SERVICES	**988,505**	**1,069,819**	**1,079,583**	**884,745**	**1,083,786**
5230	Gas and Diesel	30,255	33,495	33,000	21,409	33,000
5400	Training	91	0	0	46	0
5570	Uniforms	2,409	2,275	2,600	2,398	2,600
	TOTAL OPERATING COSTS	**32,755**	**35,770**	**35,600**	**23,853**	**35,600**
5180	Equipment/Vehicle Maintenance	24,050	37,921	47,500	28,781	47,500
5190	Facility Op. & Maintenance	23,023	22,057	28,000	20,898	28,000
	TOTAL MAINTENANCE COSTS	**47,072**	**59,978**	**75,500**	**49,679**	**75,500**
5290	Insurance - Vehicle	7,155	7,540	7,061	7,736	9,608
	TOTAL INSURANCE	**7,155**	**7,540**	**7,061**	**7,736**	**9,608**
5580-001	Telephone	5,236	5,118	6,000	4,063	6,000
5580-002	Electricity	5,327	7,062	7,000	6,430	7,000
5580-009	Heating Oil	1,490	3,188	2,500	2,085	2,500
5580-008	Propane Gas	11,632	13,488	10,800	11,732	10,800
5580-016	Cable/Internet	364	1,014	1,044	895	1,044
	TOTAL UTILITIES	**24,049**	**29,870**	**27,344**	**25,205**	**27,344**
	TOTAL CENTRAL MAINT EXPEND.	**$1,099,537**	**$1,202,976**	**$1,225,088**	**$991,219**	**$1,231,838**

CENTRAL MAINTENANCE

STRATEGIC GOALS & OBJECTIVES FY 2016

Goal One: Maintain agency wide maintenance work order, preventive maintenance, equipment and fleet vehicle inventory in web based software.

Objectives:

- Refine and update preventive maintenance program.

Goal Two: Evaluate positions and job descriptions to create consistency with actual work performed.

Objectives:

- Evaluate and make changes as necessary to existing job descriptions using performance and current duties
- Consistently evaluate job requirements for each position and agency needs.

***Goal Three:* 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.
- Implement a regularly scheduled in-service maintenance training program for all full time maintenance staff.
- Work with Park Maintenance Supervisors to supply expertise and instruction to develop a seasonal maintenance training program.

Goal Four: Continue to maintain all NVRPA properties and recreational facilities in a superior and sustainable manner.

Objectives:

- Update 5-year HVAC system replacement schedule.
- Identify improvements in building systems and infrastructure that create longer life and energy efficiency.
- Maintain an effective safety first culture.
- Maintain appropriate equipment maintenance standards.
- Review and monitor Equipment and Fleet Vehicle preventive maintenance checklists and provide summary to facility managers.
- Update 5-year fleet vehicle replacement spreadsheet.
- Continue preventive maintenance program for carpentry, plumbing, HVAC, and electrical systems.
- Work with park staff(s) to create maintenance standards guidelines for various park facilities and grounds.

FY 2015 STRATEGIC HIGHLIGHTS

Goal One: Develop and Implement an agency wide maintenance work order system utilizing cloud or server based software.

Highlights

- ✓ Researched facility maintenance software program, preparing RFP.

Goal Two: Evaluate positions and job descriptions to create consistency with actual work performed.

Highlights

- ✓ All positions have been re-evaluated and job descriptions rewritten.

Goal Three: Develop a complete maintenance training program for current Central Maintenance staff as well as new and existing park maintenance staff.

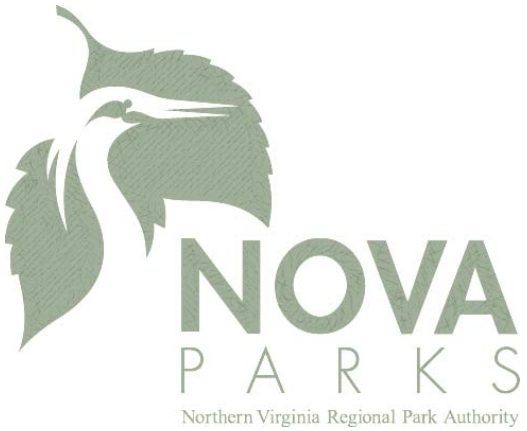
Highlights

- ✓ Licensing standards for full-time technical positions developed.
- ✓ Training outline developed for in-house training program sessions scheduled.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of HVAC work orders completed	230	244	230	108	230
• Number of electrical work orders completed	130	120	130	72	130
• Number of heavy equipment work orders completed	110	91	110	57	110
• Number of fleet maintenance work orders/state inspections completed *	120	121	200	39	200
• Number of equipment maintenance work orders completed	110	84	110	34	110
• Number of welding work orders completed	50	51	50	23	50
• Number of plumbing work orders completed	15	14	15	11	15
• Number of carpentry work orders completed	125	107	120	42	120

** State inspections are included in this measure beginning in FY 2015.*


NOVA
PARKS
Northern Virginia Regional Park Authority

ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Adopted Budget FY 2016
User Fees	$11,853,612	$12,690,979	$13,041,376	$13,415,550
Retail Operations	2,888,793	3,538,959	3,369,355	3,878,600
Easements and Licenses	592,671	719,646	645,371	691,948
Other Revenue*	974,128	723,434	705,470	740,918
Operating Transfers**	317,300	330,616	328,912	330,912
TOTAL REVENUE	**$16,626,504**	**$18,003,634**	**$18,090,484**	**$19,057,928**
TOTAL REVENUE AND OTHER SOURCES	**$16,626,504**	**$18,003,634**	**$18,090,484**	**$19,057,928**

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

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

ENTERPRISE FUND EXPENSES AND OTHER USES

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Adopted Budget FY 2016
Personnel Services	$9,641,901	$10,254,819	$10,781,327	$11,354,694
Operating Costs	1,783,309	2,166,596	2,296,962	2,542,437
Maintenance Costs	1,833,908	1,763,519	1,820,682	1,837,926
Insurance***	138,585	140,702	160,346	161,902
Retail Operations	1,405,126	1,564,557	1,504,132	1,688,079
Utilities	851,477	892,620	887,399	898,074
Transfer to General Fund for Central Mnt Svcs	0	340,351	489,636	524,816
TOTAL EXPENSES	**$15,654,306**	**$17,123,164**	**$17,940,484**	**$19,007,928**
Contribution to Designated Set Aside	0	0	100,000	0
Transfer to Capital Fund	45,314	237,147	0	0
Transfer to Balance General Fund	634,466	0	0	0
Transfer to Retirement Plan	0	284,576	0	0
Transfer to Temple Hall Operating Fund	50,000	53,111	50,000	50,000
Donation Adjustment				
TOTAL OTHER USES	**$729,780**	**$574,834**	**$150,000**	**$50,000**
TOTAL EXPENSES AND OTHER USES	**$16,384,086**	**$17,697,998**	**$18,090,484**	**$19,057,928**
OPERATING INCOME (TOTAL REVENUE - TOTAL EXPENSES)	**$972,198**	**$880,470**	**$150,000**	**$50,000**

ENTERPRISE FUND REVENUES BY FACILITY

DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	$307,739	6,543	$6,000	$5,434	$6,000
Aldie Mill Historic Park/Mt. Defiance Historic Park	25,226	25,240	28,450	26,780	32,500
Algonkian Golf Course	1,089,474	1,106,554	1,175,600	698,554	1,168,000
Algonkian Regional Park	318,206	314,927	319,250	298,600	335,300
Volcano Island Waterpark at Algonkian	404,206	484,995	450,350	337,163	498,350
The Woodlands at Algonkian Park	271,662	620,653	448,000	474,366	608,000
Algonkian Cottages	300,034	274,556	295,900	260,312	300,900
Beaverdam Property	0	0	0	0	14,000
Blue Ridge Regional Park	5,591	6,016	5,000	3,020	5,500
Brambleton Golf Course	1,398,123	1,447,096	1,476,000	948,588	1,441,000
Bull Run Marina	13,567	13,555	12,275	9,065	15,400
Bull Run Regional Park	744,154	731,909	797,200	593,419	802,700
Atlantis Waterpark at Bull Run	434,546	460,940	479,350	338,938	500,350
Bull Run Special Events Center	171,358	188,918	168,000	161,842	212,500
Bull Run Light Show	626,168	592,085	655,000	682,068	660,000
Bull Run Shooting Center	1,282,765	1,244,984	1,230,000	1,011,801	1,230,000
Cameron Run Regional Park	153,150	161,613	160,500	102,997	172,500
Great Waves Waterpark at Cameron Run	1,582,071	1,854,184	1,768,500	1,307,987	1,909,000
Carlyle House Historic Park	89,051	92,814	90,892	69,471	98,476
Catering and Event Services	296,303	301,863	348,500	244,983	365,000
Fountainhead Regional Park	254,595	306,137	284,036	206,555	303,936
Hemlock Overlook Regional Park	45,768	60,768	75,000	60,768	75,000
Meadowlark Atrium and Event Services	1,554,995	1,884,654	1,757,500	1,676,362	1,878,300
Meadowlark Botanical Gardens	217,961	260,672	231,000	205,899	243,500
Meadowlark Light Show	404,102	467,150	470,000	552,633	491,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	1,811	2,445	3,200	460	3,064
Occoquan Regional Park	228,060	236,544	241,700	163,188	234,700
Pohick Bay Golf Course	1,097,823	1,040,442	1,137,726	723,157	1,107,000
Pohick Bay Marina	201,045	222,659	229,500	185,420	269,000
Pohick Bay Regional Park	571,755	604,882	610,975	469,350	614,700
Pirate's Cover Waterpark at Pohick Bay	470,969	525,173	502,800	388,898	551,800
Potomac Overlook Regional Park	53,991	78,646	67,750	71,956	81,700
Rust Sanctuary	8,435	271,409	439,455	336,934	631,600
Sandy Run Regional Park	245,892	230,747	234,592	157,002	255,192
Upper Potomac Properties	15,261	29,272	28,900	25,165	28,900
Upton Hill Regional Park	204,193	189,241	221,450	164,161	227,950
Ocean Dunes Waterpark at Upton Hill	557,556	576,779	614,850	400,095	620,350
W&OD Railroad Regional Park	913,890	1,053,607	979,783	965,075	1,026,260
White's Ford	65,031	32,963	45,500	26,649	38,500
TOTAL AVAILABLE RESOURCES	**$16,626,529**	**$18,003,634**	**$18,090,484**	**$14,355,113**	**$19,057,928**

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
ENTERPRISE FUND EXPENSES					
Administration – Enterprise Fund	$2,065,686	$2,597,704	$2,602,752	$1,495,287	$2,690,670
Aldie Mill Historic Park/Mt. Defiance Historic Park	95,294	121,208	121,267	103,005	130,506
Algonkian Golf Course	1,043,932	1,014,106	1,086,126	807,787	1,106,728
Algonkian Regional Park	611,562	624,411	655,592	533,905	680,335
Volcano Island Waterpark at Algonkian	278,703	275,086	286,391	176,015	294,635
The Woodlands at Algonkian Park	174,323	342,887	283,261	271,711	368,301
Algonkian Cottages	0	0	0	149,556	216,216
Beaverdam Property	0	0	0	0	39,836
Blue Ridge Regional Park	2,447	2,846	3,200	1,921	3,200
Brambleton Golf Course	1,271,847	1,325,245	1,305,641	1,010,206	1,341,027
Bull Run Marina	22,811	20,331	25,391	18,412	25,992
Bull Run Regional Park	891,217	915,824	911,453	758,642	958,030
Atlantis Waterpark at Bull Run	301,408	277,760	305,894	181,910	313,849
Bull Run Special Events Center	117,514	116,261	109,830	114,454	125,266
Bull Run Light Show	202,159	210,217	222,163	244,689	262,025
Bull Run Shooting Center	986,711	1,134,902	1,016,086	888,953	1,036,425
Cameron Run Regional Park	360,045	369,715	409,888	281,812	406,052
Great Waves Waterpark at Cameron Run	885,854	907,437	984,083	764,952	1,025,478
Carlyle House Historic Park	282,992	294,688	300,841	249,207	316,550
Catering and Event Services	212,850	218,654	276,543	196,505	294,426
Fountainhead Regional Park	199,148	193,760	214,680	150,849	222,523
Hemlock Overlook Regional Park	948	1,436	2,400	1,652	2,400
Meadowlark Atrium and Event Services	1,040,276	1,244,595	1,077,983	1,076,937	1,202,953
Meadowlark Botanical Gardens	829,595	828,542	905,776	805,068	908,509
Meadowlark Light Show	120,513	142,835	149,128	133,187	168,737
Mt. Zion Historic Park/Gilbert's Corner Regional Park	6,051	6,833	9,855	6,277	12,365
Occoquan Regional Park	394,245	360,754	382,456	288,421	390,520
Pohick Bay Golf Course	1,072,562	985,269	1,093,557	820,213	1,083,121
Pohick Bay Marina	36,522	38,181	36,152	27,278	49,896
Pohick Bay Regional Park	687,439	710,781	677,752	578,313	755,484
Pirate's Cover Waterpark at Pohick Bay	281,470	271,032	292,239	200,780	303,632
Potomac Overlook Regional Park	271,100	291,818	306,050	250,638	323,327
Rust Sanctuary	62,783	216,845	308,671	246,980	433,529
Sandy Run Regional Park	124,894	141,043	147,962	124,102	156,028
Upper Potomac Properties	117,319	115,703	129,838	77,662	135,361
Upton Hill Regional Park	345,032	336,197	363,316	289,323	356,914
Ocean Dunes Waterpark at Upton Hill	248,899	249,279	286,067	185,587	288,261
W&OD Railroad Regional Park	487,050	529,931	534,852	419,036	558,998
White's Ford	56,810	81,052	66,395	34,920	69,823
TOTAL EXPENSES & OTHER USES	**$16,384,086**	**$17,697,997**	**$18,090,484**	**$13,966,150**	**$19,057,928**

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
ENTERPRISE FUND REVENUES					
Driving Range	$234,301	$226,136	$235,000	$147,955	$234,000
Electric/Gas Cart Rental	592,419	598,435	625,000	415,080	615,000
Golf Club Rental	6,660	6,860	9,100	4,738	8,500
Green Fees	2,153,124	2,161,526	2,285,000	1,415,448	2,250,000
Golf Handicap Program	16,563	15,014	18,126	10,428	17,000
Pull Cart Rental	5,965	7,288	7,500	4,442	7,500
Total Golf Course User Fees	**3,009,033**	**3,015,258**	**3,179,726**	**1,998,092**	**3,132,000**
Admissions	1,815,839	2,207,272	2,125,000	1,468,683	2,224,500
Cabana Rental	4,440	6,275	6,500	3,800	6,500
Group, Bounce Passes & Discount Passes	685,588	627,517	664,000	518,060	682,000
Locker Rental	995	3,080	3,350	499	2,350
Total Aquatics User Fees	**2,506,862**	**2,844,144**	**2,798,850**	**1,991,041**	**2,915,350**
Boat Rental	166,236	217,472	193,000	148,976	229,000
Crew Boat Storage	138,093	130,526	135,400	96,727	137,900
Launch & Parking Fees	137,890	146,358	161,500	101,224	164,500
Regatta & User Fees	60,393	56,563	53,000	16,030	58,000
Rowing Camps	22,743	21,249	18,000	7,452	20,500
Total Marine User Fees	**525,354**	**572,168**	**560,900**	**370,409**	**609,900**
Cabin Rentals	92,387	102,499	131,000	102,475	143,000
Camping Fees	743,045	741,670	755,000	569,719	755,500
Cottage Rentals	298,779	274,247	295,000	259,842	300,000
Laundry	9,374	8,470	10,900	6,558	10,400
Total Camping/Cottage User Fees	**1,143,586**	**1,126,886**	**1,191,900**	**938,593**	**1,208,900**
Shooting Tournament Fees	54,710	60,813	80,000	90,080	60,000
Target Sales	677,762	624,381	670,000	526,918	660,000
Gun Rental	63,443	61,494	60,000	42,105	60,000
Total Skeet, Trap & Archery User Fees	**795,916**	**746,688**	**810,000**	**659,103**	**780,000**
Light Show	970,944	943,789	990,000	1,122,091	1,031,000
Programmed Events	120,393	126,109	134,400	144,946	162,400
Snowflake Stampede	8,170	20	8,000	11,492	15,000
Sponsors	0	45,000	50,000	1,300	3,000
Vendor Fees	6,729	18,940	19,000	26,623	22,000
Total Special Events User Fees	**1,106,237**	**1,133,858**	**1,201,400**	**1,306,452**	**1,233,400**
Atrium Rental	678,982	670,717	725,000	641,861	725,000
Carlyle House Rental	28,550	26,074	30,000	12,383	30,000
Center Rental	123,915	135,984	125,000	99,640	135,000
Church Rental	582	200	1,200	212	600
Manor House Rental	4,923	119,420	193,500	117,381	240,000
Meeting and Event Center Rental	113,201	211,364	175,000	162,089	211,000
Mill Rental	1,180	4,438	3,600	3,740	4,800
Shelter Reservations	324,197	310,799	340,800	197,116	349,000
Visitor Center Rental	7,256	14,830	8,000	11,755	8,000
Total Facility Rental User Fees	**1,282,785**	**1,493,825**	**1,602,100**	**1,245,481**	**1,703,400**

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
Annual Dues	70,248	71,434	67,000	41,688	72,000
Athletic Field Use Fees	36,358	29,712	32,000	17,235	34,000
Batting Cage Fees	168,909	150,901	167,000	113,210	173,000
Boat/RV Storage	513,137	541,554	528,000	508,926	546,000
Camps	41,449	65,884	53,050	69,003	71,000
Entrance Fees	188,780	240,853	210,250	171,584	227,100
Equipment Rental, Rust Storage	132,416	211,539	224,100	182,741	239,000
Inflatable Play Features	10,547	20,314	12,000	13,966	20,000
Miniature Golf	185,899	201,729	226,500	157,801	233,200
Permit Fees	2,225	3,500	2,100	2,900	3,000
Service Charge	127,783	217,365	164,500	199,304	204,300
Santa Pictures	6,088	3,370	10,000	7,822	10,000
Total Other Park User Fees	**1,483,839**	**1,758,153**	**1,696,500**	**1,486,181**	**1,832,600**
TOTAL USER FEES	**11,853,612**	**12,690,979**	**13,041,376**	**9,995,352**	**13,415,550**
Retail-Ammunition	306,304	329,173	270,000	211,835	290,000
Retail - Alcoholic Beverages	350,858	520,994	423,635	406,283	535,000
Retail - Food	1,254,315	1,433,187	1,412,600	1,085,462	1,577,600
Retail - Great Blue Heron	770,307	1,051,725	1,000,620	928,592	1,215,000
Retail - Food Truck	0	0	25,000	12,106	25,000
Retail - Pro Shop	149,276	149,824	170,000	98,806	158,000
Retail - Fuel	0	0	0	0	20,000
Swim Merchandise	39,541	40,183	48,500	21,174	44,000
Vending Machine Operation	18,192	13,874	19,000	6,269	14,000
TOTAL RETAIL OPERATIONS	**2,888,793**	**3,538,959**	**3,369,355**	**2,770,527**	**3,878,600**
License Fees	11,629	11,508	25,000	14,061	25,000
Rents & Easements	581,042	708,137	620,371	618,671	666,948
TOTAL EASEMENTS AND LICENSES	**592,671**	**719,646**	**645,371**	**632,732**	**691,948**
Catering-Conference Center & Rust Sanctuary	110,166	253,847	175,000	213,734	250,000
Contract Services	215	0	10,000	0	0
NVRPA Event Staffing	9,865	19,501	27,000	10,760	19,500
Kitchen Use Fee	9,000	5,500	14,500	2,250	11,000
Firewood/Propane	43,472	44,342	41,000	32,812	43,000
Garden Guild/Docent Activities	736	692	0	300	600
House & Bank Building Rental	91,032	106,396	123,120	115,454	132,704
Interest	3,125	3,071	6,000	0	6,000
Lessons	153,430	138,575	158,000	121,884	138,000
Lifeguard Training Fee	5,005	4,700	0	780	0
Miscellaneous Revenue	503,596	85,411	73,975	66,711	63,364
Night Security	(1,900)	0	0	0	0
Rental Device Commission	1,387	1,400	1,875	1,025	1,750
Adventure Links Agreement (Hemlock)	45,000	60,000	75,000	60,000	75,000
TOTAL OTHER REVENUE	**974,128**	**723,434**	**705,470**	**625,710**	**740,918**
TOTAL ENTERPRISE FUND REVENUES	**$16,309,203**	**17,673,018**	**$17,761,572**	**$14,024,321**	**$18,727,016**
Trfr from Reserves for donations & other	0	0	0	0	0
Transfer from Carlyle House Friends Fund	1,266	2,704	1,000	2,878	3,000
Transfer from OWL	0	0	0	0	0
Transfer from Board Auth. Reserve	0	0	0	0	0
Transfer from Restricted Fund	316,034	327,912	327,912	327,912	327,912
TOTAL TRANSFERS FROM OTHER FUNDS	**317,300**	**330,616**	**328,912**	**330,790**	**330,912**
TOTAL AVAILABLE RESOURCES	**$16,626,503**	**$18,003,634**	**$18,090,484**	**14,355,112**	**$19,057,928**

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
ENTERPRISE FUND EXPENSES					
Full-time Salaries	$4,228,970	4,453,338	$4,716,585	$3,839,624	$4,950,933
Part-Time Salaries	3,115,717	3,298,531	3,487,563	2,569,635	3,607,127
FICA	534,196	561,987	628,608	444,560	655,682
Hospitalization	590,215	600,951	632,004	558,306	760,773
Life Insurance	29,803	30,584	33,678	27,360	35,351
Retirement	1,103,182	1,273,456	1,249,895	964,247	1,311,997
Unemployment Tax	39,819	35,972	32,994	25,405	32,831
TOTAL PERSONNEL SERVICES	**9,641,901**	**10,254,819**	**10,781,327**	**8,429,138**	**11,354,694**
Catering	49,071	132,192	70,000	84,541	113,000
Contingency	0	0	60,000	0	60,000
Credit Card Charges	231,033	279,580	247,169	274,682	307,119
POS Technology Fees	0	0	100,000	13,222	100,000
Contract Employment	25,452	13,979	19,900	53,849	60,400
Crop Harvesting	4,247	0	0	0	0
Golf Cart Rental	184,414	184,414	184,414	153,679	184,414
Beverage Cart Rental	2,829	2,829	2,829	2,357	2,829
Equipment Rental	106,639	192,208	190,550	146,342	202,050
Fertilizer	19,893	34,935	24,000	3,786	24,000
Garden Guild/Docent Activities	1,056	449	0	397	600
Gas and Diesel	223,296	211,031	204,750	135,502	212,825
Gun Rental	0	0	0	0	0
Handicap Program	13,350	13,350	13,450	13,390	13,450
Instructor Fees	26,380	25,948	36,000	19,179	18,000
License Fees	3,488	3,769	12,200	4,790	12,200
Linen Service	17,636	16,388	14,500	11,383	16,500
Machine Hire - Planting	0	0	0	0	0
Membership Events	0	1,022	1,000	558	1,000
Production Costs	165,128	175,703	150,000	198,353	172,000
Programs and Promotions	112,493	91,253	115,650	101,503	133,800
Public Information	296,357	366,310	426,000	326,976	448,000
Seeds and Plants	4,950	8,526	6,000	9,631	6,000
Shooting Tournament	17,984	31,958	30,000	64,521	30,000
Strategic Plan Initiatives	15,125	2,425	40,000	0	70,000
Targets	177,650	287,632	252,000	214,107	252,000
Training for Field Staff	74,019	80,597	80,000	41,390	85,000
Uniforms	10,820	10,098	16,550	9,755	17,250
TOTAL OPERATING COSTS	**1,783,309**	**2,166,596**	**2,296,962**	**1,883,890**	**2,542,437**
Equipment/Vehicle Maintenance	147,862	162,106	185,218	144,338	187,535
Facility Op. & Maintenance	1,093,900	1,089,055	1,110,839	817,693	1,128,532
Garden Maintenance	43,126	45,615	54,000	38,283	57,000
Golf Course Maintenance	328,620	320,267	340,625	241,704	334,859
Major Contract Maintenance	216,106	132,905	125,000	107,441	125,000
Rental House Maintenance	4,293	13,570	5,000	6,087	5,000
TOTAL MAINTENANCE COSTS	**1,833,908**	**1,763,519**	**1,820,682**	**1,355,546**	**1,837,926**
Insurance - Liquor Liability	15,259	5,891	24,233	10,164	24,000
Insurance - Property & Liability	0	0	0	0	0
Insurance - Workers Comp	106,526	119,174	118,000	97,305	118,000
Insurance - Vehicle	16,800	15,637	18,113	16,335	19,902
TOTAL, INSURANCE	**138,585**	**140,702**	**160,346**	**123,803**	**161,902**

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
Retail - Alcoholic Beverages	129,557	206,220	153,054	151,782	195,900
Retail - Ammunition	200,318	245,442	189,000	191,361	203,000
Retail - Food	686,163	639,948	712,000	636,685	752,800
Retail - Blue Heron	260,169	339,892	290,428	329,508	376,429
Retail - Food Truck	0	0	9,000	0	9,000
Retail - Pro Shop	100,950	111,632	119,000	56,139	110,600
Retail - Fuel	0	0	0	0	12,000
Retail - Swim Merchandise	23,606	16,131	24,250	21,853	22,000
Vending Machines	4,364	5,293	7,400	2,000	6,350
TOTAL RETAIL OPERATIONS	**1,405,126**	**1,564,557**	**1,504,132**	1,389,328	**1,688,079**
Telephone	82,579	73,561	80,467	64,157	78,832
Electricity	498,921	474,490	496,030	411,750	499,030
Natural Gas	17,433	21,940	18,500	17,560	20,000
Water/Sewer	144,135	179,836	159,000	173,331	165,600
Propane Gas	53,582	68,956	60,900	62,483	63,500
Heating Oil	8,892	18,308	12,000	9,827	14,000
Internet/Cable	45,934	55,529	60,502	45,338	57,112
TOTAL UTILITIES	**851,477**	**892,620**	**887,399**	**784,446**	**898,074**
Trans. - Gen. Fund for Central Maint.	0	340,351	489,636	0	524,816
TOTAL OPERATING EXPENSES	**$15,654,306**	**$17,123,163**	**$17,940,484**	**$13,966,150**	**$19,007,928**
OPERATING INCOME (LOSS)	**$972,197**	**$880,471**	**$150,000**	**$388,962**	**$50,000**
Transfer to Designated Set Aside	0	0	100,000	0	0
Transfer to Capital Fund	45,314	237,147	0	0	0
Transfer to General Fund	634,466	0	0	0	0
Transfer to Retirement Plan	0	284,576	0	0	0
Transfer to Temple Hall Operating Fund	50,000	53,111	50,000	0	50,000
TOTAL TRANF TO OTHER FUNDS	**729,780**	**574,833**	**150,000**	**0**	**50,000**
TOTAL EXPENSES AND OTHER USES	**$16,384,086**	**$17,697,997**	**$18,090,484**	**$13,966,150**	**$19,057,928**
ENDING BALANCE	**$528,363**	**$834,000**	**$528,363**	**$917,325**	**$528,363**

ALDIE MILL HISTORIC PARK/MT. DEFIANCE 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 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.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 12,493	$ 9,850	$ 13,900	41.1%
Retail Operations	147	-	-	-
Other Revenue	12,600	18,600	18,600	0.0%
TOTAL REVENUE	$ 25,240	$ 28,450	$ 32,500	14.2%
EXPENSES BY CATEGORY				
Personnel Services	$ 96,410	$ 99,910	$ 107,613	7.7%
Operating Costs	5,141	3,250	4,750	46.2%
Maintenance Costs	13,121	11,000	11,000	0.0%
Insurance	279	307	343	11.8%
Retail Operations	14	-	-	-
Utilities	6,243	6,800	6,800	0.0%
TOTAL EXPENSES	$ 121,208	$ 121,267	$ 130,506	7.6%
Net Income	**$ (95,968)**	**$ (92,817)**	**$ (98,006)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	1.00	1.00	1.00
Part-Time, Year Round	1.28	1.26	.37	.40	.46
Part-Time, Seasonal	0	0	0	0	0

ALDIE MILL HISTORIC PARK/MT. DEFIANCE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-005	**ALDIE MILL HISTORIC PARK**					
	REVENUES					
4600	Programmed Events	$3,584	$7,872	$6,000	$8,218	$9,000
4498	Mill Rental	1,180	4,438	3,600	3,740	4,800
4230	Entrance Fees/Group Admissions	300	183	250	69	100
	TOTAL USER FEES	**5,064**	**12,493**	**9,850**	**12,027**	**13,900**
4640	Retail Operations	252	147	0	3	0
	TOTAL RETAIL OPERATIONS	**252**	**147**	**0**	**3**	**0**
4510	Misc. Revenue	0	0	0	50	0
4420	House Rental	19,911	12,600	18,600	14,700	18,600
	TOTAL OTHER REVENUE	**19,911**	**12,600**	**18,600**	**14,750**	**18,600**
	TOTAL REVENUES	**$25,226**	**$25,240**	**$28,450**	**$26,780**	**$32,500**
	EXPENSES					
5010	Full-Time Salaries	$21,050	$57,126	$60,904	$50,723	$64,895
5020	Part-Time Salaries	45,120	16,649	16,387	13,700	18,475
5030	FICA	5,062	5,645	5,913	4,720	6,378
5060	Life Insurance	131	405	435	548	464
5050	Retirement	554	16,397	16,140	12,681	17,197
5070	Unemployment Tax	217	188	131	93	204
	TOTAL PERSONNEL SERVICES	**72,135**	**96,410**	**99,910**	**82,464**	**107,613**
5230	Gas and Diesel	221	112	250	172	250
5490	Programs & Promotions	5,709	5,029	3,000	5,158	4,500
	TOTAL OPERATING COSTS	**5,931**	**5,141**	**3,250**	**5,330**	**4,750**
5190,5180	Facility Op. & Maintenance	9,957	12,383	10,000	10,023	10,000
5510	Rental House Maintenance	627	738	1,000	0	1,000
	TOTAL MAINTENANCE COSTS	**10,585**	**13,121**	**11,000**	**10,023**	**11,000**
5290	Insurance - Vehicle	311	279	307	287	343
	TOTAL INSURANCE	**311**	**279**	**307**	**287**	**343**
5520	Retail Operations	94	14	0	0	0
	TOTAL RETAIL OPERATIONS	**94**	**14**	**0**	**0**	**0**
5580-001	Telephone	2,915	2,953	3,500	2,748	3,500
5580-002	Electricity	2,543	2,465	2,500	1,534	2,500
5580-004	Water/Sewer	781	825	800	618	800
	TOTAL UTILITIES	**6,239**	**6,243**	**6,800**	**4,901**	**6,800**
	TOTAL EXPENSES	**$95,294**	**$121,208**	**$121,267**	**103,005**	**$130,506**
	OPERATING INCOME (LOSS)	**($70,068)**	**($95,968)**	**($92,817)**	**($76,225)**	**($98,006)**

ALDIE MILL HISTORIC PARK/MT. DEFIANCE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

Aldie Mill Historic Park:

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

Objectives:

- Conduct a minimum of (5) SOL based programs.
- Create and implement a minimum of (1) new program that meets scout badge requirements.
- Create and implement one new revenue generating program.
- Maintain a minimum of (5) community partnerships.
- Produce a plan that focuses on expanding the mill rental business.
- Continue to cultivate, implement and evaluate a successful volunteer program.
- Define the appropriate steps and timeline needed to construct a Mill to Dam trail.

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

Objectives:

- Continue to develop, implement and update guidelines and SOP's for an overall facility maintenance program.
- 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:

- Develop and implement a plan for park development and site improvements.
- Develop and implement a complete interpretive plan for the historic resources.
- Host a minimum of (3) special events or programs.
- Maintain a minimum of (2) community partnerships.
- Create promotional and informational pieces for the park.
- Develop guidelines and SOP's for an overall park maintenance program.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Aldie Mill

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

Highlights

- ✓ Maintained great community partnerships and successful sponsorships.
- ✓ Continued to cultivate volunteer program with the addition of several new volunteers.

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

Highlights

- ✓ Guidelines and SOP's for facility maintenance program developed.

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

- ✓ Developing an interpretive plan for historic resources, including finding volunteers to assist.
- ✓ Established community partnership with Preservation Plan Partnership of the Mosby Heritage Area Association.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Annual attendance for weekend tours	2,200	2,577	2,400	2,002	2,600
• Annual attendance at public programs	350	222	600	25	400
• Special event attendance	920	1,059	1,000	1,124	1,300
• Number of facility rentals	3	2	4	3	5
• School tour attendance	1,000	2029	1,300	20	1,400
• Volunteer hours received	700	698	800	396	850

ALGONKIAN REGIONAL PARK

PROGRAM OVERVIEW

Algonkian Regional Park is located in the Sterling/Potomac Falls area of Loudoun County. This 838-acre park, located 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 new deluxe miniature golf course, picnic shelters, and the Gabrielson Trail, which links over 1,500 acres of NOVA Parks property.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 314,627	$ 317,000	$ 335,000	5.7%
Retail Operations	-	2,000	-	-100.0%
Other Revenue	300	250	300	20.0%
TOTAL REVENUE	$ 314,927	$ 319,250	$ 335,300	5.0%
EXPENSES BY CATEGORY				
Personnel Services	$ 526,531	$ 549,021	$ 573,640	4.5%
Operating Costs	57,675	62,000	62,200	0.3%
Maintenance Costs	33,001	34,606	34,606	0.0%
Insurance	1,396	1,535	2,059	34.1%
Retail Operations	-	1,000	-	-100.0%
Utilities	5,807	7,430	7,830	5.4%
TOTAL EXPENSES	$ 624,411	$ 655,592	$ 680,335	3.8%
Net Income	**$ (309,484)**	**$ (336,342)**	**$ (345,035)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time, Year Round	.52	.52	.52	.56	.56
Part-Time, Seasonal	2.07	2.25	2.46	2.56	2.56

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-035-	**ALGONKIAN REGIONAL PARK**					
	REVENUES					
4421	Inflatable Play Feature	$0	$50	$0	$0	$0
4460	Launch & Parking Fees	11,297	13,314	12,000	9,666	14,000
4600,4602	Programmed Events	70,932	65,862	70,000	82,681	70,000
4670	Shelter Reservations	73,500	68,068	75,000	45,007	75,000
4045	Athletic Field Use Fees	5,492	2,700	5,000	1,417	5,000
4080	Boat/RV Storage	142,338	151,026	140,000	146,868	156,000
4500	Miniature Golf	12,052	13,606	15,000	12,658	15,000
	TOTAL USER FEES	**315,611**	**314,627**	**317,000**	**298,298**	**335,000**
4640	Retail - Food	18	0	2,000	2	0
	TOTAL RETAIL OPERATIONS	**18**	**0**	**2,000**	**0**	**0**
4430	Insurance Proceeds	2,291	0	0	0	0
4636	Rental Device Commission	286	300	250	300	300
	TOTAL OTHER REVENUE	**2,577**	**300**	**250**	**300**	**300**
	TOTAL REVENUES	**$318,206**	**$314,927**	**$319,250**	**$298,600**	**$335,300**
	EXPENSES					
5010	Full-Time Salaries	$282,331	$297,676	$312,890	$252,893	$329,234
5020	Part-Time Salaries	72,885	71,302	69,884	60,403	70,878
5030	FICA	26,210	27,188	29,349	22,491	30,675
5040	Hospitalization	39,321	41,830	50,853	37,292	52,352
5060	Life Insurance	2,019	2,119	2,234	1,660	2,351
5050	Retirement	74,349	85,446	82,916	63,351	87,247
5070	Unemployment Tax	1,286	971	895	826	903
	TOTAL PERSONNEL SERVICES	**498,401**	**526,531**	**549,021**	**438,916**	**573,640**
5230	Gas and Diesel	7,595	7,156	6,800	3,785	7,000
5492	Programs and Promotions	64,861	50,215	54,000	60,169	54,000
5570	Uniforms	287	304	1,200	296	1,200
	TOTAL OPERATING COSTS	**72,742**	**57,675**	**62,000**	**64,249**	**62,200**
5180	Equipment/Vehicle Maintenance	5,432	5,131	7,000	3,593	7,000
5190	Facility Op. & Maintenance	29,352	27,870	27,606	19,588	27,606
	TOTAL MAINTENANCE COSTS	**34,784**	**33,001**	**34,606**	**23,181**	**34,606**
5290	Insurance - Vehicle	1,556	1,396	1,535	1,433	2,059
	TOTAL INSURANCE	**1,556**	**1,396**	**1,535**	**1,433**	**2,059**
5520	Retail - Food	0	0	1,000	0	0
	TOTAL RETAIL OPERATIONS	**0**	**0**	**1,000**	**0**	**0**
5580-001	Telephone	442	662	900	473	700
5580-002	Electricity	2,455	4,141	5,230	4,482	5,230
5580-004	Water/Sewer	837	415	600	562	1,200
5580-016	Internet/Cable	345	588	700	609	700
	TOTAL UTILITIES	**4,079**	**5,807**	**7,430**	**6,125**	**7,830**
	TOTAL EXPENSES	**$611,562**	**624,411**	**$655,592**	**$533,905**	**$680,335**
	OPERATING INCOME (LOSS)	**($293,356)**	**($309,484)**	**($336,342)**	**($235,305)**	**($345,035)**

ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop and implement plan to expand the current trail network.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Develop guidelines and SOP's for an overall park and facility maintenance program.
- Establish and maintain a minimum of (3) community partnerships.
- Develop interpretive plan for Algonkian Nature Sanctuary.

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

Objectives:

- Conduct a minimum of (8) kayak tours/programs.
- Host a minimum of (4) special events or programs.

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

Objectives:

- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Refine in-house audit program to evaluate the performance of seasonal staff.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA park facilities.

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

Objectives:

- Develop an effective marketing strategy to promote rental shelters.
- Maintain Boat and RV lots at 95% capacity.
- Research and develop a report on the feasibility of hosting an internally managed seasonal event.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Riparian buffer planting complete.
- ✓ Nature Sanctuary plan complete.
- ✓ Partnerships maintained with Rotary Club, Lion's Club, Potomac Falls DECA and LCVA.

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

Highlights

- ✓ Halloween Woods, Girl Scout tour program, Easter Egg Hunt and North Face Endurance Challenge hosted.

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

Highlights

- ✓ Attended job fairs and worked with local schools. Working in committees to develop performance incentives. Retention strategies in progress.
- ✓ All staff have attended new agency-wide customer service training.

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

Highlights

- ✓ Implemented strategy to reach local sports programs about rentals.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of boat launches	2,259	2,730	2,600	1,653	2,700
• Boat/RV storage usage	210	215	215	215	215
• Number of miniature golf rounds	3,013	3,401	3,000	2,475	3,750
• Number of picnic shelter rentals	343	356	350	186	350

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 recently achieved 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 the Park View High School Golf Team.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 946,281	$ 1,000,600	$ 1,000,000	-0.1%
Retail Operations	154,977	175,000	168,000	-4.0%
Other Revenue	5,296	-	-	-
TOTAL REVENUE	$ 1,106,554	$ 1,175,600	$ 1,168,000	-0.6%
EXPENSES BY CATEGORY				
Personnel Services	$ 649,805	$ 709,810	$ 732,939	3.3%
Operating Costs	93,394	89,057	89,057	0.0%
Maintenance Costs	147,400	160,659	160,659	0.0%
Insurance	919	1,025	1,097	7.1%
Retail Operations	76,672	80,500	75,900	-5.7%
Utilities	45,917	45,075	47,075	4.4%
TOTAL EXPENSES	$ 1,014,106	$ 1,086,126	$ 1,106,728	1.9%
Net Income	**$ 92,448**	**$ 89,474**	**$ 61,272**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	8	8	7.00	7.00	7.00
Part-Time, Year Round	3.15	3.15	3.69	3.78	3.78
Part-Time, Seasonal	1.80	1.80	1.94	2.00	2.00

ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-010-	**ALGONKIAN GOLF COURSE REVENUES**					
4210	Driving Range	$61,429	$60,667	$68,000	$38,907	$68,000
4220	Cart Rental	162,365	176,903	180,000	111,690	180,000
4320	Golf Club Rental	2,148	2,748	3,600	1,618	3,000
4380	Green Fees	682,641	696,940	740,000	442,480	740,000
4400	Golf Handicap Program	5,349	4,722	5,500	3,544	5,500
4610	Pull Cart Rental	3,161	4,301	3,500	2,223	3,500
	TOTAL USER FEES	**917,094**	**946,281**	**1,000,600**	**600,462**	**1,000,000**
4475	Lessons	4,187	5,296	0	1,078	0
4430	Insurance Proceeds	10,767	0	0	0	0
	TOTAL OTHER REVENUE	**14,954**	**5,296**	**0**	**1,078**	**0**
4641	Retail - Alcoholic Beverages	43,412	47,827	45,000	30,151	48,000
4640, 4642, 4643	Retail – Food	70,868	67,417	80,000	42,313	75,000
4650	Retail - Pro Shop	43,147	39,733	50,000	24,550	45,000
	TOTAL RETAIL OPERATIONS	**157,427**	**154,977**	**175,000**	**97,014**	**168,000**
	TOTAL REVENUES	**$1,089,474**	**$1,106,554**	**$1,175,600**	**$698,554**	**$1,168,000**
	EXPENSES					
5010	Full-Time Salaries	$376,793	$338,102	$378,415	$271,455	$387,080
5020	Part-Time Salaries	108,325	108,582	124,630	87,315	126,231
5030	FICA	35,656	34,616	38,506	27,820	39,291
5040	Hospitalization	53,982	60,872	63,832	58,948	73,595
5060	Life Insurance	2,643	2,595	2,702	2,159	2,764
5050	Retirement	97,590	103,451	100,280	77,977	102,576
5070	Unemployment Tax	1,917	1,587	1,445	1,179	1,402
	TOTAL PERSONNEL SERVICES	**676,906**	**649,805**	**709,810**	**526,854**	**732,939**
5160	Golf Cart Rental	60,214	60,214	60,214	50,179	60,214
5138	Beverage Cart Rental	943	943	943	786	943
5230	Gas and Diesel	25,796	24,673	22,000	13,227	22,000
5260	Golf Handicap Program	4,450	4,450	4,500	4,490	4,500
5263	Instructor Fees	2,360	2,194	0	351	0
5570	Uniforms	1,031	919	1,400	1,110	1,400
	TOTAL OPERATING COSTS	**94,794**	**93,394**	**89,057**	**70,142**	**89,057**
5180	Equipment/Vehicle Maintenance	19,931	18,638	20,758	19,175	20,758
5190	Facility Op. & Maintenance	37,084	27,791	31,601	25,596	31,601
5240	Golf Course Maintenance	104,162	100,971	108,300	72,653	108,300
	TOTAL MAINTENANCE COSTS	**161,178**	**147,400**	**160,659**	**117,423**	**160,659**
5265	Insurance - Liquor Liability	487	361	411	290	411
5290	Insurance - Vehicle	622	558	614	573	686
	TOTAL INSURANCE	**1,109**	**919**	**1,025**	**863**	**1,097**
5521	Retail - Alcoholic Beverages	12,158	13,433	13,500	8,652	14,400
5520	Retail – Food	29,119	28,308	32,000	19,775	30,000
5530	Retail - Pro Shop	25,827	34,931	35,000	18,608	31,500
	TOTAL RETAIL OPERATIONS	**67,104**	**76,672**	**80,500**	**47,035**	**75,900**
5580-001	Telephone	3,086	3,532	3,960	3,135	3,960
5580-002	Electricity	30,507	32,831	31,000	28,612	31,000
5580-004	Water/Sewer	1,915	2,094	2,000	1,239	4,000
5580-008	Propane Gas	5,082	5,426	6,000	10,673	6,000
5580-016	Internet/Cable	2,250	2,034	2,115	1,811	2,115
	TOTAL UTILITIES	**42,841**	**45,917**	**45,075**	**45,470**	**47,075**
	TOTAL EXPENSES	**$1,043,932**	**$1,014,106**	**$1,086,126**	**$807,787**	**$1,106,728**
	OPERATING INCOME (LOSS)	**$45,542**	**$92,448**	**$89,474**	**($109,233)**	**$61,272**

ALGONKIAN GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (3) membership events.
- Implement consistent membership retention strategy system.
- Conduct a complete review of the membership program on an annual basis and benefits to identify areas that may be improved.

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

Objectives:

- Complete a bi-annual review system of industry trends, pricing and standards with a focus on local competition.
- Develop and implement marketing plan to effectively promote the demand pricing model.
- Develop a business plan to reach prospective league and tournament clients.
- Review and update on an annual basis current customer outreach strategy using technology resources.
- Create dedicated plans for retaining core golfers, attracting more occasional and beginning golfers.
- Continue and increase cross-agency promotion and marketing efforts with other NOVA Parks golf courses.

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

Objectives:

- Create a year round comprehensive programming calendar and schedule of events and activities.
- Create a minimum of (3) new programming opportunities for juniors and adults.
- Schedule on-site golf teaching professionals to provide a minimum of (3) clinics and classes to the general public.
- Develop a minimum of (2) outreach programs with partner organizations such as the PGA, LPGA or VSGA.
- Utilize at least (1) nationally recognized golf introduction program to increase participation.
- Establish goals, objectives and expectations for contracted golf instructors.

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

Objectives:

- Develop a master plan for consistent and targeted golf course and pro shop improvements.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Create an in-house audit program to evaluate the performance of seasonal and volunteer staff.

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

Objectives:

- Create purchasing and appropriate inventory guidelines for golf pro shop.
- Develop an Food & Beverage plan that focuses on quality menu options while maximizing profitability.
- Provide a minimum of (2) training opportunities that focus on safe food handling and proper serving protocols.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Swing Into Spring, Fall for Golf and Member Guest Tournament implemented.

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

Highlights

- ✓ Continue to work with third party marketing company to provide an integrated-media campaign to grow our email database, social media fan base, promote daily play and build our brand loyalty.

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

Highlights

- ✓ Year round programming calendar and schedule of events implemented.
- ✓ Hosted demo days, junior camps and junior golf programs.
- ✓ New professional folder developed to market and promote tournament play.

