

FY 2022 ADOPTED BUDGET

JULY 1, 2021 - JUNE 30, 2022



Instructions for navigating the FY22 Budget pdf document:

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

The Table of Contents is hyperlinked. To jump to a specific page or subsection from the Table of Contents, hover on the link or page number and click the link.

NOVA PARKS

NORTHERN VIRGINIA REGIONAL
PARK AUTHORITY

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

WWW.NOVAPARKS.COM



BOARD MEMBERS

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

Sean Kumar, City of Alexandria, NOVA Parks Vice Chair

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

Jeffrey Tarbert, City of Falls Church, NOVA Parks At-Large Member

Paul Baldino, City of Falls Church

Paul Ferguson, Arlington County

Michael Nardolilli, Arlington County

Stella Koch, Fairfax County

Patricia Harrison, Fairfax County

Mark Chandler, City of Fairfax

Scott Price, City of Alexandria

James Bonfils, Loudoun County

Paul A. Gilbert
Executive Director



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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Northern Virginia Regional Park Authority
Virginia**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association of United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Northern Virginia Regional Park Authority, Virginia for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

NOVA PARKS

NORTHERN VIRGINIA REGIONAL PARK AUTHORITY FY 2022 ADOPTED BUDGET

TABLE OF CONTENTS

A - Executive Summary	PAGE
Budget Message from the Executive Director	A-1
Budget-In-Brief	A-8
Overall Financial Summaries	A-14
Overall Revenue Summary & Analysis	A-20
Fund Structure & Budget Process	A-29
Budget Calendar	A-33
Financial Guidelines & Practices	A-34
Organization Chart	A-38
NOVA Parks Facility Map	A-39
 B - General Fund	
Overall General Fund Summary by Category	B-1
General Fund Revenue Summary	B-2
General Fund Expenditure Summary	B-3
General Fund Departments	
Headquarters	B-4
Central Maintenance	B-6
 C - Enterprise Fund	
Overall Enterprise Fund Summary by Category	C-1
Enterprise Fund Summaries by Facility	C-2
Enterprise Fund Summaries by Category	C-4
Enterprise Fund Departments	
Aldie Mill/MtDefiance/Goose Creek Historic Park	C-8
Algonkian Regional Park	C-12
Algonkian Golf Course	C-16
Algonkian-Volcano Island Waterpark	C-20
Algonkian-The Woodlands Meeting and Event Center	C-24
Algonkian Cottages	C-28
Beaverdam Property	C-32
Blue Ridge Regional Park	C-36
Brambleton Golf Course	C-40
Bull Run Regional Park	C-44
Bull Run Atlantis Waterpark	C-48
Bull Run Special Events Center	C-52
Bull Run Festival of Lights	C-56
Bull Run Shooting Center	C-60
Bull Run Marina	C-64
Cameron Run Regional Park	C-68
Ice & Lights - The Winter Village at Cameron Run	C-72
Cameron Run Great Waves Waterpark	C-76
Carlyle House Historic Park	C-80

TABLE OF CONTENTS (Cont.)

	PAGE
Fountainhead Regional Park	C-84
Hemlock Overlook	C-88
Meadowlark Botanical Gardens	C-92
Meadowlark Gardens Winter Walk of Lights	C-96
Meadowlark Atrium & Event Services	C-100
Mt Zion Historic Park/Gilbert's Corner Regional Park	C-104
Occoquan Regional Park	C-108
The River View at Occoquan	C-112
Brickmakers Café at Occoquan	C-116
Brickmakers Catering & Event Services at Occoquan	C-120
Pohick Bay Regional Park	C-124
Pohick Bay Golf Course	C-128
Pohick Bay Marina	C-132
Pohick Bay-Pirate's Cove Waterpark	C-136
Potomac Overlook Regional Park	C-140
Rust Sanctuary	C-144
Sandy Run Regional Park	C-148
Temple Hall Farm Regional Park	C-152
Temple Hall Fall Festival	C-156
Upper Potomac Properties & Springdale Regional Park	C-160
Upton Hill Regional Park	C-164
Upton Hill-Ocean Dunes Waterpark	C-168
W&OD Railroad Regional Park	C-172
White's Ford Regional Park	C-176
Administration-Enterprise	C-180
 D-Capital	
Capital Equipment Budget	D-1
Capital Fund Budget Summary	D-7
Operating Impact of Capital Projects	D-8
Capital Fund Budget	D-9
Summary of Capital Fund Projects	D-14
 E-Appendix	
History of NOVA Parks	E-1
Facility Features	E-2
Regional Demographics	E-3
Special Funds	E-5
Consolidated Park Summary	E-7
10 Year Financial Forecast	E-13
Long Term Debt	E-15
Personnel Summary by Facility	E-19
Glossary	E-22



NOVA P A R K S

Northern Virginia Regional Park Authority

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

Fiscal Year 2022 Budget Message

July 1, 2021 - June 30, 2022

The most remarkable thing about the FY 2022 Budget for NOVA Parks (Northern Virginia Regional Park Authority) is how normal it is. Unlike the fifteen months preceding, dominated by the impacts of the COVID-19 pandemic, FY 2022 is expected to be much more like the pre-pandemic period financially. In fact, this Budget is within 1.2% of the Budget planned for FY 2021 before the pandemic hit.

NOVA Parks generates 87.6% of our operating revenues through our various enterprise operations. So when the world shut down with the pandemic, our revenues dried up. We implemented significant cost reductions to buy us time. During the last pool/waterpark season, we were not able to operate, and our reception event venues and catering operations have been significantly impacted. But other operations, including golf and light shows did significantly better than average as people flocked to parks for safe, outdoor activities. FY 2021, which started in such difficult times, should end with NOVA Parks in a strong position again. With a strong balance sheet and a robust vaccine implementation, we are optimistic about FY 2022.

The total operating Budget (General and Enterprise Funds) is budgeted to be \$31,502,349. The 12.4% of this from tax dollars is less than \$2 per person for the public in our member jurisdictions of Arlington, Fairfax and Loudoun Counties, and Alexandria, Fairfax, and Falls Church Cities. This provides an unparalleled value with a regional park system of 34 parks and 12,200 acres.

Overall personnel costs are almost the same as the pre-pandemic level (0.6% increase). This included a 0.9% cost of living adjustment and increases in the minimum wage. Strong retirement plan performance over the last year kept contributions at the same level.

The big new feature for FY 2022 is Climb UPton, the new ropes course tower at Upton Hill Regional Park, which will be the best feature of its kind in the Mid-Atlantic region. The debt service for both Climb UPton and Occoquan Regional Park will be paid from a Capital Fund transfer. These debt service payments will come from operating revenues when the facilities are at full use in the coming years.

For FY 2022, we will cap the Designated Set-aside, our primary reserve, at 15% of budgeted revenue and transfer the remaining balance into a new reserve called the Strategic Opportunity Reserve Fund. This will likely fund the new reserve with about \$1.6 million. The creation of this new fund starts building resources that could be used to act on opportunities to grow the positive impact of NOVA Parks on the region.

The FY 2022 Budget is a plan for the coming year that is rooted in cautious optimism. We plan to reopen pools/waterparks, witness a gradual resumption of receptions and events, open a destination climbing tower, and generally resume operations that more closely resemble the pre-pandemic period.

Sincerely,

A handwritten signature in cursive script, reading "Paul A. Gilbert".

Paul Gilbert

Executive Director



STRATEGIC PLAN 2018–2022

INTRODUCTION

NOVA Parks in 2017:

NOVA Parks is a high performance agency. Over the last ten years, the organization has grown its area of parkland by 20% to over 12,200 acres, and enterprise revenue has increased by 90%. The fast pace of growth and innovation is a source of great pride for everyone connected to NOVA Parks. This remarkable growth has been driven by the successful implementation of two previous Strategic Plans. The focus on the achievement of goals will help drive this plan to achieve more remarkable accomplishments.

NOVA Parks in 2022:

In 2022, NOVA Parks will be known. Our brand and agency will be connected to the wonderful parks and programs that the public values and enjoys so much. Our reputation as a top innovator in the field will be reinforced on many levels. Enterprise and technology innovation will continue to lead, but in addition we will be known as an ecological innovator, planting entire native ecosystems to enhance wildlife and educate the public.

Our park system will continue to grow and develop with hundreds of new acres of parkland and gleaming new facilities. We will find opportunities to expand our Capital funding to facilitate this growth.

And, we will set a new benchmark for remarkable customer experiences. The experience will start when people are planning their park visits. With facilities that exceed expectations, programs that delight, and staff and volunteers who provide exceptional service, the overall experience will be remarkable.

Northern Virginia has been enriched by a dynamic regional park system for decades. This five-year period of growth will see NOVA Parks become even more integral to the identity and quality of life of the region.

Ahead are elements of this strategic focus that will achieve this vision.



Strategic Focus

A: Provide Unique and Exceptional Customer Experiences:

Customer experience is not driven by a single factor like facilities, programs or customer service, but rather a combination of all these and other factors that leave a lasting impression in the mind of the customer. The experience begins when the customer starts planning a trip to a park, and continues until he/she shares that experience with others.

Measurable Results:

- Survey customers of top attractions by 2018
- Conduct staff training on innovation by 2018
- Develop a staff toolkit to empower decision making across multiple levels by 2018
- Define NOVA Parks maintenance standards by 2018
- Develop a minimum of (3) significant outreach partnerships by 2019
- Implement park inspection plans by 2019
- Use web-based tools to engage public in planning by 2019
- Identify the differential advantages of 3 of our core businesses by 2019
- Implement Hiperweb fully by 2020
- Expand mobile use of website by 50% by 2020
- Implement web-based W&OD navigation/interpretation by 2020
- Host NOVA Parks signature event by 2021
- Engage 500,000 children in meaningful outdoor experiences by 2022
- Expand number of events by 30% by 2022
- Implement ADA accessibility plans at park sites by 2022

Strategic Focus

B: Conserve and Protect Natural and Historic Resources:

NOVA Parks was founded in 1959 by conservationists to protect large land areas, particularly by major waterways. With the Northern Virginia area serving as one of the cradles of American history, NOVA Parks has made the preservation of this historic legacy and the conservation and protection of public lands central to its mission.

Measurable Results:

- Develop native-focused landscaping guidelines by 2018
- Open new LEED Gold certified facility by 2018
- Add at least two major historic sites with donations by 2019
- Develop and implement a minimum of (10) significant interpretative exhibits or programs that focus on park ecological resources by 2019
- Identify and interpret (5) significant historic features within our parks by 2020
- Conduct a minimum of 3 significant riparian planting projects by 2020
- Create model low impact development riparian park by 2020
- Add Birding section to web site by 2021
- Plant complete forest ecosystem area by 2022
- Acquire 4 new properties with a mix of natural resources and historic features to keep pace with population growth by 2022

Strategic Focus

C: Communicate our Story:

Although we have many of the best known park sites in the region, NOVA Parks is one of the best kept secrets of Northern Virginia. Few have an awareness that there is a unique regional park system that has made these sites and experiences possible. One of the goals for the next five years is to make the role of NOVA Parks better known.

Measurable Results:

- Initiate park ambassador video series by 2018
- Develop and implement first 5 animations for social media by 2018
- Develop branding standards by 2018
- Integrate user content and photos into website by 2018
- Launch animated social media campaign by 2018
- Implement news story and blog strategy to support brand identity by 2018
- Communicate the stories of NOVA Parks history as part of 60th anniversary of the agency by 2019
- Develop a minimum of (4) new cross branding programs
- Conduct a minimum of (6) significant branding outreach efforts by 2019
- Implement search engine optimization by 2019
- Conduct a NOVA Parks brand awareness survey to measure effectiveness compared with baseline data by 2020
- Develop 10 new educational partnerships with local nature/history groups by 2021





Strategic Focus

D: Grow Financial Resources:

Central to the past and future success of NOVA Parks has been its unique funding model, with most of operating expense covered with self-generated enterprise revenue. An ambitious plan requires growing resources to achieve benefits for the region.

Measurable Results:

- Implement enhanced food service training for water-parks by 2018
- Open Occoquan Regional Park by 2018 and reach projected reservations by 2022
- Create (3) significant improvements in accounting and paperwork practices by 2019
- Improve the throughput of both holiday light shows by 2019
- Expand and improve camping facilities by completing (2) significant improvements per facility to meet market demand by 2020
- Open Beaverdam new facilities by 2020
- Increase on-line sales by 50% by 2022
- Expand programming by 30% by 2022
- Identify additional capital funding sources by 2022
- Explore a minimum of (3) public/private partnership opportunities by 2022
- Expand giving from family foundations, corporate sponsorships and other grant sources by 2022

Strategic Focus

E: Develop Our Human Resources:

NOVA Parks is known nationally as a highly efficient and innovative organization. This reputation and the results that have come from it are all due to an exceptional professional staff and their pride and dedication to continued improvement. The future success of NOVA Parks rests in the hands of these dedicated professionals and their skills.

Measurable Results:

- Implement a staff satisfaction survey by 2018
- Implement web-based resume portal by 2018
- Create a minimum of 2 agency-wide work or social events to promote team by 2019
- Establish mentoring program for new full-time employees by 2019
- Deliver education about careers in Park & Recreation to seasonal employees by 2019
- Formalize an academic internship program by 2019
- Create a program that focuses on retention of top talent by 2019
- Develop web-based dashboard for Park Managers by 2020
- Create calendar of internal and external training opportunities by 2020
- Establish program to recruit seasonal employees from park users so our staff better reflects our users by 2020
- Expand volunteer recruitment and engagement by 2022
- Establish a program to recruit employees from underrepresented groups by 2020

Strategic Focus

F: Pursue Excellence in Governance:

Effective governance is essential to every successful organization. NOVA Parks has a regionally appointed Board of Directors with a wealth of knowledge and experience to help guide and direct the strategic direction of the organization.

Measurable Results:

- Annually review/approve budgets, forecasts, and the Strategic Planning
- Provide annual governance oversight of fundraising efforts
- Adopt fundraising plan with financial goals by 2018
- Evaluate and act on a new employment contract for the Executive Director by 2018
- Implement Board self-evaluations by 2019
- Evaluate agency wide training efforts by 2020

Strategic Plan Linkage to the FY 2022 Budget

A dynamic Strategic Plan for NOVA Parks is in place for 2018-2022 and the details are included in this budget. The Strategic Plan plays an integral role in shaping the budget and the future of NOVA Parks. Strategic Goals and Objectives were developed for each cost center and these are included in individual cost center budget pages, located behind the General Fund and Enterprise Fund tabs in this document. The highlights of strategic accomplishments for FY 21 are also included within each cost center. Each goal is linked to at least one of the six Strategic Plan Categories:



NOVA PARKS 5 YEAR STRATEGIC PLAN OVERVIEW

The following outlines the strategic plan focus and goals included in the Five Year Strategic Plan adopted by the NOVA Parks Board on July 20, 2017.



Provide Unique and Exceptional Customer Experiences

Goal 1: Develop and implement consistent agency-wide standards for maintenance and operations.

Goal 2: Expand offerings to meet the needs of Northern Virginia

Goal 3: Use technology to engage with the public in new ways

Goal 4: Provide exceptional customer interactions

Goal 5: Drive park innovation



Conserve and Protect Natural and Historic Resources

Goal 1: Acquire more parkland

Goal 2: Develop sites that respect and enhance natural resources conservation

Goal 3: Provide responsible stewardship for the conservation and preservation of natural resources

Goal 4: Provide enhanced preservation of historic resources



Communicate our Story

Goal 1: Develop and implement a comprehensive branding campaign

Goal 2: Be a leader in social media, website, and mobile technology

Goal 3: Develop engaging and educational park interpretation



Grow Financial Resources

Goal 1: Optimize management of in-demand resources

Goal 2: Seek new sources of capital funding

Goal 3: Expand revenue generation from new facilities and programs

Goal 4: Develop and expand fundraising



Develop our Human Resources

Goal 1: Foster a positive and professional workplace

Goal 2: Promote high productivity

Goal 3: Develop and enhance human resource management tools



Pursue Excellence in Governance

Goal 1: Provide the leadership and resources to achieve the strategic goals of the organization

Goal 2: Support the fundraising goals of NOVA Parks

Goal 3: Assure executive leadership and staffing excellence

Goal 4: Assure excellence in Board Governance

BUDGET-IN-BRIEF

The total amount of the Adopted NOVA Parks FY 2022 Operating Budget is \$31,502,349, which is an increase of \$5,038,827 or 19% over the FY 2021 Adopted Budget. When compared to the Proposed FY 2021 Budget (Pre-COVID), it is a decrease of \$392,058 or 1.2%. The two funds that comprise the budget are the Enterprise Fund and the General Fund.

In previous years all comparisons of the budget for the upcoming year were to the adopted budget for the current year. This is not the most logical path this year, given the FY 2021 Adopted Budget is based on the world in the initial weeks of the pandemic. The FY 2022 Budget was developed using the FY 2021 Proposed Budget (Pre-COVID) for the base as it is a better starting point moving forward. This section and document include information on both the Adopted and Proposed (Pre-COVID) budgets from last year. The analysis in this section is compared to the Proposed (Pre-COVID) Budget unless it specifically states otherwise.

<u>FY 2022 ADOPTED BUDGET - SUMMARY</u>				
	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2021 ADOPTED	FY 2022 ADOPTED
General Fund Revenue	\$ 4,962,988	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836
Enterprise Fund Revenue	20,164,372	26,296,914	18,884,411	25,010,188
TOTAL REVENUE INCLUDING INTERFUND TRANSFERS	\$ 25,127,360	\$ 31,734,621	\$ 23,690,326	\$ 30,453,024
Transfers for Debt Service	338,400	159,786	822,918	1,049,325
TOTAL REVENUE INCLUDING TRANSFERS/DEBT SERVICE	\$ 25,465,761	\$ 31,894,407	\$ 24,513,244	\$ 31,502,349
General Fund Expenditures	\$ 4,955,359	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836
Enterprise Fund Expenses	20,153,893	25,459,798	20,834,689	24,985,188
TOTAL EXPENDITURES/EXPENSES	\$ 25,109,252	\$ 30,897,505	\$ 25,640,604	\$ 30,428,024
Debt Service	\$ 502,032	\$ 971,902	\$ 822,918	\$ 1,049,325
Transfers to Other Funds/Reserves	\$ (783,332)	\$ 25,000	\$ —	\$ 25,000
TOTAL EXPENSES INCLUDING TRANSFERS/DEBT SERVICE	\$ 24,827,952	\$ 31,894,407	\$ 26,463,522	\$ 31,502,349
OPERATING INCOME	\$ 637,809	\$ —	\$ (1,950,278)	\$ —
USE OF DESIGNATED SET-ASIDE RESERVES	\$ —	\$ —	\$ 1,950,278	\$ —

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 the member jurisdictions are the main sources of revenue in this fund.

REVENUES

General Fund Revenues are budgeted at \$5,442,836 in the FY 2022 Budget. This is an increase of \$636,921 or 13.25% compared to the FY 2021 Adopted Budget, which included the impacts anticipated

from COVID-19. There is only a 0.09% increase between the FY 2022 Budget and the FY 2021 Proposed Budget which was developed prior to COVID-19,

The appropriations from our member jurisdictions comprise the majority of the revenue in the General Fund. The per capita rate for FY 2022 will remain the same at \$1.95, and will provide a 0.08% increase based on this rate and population change. NOVA Parks has made a concerted effort through the years to reduce the reliance on the member jurisdictions. A decade ago, the operating appropriations were 17% of total revenue, and in FY 2022, only 12.4% 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 \$765,112 and represents 62% of Central Maintenance total expenses.
- a transfer budgeted from the Capital Fund, totaling \$742,253. This transfer includes the cost of development support from the General Fund as well as \$18,000 for interest earnings.
- a transfer of interest earned in the Restricted License Fee Fund to the General Fund and that is budgeted at \$40,000 in FY 2022.

EXPENDITURES

General Fund Expenditures are budgeted at \$5,442,836 with a 13.25% increase compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and a .09% increase compared to the Proposed FY 21 Budget (Pre-COVID-19).

- Salary and benefit expenses increase by 12.24% compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and is reduced by .84% compared to the Proposed FY 21 Budget (Pre-COVID-19).
- The significant changes for FY 22 include:
 - .9% market rate adjustment
 - Annual step-increases are included for eligible full-time employees
 - A new holiday pay bonus program is included in the budget at an estimated cost of \$62,650
 - A retirement rate contribution of 20% is included in the budget. This is based on an actuarial contribution rate of 19.63%. The current rate is 20.01%
 - Part-time rates were adjusted to meet minimum wage changes expected in calendar year 2021.
 - The employer share of health insurance is reduced overall due to some plan rate reductions compared to what was budgeted last year as well as a different mix of plan choices by current employees. Health insurance is based on anticipated trends and the most recent estimates from our health insurance companies.
- Personnel Changes:
 - Frozen positions from the Adopted FY 21 Budget are restored
 - There are no new full-time positions recommended for FY 2022.
 - A part-time Historian position is budgeted in the General Fund for FY 22
- Operating costs are budgeted to increase by 24.36% or \$161,225 compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and is increased by 3.36% or \$26,775 compared to the Proposed FY 21 Budget (Pre-COVID-19).
- The main items contributing to this increase are:
 - Systems Support for computers is increased by \$40,000. The importance of having technology that works seamlessly from remote locations as well as the need to ensure our

systems are safe is an even more important priority in the time of the pandemic. With new technology being primarily cloud based, more of our technology solutions are operating expenses with annual fees instead of major capital purchases.

- Training is reduced by 37.5% or \$15,000 as it is expected that training will continue to be primarily on a remote basis through FY 22.
- A contingency of \$50,000 included in the General Fund, which is the same as FY 21 Proposed Budget (Pre-COVID-19) .
- Insurance costs are budgeted to increase by 10.6% or \$14,109 in the General Fund. This is due to an estimated increase in the liability insurance rate.
- Utilities are budgeted to remain steady with no increase.
- Maintenance costs are budgeted with no change for FY 2022.

ENTERPRISE FUND

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

REVENUES

Enterprise Fund Revenues are budgeted at \$26,059,513 for FY 2022. This is an increase of \$6,352,184 or 32.23% compared to the FY 2021 Adopted Budget, which included the impacts anticipated from COVID-19. There is a \$397,187 or 1.5% decrease between the FY 2022 Budget and the FY 2021 Proposed Budget which was developed prior to COVID-19,

- User Fee revenue is budgeted to increase by 32.29% or \$4,061,945 compared to the FY 21 Adopted Budget (including COVID-19 impacts). There is a decrease of 1.47% or \$247,710 compared to the FY 2021 Proposed Budget (Pre-COVID-19). Most user fees are budgeted at a similar level to the Proposed FY 2021 (Pre-COVID-19) Budget except in areas where there are clear indications that FY 2022 may be different.
 - **Reduction in budgeted User Fee Revenue:**
 - **Aquatics User Fees-** These are budgeted to be 24% lower than the Proposed FY 2021 Budget (Pre-COVID-19). There is still much uncertainty of what the waterpark season will look like this summer. While general admissions are anticipated to be 15% lower than a normal year, the use of the waterparks by summer groups and the sales of season passes are expected to be limited in the upcoming season.
 - **Facility Rental User Fees -** These are mostly comprised of the rental of our event facilities, not including the catering portion of the events. These are budgeted to be 10.6% lower than the Proposed FY 2021 Budget (Pre-COVID-19). There are still many questions on the level of events and timing for resuming to normal operations and demand.
 - **Increase in budgeted User Fee Revenue:**
 - **Special Event User Fees -** The main part to this category is the light shows and a 23.4% increase is included for FY 2022. This is due to anticipated continued high

visitation at the light shows, but not to the level of the 2020 holiday season. The rate structure changes from the 2020 season as well as improvements in the flow of customers to maximize attendance are also expected to positively impact revenue.

- **Marine User Fees** - These are budgeted to be 17% higher than the Proposed FY 2021 Budget (Pre-COVID-19). It is expected that the increased activity in boat rentals and other related activity will continue into FY 2022, even as pandemic restrictions decrease.
- **Other Park User Fees** - There is an increase in this category of 7.5%. This is primarily due to the addition of the new climbing feature, Climb UPton that will open this year at Upton Hill Regional Park. This feature is budgeted to have \$358,254 in user fee revenue in FY 2022.
- Retail Operations revenue is budgeted to decrease by 11.9% or \$825,787. This is due mainly to the budgeted decrease in event rentals, as the catering revenue associated with the rentals will have a corresponding decrease.
- Rents, Easements and License Fee Enterprise Fund revenue for the W&OD Trail is budgeted with a 6.6% decrease or \$63,254. This decrease due to no known one time license fees expected in FY 2022.
- The Other Revenue category decreases by 13.1% or \$149,975. This is due to no longer receiving a revenue share for Hemlock Overlook with the end of the Adventure Links contract. Additionally, the budget is reduced for some event related revenues that are included in this category.
- Debt Service costs for Occoquan for FY 22 are budgeted to be covered through a transfer from the Capital Fund. The total budgeted is \$814,164.
- The Climb UPton Ropes Course is included as part of the Upton Hill Regional Park Budget. For FY 2022, full year revenues and expenses are included, as well as \$224,359 for debt service requirements. The coverage for the FY 22 debt service is budgeted as at transfer from the Capital Fund.
- In FY 2022, a transfer of \$10,802 is budgeted from the Capital Fund, to cover the debt service interest payments on the recently acquired property at Pohick Bay.

EXPENSES

Operating expenses in the Enterprise Fund are budgeted at \$26,059,513 with a 20.1% increase compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and a 1.6% decrease compared to the Proposed FY 21 Budget (Pre-COVID-19).