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

Highlights

- ✓ All staff attended new agency-wide customer service training and will continue to receive training updates.
- ✓ Created a performance review for seasonal Pro Shop employees.

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

Highlights

- ✓ Streamlined menu options.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• 18 hole golf rounds (paid)	17,719	19,230	19,000	10,815	19,000
• 18 hole golf rounds (members)	9,442	8,724	10,000	5,519	9,500
• Power cart rentals-18 hole equivalent	11,513	12,780	12,000	5,630	12,000
• Number of driving range buckets sold	5,121	5,140	5,500	3,144	5,500
• Number of annual golf memberships sold	80	52	75	30	55
• Number of Heron Club Cards sold	28	43	30	13	50
• Per customer average on pro shop merchandise	$1.59	$1.42	$1.72	$1.20	$1.58
• Per customer average on food & beverage	$4.21	$4.12	$4.31	$3.73	$4.31
• Revenue per round of golf played	$40.11	$39.58	$40.53	$34.99	$40.98
• Expense per round of golf played	$38.43	$36.27	$37.45	$30.17	$38.83
• Volunteer hours received	5,752	5,289	4,800	3,067	5,000

VOLCANO ISLAND WATERPARK AT ALGONKIAN

PROGRAM OVERVIEW

This Polynesian themed waterpark provides visitors with views of palm trees, tropical birds, colorful murals, thatch 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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 381,398	$ 357,350	$ 393,350	10.1%
Retail Operations	102,747	93,000	105,000	12.9%
Other Revenue	850	-	-	-
TOTAL REVENUE	$ 484,995	$ 450,350	$ 498,350	10.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 154,922	$ 169,063	$ 171,007	1.1%
Maintenance Costs	61,727	56,828	56,828	0.0%
Retail Operations	37,575	37,700	42,500	12.7%
Utilities	20,862	22,800	24,300	6.6%
TOTAL EXPENSES	$ 275,086	$ 286,391	$ 294,635	2.9%
Net Income	**$ 209,909**	**$ 163,959**	**$ 203,715**	

BUDGET HIGHLIGHTS

Major variances in budget:

- User Fee revenue is budgeted to increase by 10% based on actual revenue.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	5.78	6.89	7.58	7.81	7.92

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-020-	**VOLCANO ISLAND**					
	REVENUES					
4550	Admissions	$195,711	$259,979	$240,000	$164,382	$265,000
4570	Group Admissions	97,161	100,823	90,000	86,147	105,000
4490	Locker Rental	178	245	350	0	350
4560, 4580	Waterpark Passes	18,857	18,776	24,000	14,267	20,000
4670	Shelter Reservations	2,196	1,576	3,000	597	3,000
	TOTAL USER FEES	**314,102**	**381,398**	**357,350**	**265,393**	**393,350**
4640	Retail Operations	78,503	100,811	88,000	69,731	100,000
4660	Swim Merchandise	3,844	1,936	5,000	1,584	5,000
	TOTAL RETAIL OPERATIONS	**82,347**	**102,747**	**93,000**	**71,315**	**105,000**
4482	Lifeguard Training Fee	1,365	850	0	455	0
4430	Insurance Proceeds	6,392	0	0	0	0
	TOTAL OTHER REVENUE	**7,757**	**850**	**0**	**455**	**0**
	TOTAL REVENUES	**$404,206**	**$484,995**	**$450,350**	**$337,163**	**$498,350**
	EXPENSES					
5020	Part-Time Salaries	$145,203	$142,289	$155,890	$94,111	$157,683
5030	FICA	9,262	10,885	11,926	7,200	12,063
5070	Unemployment Tax	1,437	1,747	1,247	1,134	1,261
	TOTAL PERSONNEL SERVICES	**155,902**	**154,922**	**169,063**	**102,445**	**171,007**
5180	Equipment/Vehicle Maintenance	493	0	0	531	0
5190	Facility Op. & Maintenance	63,672	61,727	56,828	31,235	56,828
	TOTAL MAINTENANCE COSTS	**64,165**	**61,727**	**56,828**	**31,766**	**56,828**
5520	Retail Operations	36,567	35,908	35,200	24,028	40,000
5535	Swim Merchandise	876	1,668	2,500	1,230	2,500
	TOTAL RETAIL OPERATIONS	**37,443**	**37,575**	**37,700**	**25,258**	**42,500**
5580-001	Telephone	1,045	1,261	1,400	920	1,400
5580-002	Electricity	17,219	16,506	19,000	13,681	19,000
5580-004	Water/Sewer	2,076	2,303	1,500	1,152	3,000
5580-016	Internet/Cable	854	792	900	793	900
	TOTAL UTILITIES	**21,194**	**20,862**	**22,800**	**16,546**	**24,300**
	TOTAL EXPENSES	**$278,703**	**275,086**	**$286,391**	**$176,015**	**$294,635**
	OPERATING INCOME (LOSS)	**$125,503**	**$209,909**	**$163,959**	**$161,148**	**$203,715**

VOLCANO ISLAND WATERPARK AT ALGONKIAN

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Update and refine annually the marketing plan to increase pass sales both in season and out of season.
- Create a system that streamlines the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Develop a system to track new and renewal memberships.
- Incorporate a minimum of (4) membership incentives per season.
- Conduct an annual review of the membership program and benefits to identify areas that may be improved.

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

Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Develop and refine a system that implements effective recruitment and retention strategies for qualified staff.
- Implement standardized scheduling practices to meet facility demands while maintaining budget.

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

Objectives:

- Establish marketing and operations plan to continue to increase the sales of parties, and additional services.
- Refine and implement a plan to maximize weekday group participation.
- Implement a plan to increase off peak visitation through special promotional and sales opportunities.
- Continue and increase cross promotion of park activities.

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

Objectives:

- Develop a retail and food sales operations plan to include sales goals, purchasing and pricing guidelines, product placement, and marketing.
- Ensure staff maintains Food, Beverage and Alcohol Compliance through a measurable training and certification system.
- Create options that can be purchase by groups and parties participants.
- Create options that can be purchased by groups.
- Implement an effective inventory management system to reduce waste.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop and implement a plan to continue and expand facility theming.
- Create a mechanism to receive consistent customer feedback.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Conduct annually a complete review of the staff incentive program to identify areas that may be improved.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented new membership incentives including monthly eblasts, "Bring a Friend" promotion, and early entry to the waterpark.
- ✓ The Big Chill Annual Waterpark Pass Sale continues to be successful in selling memberships off season and provides a more streamlined process for purchasing to ensure proper records are maintained.

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

Highlights

- ✓ A revised incentive program was developed for all positions.
- ✓ Created and used scheduling templates to ensure adequate coverage while considering fiscal impacts.

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

Highlights

- ✓ A Calendar of Events was developed to encourage weekday afternoon visitation by providing value-added and themed events.
- ✓ The Aquatics Team has systematically reviewed programming and facility usage and developed improvement plans.

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

Highlights

- ✓ Implemented sales goals based on the budget.
- ✓ Established "best sellers" of retail items and increased variety of retail items sold.

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

Highlights

- ✓ Implemented a button reward program for attendants.
- ✓ Customer service topics were included in every in-service training for lifeguards.
- ✓ Developed winterization and opening maintenance procedures SOPs.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of general admissions	26,493	33,569	32,000	27,476	34,000
• Number of youth group participants	16,362	16,982	16,000	16,149	17,000
• Number of Annual Waterpark Passes sold	211	258	350	41	275
• Average amount customers spent on food, beverages & retail	$1.92	$2.03	$1.94	$1.63	$2.06
• Number of birthday party participants	502	912	700	399	900
• Number of birthday parties	51	61	70	52	75

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 850 acres of parkland and offers a large banquet room, an additional meeting room and a private bridal room.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 211,364	$ 175,000	$ 215,000	22.9%
Retail Operations	70,719	45,000	70,000	55.6%
Other Revenue	338,570	228,000	323,000	41.7%
TOTAL REVENUE	$ 620,653	$ 448,000	$ 608,000	35.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 101,602	$ 117,511	$ 105,670	-10.1%
Operating Costs	174,256	106,200	189,700	78.6%
Maintenance Costs	20,869	19,350	22,000	13.7%
Insurance	-	4,600	4,331	-5.9%
Retail Operations	29,044	18,000	28,000	55.6%
Utilities	17,116	17,600	18,600	5.7%
TOTAL EXPENSES	$ 342,887	$ 283,261	$ 368,301	30.0%
Net Income	**$ 277,766**	**$ 164,739**	**$ 239,699**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The net income is budgeted to increase almost $75,000 based on increased rental activity**.**

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time, Year Round	.95	.95	1.10	2.40	1.95
Part-Time, Seasonal	.10	.10	.23	.40	.40

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-030-	**WOODLANDS AT ALGONKIAN REGIONAL PARK**					
	REVENUES					
4130	Conference Center Rental	$113,201	$211,364	$175,000	$162,089	$211,000
4443	Kitchen Use Fee	0	0	0	0	4,000
	TOTAL USER FEES	**113,201**	**211,364**	**175,000**	**162,089**	**215,000**
4115	Catering	110,166	253,847	175,000	213,734	250,000
4821	Equipment Rental	6,429	34,572	20,000	14,899	35,000
4822	Contract Employment	0	280	11,000	230	0
4142	Contract Services	215	0	0	0	0
4682	Service Charge	19,663	49,871	22,000	38,076	38,000
	TOTAL OTHER REVENUE	**136,472**	**338,570**	**228,000**	**266,940**	**323,000**
4641	Retail - Alcohol	21,989	70,719	45,000	45,337	70,000
	TOTAL RETAIL OPERATIONS	**21,989**	**70,719**	**45,000**	**45,337**	**70,000**
	TOTAL REVENUES	**$271,662**	**$620,653**	**$448,000**	**$474,366**	**$608,000**
	EXPENSES					
5010	Full-Time Salaries	$18,596	$20,591	$22,697	$18,927	$24,185
5020	Part-Time Salaries	30,854	66,710	76,690	46,005	63,517
5030	FICA	3,768	6,645	7,603	4,769	6,709
5040	Hospitalization	0	890	3,702	3,428	4,114
5060	Life Insurance	133	145	162	135	173
5050	Retirement	4,897	5,910	6,015	4,732	6,409
5070	Unemployment Tax	415	711	642	386	564
	TOTAL PERSONNEL SERVICES	**58,664**	**101,602**	**117,511**	**78,382**	**105,670**
5143	Catering	49,028	113,446	70,000	84,541	113,000
5186	Equipment Rental	11,340	42,825	18,000	12,190	35,000
5146	Contract Employment	4,321	13,123	10,000	46,248	33,000
5340	Linen Service	5,055	4,729	4,500	2,200	4,500
5570	Uniforms	0	133	200	100	200
5490	Programs and Promotions	0	0	3,500	2,156	4,000
	TOTAL OPERATING COSTS	**69,745**	**174,256**	**106,200**	**147,435**	**189,700**
5190	Facility Op. & Maintenance	27,025	20,869	19,350	25,382	22,000
	TOTAL MAINTENANCE COSTS	**27,025**	**20,869**	**19,350**	**25,382**	**22,000**
5265	Liquor liability	439	0	4,600	1,859	4,331
	TOTAL INSURANCE	**439**	**0**	**4,600**	**1,859**	**4,331**
5521	Retail - Alcohol	3,961	29,044	18,000	5,331	28,000
	TOTAL RETAIL OPERATIONS	**3,961**	**29,044**	**18,000**	**5,331**	**28,000**
5580-001	Telephone	2,475	2,625	2,500	2,164	2,500
5580-002	Electricity	10,332	10,523	9,500	9,458	10,500
5580-008	Propane	123	2,473	4,000	317	4,000
5580-016	Internet/Cable	1,559	1,496	1,600	1,383	1,600
	TOTAL UTILITIES	**14,489**	**17,116**	**17,600**	**13,322**	**18,600**
	TOTAL EXPENSES	**$174,323**	**$342,887**	**$283,261**	**$271,711**	**$368,301**
	OPERATING INCOME (LOSS)	**$97,339**	**$277,766**	**$164,739**	**$202,655**	**$239,699**

THE WOODLANDS AT ALGONKIAN PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop and implement a plan for consistent and continued site improvements.
- Create a defined business plan that focuses on building rental business.
- Develop a defined plan to increase off-peak and corporate rentals.
- Work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.
- Create a corporate catering menu option for groups over 100 and for corporate holiday parties.
- Create a new Venue/Catering Post Event Survey to gain a better understanding of the clients experience leading up to their event and on the day of their event
- Develop and implement a plan for consistent follow up and response to online and mail survey reviews.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Review quarterly event industry trends and standards with a focus on local competition and social media.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Work to develop a minimum of (1) new print publication pieces with placement options.
- Take part in a minimum of (3) outreach events.
- Host a minimum of (2) open house events.
- Research and identify trends within Social Media marketing that work best for the Woodlands and Great Blue Heron Catering to promote our services, show our commitment to quality customer service and demonstrate our knowledge of the wedding industry.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Goal One: Enhance and expand The Woodlands into a premier event venue.

Highlights

- ✓ All staff attended new agency-wide customer service training.
- ✓ Created written guidelines with Great Blue Heron to create a seamless customer experience.
- ✓ Developing a 5-year plan for consistent and continued site improvements.

Goal Two: Develop an effective rebranding strategy for the Woodlands. (Goal complete in FY 15)

Highlights

- ✓ Hosted effective Open House events following local Bridal Shows.
- ✓ Participated in (3) outreach events.
- ✓ Developed cross promotional materials, including updates to the bridal booklets, folders, pens, and giveaways.
- ✓ Celebration of Life brochure created.
- ✓ Bartender SOPs have been created and implemented.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of social rentals (events)	31	55	50	34	60
• Number of wedding/social events catered (in-house)	N/A	45	45	30	55
• Number of business rentals (meetings)	44	42	50	10	40

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 with gas fire logs, 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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 274,556	$ 295,900	$ 300,900	1.7%
TOTAL REVENUE	$ 274,556	$ 295,900	$ 300,900	1.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 98,403	$ 113,953	$ 125,216	9.9%
Operating Costs	11,659	10,000	12,000	20.0%
Maintenance Costs	21,660	25,500	25,500	0.0%
Utilities	51,108	49,500	53,500	8.1%
TOTAL EXPENSES	$ 182,830	$ 198,953	$ 216,216	8.7%
Net Income	**$ 91,726**	**$ 96,947**	**$ 84,684**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full -Time	.50	.50	.50	.50	.50
Part -Time, Year Round	2.98	2.98	2.98	2.98	2.98
Part -Time, Seasonal	0	0	0	0	0

ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-040-	**ALGONKIAN COTTAGES**					
	REVENUES					
4150,4151	Cottage Rental	$298,779	$274,247	$295,000	$259,842	$300,000
4470	Laundry	1,255	310	900	470	900
	TOTAL USER FEES	**300,034**	**274,556**	**295,900**	**260,312**	**300,900**
	TOTAL REVENUES	**$300,034**	**$274,556**	**$295,900**	**$260,312**	**$300,900**
	EXPENSES					
5010	Full-Time Salaries	$18,596	$20,591	$22,697	$16,282	$24,185
5020	Part-Time Salaries	67,166	56,983	73,410	41,471	75,495
5030	FICA	5,974	5,472	7,352	3,841	7,625
5040	Hospitalization	10,728	8,883	3,702	9,308	10,726
5060	Life Insurance	133	145	162	135	173
5050	Retirement	4,897	5,910	6,015	4,045	6,409
5070	Unemployment Tax	550	418	615	224	604
	TOTAL PERSONNEL SERVICES	**108,044**	**98,403**	**113,953**	**75,306**	**125,216**
5340	Linen Service	12,581	11,659	10,000	9,183	12,000
	TOTAL OPERATING COSTS	**12,581**	**11,659**	**10,000**	**9,183**	**12,000**
5180	Equipment/Vehicle Maintenance	206	225	500	27	500
5190	Facility Op. & Maintenance	23,612	21,434	25,000	16,401	25,000
	TOTAL MAINTENANCE COSTS	**23,818**	**21,660**	**25,500**	**16,427**	**25,500**
5580-001	Telephone	10,630	10,740	11,500	9,976	11,500
5580-002	Electricity	18,054	19,043	17,000	19,543	19,000
5580-004	Water/Sewer	2,155	2,508	2,000	1,657	4,000
5580-008	Propane	5,240	4,427	5,000	5,057	5,000
5580-016	Internet/Cable	13,552	14,391	14,000	12,407	14,000
	TOTAL UTILITIES	**49,632**	**51,108**	**49,500**	**48,640**	**53,500**
	TOTAL EXPENSES	**$194,075**	**$182,830**	**$198,953**	**$149,556**	**$216,216**
	OPERATING INCOME (LOSS)	**$105,959**	**$91,726**	**$96,947**	**$110,756**	**$84,684**

ALGONKIAN COTTAGES

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Continue to increase overall brand awareness online.
- Create a mechanism to receive consistent customer feedback.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Research and identify trends within social media marketing that work best at Algonkian Regional Park to promote our services, show our commitment to quality customer service and demonstrate our knowledge of the travel industry.
- Develop and implement a plan that focuses on consistent customer follow up and responses based on reviews.
- Establish a visual cottage “theme” to include improvements through park signage, overall cottage appearance and check-in area in the park office.
- Create and implement consistent check-in and check-out procedures.
- Increase cross-agency promotion and marketing efforts with other NOVA Parks’ rental facilities.
- Research and identify trends in the travel/vacation rental industry and incorporate trends into the cottages and overall guest experience.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Increased marketing efforts through working with County Visitors Association.
- ✓ Developed cleaning and maintenance checklists
- ✓ Monitoring social media reviews and feedback.

MEASURABLE RESULTS

	FY 2013 ACTUAL*	FY 2014 ACTUAL*	FY 2015 TARGET*	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Three Bedroom-Rental Nights (8 cottages)	N/A	N/A	N/A	613	1,200
• Four Bedroom-Rental Nights (2 cottages)	N/A	N/A	N/A	195	350
• Five Bedroom-Rental Nights (2 cottages)	N/A	N/A	N/A	182	350

*Rental Occupancy measurement changed during FY 15

BEAVERDAM PROPERTY

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ -	$ -	$ 13,000	-
Retail Operations	-	-	1,000	-
TOTAL REVENUE	$ -	$ -	$ 14,000	-
EXPENSES BY CATEGORY				
Personnel Services	$ -	$ -	$ 28,036	-
Operating Costs	-	-	900	-
Maintenance Costs	-	-	10,500	-
Retail Operations	-	-	400	-
Utilities	-	-	-	-
TOTAL EXPENSES	$ -	$ -	$ 39,836	-
Net Income	**$ -**	**$ -**	**$ (25,836)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- This is a newly acquired property for NOVA Parks.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time, Year Round	0	0	0	0	.70
Part Time, Seasonal	0	0	0	0	.33

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-042-	**BEAVERDAM PROPERTIES**					
	REVENUES					
4080	Crew Boat Storage	$0	$0	$0	$0	$2,500
4070	Boat Rental	0	0	0	0	5,000
4460	Launch & Parking Fees	0	0	0	0	3,000
4600	Programmed Events	0	0	0	0	2,000
4160	Daily User Fees	0	0	0	0	0
4673	Rowing Camps	0	0	0	0	500
	TOTAL USER FEES	**0**	**0**	**0**	**0**	**13,000**
4640	Retail Operations	0	0	0	0	1,000
	TOTAL RETAIL OPERATIONS	**0**	**0**	**0**	**0**	**1,000**
	TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$14,000**
	EXPENSES					
5010	Full-Time Salaries	$0	$0	$0	$0	$0
5020	Part-Time Salaries	0	0	0	0	25,851
5030	FICA	0	0	0	0	1,978
5040	Hospitalization	0	0	0	0	0
5060	Life Insurance	0	0	0	0	0
5050	Retirement	0	0	0	0	0
5070	Unemployment Tax	0	0	0	0	207
	TOTAL PERSONNEL SERVICES	**0**	**0**	**0**	**0**	**28,036**
5230	Gas and Diesel	0	0	0	0	500
5490	Programs and Promotions	0	0	0	0	400
	TOTAL OPERATING COSTS	**0**	**0**	**0**	**0**	**900**
5180	Equipment/Vehicle Maintenance	0	0	0	0	500
5190	Facility Op. & Maintenance	0	0	0	0	10,000
	TOTAL MAINTENANCE COSTS	**0**	**0**	**0**	**0**	**10,500**
5520	Retail Operations	0	0	0	0	400
	TOTAL RETAIL OPERATIONS	**0**	**0**	**0**	**0**	**400**
5580-001	Telephone	0	0	0	0	0
5580-002	Electricity	0	0	0	0	0
5580-016	Internet/Cable	0	0	0	0	0
	TOTAL UTILITIES	**0**	**0**	**0**	**0**	**0**
	TOTAL EXPENSES	**$0**	**$0**	**$0**	**$0**	**$39,836**
	OPERATING INCOME (LOSS)	**$0**	**$0**	**$0**	**$0**	**($25,836)**

BEAVERDAM PROPERTY

STRATEGIC GOALS & OBJECTIVES FY 2016

Strategic Goals & Objectives will be developed at a later date for this new NOVA Parks property .

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Strategic Goal Highlights will be developed at a later date for this new NOVA Parks property .

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET

Measurable Results will be developed at a later date for this new NOVA Parks property .

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. This park is used by the Northern Virginia Astronomy Club as a nighttime or celestial special event viewing location.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 6,016	$ 5,000	$ 5,500	10.0%
TOTAL REVENUE	$ 6,016	$ 5,000	$ 5,500	10.0%
EXPENSES BY CATEGORY				
Maintenance Costs	2,695	3,000	3,000	0.0%
Utilities	151	200	200	0.0%
TOTAL EXPENSES	$ 2,846	$ 3,200	$ 3,200	0.0%
Net Income	**$ 3,170**	**$ 1,800**	**$ 2,300**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full Time	0	0	0	0	0
Part Time, Year Round	0	0	0	0	0
Part Time, Seasonal	0	0	0	0	0

BLUE RIDGE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-045-	**BLUE RIDGE REGIONAL PARK**					
	REVENUES					
4100	Camping Fees	$5,591	$6,016	$5,000	$3,020	$5,500
	TOTAL USER FEES	**5,591**	**6,016**	**5,000**	**3,020**	**5,500**
	TOTAL REVENUES	**$5,591**	**$6,016**	**$5,000**	**$3,020**	**$5,500**
	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	2,251	2,695	3,000	1,809	3,000
	TOTAL MAINTENANCE COSTS	**2,251**	**2,695**	**3,000**	**1,809**	**3,000**
5580-002	Electricity	196	151	200	112	200
	TOTAL UTILITIES	**196**	**151**	**200**	**112**	**200**
	TOTAL EXPENSES	**$2,447**	**$2,846**	**$3,200**	**$1,921**	**$3,200**
	OPERATING INCOME (LOSS)	**$3,144**	**$3,170**	**$1,800**	**$1,099**	**$2,300**

BLUE RIDGE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Continue to implement invasive removal plan.
- Maintain a minimum of (3) community partnerships.
- Conduct consistent yearly outreach to attract youth group campers.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Invasive vegetarian pull events conducted in the spring, summer and fall.
- ✓ Partnerships created with Friends of Blue Ridge Mountain, Virginia Native Plant Society and Boy Scouts of America National Capitol Region.
- ✓ Outreach to attract youth group campers conducted through quarterly scout magazine and Eagle Scout meetings.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of camping groups	54	46	48	16	48
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	2	3	2	2	3
• Volunteer hours received	235	165	500	36	500

BRAMBLETON GOLF COURSE

PROGRAM OVERVIEW

Brambleton Golf Course is an 18 hole, par-72 golf course in the Ashburn area of Loudoun County. Opened in 1994, Brambleton offers a variety of challenging holes with scenic woods and water. Working towards the NOVA Parks goal of conservation, Brambleton is an Audubon Cooperative Sanctuary. Brambleton is the home course for the Briar Woods High School Golf Team, providing the team with tournament and practice facilities during the golf season. The golf course is also adjacent to the National Recreation and Park Association's Headquarters. Amenities include a driving range, pro shop, grill, putting and chipping greens and rentals of golf carts and golf clubs. A large event pavilion is available for parties of up to 150 people.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 1,199,300	$ 1,246,000	$ 1,206,000	-3.2%
Retail Operations	219,774	210,000	215,000	2.4%
Other Revenue	28,022	20,000	20,000	0.0%
TOTAL REVENUE	$ 1,447,096	$ 1,476,000	$ 1,441,000	-2.4%
EXPENSES BY CATEGORY				
Personnel Services	$ 864,703	$ 847,286	$ 881,028	4.0%
Operating Costs	123,566	118,543	118,543	0.0%
Maintenance Costs	159,609	181,211	181,211	0.0%
Insurance	1,478	1,639	1,784	8.8%
Retail Operations	106,047	96,000	97,500	1.6%
Utilities	69,842	60,962	60,962	0.0%
TOTAL EXPENSES	$ 1,325,245	$ 1,305,641	$ 1,341,027	2.7%
Net Income	**$ 121,851**	**$ 170,359**	**$ 99,973**	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenue is budgeted to decrease by $35,000 compared to the FY 15 Budget, based on actual performance.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full Time	9	8	8	8	8
Part Time, Year Round	4.91	5.89	5.88	5.88	5.88
Part Time, Seasonal	1.39	1.39	1.39	1.39	1.39

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-055-	**BRAMBLETON GOLF COURSE**					
	REVENUES					
4210	Driving Range	$89,131	$89,971	$84,000	$61,896	$86,000
4220	Cart Rental	194,239	210,895	210,000	153,927	210,000
4320	Golf Club Rental	2,377	2,477	2,500	1,602	2,500
4380	Green Fees	878,541	881,187	930,000	568,353	890,000
4400	Golf Handicap Program	5,351	5,512	6,000	4,590	6,000
4600	Programmed Events	0	142	0	512	500
4610	Pull Cart Rental	2,335	2,616	3,500	1,954	3,500
4670	Shelter Reservations	9,094	6,500	10,000	3,690	7,500
	TOTAL USER FEES	**1,181,068**	**1,199,300**	**1,246,000**	**796,523**	**1,206,000**
4641	Retail - Alcoholic Beverages	58,423	70,839	60,000	43,252	65,000
4640,4642,4643	Retail - Food	81,136	88,774	90,000	53,960	90,000
4650	Retail - Pro Shop	52,865	60,161	60,000	38,223	60,000
	TOTAL RETAIL OPERATIONS	**192,424**	**219,774**	**210,000**	**135,434**	**215,000**
4475	Lessons	24,631	28,022	20,000	16,631	**20,000**
	TOTAL OTHER REVENUE	**24,631**	**28,022**	**20,000**	**16,631**	**20,000**
	TOTAL REVENUES	**$1,398,123**	**$1,447,096**	**$1,476,000**	**$948,588**	**$1,441,000**
	EXPENSES					
5010	Full-Time Salaries	$437,267	$474,108	$451,347	$408,965	$466,762
5020	Part-Time Salaries	141,654	144,296	155,212	94,993	157,047
5030	FICA	42,721	43,769	46,493	32,966	47,813
5040	Hospitalization	70,670	69,018	69,657	57,474	80,677
5060	Life Insurance	3,111	3,163	3,223	2,666	3,332
5050	Retirement	115,149	128,388	119,607	92,335	123,692
5070	Unemployment Tax	2,216	1,961	1,746	1,372	1,704
	TOTAL PERSONNEL SERVICES	**812,788**	**864,703**	**847,286**	**690,771**	**881,028**
5160	Golf Cart Rental	62,100	62,100	62,100	51,750	62,100
5138	Beverage Cart Rental	943	943	943	786	943
5230	Gas and Diesel	33,841	31,476	31,000	19,278	31,000
5260	Golf Handicap Program	4,450	4,450	4,500	4,450	4,500
5263	Instructor Fees	20,528	23,754	18,000	14,957	18,000
5570	Uniforms	1,365	843	2,000	1,402	2,000
	TOTAL OPERATING COSTS	**123,227**	**123,566**	**118,543**	**92,623**	**118,543**
5180	Equipment/Vehicle Maintenance	14,723	15,751	21,000	15,939	21,000
5190	Facility Op. & Maintenance	35,949	35,395	43,211	28,077	43,211
5240	Golf Course Maintenance	116,653	108,464	117,000	75,768	117,000
	TOTAL MAINTENANCE COSTS	**167,325**	**159,609**	**181,211**	**119,784**	**181,211**
5265	Insurance - Liquor Liability	487	361	411	290	411
5290	Insurance - Vehicle	1,244	1,117	1,228	1,146	1,373
	TOTAL INSURANCE	**1,732**	**1,478**	**1,639**	**1,436**	**1,784**
5521	Retail - Alcoholic Beverages	20,192	21,499	18,000	12,488	19,500
5520,5522	Retail - Food	47,152	40,729	36,000	25,515	36,000
5530	Retail - Pro Shop	34,972	43,820	42,000	17,434	42,000
	TOTAL RETAIL OPERATIONS	**102,316**	**106,047**	**96,000**	**55,437**	**97,500**
5580-001	Telephone	6,787	3,087	3,472	2,294	3,472
5580-004	Water/Sewer	0	120	0	25	0
5580-002	Electricity	31,888	28,200	30,000	22,322	30,000
5580-008	Propane Gas	22,737	34,399	23,000	21,211	23,000
5580-016	Internet/Cable	3,047	4,036	4,490	4,305	4,490
	TOTAL UTLILITIES	**64,459**	**69,842**	**60,962**	**50,156**	**60,962**
	TOTAL EXPENSES	**$1,271,847**	**$1,325,245**	**$1,305,641**	**$1,010,206**	**$1,341,027**
	OPERATING INCOME (LOSS)	**$126,277**	**$121,851**	**$170,359**	**($61,618)**	**$99,973**

BRAMBLETON GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (3) membership events.
- Implement consistent membership retention strategy system.
- Conduct a complete review of the membership program on an annual basis and benefits to identify areas that may be improved.

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

Objectives:

- Complete a bi-annual review system of industry trends, pricing and standards with a focus on local competition.
- Develop and implement marketing plan to effectively promote the demand pricing model.
- Develop a business plan to reach prospective league and tournament clients.
- Review and update on an annual basis current customer outreach strategy using technology resources.
- Create dedicated plans for retaining core golfers, and attracting more occasional and beginning golfers.
- Continue and increase cross-agency promotion and marketing efforts with other NOVA Parks golf courses.

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

Objectives:

- Create a year round comprehensive programming calendar and schedule of events and activities.
- Create a minimum of (3) new programming opportunities for: Juniors and adults
- Schedule on-site golf teaching professionals to provide a minimum of (3) clinics and classes to the general public.
- Develop a minimum of (2) outreach programs with partner organizations such as the PGA, LPGA or VSGA.
- Utilize at least (1) nationally recognized golf introduction program to increase participation.
- Establish goals, objectives and expectations for contracted golf instructors.

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

Objectives:

- Develop a master plan for consistent and targeted golf course and pro shop improvements.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Create an in-house audit program to evaluate the performance of seasonal and volunteer staff.

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

Objectives:

- Create purchasing and appropriate inventory guidelines for golf pro shop.
- Develop an Food & Beverage plan that focuses on quality menu options while maximizing profitability.
- Provide a minimum of (2) training opportunities that focus on safe food handling and proper serving protocols.

Goal Six: Enhance and expand the event rental business.

Objectives:

- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Develop a defined plan that focuses on attracting rental business.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Swing Into Spring, Fall for Golf and Member Guest Tournament implemented.

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

Highlights

- ✓ Continue to work with third party marketing company to provide an integrated-media campaign to grow our email database, social media fan base, promote daily play and build our brand loyalty.

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

Highlights

- ✓ Year round programming calendar and schedule of events implemented.
- ✓ Hosted demo days, junior camps and junior golf programs.
- ✓ New professional folder developed to market and promote tournament play.

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

Highlights

- ✓ All staff attended new agency-wide customer service training and will continue to receive training updates.
- ✓ Created a performance review for seasonal Pro shop employees.

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

Highlights

- ✓ Streamlined menu options.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL (6 mos. July-Dec 2014)	FY 2016 TARGET
• 18 hole golf rounds (paid)	25,841	28,137	27,000	15,039	30,000
• 18 hole golf rounds (members)	10,879	9,496	10,000	4,691	7,000
• Power Cart Rentals	13,593	13,136	14,000	7,107	13,136
• Number of Driving Range buckets sold	7,943	8,307	7,500	4,597	8,500
• Per customer average on pro shop merchandise	$1.44	$1.60	$1.62	$1.47	$1.62
• Per customer average on food & beverage	$3.80	$4.24	$4.05	$4.00	$4.19
• Revenue per round of golf played	$38.08	$38.45	$39.89	$37.69	$38.95
• Expense per round of golf played	$34.64	$35.21	$35.29	$31.77	$36.24
• Number of social pavilion rentals	14	14	15	6	5
• Number of annual memberships sold	89	80	90	31	80
• Number of driving range memberships sold	23	19	25	14	20
• Number of Heron Club Cards sold	118	114	130	31	130
• Volunteer hours received	6,632	4,641	8,000	3,387	8,000

BULL RUN REGIONAL PARK

PROGRAM OVERVIEW

Bull Run Regional Park, in western Fairfax County, opened in 1969 and, at approximately 1,500 acres, is the largest of the thirty 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, playground, and Boat/RV storage facilities.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 674,929	$ 739,200	$ 742,700	0.5%
Retail Operations	32,314	37,000	37,000	0.0%
Other Revenue	24,666	21,000	23,000	9.5%
TOTAL REVENUE	$ 731,909	$ 797,200	$ 802,700	0.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 639,810	$ 653,512	$ 701,278	7.3%
Operating Costs	35,192	30,250	26,250	-13.2%
Maintenance Costs	112,834	97,828	102,000	4.3%
Insurance	1,955	2,763	2,402	-13.1%
Retail Operations	21,690	18,500	18,500	0.0%
Utilities	104,344	108,600	107,600	-0.9%
TOTAL EXPENSES	$ 915,824	$ 911,453	$ 958,030	5.1%
Net Income	**$ (183,915)**	**$ (114,253)**	**$ (155,330)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	7	7	7	7	7
Part-Time, Year Round	4.05	4.05	4.05	3.99	3.99
Part-Time, Seasonal	1.59	2.33	2.33	2.30	2.30

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-070-	**BULL RUN REGIONAL PARK REVENUES**					
4095	Cabin Rentals	$36,505	$47,487	$70,000	$52,135	$70,000
4100	Camping Fees	374,592	350,385	365,000	265,364	365,000
4421	Inflatable Play Feature	0	100	0	0	0
4470	Laundry	4,455	4,288	5,000	3,025	5,000
4670	Shelter Reservations	102,527	88,979	115,000	65,071	115,000
4600, 4690	Programmed Events	0	110	1,700	1,357	1,700
4045	Athletic Field Use Fees	7,435	6,910	5,000	6,055	7,000
4675, 4080	Boat/RV Storage	127,896	125,852	125,000	126,678	125,000
4230	Entrance Fees	35,166	49,592	50,000	30,834	50,000
4500	Disc Golf	586	1,226	2,500	2,156	4,000
	TOTAL USER FEES	**689,162**	**674,929**	**739,200**	**552,676**	**742,700**
4640, 4661	Retail Operations	26,407	30,579	35,000	20,805	35,000
4790	Vending Machine Operation	1,703	1,735	2,000	780	2,000
	TOTAL RETAIL OPERATIONS	**28,109**	**32,314**	**37,000**	**21,584**	**37,000**
4255,4601	Firewood/Propane	22,904	21,355	20,000	17,256	22,000
4510, 4269	Miscellaneous Revenue	3,188	2,711	0	1,453	0
4636	Rental Device Commission	791	600	1,000	450	1,000
	TOTAL OTHER REVENUE	**26,883**	**24,666**	**21,000**	**19,159**	**23,000**
	TOTAL REVENUES	**$744,154**	**$731,909**	**$797,200**	**$593,419**	**$802,700**
	EXPENSES					
5010	Full-Time Salaries	$338,346	$319,167	$341,271	$286,654	$364,739
5020	Part-Time Salaries	135,723	148,411	139,374	118,091	141,465
5030	FICA	35,270	34,571	36,843	28,789	38,798
5040	Hospitalization	36,148	42,408	41,645	42,537	55,492
5060	Life Insurance	2,418	2,324	2,436	2,022	2,604
5050	Retirement	89,097	91,192	90,437	71,232	96,656
5070	Unemployment Tax	1,960	1,736	1,507	1,195	1,524
	TOTAL PERSONNEL SERVICES	**638,961**	**639,810**	**653,512**	**550,521**	**701,278**
5230	Gas and Diesel	33,992	33,541	28,000	29,009	24,000
5490	Programs and Promotions	1,345	31	750	986	750
5570	Uniforms	1,010	1,620	1,500	618	1,500
	TOTAL OPERATING COSTS	**36,348**	**35,192**	**30,250**	**30,613**	**26,250**
5180	Equipment/Vehicle Maintenance	17,078	26,596	24,000	27,085	27,000
5190	Facility Op. & Maintenance	80,308	86,238	73,828	52,570	75,000
	TOTAL MAINTENANCE COSTS	**97,385**	**112,834**	**97,828**	**79,655**	**102,000**
5290	Insurance - Vehicle	2,178	1,955	2,763	2,006	2,402
	TOTAL INSURANCE	**2,178**	**1,955**	**2,763**	**2,006**	**2,402**
5520, 5537	Retail Operations	17,505	21,690	17,500	18,217	17,500
5586	Vending Machines	0	0	1,000	0	1,000
	TOTAL RETAIL OPERATIONS	**17,505**	**21,690**	**18,500**	**18,217**	**18,500**
5580-001	Telephone	3,998	2,950	4,500	2,486	3,500
80-002	Electricity	57,166	57,183	62,000	45,194	62,000
5580-004	Water/Sewer	18,689	27,169	25,000	13,419	25,000
5580-008	Propane	16,399	14,557	14,500	14,462	14,500
5580-016	Cable/Internet	2,588	2,485	2,600	2,069	2,600
	TOTAL UTILITIES	**98,840**	**104,344**	**108,600**	**77,630**	**107,600**
	TOTAL EXPENSES	**$891,217**	**$915,824**	**$911,453**	**$758,642**	**$958,030**
	OPERATING INCOME (LOSS)	**($147,063)**	**($183,915)**	**($114,253)**	**($165,223)**	**($155,330)**

BULL RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Update guidelines and SOP's for the overall park and facility maintenance program.
- Maintain a minimum of (3) community partnerships.
- Develop methods and guidelines to preserve a sustainable park trail network.

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

Objectives:

- Create and implement a minimum of (2) interpretive programs utilizing the Civil War huts.
- Host a minimum of (2) special events or programs.
- Offer a minimum of (3) naturalist led programs.

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

Objectives:

- Develop a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Create an in-house audit program to evaluate the performance of seasonal staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Park facilities.

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

Objectives:

- Develop a marketing plan to promote established programs.
- Develop a plan to improve and promote better access to the Occoquan Water Trail.
- Work with Great Blue Heron to develop a plan to effectively market the Barn Pavilion
- Develop an effective marketing strategy to promote rental shelters.
- Maintain Boat and RV lots at 95% capacity.

Goal Five: Provide a superior family camping experience.

Objectives:

- Implement a year round comprehensive programming calendar and schedule of events and activities.
- Take part in a minimum of (2) outreach events.
- Develop a marketing plan to promote programming calendar and schedule of events and activities.
- Update and expand retail sales by providing a wide variety of camping items, food and beverage, souvenirs, firewood, and propane service.
- Develop a 5 year plan for consistent and continued campground development.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Riparian planting along the river complete.
- ✓ Worked with volunteers to spread wood fiber in all (3) playgrounds.
- ✓ Partnerships established with Boy Scouts of America, Clifton Horse Society and Isaac Walton (Arlington/Fairfax).

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

Highlights

- ✓ Conducted Swamp Stomp, Bluebell Walk and Pond Explorations as Naturalist Led programs.
- ✓ Hosted Christmas in July, Hawaiian Luau, Memorial Day and Labor Day Cookouts in the campground and a Halloween Hike in the park.
- ✓ Conducted Civil War Living History Weekends.

Goal Five: Provide a superior family camping experience.

Highlights

- ✓ Participated in the Richmond Camping Expo.
- ✓ Created and implemented a year round calendar of programs and events for the campgrounds.
- ✓ Expanded retail merchandise selection in the campstore.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (JUL-DEC 2014)	FY 2016 TARGET
• Number of non –jurisdiction vehicle entries	5,584	7,822	8,000	3,742	8,000
• Number of nightly camping rentals	10,692	9,461	10,000	5,012	10,000
• Number of group campers	2,399	2,062	1,650	908	2,000
• Boat/RV storage usage (expanded to 208 capacity)	208	208	208	208	208
• Number of picnic shelter rentals	657	600	740	327	740
• Number of cabin rentals	845	849	1,000	367	1,000
• Number of pavilion rentals	26	16	35	18	30
• Volunteer hours received	7,938	11,026	7,000	4,300	7,000

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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 343,481	$ 365,350	$ 371,350	1.6%
Retail Operations	116,418	114,000	129,000	13.2%
Other Revenue	1,040	-	-	-
TOTAL REVENUE	$ 460,940	$ 479,350	$ 500,350	4.4%
EXPENSES BY CATEGORY				
Personnel Services	$ 166,702	$ 186,219	$ 188,674	1.3%
Maintenance Costs	59,352	56,828	56,828	0.0%
Retail Operations	36,998	46,000	52,000	13.0%
Utilities	14,708	16,847	16,347	-3.0%
TOTAL EXPENSES	$ 277,760	$ 305,894	$ 313,849	2.6%
Net Income	**$ 183,180**	**$ 173,456**	**$ 186,501**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	7.42	8.16	8.41	8.60	8.75

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-080-	**ATLANTIS WATER PARK**					
	REVENUES					
4550	Admissions	$237,365	$263,161	$260,000	$171,408	$269,000
4560	Discount Passes	0	0	0	36	0
4570	Group Admissions	76,096	64,040	80,000	67,332	80,000
4490	Locker Rental	196	0	350	0	350
4580	Waterpark Passes	21,699	16,281	25,000	10,408	22,000
	TOTAL USER FEES	**335,355**	**343,481**	**365,350**	**249,184**	**371,350**
4640	Retail Operations	95,866	113,092	110,000	88,427	125,000
4660	Swim Merchandise	2,090	3,326	4,000	1,327	4,000
	TOTAL RETAIL OPERATIONS	**97,955**	**116,418**	**114,000**	**89,754**	**129,000**
4482	Lifeguard Training Fees	1,235	1,040	0	0	0
	TOTAL OTHER REVENUE	**1,235**	**1,040**	**0**	**0**	**0**
	TOTAL REVENUES	**$434,546**	**$460,940**	**$479,350**	**$338,938**	**$500,350**
	EXPENSES					
5020	Part-Time Salaries	$167,491	$153,099	$171,709	$108,820	$173,973
5030	FICA	12,439	11,712	13,136	8,325	13,309
5070	Unemployment Tax	2,133	1,891	1,374	1,261	1,392
	TOTAL PERSONNEL SERVICES	**182,064**	**166,702**	**186,219**	**118,406**	**188,674**
5190	Facility Op. & Maintenance	62,683	59,352	56,828	27,688	56,828
	TOTAL MAINTENANCE COSTS	**62,683**	**59,352**	**56,828**	**27,688**	**56,828**
5520	Retail Operations	40,064	36,496	44,000	27,498	50,000
5535	Swim Merchandise	595	502	2,000	1,001	2,000
	TOTAL RETAIL OPERATIONS	**40,660**	**36,998**	**46,000**	**28,499**	**52,000**
5580-001	Telephone	723	319	1,000	266	500
5580-002	Electricity	14,199	13,344	14,500	6,181	14,500
5580-016	Cable/Internet	1,080	1,045	1,347	870	1,347
	TOTAL UTILITIES	**16,002**	**14,708**	**16,847**	**7,317**	**16,347**
	TOTAL EXPENSES	**$301,408**	**$277,760**	**$305,894**	**$181,910**	**$313,849**
	OPERATING INCOME (LOSS)	**$133,137**	**$183,180**	**$173,456**	**$157,028**	**$186,501**

ATLANTIS WATERPARK AT BULL RUN

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Update and refine annually the marketing plan to increase annual pass sales both in and out of season.
- Continue to refine a system that streamlines the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Develop a system to track new and renewal memberships.
- Incorporate a minimum of (4) membership incentives per season.
- Conduct an annual review of the membership program and benefits to identify areas that may be improved.

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

Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Develop and refine a system that implements effective recruitment and retention strategies for qualified staff.
- Implement standardized scheduling practices to meet facility demands while maintaining budget.

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

Objectives:

- Establish marketing and operations plan to continue to increase the sales of parties and additional services.
- Refine and implement a plan to maximize weekday group participation.
- Implement a plan to increase off peak visitation through special promotional and sales opportunities.
- Continue and increase cross promotion of park activities.

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

Objectives:

- Develop a retail and food sales operations plan to include operations, sales goals, purchasing and pricing guidelines, product placement, and marketing.
- Ensure staff maintains Food, Beverage and Alcohol Compliance through a measurable training and certification system.
- Create options that can be purchased by groups.
- Implement an effective inventory management system to reduce waste.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop and implement a plan to continue and expand facility theming.
- Create a mechanism to receive consistent customer feedback.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Conduct annually a review of the staff incentive program to identify areas that may be improved.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented new membership incentives including monthly eblasts, "Bring a Friend" promotion, and early entry to the waterpark.
- ✓ The Big Chill Annual Waterpark Pass Sale continues to be successful in selling memberships off season and provides a more streamlined process for purchasing to ensure proper records are maintained.

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

Highlights

- ✓ A revised incentive program was developed for all positions.
- ✓ Created and used scheduling templates to ensure adequate coverage while considering fiscal impacts.

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

Highlights

- ✓ A Calendar of Events was developed to encourage weekday afternoon visitation by providing value-added and themed events.
- ✓ The Aquatics Team has systematically reviewed programming and facility usage and developed improvement plans.

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

Highlights

- ✓ Implemented sales goals based on the budget.
- ✓ Established "best sellers" of retail items and increased variety of retail items sold.

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

Highlights

- ✓ Implemented a button reward program for attendants.
- ✓ Customer service topics were included in every in-service training for lifeguards.
- ✓ Developed winterization and opening maintenance procedures SOPs.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (JUL-DEC 2014)	FY 2016 TARGET
• Number of general admissions	32,484	35,649	36,000	23,609	36,000
• Number of youth group participants	12,321	9,918	13,000	11,385	13,000
• Number of Annual Waterpark Passes sold	232	196	350	35	250
• Number of birthday party participants	564	1,012	600	528	1,000
• Number of birthday parties	47	53	60	38	60
• Average amount customers spent on food, beverages & retail	$1.59	$2.49	$2.28	$2.52	$2.57

BULL RUN SPECIAL EVENTS CENTER

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 135,984	$ 125,000	$ 155,000	24.0%
Other Revenue	52,934	43,000	57,500	33.7%
TOTAL REVENUE	$ 188,918	$ 168,000	$ 212,500	26.5%
EXPENSES BY CATEGORY				
Personnel Services	$ 64,015	$ 59,186	$ 62,022	4.8%
Operating Costs	32,382	31,600	45,200	43.0%
Maintenance Costs	18,793	17,000	17,000	0.0%
Utilities	1,070	2,044	1,044	-48.9%
TOTAL EXPENSES	$ 116,261	$ 109,830	$ 125,266	14.1%
Net Income	**$ 72,658**	**$ 58,170**	**$ 87,234**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The revenue estimate for the FY 16 budget is increased due to increased event programming,

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	.56	.70	.70	.70	.70

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-075-	**BULL RUN SPECIAL EVENTS CENTER**					
	REVENUES					
4124	Center Rental	$123,915	$135,984	$125,000	$99,640	$135,000
4600	Programmed Events	0	0	0	0	20,000
	TOTAL USER FEES	**123,915**	**135,984**	**125,000**	**99,640**	**155,000**
4510	Miscellaneous Revenue	0	0	0	2,730	0
4821	Equipment Rental	42,957	44,884	38,000	53,872	50,000
4820	NVRPA Equipment Rental	4,486	8,050	5,000	5,600	7,500
	TOTAL OTHER REVENUE	**47,443**	**52,934**	**43,000**	**62,202**	**57,500**
	TOTAL REVENUES	**$171,358**	**$188,918**	**$168,000**	**$161,842**	**$212,500**
	EXPENSES					
5010	Full-Time Salaries	$29,216	$32,020	$31,719	$26,849	$33,660
5020	Part-Time Salaries	16,988	14,940	15,105	15,701	15,332
5030	FICA	3,408	3,481	3,582	3,024	3,748
5040	Hospitalization	3,867	4,033	0	4,003	0
5060	Life Insurance	210	222	226	192	240
5050	Retirement	7,694	9,190	8,405	6,713	8,920
5070	Unemployment Tax	160	130	149	96	123
	TOTAL PERSONNEL SERVICES	**61,543**	**64,015**	**59,186**	**56,579**	**62,022**
5186	Equipment Rental	30,404	31,742	31,000	35,153	35,000
5230	Gasoline & Diesel	0	0	500	0	0
5470	Production Costs	0	440	0	1,200	0
5490	Programs & Promotions	12,058	0	0	0	10,000
5410	Miscellaneous Event Expense	(25)	0	0	2,730	0
5570	Uniforms	101	200	100	0	200
	TOTAL OPERATING COSTS	**42,538**	**32,382**	**31,600**	**39,083**	**45,200**
5190	Facility Op. & Maintenance	12,353	18,793	17,000	17,922	17,000
	TOTAL MAINTENANCE COSTS	**12,353**	**18,793**	**17,000**	**17,922**	**17,000**
5580-002	Electricity	0	26	1,000	0	0
5580-016	Cable/Internet	1,080	1,045	1,044	870	1,044
	TOTAL UTILITIES	**1,080**	**1,070**	**2,044**	**870**	**1,044**
	TOTAL EXPENSES	**$117,514**	**$116,261**	**$109,830**	**$114,454**	**$125,266**
	OPERATING INCOME (LOSS)	**$53,844**	**$72,658**	**$58,170**	**$47,388**	**$87,234**

BULL RUN SPECIAL EVENTS CENTER

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop a complete business plan with a direct focus on selling and marketing the venue to prospective clients.
- Host a minimum of (5) major events.
- Host a minimum of (15) small events.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Continue to refine and improve system that tracks event inquiries.
- Attract a minimum of (2) new events.
- Create, organize and implement an internally managed special event.
- Create a professional portfolio of center photographs.
- Create a mechanism to receive consistent customer feedback which includes capturing visitor demographics.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Developed a site improvement plan.
- ✓ Developed a system to track inquiries.
- ✓ Completed first draft of feasibility report to host an internally managed special event.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (JUL-DEC 2014)	FY 2016 TARGET
• Total revenue of Special Events Center	$171,358	$188,918	$168,000	$126,803	$212,500

BULL RUN LIGHT SHOW

PROGRAM OVERVIEW

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

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 584,179	$ 647,000	$ 650,000	0.5%
Retail Operations	7,906	8,000	10,000	25.0%
TOTAL REVENUE	$ 592,085	$ 655,000	$ 660,000	0.8%
EXPENSES BY CATEGORY				
Personnel Services	$ 105,156	$ 126,063	$ 138,025	9.5%
Operating Costs	95,917	84,100	113,000	34.4%
Retail Operations	4,772	7,000	6,000	-14.3%
Utilities	4,372	5,000	5,000	0.0%
TOTAL EXPENSES	$ 210,217	$ 222,163	$ 262,025	17.9%
Net Income	**$ 381,868**	**$ 432,837**	**$ 397,975**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The FY 16 Budget includes an increase in production costs due to new light show activities, and rising maintenance costs.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	1.83	1.98	2.87	2.95	3.21

BULL RUN LIGHT SHOW

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-078-	**BULL RUN LIGHT SHOW**					
	REVENUES					
4485	Light Show Vehicle Entries	$600,629	$539,349	$585,000	$626,414	$600,000
4655	Santa Pictures	6,088	3,370	10,000	7,822	10,000
4685	Programmed Events	8,170	20	8,000	11,492	15,000
4694	Sponsorships	0	22,500	25,000	1,300	3,000
4800	Vendor Fees	6,729	18,940	19,000	26,623	22,000
	TOTAL USER FEES	**621,616**	**584,179**	**647,000**	**673,651**	**650,000**
4640	Retail Operations	4,553	7,906	8,000	8,417	10,000
	TOTAL RETAIL OPERATIONS	**4,553**	**7,906**	**8,000**	**8,417**	**10,000**
	TOTAL REVENUES	**$626,168**	**$592,085**	**$655,000**	**$682,068**	**$660,000**
	EXPENSES					
5010	Full-Time Salaries	$29,216	$29,779	$31,719	$26,849	$33,660
5020	Part-Time Salaries	55,204	55,917	69,347	62,765	77,232
5030	FICA	6,331	6,452	7,732	6,686	8,483
5040	Hospitalization	3,867	3,709	8,051	3,700	8,816
5060	Life Insurance	210	222	226	192	240
5050	Retirement	7,694	8,548	8,405	6,713	8,920
5070	Unemployment Tax	594	529	583	476	674
	TOTAL PERSONNEL SERVICES	**103,116**	**105,156**	**126,063**	**107,380**	**138,025**
5520	Retail Operations	2,684	4,202	4,000	3,599	5,000
5539	Retail Santa Pictures	184	570	3,000	114	1,000
	TOTAL RETAIL OPERATIONS	**2,868**	**4,772**	**7,000**	**3,714**	**6,000**
5230	Gasoline & Diesel	1,129	2,933	3,000	0	13,000
5470	Production Costs	91,183	92,744	75,000	120,404	90,000
5490	Programs & Promotions	0	240	6,000	9,736	10,000
5570	Uniforms	0	0	100	0	0
	TOTAL OPERATING COSTS	**92,312**	**95,917**	**84,100**	**130,140**	**113,000**
5580-002	Electricity	2,603	2,597	2,500	1,865	2,500
5580-008	Propane	1,259	1,774	2,500	1,590	2,500
	TOTAL UTILITIES	**3,863**	**4,372**	**5,000**	**3,455**	**5,000**
	TOTAL EXPENSES	**$202,159**	**$210,217**	**$222,163**	**$244,689**	**$262,025**
	OPERATING INCOME (LOSS)	**$424,009**	**$381,868**	**$432,837**	**$437,379**	**$397,975**

BULL RUN LIGHT SHOW

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop an annual plan for consistent and continued event improvements.
- Continue to revise and update on an annual basis the preventative maintenance, repair and rehabilitation plan for existing wireframes.
- Create an operations, installation and take down manual.
- Develop and implement a defined plan to increase off-peak and weekday visitation.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Form a yearly review system of industry trends and standards.
- Draft a business manual to supplement NOVA Parks cash handling policies and procedures.
- Create a mechanism to receive consistent customer feedback which includes capturing visitor demographics.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented new Holiday Village activities to include the rock wall, games nights and greeting card contest.
- ✓ Plan to refurbish existing frames has been developed and will continue to be updated on an annual basis.
- ✓ Developed a detailed timeline for installation and updated attendant job descriptions and expectations.
- ✓ All staff attended agency-wide customer service training.
- ✓ Cross agency promotion conducted through banners and rack cards, couponing, across multiple NOVA Parks facilities and events.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (JUL-DEC 2014)	FY 2016 TARGET
• Number of light show vehicle entries	33,026	30,202	35,000	34,628	35,000

BULL RUN SHOOTING CENTER

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 746,688	$ 810,000	$ 780,000	-3.7%
Retail Operations	413,275	340,000	370,000	8.8%
Other Revenue	85,021	80,000	80,000	0.0%
TOTAL REVENUE	$ 1,244,984	$ 1,230,000	$ 1,230,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	$ 429,566	$ 434,538	$ 434,455	0.0%
Operating Costs	323,516	287,150	286,400	-0.3%
Maintenance Costs	40,308	40,328	40,328	0.0%
Insurance	558	614	686	11.8%
Retail Operations	321,605	235,200	255,800	8.8%
Utilities	19,349	18,256	18,756	2.7%
TOTAL EXPENSES	$ 1,134,902	$ 1,016,086	$ 1,036,425	2.0%
Net Income	**$ 110,082**	**$ 213,914**	**$ 193,575**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time, Year Round	7.77	7.88	7.99	9.11	9.11
Part-Time, Seasonal	0	0	0	0	0

BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-090-	**BULL RUN SHOOTING CENTER REVENUES**					
4040	Archery Target Fees	$32,278	$26,716	$40,000	$24,597	$30,000
4390	Gun Rental	63,443	61,494	60,000	42,105	60,000
4745	Shooting Tournament Fees	54,710	60,813	80,000	90,080	60,000
4730	Target Sales	645,484	597,665	630,000	502,321	630,000
	TOTAL USER FEES	**795,916**	**746,688**	**810,000**	**659,103**	**780,000**
4010	Ammunition	306,304	329,173	270,000	211,835	290,000
4640	Retail Operations	86,026	84,102	70,000	69,892	80,000
	TOTAL RETAIL OPERATIONS	**392,330**	**413,275**	**340,000**	**281,727**	**370,000**
4475	Lessons	93,231	82,501	80,000	70,062	80,000
4495	Memberships	0	0	0	(475)	0
4510	Miscellaneous Revenue	1,289	2,520	0	1,384	0
	TOTAL OTHER REVENUE	**94,520**	**85,021**	**80,000**	**70,971**	**80,000**
	TOTAL REVENUES	**$1,282,765**	**$1,244,984**	**$1,230,000**	**$1,011,801**	**$1,230,000**
	EXPENSES					
5010	Full-Time Salaries	$117,567	$119,896	$123,927	$97,768	$125,602
5020	Part-Time Salaries	242,656	231,708	232,753	165,821	225,618
5030	FICA	27,278	26,730	27,353	19,335	26,935
5040	Hospitalization	22,976	13,838	14,806	11,406	20,201
5060	Life Insurance	838	848	884	710	897
5050	Retirement	30,960	34,322	32,841	24,422	33,285
5070	Unemployment Tax	2,561	2,224	1,974	1,261	1,917
	TOTAL PERSONNEL SERVICES	**444,836**	**429,566**	**434,538**	**320,723**	**434,455**
5230	Gas and Diesel	2,702	3,592	4,000	2,980	4,000
5490	Programs and Promotions	0	0	750	0	0
5563	Shooting Tournament	17,984	31,958	30,000	64,521	30,000
5564	Targets	177,650	287,632	252,000	214,107	252,000
5570	Uniforms	375	334	400	528	400
	TOTAL OPERATING COSTS	**198,712**	**323,516**	**287,150**	**282,137**	**286,400**
5180	Equipment/Vehicle Maintenance	8,495	11,636	15,000	9,988	15,000
5190	Facility Op. & Maintenance	24,567	28,672	25,328	22,054	25,328
	TOTAL MAINTENANCE COSTS	**33,062**	**40,308**	**40,328**	**32,042**	**40,328**
5290	Insurance - Vehicle	622	558	614	573	686
	TOTAL INSURANCE	**622**	**558**	**614**	**573**	**686**
5520	Retail Operations	89,230	76,163	46,200	46,516	52,800
5520-050	Ammunition	200,318	245,442	189,000	191,361	203,000
	TOTAL RETAIL OPERATIONS	**289,548**	**321,605**	**235,200**	**237,876**	**255,800**
5580-001	Telephone	1,600	1,605	2,000	1,337	1,500
5580-002	Electricity	16,273	15,830	14,000	12,672	15,000
5580-016	Cable/Internet	2,057	1,913	2,256	1,593	2,256
	TOTAL UTILITIES	**19,931**	**19,349**	**18,256**	**15,601**	**18,756**
	TOTAL EXPENSES	**$986,711**	**$1,134,902**	**$1,016,086**	**$888,953**	**$1,036,425**
	OPERATING INCOME (LOSS)	**$296,054**	**$110,082**	**$213,914**	**$122,848**	**$193,575**

BULL RUN SHOOTING CENTER

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop a plan for consistent and continued site improvements, to include a 5-year preventative maintenance plan for the replacement of target machines.
- Work closely with the friends group on their delivery of quality events and fundraising offering a minimum of (1) new Friends sponsored event.
- Develop SOP's for maintaining the flora and fauna.

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

Objectives:

- Offer a minimum of (1) new program and/or special event.
- Research partnership opportunities with outside organizations in an effort to expand public outreach and programming opportunities.
- Research the possibility of offering Hunter Education workshops and camps for shotgun shooting.

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

Objectives:

- Maintain appropriate staff safety certifications.
- Develop a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Create an in-house audit program to evaluate the performance of seasonal staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities.

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

Objectives:

- Host a minimum of (60) group outings that includes a minimum of (10) new clients.
- Develop and implement a plan to reach perspective league and tournament clients
- Create and maintain sales, purchasing and inventory guidelines for pro shop.
- Develop a plan to increase in-house tournament participation.
- Maintain a minimum of (1) in-house archery league.
- Host a minimum of (8) tournament events.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Established guidelines and SOP's for overall facility maintenance program.

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

Highlights

- ✓ Hosted the 2014 Virginia Sporting Clays Championship.

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

Highlights

- ✓ All staff attended agency-wide customer service training and will continue to receive training and updates.
- ✓ All staff attended NRA certified Range Officer training.

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

Highlights

- ✓ Hosted 60 group outings.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (JUL-DEC 2014)	FY 2016 TARGET
• Number of targets thrown (25 targets per round)	2,402,190	1,877,750	2,400,000	1,018,530	2,400,000
• Number of archery lane rentals	7,848	6,355	7,200	3,878	7,200
• Ammunition shotgun shell boxes (25 shells/box)	41,869	44,502	37,000	18,769	37,000
• Number of participants-Learn to Shoot Program	2,634	2,077	3,000	1,214	3,200
• Number of private shooting lessons	391	316	375	126	375
• Number of corporate outings	92	49	85	64	85
• Number of corporate outing participants	738	784	700	580	700
• Per round average on pro shop sales (including ammo)	$4.08	$4.54	$3.54	$4.89	$3.85

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 NVRPA. 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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 4,575	$ 4,400	$ 4,400	0.0%
Other Revenue	8,980	7,875	11,000	39.7%
TOTAL REVENUE	$ 13,555	$ 12,275	$ 15,400	25.5%
EXPENSES BY CATEGORY				
Personnel Services	$ 10,636	$ 15,191	$ 15,792	4.0%
Maintenance Costs	7,947	8,700	8,700	0.0%
Utilities	1,749	1,500	1,500	0.0%
TOTAL EXPENSES	$ 20,331	$ 25,391	$ 25,992	2.4%
Net Income	**$ (6,776)**	**$ (13,116)**	**$ (10,592)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time – 2 positions split with Fountainhead & Sandy Run Parks	.20	.20	.20	.20	.20
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-060-	**BULL RUN MARINA**					
	REVENUES					
4080	Boat Storage	$5,853	$3,236	$3,400	$1,824	$3,400
4530	Launch & Parking Fees	0	0	0	0	0
4673	Rowing Camps	1,000	1,339	1,000	306	1,000
	TOTAL USER FEES	**6,853**	**4,575**	**4,400**	**2,130**	**4,400**
4285	Misc. Revenue	6,714	8,980	7,875	6,935	11,000
	TOTAL OTHER REVENUE	**6,714**	**8,980**	**7,875**	**6,935**	**11,000**
	TOTAL REVENUES	**$13,567**	**$13,555**	**$12,275**	**$9,065**	**$15,400**
			.			
	EXPENSES					
5010	Full-Time Salaries	$9,330	$6,615	$10,906	$4,510	$11,329
5030	FICA	707	727	841	664	874
5040	Hospitalization	692	452	466	426	505
5060	Life Insurance	68	73	78	63	81
5050	Retirement	2,457	2,748	2,890	2,272	3,002
5070	Unemployment Tax	27	21	11	16	0
	TOTAL PERSONNEL SERVICES	**13,282**	**10,636**	**15,191**	**7,951**	**15,792**
5180	Equipment/Vehicle Maintenance	107	59	0	0	0
5190	Facility Op. & Maintenance	1,525	1,189	2,000	3,121	2,000
5252	Gate keys	6,321	6,699	6,700	5,482	6,700
	TOTAL MAINTENANCE COSTS	**7,953**	**7,947**	**8,700**	**8,603**	**8,700**
5580-001	Telephone	388	330	0	0	0
5580-002	Electricity	1,187	1,418	1,500	1,858	1,500
	TOTAL UTILITIES	**1,576**	**1,749**	**1,500**	**1,858**	**1,500**
	TOTAL EXPENSES	**$22,811**	**$20,331**	**$25,391**	**$18,412**	**$25,992**
	OPERATING INCOME (LOSS)	**($9,243)**	**($6,776)**	**($13,116)**	**($9,346)**	**($10,592)**

BULL RUN MARINA

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop additional loop trails.
- Complete the GPS based mapping system of the Bull Run Occoquan Trail and develop a strategy to promote the Bull Run/Occoquan Trail App.
- Establish and maintain a minimum of (3) community partnerships.
- Develop a plan for consistent and continued site improvements.
- Develop a plan for consistent focus on invasives removal.

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

Objectives:

- Develop a minimum of (2) public recreation or environmental programs.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Created and implemented a plan to extend the riparian buffer.
- ✓ Developed a GPS based mapping system of the Bull Run/Occoquan Trail.
- ✓ Developed a plan for improved park signage.

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

Highlights

- ✓ Developed a cohesive programming schedule with NOVA Parks Roving Naturalist.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (JUL-APR 2014)	FY 2016 TARGET
• Number of crew boats stored	26	21	21	21	21
• Number of keys sold for boat launching	448	599	525	97	550
• Number of rowing camp participants	75	80	80	80	80
• Peak season(March-May) usage by rowers and coaches	200	200	200	0	200

CAMERON RUN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 154,660	$ 149,500	$ 164,500	10.0%
Retail Operations	6,319	11,000	8,000	-27.3%
Other Revenue	633	-	-	-
TOTAL REVENUE	$ 161,613	$ 160,500	$ 172,500	7.5%
EXPENSES BY CATEGORY				
Personnel Services	$ 322,678	$ 357,460	$ 357,602	0.0%
Operating Costs	6,781	7,100	7,100	0.0%
Maintenance Costs	27,091	37,714	37,714	0.0%
Insurance	558	614	686	11.8%
Retail Operations	5,015	4,000	2,950	-26.3%
Utilities	7,592	3,000	-	-100.0%
TOTAL EXPENSES	$ 369,715	$ 409,888	$ 406,052	-0.9%
Net Income	**$ (208,102)**	**$ (249,388)**	**$ (233,552)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There ae no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	4.95	4.95	4.95	4.95	4.85

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-110-	**CAMERON RUN REGIONAL PARK REVENUES**					
4670	Shelter Reservations	$15,468	$19,666	$10,000	$9,235	$17,000
4600	Programmed Events	$0	0	4,500	1,800	4,500
4060	Batting Cage Fees	59,052	60,988	60,000	37,582	63,000
4500	Miniature Golf	64,476	74,007	75,000	51,876	80,000
	TOTAL USER FEES	**138,996**	**154,660**	**149,500**	**100,493**	**164,500**
4640	Retail - Food	5,454	1,203	3,000	377	3,000
4790	Vending Machine Operation	8,013	5,116	8,000	1,923	5,000
	TOTAL RETAIL OPERATIONS	**13,467**	**6,319**	**11,000**	**2,300**	**8,000**
4430	Insurance Proceeds	137	0	0	0	0
4510	Miscellaneous Revenue	500	608	0	204	0
4636	Rental Device Commission	50	25	0	0	0
	TOTAL OTHER REVENUE	**687**	**633**	**0**	**204**	**0**
	TOTAL REVENUES	**$153,150**	**$161,613**	**$160,500**	**$102,997**	**$172,500**
	EXPENSES					
5010	Full-Time Salaries	$157,773	$164,675	$173,352	$130,208	$162,431
5020	Part-Time Salaries	70,786	68,233	91,767	63,901	91,168
5030	FICA	16,864	17,286	20,347	13,613	19,466
5040	Hospitalization	27,521	23,052	23,915	20,720	39,435
5060	Life Insurance	1,123	1,172	1,238	961	1,160
5050	Retirement	41,548	47,270	45,938	30,302	43,044
5070	Unemployment Tax	1,332	990	902	883	897
	TOTAL PERSONNEL SERVICES	**316,947**	**322,678**	**357,460**	**260,588**	**357,602**
5230	Gas and Diesel	5,956	6,482	6,500	2,550	6,500
5570	Uniforms	801	300	600	90	600
	TOTAL OPERATING COSTS	**6,756**	**6,781**	**7,100**	**2,640**	**7,100**
5180	Equipment/Vehicle Maintenance	429	1,346	4,300	725	4,300
5190	Facility Op. & Maintenance	17,965	25,744	33,414	16,863	33,414
	TOTAL MAINTENANCE COSTS	**18,394**	**27,091**	**37,714**	**17,588**	**37,714**
5290	Insurance - Vehicle	622	558	614	573	686
	TOTAL INSURANCE	**622**	**558**	**614**	**573**	**686**
5520	Retail - Food	6,265	4,064	1,200	55	1,200
5586	Vending Machines	0	951	2,800	368	1,750
	TOTAL RETAIL OPERATIONS	**6,265**	**5,015**	**4,000**	**423**	**2,950**
5580-001	Telephone	804	0	0	0	0
5580-002	Electricity	7,773	7,460	0	0	0
5580-016	Internet/Cable	2,483	132	3,000	0	0
	TOTAL UTILITIES	**11,060**	**7,592**	**3,000**	**0**	**0**
	TOTAL EXPENSES	**$360,045**	**$369,715**	**$409,888**	**$281,812**	**$406,052**
	OPERATING INCOME (LOSS)	**($206,895)**	**($208,102)**	**($249,388)**	**($178,815)**	**($233,552)**

CAMERON RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Create an improvement plan for the miniature golf course and batting cage.
- Create a theming and enhancement plan for Paradise Play
- Implement guidelines and SOP's for an overall park and facility maintenance program.

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

Objectives:

- Host a minimum of (5) quality special events or programs.

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

Objectives:

- Implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement an in-house audit program to evaluate the performance of seasonal staff.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Implement an annual system that reviews marketing materials and public information.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities.

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

Objectives:

- Develop an effective marketing strategy to promote rental shelters.
- Establish a plan to increase the sales of spring/fall parties.
- Develop an effective strategy to increase miniature golf and batting cage sales.
- Establish a plan to increase sales at Paradise Play.
- Create an expanded food and retail plan for miniature golf and batting cage.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Added enhancements to Paradise Play.
- ✓ Began implementation of SOPs for park and facility maintenance.

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

Highlights

- ✓ Standardized the process and form for community (parking lot) events.

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

Highlights

- ✓ Met bi-annually with the marketing department to plan and review messages and promotions.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (July-Dec 2014	FY 2016 Target
• Batting cage rounds	59,052	60,987	60,000	22,570	60,000
• Miniature golf rounds	11,903	14,807	15,000	7,016	15,500
• Picnic shelter rentals	45	46	35	28	36
• Number of programmed events	11	13	8	4	8
• Number of park birthday party guests	N/A	N/A	350	240	350

GREAT WAVES WATERPARK AT CAMERON RUN

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 1,366,840	$ 1,308,500	$ 1,359,000	3.9%
Retail Operations	486,163	460,000	550,000	19.6%
Other Revenue	1,180	-	-	-
TOTAL REVENUE	$ 1,854,184	$ 1,768,500	$ 1,909,000	7.9%
EXPENSES BY CATEGORY				
Personnel Services	$ 442,458	$ 475,334	$ 507,364	6.7%
Operating Costs	197	1,700	1,700	0.0%
Maintenance Costs	157,571	146,414	146,414	0.0%
Retail Operations	140,594	187,000	201,500	7.8%
Utilities	166,617	173,635	168,500	-3.0%
TOTAL EXPENSES	$ 907,437	$ 984,083	$ 1,025,478	4.2%
Net Income	**$ 946,747**	**$ 784,417**	**$ 883,522**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The net income is budgeted to increase in FY 16 due to an additional concession area and admissions revenue based on actual recent admissions.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	1	1	1	1	1
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	16.32	17.21	18.15	18.54	20.40

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-120-	**CAMERON RUN WATER PARK REVENUES**					
4550	Admissions	$911,667	$1,125,025	$1,100,000	$756,761	$1,117,500
4093	Cabana Rental	4,440	6,275	6,500	3,800	6,500
4421	Play Features	10,522	20,039	12,000	13,966	20,000
4490	Locker Rental	40	2,164	2,000	35	1,000
4600	Programmed Events	2,885	2,956	3,000	4,185	4,000
4570	Group Admissions	133,243	129,911	115,000	119,615	130,000
4580	Waterpark Passes	58,533	54,821	45,000	39,548	55,000
4670	Shelter Reservations	24,622	25,650	25,000	14,060	25,000
	TOTAL USER FEES	**1,145,952**	**1,366,840**	**1,308,500**	**951,970**	**1,359,000**
4640,4652,4654	Retail Operations	375,533	460,827	430,000	344,134	525,000
4660	Swim Merchandise	26,627	25,336	30,000	11,623	25,000
	TOTAL RETAIL OPERATIONS	**402,160**	**486,163**	**460,000**	**355,757**	**550,000**
4430	Insurance Proceeds	33,245	0	0	0	0
4482	Lifeguard Training Fees	715	1,180	0	260	0
	TOTAL OTHER REVENUE	**33,960**	**1,180**	**0**	**260**	**0**
	TOTAL REVENUES	**$1,582,071**	**$1,854,184**	**$1,768,500**	**$1,307,987**	**$1,909,000**
	EXPENSES					
5010	Full-Time Salaries	$41,774	$45,112	$58,751	$38,031	$50,406
5020	Part-Time Salaries	348,198	353,135	360,978	258,144	397,511
5030	FICA	22,391	22,081	32,109	15,247	34,266
5040	Hospitalization	6,566	6,003	4,563	4,501	8,227
5060	Life Insurance	296	325	420	338	360
5050	Retirement	11,001	12,949	15,569	9,505	13,358
5070	Unemployment Tax	3,380	2,853	2,944	2,265	3,236
	TOTAL PERSONNEL SERVICES	**433,606**	**442,458**	**475,334**	**328,029**	**507,364**
5490	Programs and Promotions	523	70	1,500	0	1,500
5570	Uniforms	143	127	200	0	200
	TOTAL OPERATING COSTS	**666**	**197**	**1,700**	**0**	**1,700**
5180	Equipment/Vehicle Maintenance	307	2,078	2,000	473	2,000
5190	Facility Op. & Maintenance	139,812	155,493	144,414	99,444	144,414
	TOTAL MAINTENANCE COSTS	**140,119**	**157,571**	**146,414**	**99,917**	**146,414**
5520 - 5538	Retail Operations	147,072	128,534	172,000	134,176	189,000
5535	Swim Merchandise	17,490	12,060	15,000	13,920	12,500
	TOTAL RETAIL OPERATIONS	**164,562**	**140,594**	**187,000**	**148,096**	**201,500**
5580-001	Telephone	1,219	830	4,635	2,528	3,500
5580-002	Electricity	51,223	39,926	59,000	45,154	55,000
5580-004	Water/Sewer	88,261	116,066	100,000	134,868	100,000
5580-016	Internet/Cable	6,199	9,796	10,000	6,360	10,000
	TOTAL UTILITIES	**146,903**	**166,617**	**173,635**	**188,910**	**168,500**
	TOTAL EXPENSES	**$885,854**	**$907,437**	**$984,083**	**$764,952**	**$1,025,478**
	OPERATING INCOME (LOSS)	**$696,217**	**$946,747**	**$784,417**	**$543,035**	**$883,522**

GREAT WAVES WATERPARK AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Implement a marketing plan to increase pass sales both in season and out of season.
- Develop a system that implements consistent membership retention and referral strategies.
- Incorporate a minimum of (4) membership incentives per season.
- Conduct an annual review of the membership program and benefits to identify areas that may be improved.

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

Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Implement standardized scheduling practices to meet facility demands while maintaining budget.

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

Objectives:

- Establish marketing and operations plan to continue to increase the sales of parties and additional services.
- Implement a plan to increase off peak visitation through special promotional and sales opportunities.
- Implement a plan to maximize weekday group participation.
- Continue and increase cross promotion of park activities.

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

Objectives:

- Develop a retail and food sales operations plan to include operations, sales goals, purchasing and pricing guidelines, product placement, and marketing.
- Ensure staff maintains Food, Beverage and Alcohol Compliance through a measurable training and certification system.
- Create options that can be purchase by groups and parties participants.
- Implement an effective inventory management system to reduce waste.

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

Objectives:

- Cultivate a superior customer experience with the delivery of at least (3) quality in-house or outside training opportunities that focus on customer service for the front line employee.
- Develop a plan to continue and expand facility theming.
- Create a mechanism to receive consistent customer feedback.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Conduct annually a review of the staff incentive program to identify areas that may be improved.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented new membership incentives including monthly eblasts, "Bring a Friend" promotion, and early entry into the waterpark.
- ✓ The Big Chill Annual Waterpark Pass sale implemented during the off season.

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

Highlights

- ✓ A revised incentive program was developed for all positions.
- ✓ Created and used scheduling templates to ensure adequate coverage while considering fiscal impacts.

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

Highlights

- ✓ A Calendar of Events was developed to encourage weekday afternoon visitation by providing value-added and themed events.
- ✓ The Aquatics Team has systematically reviewed programming and facility usage and developed improvement plans.

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

Highlights

- ✓ Implemented sales goals based on the budget.
- ✓ Established "best sellers" of retail items and increased variety of retail items sold.

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

Highlights

- ✓ Customer service topics were included in every in-service training for lifeguards.
- ✓ Developed winterization and opening maintenance procedures SOPs.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• General admissions	69,382	85,783	79,100	74,000	80,000
• Youth group participants	13,484	11,826	12,000	9,800	12,000
• Annual Waterpark Passes sold	648	870	500	57	600
• Annual Waterpark Pass entries*	3,049	2,147	6,000	N/A	3,000
• Group shelter rentals	45	26	45	34	45
• Birthday parties	148	124	135	60	140
• Birthday participants	2,057	2,532	2,025	615	2,500
• Paradise Play admissions	3,051	3,721	2,500	2,081	2,500
• Average amount customers spent on food, beverages and retail***	$4.65	$4.85	$4.65	$4.69	$5.75

** Methodology is in process of being refined for more accurate future information*

CATERING AND EVENT SERVICES

PROGRAM OVERVIEW

Catering and Event Services provides food and beverage options for corporate and social catering events throughout NOVA Parks, primarily Great Waves at Cameron Run, Algonkian Park and the Barn at Bull Run. Catering services will continue to be offered at all sites with primary concentration on large corporate picnics. Event planning and inflatable rentals are offered to groups. Catering services also provides support for special events held by parks throughout the year.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
Retail Operations	274,004	318,000	328,000	3.1%
Other Revenue	27,859	30,500	37,000	21.3%
TOTAL REVENUE	$ 301,863	$ 348,500	$ 365,000	4.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 106,084	$ 133,379	$ 146,557	9.9%
Operating Costs	15,622	21,150	22,850	8.0%
Maintenance Costs	10,831	12,000	12,000	0.0%
Insurance	5,366	2,914	2,419	
Retail Operations	80,668	105,300	108,800	3.3%
Utilities	83	1,800	1,800	0.0%
TOTAL EXPENSES	$ 218,654	$ 276,543	$ 294,426	6.5%
Net Income	**$ 83,209**	**$ 71,957**	**$ 70,574**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full Time	1	1	1	1	1
Part Time, Year Round	1.99	1.68	1.70	2.07	2.28
Part Time, Seasonal	0	0	0	0	0

CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-125-	**CATERING AND EVENT SERVICES**					
	REVENUES					
4682	Service Charge	$5,407	$8,219	$10,000	$13,134	$12,000
4820	NVRPA Equipment Rental	8,612	1,568	2,500	694	1,500
4821	Equipment Rental	15,248	9,323	13,000	11,721	15,000
4822	Contract Empl/NVRPA Event Staffing	4,945	8,749	5,000	5,760	8,500
	TOTAL OTHER REVENUE	**34,212**	**27,859**	**30,500**	**31,310**	**37,000**
4200	Catering Food Truck	0	0	25,000	12,106	25,000
4115	Catering-Great Blue Heron	245,138	249,368	275,000	180,879	275,000
4641,4640	Retail - Alcoholic Beverages	16,952	24,636	18,000	20,689	28,000
	TOTAL RETAIL OPERATIONS	**262,090**	**274,004**	**318,000**	**213,674**	**328,000**
	TOTAL REVENUES	**$296,303**	**$301,863**	**$348,500**	**$244,983**	**$365,000**
	EXPENSES					
5010	Full-Time Salaries	$42,819	$45,688	$48,713	$40,511	$52,620
5020	Part-Time Salaries	31,019	35,971	58,151	29,884	65,044
5030	FICA	5,589	6,188	8,175	5,138	9,001
5040	Hospitalization	4,383	4,387	4,563	4,195	4,996
5060	Life Insurance	305	324	348	287	376
5050	Retirement	11,276	13,113	12,909	10,132	13,944
5070	Unemployment Tax	493	413	521	376	576
	TOTAL PERSONNEL SERVICES	**95,883**	**106,084**	**133,379**	**90,523**	**146,557**
5146	Contract Employment	270	0	900	0	900
5230	Gas and Diesel	6,722	7,719	9,000	5,063	9,000
5186	Equipment Rental	11,846	7,723	11,050	9,810	12,750
5412	Miscellaneous Catering Expense	42	11	0	0	0
5570	Uniforms	165	168	200	36	200
	TOTAL OPERATING COSTS	**19,046**	**15,622**	**21,150**	**14,909**	**22,850**
5180	Equipment/Vehicle Maintenance	85	589	2,000	3,024	2,000
5190	Facility Op. & Maintenance	8,103	10,243	10,000	8,432	10,000
	TOTAL MAINTENANCE COSTS	**8,188**	**10,831**	**12,000**	**11,456**	**12,000**
5265	Insurance - Liquor Liability	4,086	4,807	2,300	929	1,732
5290	Insurance - Vehicle	622	558	614	860	686
	TOTAL INSURANCE	**4,708**	**5,366**	**2,914**	**1,789**	**2,419**
5520	Retail -Food	82,598	79,588	90,000	70,003	90,000
5521	Retail - Alcoholic Beverages	2,427	1,080	6,300	6,392	9,800
5220	Catering Food Truck	$0	0	$9,000	0	9,000
	TOTAL RETAIL OPERATIONS	**85,025**	**80,668**	**105,300**	**76,395**	**108,800**
5580-008	Propane	0	83	1,800	1,432	1,800
	TOTAL UTILITIES	**0**	**83**	**1,800**	**1,432**	**1,800**
	TOTAL EXPENSES	**$212,850**	**$218,654**	**$276,543**	**$ 196,505**	**$294,426**
	OPERATING INCOME (LOSS)	**$83,453**	**$83,209**	**$71,957**	**$48,749**	**$70,574**

CATERING AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Refine and Implement marketing plan.
- Increase client leads of the Catering and Event Services through a minimum of (2) new and innovative promotional programs.
- Continue to conduct bi-annual review of all distributors/suppliers to determine best pricing and service.
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Track expenses and part-time labor as part of an internal cost analysis system.
- Develop standard ordering guidelines to ensure expense controls and maximization of revenue.
- Implement and review guidelines and SOP's for training catering and food truck staff. Develop training orientation program to ensure all staff members are trained in the various areas of catering.
- Oversee in-house food service & safety certification programs.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Initiate a focused effort to consistently promote the Great Blue Heron Catering brand at all park facilities and events.
- Continue to consistently review menu and add on service options.
- Develop a defined plan to increase off-peak event rentals.
- Increase client database by 10%.
- Develop a defined plan to increase the service potential of the Park Street Eats Food Truck, including a minimum of (2) large scale special events within the Bull Run Special Event Center and a minimum of (30) retail events within the NOVA Parks system.
- Assist in the development of promotional material and site specific menus to increase the number of catered wedding events at Aldie Mill and Carlyle House.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Complete marketing plan developed
- ✓ Developed BBQ catering offerings and marketing brochures for new food truck.
- ✓ Bi-Annual review of distributors/suppliers implemented.
- ✓ SOP's developed for catering staff including administrative procedures, equipment operation and food truck operations.
- ✓ Serv-Safe and Tips training conducted.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of catered events	125	123	130	72	138
• Number of people provided catering and retail services	22,478	22,200	25,000	13,165	26,250
• Number of Food Truck special events	N/A	N/A	5	5	5
• Amount of catering shelter revenue	$33,710	$22,540	$35,000	$21,400	$35,000
• Amount of catering admission revenue	$40,829	$32,559	$50,000	$33,140	$50,000
• Days of food truck service (not incl. special events)	N/A	N/A	40	39	40
• Food truck special event revenue	N/A	N/A	$15,000	$2,756	$15,000

CARLYLE HOUSE HISTORIC PARK

PROGRAM OVERVIEW

Carlyle House in Old Town Alexandria is operated as an historic house museum open to the public Tuesday through Sunday. Tours, exhibits, and other programs interpret the life and times of John Carlyle in the 18th Century. The garden and grounds are open to the general public on a daily basis and the house 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. NOVA Parks owns the historic bank building adjacent to the Carlyle House.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 76,121	$ 74,000	$ 78,000	5.4%
Retail Operations	10,406	13,000	13,000	0.0%
Other Revenue	6,288	3,892	7,476	92.1%
TOTAL REVENUE	$ 92,814	$ 90,892	$ 98,476	8.3%
EXPENSES BY CATEGORY				
Personnel Services	$ 232,023	$ 240,873	$ 254,807	5.8%
Operating Costs	10,955	7,300	9,075	24.3%
Maintenance Costs	25,569	25,828	25,828	0.0%
Retail Operations	6,057	7,540	7,540	0.0%
Utilities	20,084	19,300	19,300	0.0%
TOTAL EXPENSES	$ 294,688	$ 300,841	$ 316,550	5.2%
Net Income	**$ (201,874)**	**$ (209,949)**	**$ (218,074)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	2	2	2	2	2
Part-Time, Year Round	2.77	2.77	2.77	2.77	2.72
Part-Time, Seasonal	0	0	0	.04	.05

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-130-	**CARLYLE HOUSE HISTORIC PARK REVENUES**					
4101	Camps	$0	$5,885	$4,000	$3,952	$6,000
4600	Programmed Events	12,761	12,666	10,000	13,744	12,000
4240	Carlyle House Rental	28,550	26,074	30,000	12,383	30,000
4230	Entrance Fees	28,963	31,497	30,000	23,512	30,000
4812,4810	Visitor Center Rental/Photographer Fee	0	0	0	325	30,000
	TOTAL USER FEES	**70,274**	**76,121**	**74,000**	**53,915**	**78,000**
4640, 4090	Retail Operations	13,883	10,406	13,000	8,994	13,000
	TOTAL RETAIL OPERATIONS	**13,883**	**10,406**	**13,000**	**8,994**	**13,000**
4050	Bank Building Rental	2,892	2,892	2,892	3,384	3,876
4270	Garden Guild/Docent Activities	736	692	0	300	600
4510	Miscellaneous Revenue	0	0	0	0	0
	TOTAL OTHER REVENUE	**3,628**	**3,584**	**2,892**	**3,684**	**4,476**
4910	Transfer fr. Carlyle House Friends Fund	1,266	2,704	1,000	2,878	3,000
	TOTAL TRANSF / OTHER FUNDS	**$1,266**	**$2,704**	**$1,000**	**$2,878**	**$3,000**
	TOTAL REVENUES	**$89,051**	**$92,814**	**$90,892**	**$69,471**	**$98,476**
	EXPENSES					
5010	Full-Time Salaries	$103,227	$107,836	$114,966	$96,274	$122,525
5020	Part-Time Salaries	68,704	71,886	73,125	59,774	72,612
5030	FICA	12,994	13,632	14,401	11,327	14,940
5040	Hospitalization	9,439	6,064	6,397	7,059	10,692
5060	Life Insurance	688	767	821	685	875
5050	Retirement	25,479	30,955	30,466	24,073	32,469
5070	Unemployment Tax	931	884	697	566	693
	TOTAL PERSONNEL SERVICES	**221,462**	**232,023**	**240,873**	**199,759**	**254,807**
5220	Garden Guild/Docent Activities	1056	449	0	397	600
5230	Gas & Diesel	129	14	0	99	75
5490	Programs and Promotions	8,308	10,356	7,000	3,864	8,000
5570	Uniforms	179	137	300	167	400
	TOTAL OPERATING COSTS	**9,672**	**10,955**	**7,300**	**4,526**	**9,075**
5190	Facility Op. & Maintenance	21,912	25,569	25,828	21,751	25,828
	TOTAL MAINTENANCE COSTS	**21,912**	**25,569**	**25,828**	**21,751**	**25,828**
5520	Retail Operations	8,608	6,057	7,540	5,767	7,540
	TOTAL RETAIL OPERATIONS	**8,608**	**6,057**	**7,540**	**5,767**	**7,540**
5580-001	Telephone	3,959	3,313	3,500	2,703	3,500
5580-002	Electricity	14,415	13,841	13,000	12,136	13,000
5580-004	Water/Sewer	2,350	2,035	1,800	1,645	1,800
5580-016	Internet/Cable	614	895	1,000	921	1,000
	TOTAL UTILITIES	**21,338**	**20,084**	**19,300**	**17,405**	**19,300**
	TOTAL EXPENSES	**$282,992**	**$294,688**	**$300,841**	**$249,207**	**$316,550**
	OPERATING INCOME (LOSS)	**($193,941)**	**($201,874)**	**($209,949)**	**($179,736)**	**($218,074)**

CARLYLE HOUSE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Operate and expand a successful summer camp program.
- Maintain innovative programming and partnerships with other area historic sites.
- Create a year-round comprehensive programming schedule.
- Create a minimum of (2) partnerships or programming opportunities that focus on educational opportunities and produce new revenue streams.

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

Objectives:

- Create a Carlyle House logo.
- Update Architecture Room Interpretation using “Museum Rail” interpretive panels.
- Continue and increase cross-agency marketing for facility rentals and summer camps.
- Conduct (4) mandatory staff trainings per year for museum supervisors.
- Work closely with the Friends of Carlyle House on their delivery of quality public programs and fundraising.
- Continue to build, implement and evaluate a successful volunteer program.
- Provide full time staff members continuing education training opportunities.
- Begin museum self-assessment in preparation for AAM re-accreditation.
- Develop and implement a minimum of (1) new educational and interactive exhibit.
- Conduct a vulnerability study to assess the condition of collection items.

CARLYLE HOUSE HISTORIC PARK

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Developed and implement an internal program evaluation system to ensure all programs (SOL and Public) are meeting intended goals.
- ✓ Currently offering beneficial programming while partnering with local historic house museums.
- ✓ Camp Carlyle (Summer Camp) has been established.

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

Highlights

- ✓ Architecture Room is 75% complete.
- ✓ Staff attended several professional development opportunities and conferences.
- ✓ Completed re-housing of the archaeological collection.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014))	FY 2016 TARGET
• Daily tour attendance	7,625	7,181	8,000	3,036	8,000
• School tour attendance	869	791	900	289	800
• Scout tours	84	132	100	33	150
• Special events attendance	7,244	4,202	* 4,000	1,812	4,000
• Facility rentals	23	29	25	13	30
• Volunteer hours	5,032	5,204	5,000	2,348	5,000
• Average amount spent on resale items	$1.82	$1.45	$1.63	$1.83	$1.63
• Camp Participants	N/A	N/A	N/A	N/A	45

* The methodology for tracking attendance has changed to reflect more accurate numbers.