- Salary and benefit expenses increase by 17.8% compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and is increased by 1.1% compared to the Proposed FY 21 Budget (Pre-COVID-19).
- The significant changes for FY 22 include:
 - .9% market rate adjustment
 - Annual step-increases are included for eligible full-time employees

- A new holiday pay bonus program is included in the budget at an estimated cost of \$62,650
- A retirement rate contribution of 20% is included in the budget. This is based on an actuarial rate of 19.63%. The current rate is 20.01%
- Part-time rates were adjusted to meet minimum wage changes expected in calendar year 2021. Additionally, some part-time rates were increased in the Adopted FY22 Budget in order to recruit waterpark seasonal employees in a challenging labor market.
- The employer share of health insurance is reduced overall due to some plan rate reductions compared to what was budgeted last year as well as a different mix of plan choices by current employees. Health insurance is based on anticipated trends and the most recent estimates from our health insurance companies.
- Personnel Changes:
 - Frozen positions from the Adopted FY 21 Budget are restored
 - There are no new full-time positions recommended for FY 2022.
 - Part-time staffing is included for a full year at the new Climb Upton feature at Upton Hill Regional Park.
- Operating costs are budgeted to increase by 8.6% or \$286,905 compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and is decreased by 10.1% or \$406,776 compared to the Proposed FY 21 Budget (Pre-COVID-19).
 - Most of the changes are due to costs associated with variations in park usage and programming during the pandemic, such as credit card charges, contract employment, production costs and programs and promotions.
 - Public Information marketing expense is budgeted to include additional funding for branding initiatives and marketing for the new Climb Upton.
 - A \$125,426 contingency is included in the Enterprise Fund. The contingency serves as the first line of defense in difficult years. This provides an additional buffer and will be used before considering the use of reserve funds.
 - There is \$100,000 budgeted for Strategic Plan Initiatives.
- Maintenance costs are budgeted to increase by 10.9% compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and is increased by 1.6% or \$41,185 compared to the Proposed FY 21 Budget (Pre-COVID-19).
 - The Major Contract Maintenance account includes \$225,000 in funding.
- Insurance is budgeted to decrease by 2.5%. This slight decrease is due to a \$5,000 decrease in Workers Compensation Insurance costs.
- Retail operations expense is budgeted to increase by 46.7% compared to the Adopted FY 21 Budget (Including COVID-19 impacts) and is decreased by 10.6% or \$274,404 compared to the Proposed FY 21 Budget (Pre-COVID-19). This expense is tied to the budgeted retail sales revenue.
- Utilities are budgeted to increase 3.9%, based on anticipated rates and usage.
- Debt Payments are included in the Enterprise Fund budget for the following:
 - \$814,164 for the Jean R. Packard Center at Occoquan
 - \$224,359 for first year costs for the Upton Hill Ropes Course
 - \$10,802 for Pohick Bay Property

- In addition to the expenses listed above, the Enterprise Fund includes a budgeted transfer of \$25,000 to Board Authorized Reserves for FY 2022.

RESERVES

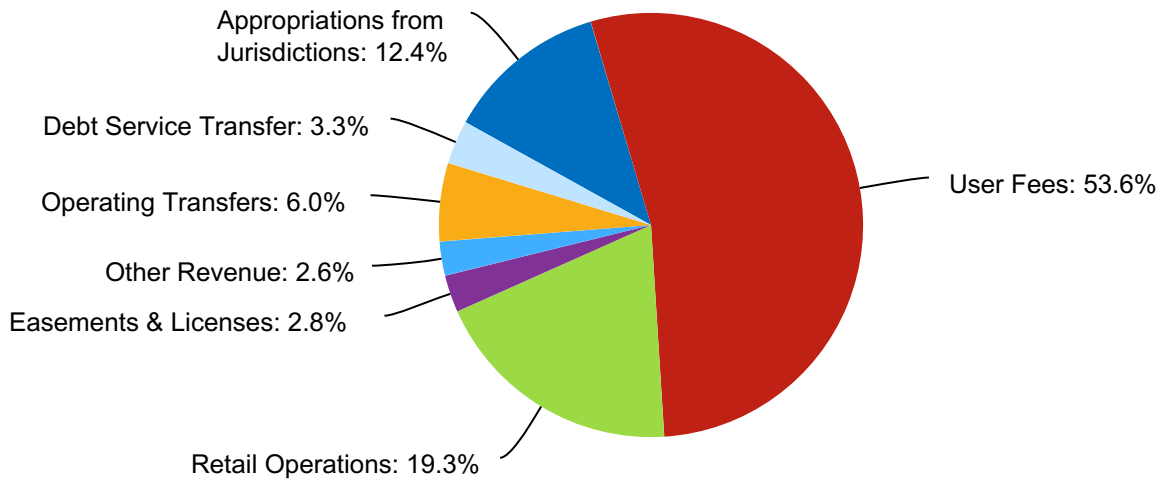
The primary reserve funding is the Designated Set-Aside. It is estimated that this reserve will be at \$5.9 million, or 20.8% of revenue, excluding transfers, based on the FY 22 Budget. Our financial policies state that these reserves should be between 8 and 15% of revenue for the upcoming budget year. This is the highest level of reserves to date in the Designated Set-Aside.

- The FY 21 Adopted Budget includes a use of the Designated Set-Aside in the amount of \$1,950,000. If it becomes necessary to use that amount at the end of the fiscal year, reserves would be approximately 14%
- Given the current financial trend in FY 21, there likely will not be a need for a large transfer of reserves and potentially there may not be a need for any transfer from the Designated Set-Aside in FY 21.
- If the Designated Set-Aside is greater than 15% (approx.\$4.3 million) at the end of FY 21, the following is recommended:
 - Establishment of a new reserve named "Strategic Opportunity Reserve Fund". This can be either be a new reserve or can be accomplished through renaming the current unfunded Sustainability Reserve. (This was approved at the Adoption of the FY 22 Budget in May 2021)
 - Any excess of 15% in the Designated Set-Aside, would be directed to this additional reserve.
 - This could potentially be at least \$1.6 million in the new Strategic Opportunity Reserve Fund.

In addition to the above reserves, the FY 2022 Budget includes a total of \$175,426 in contingency funding between the General and Enterprise Funds. This serves as an additional buffer in challenging years due to weather or other unforeseen events. There is also an ending balance budgeted in the General and Enterprise funds that totals \$351,366.

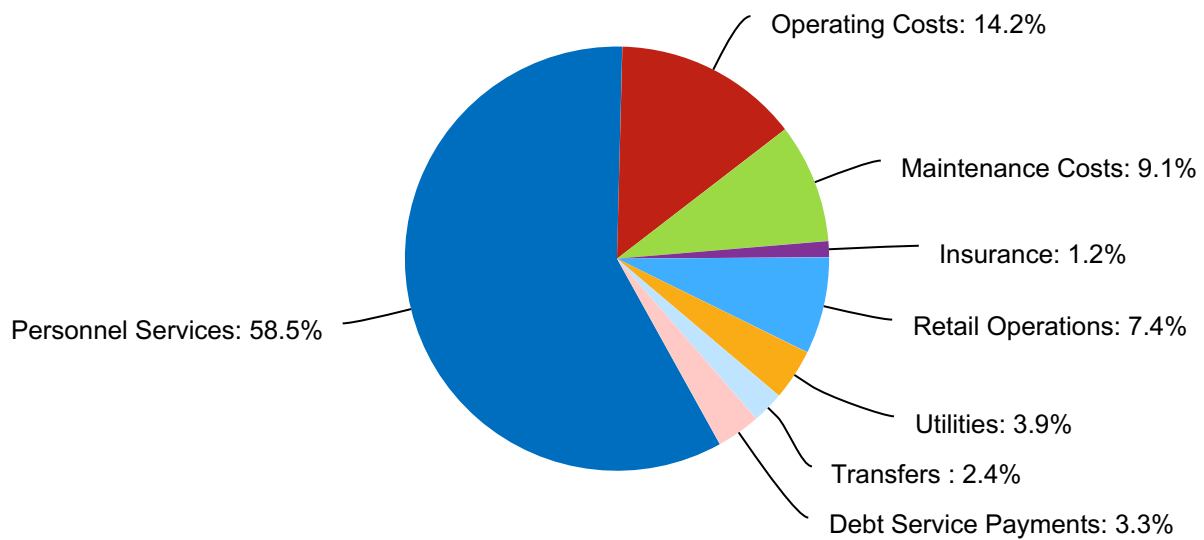
Where the money comes from...

**FY 2022 Operating Budget
(General & Enterprise Funds)
Revenues by Category**

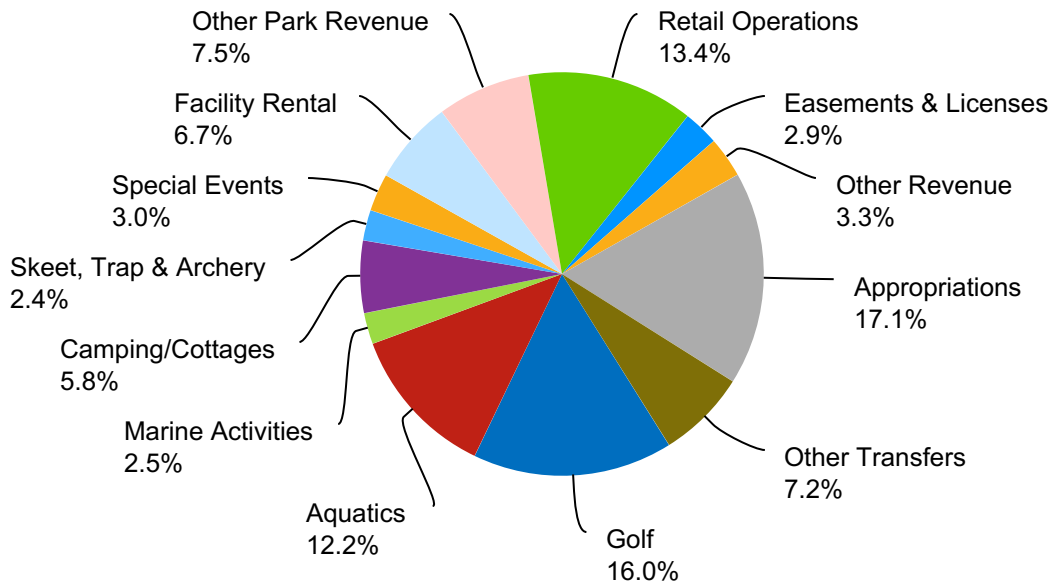


Where the money goes...

**FY 2022 Operating Budget
(General & Enterprise Funds)
Expenses By Category**



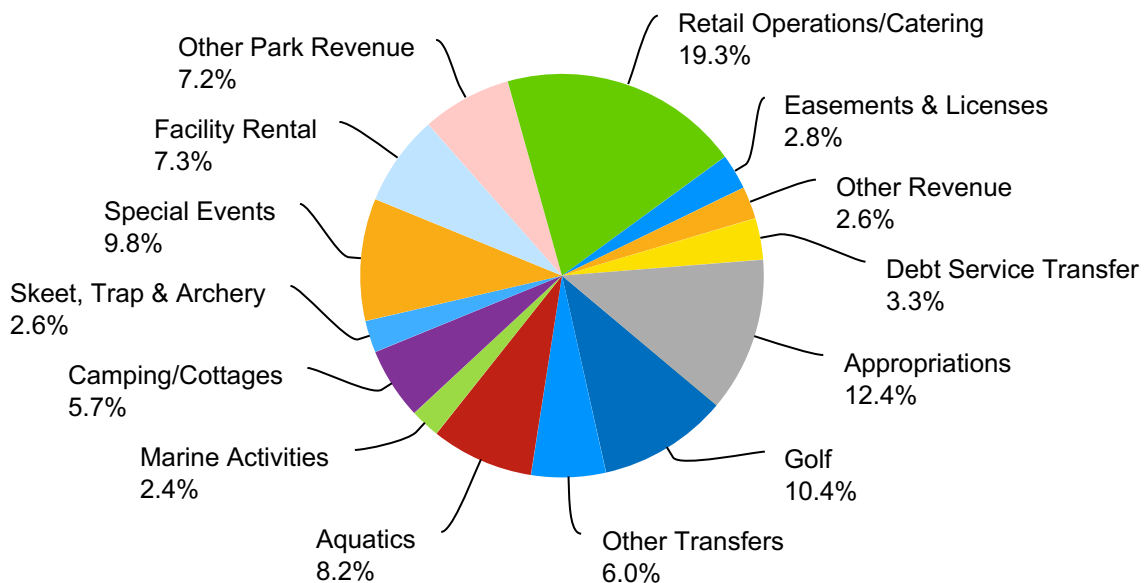
**FY 2012 Actual
Revenue by Source**



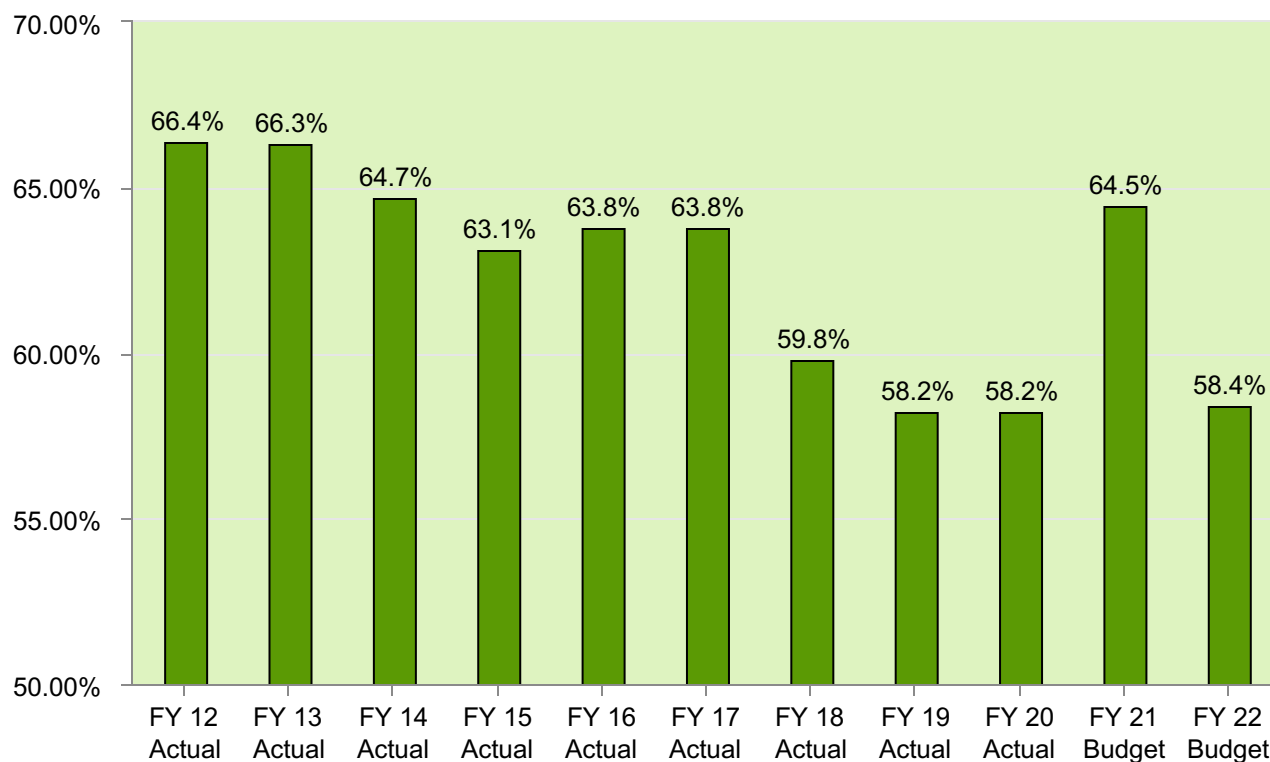
CHANGING TRENDS IN REVENUE SOURCES...

These two graphs show the changing face of NOVA PARKS revenue sources in recent years. The reliance on revenue from Golf and Appropriations from Jurisdictions has been decreasing over time.. Special Events and Retail Operations/Catering are contributing a larger share of revenue than they have in the past.

**FY 2022 Budget
Revenue by Source**



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

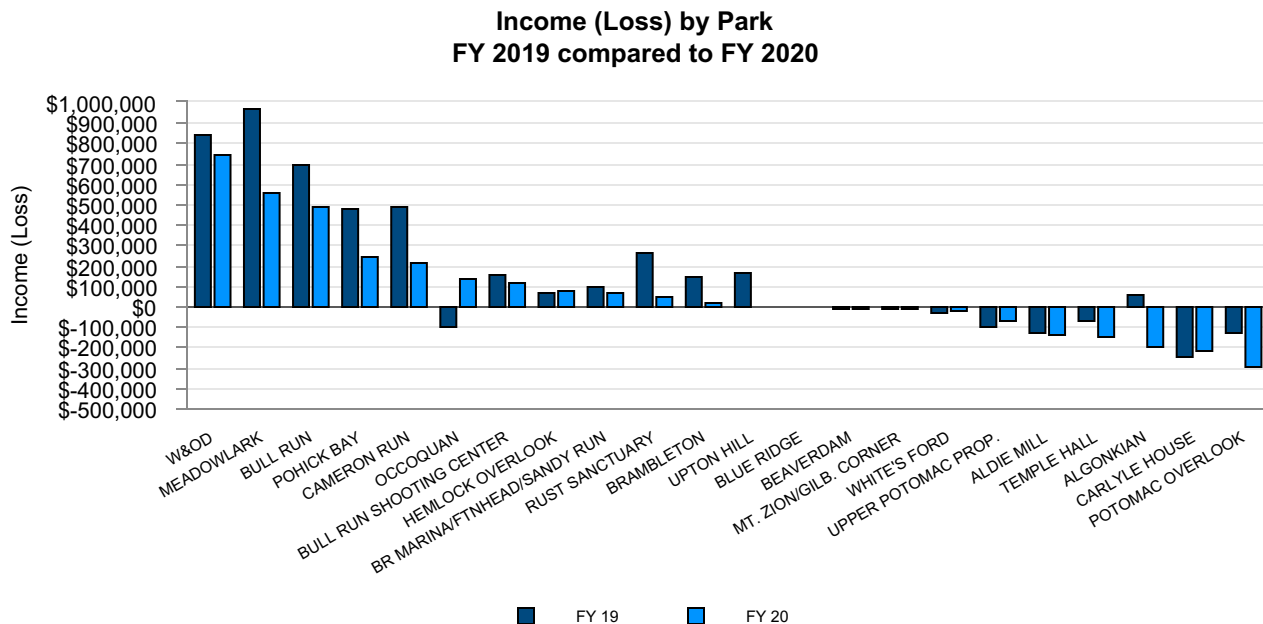


This chart shows the impact that the reduction in the employer retirement contribution rate has on overall personnel costs. Overall personnel costs (salaries and benefits combined) are budgeted to be 58.4% of operating costs in FY 2022. This is down from the range of 63% to 68% prior to FY 2018.

The FY 21 Adopted Budget percentage in the graph is higher than recent years. This is due to a much lower adopted budget in FY 21, with personnel costs a higher proportion of the budget. In the Proposed FY 21 Budget (Prior to COVID-19), the percentage was similar to the FY 22 Budget, with 57.4%

In recent years there has been a downward trend in the percent of operating costs that come from salaries. In FY 2012, salaries comprised 50% of operating costs. In FY 2022, it is anticipated that salaries will be around 45% of operating costs.

Benefit costs had been hovering between 15% and 17.5% of operating costs through FY 17. With the substantial reduction in the employer retirement contribution rate that took place in the last five years, benefit costs are down to 13.4% of overall operating costs.



This graph shows the net income/loss of each major park for FY 2019 and FY 2020. The impacts of COVID-19 are evident in the FY 20 numbers, as most facilities were closed during the important April through June timeframe.

	FY 19	FY 20
W&OD	847,011	807,608
MEADOWLARK	968,145	690,852
BULL RUN	692,485	618,729
POHICK BAY	477,040	394,476
CAMERON RUN	488,675	303,266
OCCOQUAN	(93,192)	218,333
BULL RUN SHOOTING CENTER	161,237	149,915
BRAMBLETON	145,731	122,354
BR MARINA/FTNHEAD/SANDY RUN	95,658	105,205
HEMLOCK OVERLOOK	73,110	73,981
RUST SANCTUARY	264,065	49,207
UPTON HILL	171,247	25,102
BLUE RIDGE	1,694	(2,408)
BEAVERDAM	(7,867)	(5,156)
MT. ZION/GILB. CORNER	(12,015)	(10,615)
WHITE'S FORD	(25,003)	(14,083)
ALGONKIAN	55,778	(25,101)
UPPER POTOMAC PROP.	(95,632)	(52,363)
TEMPLE HALL	(68,584)	(109,712)
ALDIE MILL	(126,847)	(116,667)
CARLYLE HOUSE	(249,450)	(196,156)
POTOMAC OVERLOOK	(123,742)	(263,262)

FY 2022 COMBINED FUND SUMMARY

REVENUE AND OTHER SOURCES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Appropriations from Jurisdictions	\$ 3,893,471	\$ 0	\$ 3,893,471
User Fees	—	16,882,369	16,882,369
Retail Operations	—	6,084,012	6,084,012
Easements and Licenses	—	896,453	896,453
Other Revenue	2,000	816,442	818,442
Operating Transfers	1,547,365	330,912	1,878,277
Debt Service Transfer	—	1,049,325	1,049,325
TOTAL REVENUE AND OTHER SOURCES	\$ 5,442,836	\$ 26,059,513	\$ 31,502,349

EXPENSES AND OTHER USES			
	GENERAL FUND	ENTERPRISE FUND	TOTAL
Personnel Services	\$ 4,210,927	\$ 14,193,817	\$ 18,404,744
Operating Costs	823,025	3,635,746	4,458,771
Maintenance Costs	185,500	2,680,385	2,865,885
Insurance	147,250	237,000	384,250
Retail Operations	—	2,323,874	2,323,874
Utilities	76,134	1,149,254	1,225,388
Transfer from Enterprise to General Fund for Central Maintenance	—	765,112	765,112
Debt Service Payments	—	1,049,325	1,049,325
Contribution to Board Authorized Reserves	—	25,000	25,000
TOTAL EXPENSES AND OTHER USES	\$ 5,442,836	\$ 26,059,513	\$ 31,502,349

COMBINED OPERATING FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Appropriations from Jurisdictions	\$ 3,682,920	\$ 3,782,169	\$ 3,890,332	\$ 3,890,332	\$ 3,893,471
User Fees	14,409,213	12,976,691	17,179,029	12,749,489	16,882,369
Retail Operations	6,037,498	4,921,095	6,909,799	3,993,276	6,084,012
Easements and Licenses	1,059,032	1,050,447	959,707	959,707	896,453
Other Revenue*	1,077,129	869,175	919,467	853,027	818,442
Transfers from Other Funds	1,602,777	1,527,782	1,876,287	1,244,495	1,878,277
TOTAL REVENUE	\$27,868,569	\$ 25,127,360	\$31,734,621	\$23,690,326	\$30,453,024
Service	—	326,232	148,984	—	—
Transfer from Capital Fund - Debt Service	13458.12	12,168	10,802	822,918	1,049,325
TOTAL TRANSFERS FOR DEBT SERVICE	\$ 13,458	\$ 338,400	\$ 159,786	\$ 822,918	\$ 1,049,325
SOURCES	\$27,882,027	\$ 25,465,760	\$31,894,407	\$24,513,244	\$31,502,349

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

COMBINED OPERATING FUND EXPENSES AND OTHER USES

	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Personnel Services	\$15,857,086	\$ 15,229,811	\$ 18,291,038	\$15,804,853	\$18,404,744
Operating Costs	3,795,305	3,563,087	4,838,772	4,010,641	4,458,771
Maintenance Costs	2,529,196	2,245,885	2,824,700	2,603,548	2,865,885
Insurance	324,306	350,574	376,301	376,301	384,250
Retail Operations	2,239,466	1,921,740	2,598,278	1,589,977	2,323,874
Utilities	1,015,886	969,265	1,182,738	1,019,434	1,225,388
Transfer to General Fund for Central Maintenance Services	747,866	828,890	785,678	235,850	765,112
TOTAL EXPENSES	\$26,509,110	\$ 25,109,253	\$30,897,506	\$25,640,604	\$30,428,024
Note Payable VRA Principal	0	—	250,000	250,000	375,000
Interest Expense VRA Note	513,044	502,032	721,902	572,918	674,325
TOTAL DEBT SERVICE	\$ 513,044	\$ 502,032	\$ 971,902	\$ 822,918	\$ 1,049,325
Transfer to Capital Fund	883,242	—	—	—	—
Transfer to General Fund	(383,883)	(511,606)	—	—	—
Transfer to Retirement Plan	—	—	—	—	—
Transfer to Board Authorized Reserves	—	—	25,000	—	25,000
Transfer to Performance Incentive Plan	321,179	—	—	—	—
Transfer to Designated Set Aside	401,474	637,809	—	—	—
Transfer to Sustainability Reserve	—	—	—	—	—
Donation Adjustment/Reserve Activity	(362,140)	(271,727)	0	—	0
TOTAL OTHER USES*	\$ 859,872	\$ (145,524)	\$ 25,000	\$ 0	\$ 25,000
income.					
TOTAL EXPENSES, DEBT SERVICE, AND OTHER USES	\$ 27,882,027	\$ 25,465,760	\$ 31,894,407	\$ 26,463,522	\$ 31,502,349
TOTAL COMBINED OPERATING BUDGET	\$ 27,882,027	\$ 25,465,760	\$ 31,894,407	\$ 26,463,522	\$ 31,502,349
COMBINED OPERATING FUND INCOME	\$ 1,605,895	\$ 637,809	\$ 25,000	\$(1,950,278)	\$ 25,000

OVERALL REVENUE SUMMARY AND ANALYSIS

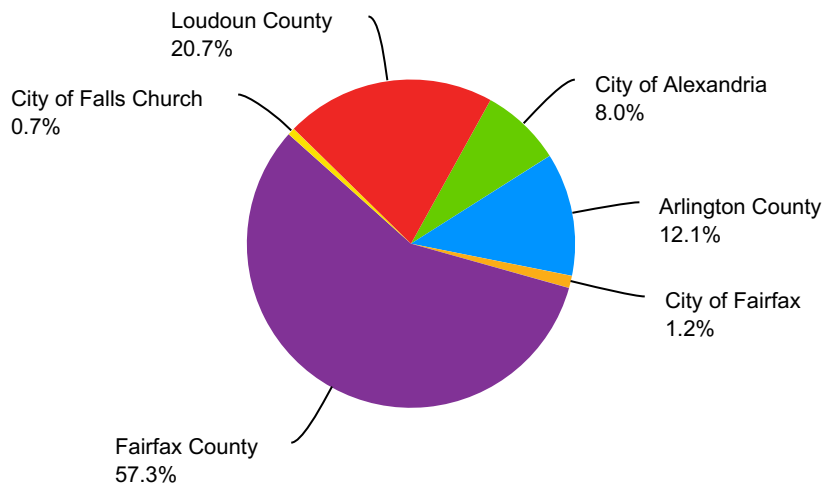
APPROPRIATIONS FROM MEMBER JURISDICTIONS

The operating appropriations from our six member jurisdictions make up 12.4% of total operating revenues in the FY 2022 Budget.