FOUNTAINHEAD REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 227,180	$ 207,300	$ 227,200	9.6%
Retail Operations	52,443	56,000	56,000	0.0%
Other Revenue	26,513	20,736	20,736	0.0%
TOTAL REVENUE	$ 306,137	$ 284,036	$ 303,936	7.0%
EXPENSES BY CATEGORY				
Personnel Services	$ 119,985	$ 142,278	$ 151,392	6.4%
Operating Costs	3,321	2,900	2,900	0.0%
Maintenance Costs	18,591	21,328	21,328	0.0%
Insurance	558	614	343	-44.1%
Retail Operations	42,273	36,960	36,960	0.0%
Utilities	9,033	10,600	9,600	-9.4%
TOTAL EXPENSES	$ 193,760	$ 214,680	$ 222,523	3.7%
Net Income	**$ 112,377**	**$ 69,356**	**$ 81,413**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time – 2 positions split with Bull Run Marina & Sandy Run Parks	.90	.90	.90	.90	.90
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	3.46	3.46	3.64	3.51	3.63

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-140-	**FOUNTAINHEAD REGIONAL PARK REVENUES**					
4070	Boat Rental	$133,248	$164,849	$150,000	$112,241	$165,000
4530	Launch & Parking Fees	41,430	49,305	46,000	35,768	49,000
4600	Programmed Events	2,630	6,320	5,500	3,239	5,500
4670	Shelter Reservations	3,450	3,626	2,800	2,095	3,500
4500	Miniature Golf	2,127	3,081	3,000	2,404	4,200
	TOTAL USER FEES	**182,885**	**227,180**	**207,300**	**155,747**	**227,200**
4640	Retail Operations	48,793	52,444	56,000	35,090	56,000
4790	Vending Machine Operation	518	(1)	0	0	0
	TOTAL RETAIL OPERATIONS	**49,311**	**52,443**	**56,000**	**35,090**	**56,000**
4430	Insurance Proceeds	3,051	0	0	0	0
4420	House Rental	12,912	12,912	13,236	10,760	13,236
4510, 4269	Miscellaneous Revenue	6,436	13,601	7,500	4,959	7,500
	TOTAL OTHER REVENUE	**22,399**	**26,513**	**20,736**	**15,719**	**20,736**
	TOTAL REVENUES	**$254,595**	**$306,137**	**$284,036**	**$206,555**	**$303,936**
	EXPENSES					
5010	Full-Time Salaries	$42,864	$30,386	$48,244	$23,326	$49,949
5020	Part-Time Salaries	64,957	66,318	69,403	48,771	72,033
5030	FICA	8,216	8,283	9,028	6,613	9,359
5040	Hospitalization	2,574	1,810	1,862	1,707	5,769
5060	Life Insurance	303	322	345	276	357
5050	Retirement	10,967	12,118	12,785	9,972	13,237
5070	Unemployment Tax	828	747	611	370	688
	TOTAL PERSONNEL SERVICES	**130,709**	**119,985**	**142,278**	**91,035**	**151,392**
5230	Gas and Diesel	3,144	2,303	2,000	2,769	2,000
5490	Programs and Promotions	160	304	500	0	500
5570	Uniforms	677	714	400	390	400
	TOTAL OPERATING COSTS	**3,982**	**3,321**	**2,900**	**3,159**	**2,900**
5180	Equipment/Vehicle Maintenance	2,759	1,814	2,000	2,485	2,000
5190	Facility Op. & Maintenance	19,521	16,399	18,828	17,090	18,828
5510	Rental House Maintenance	765	377	500	585	500
	TOTAL MAINTENANCE COSTS	**23,045**	**18,591**	**21,328**	**20,160**	**21,328**
5290	Insurance - Vehicle	622	558	614	573	343
	TOTAL INSURANCE	**622**	**558**	**614**	**573**	**343**
5520	Retail Operations	34,290	42,273	36,960	28,981	36,960
	TOTAL RETAIL OPERATIONS	**34,290**	**42,273**	**36,960**	**28,981**	**36,960**
5580-001	Telephone	991	1,636	2,000	921	1,400
5580-002	Electricity	5,509	5,994	7,000	5,150	7,000
5580-016	Internet/cable	0	1,403	1,600	870	1,200
	TOTAL UTILITIES	**6,500**	**9,033**	**10,600**	**6,940**	**9,600**
	TOTAL EXPENSES	**$199,148**	**$193,760**	**$214,680**	**$150,849**	**$222,523**
	OPERATING INCOME (LOSS)	**$55,447**	**$112,377**	**$69,356**	**$55,706**	**$81,413**

FOUNTAINHEAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop and implement a plan for consistent and continued facility improvements.
- Develop a strategy to promote the Bull Run/Occoquan Trail App.
- Establish and maintain a minimum of (3) community partnerships.

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

Objectives:

- Host a minimum of (4) special events or programs.
- Offer a minimum of (3) naturalist lead programs.
- Develop and implement a programming schedule that encourages off-peak visitation (weekday park use).

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

Objectives:

- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Create an in-house audit program to evaluate the performance of seasonal staff.
- Create an annual system that reviews marketing materials and public information.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities.

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

Objectives:

- Develop and implement a plan to reconfigure the marina operations.
- Create and implement criteria and guidelines for outside groups using facilities.
- Work with appropriate sources to host skills and knowledge clinics.
- Implement strategies to increase weekday use of the park.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Created and implemented a plan to extend the riparian buffer.
- ✓ Developed a GPS based mapping system of the Bull Run/Occoquan Trail.
- ✓ Created a new mountain bike trail map and emergency response map to allow for more accurate communication with riders and emergency response teams.
- ✓ Renovations to the restrooms and the building complete.

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

Highlights

- ✓ Developed a cohesive programming schedule with NOVA Parks Roving Naturalist.

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

Highlights

- ✓ Cultivated a superior customer experience with the delivery of a quality in-house training program that focuses on customer service for key staff.

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

Highlights

- ✓ Created and implemented a plan to expand food and retail sales at the “Trail Shack.”

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of jon boat rentals	3,233	3,833	3,640	1,946	3,800
• Number of boat ramp launches (daily type)	961	1,208	1,200	633	1,200
• Number of boat shore launches	1,622	1,777	2,040	1,055	1,800
• Number of season ramp launch passes sold	189	225	240	45	240
• Number of season shore launch passes sold	315	395	360	119	400
• Number of canoe rentals	558	690	600	392	650
• Number of motor rentals	1,416	1,453	1,650	797	1,500
• Number of kayak rentals	2,353	3,496	2,760	2,476	3,400
• Number of miniature golf rounds	1,069	1,474	1,500	914	1,500
• Number of picnic shelter rentals	37	37	35	17	37
• Average revenue retail per boat rental and daily launch	$5.59	$4.76	$5.47	$4.55	$5.16
• Number of volunteer hours	N/A	350	400	175	400

HEMLOCK OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Hemlock Overlook is a 426-acre park located in the middle of the 5,000 acres owned by NVRPA in the Bull Run-Occoquan Watershed, which provides protection to the Occoquan Reservoir Watershed and is a habitat for wildlife and native plants and trees. Adventure Links has been chosen through the Virginia Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) process to run operations at Hemlock Overlook. The programming focus is on environmental education, experiential learning, and teambuilding offered to school, community, and corporate groups. Adventure Links began programming on site August 2009, after George Mason University ended their agreement to run the facility.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
Other Revenue	60,768	75,000	75,000	0.0%
TOTAL REVENUE	$ 60,768	$ 75,000	$ 75,000	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	1,436	2,400	2,400	0.0%
TOTAL EXPENSES	$ 1,436	$ 2,400	$ 2,400	0.0%
Net Income	**$ 59,332**	**$ 72,600**	**$ 72,600**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	NA	NA	NA	NA	NA
Part-Time, Year Round	NA	NA	NA	NA	NA
Part-Time, Seasonal	NA	NA	NA	NA	NA

HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-150-	**HEMLOCK OVERLOOK**					
	REVENUES					
4510	Miscellaneous Revenue	$768	$768	$0	$768	$0
4672	Revenue Share from Partnership	45,000	60,000	75,000	60,000	75,000
	TOTAL OTHER REVENUE	**45,768**	**60,768**	**75,000**	**60,768**	**75,000**
	TOTAL REVENUES	**$45,768**	**$60,768**	**$75,000**	**$60,768**	**$75,000**
	EXPENSES					
5190	Facility Op. & Maintenance	$948	1,436	$2,400	$1,652	$2,400
	TOTAL MAINTENANCE	**948**	**1,436**	**2,400**	**1,652**	**2,400**
	TOTAL EXPENSES	**$948**	**$1,436**	**$2,400**	**$1,652**	**$2,400**
	OPERATING INCOME (LOSS)	**$44,820**	**$59,332**	**$72,600**	**$59,115**	**$72,600**

HEMLOCK OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

Due to the contractual nature of this cost center, there are no FY 2015 Strategic Goals and Objectives..

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Due to the contractual nature of this cost center, there are no FY 2015 Strategic Goal Highlights.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• School & community group participants**	11,006	11,589	12,500	7,751	13,750
• Professional, corporate, and university group participants*	1,196	1,546	2,000	1,083	2,200
• Summer Camp participants**	6,605	4,890	5,500	4,082	6,050

* ** Provided as user days

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 a Visitor Center, three lakes, the Lilac Pavilion, three gazebos, and paved and natural surface walking paths. The Korean Bell Garden is a new and unique addition and a Children's Garden is a planned addition for the gardens.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 232,542	$ 195,000	$ 217,000	11.3%
Retail Operations	20,537	35,000	25,500	-27.1%
Other Revenue	7,593	1,000	1,000	0.0%
TOTAL REVENUE	$ 260,672	$ 231,000	$ 243,500	5.4%
EXPENSES BY CATEGORY				
Personnel Services	$ 723,234	$ 743,127	$ 746,037	0.4%
Operating Costs	12,161	12,400	12,400	0.0%
Maintenance Costs	82,373	88,228	93,000	5.4%
Insurance	838	921	1,373	49.0%
Retail Operations	(40,279)	21,000	15,000	-28.6%
Utilities	50,215	40,100	40,700	1.5%
TOTAL EXPENSES	$ 828,542	$ 905,776	$ 908,509	0.3%
Net Income	**$ (567,869)**	**$ (674,776)**	**$ (665,009)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	7.5	7.5	7.5	7.5	7.5
Part-Time, Year Round	6.33	6.33	6.66	6.58	6.68
Part-Time, Seasonal	0	0	0	.10	.10

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-180-	**MEADOWLARK BOTANICAL GARDENS REVENUES**					
4020	Misc Rev / Annual Dues	$70,248	$71,434	$67,000	$41,688	$72,000
4101	Camps	7,784	11,733	12,000	16,660	14,000
4600	Programmed Events	2,934	1,977	3,000	1,601	3,000
4812, 4810	Visitor Center Rental/Photographer Fees	7,256	14,830	8,000	10,730	8,000
4230	Entrance Fees	102,545	132,567	105,000	106,298	120,000
4291	Reservations	81	0	0	0	0
	TOTAL USER FEES	**190,848**	**232,542**	**195,000**	**176,976**	**217,000**
4640	Retail Operations	26,013	20,413	35,000	22,959	25,000
4646	ML Bell Garden Postcards	0	124	0	775	500
	TOTAL RETAIL OPERATIONS	**26,013**	**20,537**	**35,000**	**23,734**	**25,000**
4181	Meadowlark Escrow Interest Transfer	1,100	7,593	1,000	5,190	1,000
	TOTAL OTHER REVENUE	**1,100**	**7,593**	**1,000**	**5,190**	**1,000**
	TOTAL REVENUES	**$217,961**	**$260,672**	**$231,000**	**$205,899**	**243,000**
	EXPENSES					
5010	Full-Time Salaries	$363,495	$373,773	$377,214	$303,371	$379,580
5020	Part-Time Salaries	122,934	134,866	145,555	107,829	145,908
5030	FICA	35,050	36,876	39,997	28,550	40,205
5040	Hospitalization	71,235	71,167	76,150	62,575	75,486
5060	Life Insurance	2,586	2,536	2,693	2,168	2,710
5050	Retirement	95,722	101,770	99,962	75,422	100,589
5070	Unemployment Tax	2,311	2,246	1,556	1,450	1,559
	TOTAL PERSONNEL SERVICES	**693,333**	**723,234**	**743,127**	**581,367**	**746,037**
5230	Gas and Diesel	4,204	7,143	5,000	2,903	5,000
5380	Membership Events	0	1,022	1,000	558	1,000
5490	Programs and Promotions	1,818	3,240	5,000	2,097	5,000
5570	Uniforms	1,031	756	1,400	1,002	1,400
	TOTAL OPERATING COSTS	**7,052**	**12,161**	**12,400**	**6,560**	**12,400**
5180	Equipment/Vehicle Maintenance	13,917	13,084	13,000	6,531	13,000
5190	Facility Op. & Maintenance	37,202	40,688	38,228	37,348	40,000
5215	Garden Maintenance	25,468	28,601	37,000	24,857	40,000
	TOTAL MAINTENANCE COSTS	**76,588**	**82,373**	**88,228**	**68,736**	**93,000**
5290	Insurance - Vehicle	933	838	921	860	1,373
	TOTAL INSURANCE	**933**	**838**	**921**	**860**	**1,373**
5520	Retail Operations	2,862	(40,279)	21,000	105,308	15,000
	TOTAL RETAIL OPERATIONS	**2,862**	**(40,279)**	**21,000**	**105,308**	**15,000**
5580-001	Telephone	7,473	6,141	3,000	3,611	3,000
5580-002	Electricity	30,885	31,377	24,500	27,437	25,000
5580-003	Natural Gas	5,925	8,029	8,000	6,228	8,000
5580-004	Water/Sewer	3,626	2,832	3,200	4,030	3,300
5580-008	Propane Gas	0	0	400	0	400
5580-016	Cable/Internet	918	1,836	1,000	933	1,000
	TOTAL UTILITIES	**48,827**	**50,215**	**40,100**	**42,239**	**40,700**
	TOTAL EXPENSES	**$829,595**	**$828,542**	**$905,776**	**$805,068**	**$908,509**
	OPERATING INCOME (LOSS)	**($611,635)**	**($567,869)**	**($674,776)**	**($599,169)**	**($665,009)**

MEADOWLARK BOTANICAL GARDENS

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Review garden design as it currently exists and refine to final design.
- Develop complementary programming plan for the garden.
- Develop a marketing strategy and outreach plan to promote the garden.

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

Objectives:

- Continue to enhance and implement the year-round comprehensive programming schedule.
- Expand camp programming to include more sessions and participants. Increase cooperative educational offerings with other conservation and education agencies.

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

Objectives:

- Rework the problematic Hosta Garden stream to decrease the water velocity throughout the entire stream channel.
- Provide full time staff members a minimum of (2) continuing education training opportunities per year.
- Develop and implement a plantings and maintenance plan for the parking lot and building frontage.
- Develop a new ornamental planting bed for the front entrance sign.
- Develop and implement a plan to manage the Lake Caroline swale meadow in accordance with the County's dam management plan.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop a master plan for consistent and targeted facility improvements.
- Develop guidelines and SOP's for an overall park and facility maintenance program.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- ✓ Efforts to refine plan underway.

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

Highlights

- ✓ Developed and implemented an internal program evaluation system to ensure all programs are meeting their intended goals.
- ✓ Meadowlark is now featured on DCGardens.com
- ✓ A ribbon cutting event was held for the completion of the W&OD Connector Trail.
- ✓ New and expanded Visitor Center restrooms complete.

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

Highlights

- ✓ Maintenance Supervisor attended Maintenance Management School.
- ✓ Recreation Program Specialist attended Management Conference.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Memberships	3,700	3,700	4,000	3,800	4,000
• Admissions (including members)	46,000	54,187	50,000	26,000	54,000
• Program participants	6,500	6,400	6,500	3,300	6,600
• Camp Grow participants	47	62	72	47	72
• School programs-number of students	2,500	2,000	2,000	1,200	2,000
• Average amount visitors spend on resale items	$.47	$.33	$.60	$.61	$.40
• Volunteer hours received	2,990	2,790	3,500	2,538	3,000

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 426,940	$ 433,000	$ 431,000	-0.5%
Retail Operations	40,210	37,000	60,000	62.2%
TOTAL REVENUE	$ 467,150	$ 470,000	$ 491,000	4.5%
EXPENSES BY CATEGORY				
Personnel Services	$ 35,348	$ 51,628	$ 53,937	4.5%
Operating Costs	84,457	78,000	85,000	9.0%
Retail Operations	22,637	16,000	26,000	62.5%
Utilities	393	3,500	3,800	8.6%
TOTAL EXPENSES	$ 142,835	$ 149,128	$ 168,737	13.1%
Net Income	**$ 324,315**	**$ 320,872**	**$ 322,263**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	N/A	0	0	0	0
Part-Time, Year Round	N/A	0	0	0	0
Part-Time, Seasonal	N/A	1.68	2.24	2.24	2.34

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-185-	**MEADOWLARK LIGHT SHOW REVENUES**					
4486	Admissions	$370,315	$404,440	$400,000	$492,172	$425,000
4488	Group Admissions	0	0	5,000	3,505	6,000
4600	Programmed Events	0	0	3,000	0	0
4694	Sponsors	0	22,500	25,000	0	0
	TOTAL USER FEES	**370,315**	**426,940**	**433,000**	**495,677**	**431,000**
4642	Retail-Food	$24,018	26,987	25,000	38,496	40,000
4640	Retail Operations	9,769	13,223	12,000	18,459	20,000
	TOTAL RETAIL OPERATIONS	**33,787**	**40,210**	**37,000**	**56,967**	**60,000**
	TOTAL REVENUES	**$404,102**	**$467,150**	**$470,000**	**$552,633**	**$491,000**
	EXPENSES					
5020	Part-Time Salaries	27,769	35,348	47,181	33,404	49,671
5030	FICA	0	0	3,678	0	3,869
5050	Retirement		0	0	0	0
5070	Unemployment	0	0	769	0	397
	TOTAL PERSONNEL SERVICES	**27,769**	**35,348**	**51,628**	**33,404**	**53,937**
5470	Light Show Production Costs	73,970	82,519	75,000	74,018	82,000
5490	Programs and Promotions		1,938	3,000	1,049	3,000
	TOTAL OPERATING COSTS	**73,970**	**84,457**	**78,000**	**75,068**	**85,000**
5520-015	Retail-Food	9,654	10,146	10,000	13,939	16,000
5520-000	Retail Operations	8,536	12,491	6,000	10,499	10,000
	TOTAL RETAIL OPERATIONS	**18,190**	**22,637**	**16,000**	**24,437**	**26,000**
5580-002	Electricity	585	393	3,500	278	3,500
5580-008	Propane	0	0	0	0	300
	TOTAL UTILITIES	**585**	**393**	**3,500**	**278**	**3,800**
	TOTAL EXPENSES	**$120,513**	**$142,835**	**$149,128**	**$133,187**	**$168,737**
	OPERATING INCOME (LOSS)	**$283,590**	**$324,315**	**$320,872**	**$419,446**	**$322,263**

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop a plan for consistent and continued event improvements.
- Refine the expanded food and retail plan.
- Refine marketing plan annually.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Implement a defined plan to increase off-peak and weekday visitation.
- Form a yearly review system of industry trends and standards.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Complete operations, installation and take down manual.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ New features, including a 50' lighted, animated tunnel, insect light displays, and refurbished "Miracle of Lights" displays helped give the show a fresh look. Work has begun on a five year growth plan for the show.
- ✓ A new concessions area improved operations resulting in revenue increases.
- ✓ The reconfigured Visitor's Center saw and increase in retail sales and helped improve the traffic flow.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of light show entries	35,965	37,655	40,000	46,499	45,000
• Average amount visitors spend on food & retail items	$.94	$1.07	$.92	$1.12	$1.33

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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 689,864	$ 753,000	$ 747,000	-0.8%
Retail Operations	225,462	165,000	210,000	27.3%
Other Revenue	969,327	839,500	921,300	9.7%
TOTAL REVENUE	$ 1,884,654	$ 1,757,500	$ 1,878,300	6.9%
EXPENSES BY CATEGORY				
Personnel Services	$ 580,995	$ 536,383	$ 599,661	11.8%
Operating Costs	438,191	335,600	374,300	11.5%
Maintenance Costs	69,140	84,500	84,500	0.0%
Insurance	-	11,500	12,992	13.0%
Retail Operations	112,689	66,000	84,000	27.3%
Utilities	43,580	44,000	47,500	8.0%
TOTAL EXPENSES	$ 1,244,595	$ 1,077,983	$ 1,202,953	11.6%
Net Income	**$ 640,059**	**$ 679,517**	**$ 675,347**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	3.5	4.5	4.5	4.5	4.5
Part-Time, Year Round	4.23	3.89	6.83	7.07	8.42
Part-Time, Seasonal	0	0	0	0	0

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-170-	**MEADOWLARK ATRIUM AND EVENT SERVICES**					
	REVENUES					
4600	Programmed Events	$25	$53	$0	$40	$0
4135	Atrium Rental	678,982	670,717	$725,000	641,861	$725,000
4443	Kitchen Use Fee	9,000	5,500	10,000	2,250	5,000
4487	Reservations-Lilac Paviilion Rental	0	4,125	0	0	5,000
4290	Reservations - Gazebo Rental	14,513	9,470	18,000	6,525	12,000
	TOTAL USER FEES	**702,520**	**689,864**	**753,000**	**650,676**	**747,000**
4115	Catering	524,169	716,952	625,000	619,844	700,000
4430	Insurance Proceeds	1,350	0	0	0	0
4821	Equipment Rental	54,143	97,097	80,000	79,251	90,000
4822	NVRPA Event Staffing	4,920	9,957	10,000	3,867	10,000
4142	Contract Staffing	0	0	10,000	0	0
4682	Service Charge	102,450	142,709	111,500	122,580	118,300
4693	Special Services	3,510	2,612	3,000	4,344	3,000
	TOTAL OTHER REVENUE	**690,543**	**969,327**	**839,500**	**829,887**	**921,300**
4641	Retail - Alcoholic Beverages	161,932	225,462	165,000	195,798	210,000
	TOTAL RETAIL	**161,932**	**225,462**	**165,000**	**195,798**	**210,000**
	TOTAL REVENUES	**$1,554,995**	**1,884,654**	**$1,757,500**	**$1,676,362**	**$1,878,300**
	EXPENSES					
5010	Full-Time Salaries	$199,507	$198,511	$214,405	$171,802	$219,488
5020	Part-Time Salaries	181,929	269,256	212,465	248,198	257,176
5030	FICA	28,867	35,478	32,656	30,730	36,465
5040	Hospitalization	19,199	16,632	16,529	12,252	24,464
5060	Life Insurance	1,409	1,453	1,531	1,206	1,567
5050	Retirement	52,540	56,993	56,817	43,028	58,164
5070	Unemployment Tax	2,129	2,670	1,980	1,740	2,337
	TOTAL PERSONNEL SERVICES	**485,580**	**580,995**	**536,383**	**508,956**	**599,661**
5143	Catering	260,008	339,892	250,000	272,628	280,000
5186	Equipment Rental	52,748	94,849	72,000	79,407	87,300
5146	Contract Employment	20,861	856	9,000	4,788	2,500
5490	Programs and Promotions	900	2,313	3,500	1,133	3,500
5570	Uniforms	329	281	1,100	251	1,000
	TOTAL OPERATING COSTS	**334,846**	**438,191**	**335,600**	**358,207**	**374,300**
5180	Equipment/Vehicle Maintenance	1,033	1,074	2,500	511	2,500
5190	Facility Op. & Maintenance	69,048	51,052	65,000	53,563	65,000
5215	Garden Maintenance	17,658	17,014	17,000	13,426	17,000
	TOTAL MAINTENANCE COSTS	**87,739**	**69,140**	**84,500**	**67,501**	**84,500**
5521	Retail - Alcoholic Beverages	77,705	112,689	66,000	102,279	84,000
	TOTAL RETAIL	**77,705**	**112,689**	**66,000**	**102,279**	**84,000**
5265	Insurance - Liquor Liability	9,273	0	11,500	4,647	12,992
	TOTAL INSURANCE	**9,273**	**0**	**11,500**	**4,647**	**12,992**
5580-001	Telephone	0	0	3,000	1,865	3,000
5580-002	Electricity	32,761	28,452	28,000	22,394	30,000
5580-003	Natural Gas	8,885	10,419	7,500	7,518	9,000
5580-004	Water/Sewer	3,486	4,709	4,500	3,111	4,500
5580-016	Cable/Internet	0	0	1,000	459	1,000
	TOTAL UTILITIES	**45,132**	**43,580**	**44,000**	**35,347**	**47,500**
	TOTAL EXPENSES	**$1,040,276**	**$1,244,595**	**$1,077,983**	**$1,076,937**	**$1,202,953**
	OPERATING INCOME (LOSS)	**$514,720**	**$640,059**	**$679,517**	**$599,425**	**$675,347**

MEADOWLARK ATRIUM AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Increase client leads of the Atrium and Event Services through a minimum of (3) new and innovative promotional programs.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Consistently promote the Great Blue Heron Catering brand in all rental facility promotional materials.
- Implement a bi-annual review process of all distributors/suppliers to determine best pricing and service
- Review quarterly event industry trends and standards with a focus on local competition and social media. Develop a defined plan that focuses on attracting nontraditional rental business.
- Develop a defined plan to increase off-peak corporate and social event rentals.
- Consistently review site specific menu options for all NOVA Parks rental sites.
- Continue to develop and implement SOP guidelines for all levels of the service and rental business.
- Establish and implement a hospitality internship program yearly.
- Develop a portable digital sales and marketing presentation to use during site tours and wedding shows.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop and implement a plan for consistent and continued site improvements.
- Develop and implement SOP guidelines for maintenance of a clean facility.
- Implement an in-house audit program to evaluate the performance of seasonal staff.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Goal One: Enhance and expand Atrium and Event Services into a premier service and event business.

Highlights

- ✓ Developed new catering and event packages for the Atrium, Lilac Pavilion, Korean Bell Garden and Winter Walk of Lights.
- ✓ Hosted effective Open House events following local Bridal Shows.
- ✓ Developed cross promotional materials, including updates to the bridal booklets, folders, pens, and giveaways.
- ✓ Celebration of Life brochure created and distributed.
- ✓ Bartender SOPs have been created and implemented.
- ✓ Incentives for off-peak rentals have been successful in creating year-round rentals.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Atrium business events	17	13	25	14	25
• Atrium social events	107	115	150	80	140
• Atrium weddings/social events catered (in-house)	95	114	125	78	136
• Annual attendance-social event guests	18,269	18,495	25,000	11,280	25,000
• Number of gazebo rentals	49	32	65	17	45

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

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 1,904	$ 3,200	$ 2,600	-18.8%
Other Revenue	541	-	464	-
TOTAL REVENUE	$ 2,445	$ 3,200	$ 3,064	-4.3%
EXPENSES BY CATEGORY				
Personnel Services	$ -	$ 1,355	$ 1,365	0.7%
Operating Costs	76	1,000	1,500	50.0%
Maintenance Costs	5,278	6,500	8,000	23.1%
Utilities	1,479	1,000	1,500	50.0%
TOTAL EXPENSES	$ 6,833	$ 9,855	$ 12,365	25.5%
Net Income	**$ (4,388)**	**$ (6,655)**	**$ (9,301)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	.05	.05	.05	.05	.05
Part-Time, Seasonal	0	0	0	0	0

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-200-	**MT. ZION/GILBERTS CORNER**					
	REVENUES					
4131	Church Rental	$582	$200	$1,200	$212	$600
4230	Entrance Fees	0	0	0	31	0
4600	Programmed Events	1,229	1,704	2,000	217	2,000
	TOTAL USER FEES	**1,811**	**1,904**	**3,200**	**460**	**2,600**
4605	Farm Rental Lease	0	541	0	0	464
	TOTAL OTHER REVENUE	**0**	**541**	**0**	**0**	**464**
	TOTAL REVENUES	**$1,811**	**$2,445**	**$3,200**	**$460**	**$3,064**
	EXPENSES					
5020	Part-Time Salaries	$0	$0	$1,249	$0	$1,259
5030	FICA	0	0	96	0	96
5070	Unemployment Tax	0	0	10	0	10
	TOTAL PERSONNEL SERVICES	**0**	**0**	**1,355**	**0**	**1,365**
5490	Programs and Promotions	569	76	1,000	404	1,500
	TOTAL OPERATING COSTS	**569**	**76**	**1,000**	**404**	**1,500**
5190	Facility Op. & Maintenance	3,948	5,278	6,500	3,727	8,000
	TOTAL MAINTENANCE COSTS	**3,948**	**5,278**	**6,500**	**3,727**	**8,000**
5580-001	Telephone					
5580-002	Electricity	1,533	1,479	1,000	2,146	1,500
	TOTAL UTILITIES	**1,533**	**1,479**	**1,000**	**2,146**	**1,500**
	TOTAL EXPENSES	**$6,051**	**$6,833**	**$9,855**	**6,277**	**$12,365**
	OPERATING INCOME (LOSS)	**($4,240)**	**($4,388)**	**($6,655)**	**($5,817)**	**($9,301)**

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

STRATEGIC GOALS & OBJECTIVES FY 2016

Mt. Zion Historic Park:

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

Objectives:

- Conduct a minimum of (2) SOL based programs.
- Conduct a minimum of (1) new program that meets scout badge requirements.
- Host a minimum of (4) special events or lectures.
- Maintain a minimum of (5) community partnerships.

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

Objectives:

- Develop a preservation plan for consistent and continued site improvements and maintenance.
- Define the appropriate steps and timeline needed to connect existing trail system to adjacent sites.

Gilbert's Corner Regional Park:

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

Objectives:

- Develop a master plan for park development and continued site improvements.
- Document archaeological, architectural and historical resources.
- Develop and implement a complete interpretive plan for both natural and historic resources.
- Create and implement a minimum of (1) new program that meets scout badge requirements.
- Host a minimum of (2) special events or programs.
- Maintain a minimum of (3) community partnerships.
- Define the appropriate steps and timeline needed to connect existing trail system to adjacent sites.
- Create promotional and informational pieces for the park.

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

Objectives:

- Develop guidelines and SOP's for an overall facility maintenance program.
- Work closely with the holders of the existing wetlands easements.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Mt. Zion Historic Park:

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

Highlights

- ✓ Planned and hosted events associated with the 2014 commemoration of the 150th anniversary of the 1864 cavalry battle.
- ✓ Hosted 6 special events or lectures.
- ✓ Plan developed for church rental business.
- ✓ Plan developed for overall maintenance of facility.

Gilbert's Corner Regional Park:

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

Highlights

- ✓ Began to develop historical resources.
- ✓ Began to develop an interpretive plan for both natural and historic resources.
- ✓ Maintained a minimum of (3) community partnerships.
- ✓ Walking trail system established.
- ✓ Met with stakeholder groups to discuss park development.

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

Highlights

- ✓ Started to develop guidelines and SOP's for an overall facility maintenance program.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Special event & program attendance	572	526	815	617	750
• Rental event attendance	185	0	200	37	100
• School program attendance	1,222	1,552	550	16	700
• Volunteer hours	523	475	400	413	450

OCCOQUAN REGIONAL PARK

PROGRAM OVERVIEW

Occoquan Regional Park is a 350-acre scenic park located on the Fairfax County shoreline of the Occoquan River across from the Town of Occoquan. It offers recreational amenities including soccer and baseball fields, batting cage, river access including boat launch and kayaks, hiking trails, Boat/RV storage, food concessions, and picnic shelters. It also provides practice rowing facilities for several local high schools. A number of special events are hosted at the park, including an annual car show, annual river festival, and various other events. The park is also the site of the Turning Point Suffragist Memorial. A major focus in the park is to provide leadership in conservation and recreational use of the Occoquan River.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 219,873	$ 226,000	$ 223,000	-1.3%
Retail Operations	9,064	10,000	5,500	-45.0%
Other Revenue	7,607	5,700	6,200	8.8%
TOTAL REVENUE	$ 236,544	$ 241,700	$ 234,700	-2.9%
EXPENSES BY CATEGORY				
Personnel Services	$ 268,092	$ 288,988	$ 296,147	2.5%
Operating Costs	8,403	13,700	13,700	0.0%
Maintenance Costs	45,227	45,740	47,000	2.8%
Insurance	1,117	1,228	1,373	11.8%
Retail Operations	5,027	4,000	3,000	-25.0%
Utilities	32,889	28,800	29,300	1.7%
TOTAL EXPENSES	$ 360,754	$ 382,456	$ 390,520	2.1%
Net Income	**$ (124,210)**	**$ (140,756)**	**$ (155,820)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	1	1	1	1	1
Part-Time, Year Round	3.46	3.46	4.13	3.82	3.59
Part-Time, Seasonal	3.47	3.47	2.26	2.10	2.12

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-210-	**OCCOQUAN REGIONAL PARK REVENUES**					
4460	Launch Fees	$24,243	$20,349	$30,000	$11,532	$25,000
4690	Programmed Events	3,321	4,278	4,000	6,259	5,000
4670	Shelter Reservations	29,108	29,201	30,000	20,659	30,000
4045	Athletic Field Use Fees	23,431	20,102	22,000	9,763	22,000
4060	Batting Cage Fees	21,745	15,769	22,000	8,678	22,000
4070	Boat Rental	6,471	8,030	8,000	7,426	9,000
4080	Boat Storage	103,549	122,145	110,000	91,307	110,000
	TOTAL USER FEES	**211,868**	**219,873**	**226,000**	**155,624**	**223,000**
4640	Retail - Food	8,258	4,468	4,000	(607)	1,500
4790	Vending Machine Operation	4,768	4,596	6,000	1,714	4,000
	TOTAL RETAIL OPERATIONS	**13,026**	**9,064**	**10,000**	**1,107**	**5,500**
4421	Play Features	25	50	0	0	0
4475	Lessons	2,656	2,710	3,000	3,360	3,000
4510	Miscellaneous Revenue	2,172	4,672	2,500	2,997	3,000
4522	Night Security	(1,900)	0	0	0	0
4636	Rental Device Commission	214	175	200	100	200
	TOTAL OTHER REVENUE	**3,167**	**7,607**	**5,700**	**6,457**	**6,200**
	TOTAL REVENUES	**228,060**	**236,544**	**241,700**	**163,188**	**234,700**
	TOTAL AVAILABLE RESOURCES	**$228,060**	**$236,544**	**$241,700**	**$163,188**	**$234,700**
	EXPENSES					
5010	Full-Time Salaries	$80,423	$84,870	$86,368	$72,654	$90,132
5020,5025	Part-Time Salaries	155,140	123,651	141,430	92,936	137,942
5030,5035	FICA	17,555	15,456	17,496	11,662	17,517
5040	Hospitalization	16,858	18,102	19,003	18,798	24,866
5060	Life Insurance	570	604	617	517	644
5050	Retirement	21,179	24,363	22,887	18,168	23,885
5070	Unemployment Tax	1,227	1,045	1,187	613	1,160
	TOTAL PERSONNEL SERVICES	**292,950**	**268,092**	**288,988**	**215,350**	**296,147**
5230	Gas and Diesel	11,226	8,344	13,000	5,199	13,000
5490	Programs and Promotions	0	0	500	0	500
5570	Uniforms	0	59	200	258	200
	TOTAL OPERATING COSTS	**11,226**	**8,403**	**13,700**	**5,456**	**13,700**
5180	Equipment/Vehicle Maintenance	12,562	9,618	12,000	7,521	12,000
5190	Facility Op. & Maintenance	35,152	35,610	33,740	29,244	35,000
	TOTAL MAINTENANCE COSTS	**47,714**	**45,227**	**45,740**	**36,765**	**47,000**
5290	Insurance - Vehicle	1,244	1,117	1,228	1,146	1,373
	TOTAL INSURANCE	**1,244**	**1,117**	**1,228**	**1,146**	**1,373**
5520	Retail - Food	4,702	2,698	1,600	1,314	600
5586	Vending Machines	2,190	2,329	2,400	773	2,400
	TOTAL RETAIL OPERATIONS	**6,892**	**5,027**	**4,000**	**2,087**	**3,000**
5580-001	Telephone	4,139	4,085	4,100	3,551	4,100
5580-002	Electricity	20,930	20,250	20,000	19,533	20,000
5580-004	Water/Sewer	7,641	5,477	2,000	1,115	2,500
5580-008	Propane Gas	1,508	3,076	2,700	3,418	2,700
	TOTAL UTILITIES	**34,218**	**32,889**	**28,800**	**27,617**	**29,300**
	TOTAL EXPENSES	**$394,245**	**$360,754**	**$382,456**	**288,421**	**$390,520**
	OPERATING INCOME (LOSS)	**($166,185)**	**($124,210)**	**($140,756)**	**($125,233)**	**($155,820)**

OCCOQUAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Establish and maintain a minimum of (5) community partnerships.
- Develop a plan for consistent and continued site improvements.

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

Objectives:

- Host a minimum of (3) human and natural history focused paddle tours.
- Offer a minimum of (3) naturalist lead programs.
- Host a minimum of (6) special events or programs.

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

Objectives:

- Cultivate a superior customer experience with the delivery of at least (2) quality in-house or outside training opportunities that focus on customer service for key staff.
- Develop and implement a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Park facilities.
- Complete installation of 40 mile markers along the Occoquan Water Trail.

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

Objectives:

- Develop a plan to provide food and beverage services throughout the park.
- Expand kayak and boat rental opportunities.
- Evaluate current partnerships and implement (2) new partnerships opportunities.
- Create and implement a plan to expand opportunities for special events and field rentals.

Goal Five: Facilitate implementation of park master plan.

Objectives:

- Assist in the development of priorities.
- Begin assessing staffing and operational needs.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Completed SOPs for park and facility maintenance.
- ✓ Worked with 25 conservation and recreation organizations to host the Occoquan River Festival.
- ✓ The Occoquan Watertrail League began installing way finding mile markers along the river.

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

Highlights

- ✓ Hosted 6 special events, paddle tours and program led by NOVA Parks Roving Naturalist.

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

Highlights

- ✓ Implemented agency-wide Customer Service program.

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

Highlights

- ✓ Increased fleet from 12 to 20 watercraft.
- ✓ Gained efficiencies in staffing by analyzing staffing patterns and use of concessions area.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Boat/RV storage usage	143	136	145	132	145
• Number of boat launches	3,400	3,412	3,800	1,404	3,450
• Number of batting cage rounds	21,745	15,768	22,000	3,972	20,000
• Number of picnic shelter rentals	227	234	275	132	234
• Number of volunteer hours	4,200	4,250	4,000	0	4,000
• Number of boat rentals	810	888	900	650	900

POHICK BAY REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 530,284	$ 536,000	$ 552,500	3.1%
Retail Operations	24,437	28,000	28,000	0.0%
Other Revenue	50,161	46,975	34,200	-27.2%
TOTAL REVENUE	$ 604,882	$ 610,975	$ 614,700	0.6%
EXPENSES BY CATEGORY				
Personnel Services	$ 574,492	$ 539,339	$ 618,947	14.8%
Operating Costs	19,094	16,750	17,950	7.2%
Maintenance Costs	54,787	57,828	57,328	-0.9%
Insurance	1,396	1,535	2,059	34.1%
Retail Operations	16,267	17,200	13,700	-20.3%
Utilities	44,745	45,100	45,500	0.9%
TOTAL EXPENSES	$ 710,781	$ 677,752	$ 755,484	11.5%
Net Income	**$ (105,899)**	**$ (66,777)**	**$ (140,784)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The FY 16 Budget includes funding for a Park Specialist position added during FY 15.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	5	5	5	5	6
Part-Time, Year Round	2.01	2.20	2.20	2.27	2.23
Part-Time, Seasonal	3.94	3.94	3.94	4.06	3.81

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-260-	**POHICK BAY REGIONAL PARK**					
	REVENUES					
4095	Cabin Rentals	$55,882	$55,012	$61,000	$50,339	$73,000
4100	Camping Fees	362,862	385,269	385,000	301,336	385,000
4421	Inflatable Play Features	0	25	0	0	0
4470	Laundry	3,665	3,873	5,000	3,063	4,500
4600	Programmed Events	1,018	579	1,000	1,151	1,000
4670	Shelter Reservations	19,354	20,320	20,000	13,517	22,000
4750	RV Storage	24,585	28,819	28,000	25,303	30,000
4230	Entrance Fees	21,806	27,014	25,000	10,841	27,000
4500	Miniature Golf & Disc Golf	7,779	9,375	11,000	5,337	10,000
	TOTAL USER FEES	**496,950**	**530,284**	**536,000**	**410,886**	**552,500**
4640, 4661	Retail Operations	21,402	22,009	25,000	17,930	25,000
4790	Vending Machine Operation	2,914	2,428	3,000	1,852	3,000
	TOTAL RETAIL OPERATIONS	**24,316**	**24,437**	**28,000**	**19,782**	**28,000**
4269	Gain (Loss) on Sale of Assets	450	0	0	0	0
4430	Insurance Proceeds	4,400	0	0	0	0
4636	Rental Device Commission	46	175	175	100	0
4420	House Rental	25,025	27,000	25,800	23,025	13,200
4255, 4601	Firewood/Propane	20,568	22,986	21,000	15,557	21,000
	TOTAL OTHER REVENUE	**50,489**	**50,161**	**46,975**	**38,682**	**34,200**
	TOTAL REVENUES	**$571,755**	**$604,882**	**$610,975**	**$469,350**	**$614,700**
	EXPENSES					
5010	Full-Time Salaries	$279,992	$291,062	$268,453	$234,889	$322,599
5020	Part-Time Salaries	139,625	138,493	133,501	113,609	131,343
5030	FICA	31,734	32,473	30,818	25,126	34,795
5040	Hospitalization	27,532	28,261	32,162	28,192	41,031
5060	Life Insurance	1,996	2,048	1,917	1,613	2,303
5050	Retirement	73,733	80,711	71,140	58,532	85,489
5070	Unemployment Tax	1,868	1,444	1,348	1,181	1,387
	TOTAL PERSONNEL SERVICES	**556,480**	**574,492**	**539,339**	**463,143**	**618,947**
5230	Gas and Diesel	16,243	17,123	15,000	9,698	16,000
5490	Programs and Promotions	897	1,517	750	904	750
5570	Uniforms	726	454	1,000	588	1,200
	TOTAL OPERATING COSTS	**17,866**	**19,094**	**16,750**	**11,189**	**17,950**
5180	Equipment/Vehicle Maintenance	9,493	11,413	13,000	9,720	13,000
5190	Facility Op. & Maintenance	40,427	42,690	43,828	39,981	43,828
5510	Rental House Maintenance	362	684	1,000	434	500
	TOTAL MAINTENANCE COSTS	**50,282**	**54,787**	**57,828**	**50,135**	**57,328**
5290	Insurance - Vehicle	1,556	1,396	1,535	1,433	2,059
	TOTAL INSURANCE	**1,556**	**1,396**	**1,535**	**1,433**	**2,059**
5520	Retail Operations	14,460	14,254	16,000	12,810	12,500
5586	Vending Machines	2,017	2,013	1,200	860	1,200
	TOTAL RETAIL OPERATIONS	**16,477**	**16,267**	**17,200**	**13,670**	**13,700**
5580-001	Telephone	2,658	2,996	2,600	2,520	3,000
5580-002	Electricity	38,684	36,181	37,000	30,036	37,000
5580-004	Water/Sewer	0	403	1,200	228	1,200
5580-008	Propane	945	511	0	2,832	0
5580-009	Heating Oil	810	2,433	2,000	1,090	2,000
5580-016	Internet/Cable	1,683	2,222	2,300	2,038	2,300
	TOTAL UTILITIES	**44,779**	**44,745**	**45,100**	**38,744**	**45,500**
	TOTAL EXPENSES	**$687,439**	**$710,781**	**$677,752**	**$578,313**	**$755,484**
	OPERATING INCOME (LOSS)	**($115,684)**	**($105,899)**	**($66,777)**	**($108,964)**	**($140,784)**

POHICK BAY REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to develop and refine guidelines and SOP's for an overall park and facility maintenance program.
- Establish and maintain a minimum of (3) community partnerships.
- Expand improvements to the miniature golf course.
- Implement methods and guidelines to preserve a sustainable park trail network.
- Complete the GPS based mapping system of the trails.

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

Objectives:

- Implement at least (2) special events or programs.
- Offer a minimum of (3) naturalist led programs.

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

Objectives:

- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Create an annual system that reviews marketing materials and public information.
- Continue and increase cross-agency promotion and marketing efforts across all NVRPA park facilities.

Goal Four: Provide a superior family camping experience.

Objectives:

- Implement a year round comprehensive programming calendar and schedule of events and activities.
- Take part in a minimum of (2) outreach events.
- Develop a defined plan to increase off-peak usage.
- Develop a marketing plan to promote programming calendar and schedule of events and activities.
- Expand retail sales by providing necessary camping items, food and beverage, souvenirs, adequately seasoned firewood, and propane service.
- Develop a 5 year plan for consistent and continued campground development.

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

Objectives:

- Maintain RV lots at 95% capacity.
- implement a plan to improve gatehouse operations.
- Develop an effective marketing strategy to promote rental shelters.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Purchased new trail maintenance equipment and concluded the grant program for mapping and expanding trail system.
- ✓ Guidelines for comfort station and cabin maintenance have been created and implemented.
- ✓ Partnerships maintained with BLM, Gunston Hall, Mason Neck, and Timberland.
- ✓ The Mason Neck Kiosk has been installed that includes maps and information on all of the land owners on Mason Neck.

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

Highlights

- ✓ Pohick continues to serve as host to Pirate Day and an Easter Egg Hunt.
- ✓ The Roving Naturalist provided a full complement of programs including stand up paddle board tours and classes.

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

Highlights

- ✓ Created an in-house audit program to evaluate the performance of seasonal staff.
- ✓ Developed job responsibilities for all key staff to ensure proper delivery of service.
- ✓ Implemented agency-wide Customer Service program.

Goal Four: Provide a superior family camping experience.

Highlights

- ✓ Developed and implemented a year round programming calendar for the campground.
- ✓ Created a new Family Camping Guide.

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

Highlights

- ✓ Developed a gatehouse marketing plan that will provide consistent messaging to park users.
- ✓ Implementing Active Network which will streamline storage processes and customer processes.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of non–jurisdiction vehicle entries	3,496	4,411	4,000	1,613	4,400
• Number of nightly camping rentals	9,806	9,734	10,000	4,947	10,000
• Number of group campers	7,575	8,118	8,000	3,204	8,000
• RV storage usage (46 spaces available)	44	44	44	43	44
• Winter storage patrons for RV's/boats	24	40	40	26	40
• Number of miniature & disc golf rounds	2,706	3,383	3,000	1,614	3,500
• Picnic shelter rentals	187	183	180	104	185
• Number of nightly cabin rentals	947	1,006	1,000	482	1,100
• Volunteer hours received	3,016	717	1,200	529	1,200

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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 876,445	$ 943,726	$ 934,000	-1.0%
Retail Operations	163,127	174,000	173,000	-0.6%
Other Revenue	871	20,000	-	-100.0%
TOTAL REVENUE	$ 1,040,442	$ 1,137,726	$ 1,107,000	-2.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 609,802	$ 686,993	$ 706,245	2.8%
Operating Costs	96,079	116,793	98,793	-15.4%
Maintenance Costs	168,004	172,196	163,586	-5.0%
Insurance	920	1,025	1,097	7.1%
Retail Operations	80,914	82,600	79,700	-3.5%
Utilities	29,550	33,950	33,700	-0.7%
TOTAL EXPENSES	$ 985,269	$ 1,093,557	$ 1,083,121	-1.0%
Net Income	**$ 55,173**	**$ 44,170**	**$ 23,879**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	7	7	7	6	6
Part-Time, Year Round	4.71	4.71	4.71	4.93	4.38
Part-Time, Seasonal	3.26	3.26	3.26	3.43	3.24

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-240-	**POHICK BAY GOLF COURSE REVENUES**					
4210	Driving Range	$83,740	$75,498	$83,000	$47,153	$80,000
4220	Cart Rental	235,815	210,636	235,000	149,464	225,000
4821	NVRPA Equipment Rental	542	127	600	0	0
4320	Golf Club Rental	2,135	1,635	3,000	1,518	3,000
4380	Green Fees	591,943	583,399	615,000	404,615	620,000
4400	Golf Handicap Program	5,863	4,780	6,626	2,294	5,500
4610	Pull Cart Rental	469	371	500	265	500
	TOTAL USER FEES	**920,506**	**876,445**	**943,726**	**605,308**	**934,000**
4641	Retail - Alcoholic Beverages	47,399	50,970	50,000	32,528	54,000
4640,4642,4643	Retail Food	64,023	62,227	64,000	42,769	66,000
4650	Retail - Pro Shop	53,264	49,930	60,000	36,033	53,000
	TOTAL RETAIL OPERATIONS	**164,686**	**163,127**	**174,000**	**111,330**	**173,000**
4430	Insurance Proceeds	8,550	0	0	0	0
4475	Lessons	4,080	871	20,000	6,519	0
	TOTAL OTHER REVENUE	**12,630**	**871**	**20,000**	**6,519**	**0**
	TOTAL REVENUES	**$1,097,823**	**1,040,442**	**$1,137,726**	**$723,157**	**$1,107,000**
	EXPENSES					
5010	Full-Time Salaries	$323,671	$272,040	$309,413	$254,060	$326,454
5020	Part-Time Salaries	160,876	170,480	200,855	124,292	188,924
5030	FICA	35,457	32,559	39,102	26,663	39,493
5040	Hospitalization	65,019	53,019	51,418	49,482	60,686
5060	Life Insurance	2,306	1,914	2,210	1,733	2,331
5050	Retirement	85,238	78,145	81,995	64,147	86,510
5070	Unemployment Tax	2,308	1,644	1,999	1,254	1,847
	TOTAL PERSONNEL SERVICES	**674,875**	**609,802**	**686,993**	**521,630**	**706,245**
5160	Golf Cart Rental	62,100	62,100	62,100	51,750	62,100
5138	Beverage Cart Rental	943	943	943	786	943
5230	Gas and Diesel	41,443	27,738	30,000	20,967	30,000
5260	Golf Handicap Program	4,450	4,450	4,450	4,450	4,450
5263	Instructor Fees	3,492	0	18,000	3,871	0
5570	Uniforms	1,009	849	1,300	967	1,300
	TOTAL OPERATING COSTS	**113,437**	**96,079**	**116,793**	**82,791**	**98,793**
5180	Equipment/Vehicle Maintenance	20,952	22,421	23,660	20,677	22,477
5190	Facility Op. & Maintenance	36,034	34,751	33,211	25,792	31,550
5240	Golf Course Maintenance	107,806	110,832	115,325	93,283	109,559
	TOTAL MAINTENANCE COSTS	**164,792**	**168,004**	**172,196**	**139,753**	**163,586**
5265	Insurance - Liquor Liability	487	361	411	290	411
5290	Insurance - Vehicle	622	558	614	573	686
	TOTAL INSURANCE	**1,109**	**920**	**1,025**	**863**	**1,097**
5521	Retail - Alcoholic Beverages	13,113	15,816	15,000	9,706	16,200
5520,5522	Retail - Food	30,251	32,216	25,600	18,738	26,400
5530	Retail - Pro Shop	40,151	32,881	42,000	20,097	37,100
	TOTAL RETAIL OPERATIONS	**83,515**	**80,914**	**82,600**	**48,540**	**79,700**
5580-001	Telephone	3,521	2,776	3,000	2,276	3,000
5580-002	Electricity	26,642	21,648	25,000	20,298	25,000
5580-004	Water/Sewer	1,464	1,645	2,700	1,055	2,200
5580-016	Internet/Cable	3,205	3,480	3,250	3,008	3,500
	TOTAL UTILITIES	**34,833**	**29,550**	**33,950**	**26,636**	**33,700**
	TOTAL EXPENSES	**$1,072,562**	**$985,269**	**$1,093,557**	**$820,213**	**$1,083,121**
	OPERATING INCOME (LOSS)	**$25,261**	**$55,173**	**$44,170**	**($97,056)**	**$23,879**

POHICK BAY GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (3) membership events.
- Implement consistent membership retention strategy system.
- Conduct a complete review of the membership program on an annual basis and benefits to identify areas that may be improved.

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

Objectives:

- Complete a bi-annual review system of industry trends, pricing and standards with a focus on local competition.
- Develop and implement marketing plan to effectively promote the demand pricing model.
- Develop a business plan to reach prospective league and tournament clients.
- Review and update on an annual basis current customer outreach strategy using technology resources.
- Create dedicated plans for retaining core golfers, attracting more occasional and beginning golfers.
- Continue and increase cross-agency promotion and marketing efforts with other NOVA Parks golf courses.

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

Objectives:

- Create a year round comprehensive programming calendar and schedule of events and activities.
- Create a minimum of (3) new programming opportunities for: juniors and adults.
- Schedule on-site golf teaching professionals to provide a minimum of (3) clinics and classes to the general public.
- Develop a minimum of (2) outreach programs with partner organizations such as the PGA, LPGA or VSGA.
- Utilize at least (1) nationally recognized golf introduction program to increase participation.
- Establish goals, objectives and expectations for contracted golf instructors

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

Objectives:

- Develop a master plan for consistent and targeted golf course and pro shop improvements.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Create an in-house audit program to evaluate the performance of seasonal and volunteer staff.
-

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

Objectives:

- Create purchasing and appropriate inventory guidelines for golf pro shop.
- Develop a food and beverage plan that focuses on quality menu options while maximizing profitability
- Provide a minimum of (2) training opportunities that focus on safe food handling and proper serving protocols.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Conducted a thorough review of the membership program.

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

Highlights

- ✓ Continued working with Legendary Marketing to provide a targeted campaign to increase daily play.
- ✓ Hosted Swing into Spring and Fall for Golf that focused on the Heron Club Card that promotes daily play with some benefits.
- ✓ Developed new Tournament promotional package
- ✓ Implemented strategies to better manage the tee sheet to meet customers' needs.
- ✓ With the implementation of EZ Links, staff will be able to create a loyalty program.

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

Highlights

- ✓ Staff has created a projects calendar to complete improvements.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• 18 hole golf rounds (paid)	17,555	18,035	17,500	10,604	18,000
• 18 hole golf rounds (members)	18,776	17,500	17,000	6,110	16,000
• Power cart rentals	16,570	16,333	16,500	10,422	18,000
• Number of driving range buckets sold	5,438	5,029	6,250	2,837	5,000
• Number of Annual Golf Memberships sold	145	73	100	26	75
• Number of Heron Club Memberships	N/A	N/A	N/A	N/A	50
• Per customer average on pro shop merchandise	$1.47	$1.41	$1.74	$1.73	$1.56
• Per customer average of food & beverage	$3.07	$3.19	$3.30	$3.57	$3.50
• Revenue per round of golf played	$30.22	$29.29	$32.98	$32.72	$32.56
• Cost per round of golf played	$29.52	$27.73	$31.70	$32.46	$31.86
• Volunteer hours received	6,300	8,496	6,300	4,614	6,300

POHICK BAY MARINA

PROGRAM OVERVIEW

Pohick Bay Marina features a boat launch facility for motorized boats, canoes, kayaks, and sailboats, providing access to the Potomac River. There are two concrete plank launch ramps with docks that can accommodate up to 8 boats at a time. The gravel shore launch area is for small watercraft such as personal watercraft, canoes, and kayaks. Patrons can rent paddleboats, paddleboards, canoes, kayaks, rowboats and sailboats from April through October. Paddle tour programs are available by reservation during the summer months. The marina also has two facilities for year-round boat storage. The Eagle's Nest rental deck, located at the marina building and overlooking Gunston Cove, can accommodate up to 80 seated guests. The marina area also has areas for fishing, numerous picnic tables, small rentable shelters and a playground for children.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 222,659	$ 229,500	$ 247,000	7.6%
Retail Operations	-	-	22,000	-
TOTAL REVENUE	$ 222,659	$ 229,500	$ 269,000	17.2%
EXPENSES BY CATEGORY				
Personnel Services	$ 23,709	$ 22,352	$ 22,596	1.1%
Maintenance Costs	6,392	6,500	6,500	0.0%
Retail Operations	-	-	12,800	-
Utilities	8,080	7,300	8,000	9.6%
TOTAL EXPENSES	$ 38,181	$ 36,152	$ 49,896	38.0%
Net Income	**$ 184,478**	**$ 193,348**	**$ 219,104**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The net income is projected to increase in FY 16 due to the addition of fuel and retail sales.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	1.21	1.21	1.21	1.21	1.25

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-250-	**POHICK BAY MARINA**					
	REVENUES					
4070, 4540, 4680	Boat Rental	$26,516	$44,593	$35,000	$29,309	$50,000
4460	Launch & Parking Fees	42,939	48,954	55,000	28,610	55,000
4600	Programmed Events	4,305	4,050	4,000	3,545	5,500
4080	Boat Storage	114,769	113,712	125,000	118,769	125,000
4670	Shelter Reservations	10,635	11,351	10,500	5,187	11,500
	TOTAL USER FEES	**199,164**	**222,659**	**229,500**	**185,420**	**247,000**
4640	Retail Operations	0	0	0	0	2,000
TBD	Fuel - Boating	0	0	0	0	20,000
	TOTAL RETAIL OPERATIONS	**0**	**0**	**0**	**0**	**22,000**
4430	Insurance Proceeds	1,881	0	0	0	0
	TOTAL OTHER REVENUE	**1,881**	**0**	**0**	**0**	**0**
	TOTAL REVENUES	**$201,045**	**$222,659**	**$229,500**	**$185,420**	**$269,000**
	EXPENSES					
5020	Part-Time Salaries	$19,028	$21,832	$20,610	$13,992	$20,835
5030	FICA	1,456	1,670	1,577	1,010	1,594
5070	Unemployment Tax	215	206	165	103	167
	TOTAL PERSONNEL SERVICES	**20,698**	**23,709**	**22,352**	**15,105**	**22,596**
5190	Facility Op. & Maintenance	8,938	6,392	6,500	5,277	6,500
	TOTAL MAINTENANCE COSTS	**8,938**	**6,392**	**6,500**	**5,277**	**6,500**
5520	Retail-Food	0	0	0	0	800
TBD	Fuel - Boating	0	0	0	0	12,000
	TOTAL RETAIL OPERATIONS	**0**	**0**	**0**	**0**	**12,800**
5580-001	Telephone	1,206	1,765	1,300	1,508	1,500
5580-002	Electricity	5,679	6,315	6,000	5,388	6,500
	TOTAL UTILITIES	**6,886**	**8,080**	**7,300**	**6,896**	**8,000**
	TOTAL EXPENSES	**$36,522**	**$38,181**	**$36,152**	**$27,278**	**$49,896**
	OPERATING INCOME (LOSS)	**$164,524**	**$184,478**	**$193,348**	**$158,142**	**$219,104**

POHICK BAY MARINA

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Control aquatic vegetation through research and implementing best practices.
- Maintain a minimum of (3) community partnerships.
- Implement plan for continued marina improvements.
- Continue to implement riparian plantings along the park shoreline.

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

Objectives:

- Host a minimum of (4) special events or programs.

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

Objectives:

- Maintain boat storage lots at 95% capacity.
- Develop an effective marketing strategy to promote rental shelters.
- Develop a marketing plan for launch passes.
- Expand boat rental opportunities.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ New dock boards were installed at boat ramp.
- ✓ Plan in place to install gas pumps at Marina.

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

Highlights

- ✓ The implementation of Active Network will improve efficiencies with boat storage.
- ✓ Increased hours at the Marina will meet customers' needs and allow for expanded boat rental opportunities.
- ✓ Additional canoes and paddleboards rentals purchased.
- ✓ The use of gatehouse marketing implemented to increase launch pass sales.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Boat storage (153 storage sites available)	145	145	145	145	145
• Boat launches	4,667	5,596	5,000	3,170	6,000
• Total boat rentals	3,056	5,031	3,600	2,926	5,500
• Guided water tour participants	185	202	185	166	200
• Number of Eagle's Nest rentals	18	22	25	11	22
• Number of family shelter rentals	43	48	40	27	50

PIRATE'S COVE WATERPARK AT POHICK BAY

PROGRAM OVERVIEW

Pirate's Cove Waterpark features a 500,000 gallon swimming pool, a 300 gallon dump bucket with slides and water play features. It also features a slide tower that features two body slides, a baby pool with bubblers and a shipwreck slide, Buccaneer's Beach sand play area, the Crow's Nest birthday rental space and the Captain's Galley concession stand. Other amenities include shower and restroom facilities with locker rental and retail items for sale at the admissions area.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 372,301	$ 362,800	$ 391,800	8.0%
Retail Operations	152,151	140,000	160,000	14.3%
Other Revenue	720	-	-	-
TOTAL REVENUE	$ 525,173	$ 502,800	$ 551,800	9.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 148,648	$ 162,599	$ 165,992	2.1%
Operating Costs	1,003	1,000	1,000	0.0%
Maintenance Costs	49,886	52,740	52,740	0.0%
Retail Operations	55,257	56,500	64,500	14.2%
Utilities	16,238	19,400	19,400	0.0%
TOTAL EXPENSES	$ 271,032	$ 292,239	$ 303,632	3.9%
Net Income	**$ 254,141**	**$ 210,561**	**$ 248,168**	

BUDGET HIGHLIGHTS

Major variances in budget:

- Revenue estimates are increased in the FY 16 Budget due to increased actual revenue.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	5.99	6.43	7.37	7.56	7.73

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-270-	**POHICK BAY WATERPARK REVENUES**					
4421	Inflatable Play Feature	$0	$50	$0	$0	$0
4550	Admissions	242,177	284,982	265,000	195,730	293,000
4570	Group Admissions	52,202	42,113	50,000	48,232	50,000
4490	Locker Rental	275	239	300	0	300
4600	Programmed Events	0	0	500	945	500
4580	Waterpark Passes	40,982	37,385	40,000	21,353	40,000
4670	Shelter Reservations	5,521	7,532	7,000	3,888	8,000
	TOTAL USER FEES	**341,157**	**372,301**	**362,800**	**270,148**	**391,800**
4640	Retail Operations	114,640	147,574	135,000	115,316	155,000
4660	Swim Merchandise	4,470	4,577	5,000	3,434	5,000
	TOTAL RETAIL OPERATIONS	**119,110**	**152,151**	**140,000**	**118,750**	**160,000**
4430	Insurance Proceeds	9,370	0	0	0	0
4475	Lessons	357	0	0	0	0
4482	Lifeguard Training Fee	975	720	0	0	0
	TOTAL OTHER REVENUE	**10,702**	**720**	**0**	**0**	**0**
	TOTAL REVENUES	**$470,969**	**$525,173**	**$502,800**	**$388,898**	**$551,800**
	EXPENSES					
5020	Part-Time Salaries	$144,038	$136,446	$149,930	$106,636	$153,059
5030	FICA	11,019	10,438	11,470	8,155	11,709
5070	Unemployment Tax	1,876	1,763	1,199	1,221	1,224
	TOTAL PERSONNEL SERVICES	**156,933**	**148,648**	**162,599**	**116,011**	**165,992**
5490	Programs and Promotions	1,530	1,003	1,000	0	1,000
	TOTAL OPERATING COSTS	**1,530**	**1,003**	**1,000**	**0**	**1,000**
5190	Facility Op. & Maintenance	54,424	49,886	52,740	29,853	52,740
	TOTAL MAINTENANCE COSTS	**54,424**	**49,886**	**52,740**	**29,853**	**52,740**
5520	Retail Operations	45,891	53,213	54,000	36,888	62,000
5535	Swim Merchandise	2,941	2,045	2,500	1,983	2,500
	TOTAL RETAIL OPERATIONS	**48,832**	**55,257**	**56,500**	**38,871**	**64,500**
5580-001	Telephone	1,419	651	1,400	404	1,400
5580-002	Electricity	17,464	14,639	17,000	15,008	17,000
5580-016	Internet/Cable	869	948	1,000	632	1,000
	TOTAL UTILITIES	**19,752**	**16,238**	**19,400**	**16,044**	**19,400**
	TOTAL EXPENSES	**$281,470**	**$271,032**	**$292,239**	**$200,780**	**$303,632**
	OPERATING INCOME (LOSS)	**$189,499**	**$254,141**	**$210,561**	**$188,118**	**$248,168**

PIRATE'S COVE WATERPARK AT POHICK BAY

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Update and refine annually the marketing plan to increase pass sales both in season and out of season.
- Create a system that streamlines the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Develop a system to track new and renewal memberships.
- Incorporate a minimum of (4) membership incentives per season.
- Conduct an annual review of the membership program and benefits to identify areas that may be improved.

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

Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Develop and refine a system that implements effective recruitment and retention strategies for qualified staff.
- Implement standardized scheduling practices to meet facility demands while maintaining budget.

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

Objectives:

- Establish marketing and operations plan to continue to increase the sales of parties and additional services.
- Refine and implement a plan to maximize weekday group participation.
- Implement a plan to increase off peak visitation through special promotional and sales opportunities.
- Continue and increase cross promotion of park activities.

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

Objectives:

- Develop a retail and food sales operations plan to include sales goals, purchasing and pricing guidelines, product placement, and marketing.
- Ensure staff maintains Food, Beverage and Alcohol Compliance through a measurable training and certification system.
- Create options that can be purchase by groups and parties participants.
- Create options that can be purchased by groups.
- Implement an effective inventory management system to reduce waste.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop and implement a plan to continue and expand facility theming.
- Create a mechanism to receive consistent customer feedback.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Conduct annually a complete review of the staff incentive program to identify areas that may be improved.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented new membership incentives including monthly eblasts, "Bring a Friend" promotion, and early entry to the waterpark.
- ✓ The Big Chill Annual Waterpark Pass Sale continues to be successful in selling memberships off season and provides a more streamlined process for purchasing to ensure proper records are maintained.

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

Highlights

- ✓ A revised incentive program was developed for all positions.
- ✓ Created and used scheduling templates to ensure adequate coverage while considering fiscal impacts.

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

Highlights

- ✓ A Calendar of Events was developed to encourage weekday afternoon visitation by providing value-added and themed events.
- ✓ The Aquatics Team has systematically reviewed programming and facility usage and developed improvement plans.

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

Highlights

- ✓ Implemented sales goals based on the budget.
- ✓ Established "best sellers" of retail items and increased variety of retail items sold.

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

Highlights

- ✓ Implemented a button reward program for attendants.
- ✓ Customer service topics were included in every in-service training for lifeguards.
- ✓ Developed winterization and opening maintenance procedures SOP's.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of general admissions	35,436	35,218	42,000	25,564	42,000
• Number of youth group participants	10,378	10,175	10,000	9,119	10,000
• Number of Annual Waterpark Passes sold	400	461	500	87	500
• Average amount customers spent on food & beverages	$2.58	$3.32	$2.67	$3.40	$3.05
• Attendance at special programs	5,000+	N/A	5,000	5,000	3,200
• Number of volunteer hours	150	128	250	225	250

POTOMAC OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for natural history interpretation. The staff provides programs for school and public groups throughout the year. The James I. Mayer Center for Environmental Education contains the "Energerium", a suite of exhibits on the role of energy in living systems (including human systems). Other facilities include a small picnic area, a shelter, bathroom building, interpretive gardens and 2 miles of natural surface trails. Park staff has developed working solar energy and energy efficient facilities that reduce the park's energy use and educate the public on energy issues.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 65,446	$ 54,550	$ 68,500	25.6%
Other Revenue	13,200	13,200	13,200	0.0%
TOTAL REVENUE	$ 78,646	$ 67,750	$ 81,700	20.6%
EXPENSES BY CATEGORY				
Personnel Services	$ 250,941	$ 267,135	$ 281,474	5.4%
Operating Costs	11,537	11,100	12,100	9.0%
Maintenance Costs	14,956	15,500	15,500	0.0%
Insurance	1,117	1,535	1,373	-10.6%
Utilities	13,267	10,780	12,880	19.5%
TOTAL EXPENSES	$ 291,818	$ 306,050	$ 323,327	5.6%
Net Income	**$ (213,172)**	**$ (238,300)**	**$ (241,627)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	3	3	3	3	3
Part-Time, Year Round	.86	.86	1.0	1.0	1.04
Part-Time, Seasonal	.29	.29	.29	.81	.81

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-300-	**POTOMAC OVERLOOK REGIONAL PARK**					
	REVENUES					
4600	Programmed Events	$12,139	$14,020	$15,000	$11,405	$15,000
4101	Camps	33,665	48,266	37,050	48,391	51,000
4670	Shelter Reservations	2,537	3,160	2,500	1,160	2,500
	TOTAL USER FEES	**48,341**	**65,446**	**54,550**	**60,956**	**68,500**
4420	House Rental	5,500	13,200	13,200	11,000	13,200
4260	Misc Rev - Friends of Pot O/L	150	0	0	0	0
	TOTAL OTHER REVENUE	**5,650**	**13,200**	**13,200**	**11,000**	**13,200**
	TOTAL REVENUES	**$53,991**	**$78,646**	**$67,750**	**$71,956**	**$81,700**
	EXPENSES					
5010	Full-Time Salaries	$138,299	$147,413	$157,191	$129,894	$165,514
5020	Part-Time Salaries	29,987	29,484	31,239	25,035	32,152
5030	FICA	12,533	13,113	14,418	10,972	15,125
5040	Hospitalization	14,563	16,944	21,090	18,454	23,215
5060	Life Insurance	945	1,048	1,122	924	1,182
5050	Retirement	36,346	42,312	41,656	32,475	43,861
5070	Unemployment Tax	676	627	418	505	425
	TOTAL PERSONNEL SERVICES	**233,351**	**250,941**	**267,135**	**218,260**	**281,474**
5230	Gas and Diesel	3,613	3,973	3,500	2,035	3,500
5490	Programs and Promotions	6,847	7,224	7,000	7,389	8,000
5570	Uniforms	202	339	600	365	600
	TOTAL OPERATING COSTS	**10,661**	**11,537**	**11,100**	**9,789**	**12,100**
5180	Equipment/Vehicle Maintenance	2,311	1,054	2,500	1,642	2,500
5190	Facility Op. & Maintenance	12,602	13,512	12,500	7,691	12,500
5510	Rental House Maintenance	728	390	500	330	500
	TOTAL MAINTENANCE COSTS	**15,641**	**14,956**	**15,500**	**9,663**	**15,500**
5290	Insurance - Vehicle	933	1,117	1535	1,146	1373
	TOTAL INSURANCE	**933**	**1,117**	**1,535**	**1,146**	**1,373**
5580-001	Telephone	2,769	2,886	2,500	2,559	2,900
5580-002	Electricity	5,287	5,462	5,000	5,803	5,000
5580-004	Water/Sewer	1,480	1,604	1,200	1,353	1,600
5580-008	Propane Gas	288	2,231	1,000	1,491	2,300
5580-016	Cable/Internet	689	1,085	1,080	575	1,080
	OPERATING INCOME (LOSS)	**($217,109)**	**($213,172)**	**($238,300)**	**($138,073)**	**($241,627)**

POTOMAC OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement the invasive plant management plan.
- Implement the overall park and facility maintenance guidelines and SOP's.
- Establish and maintain a minimum of (3) community partnerships.
- Develop and implement a plan to refurbish the playground and picnic shelter.
- Develop and implement a plan to enhance (i.e. increase plant diversity, etc.) of at least two of the educational gardens.
- Complete installation of updated signage plan.

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

Objectives:

- Conduct and expand camp programming.
- Continue to enhance the year-round comprehensive programming schedule.
- Develop a complete marketing plan to promote programs.
- Manage and enhance the NOVA Parks Roving Naturalist program.
- Implement a plan to expand opportunities for facility rentals.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop a system that implements effective recruitment and retention strategies for qualified staff.
- Implement an in-house audit program to evaluate the performance of seasonal staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities.
- Continue to build, implement and evaluate a successful volunteer program.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ A GIS trail inventory was completed of all trails.
- ✓ Our invasive plant management plan was developed and implemented.
- ✓ Community partnerships were either established or re-affirmed with over 10 community organizations.
- ✓ New interpretive signs were designed and installed at the Birds of Prey area.

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

Highlights

- ✓ Nine summer camps were successfully conducted during 2014. Campers ranged in age from rising kindergarteners to rising high school juniors.
- ✓ Developed and implemented an internal program evaluation system to ensure all programs are meeting their intended goals.
- ✓ The Roving Naturalist program served over 3,000 people in 13 parks through the delivery of over 80 programs.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Adult/Public program participants	1,697	1,226	2,000	651	2,000
• "Meet Me on a Sunday" weekly event participants	1,905	2,199	2,000	1,261	2,200
• School & Scout program participants	4,875	3,689	4,200	2,155	4,200
• Special event/concert participants	1,472	1,800	1,600	751	1,600
• Number of birthday parties	53	66	45	23	45
• Birthday party participants	1,124	1,656	900	625	900
• Camp Overlook participants	61	121	155	149	175
• Offsite programming	51	27	15	6	15
• Number of shelter rentals	45	56	40	18	40
• Volunteer hours received	4,371	2,985	3,200	2,084	3,200

RUST SANCTUARY

PROGRAM OVERVIEW

Rust Sanctuary became a NOVA Parks managed property in 2013 through adoption of a 40 year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the park while the Audubon Naturalist Society continues to provide environmental education for youth.

NOVA Parks also began hosting wedding receptions and parties at Rust Sanctuary in 2013 and the venue quickly became a favorite in the area, particularly for couples seeking a picturesque outdoor setting for their wedding ceremony. Smaller events take place in the Manor House while groups of up to 200 use the spacious tent nearby. Great Blue Heron Catering provides food and beverage for more than half of the events at Rust Sanctuary.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 111,685	$ 194,500	$ 241,000	23.9%
Retail Operations	30,596	40,635	60,000	47.7%
Other Revenue	129,128	204,320	330,600	61.8%
TOTAL REVENUE	$ 271,409	$ 439,455	$ 631,600	43.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 96,105	$ 128,969	$ 188,364	46.1%
Operating Costs	15,693	60,700	58,700	-3.3%
Maintenance Costs	50,482	41,500	41,500	0.0%
Insurance	279	4,600	4,055	-11.8%
Retail Operations	31,395	56,682	120,429	112.5%
Utilities	22,891	16,220	20,480	26.3%
TOTAL EXPENSES	$ 216,845	$ 308,671	$ 433,529	40.5%
Net Income	**$ 54,564**	**$ 130,784**	**$ 198,071**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The net income at Rust Sanctuary is budgeted to increase by over $67,000 due to the increased number of weddings and events that have been booked at this popular new venue.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	N/A	0	0	0	1
Part-Time, Year Round	N/A	1.22	2.05	3.63	3.42
Part-Time, Seasonal	N/A	0	0	0	0

RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-320-	**RUST SANCTUARY REVENUES**					
4240	Facility Rental-Manor House	$4,923	$111,170	$193,500	$117,381	$240,000
4822	NVRPA Event Staffing	0	515	1,000	903	1,000
	TOTAL USER FEES	**4,923**	**111,685**	**194,500**	**118,284**	**241,000**
4420	Apartment Rental	$0	8,250	9,000	7,325	9,600
4115	Catering	1,000	85,405	100,620	127,869	240,000
4821	Equipment Rental	0	15,918	65,000	16,704	40,000
4682	Service Charge	263	16,565	21,000	25,514	36,000
4693	Special Services	0	140	0	0	0
4081	Storage Rental (PEC & LWC)	1,500	2,850	4,200	2,700	3,000
4443	Outside Catering Fees	0	0	4,500	0	2,000
	TOTAL OTHER REVENUE	**1,763**	**129,128**	**204,320**	**180,112**	**330,600**
4640	Retail Operations	0	56	0	11	0
4641	Retail - Alcoholic Beverages	750	30,540	40,635	38,527	60,000
	TOTAL RETAIL OPERATIONS	**1,750**	**30,596**	**40,635**	**38,538**	**60,000**
	TOTAL REVENUES	**$8,435**	**$271,409**	**$439,455**	**$336,934**	**$631,600**
	EXPENSES					
5010	Full-Time Salaries	$0	$0	$0	$0	$30,617
5020	Part-Time Salaries	25,889	95,747	118,921	113,703	127,499
5030	FICA	180	358	9,097	(538)	12,096
5040	Hospitalization	0	0	0	0	8,743
5060	Life Insurance	0	0	0	0	219
5050	Retirement	0	0	0	0	8,114
5070	Unemployment Tax	0	0	951	0	1,076
	TOTAL PERSONNEL SERVICES	**26,069**	**96,105**	**128,969**	**113,166**	**188,364**
5186	Equipment Rental	300	15,068	58,500	9,781	32,000
5146	Contract Employment	0	0	0	2,813	24,000
5230	Gas & Diesel	0	92	0	307	500
5340	Linen Service	0	0	0	0	0
5490	Programs and Promotions	523	533	2,000	2,371	2,000
5570	Uniforms	0	0	200	0	200
	TOTAL OPERATING COSTS	**823**	**15,693**	**60,700**	**15,272**	**58,700**
5180	Equipment/Vehicle Maintenance	0	909	1,500	33	1,500
5190	Facility Op. & Maintenance	25,219	49,572	40,000	36,972	40,000
	TOTAL MAINTENANCE COSTS	**25,219**	**50,482**	**41,500**	**37,005**	**41,500**
5290	Insurance - Vehicle	0	279	0	287	343
		0	**279**	**0**	**287**	**343**
5143	Catering	160	18,735	40,428	56,880	96,429
5521	Retail - Alcoholic Beverages	0	12,660	16,254	6,934	24,000
	TOTAL RETAIL	**160**	**31,395**	**56,682**	**63,814**	**120,429**
5265	Insurance - Liquor Liability	0	0	4,600	1,859	3,712
	TOTAL INSURANCE	**0**	**0**	**4,600**	**1,859**	**3,712**
5580-001	Telephone	1,394	3,017	2,000	$2,625	3,000
5580-002	Electricity	1,035	3,559	3,500	3,816	4,000
5580-008	Propane	0	0	0	0	1,000
5580-009	Heating Oil	8,083	15,875	10,000	8,737	12,000
5580-004	Water/Sewer	0	0	0	400	0
5580-016	Internet/Cable	0	440	720	0	480
	TOTAL UTILITIES	**10,512**	**22,891**	**16,220**	**15,578**	**20,480**
	TOTAL EXPENSES	**$62,783**	**$216,845**	**$308,671**	**$246,650**	**$433,529**
	OPERATING INCOME (LOSS)	**($54,348)**	**$54,564**	**$130,784**	**$89,954**	**$198,071**

RUST SANCTUARY

STRATEGIC GOALS & OBJECTIVES FY 2016

Goal One: Establish the Rust Sanctuary as a premier event venue.

Objectives:

- Continue to build and refine marketing plan in an effort to establish the Rust Sanctuary brand under NOVA Parks.
- Host a minimum of (2) open house events.
- Take part in a minimum of (3) outreach events.
- Cultivate a superior customer experience with the delivery of at least (2) quality in-house or outside training opportunities that focus on customer service for key staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.
- Form a bi-annual review system of event industry trends and standards with a focus on local competition.
- Develop a business plan that focuses on attracting nontraditional rental business and off-peak corporate and social event rentals.
- Develop guidelines and SOP's for an overall facility maintenance program.

Goal Two: Preserve and protect the sanctuary lands and facilities.

Objectives:

- Continue to develop a strategy to promote the NOVA Parks / Audubon Naturalist Society partnership and activities at Rust Sanctuary.
- Develop a plan for consistent and continued site improvements.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Establish and maintain a volunteer program for maintaining and enhancing the sanctuary.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.
- Develop a trail way finding system.
- Create and display historic interpretation for the Manor House and property.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Goal One: Establish the Rust Sanctuary as a premier event venue.

Highlights

- ✓ Hosted effective Open Houses events following local Bridal Shows.
- ✓ Developed cross promotional materials, including updates to bridal booklets, folders, pens and giveaways.
- ✓ Celebration of Life brochure created and distributed.
- ✓ All staff attended new agency-wide customer service training and will continue to receive training and updates.
- ✓ Continuing to cross promote with other NOVA Parks event venues.
- ✓ Training plan to create a seamless customer experience between Great Blue Heron Catering and venue staff developed.

Goal Two: Preserve and protect the sanctuary lands and facilities.

Highlights

- ✓ Implemented Spring and Fall programs with Roving Naturalist and Audubon Naturalist Society staff.
- ✓ Plan for consistent and continued site improvements developed.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
Social Rentals					
• Prime months (May, June, September, October)	N/A	18	25	18	33
• Non-Prime months (March, April, July, August)	N/A	14	18	13	21
• Winter months (November, December, January, February)	N/A	3	5	3	5
• House and grounds rentals	N/A	15	14	16	15
• Tent, house and grounds Rentals	N/A	18	34	18	46
• Business Rentals	N/A	1	4	2	2
• Miles of trails maintained	N/A	2	2	2	2
• Number of volunteer hours	N/A	100	80	100	100

SANDY RUN REGIONAL PARK

PROGRAM OVERVIEW

Sandy Run Regional Park, located on the Occoquan Reservoir in Fairfax, is designed for the education, training, practice and racing for competitive and recreational rowing and sculling. The facility is open February through November weather permitting. It primarily serves ten local high schools and one college rowing program for men and women; several rowing clubs are housed here as well. The facility hosts regattas as well as occasional special events. Out of state high school and college teams often visit during spring break for training and practice, and local teams and clubs hold sweep and sculling camps. The facility also provides storage for scholastic, collegiate, private, and club crew shells in three boathouses and on outside boat storage racks.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 218,200	$ 220,000	$ 227,000	3.2%
Retail Operations	-	500	-	-100.0%
Other Revenue	12,547	14,092	28,192	100.1%
TOTAL REVENUE	$ 230,747	$ 234,592	$ 255,192	8.8%
EXPENSES BY CATEGORY				
Personnel Services	$ 95,305	$ 102,205	$ 109,435	7.1%
Operating Costs	4,569	3,200	4,000	25.0%
Maintenance Costs	28,722	29,000	29,000	0.0%
Insurance	279	307	343	11.8%
Retail Operations	-	-	-	-
Utilities	12,167	13,250	13,250	0.0%
TOTAL EXPENSES	$ 141,043	$ 147,962	$ 156,028	5.5%
Net Income	**$ 89,704**	**$ 86,630**	**$ 99,164**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time – 2 positions split with Bull Run Marina & Fountainhead Parks	.90	.90	.90	.90	.90
Part-Time, Year Round	.82	.82	1.39	1.39	1.23
Part-Time, Seasonal	.05	.05	0	0	0

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-350-	**SANDY RUN REGIONAL PARK REVENUES**					
4080	Crew Boat Storage	$132,239	$127,290	$132,000	$94,903	$132,000
4160	Daily User Fees	125	2,288	3,000	1,530	3,000
4530	Launch & Parking Fees	17,980	14,436	18,000	15,648	18,000
4630	Regatta Fees	60,268	54,275	50,000	14,500	55,000
4673	Rowing Camps	21,743	19,910	17,000	7,145	19,000
	TOTAL USER FEES	**232,356**	**218,200**	**220,000**	**133,727**	**227,000**
4640	Retail Operations	128	0	500	0	0
4790	Vending Machine Operation	276	0	0	0	0
	TOTAL RETAIL OPERATIONS	**404**	**0**	**500**	**0**	**0**
4420	House Rental	11,592	11,592	11,592	22,660	27,192
4285, 4510	Misc Rev - Gate Key & Other	1,540	955	2,500	615	1,000
	TOTAL OTHER REVENUE	**13,132**	**12,547**	**14,092**	**23,275**	**28,192**
	TOTAL REVENUES	**$245,892**	**$230,747**	**$234,592**	**$157,002**	**$255,192**
	EXPENSES					
5010	Full-Time Salaries	$43,373	$61,234	$49,914	$61,939	$52,022
5020	Part-Time Salaries	17,098	13,358	29,951	8,076	30,399
5030	FICA	4,593	4,553	6,144	3,424	6,340
5040	Hospitalization	3,285	2,262	2,328	2,130	6,274
5060	Life Insurance	313	333	357	289	371
5050	Retirement	11,421	13,335	13,227	9,754	13,786
5070	Unemployment Tax	245	231	284	141	243
	TOTAL PERSONNEL SERVICES	**80,327**	**95,305**	**102,205**	**85,754**	**109,435**
5230	Gas and Diesel	3,321	4,569	3,200	2,789	4,000
	TOTAL OPERATING COSTS	**3,321**	**4,569**	**3,200**	**2,789**	**4,000**
5180	Equipment/Vehicle Maintenance	1,734	2,342	3,000	4,037	3,000
5190	Facility Op. & Maintenance	26,877	21,052	25,000	17,926	25,000
5510	Rental House Maintenance	0	5,329	1,000	3,460	1,000
	TOTAL MAINTENANCE COSTS	**28,611**	**28,722**	**29,000**	**25,423**	**29,000**
5290	Insurance - Vehicle	311	279	307	287	343
	TOTAL INSURANCE	**311**	**279**	**307**	**287**	**343**
5586	Vending Machines	157	0	0	0	0
	TOTAL RETAIL OPERATIONS	**157**	**0**	**0**	**0**	**0**
5580-001	Telephone	7,207	6,172	6,200	5,484	6,200
5580-002	Electricity	4,960	5,236	6,200	3,675	6,200
5580-016	Internet/Cable	0	759	850	690	850
	TOTAL UTILITIES	**12,167**	**12,167**	**13,250**	**9,849**	**13,250**
	TOTAL EXPENSES	**$124,894**	**$141,043**	**$147,962**	**$124,102**	**$156,028**
	OPERATING INCOME (LOSS)	**$120,997**	**$89,704**	**$86,630**	**$32,900**	**$99,164**

SANDY RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Review and update of facility use guidelines.
- Establish and maintain a minimum of (4) community partnerships.
- Develop methods and guidelines to preserve a sustainable park trail network.
- Develop a plan for invasives removal.
- Develop a plan for consistent and continued site improvements.

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

Objectives:

- Promote daily, non-peak time use from outside and nontraditional user groups including camps.

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

Objectives:

- Cultivate a superior customer experience with the delivery of at least (2) quality in-house or outside training opportunities that focus on customer service for key staff.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

✓ Developed a plan for updated park signage.

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

Highlights

✓ Completed rack reallocation plan that will be continued on a bi-annual basis.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Peak season daily practice (March-May) usage by rowers and coaches	875	875	850	0	875
• Number of adult rowers annually		3,800	3,800	1,900	3,800
• Number of boats stored	197	197	197	197	197
Daily Fees:					
• Number of spring break programs	6	5	7	0	7
• Average attendance at each spring break program	31	35	30	0	30
• Number of Summer and Fall camps	13	20	14	16	18
• Number of Summer and Fall camp participants	450	825	525	825	825
Regattas:					
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	7,500	7,500	7,000	0	7,500
• Number of VASRA scholastic regattas	7	8	8	0	8
• Number of club regatta competitors	5,000	4,000	4,000	3,000	4,000
• Number of club regattas	3	3	4	4	4
• Number of collegiate regatta competitors	1,750	1,750	2,200	0	2,200
• Number of collegiate regattas	2	2	3	0	3
• Total number of regatta spectators	13,000	13,250	13,000	6,000	13,000

UPPER POTOMAC PROPERTIES

PROGRAM OVERVIEW

The Upper Potomac Properties provide land and water protection while ensuring an aesthetically pleasing setting. These properties include the following resources:

Ball's Bluff Battlefield Regional Park-a 223-acre park in Loudoun County with a parking lot and trails with interpretive signage. The park surrounds Ball's Bluff National Cemetery, which is owned by the U.S Department of Veterans Affairs. Ball's Bluff is the site of an 1861 Civil War battle.

Red Rock Wilderness Regional Park-a 67-acre park in Loudoun County with a parking lot, picnic area, trails, interpretive signs, and a 19th Century farmhouse and outbuildings.

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

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

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

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
Retail Operations	327	100	100	0.0%
Other Revenue	28,945	28,800	28,800	0.0%
TOTAL REVENUE	$ 29,272	$ 28,900	$ 28,900	0.0%
EXPENSES BY CATEGORY				
Personnel Services	$ 101,922	$ 120,124	$ 125,918	4.8%
Operating Costs	400	900	900	0.0%
Maintenance Costs	12,791	8,000	8,000	0.0%
Insurance	279	614	343	-44.1%
Utilities	311	200	200	0.0%
TOTAL EXPENSES	$ 115,703	$ 129,838	$ 135,361	4.3%
Net Income	**$ (86,431)**	**$ (100,938)**	**$ (106,461)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	.35	.35	.35	.35	.35

UPPER POTOMAC PROPERTIES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-340-	**UPPER POTOMAC PROPERTIES**					
	REVENUES					
4090	Retail Operations	$71	$327	$100	$0	$100
	TOTAL RETAIL OPERATIONS	**71**	**327**	**100**	**0**	**100**
4420	House Rental	13,200	26,200	28,800	22,600	28,800
4600	Programmed Events	1,990	2,745	0	2,565	0
	TOTAL OTHER REVENUE	**15,190**	**28,945**	**28,800**	**25,165**	**28,800**
	TOTAL REVENUES	**$15,261**	**$29,272**	**$28,900**	**$25,165**	**$28,900**
	EXPENSES					
5010	Full-Time Salaries	$66,681	$49,276	$73,549	$34,687	$76,849
5020	Part-Time Salaries	15,891	14,239	7,454	3,834	7,566
5030	FICA	6,452	6,047	6,234	4,577	6,495
5040	Hospitalization	2,941	12,086	12,700	11,732	14,032
5060	Life Insurance	489	495	525	436	549
5050	Retirement	17,553	19,513	19,490	15,706	20,365
5070	Unemployment Tax	214	266	172	154	61
	TOTAL PERSONNEL SERVICES	**110,223**	**101,922**	**120,124**	**71,125**	**125,918**
5230	Gas and Diesel	82	119	500	0	500
5570	Uniforms	346	281	400	261	400
	TOTAL OPERATING COSTS	**428**	**400**	**900**	**261**	**900**
5180	Equipment/Vehicle Maintenance	791	188	1,000	0	1,000
5190	Facility Op. & Maintenance	3,252	6,551	6,000	4,611	6,000
5510	Rental House Maintenance	1811	6,052	1,000	1,278	1,000
	TOTAL MAINTENANCE COSTS	**5,853**	**12,791**	**8,000**	**5,889**	**8,000**
5290	Insurance - Vehicle	311	279	614	287	343
	TOTAL INSURANCE	**311**	**279**	**614**	**287**	**343**
5580-001	Telephone	368	177	0	0	0
5580-002	Electricity	135	133	200	100	200
	TOTAL UTILITIES	**504**	**311**	**200**	**100**	**200**
	TOTAL EXPENSES	**$117,319**	**$115,703**	**$129,838**	**$77,662**	**$135,361**
	OPERATING INCOME (LOSS)	**($102,058)**	**($86,431)**	**($100,938)**	**($52,497)**	**($106,461)**

UPPER POTOMAC PROPERTIES

STRATEGIC GOALS & OBJECTIVES FY 2016

Balls Bluff Battlefield Regional Park:

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

Objectives:

- Continue to cultivate, implement and evaluate a successful volunteer program.
- Maintain an effective and progressive relationship with the Friends of Ball's Bluff.
- Host a minimum of (3) special events or public programs.
- Continue to create and implement a comprehensive programming calendar and schedule of events and activities.

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

Objectives:

- Maintain battlefield clearing.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Volunteer partners include: local Boy Scouts, Friends of Ball's Bluff, Sons of Confederate Veterans and the Potomac Hertigage Trail Association.