The annual appropriation request from the six member jurisdictions is based on an annual per capita rate for both operating and capital appropriations. In FY 2022, the operating per capita rate is \$1.95 and the capital per capita rate is \$2.65. The appropriation level requested is a combination of the per capita rate times the population.

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

Appropriations Revenue by Jurisdiction



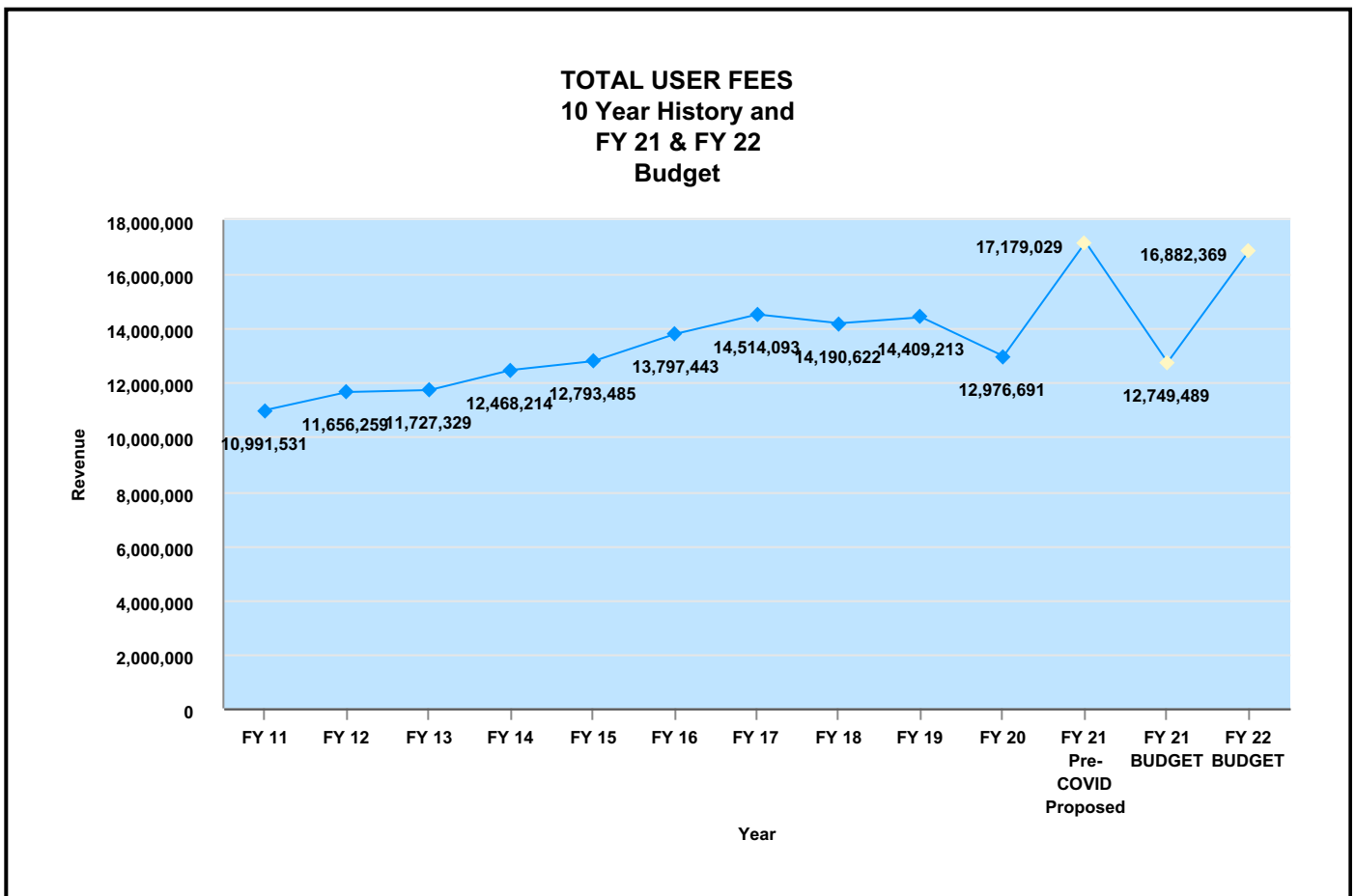
	Population*	OPERATING APPROPRIATION	
		Cost per Capita	Appropriation
City of Alexandria	159,152	\$1.95	\$ 310,346
Arlington County	242,152	\$1.95	472,196
City of Fairfax	23,943	\$1.95	46,689
Fairfax County	1,143,528	\$1.95	2,229,880
City of Falls Church	14,331	\$1.95	27,945
Loudoun County	413,546	\$1.95	806,415
Total	1,996,652		\$ 3,893,471

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

USER FEES

User Fees in the Enterprise Fund are the largest revenue source with 53.6% of total NOVA Parks operating revenue expected from that source in FY 2022. This revenue source is the key to financial stability for NOVA Parks. In FY 2021, this revenue source was budgeted downward due to the COVID-19 crisis. Before the crisis, it was anticipated that User Fee revenue would reach 17 million dollars in FY 2021, but the Adopted FY 2021 Budget estimate is only \$12,749,489. While this is the largest revenue source for NOVA Parks, it is also the most sensitive to outside factors including the current pandemic, weather, the economy and recreational trends.

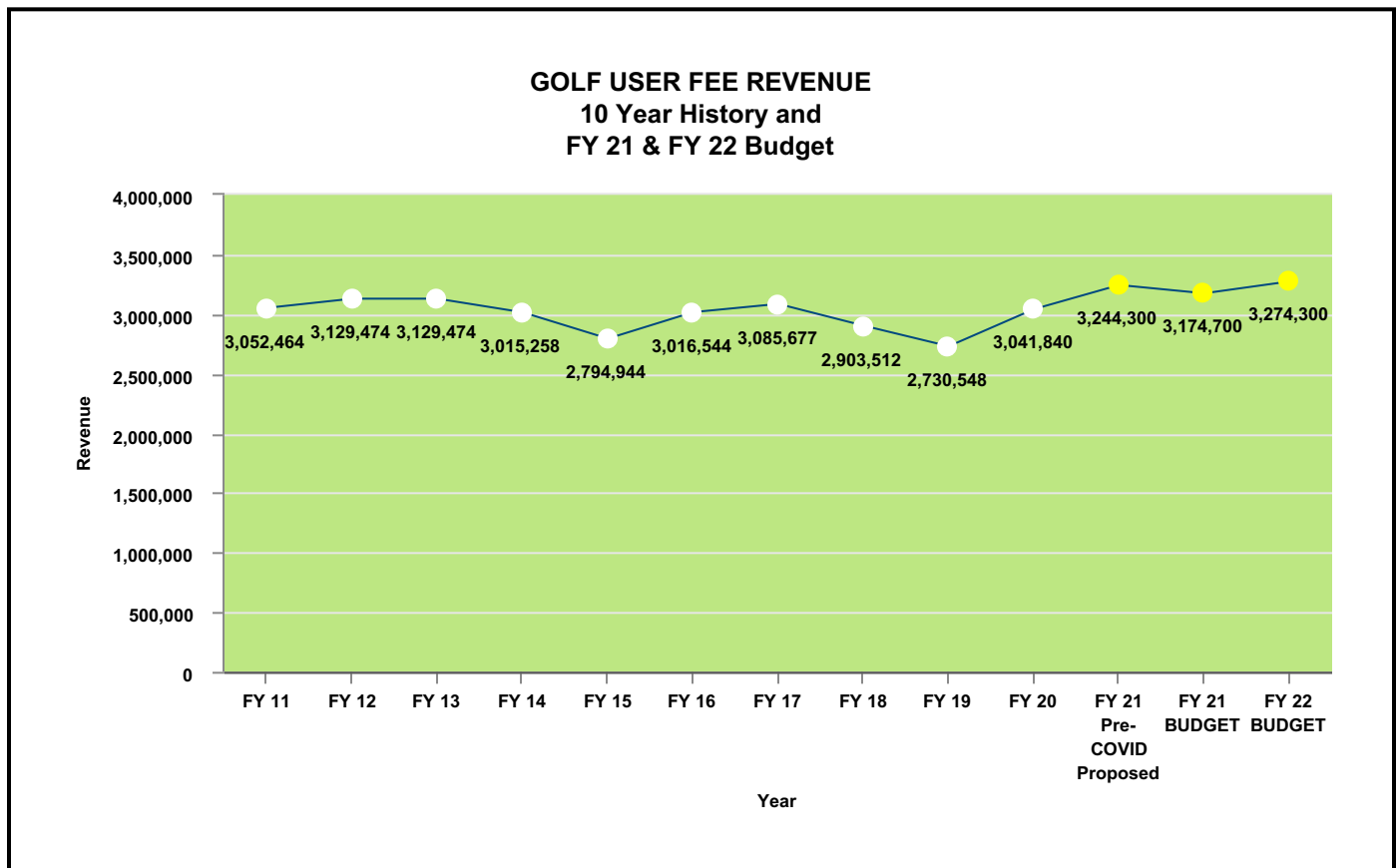
The following graph shows the total revenue for User Fees for ten years through FY 2020. It also includes budget data for the Proposed (Pre-COVID) FY 2021, the Adopted FY 2021 and the FY 2022 Budget. The budget for FY 2021 includes \$12.7 million in User Fees. Through seven months of the year, the FY 2021 year end actual user fee revenue is estimated to exceed the budgeted amount, potentially reaching between \$14.5 and \$15 million, depending on restrictions related to the pandemic for the remainder of the fiscal year. The FY 22 Budget of \$16.8 million is slightly lower than the FY 21 Proposed (Pre-COVID) Budget and assumes some continued negative impacts from the pandemic mostly in waterparks and event facilities. It also assumes increases for FY 22 in the budget for light show and boating user fees, as well as the new revenue from the new Climb UPton ropes course.



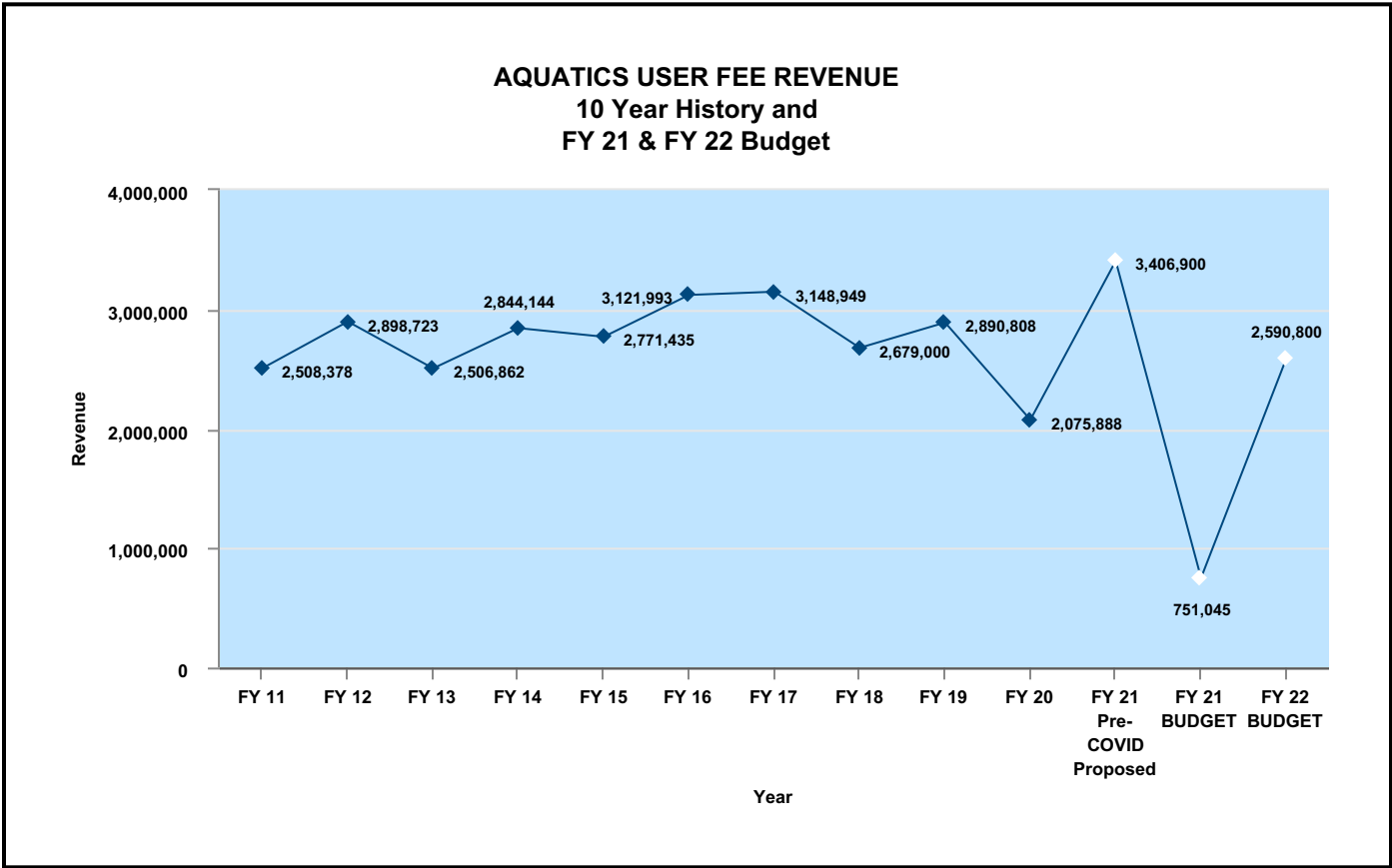
GOLF USER FEES

Golf Revenue is the largest user fee based revenue source budgeted for FY 2022, with 10% of all revenue and 19.7% of user fee revenue. The golf industry throughout the nation experienced a pattern of reduced play in recent years, but during the COVID-19 pandemic, golf has seen a resurgence. While this pattern may continue in the short term, it is too early to know if there will be a long term increase in golf.

For FY 2022, the budget includes a slight increase, but does not reflect the same level of play as during the pandemic. The FY 2022 Budget of \$3,274,000 in golf user fees is \$100,000 higher than the FY 2021 Adopted Budget and is almost \$200,000 higher than the best annual revenue of the past ten years. It is anticipated that during the current fiscal year of FY 2021, golf user fee revenue will exceed all recent years, with an estimate of \$3.5 to \$4 million, depending on weather and level of play.



AQUATICS USER FEES

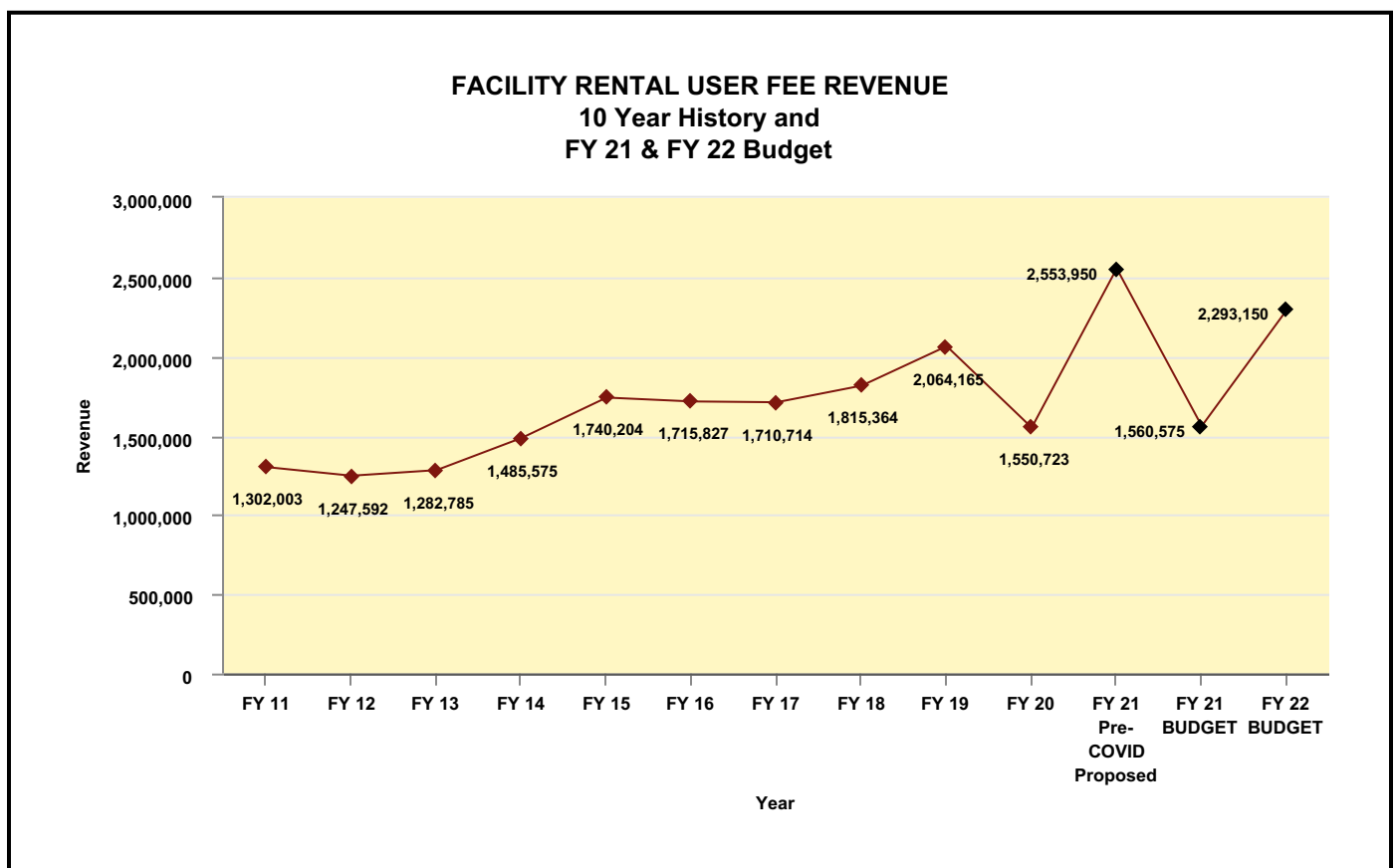


Aquatics user fees include the user fee revenue for the waterparks of NOVA Parks. These are Volcano Island at Algonkian, Atlantis at Bull Run, Great Waves at Cameron Run, Ocean Dunes at Upton Hill and Pirate's Cove at Pohick Bay. This revenue source is budgeted at 8.2% of total NOVA Parks revenue and 15.6% of user fee revenue in FY 2022.

During FY 21, the waterparks were unable to open during the entire summer 2020 season due to the pandemic. The only revenue budgeted is for May and June of 2021 and the level of operation during that timeframe is still not known. Prior to the pandemic, it was expected that waterpark user fee revenue would be \$3.4 million for FY 21. The waterpark user fee budget for FY 22 of \$2,590,800 includes a full waterpark season, but with some reduced levels from a normal year. Group admissions are budgeted to be reduced by 65%, season passes by 50% and regular admissions and other related revenue by 15%.

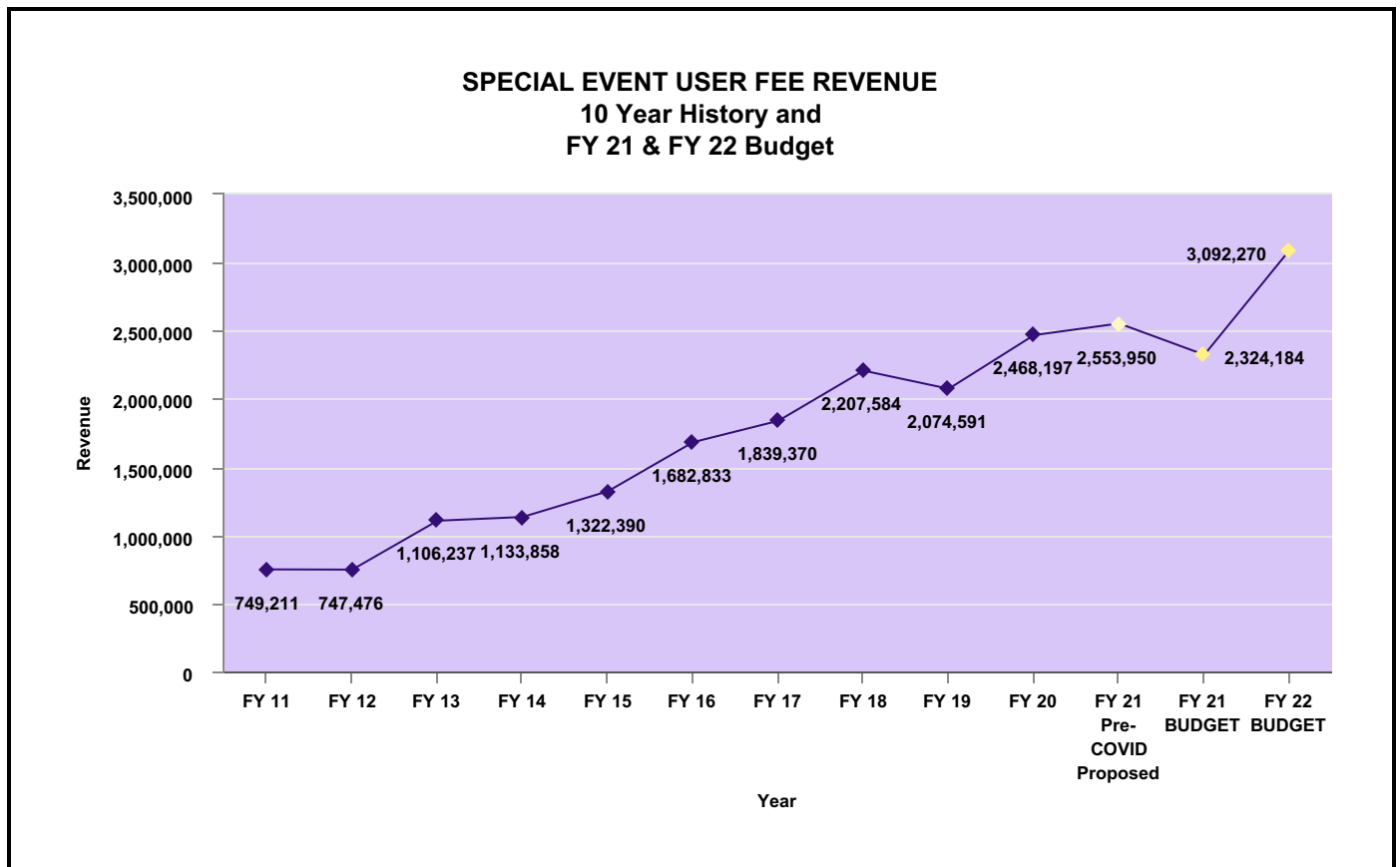
FACILITY RENTAL FEES

Facility Rentals are the third largest user fee category and comprise 7.3% of total revenue and 13.8% of user fee revenue. This category is mostly supported by the event facilities which include Meadowlark Atrium, Occoquan Riverview, Rust Sanctuary and Algonkian Woodlands. In addition to these facilities, shelter reservations and other rental sites are also included in this category. While this category increased dramatically in the past ten years through FY 2019, the pandemic and associated restrictions have severely reduced the revenue starting in March 2020 and continuing to the current time. In FY 2021, the Adopted Budget included reduced revenue in this category to \$1,560,575, which was almost a \$1 million dollar reduction compared to the Proposed FY 21 Budget. With restrictions still in place and uncertainty known on any changes in the coming months, revenue could potentially fall short of the budget, as there was more activity budgeted for the last part of this fiscal year than may actually occur. For FY 2022, this revenue source is reduced by 10% compared to the FY 21 proposed prior to the pandemic.