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

Highlights

- Battlefield clearing maintained.
- Updating interpretive signage and audio tour.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of visitors on tours at Ball's Bluff	1,200	1,160	1,500	950	1,500
• Number of visitors for special events	200	300	600	400	600
• Number of Ball's Bluff Battlefield volunteer hours	800	525	1,000	400	1,000

UPTON HILL REGIONAL PARK

PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington County/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 addition to hiking trails, picnic areas, open fields, a natural amphitheater and a playground, Upton Hill offers recreational amenities such as a deluxe miniature golf course, batting cages, a horseshoe pit and a bocce ball court. Almost all of the park's revenue comes from the miniature golf course and batting cages. The park also offers free concerts, special events, birthday party packages, volunteer opportunities and charity events.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 187,057	$ 218,450	$ 221,450	1.4%
Retail Operations	2,183	3,000	6,500	116.7%
TOTAL REVENUE	$ 189,241	$ 221,450	$ 227,950	2.9%
EXPENSES BY CATEGORY				
Personnel Services	$ 301,260	$ 312,738	$ 304,864	-2.5%
Operating Costs	4,671	4,500	4,500	0.0%
Maintenance Costs	18,897	32,914	32,914	0.0%
Insurance	558	614	686	11.8%
Retail Operations	682	1,200	2,600	116.7%
Utilities	10,129	11,350	11,350	0.0%
TOTAL EXPENSES	$ 336,197	$ 363,316	$ 356,914	-1.8%
Net Income	**$ (146,957)**	**$ (141,866)**	**$ (128,964)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full Time	3	3	3	3	3
Part Time, Year Round	.75	.75	.75	.75	0
Part Time, Seasonal	2.28	2.28	2.28	3.03	3.23

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-400-	**UPTON HILL REGIONAL PARK REVENUES**					
4600	Programmed Events	$640	$776	$1,200	$1,483	$1,200
4636	Rental Device Commission	0	125	250	75	250
4670	Shelter Reservations	11,593	11,578	12,000	6,428	12,000
4060	Batting Cage Fees	88,112	74,145	85,000	66,951	88,000
4500	Miniature Golf	98,881	100,435	120,000	83,370	120,000
	TOTAL USER FEES	**199,225**	**187,057**	**218,450**	**158,306**	**221,450**
4640	Retail Operations	0	2,183	3,000	5,855	6,500
	TOTAL RETAIL OPERATIONS	**0**	**2,183**	**3,000**	**5,855**	**6,500**
4430	Insurance Proceeds	4,943	0	0	0	0
	TOTAL OTHER REVENUE	**4,968**	**0**	**0**	**0**	**0**
	TOTAL REVENUES	**$204,193**	**$189,241**	**$221,450**	**$164,161**	**$227,950**
	EXPENSES					
5010	Full-Time Salaries	$154,381	$157,895	$163,618	$132,274	$159,825
5020	Part-Time Salaries	60,659	54,854	59,671	44,983	59,468
5030	FICA	15,943	15,757	17,148	12,615	16,842
5040	Hospitalization	22,714	25,460	27,129	22,520	24,758
5060	Life Insurance	1,051	1,125	1,168	958	1,141
5050	Retirement	38,919	45,324	43,359	33,127	42,354
5070	Unemployment Tax	1,229	846	645	603	476
	TOTAL PERSONNEL SERVICES	**294,895**	**301,260**	**312,738**	**247,081**	**304,864**
5230	Gas and Diesel	3,540	3,140	3,000	1,809	3,000
5490	Programs and Promotions	516	998	900	745	900
5570	Uniforms	534	532	600	466	600
	TOTAL OPERATING COSTS	**4,590**	**4,671**	**4,500**	**3,020**	**4,500**
5180	Equipment/Vehicle Maintenance	2,692	2,261	1,500	1,318	1,500
5190	Facility Op. & Maintenance	29,984	16,636	31,414	24,574	31,414
	TOTAL MAINTENANCE COSTS	**32,676**	**18,897**	**32,914**	**25,892**	**32,914**
5290	Insurance - Vehicle	622	558	614	573	686
	TOTAL INSURANCE	**622**	**558**	**614**	**573**	**686**
5520	Retail Operations	84	682	1,200	1,701	2,600
	TOTAL RETAIL OPERATIONS	**84**	**682**	**1,200**	**1,701**	**2,600**
5580-001	Telephone	991	673	500	419	500
5580-002	Electricity	5,607	4,914	6,000	6,858	6,000
5580-003	Natural Gas	606	0	0	0	0
5580-004	Water/Sewer	4,831	3,726	4,300	3,349	4,300
5580-016	Internet/Cable	129	817	550	429	550
	TOTAL UTILITIES	**12,164**	**10,129**	**11,350**	**11,055**	**11,350**
	TOTAL EXPENSES	**$345,032**	**$336,197**	**$363,316**	**$289,323**	**$356,914**
	OPERATING INCOME (LOSS)	**($140,839)**	**($146,957)**	**($141,866)**	**($125,161)**	**($128,964)**

UPTON HILL REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Implement an improvement plan for the miniature golf course and batting cage.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Implement guidelines and SOP's for an overall park and facility maintenance program.

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

Objectives:

- Host a minimum of (5) quality special events or programs.

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

Objectives:

- Implement a system that implements effective recruitment and retention strategies for qualified staff.
- Implement an in-house audit program to evaluate the performance of seasonal staff.
- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience
- Create an annual system that reviews marketing materials and public information.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Park facilities.

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

Objectives:

- Develop an effective marketing strategy to promote rental shelters.
- Implement a marketing plan to continue to increase the sales of spring/fall parties.
- Develop an effective market strategy to increase miniature golf and batting cage sales.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Installed new themed features and improved landscaping at mini golf.
- ✓ A number of Eagle Scout projects complete with a focus on trail maintenance and invasive removal.

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

Highlights

- ✓ Refined staffing plan for batting cages to ensure optimal operations.

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

Highlights

- ✓ Developed an e-blast and postcard system to cross promote swim lessons participants and birthday parties.
- ✓ Installed permanent shade at the Classic Party deck.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of miniature golf rounds	19,626	18,011	23,000	13,503	25,000
• Number of batting cage rounds	88,111	74,145	85,000	47,052	88,000
• Number of picnic shelter rentals	72	64	75	37	75
• Number of special event participants	210	304	230	171	250
• Number of birthday parties	25	31	25	19	30
• Number of birthday party participants	250	310	250	190	300
• Volunteer hours received	55	230	400	190	400

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 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 437,924	$ 455,350	$ 460,350	1.1%
Retail Operations	118,769	124,500	125,000	0.4%
Other Revenue	20,086	35,000	35,000	0.0%
TOTAL REVENUE	$ 576,779	$ 614,850	$ 620,350	0.9%
EXPENSES BY CATEGORY				
Personnel Services	$ 134,923	$ 159,703	$ 161,647	1.2%
Maintenance Costs	39,519	48,014	48,014	0.0%
Retail Operations	48,350	50,250	50,500	0.5%
Utilities	26,487	28,100	28,100	0.0%
TOTAL EXPENSES	$ 249,279	$ 286,067	$ 288,261	0.8%
Net Income	**$ 327,501**	**$ 328,783**	**$ 332,089**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	6.05	6.34	6.89	7.13	7.24

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-420-	**UPTON HILL WATERPARK REVENUES**					
4550	Admissions	$228,918	$274,125	$260,000	$180,401	$280,000
4570	Group Admissions	42,832	39,617	45,000	40,704	45,000
4490	Locker Rental	307	432	350	464	350
4580	Waterpark Passes	143,985	123,751	150,000	70,419	135,000
	TOTAL USER FEES	**416,042**	**437,924**	**455,350**	**291,988**	**460,350**
4640	Retail Operations	95,743	113,762	120,000	80,600	120,000
4660	Swim Merchandise	2,511	5,007	4,500	3,205	5,000
	TOTAL RETAIL OPERATIONS	**98,254**	**118,769**	**124,500**	**83,806**	**125,000**
4430	Insurance Proceeds	18,257	0	0	0	0
4475	Lessons	24,288	19,176	35,000	24,236	35,000
4482	Lifeguard Training Fee	715	910	0	65	0
	TOTAL OTHER REVENUE	**43,260**	**20,086**	**35,000**	**24,301**	**35,000**
	TOTAL REVENUES	**$557,556**	**$576,779**	**$614,850**	**$400,095**	**$620,350**
	EXPENSES					
5020	Part-Time Salaries	$126,104	$123,886	$147,260	$91,466	$149,052
5030	FICA	9,647	9,477	11,265	6,997	11,403
5070	Unemployment Tax	1,656	1,560	1,178	1,111	1,192
	TOTAL PERSONNEL SERVICES	**137,407**	**134,923**	**159,703**	**99,575**	**161,647**
5190	Facility Op. & Maintenance	55,445	39,519	48,014	30,542	48,014
	TOTAL MAINTENANCE COSTS	**55,445**	**39,519**	**48,014**	**30,542**	**48,014**
5520	Retail Operations	27,509	48,493	48,000	30,769	48,000
5535	Swim Merchandise	1,705	(144)	2,250	3,720	2,500
	TOTAL RETAIL OPERATIONS	**29,214**	**48,350**	**50,250**	**34,488**	**50,500**
5580-001	Telephone	4,013	1,776	2,000	1,677	2,000
5580-002	Electricity	18,337	17,831	18,500	14,677	18,500
5580-004	Water/Sewer	3,753	4,989	5,500	2,913	5,500
5580-016	Internet/Cable	730	1,891	2,100	1,715	2,100
	TOTAL UTILITIES	**26,833**	**26,487**	**28,100**	**20,982**	**28,100**
	TOTAL EXPENSES	**$248,899**	**$249,279**	**$286,067**	**$185,587**	**$288,261**
	OPERATING INCOME (LOSS)	**$308,656**	**$327,501**	**$328,783**	**$214,508**	**$332,089**

OCEAN DUNES WATERPARK AT UPTON HILL

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Update and refine annually the marketing plan to increase annual pass sales both in and out of season.
- Continue to refine a system that streamlines the purchasing process.
- Develop a system that implements consistent membership retention and referral strategies.
- Develop a system to track new and renewal memberships.
- Incorporate a minimum of (4) membership incentives per season.
- Conduct an annual review of the membership program and benefits to identify areas that may be improved.

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

Objectives:

- Maintain a NASCO Gold Standard certification.
- Continue to improve group safety standards and procedures.
- Develop and refine a system that implements effective recruitment and retention strategies for qualified staff.
- Implement standardized scheduling practices to meet facility demands while maintaining budget.

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

Objectives:

- Establish marketing and operations plan to continue to increase the sales of parties and additional services.
- Refine and implement a plan to maximize weekday group participation.
- Implement a plan to increase off peak visitation through special promotional and sales opportunities.
- Continue and increase cross promotion of park activities.
- Continue to offer and expand a successful swim lesson program.

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

Objectives:

- Develop a retail and food sales operations plan to include operations, sales goals, purchasing and pricing guidelines, product placement, and marketing.
- Ensure staff maintains Food, Beverage and Alcohol Compliance through a measurable training and certification system.
- Create options that can be purchased by groups.
- Implement an effective inventory management system to reduce waste.

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

Objectives:

- Cultivate a superior customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.
- Develop and implement a plan to continue and expand facility theming.
- Create a mechanism to receive consistent customer feedback.
- Develop guidelines and SOP's for an overall facility maintenance program.
- Conduct annually a review of the staff incentive program to identify areas that may be improved.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Implemented new membership incentives including monthly e-blasts, "Bring a Friend" promotion, and early entry to the waterpark.
- ✓ The Big Chill Annual Waterpark Pass Sale continues to be successful in selling memberships off season and provides a more streamlined process for purchasing to ensure proper records are maintained.

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

Highlights

- ✓ A revised incentive program was developed for all positions.
- ✓ Created and used scheduling templates to ensure adequate coverage while considering fiscal impacts.

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

Highlights

- ✓ A Calendar of Events was developed to encourage weekday afternoon visitation by providing value-added and themed events.
- ✓ The Aquatics Team has systematically reviewed programming and facility usage and developed improvement plans.
- ✓ Swim Lesson program maintained.

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

Highlights

- ✓ Implemented sales goals based on the budget.
- ✓ Established "best sellers" of retail items and increased variety of retail items sold.

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

Highlights

- ✓ Implemented a button reward program for attendants.
- ✓ Customer service topics were included in every in-service training for lifeguards.
- ✓ Developed winterization and opening maintenance procedures SOPs.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of general admissions	28,072	32,552	32,000	22,428	33,000
• Number of youth group participants	7,810	7,182	8,000	7,271	8,000
• Number of Waterpark Passes sold	1,628	1,587	2,050	332	1,650
• Number of swim lesson sessions	33	40	35	40	40
• Number of private swim lessons	241	216	240	204	240
• Average amount customers spent on food & beverages	$2.53	$2.82	$2.85	$2.64	$2.83
• Number of Daily All Facility Discount Passes sold	1,375	851	1,500	1,461	1,550
• Number of birthday parties	56	120	70	76	85
• Number of waterpark birthday party participants	728	1,200	700	760	850

W&OD RAILROAD REGIONAL PARK

PROGRAM OVERVIEW

W&OD Railroad Regional Park is a linear park that is 100 feet wide and 45 miles long, built on the old railbed of the former W&OD Railroad and extending from the Alexandria City line to Purcellville in western Loudoun County. Facilities include the park's maintenance facilities located in Ashburn, the 45 mile-long paved, multi-use trail, the 32 mile-long gravel horse trail, and the Two Creeks Mountain Bike Trail.

The Tinner Hill Historic Site opened in January of 2015 and is managed by the W&OD Trail staff. This half acre site, spanning the line between the City of Falls Church and Fairfax County, is the site where civil rights pioneers E.B. Henderson and Joseph Tinner first met to form a group that would become the first rural branch of the NAACP in the nation.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
Easements & Licenses	$ 719,646	$ 645,371	$ 691,948	7.2%
Retail Operations	2,249	4,000	3,000	-25.0%
Other Revenue	331,712	330,412	331,312	0.3%
TOTAL REVENUE	$ 1,053,607	$ 979,783	$ 1,026,260	4.7%
EXPENSES BY CATEGORY				
Personnel Services	$ 450,176	$ 446,010	$ 469,140	5.2%
Operating Costs	$ 19,812	$ 27,800	$ 27,800	-
Maintenance Costs	42,879	44,000	45,000	2.3%
Insurance	1,675	1,842	2,059	11.7%
Retail Operations	1,438	2,000	1,500	-25.0%
Utilities	13,951	13,200	13,500	2.3%
TOTAL EXPENSES	$ 529,931	$ 534,852	$ 558,998	4.5%
Net Income	**$ 523,675**	**$ 444,931**	**$ 467,262**	

BUDGET HIGHLIGHTS

Major variances in budget:

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	4	4	4	4	4
Part-Time, Year Round	2.74	2.74	2.74	2.74	2.74
Part-Time, Seasonal	.20	.20	.20	.20	.20

W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-450-	**W&OD RAILROAD REGIONAL PARK**					
	REVENUES					
4480	License Fees	$11,629	$11,508	$25,000	$14,061	$25,000
	Rents, Easements & Licenses:					
4770	Non-Recurring	2,859	106,735	10,000	28,705	10,000
4780	Recurring	578,183	601,402	610,371	589,966	656,948
	TOTAL EASEMENTS & LICENSES	**592,671**	**719,646**	**645,371**	**632,732**	**691,948**
4090, 4640	Retail Operations	2,960	2,249	4,000	1,531	3,000
	TOTAL RETAIL OPERATIONS	**2,960**	**2,249**	**4,000**	**1,531**	**3,000**
4535	Permit Fees	2,225	3,500	2,100	2,900	3,000
4510, 4535	Miscellaneous Revenue	0	300	400	0	400
	TOTAL OTHER REVENUE	**2,225**	**3,800**	**2,500**	**2,900**	**3,400**
4250	Transfer from Restricted Fund	316,034	327,912	327,912	327,912	327,912
	TOTAL TRANSFERS FR OTHER FUNDS	**316,034**	**327,912**	**327,912**	**327,912**	**327,912**
	TOTAL RESOURCES	**$913,890**	**1,053,607**	**$979,783**	**$965,075**	**$1,026,260**
	EXPENSES					
5010	Full-Time Salaries	$227,407	$238,344	$247,981	$208,353	$259,664
5020	Part-Time Salaries	71,748	89,897	80,543	58,379	81,775
5025	Donation Internship	0	1,854	0	311	0
5030	FICA	22,266	24,932	25,200	19,459	26,188
5040	Hospitalization	26,998	24,051	23,932	22,102	30,193
5060	Life Insurance	1,620	1,696	1,771	1,483	1,854
5050	Retirement	59,885	68,420	65,715	52,098	68,811
5070	Unemployment Tax	966	983	868	667	654
	TOTAL PERSONNEL SERVICES	**410,890**	**450,176**	**446,010**	**362,851**	**469,140**
5230	Gas and Diesel	17,602	17,828	17,000	10,600	17,000
5330	License Fees	1,628	1,723	10,000	2,930	10,000
5570	Uniforms	232	261	800	406	800
	TOTAL OPERATING COSTS	**19,462**	**19,812**	**27,800**	**13,936**	**27,800**
5180	Equipment/Vehicle Maintenance	12,336	13,879	13,000	9,304	13,000
5190	Facility Op. & Maintenance	29,791	28,999	31,000	18,411	32,000
	TOTAL MAINTENANCE COSTS	**42,128**	**42,879**	**44,000**	**27,714**	**45,000**
5290	Insurance - Vehicle	1,867	1,675	1,842	1,719	2,059
	TOTAL INSURANCE	**1,867**	**1,675**	**1,842**	**1,719**	**2,059**
5520	Retail Operations	782	1,438	2,000	475	1,500
	TOTAL RETAIL OPERATIONS	**782**	**1,438**	**2,000**	**475**	**1,500**
5580-001	Telephone	4,358	4,604	4,000	3,709	4,300
5580-002	Electricity	4,757	4,939	5,500	4,226	5,500
5580-003	Natural Gas	2,017	3,491	3,000	3,815	3,000
5580-004	Water/Sewer	788	917	700	591	700
	TOTAL UTILITIES	**11,921**	**13,951**	**13,200**	**12,341**	**13,500**
	TOTAL EXPENSES	**$487,050**	**$529,931**	**$534,852**	**$419,036**	**$558,998**
	OPERATING INCOME (LOSS)	**$426,840**	**$523,675**	**$444,931**	**$546,039**	**$467,262**

W&OD RAILROAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Conduct routine inspections and repairs of the trails bridges and culverts.
- Continue to implement invasive removal plan.
- Develop a plan for consistent and continued trail improvements through utilization of user feedback and outside engineering study recommendations.
- Establish and maintain a minimum of (3) community partnerships.
- Develop a minimum of (3) new interpretive and/or education stops.

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

Objectives:

- Host a minimum of (3) public interpretive programs.
- Participate in a minimum of (2) public outreach programs.

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

Objectives:

- Increase FOWOD memberships by a minimum of 3% and develop a system that implements consistent membership retention strategies.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) community partnerships.

Goal Four: Remain a leader in safety of multi-use trails.

Objectives:

- Develop a plan for consistent review, implementation, education and promotion of safety related improvements and implement a minimum of (2) trail safety improvements per year recommended from the trail improvement workshop.
- Host a minimum of (2) public outreach events focusing on trail safety.
- Maintain a maintenance and repair database system.

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

Objectives:

- Develop a plan to create consistent brand awareness.
- Develop a retail plan that focuses on the addition of new resale items and outlets.
- Continue to increase cross-agency promotion and marketing efforts across all NOVA Parks facilities.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Comprehensive outline of repair needed developed.
- ✓ Partnerships established with Loudoun Wildlife Conservancy and Boy Scouts.
- ✓ New interpretive stop developed in Purcellville.

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

Highlights

- ✓ Conducted (2) bike/hike programs.
- ✓ Conducted (1) bicycle rodeo/safety event in Vienna.

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

Highlights

- ✓ Planned (2) FWOD events.
- ✓ Support and maintain all membership functions.
- ✓ Continue to work closely with community organizations including Whole Foods, Freeman House in Vienna and the Boy Scouts.

Goal Four: Remain a leader in safety of multi-use trails.

Highlights

- ✓ Implementing trail safety improvement workshop recommendations.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Park visitation	2,000,000+	2,000,000+	2,000,000+	2,000,000+	2,000,000+
• Number of FOWOD members	477	470	550	470	550
• Operating cost per linear foot of trail (400,000 ft. of trail)	$1.22	$1.33	$1.24	$1.41	$1.40
• Volunteer hours received	4,840	3,279	5,000	6,239	5,000

WHITE'S FORD REGIONAL PARK

PROGRAM OVERVIEW

One of NOVA Parks' newest parks, this 294 acre property located along the banks of the Potomac River north of Leesburg will offer both historical and natural conservation and passive recreational opportunities. Long term plans include access to the Potomac River via a public launch ramp, a public campground, picnic areas, hiking trails, and interpretation of the rich history of the property once owned by Col. Elijah V. White, a noted local Civil War figure.

REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ -	$ 500	$ 500	0.0%
Other Revenue	32,963	45,000	38,000	-15.6%
TOTAL REVENUE	$ 32,963	$ 45,500	$ 38,500	-15.4%
EXPENSES BY CATEGORY				
Personnel Services	$ 35,551	$ 30,695	$ 33,623	9.5%
Operating Costs	44,421	31,500	31,500	0.0%
Maintenance Costs	877	4,000	4,500	12.5%
Utilities	203	200	200	0.0%
TOTAL EXPENSES	$ 81,052	$ 66,395	$ 69,823	5.2%
Net Income	**$ (48,089)**	**$ (20,895)**	**$ (31,323)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- Crop sale revenue is expected to be reduced in FY16.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	.50	.50	.50	.50	.50
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	0	0	0	0	0

WHITE'S FORD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
3-470-	**WHITE'S FORD REGIONAL PARK REVENUES**					
4460	Boat Launch	$0	$0	$500	0	$500
	TOTAL USER FEES	**0**	**0**	**500**	**0**	**500**
4140	Crop Sales	62,031	29,963	42,000	24,649	30,000
4605	Property Lease	3,000	3,000	3,000	2,000	3,000
4420	House Rental	0	0	0	0	5,000
	TOTAL OTHER REVENUE	**65,031**	**32,963**	**45,000**	**26,649**	**38,000**
	TOTAL REVENUES	**$65,031**	**$32,963**	**$45,500**	**$26,649**	**$38,500**
	EXPENSES					
5010	Full-Time Salaries	$18,965	$21,231	$22,760	18,658	$23,644
5020	Part-Time Salaries	$0	39	0	(39)	0
5030	FICA	1,438	1,606	1,741	1,354	1,809
5040	Hospitalization	809	1,516	0	1,464	1,736
5060	Life Insurance	0	0	163	0	169
5050	Retirement	4,987	11,121	6,031	(362)	6,266
5070	Unemployment	0	37	0	42	0
	TOTAL PERSONNEL SERVICES	**26,199**	**35,551**	**30,695**	**21,117**	**33,623**
5157	Crop Harvesting	4,247	0	0	0	0
5210	Fertilizer	19,893	34,935	24,000	3,786	24,000
5540	Seeds and Plants	4,950	8,526	6,000	9,631	6,000
5230	Gas and Diesel	793	960	1,500	262	1,500
	TOTAL OPERATING COSTS	**29,884**	**44,421**	**31,500**	**13,679**	**31,500**
5190	Facility Op. & Maintenance	634	877	4,000	0	4,000
5510	Rental House Maintenance	0	0	0	0	500
	TOTAL MAINTENANCE COSTS	**634**	**877**	**4,000**	**0**	**4,500**
5580-002	Electricity	94	203	200	124	200
	TOTAL UTILITIES	**94**	**203**	**200**	**124**	**200**
	TOTAL EXPENSES	**$56,810**	**$81,052**	**$66,395**	**$34,920**	**$69,823**
	OPERATING INCOME (LOSS)	**$8,221**	**($48,089)**	**($20,895)**	**($8,271)**	**($31,323)**

WHITE'S FORD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

Goal One: Continue to develop a new regional park with a focus on protecting the land and educating visitors on its cultural and historic significance while providing recreational opportunities.

Objectives:

- Develop a plan for park development and continued site improvements.
- Develop a complete interpretive plan for both natural and historic resources.
- Host a minimum of (2) special events or programs.
- Establish and maintain a minimum of (3) community partnerships.
- Create promotional and informational pieces for the park.
- Build, implement and evaluate a successful volunteer program.
- Develop operational plans for new park facilities.

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

Objectives:

- Develop guidelines and SOP's for an overall facility maintenance program.
- Work closely with the holders of the existing wetlands easements.
- Work with the state forester to implement the prescribed planting plan.
- Mark park boundaries.
- Establish a Friends Group.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Goal One: Develop a new regional park with a focus on protecting the land and educating visitors on its cultural and historic significance while providing recreational opportunities.

Highlights

- ✓ Park opened to the public June 2014.

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

Highlights

- ✓ Planting plans developed and implemented.
- ✓ Park boundaries marked.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 ACTUAL 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Number of launches	N/A	N/A	150	100	150

ADMINISTRATION – ENTERPRISE FUND

PROGRAM OVERVIEW

This cost-center was established at the end of FY 2007 to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. In the past, 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

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
Interest	$ 3,071	$ 6,000	$ 6,000	0.0%
Other Revenue	3,472	-	-	-
TOTAL REVENUE	$ 6,543	$ 6,000	$ 6,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	$ 692,830	$ 750,397	$ 786,185	4.8%
Operating Costs	737,611	969,719	1,086,669	12.1%
Maintenance Costs	132,905	125,000	125,000	0.0%
Insurance	119,174	118,000	118,000	0.0%
Central Maintenance Transfer	340,351	489,636	524,816	7.2%
TOTAL EXPENSES	$ 2,022,870	$ 2,452,752	$ 2,640,670	7.7%
Net Income	**$ (2,016,328)**	**$ (2,446,752)**	**$ (2,634,670)**	
TRANSFERS TO OTHER FUNDS	$ 574,833	$ 150,000	$ 50,000	

BUDGET HIGHLIGHTS

Major variances in budget:

- Operating expenses are anticipated to increase in FY 16 for expense accounts that are impacted by higher revenue generation, such as credit card charges and public information/marketing costs.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	4	4	5.85	6.85	6.85
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	.23	.23	.81	.23	.23

ADMINISTRATION – ENTERPRISE FUND

	ACCOUNT DESCRIPTION	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	JUL-APR ACTUAL FY2015	ADOPTED FY2016
3-720	**ADMINISTRATION - ENTERPRISE FUND**					
	REVENUES					
4430,4510	Miscellaneous Revenue	$304,614	$3,472	$0	$5,434	$0
4440	Interest	3,125	3,071	6,000	0	$6,000
	TOTAL REVENUES	**$307,739**	**6,543**	**$6,000**	**$5,434**	**$6,000**
	EXPENSES					
5010	Full-Time Salaries	$266,009	$448,320	$513,201	$426,817	$541,280
5020	Part-Time Salaries	4,069	38,370	5,933	13,316	5,933
5030	FICA	19,869	35,830	39,782	31,239	41,930
5040	Hospitalization	26,329	44,203	51,548	41,901	49,692
5060	Life Insurance	1,888	2,161	3,664	3,004	3,864
5050	Retirement	70,049	123,543	135,998	111,696	143,439
5070	Unemployment Tax	461	404	271	640	47
	TOTAL PERSONNEL SERVICES	**388,673**	**692,830**	**750,397**	**628,612**	**786,185**
5155	Credit Card Charges	231,033	279,580	247,169	274,682	307,119
5380	POS Technology Fees	0	0	100,000	13,222	100,000
5149	Contingency	0	0	60,000	0	60,000
5330	License Fees	1,860	2,046	2,200	1,860	2,200
5500	Public Information	296,357	366,310	426,000	326,976	448,000
5546	Strategic Plan Initiatives	15,125	2,425	40,000	0	70,000
5400	Training for Field Staff	74,019	80,597	80,000	41,390	85,000
5490	Naturalist Programs	0	779	0	159	0
5493	Promotional Items-Uniforms	5,928	5,388	14,000	3,185	14,000
5570	Uniforms	279	486	350	455	350
	TOTAL OPERATING COSTS	**624,601**	**737,611**	**969,719**	**661,929**	**1,086,669**
5370	Major Contract Maintenance	216,106	132,905	125,000	107,441	125,000
	TOTAL MAINTENANCE COSTS	**216,106**	**132,905**	**125,000**	**107,441**	**125,000**
5300	Workers Comp	106,526	119,174	118,000	97,305	118,000
	TOTAL INSURANCE	**106,526**	**119,174**	**118,000**	**97,305**	**118,000**
	Trans. - Gen. Fund for Central Maint.	0	340,351	489,636	0	524,816
	TOTAL EXPENSES	**$1,335,906**	**$2,022,870**	**$2,452,752**	**$1,495,287**	**$2,640,670**
	OPERATING INCOME (LOSS)	**($1,028,167)**	**($2,016,328)**	**($2,446,752)**	**($1,489,853)**	**($2,634,670)**
5147	Transfer to the Designated Set Aside	0	0	100,000	0	0
5910	Transfer to Capital Fund	45,314	237,147	0	0	0
5900	Transfer to the General Fund	634,466	0	0	0	0
5955	Transfer to Retirement Fund	0	284,576	0	0	0
5960	Transfer to Temple Hall Operating Fund	50,000	53,111	50,000	0	50,000
	TOTAL TRANSFER TO OTHER FUNDS	**$729,780**	**$574,833**	**$150,000**	**$0**	**$50,000**
	TOTAL EXPENSES & OTHER USES	**$2,065,686**	**$2,597,704**	**$2,602,752**	**$1,495,287**	**$2,690,670**

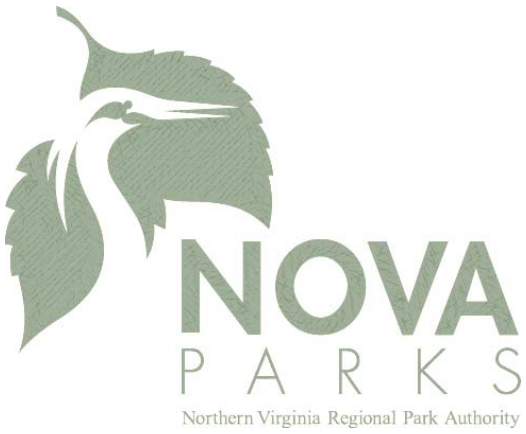
ADMINISTRATION – ENTERPRISE FUND

STRATEGIC GOALS & OBJECTIVES FY 2016

Enterprise Administration does not include specific Strategic Goals and Objectives for the Enterprise Fund these are included in each individual operational cost center.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

Enterprise Administration does not include specific Strategic Goal Highlights. For the Enterprise Fund these are included in each individual operational cost center.


NOVA
PARKS
Northern Virginia Regional Park Authority

CAPITAL EQUIPMENT BUDGET

Account Number: 2-000-6020-000	Equipment	FY2016 Approved
ALDIE MILL		
	66" Round Folding Tables	$2,310
	Plastic Folding Chairs/Storage Rack	$1,535
		$3,845
ALGONKIAN GOLF COURSE		
	Driving Range Ball Washer	$3,500
		$3,500
ALGONKIAN GOLF COURSE MAINTENANCE		
	Core Harvester	$20,000
	Trim Mower (72") O-Turn	$20,000
		$40,000
ALGONKIAN VOLCANO ISLAND WATERPARK		
	Chemical Controllers	$3,800
	Pool Furniture	$5,750
	New Outdoor Speakers	$1,000
		$10,550
ALGONKIAN COTTAGES		
	Cottage Décor and Furnishing	$11,000
		$11,000
ALGONKIAN PARK		
	Cooler and 5,000 Watt Generator	$2,000
	Office Desk for Maintenance	$676
	Park Shelter Grills and Firepits	$2,000
	Heavy Duty Chain Saw	$900
	Fire Proof Locker	$1,500
	Utility Vehicle	$16,000
		$23,076
WOODLANDS AT ALGONKIAN		
	5' Round Folding Table	$6,500
	6' Rectangular Folding Tables	$1,600
	Chairs for Bridal Room	$1,200
	Foyer Chairs	$2,800
	Backpack Vacuum	$550
	Foyer Farm Table	$1,600
	White folding chairs	$3,500
		$17,750
BRAMBLETON GOLF COURSE		
	Dual Blend Driving Range Mats	$5,719
		$5,719

CAPITAL EQUIPMENT BUDGET

Account Number: 2-000-6020-000 Equipment	FY 2016 Approved
BRAMBLETON GOLF COURSE MAINTENANCE	
Sweeper/Greens Broom to spread top dressing sand	$6,000
Pull-behind Rough Mower	$25,000
	$31,000
BULL RUN PARK	
Wing Mower	$40,000
Skidsteer Grappling Bucket Attachment	$8,000
Salt/Sand Spreader	$5,000
	$53,000
BULL RUN ATLANTIS WATERPARK	
Cartridge Filters	$3,200
Funbrellas	$4,000
Trash Cans	$2,000
Deck Chairs	$3,000
	$12,200
BULL RUN SPECIAL EVENTS CENTER	
Utility Cart	$8,000
Turnstiles	$15,000
	$23,000
BULL RUN LIGHT SHOW	
Roadway Lights	$27,500
	$27,500
BULL RUN SHOOTING CENTER	
Utility Vehicle	$9,700
Wireless Clay System (14)*	$18,500
Target Machines	$20,000
Battery Charging Station	$890
	$49,090
GREAT WAVES AT CAMERON RUN	
Utility Vehicle	$10,000
Chairs	$10,000
Lockers	$16,000
	$36,000
CARLYLE HOUSE	
Refrigerator	$500
	$500
CATERING & EVENT SERVICES	
Variety of Catering Smallwares	$3,000
Cotton Candy Machine	$650
Snow Cone Machine with cart	$1,000
Popcorn Machine with Cart	$500
	$5,150

Account Number: 2-000-6020-000	Equipment	FY 2016 Approved
FOUNTAINHEAD PARK		
	Leaf Blower Attachment for Zero-turn Mower	$3,000
	Small Commercial Freezer	$1,500
		$4,500
MEADOWLARK ATRIUM		
	Kitchen Smallwares	$5,000
	Tables, chairs, chair seats, table carts, etc.	$10,000
	Software Program (for catering) 2 users	$4,500
	Kitchen Equipment-warmers, ice machine, grease trap	$9,500
	Dishwasher	$9,500
		$38,500
MEADOWLARK GARDENS		
	Utility Vehicle	$9,000
	Riding Mower	$6,500
		$15,500
OCCOQUAN PARK		
	Batting Cage Token Machines	$5,000
	Outdoor Grills	$3,000
	Pressure Washer	$800
		$8,800
POHICK BAY GOLF COURSE		
	Canopy for the Driving Range	$8,000
	Rough Mower	$60,000
	Weed-eaters (2), asphalt edgers (1), sand trip edger (1)	$2,100
	Power Washer	$1,000
		$71,100
POHICK BAY PARK		
	Park Grills	$2,250
	Park Fire Rings	$1,700
	AC Units for Rustic Cabins	$2,700
	Cabin Mattresses Bunk and Twin	$3,000
	Picnic Tables	$1,750
	Large Chainsaw	$650
	Camp Site Power Stations	$2,000
	Futon Frames	$1,650
	Refrigerator	$800
		$16,500

CAPITAL EQUIPMENT BUDGET

Account Number: 2-000-6020-000	Equipment	FY 2016 Approved
POHICK BAY POOL		
	ADA Accessible Handicap Chair Lift	$5,000
	Chemical Feeder	$550
	Pool Deck Furniture	$3,000
	Life Jackets	$900
	Ice Machine	$5,000
	Funbrellas	$4,400
		$18,850
POHICK BAY MARINA		
	Paddle Boards	$3,500
	Kayaks	$3,150
		$6,650
RUST SANCTUARY		
	Food Warmer	$1,550
	Extension Saw/Power Pruner	$600
	Liquor Cage	$1,500
	Pressure Washer	$1,000
		$4,650
SANDY RUN		
	Two-way Radios	$2,500
	Trash and Recycling Cans	$2,100
		$4,600
UPTON HILL WATERPARK		
	Picnic Table for Concession Area	$5,500
	Chairs	$3,000
	Life Jackets	$530
		$9,030
W&OD REGIONAL PARK		
	Sickle Blade Mower Attachment	$5,000
		$5,000
TEMPLE HALL FARM		
	Haybine	$28,000
	Grill for New Shelter	$1,000
	Livestock Gates	$2,340
	Automatic Waterers	$1,650
		$32,990
TEMPLE HALL-CORN MAIZE		
	Commercial Hot Dog roller	$1,200
	Fryer	$1,200
	Chest freezer	$1,600
		$4,000
TOTAL FACILITIES EQUIPMENT		**$593,550**

Account Number: 2-000-6010-000 Equipment	FY 2016 Approved
CENTRAL MAINTENANCE EQUIPMENT	
In-bed Salt/Sand Spreader	$7,000
Dust and Fume Collector	$1,500
Tool Boxes w/Shelf	$1,000
Backhoe tires	$1,650
HVAC Refrigerant Recovery Machine	$800
TPM Reset Tool	$700
Waste Oil Transfer Pump	$750
Fuel Transfer Tank	$850
Tool Storage Cabinet w/ Wheels	$1,900
5-Ton Floor Jack	$800
Air Compressor	$2,500
Ice Machine	$2,000
CENTRAL MAINTENANCE EQUIPMENT	**$21,450**
TOTAL PARKS & CM EQUIPMENT	**$615,000**
Account Number: 2-000-6030-000	
TOTAL VEHICLES	**$155,000**
Account Number: 2-000-6000-000	
HEADQUARTERS/OFFICE EQUIPMENT	
Printers	$2,500
Misc. Equipment	$4,500
Finance Network Printer	$4,000
Computers/Monitors	$750
Laptops	$4,000
Backup Storage Device	$15,000
Misc Software	$5,000
PBX Replacement	$10,000
Computers w/ monitors for Parks	$5,250
Laptops for Parks	$4,000
TOTAL HEADQUARTERS/OFFICE EQUIPMENT	**$55,000**
Total Parks & CM Equipment	**$615,000**
Total Vehicles	**$155,000**
Total Headquarters/Office Equip	**$55,000**
TOTAL VEHICLES & EQUIPMENT	**$825,000**

CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2014 ACTUAL	FY 2014 PRIOR YEAR OBLIGATIONS	FY 2015 REVISED	FY 2016 PROPOSED	FY 2017	FY 2018	FY 2019
BEGINNING BALANCE	**$6,122,854**	**$7,320,575**	**$5,430,292**	**$0**	**$0**	**$0**	**$0**
Revenue							
Total Appropriations	4,852,996		4,904,182	4,955,662	5,001,037	5,109,973	5,337,785
Total Other Revenue	1,541,437		1,085,622	8,900,000	6,701,317	500,000	500,000
Total Transfers from Other Funds	906,295		1,050,000	750,000	500,000	500,000	500,000
Total Revenue	7,300,728		7,039,804	14,605,662	12,202,354	6,109,973	6,337,785
Total Beginning Balance + Revenues	**13,423,582**		**12,470,096**	**14,605,662**	**12,202,354**	**6,109,973**	**6,337,785**
Expenditures							
Equipment and Vehicles	602,852	42,301	825,000	825,000	825,000	825,000	825,000
Development	4,501,109	1,846,933	9,829,373	13,180,662	10,377,354	4,284,973	4,512,785
Land Acquisition	877,605	1,050	1,815,723	600,000	1,000,000	1,000,000	1,000,000
Donations	40,044	0	0	0	0	0	0
Interest Transfer to General Fund	33,784	0	0	0	0	0	0
Total Capital Expenditures	**6,055,394**	**1,890,283**	**12,470,096**	**14,605,662**	**12,202,354**	**6,109,973**	**6,337,785**
Subtotal	**$7,368,188**	$5,430,292	$0	$0	$0	$0	$0
Adjustments for Reserve Accounts	47,613						
FY 2014 Ending Balance	**$7,320,575**	**$5,430,292**	**$0**	**$0**	**$0**	**$0**	**$0**
FY 2014 Obligations Outstanding	1,890,283						
FY 2015 Beginning Balance	**$5,430,292**						

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 U.S. Bureau of the Census. For FY16, population figures are based on July, 2013 population updates. The per capita cost of $2.57 will remain the same as in the past several years to ensure that the appropriations request to member jurisdictions remains fiscally reasonable.

Jurisdiction	FY 2015 BUDGET	FY 2016 BUDGET
City of Alexandria	$375,976	$382,652
Arlington County	568,086	578,008
City of Fairfax	60,295	61,611
Fairfax County	3,000,000	3,000,000
City of Falls Church	33,999	34,716
Loudoun County	865,828	898,675
Total	**$4,904,182**	**$4,955,662**

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 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 Road Renovation	$20,000	Major renovations to the entry road to the Woodlands
Algonkian Pool and Mini Golf Theming	2,000	Add theming elements to the pool and mini golf
Bull Run Light Show	15,000	Additional light displays and features to generate more revenue
Bull Run Shooting Center Wobble Trap Facility	15,000	Second wobble trap shooting structure will bring additional revenue
Bull Run Pool Shelter	8,000	New permanent rental shelter will bring additional revenue
Bull Run Campground	30,000	Electric upgrades to make all full service sites 50 amps, add waterlines to various RV sites and miscellaneous cabin work ($25,000). Install cable TV and Internet throughout campground ($5,000).
Bull Run Special Events Center	5,000	Electrical renovations at stage.
Cameron Run Waterpark Theming	5,000	Additional theming will help generate revenues
Cameron Run Pool Entrance Building Renovations	5,000	Renovations will provide a shade structure at new side entrance, improvements to retail area and new signage
Cameron Run Pool Renovations	15,000	Add play features, tent area, shade structures and other improvements
Cameron Run Snack Bar Renovations	80,000	Convert existing merchandise sales area to a food and drink service area
Carlyle House Renovations	5,000	Renovations include walkway improvements, chimney and terrace renovations. The bank building office space and small kitchen may be reconfigured
Headquarters Automated Systems	20,000	Website development, performance appraisal system and miscellaneous automated system needs.
Meadowlark Atrium	25,000	Interior renovations, skylight repairs, roof repairs and,outdoor improvements
Meadowlark Light Show	15,000	Additional light displays to generate more revenue
Pohick Bay Campground	50,000	Two new camping cabins and new RV sites ($30,000). Additional campsites with full hook-ups and the best amenities ($15,000). Install cable for TV and Internet throughout campground ($5,000).
Pohick Bay Restroom Building	5,000	New restroom facility near mini golf and picnic shelters
Pohick Bay Marina Internet	5,000	Addition of internet to to support the point of sale system
Pohick Bay Pool Building Renovations	8,000	Concession area remodeling to facilitate additional business and revenue
Pohick Bay Pool Theming	3,000	Add theming and shade elements
Pohick Bay Boat & RV Storage	45,000	Conversion of existing field and old house rental site provides additional storage revenue
Rust Sanctuary Manor House Renovations	10,000	Upgrade HVAC in manor house and improvements to parking and rental tent.
Symington Cabin Infrastructure	2,000	Installation of gravel drive and parking area so that cabin can be used by the public.
Temple Hall Maize/Festival Improvements	5,000	Improvements will increase attendance and revenue
Temple Hall Shelter	5,000	New shelter will provide area for group rentals
Upton Hill Pool	5,000	Add new shade covering at existing birthday party deck and splash pad improvements
White's Ford Planning and Development	2,500	Revenue from planned development
White's Ford Residence/Cabin	10,000	Small cabin construction which will serve as a camp office for future rentals
Park Energy Projects	5,000	Provides savings to energy costs
TOTAL EST. ANNUAL OPERATING IMPACT	**$425,500**	

CAPITAL FUND BUDGET

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY CAPITAL FUND BUDGET								
			FY 2014					
	ACCOUNT	FY 2014	PRIOR YEAR	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ACCOUNT DESCRIPTION	**NUMBER**	**ACTUAL**	**OBLIGATIONS**	**REVISED**				
BEGINNING BALANCE	**2-000-3090-000**	**$6,122,854**	**$7,320,575**	**$5,430,292**	**$0**	**$0**	**$0**	**$0**
CAPITAL FUND REVENUES								
Appropriations:								
City of Alexandria	2-000-4030-020	$370,854	$0	$375,976	$382,652	$389,349	$405,411	$423,485
Arlington County	2-000-4030-010	$555,130	$0	568,086	578,008	583,789	607,873	634,973
City of Fairfax	2-000-4030-030	$57,951	$0	60,295	61,611	62,534	65,115	68,018
Fairfax County	2-000-4030-050	$3,000,000	$0	3,000,000	3,000,000	3,000,000	3,026,383	3,161,305
City of Falls Church	2-000-4030-040	$32,770	$0	33,999	34,716	35,236	36,690	38,326
Loudoun County	2-000-4030-060	$836,291	$0	865,828	898,675	930,129	968,501	1,011,678
Total Appropriations		**$4,852,996**	**$0**	**$4,904,182**	**$4,955,662**	**$5,001,037**	**$5,109,973**	**$5,337,785**
Donations	2-000-4180-xxx	$47,189	$0		$0			
Grants	2-000-4350-000	1,483,112	$0	330,456	0	500,000	500,000	500,000
Interest	2-000-4440-000	11,136	$0					
Fairfax County Contribution-Jean R. Packard Occoquan Center					300,000			
Revenue Bond-Occoquan Development					7,000,000	5,201,317		
Revenue Bond-Cameron Great Waves Water Ride					1,600,000			
Revenue Bond-Adventure Course						1,000,000		
Other Funding Sources	2-000-4510-000		$0	755,166	0			
Total Other Revenue		**1,541,437**	**0**	**1,085,622**	**8,900,000**	**6,701,317**	**500,000**	**500,000**
Transfer from Enterprise Fund		254,295	$0	0	0			
Transfer from Restricted Fund	2-000-4950-000	652,000		1,050,000	750,000	500,000	500,000	500,000
Total Transfers		**906,295**	**0**	**1,050,000**	**750,000**	**500,000**	**500,000**	**500,000**
Total Revenue		**$7,300,728**	**$0**	**$7,039,804**	**$14,605,662**	**$12,202,354**	**$6,109,973**	**$6,337,785**
TOTAL BEGINNING BALANCE AND								
CAPITAL FUND REVENUES		**$13,423,582**	**$7,320,575**	**$12,470,095**	**$14,605,663**	**$12,202,355**	**$6,109,974**	**$6,337,786**
CAPITAL FUND EXPENDITURES								
EQUIPMENT :								
Facilities Equipment	2-000-6020-000	$475,680	$42,301	$739,200				
Maintenance Equipment	2-000-6010-000	$3,508	$0					
Office Equipment	2-000-6000-000	$30,243	$0	85,800				
Vehicles	2-000-6030-000	$93,421	$0					
Subtotal Equipment		**$602,852**	**$42,301**	**$825,000**	**$825,000**	**$825,000**	**$825,000**	**$825,000**