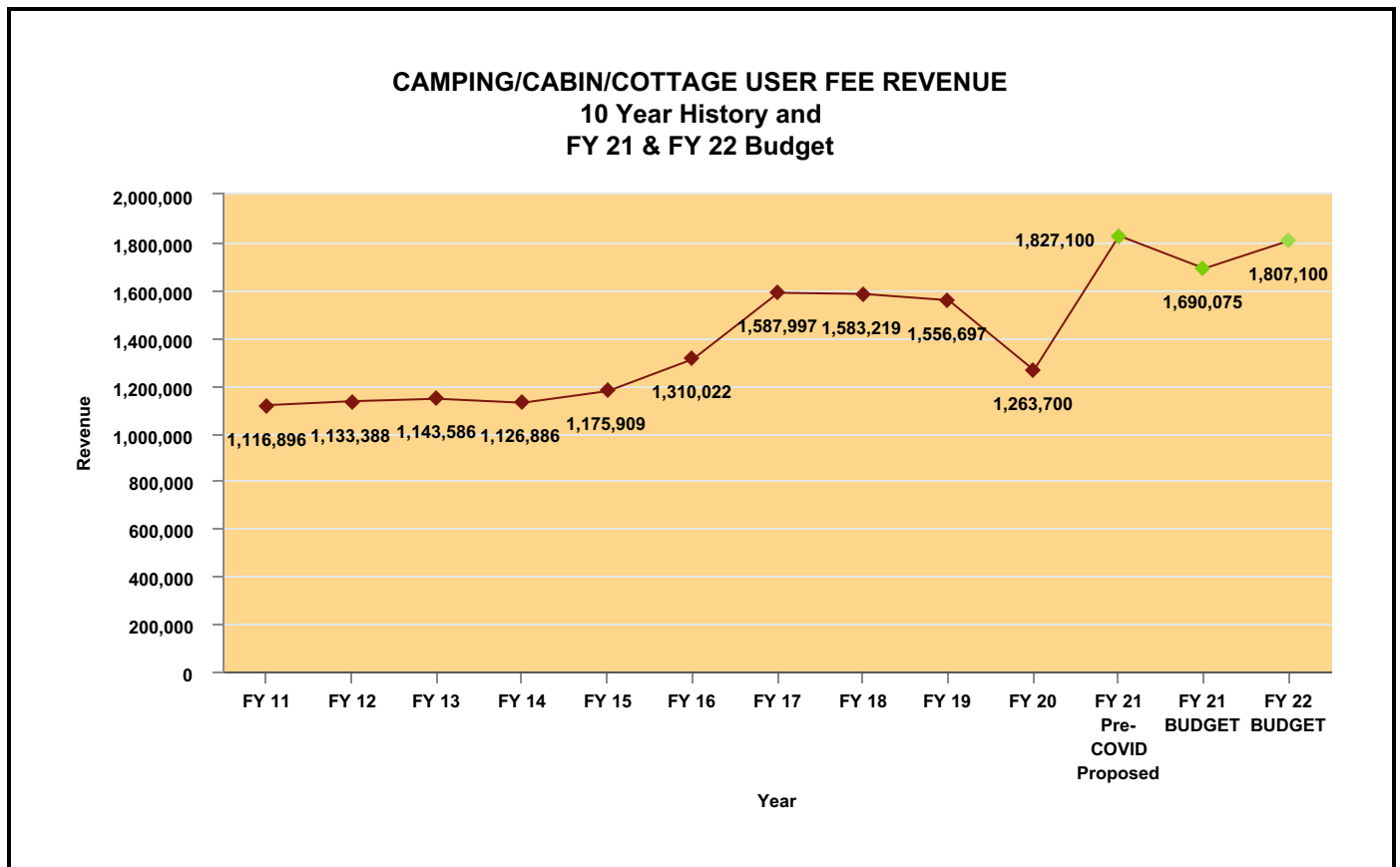
SPECIAL EVENT USER FEES

This category includes the Bull Run Festival of Lights, Meadowlark Winter Walk of Lights, Cameron Run Ice and Lights, Temple Hall fall festival and the Bull Run Special Event Center. This rapidly increasing category has grown to over 4 times where it was a decade ago. This category has surpassed \$3.8 million so far in FY 2021, due to the popularity of the light shows during the pandemic. The FY 2022 Budget reflects higher revenue than was budgeted in FY 2021. This is due to anticipated continued high visitation at the light shows, but not to the level of this most recent holiday season. The rate structure changes from the 2020 season as well as improvements in the flow of customers to maximize attendance are also expected to positively impact revenue.



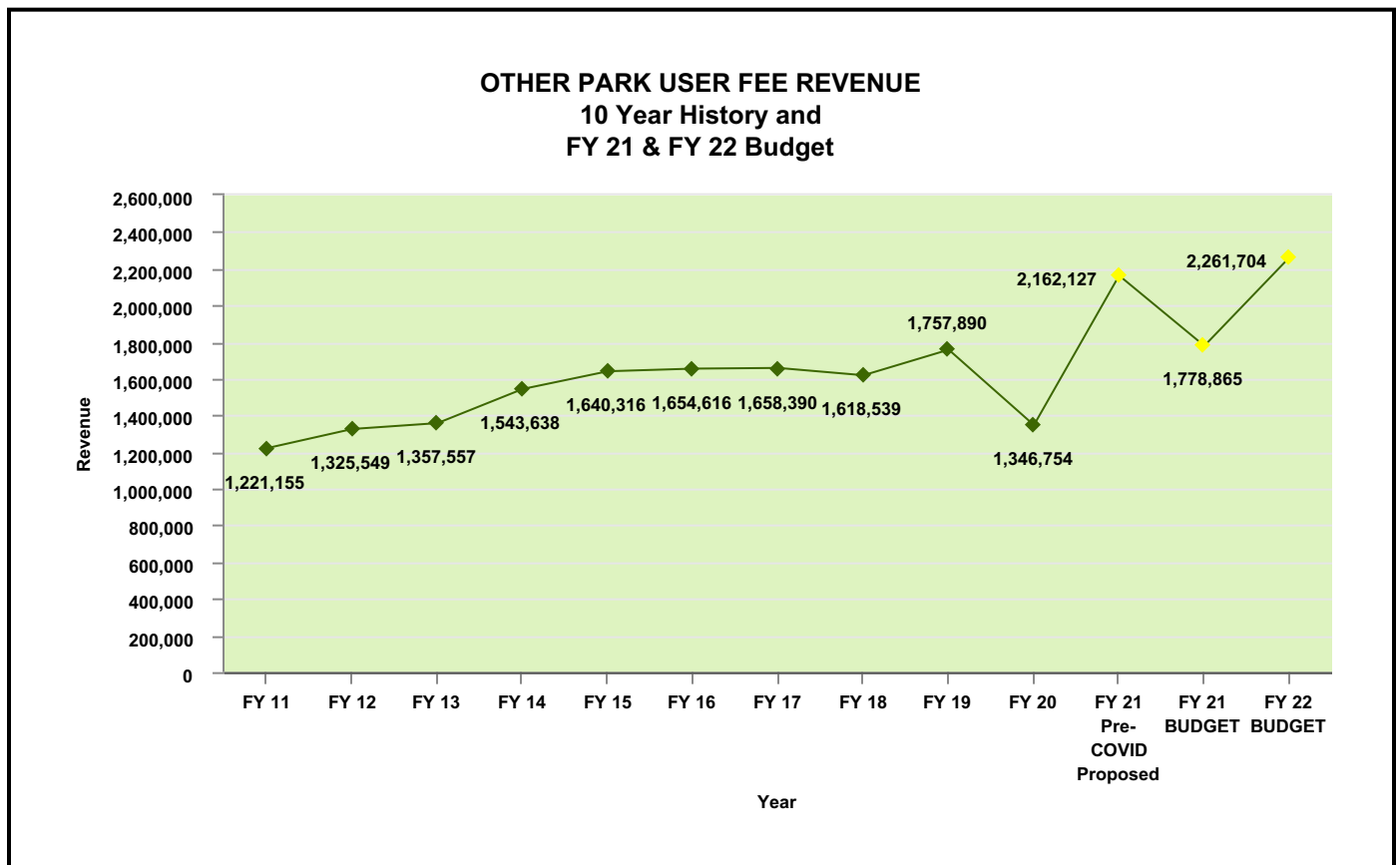
CAMPING/CABIN/COTTAGE USER FEES

This category includes revenue from camping fees, cabin rentals, and cottage rentals. This is a revenue source that has proven that by enhancing facilities we can improve financial performance, as well as improve service to the public. The combination of online booking capability, enhancements and upgrades to our camping, cabin, and cottage facilities have helped bring camping/cabin/cottage user fees to a budget of 1.8 million dollars. The FY 22 Budget includes revenue close to the level of the FY 21 Pre-COVID Proposed Budget.



OTHER PARK USER FEES

This category includes revenue from park entrance fees, batting cages, miniature golf, boat/RV storage, rental of equipment for events, and athletic field use. The primary change in FY 22 is the addition of the new climbing feature, Climb UPton that will open this year at Upton Hill Regional Park. This feature is budgeted to have \$358,254 in user fee revenue in FY 2022. Boat/RV storage comprises 35.5% of this category, followed by park entrance fees, climbing feature, miniature golf, equipment rental, and batting cage fees. Overall annual revenues in this category have increased by 85% since FY 2011.



RETAIL OPERATIONS

The Retail Operations Revenue Category, located in the Enterprise Fund includes revenue from our food, beverage, catering and other retail operations. The revenue in this category is budgeted at \$6,084,012 which is a 11.9% decrease compared to the FY 2021 Pre-COVID Proposed Budget. This is due mainly to the budgeted decrease in event rentals, as the catering revenue associated with the rentals will have a corresponding decrease. Corporate events through Brickmakers Catering are also expected to be negatively impacted until a time when large gatherings are allowed and there is a demand for such events.

There is a corresponding expense category that captures the expenses associated with these retail operations. These expenses total \$2,323,874.

EASEMENTS & LICENSES

This revenue category, included in the Enterprise Fund, includes the rents, easements and licenses associated with the W&OD Railroad Regional Park. The total amount budgeted for rents, easements and licenses is \$896,453 in FY 2022. This represents a 6.6% decrease or \$63,254 compared to FY 2021. This decrease due to no known one time license fees expected in FY 2022. 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 interest, house and building rental, lessons, reservation fees and miscellaneous revenue. A number of Temple Hall Farm items are also included in this category, including Interest and Crop Sales. This category also included the revenue share for Hemlock Overlook with Adventure Links. This contract has ended, and there will no longer be the \$75,000 revenue share. In the Enterprise Fund, this category totals \$816,442. 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 (\$724,253), which is a transfer from the Capital Fund to support planning and development personnel costs
- Interest Earnings on Investments (\$18,000) transferred from the Capital Fund
- Interest Earnings transferred from the Restricted License Fee Fund (\$40,000)
- Transfer from the Enterprise Fund to the General Fund in order to reimburse the General Fund for a portion of Central Maintenance services (\$765,112).

These transfers total \$1,547,365 in the General Fund Budget for FY 2022. The details can be found on page B-2.

For the Enterprise Fund, this category includes:

- Transfer from the Restricted License Fee Fund for the W&OD Railroad Regional Park (\$327,912)
- Transfer from the Carlyle House Friends for clerical support (\$3,000).
- Transfer from the Capital Fund to cover debt service interest payments (\$1,049,325) on Occoquan Riverview, Upton Hill Regional Park and property at Pohick Bay.

These transfers total \$1,380,237 in the Enterprise Fund Budget for FY 2022. These details can be found on page C-5 as well as in the W&OD, The River View at Occoquan, Pohick Bay Regional Park, Upton Hill Regional Park and Carlyle House pages in section C of the budget.

FUND STRUCTURE AND BUDGET PROCESS

FUND STRUCTURE

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

Governmental Funds

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

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

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

Proprietary Funds

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

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

Other Funds

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

Basis of Accounting

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

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

Basis of Budgeting

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

- The Enterprise Fund does not budget for depreciation expense, grants and contributions.
- In the budget, compensated absences are expensed when paid, as compared to being expensed as earned in the accounting basis.
- For the financial statements, completed capital projects are transferred from the Capital Fund to the Enterprise Fund and either capitalized, recorded as construction-in-progress or written off to un-capitalized development expense. In the budget, Capital Development Expense is only shown as expense in the Capital Fund.
- The Authority includes other funds (listed above) that are represented in the appendix of the adopted budget document. These funds are adopted at the May Board Meeting at the same time as 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 September methodology is developed to determine appropriations to be requested of our six member jurisdictions. Several of the jurisdictions ask that we provide that amount as well as supporting information by the end of October to allow them ample time for incorporation into their proposed budgets.

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

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

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

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

AMENDING THE BUDGET

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

COST CENTER/FUND MATRIX

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

BUDGET CALENDAR

FISCAL YEAR 2022 BUDGET PROCESS

July 2020	Park managers are asked to submit requests for Capital projects. Submissions are to include any revisions to previously approved FY 2021 projects and any new projects to be initiated in FY 2022 through FY 2025.
August 2020	Meetings are held with the Planning & Development Director, Executive Director and Senior Operations staff to determine viable projects for inclusion in the FY 2021-FY 2025 Five Year Capital Budget.
September 2020	Capital budget revenues finalized, projects revised for FY 2021 and determined for FY 2022-2025. Five Year Capital Budget approved by Board for FY 2021-FY 2025. Operating and Capital appropriation requests for FY 2022 are adopted by the Board.
November 2020	Operating and Capital appropriation requests for FY 2022 are sent to jurisdictions for consideration in their proposed FY 2022 Budgets. Information is sent to Park Managers for development of Part Time Personnel Requests for FY 2022.
December 2020	Park Managers are asked to update Measurable Results based on last full fiscal year and first half of the current fiscal year. Training is provided to Parks Staff on the budget process and OpenGov to kick-off the FY 2022 revenue and expense request process. Part Time Personnel requests and justifications for FY 2022 are submitted by Park Managers to Operations Superintendents.
January 2021	Park Managers submit FY 2022 revenue and expense requests to Budget Office. Budget meetings are conducted with Budget Staff, Park Operations Senior Staff and Park Managers, to provide input on FY 2022 requests for each of the 45 cost centers. The Operating Budget and Performance Measures are the focus of the meetings.
Jan. - March 2021	Proposed Budget is in development and analysis stages. It is fine-tuned based on discussions with Senior Operations staff and the Executive Director. Park Managers are asked to update Goals and Objectives to ensure integration of the Strategic Plan and the Budget. Park Managers are asked to submit Equipment Requests for FY 2022.
March 18, 2021	Proposed FY 2022 Operating Budget finalized and presented to the Board for review.
May 2021	Proposed FY 2022 Operating Budget presented to the Board for adoption.
July 1, 2021	Fiscal Year 2022 begins.

FINANCIAL GUIDELINES AND PRACTICES

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

FINANCIAL PLANNING

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

REVENUE

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

RESERVES

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

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

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

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

LONG TERM DEBT

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

CAPITAL BUDGET

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

INVESTMENTS

Deposits and Investments

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

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

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

INVESTMENT DIVERSIFICATION

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

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

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

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

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

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

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

Commercial Paper

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

Local Government Investment Pool

No restrictions

Open-end Investment Funds

No restrictions

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

CREDIT RISK

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

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

INTEREST RATE RISK

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

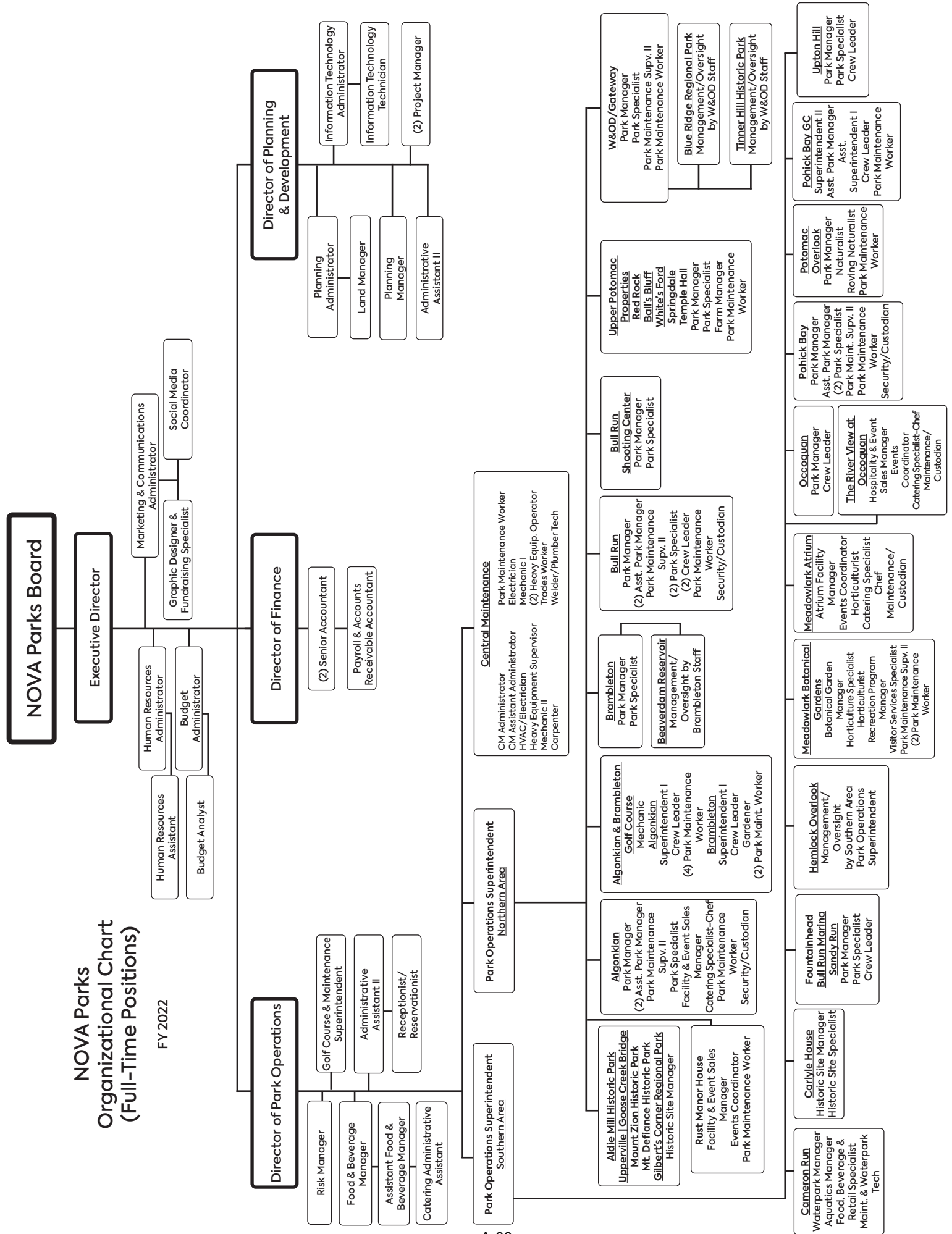
As a means of limiting exposure to fair value losses arising from rising interest rates, the Authority's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. However, the maturity of the total portfolio (which includes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

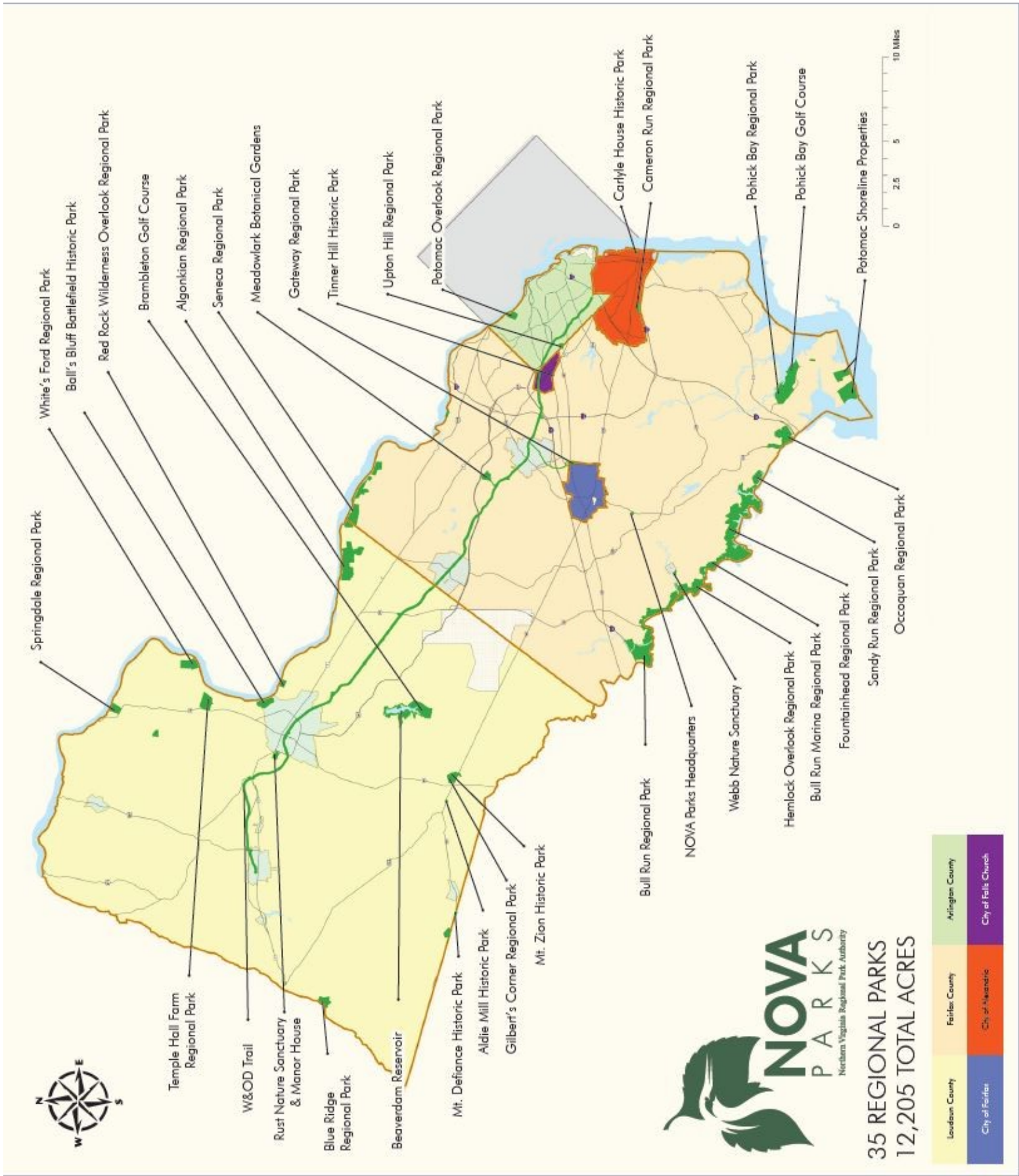
FIDUCIARY FUNDS

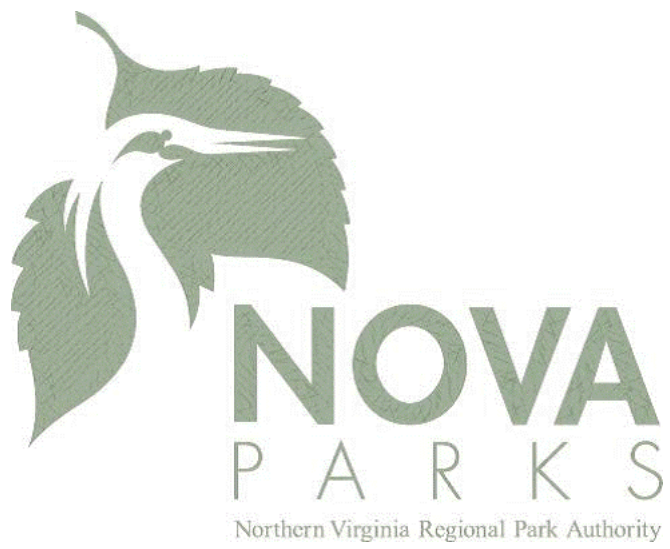
In addition, state statutes authorize the Authority to purchase other investments for pension funds that meet the standard of judgment and care set forth in the *Code of Virginia*

NOVA Parks Organizational Chart (Full-Time Positions)

FY 2022







GENERAL FUND SUMMARY

GENERAL FUND REVENUES AND OTHER SOURCES

	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Appropriations from Jurisdictions	\$ 3,682,920	\$ 3,782,169	\$ 3,890,332	\$ 3,890,332	\$ 3,893,471
Other Revenue*	12,297	(16,640)	2,000	2,000	2,000
Operating Transfers**	1,271,025	1,197,458	1,545,375	913,583	1,547,365
TOTAL REVENUE	\$ 4,966,241	\$ 4,962,988	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836
TOTAL REVENUE AND OTHER SOURCES	\$ 4,966,241	\$ 4,962,988	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836

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

**Operating Transfers:

- Capital Development Support : \$724,253- transfer from the Capital Fund to support planning & development personnel costs
- Interest Earnings on Investments: \$40,000 from the Restricted License Fee Fund and \$18,000 from the Capital Fund
- Transfer from the Enterprise Fund to the General Fund: \$765,112 to reimburse General Fund for a portion of Central Maintenance services

GENERAL FUND EXPENDITURES AND OTHER USES

	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Personnel Services	\$ 4,005,766	\$ 3,949,436	\$ 4,246,682	\$ 3,751,764	\$ 4,210,927
Operating Costs	588,698	715,438	796,250	661,800	823,025
Maintenance Costs	175,027	124,524	185,500	185,500	185,500
Insurance	118,036	105,430	133,141	133,141	147,250
Utilities	67,632	60,530	76,134	73,710	76,134
TOTAL EXPENDITURES	\$ 4,955,160	\$ 4,955,359	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836
Donation Adjustment/Reserve Activity	11,081	7,629	—		—
TOTAL OTHER USES	\$ 11,081	\$ 7,629	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES AND OTHER USES	\$ 4,966,241	\$ 4,962,988	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836

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

GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
BEGINNING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220
GENERAL FUND REVENUES					
City of Alexandria	\$ 294,481	\$ 305,667	\$ 313,034	\$ 313,034	\$ 310,346
Arlington County	434,795	448,783	463,166	463,166	472,196
City of Fairfax	45,670	46,025	47,919	47,919	46,689
Fairfax County	2,152,052	2,193,507	2,244,050	2,244,050	2,229,880
City of Falls Church	26,486	27,854	28,805	28,805	27,945
Loudoun County	729,436	760,333	793,358	793,358	806,415
TOTAL APPROPRIATIONS	3,682,920	3,782,169	3,890,332	3,890,332	3,893,471
Interest	1,242	(18,053)	2,000	2,000	2,000
Miscellaneous Revenue	11,054	1,413	0	—	0
TOTAL OTHER REVENUE	12,297	(16,640)	2,000	2,000	2,000
Transfer from Capital Fund	858,379	836,012	719,697	637,733	742,253
Transfer from Restricted Fund - Interest	48,662	44,162	40,000	40,000	40,000
Transfer from Enterprise Fund	(383,883)	(511,606)	0	0	0
Transfer - Ent. Fund for Central Maint.	747,866	828,890	785,678	235,850	765,112
TOTAL OPERATING TRANSFERS	1,271,025	1,197,458	1,545,375	913,583	1,547,365
TOTAL REVENUES	\$ 4,966,241	\$ 4,962,988	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836
TOTAL AVAILABLE RESOURCES	\$ 4,966,241	\$ 4,962,988	\$ 5,437,707	\$ 4,805,915	\$ 5,442,836

GENERAL FUND EXPENDITURES

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
GENERAL FUND EXPENDITURES					
Full-Time Salaries	\$ 2,682,219	\$ 2,600,841	\$ 2,747,841	\$ 2,453,010	\$ 2,704,462
Part-Time Salaries	335,540	298,141	374,524	363,671	393,960
FICA	219,441	213,993	228,811	128,159	229,055
Hospitalization	300,634	328,823	311,607	284,987	308,443
Life Insurance	22,027	23,431	31,092	27,964	30,779
Retirement	444,329	483,022	549,568	490,847	540,892
Unemployment Tax	1,576	1,185	3,239	3,124	3,336
TOTAL PERSONNEL SERVICES	4,005,766	3,949,436	4,246,682	3,751,764	4,210,927
Audit Fee	61,650	58,000	59,725	59,725	61,500
Board Member Expenses	4,558	2,951	8,500	8,500	8,500
Community Foundation Support	4,025	4,025	4,025	4,025	4,025
Contingency	0	0	50,000	0	50,000
Credit Card Fees and Bank Charges	39,655	34,783	52,500	52,500	52,500
Gas and Diesel	20,273	16,737	40,000	25,000	40,000
HR Employee Relations	24,260	12,291	25,000	20,000	25,000
Membership Fees and Dues	14,250	8,191	14,000	14,000	14,000
Office Supplies	20,721	18,749	27,000	27,000	27,000
Personnel Recruitment	3,325	11,942	12,450	10,000	12,450
Postage	10,157	10,846	11,750	11,750	11,750
Printing and Publications	4,408	5,174	5,000	5,000	5,000
Professional Services	240,081	315,235	200,000	200,000	200,000
Programs and Promotions	1,425	647	0	0	0
Public Information	8	0	0	0	0
System Support	110,181	168,576	210,000	195,500	250,000
Training	21,955	13,145	40,000	7,500	25,000
Tuition Assistance	0	0	30,000	15,000	30,000
Uniforms	7,767	16,347	6,300	6,300	6,300
TOTAL FACILITY OPERATING COSTS	588,698	715,438	796,250	661,800	823,025
Equipment/Vehicle Maintenance	85,899	54,864	100,200	100,200	100,200
Facility Op. & Maintenance	88,434	69,660	85,300	85,300	85,300
Major Contract Maintenance	695	0	0	0	0
TOTAL MAINTENANCE COSTS	175,027	124,524	185,500	185,500	185,500
Insurance - Property, Liability & Other	86,700	87,005	94,250	94,250	107,250
Insurance - Vehicle	16,362	15,153	13,891	13,891	15,000
Insurance - Workers Compensation	14,974	3,272	25,000	25,000	25,000
TOTAL INSURANCE	118,036	105,430	133,141	133,141	147,250
Telephone	20,423	20,832	25,772	24,000	25,772
Electricity	22,976	21,904	24,500	24,500	24,500
Natural Gas	4,334	3,520	5,152	4,500	5,152
Water/Sewer	2,037	2,011	2,000	2,000	2,000
Propane Gas	12,024	7,027	12,000	12,000	12,000
Heating Oil	2,078	1,493	2,500	2,500	2,500
Cable/Internet	3,760	3,744	4,210	4,210	4,210
TOTAL UTILITIES	67,632	60,530	76,134	73,710	76,134
TOTAL GENERAL FUND EXPEND.	4,955,160	4,955,359	5,437,707	4,805,915	5,442,836
Donation Adjustment/Reserve Activity	11,081	7,629	0	0	0
NET INCOME (LOSS)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
ENDING BALANCE	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220	\$ 64,220

HEADQUARTERS

PROGRAM OVERVIEW

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

EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
EXPENSES BY CATEGORY				
Personnel Services	\$ 3,015,360	\$ 3,215,828	\$ 3,142,261	(2.3)%
Operating Costs	701,039	758,700	785,475	3.5 %
Maintenance Costs	61,700	92,700	92,700	0.0 %
Insurance	96,071	125,477	138,750	10.6 %
Utilities	40,714	47,924	47,924	0.0 %
TOTAL EXPENSES	\$ 3,914,883	\$ 4,240,629	\$ 4,207,110	

BUDGET HIGHLIGHTS

- **Compared to FY 21 Adopted:** Expenses increase due to personnel and other reductions restored from the budget adopted at the start of COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** There is a slight reduction in personnel costs and an increase in the estimated liability insurance rate. There is also an increase of \$40,000 in systems support. The importance of having technology that works seamlessly from remote locations as well as the need to ensure our systems are safe is an even more important priority in the time of a pandemic. .

STAFFING SUMMARY

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	21.15	21.15	21.15	21.15	21.15
Part-Time	2.89	3.93	4.71	5.51	5.88

HEADQUARTERS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
1-700	HEADQUARTERS EXPENDITURES					
5010	Full-Time Salaries	\$1,978,650	\$1,927,264	\$ 2,020,445	\$1,748,251	\$ 1,958,734
5020	Part-Time Salaries	335,540	298,141	374,524	363,671	393,960
5030	FICA	166,802	164,447	173,166	96,092	172,007
5040	Hospitalization	245,538	248,221	218,085	191,465	200,720
5060	Life Insurance	15,829	16,754	22,800	19,930	22,278
5050	Retirement	332,107	359,680	404,089	349,825	391,747
5070	Unemployment Tax	1,202	852	2,719	2,604	2,816
	TOTAL PERSONNEL SERVICES	3,075,668	3,015,360	3,215,828	2,771,840	3,142,261
5130	Audit Fee	61,650	58,000	59,725	59,725	61,500
5140	Board Member Expenses	4,558	2,951	8,500	8,500	8,500
5188	Community Foundation Support	4,025	4,025	4,025	4,025	4,025
	Contingency	0	0	50,000	0	50,000
5155	Credit Card Fees and Bank Charges	39,655	34,783	52,500	52,500	52,500
5230	Gas and Diesel	5,273	5,426	7,000	5,000	7,000
5500-030	HR Employee Relations	24,260	12,291	25,000	20,000	25,000
5390	Membership Fees and Dues	14,250	8,191	14,000	14,000	14,000
5415	Misc. Expenses Friends Group	0	17,799	0	0	0
5420	Office Supplies	20,721	18,749	27,000	27,000	27,000
5440	Personnel Recruitment	3,325	11,942	12,450	10,000	12,450
5460	Postage	10,157	10,846	11,750	11,750	11,750
5470	Printing and Publications	4,408	5,174	5,000	5,000	5,000
5480	Professional Services	240,081	315,235	200,000	200,000	200,000
5490	Programs and Promotions	1,425	647	0	0	0
5500	Public Information	8	0	0	0	0
5560	System Support	110,181	168,576	210,000	195,500	250,000
5400	Training	21,952	13,145	40,000	7,500	25,000
5405	Tuition Assistance	0	0	30,000	15,000	30,000
5570	Uniforms	5,583	13,258	1,750	1,750	1,750
	TOTAL FACILITY OPERATING COSTS	571,511	701,039	758,700	637,250	785,475
5180	Equipment/Vehicle Maintenance	51,794	26,177	52,700	52,700	52,700
5190	Facility Op. & Maintenance	48,007	35,523	40,000	40,000	40,000
	TOTAL MAINTENANCE COSTS	99,801	61,700	92,700	92,700	92,700
5270	Insurance - Property, Liability & Other	86,700	87,005	94,250	94,250	107,250
5290	Insurance - Vehicle	4,566	5,794	6,227	6,227	6,500
5300	Insurance - Workers Compensation	14,974	3,272	25,000	25,000	25,000
	TOTAL INSURANCE	106,241	96,071	125,477	125,477	138,750
5580-001	Telephone	16,135	16,493	20,772	19,000	20,772
5580-002	Electricity	15,588	15,991	17,000	17,000	17,000
5580-003	Natural Gas	4,334	3,520	5,152	4,500	5,152
5580-004	Water/Sewer	2,037	2,011	2,000	2,000	2,000
5580-016	Internet/Cable	2,650	2,700	3,000	3,000	3,000
	TOTAL UTILITIES	40,744	40,714	47,924	45,500	47,924
	TOTAL HEADQUARTERS EXPENDITURES	\$3,893,965	\$3,914,883	\$ 4,240,629	\$3,672,767	\$ 4,207,110

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
EXPENSES BY CATEGORY				
Personnel Services	\$ 934,077	\$ 1,030,854	\$ 1,068,665	3.7%
Operating Costs	14,399	37,550	37,550	0.0%
Maintenance Costs	62,824	92,800	92,800	0.0%
Insurance	9,359	7,664	8,500	10.9%
Utilities	19,816	28,210	28,210	0.0%
TOTAL EXPENSES	\$ 1,040,476	\$ 1,197,078	\$ 1,235,725	3.2%

BUDGET HIGHLIGHTS

- There are no major variances in this budget.

STAFFING SUMMARY

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	13.00	13.00	13.00	13.00	13.00
Part-Time	0.00	0.00	0.00	0.00	0.00

CENTRAL MAINTENANCE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
1-710	CENTRAL MAINTENANCE					
	EXPENDITURES					
5010	Full Time Salaries	\$ 703,569	\$ 673,577	\$ 727,396	\$ 704,759	\$ 745,728
5030	FICA	52,640	49,546	55,646	32,067	57,048
5040	Hospitalization	55,096	80,602	93,522	93,522	107,723
5060	Life Insurance	6,198	6,678	8,292	8,034	8,501
5050	Retirement	112,222	123,342	145,479	141,022	149,146
5070	Unemployment Tax	374	333	520	520	520
	TOTAL PERSONNEL SERVICES	930,098	934,077	1,030,854	979,924	1,068,665
5230	Gas and Diesel	15,000	11,311	33,000	20,000	33,000
5400	Training	3	0	0	0	0
5570	Uniforms	2,184	3,088	4,550	4,550	4,550
	TOTAL OPERATING COSTS	17,187	14,399	37,550	24,550	37,550
5180	Equipment/Vehicle Maintenance	34,105	28,688	47,500	47,500	47,500
5190	Facility Op. & Maintenance	40,427	34,137	45,300	45,300	45,300
5370	Major Contract Maintenance	695	0	0	0	0
	TOTAL MAINTENANCE COSTS	75,227	62,824	92,800	92,800	92,800
5290	Insurance - Vehicle	11,796	9,359	7,664	7,664	8,500
	TOTAL INSURANCE	11,796	9,359	7,664	7,664	8,500
5580-001	Telephone	4,288	4,339	5,000	5,000	5,000
5580-002	Electricity	7,388	5,913	7,500	7,500	7,500
5580-009	Heating Oil	2,078	1,493	2,500	2,500	2,500
5580-008	Propane Gas	12,024	7,027	12,000	12,000	12,000
5580-016	Cable/Internet	1,110	1,044	1,210	1,210	1,210
	TOTAL UTILITIES	26,889	19,816	28,210	28,210	28,210
	TOTAL CENTRAL MAINTENANCE EXPENDITURES	\$ 1,061,196	\$ 1,040,476	\$ 1,197,078	\$ 1,133,148	\$ 1,235,725

CENTRAL MAINTENANCE

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Maintain, update and enhance in-house maintenance software application.

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



Objectives:

- Maintain a program that tracks Central Maintenance staff's professional certifications required for their particular trade.
- Conduct a regularly scheduled in-service maintenance training program for all full time maintenance staff in core skill areas.
- Work with Park Maintenance Supervisors to supply expertise and instruction to develop a seasonal maintenance training program.

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



Objectives:

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

Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.



Objectives:

- Lead process of continuing to develop site inspection forms and creating and editing written maintenance standards.
- Implement agency-wide Park Maintenance Standards Manual along with Director of Park Operations.
- Assist park operations in the development of an effective preventive maintenance program.
- Implement on-site peer inspection programs, conducting at least (6) inspections.



CENTRAL MAINTENANCE

FY 2021 STRATEGIC HIGHLIGHTS

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

Highlights

- System training updates for employees on HiperWeb (web-based software) was held February 2020.
- Access and system updates performed throughout year for proper access.
- Work order process updated and is operating effectively.
- Preventive maintenance reminders added for Fleet Vehicles, Motorized Equipment and HVAC Systems.
- Fleet vehicle asset information updated.
- Equipment database information updated.

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

Highlights

- Held 1-day class for full and part-time staff focusing on hand tools, small engine, fleet vehicles and hands-on chainsaw and wood-chipper safety and preventive maintenance – December 2019 with 35 participants.
- Electrical crew held internal training for park staff on batting cage operations and maintenance March 2020.

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

Highlights

- Updated 5-year HVAC system replacement schedule.
- Updated 5-year fleet vehicle replacement schedule.
- Completed winterization walk-thru for all pools and seasonal plumbing facilities.
- Reviewed equipment and fleet vehicle maintenance checklists with appropriate staff.
- Updated preventive maintenance reminders for carpentry, plumbing, HVAC, and electrical systems.

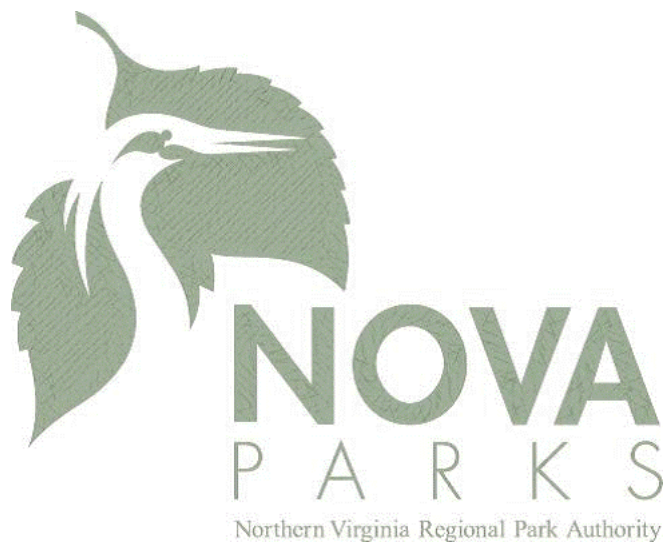
Goal Four: Integrate a high level of general park maintenance standards across all facilities in core areas to create consistency in appearance and maintenance standards.

Highlights

- Inspection processes delayed to COVID-19.
- Updated HiperWeb maintenance software and trained staff to build out preventive maintenance reminders for specific assets.
- Completed on-site inspections for waterparks, facilities with seasonal plumbing, and several rental homes.
- Waterpark pre-opening electrical inspections completed April 2020.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of HVAC work orders completed	202	139	160	99	160
• Number of electrical work orders completed	173	127	150	81	150
• Number of heavy equipment work orders completed	139	103	120	40	120
• Number of fleet maintenance work orders/state inspections completed	178	158	150	95	150
• Number of equipment maintenance work orders completed	88	62	80	30	80
• Number of welding work orders completed	32	57	60	39	60
• Number of plumbing work orders completed	8	14	20	8	20
• Number of carpentry work orders completed	98	60	100	36	100
• Number of preventive maintenance corrections completed	209	182	230	120	230
• Number of emergency/critical work orders completed	42	42	40	25	40



ENTERPRISE FUND SUMMARY

ENTERPRISE FUND REVENUES

	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
User Fees	\$ 14,409,213	\$ 12,976,691	\$ 17,179,029	\$ 12,749,489	\$ 16,882,369
Retail Operations	6,037,498	4,921,095	6,909,799	3,993,276	6,084,012
Easements and Licenses	1,059,032	1,050,447	959,707	959,707	896,453
Other Revenue*	1,064,832	885,815	917,467	851,027	816,442
Operating Transfers**	331,752	330,324	330,912	330,912	330,912
TOTAL REVENUE	\$ 22,902,327	\$ 20,164,372	\$ 26,296,914	\$ 18,884,411	\$ 25,010,188
Transfer from Restricted Fund - Debt Service	0	326,232	148,984	0	0
Transfer from Capital Fund - Debt Service	13,458	12,168	10,802	822,918	1,049,325
TOTAL TRANSFER FOR DEBT SERVICE	\$ 13,458	\$ 338,400	\$ 159,786	\$ 822,918	\$ 1,049,325
TOTAL REVENUE AND OTHER SOURCES	\$ 22,915,785	\$ 20,502,772	\$ 26,456,700	\$ 19,707,329	\$ 26,059,513

*Other Revenue in the Enterprise Fund includes contract services, house and building rental, lessons, interest 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 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Personnel Services	\$11,851,319	\$11,280,375	\$ 14,044,356	\$12,053,089	\$14,193,817
Operating Costs	3,206,607	2,847,649	4,042,522	3,348,841	3,635,746
Maintenance Costs	2,354,169	2,121,360	2,639,200	2,418,048	2,680,385
Insurance	206,270	245,144	243,160	243,160	237,000
Retail Operations	2,239,466	1,921,740	2,598,278	1,589,977	2,323,874
Utilities	948,254	908,735	1,106,604	945,724	1,149,254
Maintenance Svcs	747,866	828,890	785,678	235,850	765,112
TOTAL EXPENSES	\$21,553,951	\$20,153,893	\$ 25,459,798	\$20,834,689	\$24,985,188
Note Payable VRA Principal	0	0	250,000	250,000	375,000
Interest Expense VRA Note	513,044	502,032	721,902	572,918	674,325
TOTAL DEBT SERVICE	\$ 513,044	\$ 502,032	\$ 971,902	\$ 822,918	\$ 1,049,325
Transfer to Capital Fund	883,242	0	0	0	0
Transfer to Balance General Fund	-383,883	-511,606	0	0	0
Transfer to Retirement Plan	0	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	321,179	0	0	0	0
Transfer to Designated Set Aside	401,474	637,809	0	0	0
Donation Adjustment/Reserve Activity	-373,221	-279,356	0	0	0
TOTAL OTHER USES	\$ 848,791	\$ (153,153)	\$ 25,000	\$ 0	\$ 25,000
OTHER USES	\$22,915,785	\$20,502,772	\$ 26,456,700	\$21,657,607	\$26,059,513
OPERATING INCOME	\$ 1,605,895	\$ 637,809	\$ 25,000	\$ (1,950,278)	\$ 25,000

ENTERPRISE FUND REVENUE BY FACILITY

DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
ENTERPRISE FUND REVENUES					
Administration - Enterprise Fund	\$ 226,519	\$ 208,796	\$ 66,000	\$ 66,000	\$ 66,000
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	36,423	33,160	41,200	26,000	38,900
Algonkian Golf Course	817,700	1,009,939	1,164,000	1,127,000	1,185,000
Algonkian Regional Park	245,449	180,533	280,900	221,550	243,900
Volcano Island Waterpark at Algonkian	458,636	310,071	594,000	136,925	436,400
The Woodlands at Algonkian Park	721,522	619,316	719,462	432,477	619,225
Algonkian Cottages	279,609	229,637	340,600	323,600	280,600
Beaverdam Property	(22)	4,638	8,000	5,000	12,000
Blue Ridge Regional Park	6,593	3,059	6,500	4,875	6,500
Brambleton Golf Course	1,411,572	1,341,195	1,568,140	1,524,540	1,562,140
Bull Run Marina	16,169	21,501	23,145	23,145	27,145
Bull Run Regional Park	992,308	844,812	1,134,600	1,039,060	1,158,000
Atlantis Waterpark at Bull Run	519,831	392,119	606,600	142,060	466,950
Bull Run Special Events Center	160,625	86,194	235,000	168,000	147,200
Bull Run Light Show	1,023,739	1,196,726	1,148,000	1,148,000	1,487,300
Bull Run Shooting Center	1,125,940	927,326	1,243,500	1,243,500	1,243,500
Cameron Run Regional Park	89,320	54,963	139,500	131,750	119,500
Ice & Lights - The Winter Village at Cameron Run	0	259,277	273,500	273,500	273,500
Great Waves Waterpark at Cameron Run	1,764,609	1,272,615	2,022,203	453,700	1,619,950
Carlyle House Historic Park	93,688	69,910	108,138	98,678	102,680
Brickmakers Catering and Event Services	381,314	241,543	426,832	201,932	191,932
Fountainhead Regional Park	273,053	264,168	306,412	305,412	338,412
Hemlock Overlook Regional Park	75,768	75,000	75,768	75,768	1,800
Meadowlark Atrium and Event Services	1,967,117	1,508,969	2,091,962	1,189,058	1,895,024
Meadowlark Botanical Gardens	457,377	292,154	437,500	427,100	437,500
Meadowlark Gardens Winter Walk of Lights	898,705	955,431	932,117	932,117	1,218,000
Mt. Zion Historic Park/Gilbert's Corner Regional Park	1,664	1,845	2,464	1,864	3,421
Occoquan Regional Park	198,896	245,079	256,700	235,450	288,700
The River View at Occoquan	1,445,118	1,694,028	2,055,340	1,753,017	2,624,532
Brickmakers Café at Occoquan	315,243	325,351	394,500	288,500	395,000
Pohick Bay Golf Course	988,697	1,103,948	1,109,300	1,085,300	1,124,300
Pohick Bay Marina	249,711	254,809	261,000	256,750	273,000
Pohick Bay Regional Park	953,139	794,891	1,070,402	994,782	1,103,502
Pirate's Cove Waterpark at Pohick Bay	595,549	437,391	690,200	163,500	547,150
Potomac Overlook Regional Park	160,391	7,670	140,750	98,000	132,200
Rust Sanctuary	1,042,899	700,238	1,098,250	800,800	977,907
Sandy Run Regional Park	230,492	214,615	270,692	265,692	275,692
Temple Hall Farm	239,171	121,128	226,183	206,883	217,183
Temple Hall Fall Festival	179,653	211,152	275,000	89,470	275,000
Upper Potomac Properties	27,697	29,199	28,800	28,800	28,800
Springdale Regional Park	17,660	21,076	15,140	15,140	17,815
Upton Hill Regional Park	221,427	135,500	569,211	241,100	827,213
Ocean Dunes Waterpark at Upton Hill	602,691	401,065	686,100	153,320	517,025
W&OD Railroad Regional Park	1,394,964	1,385,129	1,297,119	1,292,244	1,231,365
White's Ford	7,161	15,610	15,970	15,970	20,650
TOTAL AVAILABLE RESOURCES	22,915,785	20,502,772	26,456,700	19,707,329	26,059,513

ENTERPRISE FUND EXPENSES BY FACILITY

DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
ENTERPRISE FUND EXPENSES					
Administration - Enterprise Fund	\$ 3,017,273	\$ 3,125,454	\$ 3,903,612	\$ 2,898,996	\$ 3,585,443
Aldie Mill/Mt. Defiance/Goose Creek Historic Park	163,270	149,827	186,304	171,013	192,709
Algonkian Golf Course	974,183	973,672	1,118,685	1,082,475	1,133,500
Algonkian Regional Park	604,756	581,128	680,011	633,781	689,307
Volcano Island Waterpark at Algonkian	258,334	241,567	341,700	102,294	364,438
The Woodlands at Algonkian Park	442,932	408,605	474,618	361,859	427,712
Algonkian Cottages	186,933	169,625	230,697	224,330	224,196
Beaverdam Property	7,845	9,793	41,449	24,439	41,329
Blue Ridge Regional Park	4,899	5,467	6,700	6,700	6,700
Brambleton Golf Course	1,265,841	1,218,840	1,405,434	1,297,464	1,404,240
Bull Run Marina	25,352	24,031	34,760	33,329	35,305
Bull Run Regional Park	1,088,934	1,079,105	1,205,035	1,156,192	1,202,804
Atlantis Waterpark at Bull Run	347,846	269,326	380,434	109,663	405,746
Bull Run Special Events Center	166,743	140,281	192,649	171,502	162,838
Bull Run Light Show	400,495	412,408	416,439	407,946	442,685
Bull Run Shooting Center	964,703	777,410	1,058,131	1,035,701	1,072,663
Cameron Run Regional Park	367,191	325,821	399,244	379,663	417,964
Ice & Lights - The Winter Village at Cameron Run	0	148,429	177,781	175,301	193,781
Great Waves Waterpark at Cameron Run	998,063	809,338	1,195,814	445,713	1,232,552
Carlyle House Historic Park	343,138	266,066	327,333	311,809	332,373
Brickmakers Catering and Event Services	302,101	212,662	366,914	231,739	242,821
Fountainhead Regional Park	211,638	162,419	253,624	241,915	269,540
Hemlock Overlook Regional Park	2,658	1,019	2,400	2,400	53,500
Meadowlark Atrium and Event Services	1,157,588	899,901	1,311,229	1,008,140	1,244,041
Meadowlark Botanical Gardens	997,087	955,445	1,157,601	1,119,061	1,069,589
Meadowlark Gardens Winter Walk of Lights	200,379	210,357	289,161	284,494	291,825
Mt. Zion Historic Park/Gilbert's Corner Regional Park	13,679	12,460	18,000	17,250	18,000
Occoquan Regional Park	418,704	380,821	471,637	452,458	475,880
The River View at Occoquan	1,453,837	1,417,488	2,093,926	1,746,232	1,995,248
Brickmakers Café at Occoquan	259,120	276,697	351,925	274,730	346,189
Pohick Bay Golf Course	943,813	972,655	1,047,239	1,014,680	1,060,290
Pohick Bay Marina	52,134	41,433	66,178	64,946	67,730
Pohick Bay Regional Park	949,580	930,587	1,024,310	981,806	1,032,241
Pirate's Cove Waterpark at Pohick Bay	364,528	251,888	382,633	113,071	400,295
Potomac Overlook Regional Park	284,132	270,932	308,999	288,517	323,408
Rust Sanctuary	778,833	651,031	895,217	751,136	859,244
Sandy Run Regional Park	187,066	208,629	195,613	185,836	196,768
Temple Hall Farm	360,538	352,312	454,454	443,020	399,182
Temple Hall Fall Festival	126,869	89,679	167,149	95,805	163,129
Upper Potomac Properties/Springdale	138,420	102,649	156,326	150,019	157,979
Springdale Regional Park	2,569	(10)	10,000	10,000	10,000
Upton Hill Regional Park	324,533	275,064	605,217	386,135	756,615
Ocean Dunes Waterpark at Upton Hill	328,338	236,399	351,787	113,522	370,478
W&OD Railroad Regional Park	547,953	577,521	633,823	612,875	621,524
White's Ford	32,163	29,692	39,508	37,651	40,715
TOTAL EXPENSES & OTHER USES	\$22,066,994	\$20,655,925	\$ 26,431,700	\$21,657,607	\$26,034,513