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2014 ACTUAL	FY 2014 PRIOR YEAR OBLIGATIONS		FY 2015 REVISED	FY 2016	FY 2017	FY 2018	FY 2019
DEVELOPMENT:									
Aldie Mill									
Renovations - Country Mill	2-005-6599-000	$41,905	$15,756		$100,000				
Algonkian Regional Park									
Water System Renovation	2-035-7320-000	57,398	20,167		600,000				
Algonkian Entrance-Road/RV Screen	2-035-7020-000	3,800	7,000						
Algonkian Golf Course									
Renovations-Waterline					30,000				
Algonkian Pool									
Renovations - Pool	2-020-6900-000	7,259			0				
Renovations-Pool Restrooms	2-020-6820-000	0			55,000				
Algonkian Meeting & Event Center									
Renovations - Conference Center Entrance	2-030-6980-000	5,271	269		50,000	350,000			
Bull Run Regional Park									
Renovations - Comfort Station	2-070-6820-000	32,798							
Cabins/Camping	2-070-6230-000	119,154			220,000				
Renovations - Disc Golf		2,831							
Water and Well System	2-070-7320-000	68,758	17,374						
Sewer System					30,000				
Renovations-Camp Store					33,000				
Renovations-Shelter					0	15,000			
Campground Cable/Internet					50,000				
Campground- Hydrant replacements					35,000				
Equipment Shed					0				
Bull Run Storage Workshop Building Renovations	2-070-7140-000				50,000	150,000			
Bull Run Pool									
Shelter	2-080-7055-000	48,486	3,480		2,500				
Renovations - Pool	2-080-6900-000	19,681	2,532		130,000				
Theming					15,000				
Bull Run Light Show									
Light Show Improvements	2-078-6226-000	111,570	5,630		125,000		30,000	30,000	30,000
Bull Run Special Events Center									
Renovations-Electrical					25,000				
Parking					0				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2014 ACTUAL	FY 2014 PRIOR YEAR OBLIGATIONS		FY 2015 REVISED	FY 2016	FY 2017	FY 2018	FY 2019
Bull Run Marina									
Floating crew launch dock replacement	2-060-6823-000				0				
Bull Run Shooting Center									
Renovations - Sporting Clays	2-090-6914-000								
Renovations - Building	2-090-6780-000								
Events Shelter	2-090-7055-000	38,647							
Wobble Trap Facility	2-090-7390-000	30,645			8,000				
Cameron Run Regional Park									
Play Feature	2-110-6710-000	10,074							
Food Service Operation	2-110-7252-000								
Renovations - Miniature Golf	2-110-6856-000	31,565							
Parking Lot Expansion	2-110-6650-000					350,000			
Cameron Run Pool									
Theming	2-120-7152-000	27,006			20,000	30,000			
Renovations-Pool	2-120-6907-000				205,000				
Renovations - Pool Building	2-120-6780-000	18,020			50,000				
Renovations-Snack Bar	2-120-6912-000	27,652	2,300		225,000				
New Water Ride	2-120-7307-000	31,268	151,956		65,000	1,600,000			
Carlyle House									
Renovations - Building	2-130-6780-000	27,590			132,410				
Segway Rental Operations	2-130-7051-000				10,000				
Central Maintenance									
Renovations - Building	2-170-6780-000								
Fountainhead Regional Park									
Renovations - Building	2-140-6780-000	20,852			100,000				
Mountain Bike Trail	2-140-6610-000	113,955	42,645		3,000				
Gateway Regional Park									
Trail Underpass Connection	2-450-7213-000				187,300				
Headquarters									
Automated Systems	2-700-6120-000	104,370	32,455		80,000	50,000	75,000	75,000	75,000
Renovations - Building	2-700-6780-000	17,539			10,000	10,000			
Hemlock Overlook									
Escrow Contribution	2-150-6536-000	13,316			10,000	10,000	10,000	10,000	10,000
Shelter					45,000				
Meadowlark Atrium									
Renovations - Building	2-170-6780-000	12,580	21,285		200,000				

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2014 ACTUAL	FY 2014 PRIOR YEAR OBLIGATIONS		FY 2015 REVISED	FY 2016	FY 2017	FY 2018	FY 2019
Meadowlark Botanical Gardens									
Garden Development	2-180-6480-000	36,927			103,874	20,000	20,000	20,000	20,000
Children's Garden	2-180-6235-000	5,405	13,410		50,000	368,019			
Outdoor Event Facility	2-180-6645-000	5,619							
Renovations - Building	2-180-6780-000	28,588				30,000			
Renovations - Visitor Center	2-180-6930-000	91,281							
Renovations- Cabin					15,000				
Meadowlark Gardens Winter Walk of Lights									
Light Show Improvements	2-180-6226-000	87,295	850		75,000	160,000	30,000	30,000	30,000
Mount Defiance									
Building Renovations	2-200-6542-000	5,472			94,528				
Property Lease	2-200-6735-000	1,800							
Mount Zion/Gilbert's Corner									
Park Development	2-200-7212-000	15,401	117,090		40,000				
Occoquan Regional Park									
Park and Facility Development	2-210-6542-000	253,238	496,134		591,758	7,000,000	5,201,317		
Marina Fuel Service	2-210-6515-000	4,000	1,313		0				
Renovations-Restroom Building					75,000				
Interpretive/Educational Facility						300,000			
Pohick Bay Golf Course									
Course Renovations	2-240-6841-000	9,950	48,050		10,000				
Irrigation Pond Improvements	2-240-6561-000	59,125	17,375						
Renovations - Driving Range	2-240-6825-000		0						
Renovations - Cart Paths	2-240-6840-000		0						
Renovations- Club House						40,000			
Pohick Bay Marina									
Renovations - Boat Ramp	2-250-6756-000	430,445	12,850						
Marina Fuel Service		10,763	0		100,000				
Internet Connection for Point of Sale System					20,000				
Pohick Bay Regional Park									
Renovations - Campground	2-260-6790-000	44,410	67,230		159,116				
Campsite Renovations						150,000			
Trail Improvements	2-260-7212-000	37,101	0		21,399				
Boat/RV Storage	2-260-6193-000	10,561	791		200,000				
Renovations-Comfort Station	2-260-6820-000				90,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2014 ACTUAL	FY 2014 PRIOR YEAR OBLIGATIONS		FY 2015 REVISED	FY 2016	FY 2017	FY 2018	FY 2019
Pohick Bay Regional Park Continued									
Campground Cable/Internet					50,000				
Restroom Building Construction						30,000	170,000		
Pohick Bay Pool									
Play Feature									
Pool Decking									
Parking	2-270-6650-000	26,325	0						
Renovations-Pool Building	2-270-6900-000	16,720	1,830		90,000				
Renovations-Pool Building Admissions						20,000			
Theming					15,000	20,000			
Potomac Overlook									
Miscellaneous Improvements	2-300-6545-000	26,147	0		23,853				
Renovations-Nature Center						50,000			
Rust Sanctuary									
Miscellaneous Improvements	2-320-6390-000	144,974	0						
Infrastructure	2-320-6542-000	494	0						
Renovations-Manor House					75,000	50,000			
Sandy Run Regional Park									
Miscellaneous Improvements	2-350-7030-000	19,739	0						
Sandy Run Judges Stand					10,000				
Temple Hall Farm									
Maize Improvements	2-380-6594-000	30,531	0		33,769				
Renovations-Building	2-380-6780-000								
Renovations - Barn	2-380-6750-000								
House Improvements	2-380-6848-000	29,600	0						
Shelter	2-380-6906-000	31,860	68,345		60,000				
Symington Cabin Parking	2-380-6781-000	11,944	1,950		25,000				
Equipment Storage Building					60,000				
Tinner Hill									
Development-Tinner Hill Regional Park	2-450-7155-000	12,773	32,380		126,352				
Upton Hill Park									
Renovations - Batting Cage	2-400-6752-000								
Renovations - Miniature Golf	2-400-6856-000	38,522	0						
Renovations - Building	2-400-6780-000	4,379	0						
Upton Hill Pool									
Theming	2-420-6900-000								
Renovations - Building	2-420-6780-000					25,000	80,000		
Shade Covering/Splash Pad						40,000			

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2014 ACTUAL	FY 2014 PRIOR YEAR OBLIGATIONS		FY 2015 REVISED	FY 2016	FY 2017	FY 2018	FY 2019
White's Ford Regional Park									
Infrastructure	2-470-6542-000	310,329	16,668						
Park Development/Construction	2-470-6848-000				25,000				
Residence/Cabin	2-470-6965-000	9,200	6,350		195,000				
W&OD Trail									
Meadowlark Connector Trail	2-450-6261-000	46,040	177,000		115,000				
Trail Improvements	2-450-7212-000	324,921	314,482		1,073,747	750,000	500,000	500,000	500,000
Adventure Facility Planning	2-450-6747-000				50,000				
Embankment Restoration	2-450-6346-000	38,813	15,310		408,877				
Renovations - Bridge	2-450-6760-000				32,000				
ADA Improvements	2-000-6095-000	79,425	0		400,000	200,000	500,000	500,000	500,000
Capital Maintenance	2-000-6052-000	56,739	9,045		365,800		75,000	75,000	75,000
Interpretation	2-000-6543-000	1,053	9,415		25,000	25,000	25,000	25,000	25,000
Development Support	2-000-6340-000	415,027	0		434,588	456,317	479,000	503,000	528,000
Golf Course Improvements	2-000-6841-000	143,376	2,795		175,000	175,000	175,000	175,000	175,000
Park Adventure Course	2-420-6096-000	48	0		50,000		1,000,000		
Park Branding/Informational Kiosks	2-000-6652-000	18,000	5,500		126,500				
Park Energy Projects	2-000-6358-000	0	0		180,000	80,000	80,000	80,000	80,000
Park Entrance Signs	2-000-6647-000	1,452	0		73,548				
Park Portable Climbing Wall	2-385-6733-000	0	27,344						
Park Mobile Food Truck	2-125-6263-000	60,000	46,800						
Planning - General	2-000-6660-000 2-000-6660-010	147,387	0		250,000	200,000	200,000	205,000	210,000
Rental House Maintenance	2-000-6848-000	31,612	0		93,388	30,000	40,000	40,000	40,000
Riparian and Buffer Plantings	2-000-6976-000	2,831	3,995		50,000	50,000	50,000	50,000	50,000
Roads & Parking	2-000-7020-000	34,271	0		195,066	146,326	150,000	150,000	150,000
Waterpark Capital Maintenance/Repairs	2-000-7340-000	201,332	9,782		395,000	200,000	200,000	200,000	200,000
New Parks & Park Facilities							965,278	1,212,730	1,361,089
Park Facility Enhancements & Renovations	2-000-6585-000						321,759	404,243	453,696
Subtotal Development		**$4,501,109**	**$1,846,933**		**$9,829,373**	**$13,180,662**	**$10,377,354**	**$4,284,973**	**$4,512,785**
LAND ACQUISITION									
Administrative Fees	2-000-6050-020	$17,475	$1,050						
Land Acquisition	2-000-6051-000	705,000			1,815,723	600,000	1,000,000	1,000,000	1,000,000
Interest Expense Gilbert's Corner	2-000-6051-000	4,003							
Debt Service Gilbert's Corner	2-000-5163-000	151,127							
Subtotal Land Acquisition		**$877,605**	**$1,050**		**$1,815,723**	**$600,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**
TOTAL CAPITAL EXPENDITURES		**$5,981,566**	**$1,890,283**		**$12,470,095**	**$14,605,662**	**$12,202,354**	**$6,109,973**	**$6,337,785**
ENDING BALANCE BEFORE ADJUSTMENTS		**$7,442,016**	**$5,430,292**		**$0**	**$0**	**$0**	**$0**	**$0**
Donations		40,044	0		0	0	0	0	0
Interest transfer to General Fund		33,784	0		18,000	0	0	0	0
ENDING BALANCE AFTER ADJUSTMENTS		**7,368,188**	**5,430,292**		**(18,000)**	**$0**	**$0**	**$0**	**$0**
Adjustments for Reserve Accounts		47,613							
ENDING BALANCE		**7,320,575**	**5,430,292**		**(18,000)**	**$0**	**$0**	**$0**	**$0**

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Aldie Mill						
Renovation – Country Mill	101,700	100,000				
Complete dam and headrace repairs.						
Algonkian Regional Park						
Water System Renovations	40,000	600,000				
Connect all park facilities to public water system.						
Woodlands Event Center						
Renovation - Algonkian Woodlands Entrance	10,000	50,000	350,000			
Renovate entrance road, turn around, and drop off areas for Woodlands guests and golfers. Add landscape elements and new signage. Design and planning to occur during FY 15 with Construction in FY 16.						
Algonkian Golf Course Renovations						
Drinking Fountains		30,000				
Add drinking fountains on course and connect to new waterline system.						
Algonkian Pool Renovations						
Restroom Renovations and Improvements	35,000	55,000				
Interior renovation to enhance aging facility and meet ADA standards.						
Pool and Mini Golf Theming		0				
Complete theming.						
Bull Run Marina						
Floating Dock		0				
Replacement of crew launch dock.	20,000					
Bull Run Park						
Sewer System Renovations	30,000	30,000				
Extensive portion of campground sewer network is made of clay piping. Network to be inspected to assess level of repair requirements.						
Storage Facility		50,000	150,000			
Construct storage building with work area at maintenance facility to support Light Show.						

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Campground Renovations Upgrade campground water and electric service.	185,000	220,000				
Camp Store Renovations Renovate restrooms in camp store.	10,000	33,000				
Renovations-Shelter Replace shelter roofs.		0	15,000			
Campground Cable and Internet Installation of cable for television and internet.		50,000				
Campground Hydrant Replacements Replacement of water hydrants at RV sites.		35,000				
Maintenance Facility Equipment Shed Construct open-air roofed structure to protect equipment at maintenance facility.		0				
Bull Run Pool						
Renovations Pool Upgrade to snack bar and admissions area.	55,000	130,000				
Pool Theming Complete pool theming.		15,000				
Pool Shelter Complete pool shelter.	20,000	2,500				
Bull Run Shooting Center						
Wobble Trap Facility Build shade structure.	25,000	8,000				
Bull Run Light Show						
Light Show Improvements Additional light displays, electrical upgrades, and new hill slide and miscellaneous improvements/enhancements.	100,000	125,000		30,000	30,000	30,000
Bull Run Special Events Center						
Renovations-Electrical Electrical renovations for stage.		25,000				

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Parking Expansion		0				
Expand parking capacity with previous parking.						
Cameron Run Park						
Parking Lot Expansion			350,000			
Development of a revised and expanded parking lot to maximize attendance.						
Cameron Run Pool						
Theming	57,000	20,000	30,000			
Complete pool theming.						
Pool Renovations		205,000				
Resurface splash pad and add new features. Add dry play element, install new rental tent, add shade structures and connect play pool to city sewer.						
Renovations – Pool Entrance Building	25,000	50,000				
Includes shade structure, new side entrance, retail area improvements and signage.						
Snack Bar Renovations	200,000	225,000				
Convert existing merchandise sales area to food and drink area.						
New Water Ride		65,000	1,600,000			
Permit and install new Master Blaster tube ride.	135,000					
Carlyle House						
Renovations – Building	60,000	132,410				
Renovation of garden walkways, and miscellaneous building improvements.						
Segway Rental Operations	50,000	10,000				
Fund acquisition of 6 Segways and miscellaneous improvements for staff to provide Segway tours of historic Alexandria.						
Fountainhead						
Renovations – Building		100,000				
Stair replacement and renovation of restrooms.	45,000					
Renovations - Mountain Bike Trail		3,000				
Complete renovation and expansion of the mountain bike trail.	152,000					

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Gateway Regional Park						
Trail Underpass Connection	187,300	187,300				
Construct trail underpass to connect Gateway with Accotink Trail.						
Headquarters						
Automated Systems	200,000	80,000	50,000	75,000	75,000	75,000
Continued website development, hardware and software upgrades and replacements.						
Renovations - Building	20,000	10,000	10,000			
Miscellaneous improvement projects.						
Hemlock Overlook						
Escrow Contribution	10,000	10,000	10,000	10,000	10,000	10,000
Contribution to Hemlock facilities renovation and major maintenance account per agreement with facility operator.						
Shelter		45,000				
Replace existing tented facility at park entrance with new shelter.						
Meadowlark Atrium						
Renovations-Building	175,000	200,000				
Atrium interior renovations, skylight repairs, flat roof replacement and improvements to the entrance area.						
Meadowlark Botanical Gardens						
Garden Development	60,000	103,874	20,000	20,000	20,000	20,000
Ongoing improvements and expansion of the display gardens.						
Children's Garden	406,834	50,000	368,019			
Continuation of development of children's garden.						
Meadowlark Building Renovations	23,500		30,000			
Hilltop gazebo renovations and greenhouse roof panel replacement.						
Meadowlark Cabin Maintenance		15,000				
Replace side entrance ramp and restore rotted timbers.						

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Meadowlark Light Show						
Light Show Improvements	125,000	75,000	160,000	30,000	30,000	30,000
Children's area enhancements, additions and refurbished displays from Bull Run for FY 15 & FY 16. Ongoing enhancements and expansion for FY 17- FY 19.						
Mount Defiance						
Building Renovations	100,000	94,528				
Obtain commission permits and continue repairs to maintain integrity of structures.						
Mount Zion/Gilbert's Corner						
Park Development	130,000	40,000				
Complete park development at Gilbert's Corner and add lighting at Mt. Zion.						
Occoquan Regional Park						
Park and Facility Development	800,000	591,758	7,000,000	5,201,317		
Permit and construct waterfront multi-use building, large shelter rental area, trail network and miscellaneous park improvements.						
Interpretative/Educational Facility			300,000			
Construct interpretive and educational element of the Jean R. Packard Occoquan Center. Funding contribution from Fairfax County.						
Marina Fuel Service		0				
Fuel service for boaters.	85,000					
Renovations-Occoquan Restroom Building		75,000				
Renovate existing restroom facility located at back of park to serve new shelter rental area.						
Pohick Bay Marina						
Marina Fuel Service	85,000	100,000				
Fuel service for boaters.						
Internet Connection	85,000	20,000				
Run cable from park to marina to support point of sale system.						

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Pohick Bay Regional Park						
Renovations – Campground	200,000	159,116				
Install camping cabins, ADA ramps and furnishings, and complete improvements to main campground and Camp Wilson.						
Additional Camp Sites			150,000			
Construction of camp sites with full hook-ups and upgraded amenities.						
Restroom Building			30,000	170,000		
Construct new restroom facility near mini golf and picnic shelters.						
Campground Cable /Internet		50,000				
Installation of cable of cable for television and Internet throughout campground.						
Comfort Station Renovations	75,000	90,000				
Renovate interiors of comfort stations 1 and 2.						
Boat/RV Storage	175,000	200,000				
Convert field and old house rental site near Camp Wilson to boat and RV storage.						
Renovation - Trail	58,500	21,399				
New park trails and trail improvements. Funding from Bureau of Land Management grant.						
Pohick Bay Pool						
Pool Decking	20,000	0				
Deck renovations.						
Renovations-Pool Building	50,000	90,000				
Remodel concession area.						
Renovations-Pool Building Admissions			20,000			
Upgrade admissions area.						
Pool Theming		15,000	20,000			
Add theming and shade elements.						

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Pohick Bay Golf Course						
Renovations-Course		10,000				
Complete renovation of steep cart path on hole number 2.	60,000					
Renovations-Club House			40,000			
Replace club house roof.						
	60,000					
Potomac Overlook						
Miscellaneous Improvements	50,000	23,853				
Renovate Birds of Prey building and new park signage.						
Renovations-Nature Center			50,000			
Miscellaneous building improvements.						
Rust Sanctuary						
Manor House Renovations	135,000	75,000	50,000			
Upgrade HVAC, various building renovations/repairs, improvements to parking and rental tent areas.						
Sandy Run Regional Park						
Judges' Stand	38,000	10,000				
Construction of new stand for the rowing course.						
Temple Hall Regional Park						
Maize Improvements	45,000	33,769				
Additional maize features and improvements.						
Shelter	90,000	60,000				
Complete construction of permanent shelter for group rentals and use during maize.						
Symington Cabin Infrastructure	30,000	25,000				
Installation of a gravel drive and parking area for public accessibility.						
Equipment Storage Building		60,000				
Construction of structure for storage of farm equipment.						

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Tinner Hill						
Infrastructure	175,000	126,352				
Complete development of historic park near boundary of City of Falls Church and Fairfax.						
Upton Hill Regional Park						
Building Renovations	45,000		25,000	80,000		
Renovate pool office, replace windows/skylights and improve visibility to pool area.						
Upton Pool						
Renovations		0	40,000			
Shade coverings at birthday party deck in FY 15 and splash pad improvements in FY 16.						
White's Ford Regional Park						
Park Development/Construction	100,000	25,000				
Create beach launch area for canoes and kayaks.						
Residence/Cabin	150,000	195,000				
Construction of small cabin in front of park for security purposes and future camping control building.						
W&OD Trail						
Embankment Restoration	163,000	408,877				
Restoration to trail embankments in Vienna along Piney Branch and Tuscarora Creek in Leesburg.						
Trail Improvements	614,000	1,073,747	750,000	500,000	500,000	500,000
Continue improvements to widen and resurface deteriorated portions of the 45-mile trail and other miscellaneous improvements to include a dual trail pilot project and various trail safety enhancements.						
Renovations – Bridge	72,000	32,000				
Complete necessary repairs as a result of engineer inspections.						
Meadowlark Connector Trail and Bridge	120,000	115,000				
Completion of connector trail and paving of gravel trail around Meadowlark.						

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Adventure Facility Project planning and feasibility analysis for an adventure facility on the 5 acre parcel adjacent to the park maintenance shop on Smithswitch Road in Ashburn.	60,000	50,000				
ADA Improvements Miscellaneous improvements to meet ADA standards and make facilities more accessible.	250,000	400,000	200,000	500,000	500,000	500,000
Park Development Support This account funds portions of salaries and benefits of staff that directly manage capital projects.	415,027	434,588	456,317	479,000	503,000	528,000
Golf Course Improvements Miscellaneous capital improvements such as repairing drainage problems, renovating tees, and improving course image through landscaping, signage and other entrance area improvements.	175,000	175,000	175,000	175,000	175,000	175,000
Capital Maintenance Fund used primarily for renovations and upgrades to aging park facilities.	250,000	365,800		75,000	75,000	75,000
Interpretation Miscellaneous interpretive projects throughout the park system.	40,000	25,000	25,000	25,000	25,000	25,000
Park Branding/Informational Kiosks Funds for the design and installation of uniform informational kiosks near the entrances of our major parks.	100,000	126,500				
Park Energy Projects Various improvements throughout park system to reduce energy costs.	80,000	180,000	80,000	80,000	80,000	80,000
Park Signs Various park entrance signs and retrofit of existing signs to include NOVA Parks name.	75,000	73,548				
Park General Planning This account funds salary and benefits of NVRPA's strategic initiatives project planner, and miscellaneous planning projects.	200,000	250,000	200,000	200,000	205,000	210,000

SUMMARY OF CAPITAL FUND PROJECTS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Park Rental House Improvements Miscellaneous improvements to park rental houses.	95,000	93,388	30,000	40,000	40,000	40,000
Park Riparian and Buffer Plantings Plant trees and vegetation to enhance and improve habitats at various parks.	75,000	50,000	50,000	50,000	50,000	50,000
Adventure Course Project planning in FY 15, permitting in FY 16 and construction in FY 17. Construction will be bond funded.	150,000	50,000		1,000,000		
Road and Parking Renovations Miscellaneous improvements to road and parking areas throughout the park system.	168,701	195,066	146,326	150,000	150,000	150,000
Waterpark Capital Maintenance Miscellaneous waterpark repairs and renovations.	430,000	395,000	200,000	200,000	200,000	200,000
New Parks and Park Facilities Funds to be allocated in FY 17-FY 19 for renovations and enhancements of existing park facilities and features.				965,278	1,212,730	1,361,089
Park Facility Enhancements and Renovations Funds to be allocated for park development, new facilities and features at existing parks.				321,759	404,243	453,696
Vehicles and Equipment Includes new and replacement equipment at all parks, Central Maintenance and Headquarters.	735,000	825,000	825,000	825,000	825,000	825,000
Park Land and Easement Acquisition Provide funds for various land and easement acquisition projects. FY 15 includes funds for acquisition of additional land at Gilbert's Corner.	2,093,878	1,815,723	600,000	1,000,000	1,000,000	1,000,000
TOTAL CAPITAL PROJECTS	**11,766,440**	**12,470,096**	**14,605,662**	**12,202,354**	**6,109,973**	**6,337,785**
Interest transfer to the General Fund	18,000	18,000	0	0	0	0
TOTAL CAPITAL EXPENDITURES	**11,784,440**	**$12,488,096**	**$14,605,662**	**$12,202,354**	**$6,109,973**	**$6,337,785**

NOVA
PARKS
Northern Virginia Regional Park Authority

HISTORY OF NOVA PARKS

More than five decades ago, the decline in open space alerted area residents to the importance of regional planning and cooperation. Throughout the 1950s, several citizen groups organized to address this regional concern. In the late 1950s, the Northern Virginia Regional Planning and Economic Development Commission worked with local governments to form a multi-jurisdictional agency to carry out long-range open space planning for Northern Virginia. The result was the Northern Virginia Regional Park Authority (NOVA Parks), established in 1959 by the counties of Arlington and Fairfax and the City of Falls Church under the Virginia Park Authorities Act. The new Authority's mandate was to plan, acquire, develop, construct, operate and maintain a system of Regional Parks in Northern Virginia.

The City of Fairfax joined the Regional Park Authority in 1963, the City of Alexandria in 1969 and Loudoun County in 1973. The governing body of each of the six member jurisdictions appoints two representatives to the NOVA Parks policy-making Board. Today, twelve Board members meet bi-monthly to guide the organization.

Land acquisition was the young agency's first goal as the Board worked to gradually acquire, parcel by parcel, the 5,000-acre Bull Run-Occoquan stream valley, including virtually the entire Fairfax County shore of the Occoquan Reservoir. Today, NOVA Parks holds more than 11,000 acres of open space and operates a system of 30 Regional Parks. The Authority's parks include such diverse properties as the nation's premier rails-to-trails project, the Washington & Old Dominion Railroad Regional Park; the Carlyle House, a colonial mansion and museum in Old Town Alexandria; *Great Waves* at Cameron Run Regional Park, the unique water playground in Alexandria; a Civil War battlefield in Loudoun County; Aldie Mill, a working 19th century gristmill; 95 acres of landscaped and natural gardens near Vienna; campgrounds; three par-72, 18-hole, championship golf courses; and historically significant properties on Lorton's Mason Neck peninsula, on the upper Potomac River and along the Occoquan River. In FY 2015 the number of parks increased to 30, with the addition of Tinner Hill Historic Site located in the City of Falls Church and the Webb Sanctuary located in Clifton, Virginia.

NOVA Parks works cooperatively with local park and recreation agencies to supplement their resources and to provide region-wide recreational opportunities. Regional parks complement local parks to enhance both the quality of life and property values in Northern Virginia.

FEATURES GUIDE

FEATURES GUIDE

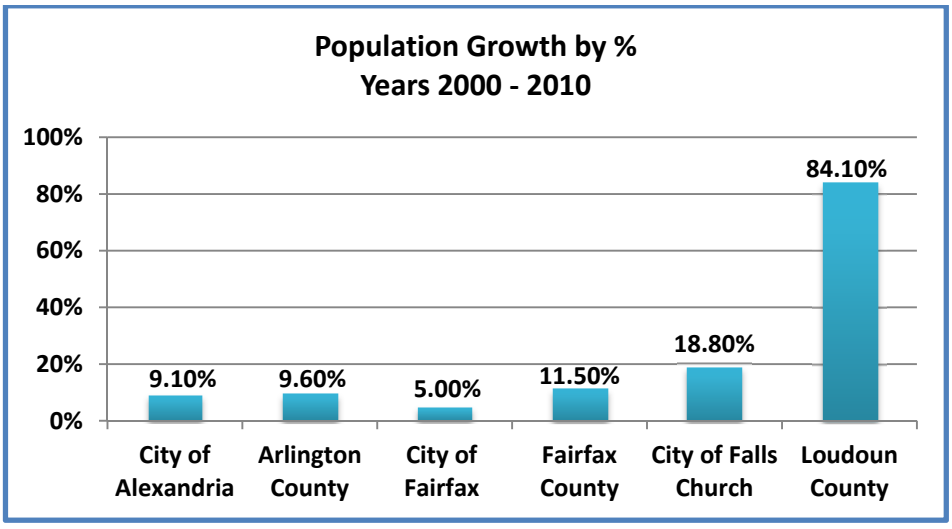
FACILITIES	*PARKS*	Aldie Mill / Mt. Defiance	Algonkian	Ball's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowlark Gardens	Mt. Zion / Gilbert's Corner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

** Hemlock Overlook is operated in cooperation with Adventure Links*

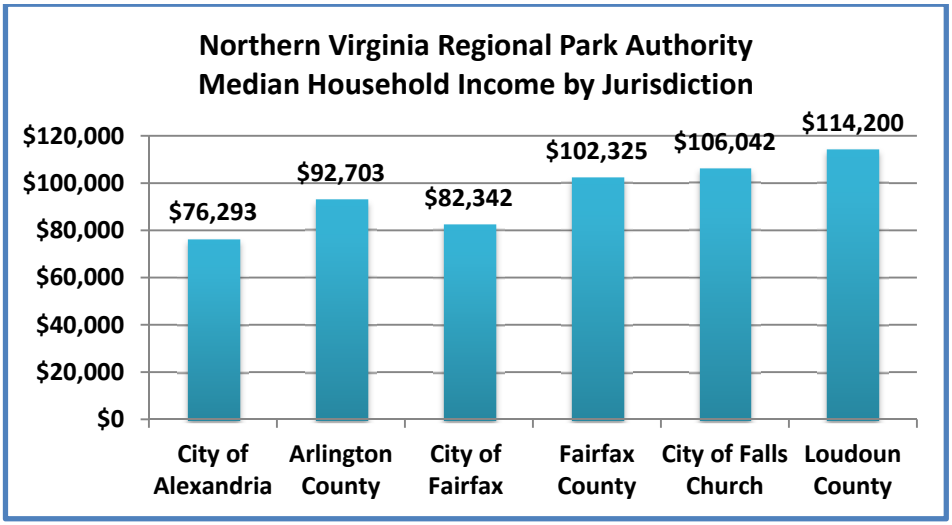
The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

Population data for member jurisdictions is based on the 2010 Census as follows:

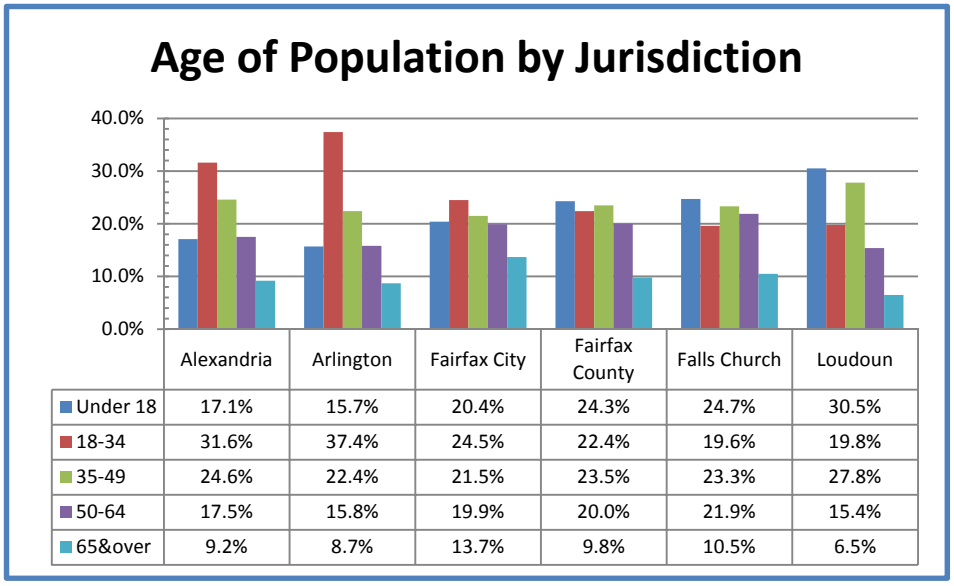
City of Alexandria – 139,966
Arlington County – 207,627
City of Fairfax – 22,565
Fairfax County – 1,081,726
City of Falls Church – 12,332
Loudoun County – 312,311
Total Population - 1,776,527



The population of the Washington Metropolitan area grew in the years between the 2000 Census and the 2010 Census by 15%. However in the jurisdictions that make up NOVA Parks, the population grew by 19.3%. Most notably, Loudoun County increased by 84.1%, with a predominance of young families.

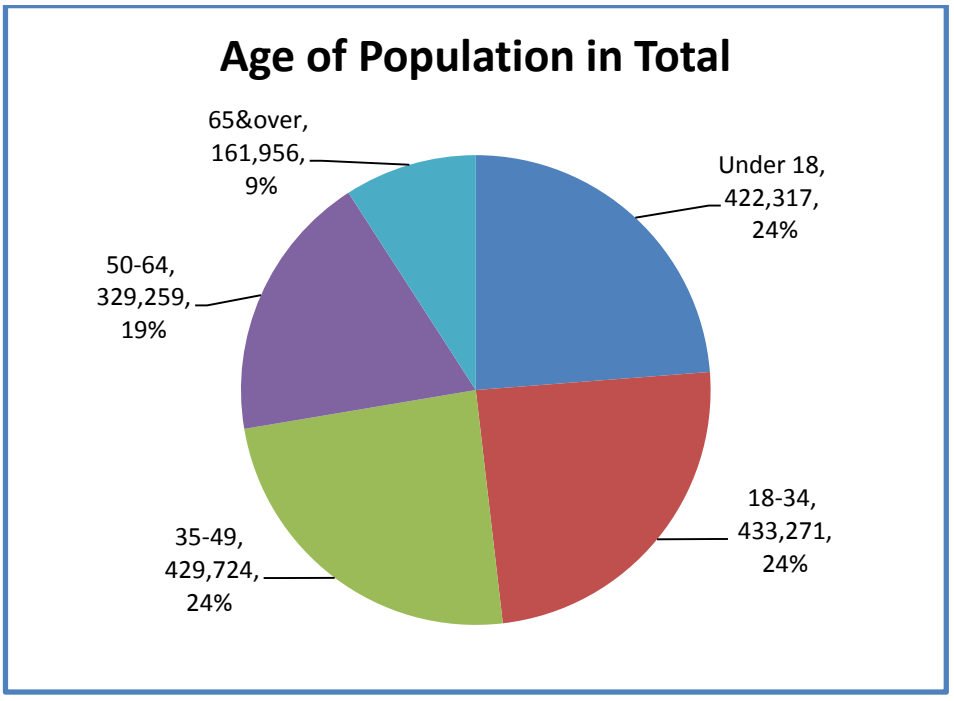


Five of the six member jurisdictions are in the top 15 cities/counties of the country with the highest median household income with the top three being Loudoun County, Fairfax County and the city of Falls Church.



	Alexandria	Arlington	Fairfax City	Fairfax County	Falls Church	Loudoun
Under 18	17.1%	15.7%	20.4%	24.3%	24.7%	30.5%
18-34	31.6%	37.4%	24.5%	22.4%	19.6%	19.8%
35-49	24.6%	22.4%	21.5%	23.5%	23.3%	27.8%
50-64	17.5%	15.8%	19.9%	20.0%	21.9%	15.4%
65&over	9.2%	8.7%	13.7%	9.8%	10.5%	6.5%

It is important for NOVA Parks to be aware of the unique characteristics that define each of our jurisdictions. In respect to population age, Loudoun County has the highest concentration of children, with 30.5% of the population under 18. The age range of 18-34 is most prevalent in Arlington County (37.4%) and the City of Alexandria (31.6%).



The age of the population in total is fairly evenly split between the under 18, 18-34, and the 35-49 age groups with almost three-quarters of the population in these age groups. The 50-64 age group comprises 19% of the population and the 65 & over age group is just 9% of the population.

FY 2016 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has a number of special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

Temple Hall Farm Budget-The budget for Temple Hall Farm includes the following components:

- A summary of the combined farm and corn maize operations
- Information on the Endowment for Temple Hall, the Farm Development Budget and the Cabin Maintenance Budget
- Financial, performance and strategic goal information for the Farm operation
- Financial, performance and strategic goal information for the Corn Maize operation

Restricted Fund- This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends, the Occoquan Water Trail League and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services.

- ***Friends of the W&OD Trail Budget***-In accordance with the Constitution of the Friends of the W&OD, the NVRPA Board must give final approval to this Budget. This budget information is included separately in this section, but the information is also included as part of the Restricted Fund.

Self-Insurance Fund-Revenue in this fund is from interest earned on fund investments and an insurance premium transfer from the General Fund. Expenses include insurance claim investigations, claim payments, professional services, swimming pool safety program, other training and a transfer to the General Fund to cover the salary and benefits of the Risk Manager position and the seasonal aquatics safety officer.

Friends of the Carlyle House Budget- In accordance with the Constitution of the Friends of the Carlyle House, the NVRPA Board must give final approval to this Budget.

TEMPLE HALL FARM & MAIZE OPERATING BUDGET SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
REVENUES					
Hay Rides - Tractor	$4,771	$6,596	$4,500	$2,639	$4,500
Horse Wagon Rides During Maize	2,281	1,983	2,500	1,715	2,500
Corn Maze Admissions	145,455	118,702	165,000	142,462	165,000
Tent Rentals	1,253	4,473	4,000	1,302	1,500
Shelter Reservations	0	0	1,000	0	2,500
Visitor Center Rental	0	0	3,000	723	3,000
Programmed Events	0	1,400	0	2,208	2,000
TOTAL USER FEES	**153,760**	**133,154**	**180,000**	**151,050**	**181,000**
Crop Sales	0	34,305	30,000	29,285	30,000
Blaster Pump, Pump Gourd	0	8,740	0	10,289	10,000
Retail Operations - Food	35,665	36,528	45,000	50,286	53,000
Retail Operations - Merchandise	17,765	12,761	25,000	22,022	35,000
Pumpkin Sales	22,661	16,738	25,000	18,301	18,000
TOTAL RETAIL OPERATIONS	**76,091**	**109,070**	**125,000**	**130,183**	**146,000**
Animals	2,634	$7,560	$1,800	$7,392	$4,000
Donations	1,391	1,130	0	0	0
House Rental	49,847	48,446	55,808	46,386	55,808
Interest	(32,099)	60,517	100,000	55,019	50,000
Interest Transf. fr. Farm	2,273	255	2,000	107	0
Change in Market Value	35,617	(46,141)	0	(8,134)	0
Miscellaneous Revenue	2,189	504	1,000	195	0
TOTAL OTHER REVENUE	**61,851**	**72,270**	**160,608**	**100,966**	**109,808**
Transfer from the Enterprise Fund	50,000	53,111	50,000	0	50,000
TOTAL REVENUES	**$341,703**	**$367,606**	**$515,608**	**$382,198**	**$486,808**

TEMPLE HALL FARM & MAIZE OPERATING BUDGET SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
EXPENSES					
Full Time Salaries	$128,615	$154,780	$139,304	$143,459	$147,102
Part Time Salaries	68,453	62,925	64,322	73,506	78,348
FICA	14,674	14,547	18,301	13,310	21,011
Hospitalization	16,881	27,322	30,973	27,857	33,415
Life Insurance	1,070	1,109	995	966	1,050
Retirement	33,852	39,059	36,915	28,838	38,982
Unemployment Tax	982	804	912	813	1,021
TOTAL PERSONNEL SERVICES	**264,527**	**300,545**	**291,722**	**288,748**	**320,929**
Audit Fee	900	$900	$900	$0	$900
Corn Maze Commission	5,860	5,060	6,450	5,746	6,450
Corn Maze Operation	35,744	30,426	25,000	27,186	25,000
Feed	9,244	14,093	8,000	9,916	8,000
Fertilizer	14,707	63,806	33,000	14,637	33,000
Gas and Oil	14,766	11,263	14,999	9,444	14,999
Livestock Purchases	3,025	5,936	4,000	3,452	4,000
Professional Services	0	1,245	4,680	0	4,680
Programs & Promotions	0	0	0	688	500
Seeds & Plants	7,883	17,498	16,000	24,216	16,000
Uniforms	335	439	400	98	400
Vet & Medicine	7,597	7,272	9,000	4,621	9,000
TOTAL FACILITY OPERATING COSTS	**100,059**	**157,938**	**122,429**	**100,001**	**122,929**
Equipment/Vehicle Maintenance	12,076	18,539	11,000	13,206	11,000
Facility Op. & Maintenance	31,951	28,626	29,828	24,511	29,828
Rental House Maintenance	3,460	8,560	2,000	3,432	2,000
TOTAL MAINTENANCE COSTS	**47,487**	**55,725**	**42,828**	**41,149**	**42,828**
Insurance - Liability & Property	1,900	1,900	1,900	0	1,900
Insurance - Vehicle	933	1,117	921	1,146	921
surance - Claim Payments	0	0	0	0	0
TOTAL INSURANCE	**2,833**	**3,017**	**2,821**	**1,146**	**2,821**
Retail - Food	15,468	15,011	18,000	25,990	21,200
Retail - Merchandise	6,072	9,042	8,750	11,458	12,250
Retail - Pumpkin	9,549	15,766	15,500	17,910	15,500
TOTAL RETAIL OPERATIONS	**31,089**	**39,819**	**42,250**	**55,358**	**48,950**
Telephone	149	$0	$0	$0	$0
Electricity	10,188	12,020	12,000	10,914	12,000
Water Sewer	0	85	0	0	0
TOTAL UTILITIES	**10,337**	**12,105**	**12,000**	**10,914**	**12,000**
TOTAL OPERATING EXPENSES	**$456,332**	**$569,149**	**$514,050**	**$497,317**	**$550,457**
OPERATING INCOME (LOSS)	**($114,630)**	**($201,543)**	**$1,558**	**($115,119)**	**($63,649)**

TEMPLE HALL OTHER FUNDING

TEMPLE HALL FARM ENDOWMENT ACCOUNT BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY2014	ADOPTED FY 2015	JUL-APR ACTUAL FY2015	ADOPTED FY 2016
	BEGINNING BALANCE	**$4,840,286**	**$4,840,286**	**$4,841,376**	**$4,840,286**	**$4,840,286**
	REVENUES					
4170	Donations	$0	$0	$0	$0	$0
4440-000, 4440-004	Interest	3,156	60,517	100,000	55,019	50,000
4440-003	Change in Market Value		(46,141)		(8,134)	
	TOTAL REVENUES	**$3,156**	**$14,376**	**$100,000**	**$46,885**	**$50,000**
	EXPENSES					
	Interest Transf. to Operating Bud.	$3,156	$60,517	$100,000	$55,019	$50,000
	Change in Market Value Transfer		(46,141)		(8,134)	
	TOTAL EXPENSES	**$3,156**	**$14,376**	**$100,000**	**$46,885**	**$50,000**
	ENDING BALANCE	**$4,840,286**	**$4,840,286**	**$4,841,376**	**$4,840,286**	**$4,840,286**

TEMPLE HALL FARM DEVELOPMENT ACCOUNT BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY2014	ADOPTED FY 2015	ACTUAL JUL-APR FY2015	ADOPTED FY 2016
	BEGINNING BALANCE	**$246,421**	**$119,171**	**$180,000**	**$64,644**	**$50,000**
	REVENUES					
4440	Interest	$2,273	$255	$2,000	$107	$2,000
	TOTAL REVENUES	**$2,273**	**$255**	**$2,000**	**$107**	**$2,000**
	EXPENSES					
6431	Farm Maintenance Activities	$108,307	$22,252	$0	$3,082	$0
6220	Design & Construct office/classroom	18,944	32,275	0	11,999	0
	Transf. Interest to Farm Op. Acct.	2,273	255	2,000	107	2,000
	TOTAL EXPENSES	**$129,523**	**$54,782**	**$2,000**	**$15,188**	**$2,000**
	NET INCOME (LOSS)	**($127,250)**	**($54,527)**	**$0**	**($15,081)**	**$0**
	ENDING BALANCE	**$119,171**	**$64,644**	**$180,000**	**$49,563**	**$50,000**

TEMPLE HALL CABIN MAINTENANCE ACCOUNT BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY2014	ADOPTED FY 2015	JUL-APR ACTUAL FY2015	ADOPTED FY 2016
	BEGINNING BALANCE	**$218,163**	**$216,832**	**$222,000**	**$218,029**	**$218,000**
	REVENUES					
4440	Interest	$362	$224	$400	$197	$400
	TOTAL REVENUES	**$362**	**$224**	**$400**	**$197**	**$400**
	EXPENSES					
5195	Facility Op. & Maint. - Cabin	$1,693	($973)	$5,000	$0	$5,000
	TOTAL EXPENSES	**$1,693**	**($973)**	**$5,000**	**$0**	**$5,000**
	NET INCOME (LOSS)	**($1,331)**	**$1,197**	**($4,600)**	**$197**	**($4,600)**
	ENDING BALANCE	**$216,832**	**$218,029**	**$217,400**	**$218,226**	**$213,400**

PROGRAM OVERVIEW

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.

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REVENUE & EXPENSE SUMMARY

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 11,058	$ 11,000	$ 12,000	9.09%
Retail Operations	34,305	30,000	30,000	0.00%
Other Revenue	72,270	160,608	109,808	-31.63%
Transfers from Other Funds	53,113	50,000	50,000	0.00%
TOTAL REVENUE	$ 170,746	$ 251,608	$ 201,808	-19.79%
EXPENSES BY CATEGORY				
Personnel Services	$ 268,531	$ 253,100	$ 267,568	5.72%
Operating Costs	99,181	58,980	59,480	0.85%
Maintenance Costs	55,7254	42,828	42,828	0.00%
Insurance	3,017	2,821	2,821	0.00%
Retail Operations	450	-	-	-
Utilities	12,105	12,000	12,000	0.00%
TOTAL EXPENSES	$ 439,008	$ 369,729	$ 384,696	4.05%
Net Income	**$ (268,263)**	**$ (118,121)**	**$ (182,888)**	

BUDGET HIGHLIGHTS

Major variances in budget:

- The revenue estimate for FY 16 is reduced based on the anticipated level of interest income.