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
BEGINNING BALANCE	\$ 287,145	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146
ENTERPRISE FUND REVENUES					
Driving Range	\$194,317	\$218,149	\$237,500	\$237,500	\$242,500
Electric/Gas Cart Rental	432,726	579,353	710,200	685,600	665,000
Golf Club Rental	6,622	5,152	8,000	8,000	8,000
Green Fees	2,078,652	2,219,687	2,265,000	2,220,000	2,335,000
Golf Handicap Program	14,245	14,190	17,800	17,800	18,000
Pull Cart Rental	3,987	5,310	5,800	5,800	5,800
Total Golf Course User Fees	2,730,548	3,041,840	3,244,300	3,174,700	3,274,300
Admissions	2,297,322	1,582,665	2,686,000	627,050	2,283,100
Cabana Rental	11,842	7,229	10,000	2,450	10,000
Group, Bounce Passes & Discount Passes	571,526	480,904	700,000	119,500	286,800
Locker Rental	10,118	5,090	10,900	2,045	10,900
Total Aquatics User Fees	2,890,808	2,075,888	3,406,900	751,045	2,590,800
Boat Rental	228,669	252,189	266,000	266,000	327,000
Crew Boat Storage	159,064	131,800	161,645	161,645	161,645
Launch & Parking Fees	157,204	151,518	174,400	171,400	193,400
Regatta & User Fees	16,220	55,960	58,000	58,000	58,000
Rowing Camps	12,718	5,823	11,000	6,000	16,000
Total Marine User Fees	573,876	597,291	671,045	663,045	756,045
Cabin Rentals	194,210	159,118	238,000	218,960	238,000
Camping Fees	1,071,754	867,012	1,236,500	1,136,475	1,276,500
Cottage Rentals	279,176	229,373	340,000	323,000	280,000
Laundry	11,557	8,198	12,600	11,640	12,600
Total Camping/Cottage User Fees	1,556,697	1,263,700	1,827,100	1,690,075	1,807,100
Shooting Tournament Fees	63,823	33,580	60,000	60,000	60,000
Target Sales	648,753	561,118	692,000	692,000	692,000
Gun Rental	48,062	37,600	55,000	55,000	55,000
Total Skeet, Trap & Archery User Fees	760,638	632,298	807,000	807,000	807,000
Light Shows	1,718,739	2,124,364	2,060,117	2,060,117	2,679,300
Fall Festival	110,574	136,987	165,000	55,387	165,000
Programmed Events	159,575	91,537	182,490	109,680	148,970
Snowflake Stampede	22,474	29,840	34,000	34,000	34,000
Sponsors	0	0	0	150	0
Vendor Fees	63,229	85,468	65,000	65,000	65,000
Total Special Events User Fees	2,074,591	2,468,197	2,506,607	2,324,184	3,092,270
Atrium Rental	673,547	491,469	750,000	448,000	675,000
Carlyle House Rental	17,725	17,986	30,000	24,000	30,000
Center Rental	87,183	38,426	135,000	90,000	80,000
Church Rental	0	0	600	600	600
Manor House Rental	333,825	228,372	375,000	262,500	325,000
Algonkian Woodlands Rental	208,020	174,837	230,000	138,000	200,000
Mill Rental	1,988	2,520	4,800	0	2,500
River View Rental	438,316	404,862	675,000	360,000	650,000
Shelter Reservations	286,486	181,852	333,250	222,175	309,750
Visitor Center Rental	17,075	10,400	20,300	15,300	20,300
Total Facility Rental User Fees	2,064,165	1,550,723	2,553,950	1,560,575	2,293,150

ENTERPRISE FUND REVENUE BY CATEGORY

DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Annual Dues	88,237	77,034	88,000	88,000	88,000
Athletic Field Use Fees	6,465	4,767	16,000	6,400	7,400
Batting Cage Fees	136,081	73,444	181,000	181,000	171,000
Boat/RV Storage	579,060	582,013	610,000	610,000	610,000
Camps	152,133	(34,261)	160,000	111,600	160,000
Climbing Feature Admissions	0	0	179,127	0	358,254
Entrance Fees	375,431	310,373	396,500	384,900	404,500
Equipment Rental	219,104	178,644	294,700	175,690	241,750
Inflatable Play Features	2,002	608	0	0	0
Miniature Golf	165,766	126,804	204,000	198,000	188,000
Permit Fees	7,650	5,975	6,500	1,625	6,500
Santa Pictures	13,607	17,115	17,000	17,000	17,000
Temple Hall Farm Rides	12,354	4,239	9,300	4,650	9,300
Total Other Park User Fees	1,757,890	1,346,754	2,162,127	1,778,865	2,261,704
TOTAL USER FEES	14,409,213	12,976,691	17,179,029	12,749,489	16,882,369
Retail - Ammunition	200,405	173,056	260,000	260,000	260,000
Retail - Alcoholic Beverages/Hard Liquor	990,054	817,858	1,061,400	651,010	954,400
Retail - Food (Includes Paper Products)	1,768,640	1,469,832	2,146,203	1,227,566	1,996,200
Retail - Great Blue Heron	2,014,999	1,586,582	2,357,750	1,202,125	1,917,000
Retail - Catering Food Truck	46,220	28,205	50,000	50,000	40,000
Administrative Fee	457,399	379,883	461,446	244,858	390,987
Retail - Algonkian Woodlands Catering	310,268	264,729	287,500	172,500	250,000
Retail - Pro Shop	150,629	131,119	160,000	145,000	160,000
Retail - Merchandise	98,886	69,832	125,500	40,217	115,425
Vending Machine Operation	0	0	0	0	0
TOTAL RETAIL OPERATIONS	6,037,498	4,921,095	6,909,799	3,993,276	6,084,012
License Fees	25,000	9,774	12,000	12,000	12,000
Rents & Easements	1,034,032	1,040,673	947,707	947,707	884,453
TOTAL EASEMENTS AND LICENSES	1,059,032	1,050,447	959,707	959,707	896,453
NVRPA Event Staffing	56,644	80,351	109,500	76,060	100,719
Kitchen Use Fee	11,900	5,524	10,000	6,000	7,000
Firewood/Propane	54,576	50,323	60,000	57,000	60,000
Garden Guild/Docent Activities	(67)	342	600	600	600
House & Bank Building Rental	203,797	213,167	214,259	214,259	225,221
Insurance Proceeds	10,916	50,524	0	0	0
Interest	143,151	97,853	6,000	6,000	6,000
Interest-Temple Hall	96,806	0	96,806	96,806	96,806
Interest-Occoquan	24,584	6,204	0	0	0
Lessons	141,669	98,228	163,500	140,500	153,500
Lifeguard Training Fee	2,475	0	0	0	0
Miscellaneous Revenue	131,895	98,102	66,302	63,302	63,596
Crop Sales	43,054	55,148	52,000	52,000	43,000
Rental Device Commission	600	1,450	1,000	1,000	0
Adventure Links Agreement (Hemlock)	75,000	75,000	75,000	75,000	0
Reservation Fees	67,231	53,601	60,000	60,000	60,000
Sponsorship	600	0	2,500	2,500	0
TOTAL OTHER REVENUE	1,064,832	885,815	917,467	851,027	816,442
TOTAL ENTERPRISE FUND REVENUES	\$ 22,570,575	\$ 19,834,048	\$ 25,966,002	\$ 18,553,499	\$ 24,679,276
Transfer from Carlyle House Friends Fund	3,840	2,089	3,000	3,000	3,000
Transfer from Restricted Fund - FOWOD	0	323	0	0	0
Transfer from Restricted Fund	327,912	327,912	327,912	327,912	327,912
Transfer from Restricted Fund - Debt Service	0	326,232	148,984	0	0
Transfer from Capital Fund - Debt Service	13,458	12,168	10,802	822,918	1,049,325
TOTAL TRANSFERS FROM OTHER FUNDS	345,210	668,724	490,698	1,153,830	1,380,237
TOTAL AVAILABLE RESOURCES	\$ 22,915,785	\$ 20,502,772	\$ 26,456,700	\$ 19,707,329	\$ 26,059,513

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
ENTERPRISE FUND EXPENSES					
Full-time Salaries	\$ 5,636,237	\$ 5,732,214	\$ 6,095,520	\$ 5,831,079	\$ 6,177,470
Part-Time Salaries	3,573,625	2,904,745	4,735,880	3,471,863	4,899,850
FICA	672,370	614,654	826,387	431,565	840,791
Hospitalization	852,978	944,926	1,070,351	1,064,101	954,456
Life Insurance	51,947	59,593	69,489	66,474	69,709
Retirement	1,048,809	1,015,053	1,219,104	1,166,799	1,222,964
Unemployment Tax	15,354	9,189	27,625	21,209	28,577
TOTAL PERSONNEL SERVICES	11,851,319	11,280,375	14,044,356	12,053,089	14,193,817
Camps	8,172	3,584	10,650	7,855	10,650
Contingency	0	0	300,000	400,000	125,426
Credit Card Charges	444,526	415,753	506,665	506,665	506,096
POS Technology Fees	170,765	174,028	200,000	200,000	200,000
Contract Employment	586,753	424,753	455,959	351,141	413,441
Fall Festival Operations	47,459	27,926	41,450	37,402	35,000
Golf Cart Rental	158,205	145,022	158,205	165,163	158,205
Beverage Cart Rental	8,315	7,622	8,316	11,247	8,316
Equipment Rental	250,020	210,806	329,527	216,027	285,482
Feed	11,981	12,199	9,000	9,000	9,000
Fertilizer	47,575	25,185	44,500	44,548	44,500
Garden Guild/Docent Activities	815	0	600	600	600
Gas and Diesel	149,550	118,027	188,900	187,100	186,600
Grants - Carlyle House	3,501	0	0	0	0
Grants - Potomac Overlook	0	390	0	0	0
Handicap Program	3,835	7,216	15,500	15,500	11,840
Instructor Fees	23,393	7,752	31,500	31,500	31,500
License Fees	0	36,899	12,200	12,200	12,200
Linen Service	17,413	16,029	17,000	17,000	14,480
Livestock	1,467	1,033	4,000	4,000	4,000
Membership Events	0	0	1,000	1,000	1,000
Park Police	30,835	31,350	54,000	36,700	43,750
Production Costs	289,777	332,451	333,000	333,000	349,000
Programs and Promotions	107,021	92,155	156,300	117,760	148,460
Public Information	463,540	464,893	580,000	275,000	536,800
Regatta Fees	0	0	18,000	18,000	10,000
Seeds and Plants	15,405	15,683	23,000	17,683	19,500
Shooting Tournament	33,223	26,078	28,000	28,000	28,000
Strategic Plan Initiatives	5,127	11,717	133,000	0	100,000
Swimming Pool Safety Program	37,040	25,550	25,000	25,000	25,000
Targets	221,180	152,346	230,000	230,000	230,000
Training for Field Staff	53,059	42,482	85,000	7,500	45,000
Uniforms	10,892	13,070	33,250	33,250	32,900
Vet & Medicine	5,760	5,649	9,000	9,000	9,000
TOTAL OPERATING COSTS	3,206,607	2,847,649	4,042,522	3,348,841	3,635,746
Equipment/Vehicle Maintenance	210,864	178,087	235,758	235,758	239,758
Facility Op. & Maintenance	1,629,204	1,434,704	1,762,083	1,539,683	1,798,768
Garden Maintenance	62,980	55,747	74,000	74,000	74,000
Golf Course Maintenance	315,829	274,715	334,859	336,107	334,859
Major Contract Maintenance	125,518	171,752	225,000	225,000	225,000
Rental House Maintenance	9,774	6,355	7,500	7,500	8,000
TOTAL MAINTENANCE COSTS	2,354,169	2,121,360	2,639,200	2,418,048	2,680,385
Insurance - Liquor Liability	10,052	18,347	22,025	22,025	20,000
Insurance - Workers Comp	179,749	200,056	190,000	190,000	185,000
Insurance - Vehicle	16,469	26,741	31,135	31,135	32,000
TOTAL INSURANCE	206,270	245,144	243,160	243,160	237,000

ENTERPRISE FUND EXPENSES BY CATEGORY

DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Retail - Ammunition	141,582	123,960	182,000	182,000	182,000
Retail - Alcoholic Beverages/Hard Liquor	290,663	212,520	347,590	209,753	302,218
Retail - Catering Food Truck	15,257	6,661	18,000	18,000	18,000
Retail - Algonkian Woodlands	127,079	107,755	103,500	62,100	90,000
Retail - Catering Great Blue Heron	529,695	379,356	575,100	272,160	500,850
Retail - Catering Rust Sanctuary	154,828	133,321	155,250	118,125	134,550
Retail - Food	828,333	810,284	1,022,588	586,614	907,046
Retail - Pro Shop	92,861	99,833	96,500	87,500	96,500
Retail Merchandise	47,049	19,730	67,750	25,225	62,710
Vending Machine Operation	690	0	0	0	0
Firewood	11,428	28,320	30,000	28,500	30,000
TOTAL RETAIL OPERATIONS	2,239,466	1,921,740	2,598,278	1,589,977	2,323,874
Telephone	74,058	77,876	76,660	76,660	80,060
Electricity	573,191	531,877	639,400	565,500	665,900
Natural Gas	26,344	22,280	32,500	32,500	32,500
Other	0	69	0	0	0
Water/Sewer	147,853	151,824	210,504	128,004	213,004
Propane Gas	55,512	50,899	68,400	63,920	74,900
Heating Oil	3,821	750	2,500	2,500	5,000
Internet/Cable	67,474	73,161	76,640	76,640	77,890
TOTAL UTILITIES	948,254	908,735	1,106,604	945,724	1,149,254
Note Payable VRA Principal			250,000	250,000	375,000
Interest Expense VRA Note	513,044	502,032	721,902	572,918	674,325
TOTAL DEBT SERVICE	513,044	502,032	971,902	822,918	1,049,325
Trans. - Gen. Fund for Central Maint.	747,866	828,890	785,678	235,850	765,112
TOTAL OPERATING EXPENSES	\$ 22,066,994	\$ 20,655,925	\$ 26,431,700	\$ 21,657,607	\$ 26,034,513
OPERATING INCOME (LOSS)	\$ 848,791	\$ (153,153)	\$ 25,000	\$ (1,950,278)	\$ 25,000
Transfer to Designated Set Aside	401,474	637,809	0	0	0
Transfer to Capital Fund	883,242	0	0	0	0
Transfer to General Fund	(383,883)	(511,606)	0	0	0
Transfer to Retirement Plan	0	0	0	0	0
Transfer to Temple Hall Operating Fund	0	0	0	0	0
Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
Transfer to Performance Incentive Plan	321,179		0	0	0
Transfer to Sustainability Reserve	0	0	0	0	0
TOTAL TRANSF TO OTHER FUNDS	1,222,012	126,204	25,000	0	25,000
Donation/Adjustments	(373,221)	(279,356)			
TOTAL EXPENSES AND OTHER USES	\$ 22,915,785	\$ 20,502,772	\$ 26,456,700	\$ 21,657,607	\$ 26,059,513
ENDING BALANCE	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146	\$ 287,146

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

PROGRAM OVERVIEW

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

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

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	17,969	22,600	20,300	(10.2)%
Other Revenue	15,191	18,600	18,600	0.0 %
TOTAL REVENUE	33,160	41,200	38,900	(5.6)%
EXPENSES BY CATEGORY				
Personnel Services	117,399	144,154	149,659	3.8 %
Operating Costs	9,102	13,950	13,950	0.0 %
Maintenance Costs	15,875	21,000	21,000	0.0 %
Utilities	7,450	7,200	8,100	12.5 %
TOTAL EXPENSES	149,827	186,304	192,709	3.4 %
Net Income	(116,667)	(145,104)	(153,809)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Mill Rental, admissions and programmed event revenue are increased.
- **Compared to FY 21 Proposed (Pre-COVID):** Programmed events and admissions revenue fully restored; mill rental reduced by \$2,300.

STAFFING SUMMARY

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	.55	.75	.86	.95	.95

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-005 ALDIE MILL HISTORIC PARK/MT. DEFIANCE/GOOSE CREEK HISTORIC PARK						
REVENUES						
4600	Programmed Events	\$ 17,960	\$ 15,124	\$ 17,000	\$ 7,000	\$ 17,000
4498	Mill Rental	1,988	2,520	4,800	0	2,500
4230	Entrance Fees/Group Admissions	949	326	800	400	800
	TOTAL USER FEES	20,897	17,969	22,600	7,400	20,300
4640	Retail Operations	25	0	0	0	0
	TOTAL RETAIL OPERATIONS	25	0	0	0	0
4510	Misc. Revenue	152	341	0	0	0
4420	House Rental	15,350	14,850	18,600	18,600	18,600
	TOTAL OTHER REVENUE	15,502	15,191	18,600	18,600	18,600
	TOTAL REVENUES	36,423	33,160	41,200	26,000	38,900
EXPENSES						
5010	Full-Time Salaries	\$ 79,377	\$ 83,953	\$ 83,171	\$ 80,724	\$ 88,019
5020	Part-Time Salaries	21,621	10,209	34,210	33,806	34,085
5030	FICA	7,741	7,219	8,980	5,211	9,180
5060	Life Insurance	744	854	948	920	979
5050	Retirement	15,193	15,128	16,634	16,153	17,184
5070	Unemployment Tax	80	37	211	209	210
	TOTAL PERSONNEL SERVICES	124,756	117,399	144,154	137,023	149,659
5490	Programs & Promotions	14,317	9,013	13,600	5,440	13,600
5570	Uniforms	0	90	350	350	350
	TOTAL OPERATING COSTS	14,317	9,102	13,950	5,790	13,950
5180	Equipment/Vehicle Maintenance	755	0	0	0	0
5190	Facility Op. & Maintenance	15,706	15,875	20,000	20,000	20,000
5510	Rental House Maintenance	31	0	1,000	1,000	1,000
	TOTAL MAINTENANCE COSTS	16,492	15,875	21,000	21,000	21,000
5290	Insurance - Vehicle	381	0	0	0	0
	TOTAL INSURANCE	381	0	0	0	0
5520	Retail Operations	20	0	0	0	0
	TOTAL RETAIL OPERATIONS	20	0	0	0	0
5580-001	Telephone	3,998	3,296	2,400	2,400	3,300
5580-002	Electricity	2,371	2,043	2,500	2,500	2,500
5580-004	Water/Sewer	936	855	1,100	1,100	1,100
5580-016	Internet/Cable	0	1,256	1,200	1,200	1,200
	TOTAL UTILITIES	7,305	7,450	7,200	7,200	8,100
	TOTAL EXPENSES	163,270	149,827	186,304	171,013	192,709
	OPERATING INCOME (LOSS)	(126,847)	(116,667)	(145,104)	(145,013)	(153,809)

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

STRATEGIC GOALS & OBJECTIVES FY 2022

Aldie Mill Historic Park:



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



Objectives:

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

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



Objectives:

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

Mt. Defiance Historic Park:

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



Objectives:

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

Battle of Upperville/Goose Creek Bridge Historic Park:

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



Objectives:

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

ALDIE MILL/MT. DEFIANCE/GOOSE CREEK HISTORIC PARKS

FY 2021 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

- Created new interpretive sign that tells the story of the Daniel Dangerfield at Aldie Mill.
- Maintained community partnerships through the pandemic and park closure.
Continued to work with The Great Courses Company on the virtual field trip of the mill for 4th grade students. More than 1800 students viewed the online field trip so far.
- Developed (1) strategy to promote Mill rentals.

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

Highlights

- Developed and highlighted sanitation protocols for our staff and customers to help ensure a safe environment.
- Conducted weekly and monthly routine facility maintenance inspections and conducted site inspections to check for problems or deficiencies,
- Continued to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Implemented strategies and training techniques developed by the Customer Service Committee.

Mt. Defiance Historic Park:

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

Highlights

- Maintained (3) community partnerships.
- Created interpretive signage for the park, added customer information kiosk and other improvements and opened the park to the public, including beginning guided tours.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Daily tour attendance	2,504	1,646	1,890	1,144	2,700
• Annual attendance at public programs	587	200	280	131	400
• Special event attendance	916	996	840	0	1,200
• Number of facility rentals	5	3	0	1	6
• School tour attendance	1,095	713	1,260	0	900
• Virtual tour attendance	0	0	0	0	3,000
• Scout tours	26	0	70	0	100
• Volunteer hours received	534	641	550	205.5	550

ALGONKIAN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 180,186	\$ 280,000	\$ 243,400	-13.1%
Retail Operations	0	500	500	0.0%
Other Revenue	347	400	0	-100.0%
TOTAL REVENUE	\$ 180,533	\$ 280,900	\$ 243,900	-13.2%

EXPENSES BY CATEGORY				
Personnel Services	\$ 526,866	\$ 602,787	\$ 623,457	3.4%
Operating Costs	13,218	23,100	12,100	-47.6%
Maintenance Costs	29,951	41,000	41,000	0.0%
Insurance	2,228	2,874	2,500	-13.0%
Retail Operations	0	150	150	0.0%
Utilities	8,865	10,100	10,100	0.0%
TOTAL EXPENSES	\$ 581,128	\$ 680,011	\$ 689,307	1.4%

Net Income	(\$400,595)	(\$399,111)	(\$445,407)
-------------------	--------------------	--------------------	--------------------

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Shelter reservations and programmed event revenue are increased.
- **Compared to FY 21 Proposed (Pre-COVID):** Programmed events, athletic field usage and mini golf are included but total revenue budgeted \$37,000 less than the Proposed Budget. Program and promotions expenses are reduced by \$11,000.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	6	6	6	6	6
Part-Time	3.73	3.75	3.88	3.95	3.95

ALGONKIAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-035 ALGONKIAN REGIONAL PARK						
REVENUES						
4460	Launch & Parking Fees	\$ 7,384	\$ 10,384	\$ 14,000	\$ 14,000	\$ 14,000
4600,4602	Programmed Events	25,152	4,568	28,000	2,000	6,000
4670	Shelter Reservations	56,214	40,690	75,000	56,250	75,000
4045	Athletic Field Use Fees	3,430	1,932	12,000	3,400	3,400
4080	Boat/RV Storage	146,462	116,746	140,000	140,000	140,000
4500	Miniature Golf	6,532	5,865	11,000	5,000	5,000
4800	Vendor Fees	0	0	0	0	0
	TOTAL USER FEES	245,174	180,186	280,000	220,650	243,400
4640	Retail - Food	2	0	500	500	500
	TOTAL RETAIL OPERATIONS	2	0	500	500	500
4475	Lessons	103	0	0	0	0
4510	Miscellaneous Revenue	120	147	0	0	0
4636	Rental Device Commission	50	200	400	400	0
	TOTAL OTHER REVENUE	273	347	400	400	0
	TOTAL REVENUES	\$ 245,449	\$ 180,533	\$ 280,900	\$ 221,550	\$ 243,900
EXPENSES						
5010	Full-Time Salaries	\$ 336,497	\$ 330,868	\$ 341,336	\$ 326,845	\$ 359,195
5020	Part-Time Salaries	68,643	56,320	101,059	99,788	100,722
5030	FICA	30,201	28,680	33,843	19,412	34,809
5040	Hospitalization	37,995	47,131	53,645	53,645	53,089
5060	Life Insurance	3,138	3,451	3,891	3,726	4,039
5050	Retirement	63,700	60,181	68,267	65,402	70,859
5070	Unemployment Tax	485	235	745	739	744
	TOTAL PERSONNEL SERVICES	540,658	526,866	602,787	569,557	623,457
5230	Gas and Diesel	10,249	10,083	7,000	7,000	7,000
5490, 5492	Programs and Promotions	8,941	2,010	14,000	1000	3,000
5570	Uniforms	965	1124	2,100	2100	2,100
	TOTAL OPERATING COSTS	20,155	13,218	23,100	10,100	12,100
5180	Equipment/Vehicle Maintenance	8,779	4,527	9,000	9,000	9,000
5190	Facility Op. & Maintenance	23,634	25,423	32,000	32,000	32,000
	TOTAL MAINTENANCE COSTS	32,412	29,951	41,000	41,000	41,000
5290	Insurance - Vehicle	1,903	2,228	2,874	2,874	2,500
	TOTAL INSURANCE	1,903	2,228	2,874	2,874	2,500
5520	Retail - Food	0	0	150	150	150
	TOTAL RETAIL OPERATIONS	0	0	150	150	150
5580-001	Telephone	749	805	800	800	800
5580-002	Electricity	6,753	5,822	7,000	7,000	7,000
5580-004	Water/Sewer	1,232	1,315	1,400	1,400	1,400
5580-016	Internet/Cable	895	923	900	900	900
	TOTAL UTILITIES	9,629	8,865	10,100	10,100	10,100
	TOTAL EXPENSES	\$ 604,756	\$ 581,128	\$ 680,011	\$ 633,781	\$ 689,307
	OPERATING INCOME (LOSS)	(\$359,307)	(\$400,595)	(\$399,111)	(\$412,231)	(\$445,407)

ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Continue to implement plan to replace park signage with standardized NOVA Parks signs.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Maintain a minimum of (3) community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Maintain an effective volunteer program to facilitate park improvements and quality.

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



Objectives:

- Conduct a minimum of (5) kayak tours/programs.
- Continue to expand the program diversity offered to cottage guests to include educational, entertainment based and environmentally focused programs.
- Host a minimum of (3) special events aimed at increasing awareness of park features.
- Maintain a year-round comprehensive programming calendar and schedule of events and activities.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement a system that implements a minimum of (3) effective recruitment and retention strategies for qualified staff.
- Refine the system to evaluate and respond to customer feedback.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Update and revise "Frequently Asked Questions" page for the Algonkian website.

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Maintain Boat and RV lots at 95% capacity.
- Host a minimum of (1) internally managed seasonal event.
- Implement an improvement plan for the mini golf.
- Develop and implement an annual social media promotion calendar.

STRATEGIC FOCUS



ALGONKIAN REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Utilizing maintenance inspection forms for all facilities.
- Continue partnerships with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, Loudoun County Crew teams and Paddle NOVA.
- Maintained relationships with Seneca Regional Park volunteers.

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

Highlights

- Surveyed potential shelter groups to understand demand during the pandemic.
- Roving Naturalist conducted several educational programs at Algonkian.
- Refined our in-house events calendar for the year and utilized the NOVA Parks website and Facebook to promote event offerings.

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

Highlights

- Developed and highlighted pandemic protocols to show customers our parks are maintained in a safe manner.
- All 2021 season staff attended Customer Service training.
- Implemented strategies and training techniques developed by the Customer Service Committee.
- Hosted level 1 and level 2 customer service trainings for staff. Hosted CPR/First Aid course to recertify and certify staff.

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

Highlights

- Maintained Storage Lots at 95% capacity.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Continue to update and enhance the staff toolkit to empower part-time staff.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of boat launches	631	667	2,100	167	2,100
• Boat/RV storage usage	197	189	197	181	197
• Number of miniature golf rounds	1,183	1,262	1,238	183	1,240
• Number of picnic shelter rentals	345	229	270	192	360
• Number of programmed events	2	1	1	1	4

ALGONKIAN GOLF COURSE

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 884,951	\$ 993,000	\$ 1,014,000	2.1%
Retail Operations	121,876	161,000	161,000	0.0%
Other Revenue	3,112	10,000	10,000	0.0%
TOTAL REVENUE	\$ 1,009,939	\$ 1,164,000	\$ 1,185,000	1.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 639,861	\$ 725,638	\$ 740,263	2.0%
Operating Costs	61,870	88,747	86,917	-2.1%
Maintenance Costs	147,562	182,659	182,658	0.0%
Insurance	608	979	1000	2.1%
Retail Operations	75,330	70,650	70,650	0.0%
Utilities	48,441	50,012	52,012	4.0%
TOTAL EXPENSES	\$ 973,672	\$ 1,118,685	\$ 1,133,500	1.3%
Net Income	\$ 36,267	\$ 45,315	\$ 51,500	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Expenses increase due to personnel reductions restored from the budget adopted at the start of COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.
-

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	7	8	8	8	7.5
Part-Time	5.78	5.78	5.78	5.63	5.63

ALGONKIAN GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-010	ALGONKIAN GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 50,024	\$ 57,328	\$ 67,500	\$ 67,500	\$ 67,500
4220	Cart Rental	106,607	171,629	214,000	208,000	210,000
4320	Golf Club Rental	2,083	2,145	3,000	3,000	3,000
4380	Green Fees	515,623	647,599	700,000	680,000	725,000
4400	Golf Handicap Program	4,513	3,419	5,500	5,500	5,500
4610	Pull Cart Rental	1,442	2,831	3,000	3,000	3,000
	TOTAL USER FEES	680,290	884,951	993,000	967,000	1,014,000
4475	Lessons	8,883	2,625	10,000	10,000	10,000
4510	Miscellaneous Revenue	8,883	3,112	10,000	10,000	10,000
	TOTAL OTHER REVENUE	8,883	2,625	10,000	10,000	10,000
4641	Retail - Alcoholic Beverages	38,383	43,183	50,000	50,000	50,000
4640,4642,4643	Retail - Food	46,318	39,729	66,000	60,000	66,000
4650	Retail - Pro Shop	43,827	38,963	45,000	40,000	45,000
	TOTAL RETAIL OPERATIONS	128,528	121,876	161,000	150,000	161,000
	TOTAL REVENUES	\$ 817,700	\$ 1,009,939	\$ 1,164,000	\$ 1,127,000	\$ 1,185,000
	EXPENSES					
5010	Full-Time Salaries	\$ 343,856	\$ 344,438	\$ 372,828	\$ 359,782	\$ 376,738
5020	Part-Time Salaries	111,576	112,227	148,626	147,111	149,510
5030	FICA	32,827	33,946	39,891	23,064	40,258
5040	Hospitalization	70,334	79,353	84,454	84,454	93,087
5060	Life Insurance	3,048	3,539	4,250	4,102	4,295
5050	Retirement	62,435	65,958	74,566	71,992	75,348
5070	Unemployment Tax	576	400	1,023	1,016	1,028
	TOTAL PERSONNEL SERVICES	624,652	639,861	725,638	691,519	740,263
5160	Golf Cart Rental	51,625	47,323	51,625	53,895	51,625
5138	Beverage Cart Rental	2,772	2,541	2,772	3,749	2,772
5230	Gas and Diesel	8,504	6,293	18,000	18,000	18,000
5260	Golf Handicap Program	2,700	2,332	5,250	5,250	3,420
5263	Instructor Fees	7,875	1,950	9,000	9,000	9,000
5570	Uniforms	1,204	1,432	2,100	2,100	2,100
	TOTAL OPERATING COSTS	74,680	61,870	88,747	91,994	86,917
5180	Equipment/Vehicle Maintenance	18,890	20,754	20,758	20,758	20,758
5190	Facility Op. & Maintenance	45,431	52,347	53,601	53,601	53,600
5240	Golf Course Maintenance	99,059	74,462	108,300	108,612	108,300
	TOTAL MAINTENANCE COSTS	163,379	147,562	182,659	182,971	182,658
5265	Insurance - Liquor Liability	300	608	500	500	500
5290	Insurance - Vehicle	381	0	479	479	500
	TOTAL INSURANCE	681	608	979	979	1,000
5521	Retail - Alcoholic Beverages	12,176	15,289	15,000	15,000	15,000
5520	Retail - Food	19,023	18,318	26,400	24,000	26,400
5530	Retail - Pro Shop	30,818	41,723	29,250	26,000	29,250
	TOTAL RETAIL OPERATIONS	62,017	75,330	70,650	65,000	70,650
5580-001	Telephone	3,764	3,917	3,960	3,960	3,960
5580-002	Electricity	29,766	27,104	31,000	31,000	31,000
5580-004	Water/Sewer	4,065	4,341	4,552	4,552	4,552
5580-008	Propane Gas	8,034	9,901	7,000	7,000	9,000
5580-016	Internet/Cable	3,145	3,177	3,500	3,500	3,500
	TOTAL UTILITIES	48,774	48,441	50,012	50,012	52,012
	TOTAL EXPENSES	\$ 974,183	\$ 973,672	\$ 1,118,685	\$ 1,082,475	\$ 1,133,500
	OPERATING INCOME (LOSS)	\$ (156,483)	\$ 36,267	\$ 45,315	\$ 44,525	\$ 51,500

ALGONKIAN GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Working with the Golf Committee, refine the Heron Club membership with focus on customer appeal and profitability.
- Develop a comprehensive survey to assess and improve the membership program.
- Conduct a review of membership pricing, offerings and benefits to identify a minimum of one area that may be improved.
- Review and refine membership marketing and promotional plan with at least (2) strategies for reaching new customers.

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



Objectives:

- Refine the new Revenue Playbook in Wrike and utilize a minimum of two new technology tools to ensure we are promoting events and programs in the best way to reach customers.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- Implement a minimum of (2) strategies that focus on informing previous tournament and outing groups about the sanitation and safety strategies we have in place.
- Using tournament tracking tool, develop and implement a minimum of (2) sales strategies to establish contact with new tournament and outing clients.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Develop (3) new strategies to encourage online reservations utilizing NOVA Parks tee sheet portal.

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



Objectives:

- Provide Indigo with program and event content for monthly “call-to-action” emails and (1) post containing video content per month.
- Evaluate the previous year’s internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (1) new event or promotion.
- Schedule a minimum of (2) on-site clinics and classes for the general public.
- Develop a minimum of (2) outreach programs with partner organizations.

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols. Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Review and refine volunteer training protocol and onboarding process.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.

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



Objectives:

- Work with Food and & Beverage Manager to consolidate menu with the focus on freshness, timely delivery, and profitability.
- Develop standardized staff training program for food prep, par levels and food presentation.
- Develop a promotion and sales plan with (2) strategies to increase retail revenues to reach 2022 budget.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Increase online retail sales by 3% over FY20 gross.

ALGONKIAN GOLF COURSE

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Conducted several member events to promote the added value of memberships including, Swing into Spring, member guest specials, text club promotions and prize giveaways for new or renewing members.
- Reinstated members and extended memberships for all current members due to the course closure.
- Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- Implemented a new membership portal for members to easily book and cancel tee times.

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

Highlights

- Surveyed potential groups to understand demand during the pandemic.
- Ordered and installed cart dividers as another way to provide a safe experience for customers.
- Retained FY20 leagues and league membership.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Utilized text messaging and targeted emails to offer "demand pricing" at off peak times.
- Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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

Highlights

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Refined the outing and tournament tracking and sales tool to track potential sales leads as pandemic restrictions were lifted.
- Implemented new events and promotions to include virtual pro-am tournaments and driving range dinner specials.

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

Highlights

- Developed and highlighted sanitation protocols for course and carts to help ensure a safe experience for customers.
- Installed and implemented a new tee sheet and POS to better serve our customers.
- Implemented agency-wide customer service initiatives, including monthly strategies and incentives.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Continued to use "review tracker" software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- Hosted customer service trainings for volunteers and staff as well as pre-season volunteer and staff meetings.

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

Highlights

- Developed and highlighted pandemic protocols to show customers our staff is delivering food and beverage in a safe way.
- Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- Developed strategies to sell old inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• 18 hole golf rounds (paid)	15,108	19,544	19,995	12,536	21,500
• 18 hole golf rounds (members)	6,043	4,682	8,245	3,201	8,500
• Power cart rentals-18 hole equivalent	17,599	12,611	11,640	12,856	11,760
• Number of driving range buckets sold	4,539	5,574	6,500	6,486	6,500
• Number of annual golf memberships sold	40	35	55	30	55
• Number of Heron Club Cards sold	105	100	200	86	200
• Per customer average on pro shop merchandise	\$2.07	\$1.60	\$1.42	\$1.70	\$1.50
• Per customer average on food & beverage	\$4.00	\$3.43	\$3.90	\$4.91	\$3.87
• Revenue per round of golf played	\$38.66	\$41.78	\$39.91	\$61.59	\$39.50
• Expense per round of golf played	\$46.06	\$40.28	\$38.83	\$33.73	\$37.78
• Volunteer hours received	6,735	6,456	6,800	2,692	6,800

VOLCANO ISLAND WATERPARK AT ALGONKIAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 253,924	\$ 475,000	\$ 335,250	-29.4%
Retail Operations	56,007	119,000	101,150	-15.0%
Other Revenue	139	—	—	-
TOTAL REVENUE	\$ 310,071	\$ 594,000	\$ 436,400	-26.5%
EXPENSES BY CATEGORY				
Personnel Services	\$ 135,885	\$ 204,400	\$ 234,413	14.7%
Maintenance Costs	31,232	60,000	60,000	0.0%
Retail Operations	50,390	48,500	41,225	-15.0%
Utilities	24,060	28,800	28,800	0.0%
TOTAL EXPENSES	\$ 241,567	\$ 341,700	\$ 364,438	6.7%
Net Income	\$ 68,504	\$ 252,300	\$ 71,962	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Full year waterpark operation is included compared to FY 21 Budget which had waterpark closure for the full summer 2020 season due to COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** While the waterpark is budgeted to be open the full fiscal year, revenue is not expected to be fully restored. School group revenue is budgeted to be reduced by 65%, season passes by almost 50% and admissions and related revenue by 15%. Part-time rates for some waterpark positions have been increased to help solve seasonal staffing issues.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	8.07	8.07	8.16	2.02	8.08

VOLCANO ISLAND WATERPARK AT ALGONKIAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-020 ALGONKIAN VOLCANO ISLAND WATERPARK						
REVENUES						
4550	Admissions	\$ 253,573	\$ 172,878	\$ 326,000	\$ 80,000	\$ 277,100
4570	Group Admissions	95,884	69,526	125,000	15,000	43,750
4490	Locker Rental	451	287	500	125	500
4560, 4580	Waterpark Passes	14,068	9,288	20,000	5,000	10,400
4670	Shelter Reservations	2,919	1,947	3,500	1,400	3,500
TOTAL USER FEES		366,894	253,924	475,000	101,525	335,250
4640	Retail Operations	83,453	52,523	110,000	33,000	93,500
4660	Swim Merchandise	6,280	3,484	9,000	2,400	7,650
TOTAL RETAIL OPERATIONS		89,733	56,007	119,000	35,400	101,150
4510	Miscellaneous Revenue	735	139	0	0	0
4482	Lifeguard Training Fee	1,275	0	0	0	0
TOTAL OTHER REVENUE		2,010	139	0	0	0
TOTAL REVENUES		\$ 458,636	\$ 310,071	\$ 594,000	\$ 136,925	\$ 436,400
EXPENSES						
5020	Part-Time Salaries	\$ 134,876	\$ 128,349	\$ 188,996	\$ 47,150	\$ 216,748
5030	FICA	10,259	7,147	14,458	3,607	16,581
5070	Unemployment Tax	607	389	945	236	1,084
TOTAL PERSONNEL SERVICES		145,741	135,885	204,400	50,994	234,413
5190	Facility Op. & Maintenance	57,965	31,232	60,000	24,000	60,000
TOTAL MAINTENANCE COSTS		57,965	31,232	60,000	24,000	60,000
5520	Retail Operations	25,068	51,359	44,000	13,200	37,400
5535	Swim Merchandise	1,507	(970)	4,500	1,200	3,825
TOTAL RETAIL OPERATIONS		26,575	50,390	48,500	14,400	41,225
5580-001	Telephone	1,142	1,160	1,100	1,100	1,100
5580-002	Electricity	22,818	18,578	23,000	9,200	23,000
5580-004	Water/Sewer	2,957	3,157	3,500	1,400	3,500
5580-016	Internet/Cable	1,137	1,165	1,200	1,200	1,200
TOTAL UTILITIES		28,053	24,060	28,800	12,900	28,800
TOTAL EXPENSES		\$ 258,334	\$ 241,567	\$ 341,700	\$ 102,294	\$ 364,438
OPERATING INCOME (LOSS)		\$ 200,302	\$ 68,504	\$ 252,300	\$ 34,631	\$ 71,962

VOLCANO ISLAND WATERPARK AT ALGONKIAN

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Work with Aquatics committee, rebrand and reimagine the Annual Waterpark Pass to be more appealing to a wider audience.
- Analyze survey data to assess and improve the incentives our members value the most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.

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



Objectives:

- Reintroduce the Ellis and Associates lifeguard program to a new group of waterpark staff.
- Implement new strategies to develop a culture of safety with our new staff after being closed in 2020.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified aquatics staff.
- Refine orientation and in-service training techniques for all positions to focus on building culture.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Research and develop a plan to implement online waterpark ticket sales.
- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.

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



Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery and profitability.
- Refine and market group and party food and retail offerings.
- Implement an effective inventory management system to reduce waste and meet customer needs

Goal Five: Provide unique and exceptional customer experiences.



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.

VOLCANO ISLAND WATERPARK AT ALGONKIAN

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Held annual “Perks Party” in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- Offered pass sales through Certifikid that generated new pass sales.
- Developed and implemented refined offerings to retain current passholders.
- Created a comprehensive annual marketing calendar for annual pass promotions and sales.

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

Highlights

- Implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new group of waterpark staff
- Worked to develop a culture of safety with our new staff after being closed for a season.
- Reviewed and refined orientation and in-service training techniques.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Implemented new Virtual Open House hiring event.
- Continue to implement new Ellis and Associates vanGUARD waterpark supervisor training.

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

Highlights

- Surveyed potential groups to understand demand during the pandemic.
- Marketed birthday parties highlighting the outdoor experience with safety and social distancing in mind.
- A Calendar of Events was implemented to increase after 4pm weekday visitation.

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

Highlights

- Developed and highlighted pandemic protocols to show customers our staff is delivering food and beverage in a safe way.
- All supervisory staff attended Servsafe food management certification program.
- Reviewed and refined all ordering guides for food and beverage items.
- Reviewed group meal plan and refined to expedite service.
- Reviewed, created, and implemented inventory control system.

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

Highlights

- Developed and highlighted sanitation protocols for entire waterpark facility to help ensure a safe experience for customers.
- Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2021 season staff attended Customer Service training.
- Implemented an effective staff incentive program to promote a high level of customer service.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of general admissions	34,733	24,209	10,080	—	30,600
• Number of youth group participants	19,243	11,179	2,640	—	7,700
• Number of Annual Waterpark Passes sold	175	15	56	—	120
• Avg. amount customers spent on food, beverages & retail	\$2.35	\$1.58	\$2.78	\$0.00	\$2.44
• Number of birthday party participants	836	665	400	—	1000
• Number of birthday parties	62	42	26	—	65

THE WOODLANDS AT ALGONKIAN PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 174,837	\$ 232,000	\$ 202,000	-12.9%
Retail Operations	411,513	442,462	384,750	-13.0%
Other Revenue	32,967	45,000	32,475	-27.8%
TOTAL REVENUE	\$ 619,316	\$ 719,462	\$ 619,225	-13.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 124,403	\$ 191,218	\$ 180,312	-5.7%
Operating Costs	103,082	83,600	65,800	-21.3%
Maintenance Costs	30,910	43,000	43,000	0.0%
Insurance	2,544	3,000	2,500	-16.7%
Retail Operations	132,012	135,700	118,000	-13.0%
Utilities	15,653	18,100	18,100	0.0%
TOTAL EXPENSES	\$ 408,605	\$ 474,618	\$ 427,712	-9.9%
Net Income	\$ 210,711	\$ 244,844	\$ 191,513	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 43% increase in revenue as events are expected to increase when COVID-19 restrictions loosen.
- **Compared to FY 21 Proposed (Pre-COVID):** While events are expected to rebound in FY 22, there is still much uncertainty on the timing, demand and level of events in FY 22. The FY 22 Budget includes a 13% reduction in events and associated catering and activities with events.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1	1	1	1	1.33
Part-Time	2.80	2.21	2.72	2.02	2.40

THE WOODLANDS AT ALGONKIAN PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-030 ALGONKIAN-WOODLANDS MEETING & EVENT CENTER						
REVENUES						
4130	Woodlands Rental	\$ 208,020	\$ 174,837	\$ 230,000	\$ 138,000	\$ 200,000
4443	Kitchen Use Fee	1,000	0	2,000	2,000	2,000
	TOTAL USER FEES	209,020	174,837	232,000	140,000	202,000
4821	Equipment Rental	27,939	21,542	30,000	18,000	20,000
4822	Contract Employment	6,551	11,425	15,000	9,000	12,475
	TOTAL OTHER REVENUE	34,490	32,967	45,000	27,000	32,475
4640,4641,4647	Retail - Alcohol	106,296	91,876	100,625	60,375	87,500
4115	Catering	310,268	264,729	287,500	172,500	250,000
4682	Administrative Fee	61,449	54,909	54,337	32,602	47,250
	TOTAL RETAIL OPERATIONS	478,012	411,513	442,462	265,477	384,750
	TOTAL REVENUES	\$ 721,522	\$ 619,316	\$ 719,462	\$ 432,477	\$ 619,225
EXPENSES						
5010	Full-Time Salaries	\$ 38,189	\$ 69,412	\$ 75,248	\$ 72,337	\$ 69,289
5020	Part-Time Salaries	36,503	29,736	82,476	64,765	77,093
5030	FICA	5,575	7,535	12,066	6,240	11,198
5040	Hospitalization	4,590	4,713	5,055	5,055	7,645
5060	Life Insurance	229	572	858	825	790
5050	Retirement	7,515	12,346	15,050	14,475	13,858
5070	Unemployment Tax	147	89	466	363	439
	TOTAL PERSONNEL SERVICES	92,748	124,403	191,218	164,059	180,312
5186	Equipment Rental	20,864	19,632	28,500	17,100	19,000
5146	Contract Employment	113,049	79,030	47,300	28,380	39,000
5230	Gas and Diesel	40	0	600	600	600
5340	Linen Service	3,318	2,269	3,000	3,000	3,000
5570	Uniforms	125	90	700	700	700
5490	Programs and Promotions	845	2,061	3,500	2,500	3,500
	TOTAL OPERATING COSTS	138,241	103,082	83,600	52,280	65,800
5180	Equipment/Vehicle Maintenance	45	0	1,000	1,000	1,000
5190	Facility Op. & Maintenance	30,393	30,910	42,000	42,000	42,000
	TOTAL MAINTENANCE COSTS	30,438	30,910	43,000	43,000	43,000
5265	Insurance-Liquor liability	1,100	2,544	3,000	3,000	2,500
	TOTAL INSURANCE	1,100	2,544	3,000	3,000	2,500
5143	Catering	127,079	107,755	103,500	62,100	90,000
5521	Retail - Alcohol	34,172	24,258	32,200	19,320	28,000
	TOTAL RETAIL OPERATIONS	161,251	132,012	135,700	81,420	118,000
5580-001	Telephone	2,512	2,538	2,600	2,600	2,600
5580-002	Electricity	11,371	10,463	11,000	11,000	11,000
5580-008	Propane	3,631	561	2,000	2,000	2,000
5580-016	Internet/Cable	1,640.47	2,091.64	2,500	2,500	2,500
	TOTAL UTILITIES	19,154	15,653	18,100	18,100	18,100
	TOTAL EXPENSES	\$ 442,932	\$ 408,605	\$ 474,618	\$ 361,859	\$ 427,712
	OPERATING INCOME (LOSS)	\$ 278,590	\$ 210,711	\$ 244,844	\$ 70,618	\$ 191,513

THE WOODLANDS AT ALGONKIAN PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Develop a minimum of (2) strategies that focus on a post pandemic recovery of larger events.
- Implement a plan that identifies (2) new opportunities to increase off-peak events.
- Implement a plan for consistent follow up and response to online and mail survey reviews.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Take part in a minimum of (3) outreach events that focus on venue sales.
- Host a minimum of (2) open house events.
- Deliver a consistent social media campaign to promote the facility.
- Implement a plan that incorporates (2) new ways to build relationships with local vendors and businesses.
- Create corporate catering menu options for groups of various sizes.
- Conduct a review of trends in catering and alcohol sales that focus on how we can improve our services.

Goal Two: Provide unique and exceptional customer experiences.