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	2.25	2.25	2.25	2.25	2.25
Part-Time, Year Round	.69	.69	.69	.69	.69
Part-Time, Seasonal	.50	.50	.50	.50	.50

TEMPLE HALL FARM REGIONAL PARK

ACCOUNT	DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
5-380	**REVENUES**					
4412-001	Hay Rides - Tractor	$4,771	$6,596	$4,500	$2,639	$4,500
4732	Tent Rentals	1,003	3,062	2,500	1,302	0
4670	Shelter Reservations	0	0	1,000	0	2,500
4812	Visitor Center Rental	0	0	3,000	723	3,000
4600	Programmed Events	0	1,400	0	2,208	2,000
	TOTAL USER FEES	**5,774**	**11,058**	**11,000**	**6,873**	**12,000**
4140	Crop Sales	0	34,305	30,000	29,285	30,000
	TOTAL RETAIL OPERATIONS	**0**	**34,305**	**30,000**	**29,285**	**30,000**
4015	Animals	2,634	7,560	$1,800	7,392	$4,000
4170	Donations	1,391	1,130	0	0	0
4420	House Rental	49,847	48,446	55,808	46,386	55,808
4440	Interest	(32,099)	60,517	100,000	55,019	50,000
4440	Interest Transf. fr. Farm	2,273	255	2,000	107	0
4440	Change in Market Value	35,617	(46,141)		(8,134)	0
4510	Miscellaneous Revenue	2,189	504	1,000	195	0
	TOTAL OTHER REVENUE	**61,851**	**72,270**	**160,608**	**100,966**	**109,808**
4920	Transfer from the Enterprise Fund	50,000	53,111	50,000	0	50,000
4640	Retail Operations/Over-Under	0	2	0	(3)	0
	TOTAL REVENUES	**$117,626**	**$170,746**	**$251,608**	**$137,120**	**$201,808**
	EXPENSES					
5010	Full Time Salaries	$128,615	$154,780	$139,304	$143,459	$147,102
5020	Part Time Salaries	34,670	33,520	28,709	29,170	29,145
5030	FICA	12,089	12,297	15,577	9,918	17,247
5040	Hospitalization	16,881	27,322	30,973	27,857	33,415
5060	Life Insurance	1,070	1,109	995	966	1,050
5050	Retirement	33,852	39,059	36,915	28,838	38,982
5070	Unemployment Tax	534	443	627	360	627
	TOTAL PERSONNEL SERVICES	**227,711**	**268,531**	**253,100**	**240,568**	**267,568**
5130	Audit Fee	900	900	900	0	900
5200	Feed	9,244	14,093	8,000	9,916	8,000
5210	Fertilizer	915	49,846	15,000	14,429	15,000
5230	Gas and Oil	11,271	9,439	11,000	7,806	11,000
5350	Livestock Purchases	3,025	5,936	4,000	3,452	4,000
5480	Professional Services	0	1,245	4,680	0	4,680
5490	Programs & Promotions	0	0	0	688	500
5540	Seeds & Plants	0	10,010	6,000	19,209	6,000
5570	Uniforms	335	439	400	98	400
5590	Vet & Medicine	7,597	7,272	9,000	4,621	9,000
	TOTAL FACILITY OPERATING COSTS	**33,286**	**99,181**	**58,980**	**60,217**	**59,480**

TEMPLE HALL FARM REGIONAL PARK

ACCOUNT	DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY 2016
5180	Equipment/Vehicle Maintenance	12,076	18,539	$11,000	13,206	$11,000
5190	Facility Op. & Maintenance	31,951	28,626	29,828	24,511	29,828
5510	Rental House Maintenance	3,460	8,560	2,000	3,432	2,000
	TOTAL MAINTENANCE COSTS	**47,487**	**55,725**	**42,828**	**41,149**	**42,828**
5270	Insurance - Liability & Property	1,900	1,900	1,900	0	1,900
5290	Insurance - Vehicle	933	1,117	921	1,146	921
	TOTAL INSURANCE	**2,833**	**3,017**	**2,821**	**1,146**	**2,821**
5535-000	Retail Merchandise	0	450	$0	344	$0
	Total Retail Operations	**0**	**450**	**0**	**344**	**0**
5580-001	Telephone	149	0	0	0	0
5580-002	Electricity	10,188	12,020	12,000	10,914	12,000
5580-004	Water & Sewer	0	85	0	0	0
	TOTAL UTILITIES	**10,337**	**12,105**	**12,000**	**10,914**	**12,000**
	TOTAL OPERATING EXPENSES	**$321,654**	**$439,008**	**$369,728**	**$354,338**	**$384,696**
	OPERATING INCOME (LOSS)	**($204,029)**	**($268,263)**	**($118,120)**	**($217,218)**	**($182,888)**

TEMPLE HALL FARM REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Develop a minimum of (5) new public programs.
- Create a defined plan that focuses on the visitor's center rental business.
- Create and implement a programming calendar and schedule of events.

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

Objectives:

- Develop guidelines and SOP's for an overall facility maintenance program.
- Develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Create and implement a sustainable long term animal exhibit plan.
- Establish and maintain a minimum of (5) community partnerships.

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

Objectives:

- Develop and implement a marketing plan to promote all programming and event opportunities.
- Create a defined plan that focuses on the pavilion rental business

TEMPLE HALL FARM REGIONAL PARK

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Programming calendar created.
- Implemented new Civil War day camp.
- Offered 5 Roving Naturalist led programs.

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

Highlights

- Continue to update and refine facility maintenance guidelines.
- Implemented first year of long term animal exhibit plan.

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

Highlights

- Working on a marketing plan to promote new pavilion rental business.

TEMPLE HALL CORN MAIZE

PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival and Corn Maize has become a popular fall tradition. The Fall Festival includes the Corn Maize, the Billy Goat Bounce jumping pillows, the corn cannon, pumpkin blasters, paintball gallery, cow train ride, pig races, corn box, hay bale climb, duck races, pumpkin patch, pumpkin sales, concession food service, playground , giant spider web, and hayrides. A self-guided interpretive walk covering our heritage breed farm animals is also included. The Corn Maize is 24 acres in size and is the largest one in Virginia.

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	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% CHANGE 2015-2016
REVENUE BY SOURCE				
User Fees	$ 122,096	$ 169,000	$ 169,000	0.00%
Retail Operations	74,766	95,000	116,000	22.11%
TOTAL REVENUE	$ 196,862	$ 264,000	$ 285,000	7.95%
EXPENSES BY CATEGORY				
Personnel Services	$ 32,014	$ 38,622	$ 53,361	38.16%
Operating Costs	58,757	63,450	63,450	0.00%
Retail Operations	39,369	42,250	48,950	15.86%
TOTAL EXPENSES	$ 130,141	$ 144,322	$ 165,761	14.85%
Net Income	**$ 66,721**	**$ 119,678**	**$ 119,239**	

BUDGET HIGHLIGHTS

Major variances in budget:

- None

STAFFING SUMMARY

	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time, Year Round	0	0	0	0	0
Part-Time, Seasonal	1.73	1.99	1.79	2.05	2.92

TEMPLE HALL CORN MAIZE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY2015	JUL-APR ACTUAL FY2015	ADOPTED FY2016
5-385-	**REVENUES**					
4412-001	Amusement Farm Rides	$2,281	$0	$2,500	$0	$0
4412-002	Hay Rides-Horses	0	1,983	$0	1,983	2,500
4491	Corn Maize Admissions	145,455	118,702	165,000	118,702	165,000
4732	Tent Rentals	250	1,411	1,500	987	1,500
	TOTAL USER FEES	**147,986**	**122,096**	**169,000**	**121,672**	**169,000**
4640	Blaster Pump, Pump Gourd	0	8,740	0	8,740	10,000
4642	Retail Operations - Food	35,665	36,528	45,000	36,528	53,000
4660	Retail Operations - Merchandise	17,765	12,761	25,000	12,761	35,000
4606	Retail Operations - Pumpkin Sales	22,661	16,738	25,000	16,738	18,000
	TOTAL RETAIL OPERATIONS	**76,091**	**74,766**	**95,000**	**74,766**	**116,000**
	TOTAL REVENUES	**$224,077**	**$196,862**	**$264,000**	**$196,438**	**$285,000**
	EXPENSES					
5020	Part Time Salaries	$33,783	$29,405	$35,613	44,336	$49,203
5030	FICA	2,584	2,249	2,724	3,392	3,764
5070	Unemployment Tax	448	360	285	452	394
	TOTAL PERSONNEL SERVICES	**36,816**	**32,014**	**38,622**	**48,180**	**53,361**
5151	Corn Maize Commission	5,860	5,060	$6,450	5,746	6,450
5152	Corn Maize Operation	35,744	30,426	25,000	27,186	25,000
5210	Fertilizer	13,792	13,959	18,000	208	18,000
5230	Gas and Oil	3,495	1,823	4,000	1,638	4,000
5540	Seeds & Plants	7,883	7,489	10,000	5,007	10,000
	TOTAL FACILITY OPERATING COSTS	**66,773**	**58,757**	**63,450**	**39,784**	**63,450**
5525	Retail - Food	15,468	15,011	18,000	25,990	21,200
5535	Retail - Merchandise	6,072	8,592	8,750	11,115	12,250
5520	Retail - Pumpkins	9,549	15,766	15,500	17,910	15,500
	TOTAL RETAIL OPERATIONS	**31,089**	**39,369**	**42,250**	**55,015**	**48,950**
	TOTAL OPERATING EXPENSES	**$134,678**	**$130,141**	**$144,322**	**$142,979**	**$165,761**
	OPERATING INCOME (LOSS)	**$89,399**	**$66,721**	**$119,678**	**$102,095**	**$119,239**

STRATEGIC GOALS & OBJECTIVES FY 2016

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

Objectives:

- Implement plan for consistent and continued site improvements.
- Cultivate a superior customer experience with the delivery of at least (2) quality in-house or outside training opportunities that focus on customer service for key staff.
- Continue and increase cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Create a defined plan that focuses on increasing awareness and attendance.
- Form a yearly review system of industry trends and standards with a focus on local competition.
- Create and implement a mechanism to receive consistent customer feedback.
- Develop and implement an event schedule.
- Create SOP's for storage, setup and takedown of maize operations.

FY 2015 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Plan for consistent and continued site improvements developed.
- All staff attended agency-wide customer serviced training and will continue to receive training and updates.
- Corn Maize and Fall Festival is cross-promoted at a variety of NOVA Parks facilities through banners and rack cards.
- Event schedule implemented.

MEASURABLE RESULTS

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2015 6 months (Jul-Dec 2014)	FY 2016 TARGET
• Corn Maize attendance	13,661	13,082	17,500	14,306	17,500
• Retail/Food per customer	$5.57	$5.79	$5.43	$6.98	$6.63

RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	JUL-APR ACTUAL FY2015	ADOPTED FY2016
	BEGINNING BALANCE	**$3,918,076**	**4,047,309**	**3,788,546**	**3,839,135**	**$3,730,000**
6-	**REVENUES**					
6-000-4250-000	AT&T Fiberoptics License Fee	$551,500	$588,016	$588,016	$588,016	$588,016
6-090-4495-000	BRSC Friends - Memberships	925	850	2,000	1,875	2,000
6-090-4171-000	BRSC-Donations	0	3,400	0	2,270	0
6-340-4170-000	Balls Bluff Battlefield Friends - Donations	1,485	505	0	8,956	0
6-340-4495-000	Balls Bluff Battlefield Friends - Memberships	430	680	1,800	270	1,800
6-340-4640-888	Balls Bluff Battlefield Friends Retail	0	249	0	66	0
6-140-4495-000	OWL Income	3,605	4,819	2,000	460	2,000
6-000-4440-000	Interest	6,952	33,439	15,000	29,733	15,000
6-000-4440-005	Interest-Accrued	0	4,116	0	4,210	0
6-000-4440-030	Change in Market Value	0	(27,685)	0	(4,881)	0
6-000-4250-020	Williams Fiberoptics License Fee	400,452	400,452	404,257	411,391	420,429
6-450-4495-000	W&OD Friends - Memberships	22,165	20,720	28,000	19,697	28,000
6-455-4818-000	Wetlands Mitigation Fund Revenue	0	0	2,000	10,360	2,000
6-455-4440-020	Wetlands Mitigation Fund Interest	57	36	50	45	50
	TOTAL REVENUES	**$987,571**	**$1,029,147**	**$1,043,123**	**$1,075,468**	**$1,059,295**
	EXPENSES					
6-090-5415-000	BRSC Friends - Misc. Expenses	40	30	$4,000	0	4,000
6-340-5175-000	Balls Bluff Battlefield Friends-Donation Exp	0	95	$0	0	0
6-340-5380-000	Balls Bluff Battlefield Friends-Membership Exp	0	2,446	$0	1,004	1,004
6-140-5175-000	OWL Friends - Misc. Expenses	953	2,369	10,000	3,808	10,000
6-000-6196-000	W&OD Bridge Inspections	0	0	45,000	0	45,000
6-450-5XXX-000	W&OD Friends Expenses	0	39,951	48,500	0	48,500
6-000-5370-000	W&OD Major Maintenance	22,953	0	75,000	0	75,000
6-000-5480-000	W&OD Professional Services	0	747	25,000	747	25,000
6-000-6747-000	W&OD Railroad Station Renovation	0	0	0	7,569	0
	TOTAL EXPENSES	**$23,906**	**$45,638**	**$207,500**	**$13,128**	**$207,500**
6-000-5910-000	Transfer to Capital Fund	$850,000	652,000	$500,000	$0	$750,000
6-000-5920-000	Transfer to Enterprise Fund	316,034	327,912	327,912	327,912	327,912
6-000-5900-000	Interest Transfer to General Fund	5,805	45,018	15,000	29,873	15,000
	TOTAL TRANSFERS TO OTHER FUNDS	**$1,171,839**	**$1,024,930**	**$842,912**	**$357,785**	**$1,092,912**
	TOTAL EXPENDITURES/TRANSFERS	**$1,195,745**	**$1,070,569**	**$1,050,412**	**$370,838**	**$1,300,412**
	ENDING BALANCE	**$3,839,135**	**$3,754,987**	**$3,781,257**	**$4,543,765**	**$3,488,883**

Note 1: Beginning balance includes $44,218 of Friends of the W&OD, $945 Friends of Bull Run, $7,439 Friends of BRSC, $15,742 OWL funds, $2,751 Friends of Balls Bluff & $35,566 of Wetland Mitigation funds.

Note 2: The FY 2015 beginning balance is $38,512 higher than the Financial Statements beginning balance due to donations and asset transfers that are not included in the operating budget.

FRIENDS OF W&OD

This budget is also included as a component part of the Restricted Fund, located on the preceding page.

ACCOUNT NUMBERS		ACCOUNT DESCRIPTION	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	JUL-APR ACTUAL FY2015	ADOPTED FY2016
		Beginning Balance	**$71,173**	**$59,847**	**$48,635**	**$44.396**	**$35,000**
6-450		**Revenue**					
	4495	Annual Membership Dues	$22,165	$20,270	$28,000	19,697	$28,000
	4440	Interest	116	67	150	45	150
	4170	Donations	6,544	4,163	0	5,269	0
		Total Revenues	**$28,825**	**$24,500**	**$28,150**	**$25,012**	**$28,150**
		Expenses					
	5190	Facility Op & Maintenance	$21,557	$20,023	$22,000	$16,629	$22,000
	5380	Membership Events	1,960	$1,888	4,000	574	4,000
	5415	Miscellaneous Expenses	0	0	0	0	0
	5418	Museum Collection	316	0	500	0	500
	5460	Postage	152	337	500	642	500
	5490	Programs & Promotions	3,098	4,001	5,000	4,223	5,000
	5500	Public Info	661	3,000	3,000	318	3,000
	5545	Specific Gifts	9,736	7,430	10,000	9,176	10,000
	5565	Trail Patrol	2,672	3,723	3,500	1,863	3,500
		Total Expenses	**$40,151**	**$39,951**	**$48,500**	**$33,425**	**$48,500**
		Ending Fund Balance	**$59,847**	**$44,396**	**$28,285**	**$35,983**	**$14,650**

SELF INSURANCE FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	JUL-APR ACTUAL FY 2015	ADOPTED FY2016
	BEGINNING BALANCE	**$777,296**	**$641,843**	**$495,103**	**$512,874**	**$360,000**
7-000-	**REVENUES**					
4440	Interest	$1,151	$593	$1,300	$463	$1,300
4930	Insurance Premium from General Fund	18,308	18,308	15,000	0	15,000
	TOTAL REVENUES	**$19,459**	**$18,901**	**$16,300**	**$463**	**$16,300**
	EXPENSES					
5310	Insurance Claim Investigations	$119	$109	$900	$0	$900
5320	Insurance Claim Payments	5,686	3,566	10,000	2,785	7,000
5480	Professional Services	0	0	5,000	0	5,000
5555	Swimming Pool Safety Program	21,599	11,876	20,000	9,122	20,000
5426	Online OSHA & HR Training System	0	0	0	0	0
5900	Transfer to General Fund	127,508	132,318	135,560	112,967	140,570
	TOTAL EXPENSES	**$154,912**	**$147,869**	**$171,460**	**$124,874**	**$173,470**
	ENDING BALANCE	**$641,843**	**$512,874**	**$339,943**	**$388,463**	**$202,830**

FRIENDS OF CARLYLE HOUSE

	ACCOUNT DESCRIPTION	ACTUAL FY 2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY 2015	ADOPTED FY2016
8-000	**BEGINNING BALANCE**	**$19,887**	**$34,764**	**$35,000**	**$43,690**	**$40,000**
	REVENUES					
4020-000	Annual Dues	$14,120	11,425	10,500	3,600	10,000
4600-000	Programmed Events	10,898	5,932	7,000	4,008	6,500
	TOTAL REVENUES	**$25,018**	**$17,357**	**$17,500**	**$7,608**	**$16,500**
	EXPENSES					
5143-000	Clerical Support	$1,266	381	3,000	894	2,500
5158-000	Educational Activities	5,110	250	3,000	50	2,500
5380-000	Membership Events	1,402	1,133	2,500	1,215	2,500
5460-000	Office Supplies	9	101	500	249	500
5470-000	Printing/Publications	397	1,078	1,500	501	1,200
5490-000	Programs and Promotions	1,958	5,487	7,000	1,714	7,000
	TOTAL EXPENSES	**$10,141**	**$8,431**	**$17,500**	**$4,623**	**$16,200**
	ENDING BALANCE	**$34,764**	**$43,690**	**$35,000**	**$46,676**	**$40,300**

COLLECTIONS PURCHASES BUDGET

	ACCOUNT DESCRIPTION	ACTUAL FY2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY2015	ADOPTED FY2016
	BEGINNING BALANCE	**$157,978**	**$142,995**	**$120,295**	**$144,674**	**$130,000**
	REVENUES					
4190-000, 010, 888	Donations - Museum Collection	$14,073	10,284		10,175	12,000
4440-000	Interest	505	330	12,000	294	350
	TOTAL REVENUES	**$14,578**	**$10,614**	**$12,000**	**$10,469**	**$12,350**
	EXPENSES					
6040-000	Museum Collection Purchases	$1,445	41	30,000	6,475	25,000
6040-010	Museum Collection Maintenance	1,831	8,894	5,000	7,511	10,000
9040-000	Museum Collection Transfer to Enterprise Fund	26,285				
	TOTAL EXPENSES	**$29,561**	**$8,935**	**$35,000**	**$13,987**	**$35,000**
	ENDING BALANCE	**$142,995**	**$144,674**	**$97,295**	**($3,517)**	**$107,350**

	DOUG THURMAN FUND BUDGET ACCOUNT DESCRIPTION	ACTUAL FY2013	ACTUAL FY 2014	ADOPTED FY 2015	JUL-APR ACTUAL FY2015	ADOPTED FY2016
	BEGINNING BALANCE	**$115,000**	**$142,000**	**148,196**	**$139,125**	**135,000**
	Donations - Thurman Bequest	27,000	9,484	0	9,475	0
	TOTAL REVENUES	**$27,000**	**$0**	**$0**	**$0**	**$0**
	EXPENSES					
8-000-5144-000	Educator camp salary - Thurman Bequest		2,875	6,000	2,046	6,000
	TOTAL EXPENSES	**$0**	**$2,875**	**6,000**	**$2,046**	**6,000**
	ENDING BALANCE	**$142,000**	**$139,125**	**$142,196**	**$137,079**	**$129,000**

CONSOLIDATED PARK SUMMARY

PARK FACILITY	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	FY 2015 10 MONTHS	ADOPTED FY2016
Aldie Mill Historic Park					
Aldie Mill Revenues	$25,226	$25,240	$28,450	$26,780	$32,500
Total Revenues	**$25,226**	**$25,240**	**$28,450**	**$26,780**	**$32,500**
Aldie Mill Expenses	$95,294	$121,208	$121,267	$103,005	$130,506
Total Expenses	**$95,294**	**$121,208**	**$121,267**	**$65,090**	**$130,506**
Operating Income (Loss)	**($70,068)**	**($95,968)**	**($92,817)**	**($76,225)**	**($98,006)**
Algonkian Regional Park					
Revenue					
Algonkian Park	$318,206	$314,927	$319,250	$298,600	$335,300
Algonkian Golf	1,089,474	1,106,554	1,175,600	698,554	1,168,000
Volacano Island Waterpark	404,206	484,995	450,350	337,163	498,350
Woodlands Meeting & Event Center	271,662	620,653	448,000	474,366	608,000
Algonkian Cottages	300,034	274,556	295,900	260,312	300,900
Total Revenues	**$2,383,582**	**$2,801,685**	**$2,689,100**	**$2,068,994**	**$2,910,550**
Expenses					
Algonkian Park	$611,562	$624,411	$655,592	$533,905	$680,335
Algonkian Golf	1,043,932	1,014,106	1,086,126	807,787	1,106,728
Volacano Island Waterpark	278,703	275,086	286,391	176,015	294,635
Woodlands Meeting & Event Center	174,323	342,887	283,261	271,711	368,301
Algonkian Cottages	194,075	182,830	198,953	149,556	216,216
Total Expenses	**$2,302,595**	**$2,439,320**	**$2,510,322**	**$1,938,973**	**$2,666,215**
Operating Income (Loss)	**$80,987**	**$362,366**	**$178,778**	**$130,021**	**$244,335**
Blue Ridge Regional Park					
Blue Ridge Park Revenues	$5,591	$6,016	$5,000	$3,020	$5,500
Total Revenues	**$5,591**	**$6,016**	**$5,000**	**$3,020**	**$5,500**
Blue Ridge Park Expenses	$2,447	$2,846	$3,200	$1,921	$3,200
Total Expenses	**2,447**	**2,846**	**3,200**	**1,921**	**3,200**
Operating Income (Loss)	**$3,144**	**$3,170**	**$1,800**	**$1,099**	**$2,300**
Beaverdam Properties					
Beaverdam Revenues					$14,000
Total Revenues					**$14,000**
Beaverdam Expenses					
Total Expenses					$39,836
Operating Income (Loss)					**($25,836)**
Brambleton Regional Park					
Brambleton Revenues	$1,398,123	$1,447,096	$1,476,000	$948,588	$1,441,000
Total Revenues	**$1,398,123**	**$1,447,096**	**$1,476,000**	**$948,588**	**$1,441,000**
Brambleton Expenses	$1,271,847	$1,325,245	$1,305,641	$1,010,206	$1,341,027
Total Expenses	**$1,271,847**	**$1,325,245**	**$1,305,641**	**$1,010,206**	**$1,341,027**
Operating Income (Loss)	**$126,277**	**$121,851**	**$170,359**	**($61,618)**	**$99,973**

CONSOLIDATED PARK SUMMARY

PARK FACILITY	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	FY 2015 10 MONTHS	ADOPTED FY2016
Bull Run Regional Park					
Revenue					
Bull Run Park	$744,154	$731,909	$797,200	$593,419	$802,700
Atlantis Waterpark	434,546	460,940	479,350	338,938	500,350
Bull Run Special Events Center	171,358	188,918	168,000	161,842	212,500
Bull Run Light Show	626,168	592,085	655,000	682,068	660,000
Total Revenues	**$1,976,227**	**$1,973,852**	**$2,099,550**	**$1,776,266**	**$2,175,550**
Expenses					
Bull Run Park	$891,217	$915,824	$911,453	$758,642	$958,030
Atlantis Waterpark	301,408	277,760	305,894	181,910	313,849
Bull Run Special Events Center	117,514	116,261	109,830	114,454	125,266
Bull Run Light Show	202,159	210,217	222,163	244,689	262,025
Total Expenses	**$1,512,298**	**$1,520,061**	**$1,549,340**	**$1,299,695**	**$1,659,170**
Operating Income (Loss)	**$463,928**	**$453,790**	**$550,210**	**$476,571**	**$516,380**
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	$1,282,765	$1,244,984	$1,230,000	$1,011,801	$1,230,000
Total Revenues	**$1,282,765**	**$1,244,984**	**$1,230,000**	**$1,011,801**	**$1,230,000**
Bull Run Shooting Center Expenses	986,711	1,134,902	1,016,086	888,953	1,036,425
Total Expenses	**$986,711**	**$1,134,902**	**$1,016,086**	**$888,953**	**$1,036,425**
Operating Income (Loss)	**$296,054**	**$110,082**	**$213,914**	**$122,848**	**$193,575**
Cameron Run Regional Park					
Cameron Run Park	$153,150	$161,613	$160,500	$102,997	$172,500
Great Waves Waterpark	1,582,071	1,854,184	1,768,500	1,307,987	1,909,000
Total Revenues	**$1,735,221**	**$2,015,796**	**$1,929,000**	**$1,410,984**	**$2,081,500**
Expenses					
Cameron Run Park	$360,045	$369,715	$409,888	$281,812	$406,052
Great Waves Waterpark	885,854	907,437	984,083	764,952	1,025,478
Total Expenses	**$1,245,899**	**$1,277,152**	**$1,393,971**	**$1,046,764**	**$1,431,530**
Operating Income (Loss)	**$489,322**	**$738,645**	**$535,029**	**$364,220**	**$649,970**
Catering Services					
Catering Revenues	$296,303	$301,863	$348,500	$244,983	$365,000
Total Revenues	**$296,303**	**$301,863**	**$348,500**	**$244,983**	**$365,000**
Catering Expenses	$212,850	$218,654	$276,543	$196,505	$294,426
Total Expenses	**$212,850**	**$218,654**	**$276,543**	**$196,505**	**$294,426**
Operating Income (Loss)	**$83,453**	**$83,209**	**$71,957**	**$48,479**	**$70,574**
Carlyle House Historic Park					
Carlyle House Revenues	$89,051	$92,814	$90,892	$69,471	$98,476
Total Revenues	**$89,051**	**$92,814**	**$90,892**	**$69,471**	**$98,476**
Carlyle House Expenses	$282,992	$294,688	$300,841	$249,207	$316,550
Total Expenses	**$282,992**	**$294,688**	**$300,841**	**$249,207**	**$316,550**
Operating Income (Loss)	**($193,941)**	**($201,874)**	**($209,949)**	**($179,736**	**($218,074)**

CONSOLIDATED PARK SUMMARY

PARK FACILITY	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	FY 2015 10 MONTHS	ADOPTED FY2016
Occoquan Reservoir Regional Parks					
Revenue					
Bull Run Marina	$13,567	$13,555	$12,275	$9,065	$15,400
Fountainhead	254,595	306,137	284,036	206,555	303,936
Sandy Run	245,892	230,747	234,592	157,002	255,192
Total Revenues	**$514,054**	**$550,438**	**$530,903**	**$372,622**	**$574,528**
Expenses					
Bull Run Marina	$22,811	$20,331	$25,391	$18,412	$25,992
Fountainhead	199,148	193,760	214,680	150,849	222,523
Sandy Run	124,894	141,043	147,962	124,102	156,028
Total Expenses	**$346,853**	**$355,134**	**$388,033**	**$293,363**	**$404,543**
Operating Income (Loss)	**$167,202**	**$195,304**	**$142,870**	**$79,260**	**$169,985**
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	$45,768	$60,768	$75,000	$60,768	$75,000
Total Revenues	**$45,768**	**$60,768**	**$75,000**	**$60,768**	**$75,000**
Hemlock Overlook Expenses	$948	$1,436	$2,400	$1,652	$2,400
Total Expenses	**$948**	**$1,436**	**$2,400**	**$1,652**	**$2,400**
Operating Income (Loss)	**$44,820**	**$59,332**	**$72,600**	**$59,116**	**$72,600**
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	$217,961	$260,672	$231,000	$205,899	$243,500
Meadowlark Light Show	404,102	467,150	470,000	552,633	491,000
Meadowlark Atrium	1,554,995	1,884,654	1,757,500	1,676,362	1,878,300
Total Revenues	**$2,177,058**	**$2,612,476**	**$2,458,500**	**$2,434,893**	**$2,612,800**
Expenses					
Meadowlark Gardens	$829,595	$828,542	$905,776	$805,068	$908,509
Meadowlark Light Show	120,513	142,835	149,128	133,187	168,737
Meadowlark Atrium	1,040,276	1,244,595	1,077,983	1,076,937	1,202,953
Total Expenses	**$1,990,383**	**$2,215,972**	**$2,132,887**	**$2,015,192**	**$2,280,199**
Operating Income (Loss)	**$186,675**	**$396,504**	**$325,613**	**$419,701**	**$332,601**
Mt. Zion/Gilbert's Corner					
Mt. Zion/Gilbert's Corner Revenues	$1,811	$2,445	$3,200	$460	$3,064
Total Revenues	**$1,811**	**$2,445**	**$3,200**	**$460**	**$3,064**
Mt. Zion/Gilbert's Corner Expenses	$6,051	$6,833	$9,855	$6,277	$12,365
Total Expenses	**$6,051**	**$6,833**	**$9,855**	**$6,277**	**$12,365**
Operating Income (Loss)	**($4,240)**	**($4,388)**	**($6,655)**	**($5,817)**	**($9,301)**
Occoquan Regional Park					
Occoquan Park Revenues	$228,060	$236,544	$241,700	$163,188	$234,700
Total Revenues	**$228,060**	**$236,544**	**$241,700**	**$163,188**	**$234,700**
Occoquan Park Expenses	$394,245	$360,754	$382,456	$288,421	$390,520
Total Expenses	**$394,245**	**$360,754**	**$382,456**	**$288,421**	**$390,520**
Operating Income (Loss)	**($166,185)**	**($124,210)**	**($140,756)**	**($125,233)**	**($155,820)**

CONSOLIDATED PARK SUMMARY

PARK FACILITY	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	FY 2015 10 MONTHS	ADOPTED FY2016
Pohick Bay Regional Park					
Revenue					
Pohick Bay Park	$571,755	$604,882	$610,975	$469,350	$614,700
Pohick Bay Golf Course	1,097,823	1,040,442	1,137,726	723,157	1,107,000
Pohick Bay Marina	201,045	222,659	229,500	185,420	269,000
Pirate's Cove Waterpark	470,969	525,173	502,800	388,898	551,800
Total Revenues	**$2,341,592**	**$2,393,156**	**$2,481,001**	**$1,766,825**	**$2,542,500**
Expenses					
Pohick Bay Park	$687,439	$710,781	$677,752	$578,313	$755,484
Pohick Bay Golf Course	1,072,562	985,269	1,093,557	820,213	1,083,121
Pohick Bay Marina	36,522	38,181	36,152	27,278	49,896
Pirate's Cove Waterpark	281,470	271,032	292,239	200,780	303,632
Total Expenses	**$2,077,993**	**$2,005,263**	**$2,099,700**	**$1,626,585**	**$2,192,134**
Operating Income (Loss)	**$263,599**	**$387,894**	**$381,302**	**$140,240**	**$350,366**
Potomac Overlook Regional Park					
Potomac Overlook Revenues	$53,991	$78,646	$67,750	$71,956	$81,700
Total Revenues	**$53,991**	**$78,646**	**$67,750**	**$71,956**	**$81,700**
Potomac Overlook Expenses	$271,100	$291,818	$306,050	$250,638	$323,327
Total Expenses	**$271,100**	**$291,818**	**$306,050**	**$250,638**	**$323,327**
Operating Income (Loss)	**($217,109)**	**($213,172)**	**($238,300)**	**($178,682)**	**($241,627)**
Rust Sanctuary					
Rust Sanctuary Revenues	$8,435	$271,409	$439,455	$336,934	$631,600
Total Revenues	**$8,435**	**$271,409**	**$439,455**	**$336,934**	**$631,600**
Rust Sanctuary Expenses	$62,783	$216,845	$308,671	$246,980	$433,529
Total Expenses	**$62,783**	**$216,845**	**$308,671**	**$246,980**	**$433,529**
Operating Income (Loss)	**($54,348)**	**$54,564**	**$130,784**	**$89,954**	**$198,071**
Upper Potomac Properties					
Upper Potomac Properties Revenues	$15,261	$29,272	$28,900	$25,165	$28,900
Total Revenues	**$15,261**	**$29,272**	**$28,900**	**$25,165**	**$28,900**
Upper Potomac Properties Expenses	$117,319	$115,703	$129,838	$77,662	$135,361
Total Expenses	**$117,319**	**$115,703**	**$129,838**	**$77,662**	**$135,361**
Operating Income (Loss)	**($102,058)**	**($86,431)**	**($100,938)**	**($52,497)**	**($106,461)**
Upton Hill Regional Park					
Revenues					
Upton Hill Park	$204,193	$189,241	$221,450	$164,161	$227,950
Ocean Dunes Waterpark	557,556	576,779	614,850	400,095	620,350
Total Revenues	**$761,749**	**$766,020**	**$836,300**	**$564,256**	**$848,300**
Expenses					
Upton Hill Park	$345,032	$336,197	$363,316	$289,323	$356,914
Ocean Dunes Waterpark	248,899	249,279	286,067	185,587	288,261
Total Expenses	**$593,931**	**$585,476**	**$649,383**	**$474,909**	**$645,176**
Operating Income (Loss)	**$167,818**	**$180,544**	**$186,917**	**$89,347**	**$203,124**

CONSOLIDATED PARK SUMMARY

PARK FACILITY	ACTUAL FY2013	ACTUAL FY2014	ADOPTED FY2015	FY 2015 10 MONTHS	ADOPTED FY2016
W&OD Railroad Park Revenue	$913,890	$1,053,607	$979,783	$965,075	$1,026,260
Total Revenue	**$913,890**	**$1,053,607**	**$979,783**	**$965,075**	**$1,026,260**
W&OD Railroad Park Expenses	$487,050	$529,931	$534,852	$419,036	$558,998
Total Expenses	**$487,050**	**$529,931**	**$534,852**	**$419,036**	**$558,998**
Operating Income (Loss)	**$426,840**	**$523,675**	**$444,931**	**$546,039**	**$467,262**
White's Ford Regional Park					
White's Ford Revenues	$65,031	$32,963	$45,500	$26,649	$38,500
Total Revenues	**$65,031**	**$32,963**	**$45,500**	**$26,649**	**$38,500**
White's Ford Expenses	$56,810	$81,052	$66,395	$34,920	$69,823
Total Expenses	**$56,810**	**$81,052**	**$66,395**	**$31,920**	**$69,823**
Operating Income (Loss)	**$8,221**	**($48,089)**	**($20,895)**	**($8,271)**	**($31,323)**
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	$307,739	$6,543	$6,000	$5,434	$6,000
Total Revenues	**$307,739**	**$6,543**	**$6,000**	**$5,434**	**$6,000**
Admin - Enterprise Fund Expenses	$1,335,906	$2,022,870	$2,452,752	$1,495,287	$2,640,670
Total Expenses	**$1,335,906**	**$2,022,870**	**$2,452,752**	**$1,495287**	**$2,640,670**
Operating Income (Loss)	**($1,028,16)**	**($2,016,32)**	**($2,446,75)**	**($1,489,853)**	**($2,634,670)**
TOTAL REVENUES	**$16,626,529**	**$18,003,634**	**$18,090,484**	**$14,355,113**	**$19,057,928**
TOTAL EXPENSES	**15,654,306**	**17,123,163**	**17,940,484**	**13,966,153**	**19,007,928**
Operating Income (Loss)	**$972,223**	**$880,470**	**$150,000**	**$388,960**	**$50,000**

PERSONNEL SUMMARIES BY FACILITY

FACILITY	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Headquarters					
Full –Time	23.25	23.25	21.15	21.15	21.15
Part -Time, Year Round	1.44	1.83	2.02	1.83	2.46
Part -Time, Seasonal	.95	.79	.67	.86	.09
Central Maintenance					
Full –Time	13	13	13	13	13
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	0	0	0	0	0
Aldie Mill Historic Park					
Full –Time	0	0	1	1	1
Part -Time, Year Round	1.28	1.26	.37	.40	.46
Part -Time, Seasonal	0	0	0	0	0
Algonkian Regional Park					
Full –Time	6	6	6	6	6
Part -Time, Year Round	.52	.52	.52	.56	.56
Part -Time, Seasonal	2.07	2.25	2.46	2.56	2.56
Algonkian Golf Course					
Full –Time	8	8	7	7	7
Part -Time, Year Round	3.15	3.15	3.69	3.78	3.78
Part -Time, Seasonal	1.80	1.80	1.94	2.00	2.00
Volcano Island Waterpark					
Full –Time	0	0	0	0	0
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	5.78	6.89	7.58	7.81	7.92
The Woodlands Meeting & Event Center					
Full –Time	.50	.50	.50	.50	.50
Part -Time, Year Round	.95	.95	1.10	2.40	1.95
Part -Time, Seasonal	.10	.10	.23	.40	.40
Algonkian Cottages					
Full –Time	.50	.50	.50	.50	.50
Part -Time, Year Round	2.98	2.98	2.98	2.98	2.98
Part -Time, Seasonal	0	0	0	0	0
Beaverdam Property					
Full –Time	0	0	0	0	0
Part -Time, Year Round	0	0	0	0	.70
Part -Time, Seasonal	0	0	0	0	.33
Brambleton Golf Course					
Full –Time	9	8	8	8	8
Part -Time, Year Round	4.91	5.89	5.88	5.88	5.88
Part -Time, Seasonal	1.39	1.39	1.39	1.39	1.39
Bull Run Regional Park					
Full –Time	7	7	7	7	7
Part -Time, Year Round	4.05	4.05	4.05	3.99	3.99
Part -Time, Seasonal	1.59	2.33	2.33	2.30	2.30

PERSONNEL SUMMARIES BY FACILITY

FACILITY	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2015 BUDGET (FTE)
Bull Run Marina					
Full –Time	.20	.20	.20	.20	.20
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	0	0	0	0	0
Atlantis Waterpark					
Full –Time	0	0	0	0	0
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	7.42	8.16	8.41	8.60	8.75
Bull Run Special Events Center					
Full –Time	.50	.50	.50	.50	.50
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	.56	.70	.70	.70	.70
Bull Run Light Show					
Full -Time	.50	.50	.50	.50	1
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	1.83	1.98	2.87	2.95	3.21
Bull Run Shooting Center					
Full -Time	2	2	2	2	2
Part -Time, Year Round	7.77	7.88	7.99	9.11	9.11
Part -Time, Seasonal	0	0	0	0	0
Cameron Run Regional Park					
Full -Time	3	3	3	3	3
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	4.95	4.95	4.95	4.95	4.85
Great Waves Waterpark					
Full -Time	1	1	1	1	1
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	16.32	17.21	18.15	18.54	20.40
Carlyle House Historic Park					
Full -Time	2	2	2	2	2
Part -Time, Year Round	2.77	2.77	2.77	2.77	2.72
Part -Time, Seasonal	0	0	0	.04	.05
Catering Services					
Full -Time	1	1	1	1	1
Part -Time, Year Round	1.99	1.68	1.70	2.07	2.28
Part -Time, Seasonal	0	0	0	0	0

FACILITY	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Fountainhead Regional Park					
Full -Time	.90	.90	.90	.90	.90
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	3.46	3.46	3.64	3.51	3.63
Meadowlark Botanical Gardens					
Full -Time	7.5	7.5	7.5	7.5	7.5
Part -Time, Year Round	6.33	6.33	6.66	6.68	6.68
Part -Time, Seasonal	0	0	0	0	.10
Meadowlark Light Show					
Full -Time	N/A	0	.0	0	0
Part -Time, Year Round	N/A	0	0	0	0
Part -Time, Seasonal	N/A	1.68	2.24	2.24	2.34
Meadowlark Atrium					
Full -Time	3.5	4.5	4.5	4.5	4.5
Part -Time, Year Round	4.23	3.89	6.83	7.07	8.42
Part -Time, Seasonal	0	0	0	0	0
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0	0	0	0	0
Part -Time, Year Round	.05	.05	.05	.05	.05
Part -Time, Seasonal	0	0	0	0	0
Occoquan Regional Park					
Full -Time	1	1	1	1	1
Part -Time, Year Round	3.46	3.46	4.13	3.82	3.59
Part -Time, Seasonal	3.47	3.47	2.26	2.10	2.12
Pohick Bay Regional Park					
Full -Time	5	5	5	5	6
Part -Time, Year Round	2.01	2.20	2.20	2.27	2.23
Part -Time, Seasonal	3.94	3.94	3.94	4.06	3.81
Pohick Bay Golf Course					
Full -Time	7	7	7	6	6
Part -Time, Year Round	4.71	4.71	4.71	4.93	4.38
Part -Time, Seasonal	3.26	3.26	3.26	3.43	3.24
Pohick Bay Marina					
Full -Time	0	0	0	0	0
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	1.21	1.21	1.21	1.21	1.25
Pirate's Cove Waterpark					
Full -Time	0	0	0	0	0
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	5.99	6.43	7.37	7.56	7.73

PERSONNEL SUMMARIES BY FACILITY

FACILITY	FY 2012 APPROVED (FTE)	FY 2013 APPROVED (FTE)	FY 2014 APPROVED (FTE)	FY 2015 APPROVED (FTE)	FY 2016 BUDGET (FTE)
Potomac Overlook Regional Park					
Full -Time	3	3	3	3	3
Part -Time, Year Round	.86	.86	1.0	1.0	1.04
Part -Time, Seasonal	.29	.29	.29	.81	.81
Rust Sanctuary					
Full -Time	N/A	0	0	0	1
Part -Time, Year Round	N/A	1.22	2.05	3.30	3.42
Part -Time, Seasonal	N/A	0	0	0	0
Sandy Run Regional Park					
Full -Time	.90	.90	.90	.90	.90
Part -Time, Year Round	.82	.82	1.39	1.39	1.23
Part -Time, Seasonal	.05	.05	.0	0	0
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	.35	.35	.35	.35	.35
Upton Hill Regional Park					
Full -Time	3	3	3	3	3
Part -Time, Year Round	.75	.75	.75	.75	0
Part -Time, Seasonal	2.28	2.28	2.28	3.03	3.23
Ocean Dunes Waterpark					
Full -Time	0	0	0	0	0
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	6.05	6.34	6.89	7.13	7.24
W&OD Railroad Regional Park					
Full -Time	4	4	4	4	4
Part -Time, Year Round	2.74	2.74	2.74	2.74	2.74
Part -Time, Seasonal	.20	.20	.20	.20	.20
White's Ford Regional Park					
Full -Time	.50	.50	.50	.50	.50
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	0	0	0	0	0
Enterprise Fund Administration					
Full -Time	4	4	5.85	6.85	6.85
Part -Time, Year Round	0	0	0	0	0
Part -Time, Seasonal	.23	.23	.81	.23	.23
Total Full –Time Staffing	**119**	**119**	**118.75**	**118.75**	**120.75**
Part -Time, Year Round	57.77	59.99	65.58	70.06	70.65
Part -Time, Seasonal	75.54	81.74	86.41	88.77	91.23
Total, Part-Time Staffing	**133.31**	**141.73**	**151.99**	**158.83**	**161.88**

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

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

ADA – Americans with Disabilities Act

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

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

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

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

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 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.

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

Capital Improvement Program (CIP) – A five year plan 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 FY2010-2014.

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

Contingencies – An amount included in any fund to cover unforeseen events that may occur during the fiscal year.

Cost-Center – A Northern Virginia Regional Park facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Park.

Designated Set-Aside – A reserve made up from the available balance materializing at the end of the fiscal year which are not required for expenditures and are set aside for future funding requirements.

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.

GLOSSARY

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a business activity. The fee schedules for these services are established to ensure that overall revenues are adequate to meet overall expenditures.

Expenditure – Actual outlay of monies for goods and services within the General Fund and Capital Fund which are considered governmental activity funds.

Expenses – Charges incurred in the Enterprise Fund for salaries and benefits, operations, maintenance, or other charges necessary for an activity to function. Results in a decrease to net income.

Fiscal Year – The Park Authority Fiscal Year is the 12 month period starting July 1 and ending the following June 30.

Full Time Equivalent (FTE) is defined as follows: It is the measure of authorized personnel where part-time positions are converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time person working 20 hours per week for 52 weeks would be equivalent to an FTE of 0.5.

Full-Time Position – A position regularly scheduled to work 40 hours per week, or 2,080 hours per year.

Fund – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance – The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.

General Fund – the Park Authority fund that receives the operating appropriations from the supporting jurisdictions and funds the Headquarters and Central Maintenance staff and functions. It is also the fund where revenues and expenditures that are not related to a specific Park Authority facility reside.

GFOA – Government Finance Officers Association is a professional association of state, provincial and local finance officers in the United States and Canada.

Great Blue Heron Catering - NVRPA 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 by taking into account the consumer price index along with a review of our jurisdictions' practices.

Measurable Results – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

Mission Statement – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

NASCO – National Aquatic Safety Company provides training and courses in aquatic safety, procedures, and techniques.

Northern Virginia Regional Park Foundation – The Northern Virginia Regional Park Foundation generates new sources of revenue for the Northern Virginia Regional Park Authority to promote environmental education and to facilitate the expansion, improvement and conservation of Northern Virginia's special natural and historic places and parklands.

NRPA – National Recreation and Park Association whose mission is "To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people." The NRPA also provides continuing education programs, accreditation / certification and advocacy.

Objective – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget – A budget for general revenues and expenses necessary for an entity to function.

Operating Transfers – The movement of monies from one fund to another to cover costs related to certain program operations.

Organization Chart – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority**.**

Park Authority – The entity known as The Northern Virginia Regional Park Authority (NVRPA)

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

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

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Per Capita Rates – The per capita appropriation rates (both operating and capital) were determined in FY 2008 by dividing the appropriation amount requested by the current population. For fiscal years 2009 and 2010 the per capita rate has stayed at the FY 2008 levels.

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 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.

GLOSSARY

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.

Sesquicentennial events – Events programmed to commemorate the 150th anniversary of the Civil War.

Special Park District Forum – NVRPA sponsored forum held in September, 2011.

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.

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 swimming pool 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 NVRPA Waterpark, valid for one year from date of purchase.

Waterpark – An NVRPA water facility with interactive features combining zero depth areas and deep water areas, that is designed for all ages and carries a theme.