Objectives:

- Re-vitalize and update the facility virtual tour.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.
- Develop formal training procedures and guidelines for Events Assistant.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



THE WOODLANDS AT ALGONKIAN PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Worked with clients throughout the year to postpone and reschedule their events.
- Developed (2) ways to communicate the steps taken to help ensure guest safety during the pandemic.
- Worked with local businesses and vendors to host photo shoot event of the Woodlands.
- Continue to utilize the event tracking tool to identify historically underutilized dates, track revenues for current and future fiscal years and to aid in developing promotions for off peak events.
- Reviewed industry trends with focus on social media and local competition.
- Hosted socially distanced and timed open house event to showcase the facility.
- Reviewed trends in the event industry and shared trends, tips and tricks on social media.
- Implemented strategies and techniques developed by the Customer Service Committee.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of social rentals (events)	60	45	47	9	58
• Number of wedding/social events catered (in-	57	40	43	9	54
• Number of daytime rentals (meetings)	35	36	25	10	31

ALGONKIAN COTTAGES

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

		FY 2020 ACTUAL		FY 2021 PROPOSED (Pre-COVID)		FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE							
User Fees	\$	229,637	\$	340,600	\$	280,600	-17.6%
TOTAL REVENUE	\$	229,637	\$	340,600	\$	280,600	-17.6%
EXPENSES BY CATEGORY							
Personnel Services	\$	95,403	\$	144,145	\$	140,664	-2.4%
Operating Costs		13,760		14,000		11,480	-18.0%
Maintenance Costs		22,584		28,000		28,000	0.0%
Utilities		37,877		44,552		44,052	-1.1%
TOTAL EXPENSES	\$	169,625	\$	230,697	\$	224,196	-2.8%
Net Income	\$	60,012	\$	109,903	\$	56,404	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Cottage rental revenue is reduced by 13% as impact from COVID-19 has been greater than budget estimate.
- **Compared to FY 21 Proposed (Pre-COVID):** Cottage rentals are budgeted to decrease by 18% in FY 22 due to the continued uncertainty of the impact of COVID-19 on rentals.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1	1	1	1	0.5
Part-Time	2.98	2.98	2.98	3.00	3.00

ALGONKIAN COTTAGES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-040 ALGONKIAN COTTAGES						
REVENUES						
4150,4151	Cottage Rental	\$ 279,176	\$ 229,373	\$ 340,000	\$ 323,000	\$ 280,000
4470	Laundry	433	264	600	600	600
TOTAL USER FEES		279,609	229,637	340,600	323,600	280,600
TOTAL REVENUES		\$ 279,609	\$ 229,637	\$ 340,600	\$ 323,600	\$ 280,600
EXPENSES						
5010	Full-Time Salaries	\$ 23,362	\$ 25,946	\$ 28,522	\$ 27,226	\$ 29,677
5020	Part-Time Salaries	68,948	51,977	89,531	88,502	89,214
5030	FICA	6,887	5,817	9,031	5,266	9,095
5040	Hospitalization	6,894	6,463	10,564	10,564	5,938
5060	Life Insurance	229	273	325	310	338
5050	Retirement	4,646	4,873	5,704	5,448	5,935
5070	Unemployment Tax	146	55	468	463	466
TOTAL PERSONNEL SERVICES		111,113	95,403	144,145	137,778	140,664
5340	Linen Service	14,095	13,760	14,000	14,000	11,480
TOTAL OPERATING COSTS		14,095	13,760	14,000	14,000	11,480
5180	Equipment/Vehicle Maintenance	166	79	500	500	500
5190	Facility Op. & Maintenance	21,876	22,505	27,500	27,500	27,500
TOTAL MAINTENANCE COSTS		22,042	22,584	28,000	28,000	28,000
5580-001	Telephone	1,470	1,407	2,000	2,000	2,000
5580-002	Electricity	18,416	16,841	20,000	20,000	20,000
5580-004	Water/Sewer	4,065	4,341	4,552	4,552	4,552
5580-008	Propane	2,235	1,072	3,000	3,000	2,500
5580-016	Internet/Cable	13,497	14,217	15,000	15,000	15,000
TOTAL UTILITIES		39,683	37,877	44,552	44,552	44,052
TOTAL EXPENSES		\$ 186,933	\$ 169,625	\$ 230,697	\$ 224,330	\$ 224,196
OPERATING INCOME (LOSS)		\$ 92,676	\$ 60,012	\$ 109,903	\$ 99,270	\$ 56,404

ALGONKIAN COTTAGES

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Implement at least (2) new promotions to drive off-peak rentals.
- Implement (3) new marketing strategies that focuses on post pandemic sales recovery and outreach to prospective clients.
- Implement a plan to reach past clientele and inform them of recent cottage improvements.
- Improve marketing efforts and branding by working with a minimum of (2) tourism-oriented associations.
- Continue to establish a visual cottage “theme” to include improvements through park signage and overall cottage appearance.
- Continue to update and add all assets in Hiperweb to include photos, serial numbers, make & model of equipment and any identifying information.

Goal Two: Provide a unique and exceptional customer experience.



Objectives:

- Develop a minimum of (1) new program offering to engage guests.
- Develop a minimum of (2) new formal training opportunities for housekeeping staff.
- Cultivate a Great customer service plan that delivers at least (2) quality in-house training programs that enhance the overall customer experience.

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Utilized social media to promote off-peak rentals.
- Continued to improve online reservation system, Checkfront, to ensure a smooth check-in/check-out procedure, customer satisfaction and improve record keeping.
- Continue to train new staff on cottage check in procedures and customer service skills.
- Implemented strategies and training techniques developed by the customer service committee through the use of the GREAT cards, spot awards and monthly service strategies.
- Continue to keep cottages up to date with new light fixtures and electric fireplaces.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Three Bedroom-Rental Nights (8 cottages)	907	649	1,140	580	985
• Four Bedroom-Rental Nights (2 cottages)	275	216	333	157	285
• Five Bedroom-Rental Nights (2 cottages)	285	221	333	134	285

BEAVERDAM PROPERTY

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 4,637.7	\$ 8,000	\$ 12,000	50.0 %
TOTAL REVENUE	\$ 4,637.7	\$ 8,000	\$ 12,000	50.0 %
EXPENSES BY CATEGORY				
Personnel Services	\$ 4,415	\$ 30,449	\$ 30,329	(0.4)%
Operating Costs	—	500	500	0.0 %
Maintenance Costs	5,378	10,500	10,500	0.0 %
TOTAL EXPENSES	\$ 9,793	\$ 41,449	\$ 41,329	(0.3)%
Net Income	\$ (5,156)	\$ (33,449)	\$ (29,329)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Revenue and personnel expenses restored from the budget adopted at start of COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** 50% increase in revenue due to current year trend in actual revenue.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	1.03	1.03	1.03	0.58	1.03

BEAVERDAM PROPERTY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-042 BEAVERDAM PROPERTY						
REVENUES						
4460	Launch & Parking Fees	\$ (22)	\$ 4,638	\$ 8,000	\$ 5,000	\$ 12,000
	TOTAL USER FEES	(22)	4,638	8,000	5,000	12,000
4640	Retail Operations (Food)	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	0	0	0	0	0
4510	Miscellaneous Revenue	0	0	0	0	0
	TOTAL OTHER REVENUE	0	0	0	0	0
	TOTAL REVENUES	\$ (22)	\$ 4,638	\$ 8,000	\$ 5,000	\$ 12,000
EXPENSES						
5020	Part-Time Salaries	\$ 5,838	\$ 4,091	\$ 28,154	\$ 12,793	\$ 28,043
5030	FICA	447	313	2,154	582	2,145
5070	Unemployment Tax	22	11	141	64	140
	TOTAL PERSONNEL SERVICES	6,307	4,415	30,449	13,439	30,329
5230	Gas and Diesel	0	0	500	500	500
5490	Programs and Promotions	0	0	0	0	0
	TOTAL OPERATING COSTS	0	0	500	500	500
5180	Equipment/Vehicle Maintenance	463	0	500	500	500
5190	Facility Op. & Maintenance	1,059	5,378	10,000	10,000	10,000
	TOTAL MAINTENANCE COSTS	1,522	5,378	10,500	10,500	10,500
5520	Retail Operations (Food)	16	0	0	0	0
	TOTAL RETAIL OPERATIONS	16	0	0	0	0
	TOTAL EXPENSES	\$ 7,845	\$ 9,793	\$ 41,449	\$ 24,439	\$ 41,329
	OPERATING INCOME (LOSS)	(\$7,867)	(\$5,156)	(\$33,449)	(\$19,439)	(\$29,329)

BEAVERDAM PROPERTY

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (3) community partnerships to include the Loudoun County Scholastic Rowing Committee.
- Participate in the planning process for Reservoir Park and prepare for new park construction to begin in late FY22.
- Identify basic staffing needs and develop initial staffing plan for Beaverdam Park.

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Beaverdam reopened for on water activities during the pandemic.
- Trail system upkeep continues.
- Hosted (3) community clean up days.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of boat launches	N/A	601	1,250	1,761	3,000
• Volunteer hours received	N/A	0	1,000	0	1,000

BLUE RIDGE REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 3,059	\$ 6,500	\$ 6,500	0.0%
TOTAL REVENUE	\$ 3,059	\$ 6,500	\$ 6,500	0.0%
EXPENSES BY CATEGORY				
Maintenance Costs	\$ 5,266	\$ 6,500	\$ 6,500	0.0%
Utilities	201	200	200	0.0%
TOTAL EXPENSES	\$ 5,467	\$ 6,700	\$ 6,700	0.0%
Net Income	\$ (2,408)	\$ (200)	\$ (200)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Revenue restored from the budget adopted at the start of COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0	0

BLUE RIDGE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-045	BLUE RIDGE REGIONAL PARK					
	REVENUES					
4100	Camping Fees	\$ 6,593	\$ 3,059	\$ 6,500	\$ 4,875	\$ 6,500
	TOTAL USER FEES	6,593	3,059	6,500	4,875	6,500
	TOTAL REVENUES	\$ 6,593	\$ 3,059	\$ 6,500	\$ 4,875	\$ 6,500
	EXPENSES					
5190	Facility Op. & Maintenance	\$ 4,729	\$ 5,266	\$ 6,500	\$ 6,500	\$ 6,500
	TOTAL MAINTENANCE COSTS	4,729	5,266	6,500	6,500	6,500
5580-002	Electricity	170	201	200	200	200
	TOTAL UTILITIES	170	201	200	200	200
	TOTAL EXPENSES	\$ 4,899	\$ 5,467	\$ 6,700	\$ 6,700	\$ 6,700
	OPERATING INCOME (LOSS)	\$ 1,694	\$ (2,408)	\$ (200)	\$ (1,825)	\$ (200)

BLUE RIDGE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Conduct a minimum of (2) public outreach opportunities that focus on invasive plant removal.
- Maintain a minimum of (3) community partnerships.
- Implement a minimum of (2) new strategies to attract youth group campers.

BLUE RIDGE REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Conducted (1) invasive plant removal projects at Blue Ridge (Spring).
- Maintained (5) partnerships with Friends of Blue Ridge Mountain, Boy Scouts, Girl Scouts, Virginia Native Plant Society, and the Northern Virginia Astronomy Club.
- Updating Hiperweb database to include facility assets at the park.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of group campers	1,051	576	1,200	440	1,200
• Miles of trail maintained	2	2	2	2	2
• Number of group programs	1	N/A	3	0	3
• Volunteer hours received	0	0	500	0	300

BRAMBLETON GOLF COURSE

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 1,189,466	\$ 1,328,140	\$ 1,322,140	-0.5%
Retail Operations	147,514	220,000	220,000	0.0%
Other Revenue	4,215	20,000	20,000	0.0%
TOTAL REVENUE	\$ 1,341,195	\$ 1,568,140	\$ 1,562,140	-0.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 855,319	\$ 927,322	\$ 927,857	0.1%
Operating Costs	76,132	106,812	104,982	-1.7%
Maintenance Costs	170,191	208,211	208,211	0.0%
Insurance	2,415	3,399	3,500	3.0%
Retail Operations	67,029	97,250	97,250	0.0%
Utilities	47,754	62,440	62,440	0.0%
TOTAL EXPENSES	\$ 1,218,840	\$ 1,405,434	\$ 1,404,240	-0.1%
Net Income	\$ 122,354	\$ 162,706	\$ 157,900	

BUDGET HIGHLIGHTS

- **Compared to FY 21 Adopted:** Expenses increase due to personnel reductions restored from the budget adopted at the start of COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	8	9	9	9	8.5
Part-Time	7	7	7	7	7

BRAMBLETON GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-055	BRAMBLETON GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 87,806	\$ 93,410	\$ 95,000	\$ 95,000	\$ 100,000
4220	Cart Rental	206,649	214,792	286,200	277,600	260,000
4320	Golf Club Rental	2,380	1,200	2,000	2,000	2,000
4380	Green Fees	897,479	867,323	925,000	900,000	940,000
4400	Golf Handicap Program	7,388	8,385	7,300	7,300	7,500
4600	Programmed Events	140	1,340	2,640	2,640	2,640
4610	Pull Cart Rental	2,320	2,216	2,500	2,500	2,500
4670	Shelter Reservations	3,109	800	7,500	7,500	7,500
	TOTAL USER FEES	1,207,272	1,189,466	1,328,140	1,294,540	1,322,140
4641	Retail - Alcoholic Beverages	57,358	49,030	70,000	70,000	70,000
4640, 4642, 4643	Retail - Food	68,406	45,851	85,000	80,000	85,000
4650	Retail - Pro Shop	65,319	52,633	65,000	60,000	65,000
	TOTAL RETAIL OPERATIONS	191,083	147,514	220,000	210,000	220,000
4475	Lessons	13,182	3,935	20,000	20,000	20,000
4510	Miscellaneous Revenue	35	280	0	0	0
	TOTAL OTHER REVENUE	13,217	4,215	20,000	20,000	20,000
	TOTAL REVENUES	\$ 1,411,572	\$ 1,341,195	\$ 1,568,140	\$ 1,524,540	\$ 1,562,140
	EXPENSES					
5010	Full-Time Salaries	\$ 486,058	\$ 503,292	\$ 491,475	\$ 429,842	\$ 503,486
5020	Part-Time Salaries	136,659	121,289	178,423	176,641	179,475
5030	FICA	45,775	44,349	51,247	27,595	51,872
5040	Hospitalization	86,112	92,924	101,067	94,816	86,406
5060	Life Insurance	4,301	4,845	5,603	4,900	5,684
5050	Retirement	90,506	88,146	98,295	86,011	99,717
5070	Unemployment Tax	662	474	1,212	1,163	1,217
	TOTAL PERSONNEL SERVICES	850,072	855,319	927,322	820,969	927,857
5160	Golf Cart Rental	53,290	48,849	53,290	55,634	53,290
5138	Beverage Cart Rental	2,772	2,541	2,772	3,749	2,772
5230	Gas and Diesel	17,810	14,004	22,000	22,000	22,000
5260	Golf Handicap Program	595	3,700	5,250	5,250	3,420
5263	Instructor Fees	13,718	4,767	18,000	18,000	18,000
5490	Programs and Promotions	729	865	2,350	2,350	2,350
5570	Uniforms	1,161	1,406	3,150	3,150	3,150
	TOTAL OPERATING COSTS	90,075	76,132	106,812	110,133	104,982
5180	Equipment/Vehicle Maintenance	21,284	17,217	21,000	21,000	21,000
5190	Facility Op. & Maintenance	59,280	65,944	70,211	70,211	70,211
5240	Golf Course Maintenance	105,366	87,031	117,000	117,312	117,000
	TOTAL MAINTENANCE COSTS	185,930	170,191	208,211	208,523	208,211
5265	Insurance - Liquor Liability	300	633	525	525	500
5290	Insurance - Vehicle	2,283	1,783	2,874	2,874	3,000
	TOTAL INSURANCE	2,583	2,415	3,399	3,399	3,500
5521	Retail - Alcoholic Beverages	17,088	14,661	21,000	21,000	21,000
5520, 5522	Retail - Food	29,224	20,282	34,000	32,000	34,000
5530	Retail - Pro Shop	42,193	32,086	42,250	39,000	42,250
	TOTAL RETAIL OPERATIONS	88,505	67,029	97,250	92,000	97,250
5580-001	Telephone	4,514	4,256	4,300	4,300	4,300
5580-002	Electricity	21,061	20,831	30,000	30,000	30,000
5580-008	Propane Gas	18,533	17,383	23,000	23,000	23,000
5580-016	Internet/Cable	4,567	5,284	5,140	5,140	5,140
	TOTAL UTILITIES	48,675	47,754	62,440	62,440	62,440
	TOTAL EXPENSES	\$ 1,265,841	\$ 1,218,840	\$ 1,405,434	\$ 1,297,464	\$ 1,404,240
	OPERATING INCOME (LOSS)	\$ 145,731	\$ 122,354	\$ 162,706	\$ 227,076	\$ 157,900

BRAMBLETON GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Working with the Golf Committee, refine the Heron Club membership with focus on customer appeal and profitability.
- Develop a comprehensive survey to assess and improve the membership program.
- Conduct a review of membership pricing, offerings and benefits to identify a minimum of one area that may be improved.
- Review and refine membership marketing and promotional plan with at least (2) strategies for reaching new customers.

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



Objectives:

- Refine the new Revenue Playbook in Wrike and utilize a minimum of two new technology tools to ensure we are promoting events and programs in the best way to reach customers.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- Implement a minimum of (2) strategies that focus on informing previous tournament and outing groups about the sanitation and safety strategies we have in place.
- Using tournament tracking tool, develop and implement a minimum of (2) sales strategies to establish contact with new tournament and outing clients.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Develop (3) new strategies to encourage online reservations utilizing NOVA Parks tee sheet portal.

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



Objectives:

- Provide Indigo with program and event content for monthly “call-to-action” emails and (1) post containing video content per month.
- Evaluate the previous year’s internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (1) new event or promotion.
- Schedule a minimum of (2) on-site clinics and classes for the general public.
- Develop a minimum of (2) outreach programs with partner organizations.

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Review and refine volunteer training protocol and onboarding process.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.

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



Objectives:

- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery and profitability.
- Develop standardized staff training program for food prep, par levels and food presentation.
- Develop a promotion and sales plan with (2) strategies to increase retail revenues to reach 2022 budget.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Increase online retail sales by 3% (gross) from previous year.

BRAMBLETON GOLF COURSE

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Conducted several member events to promote the added value of memberships including, Swing into Spring, member guest specials, text club promotions and prize giveaways for new or renewing members.
- Reinstated members and extended memberships for all current members due to the course closure.
- Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- Implemented a new membership portal for members to easily book and cancel tee times.

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

Highlights

- Surveyed potential groups to understand demand during the pandemic.
- Ordered and installed cart dividers as another way to provide a safe experience for customers.
- Retained FY20 leagues and league membership.
- Utilized competitive analysis reports to compare and adjust demand pricing offerings versus local competition.
- Utilized text messaging and targeted emails to offer "demand pricing" at off peak times.
- Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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

Highlights

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Refined the outing and tournament tracking and sales tool to track potential sales leads as pandemic restrictions were lifted.
- Implemented new events and promotions to include virtual pro am tournaments and driving range dinner specials.

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

Highlights

- Developed and highlighted sanitation protocols for course and carts to help ensure a safe experience for customers.
- Installed and implemented a new tee sheet and POS to better serve our customers.
- Implemented agency-wide customer service initiatives, including monthly strategies and incentives.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Continued to use "review tracker" software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- Hosted customer service trainings for volunteers and staff as well as pre-season volunteer and staff meetings.

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

Highlights

- Developed and highlighted pandemic protocols to show customers our staff is delivering food and beverage in a safe way.
- Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues.
- Developed strategies to sell old inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• 18 hole golf rounds (paid)	28,795	27,288	31,108	19,713	30,800
• 18 hole golf rounds (members)	6,622	2,053	7,070	2,198	7,000
• Power Cart Rentals	10,867	11,014	15,423	7,213	15,400
• Number of Driving Range buckets sold	6,066	6,685	8,100	6,596	8,500
• Per customer average on pro shop merchandise	\$1.84	\$1.78	\$1.57	\$1.60	\$1.72
• Per customer average on food & beverage	\$3.46	\$3.23	\$3.93	\$2.52	\$4.10
• Revenue per round of golf played	\$39.86	\$45.71	\$39.93	\$45.24	\$41.33
• Expense per round of golf played	\$35.74	\$41.54	\$33.98	\$26.88	\$37.15
• Number of social pavilion rentals	8	1	9	5	9
• Number of annual memberships sold	59	80	80	36	80
• Number of Heron Club Cards sold	246	164	280	108	280
• Volunteer hours received	7,204	2,584	8,000	4,663	8,000

BULL RUN REGIONAL PARK

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

		FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE					
User Fees	\$	778,428	\$ 1,049,000	\$ 1,073,000	2.3%
Retail Operations		39,527	55,000	55,000	0.0%
Other Revenue		26,857	30,600	30,000	-2.0%
TOTAL REVENUE	\$	844,812	\$ 1,134,600	\$ 1,158,000	2.1%
EXPENSES BY CATEGORY					
Personnel Services	\$	808,752	\$ 873,724	\$ 870,304	-0.4%
Operating Costs		23,687	37,300	37,300	0.0%
Maintenance Costs		115,131	125,000	125,000	0.0%
Insurance		2,674	4,311	4,000	-7.2%
Retail Operations		32,163	42,500	42,500	0.0%
Utilities		96,698	122,200	123,700	1.2%
TOTAL EXPENSES	\$	1,079,105	\$ 1,205,035	\$ 1,202,804	-0.2%
Net Income	\$	(234,293)	\$ (70,435)	(44,804)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Numerous revenue sources are budgeted to be fully restored for FY 22 including camping, cabin rentals, and shelter reservations, resulting in a 9% increase in revenue.
- **Compared to FY 21 Proposed (Pre-COVID):** Revenue is budgeted to be restored at the proposed budget level, with an additional \$20,000 budgeted in camping revenue.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	7	8	8	8	8
Part-Time	6	6	6	7	7

BULL RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-070	BULL RUN REGIONAL PARK					
	REVENUES					
4095	Cabin Rentals	\$ 82,564	\$ 69,403	\$ 108,000	\$ 99,360	\$ 108,000
4100	Camping Fees	544,667	454,157	620,000	570,400	640,000
4470	Laundry	5,491	4,325	5,000	4,600	5,000
4670	Shelter Reservations	84,953	49,077	90,000	67,500	90,000
4600, 4690	Programmed Events	6,404	2,120	8,000	6,500	8,000
4045	Athletic Field Use Fees	3,010	2,835	4,000	3,000	4,000
4675, 4080	Boat/RV Storage	118,150	128,489	135,000	135,000	135,000
4230	Entrance Fees	63,564	63,567	75,000	69,000	79,000
4500	Disc Golf	2,553	4,456	4,000	4,000	4,000
	TOTAL USER FEES	911,357	778,428	1,049,000	959,360	1,073,000
4640, 4661	Retail Operations	52,313	39,527	55,000	50,600	55,000
	TOTAL RETAIL OPERATIONS	52,313	39,527	55,000	50,600	55,000
4255, 4601	Firewood/Propane	28,106	25,591	30,000	28,500	30,000
4510	Miscellaneous Revenue	82	666	0	0	0
4636	Rental Device Commission	450	600	600	600	0
	TOTAL OTHER REVENUE	28,638	26,857	30,600	29,100	30,000
	TOTAL REVENUES	\$ 992,308	\$ 844,812	\$ 1,134,600	\$ 1,039,060	\$ 1,158,000
	EXPENSES					
5010	Full-Time Salaries	\$ 424,671	\$ 445,052	\$ 458,091	\$ 441,020	\$ 472,091
5020	Part-Time Salaries	152,476	143,866	165,894	163,765	169,324
5030	FICA	42,471	43,046	47,735	27,518	48,693
5040	Hospitalization	73,081	90,605	104,014	104,014	80,265
5060	Life Insurance	3,924	4,638	5,222	5,028	5,326
5050	Retirement	80,941	81,071	91,618	88,248	93,438
5070	Unemployment Tax	665	475	1,149	1,139	1,167
	TOTAL PERSONNEL SERVICES	778,230	808,752	873,724	830,731	870,304
5230	Gas and Diesel	18,745	13,200	20,000	20,000	20,000
5430	Park Police	6,825	3,175	7,000	5,600	7,000
5490	Programs and Promotions	8,101	5,985	7,500	6,000	7,500
5570	Uniforms	1,764	1,328	2,800	2,800	2,800
	TOTAL OPERATING COSTS	35,434	23,687	37,300	34,400	37,300
5180	Equipment/Vehicle Maintenance	38,287	32,017	35,000	35,000	35,000
5190	Facility Op. & Maintenance	96,549	83,114	90,000	90,000	90,000
	TOTAL MAINTENANCE COSTS	134,836	115,131	125,000	125,000	125,000
5290	Insurance - Vehicle	3,044	2,674	4,311	4,311	4,000
	TOTAL INSURANCE	3,044	2,674	4,311	4,311	4,000
5524	Firewood	10,114	12,000	15,000	14,250	15,000
5520	Retail Operations	24,200	20,163	27,500	25,300	27,500
	TOTAL RETAIL OPERATIONS	34,314	32,163	42,500	39,550	42,500
5580-001	Telephone	4,324	6,440	4,500	4,500	6,000
5580-002	Electricity	77,111	65,180	80,000	80,000	80,000
5580-004	Water/Sewer	4,539	12,188	20,000	20,000	20,000
5580-008	Propane	13,935	9,848	14,500	14,500	14,500
5580-016	Cable/Internet	3,166	3,043	3,200	3,200	3,200
	TOTAL UTILITIES	103,075	96,698	122,200	122,200	123,700
	TOTAL EXPENSES	\$ 1,088,934	\$ 1,079,105	\$ 1,205,035	\$ 1,156,192	\$ 1,202,804
	OPERATING INCOME (LOSS)	\$ (96,626)	\$ (234,293)	\$ (70,435)	\$ (117,132)	\$ (44,804)

BULL RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement plan to replace park signage with standardized NOVA Parks signs.
- Establish and maintain a minimum of (5) community partnerships.
- Continue to implement plan to preserve a sustainable park trails network by conducting a minimum of (2) volunteer workdays.
- Maintain an effective volunteer program to facilitate park improvements and quality.

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



Objectives:

- Continue to expand the program diversity offered to campground guests with a minimum of (5) major event weekends to include educational, entertainment based and environmentally focused programs.
- Maintain a year-round comprehensive programming calendar and schedule of events and activities for the campground.
- Implement at least (2) park special events aimed at increasing awareness of park features.
- Offer a minimum of (5) naturalist led programs.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement a system that implements effective recruitment and retention strategies for qualified staff.
- Refine the system to evaluate and respond to customer feedback.
- Update and revise "Frequently Asked Questions" page for the Bull Run website.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Using camper surveys implement at least (3) strategies or improvements to enhance the customer experience.

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



Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop and implement a minimum of (2) new strategies to increase off-peak usage.
- Continue to utilize Facebook, Nova Parks' website and the reservation system as marketing tools to promote the schedule of events and activities.
- Continue to refine retail sales and increase retail revenue by 5% over FY20 gross.
- Develop a minimum of (2) new programs to engage campground customers.
- Implement the next section of the 5-year plan for consistent and continued campground improvements.

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



Objectives:

- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols. Develop a minimum of two new marketing pieces or signage to cross-promote park features.
- Utilize Active Works Outdoors and Active Network with regular communication and marketing to reach our growing customer base a minimum of (6) times each year to help generate increased visitation within the park.

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Partnered with the Virginia Bluebird Society and the Clifton Horse Society.
- Partnered with Boy Scouts to complete (2) Eagle Scout Projects.
- Implemented campground inspection forms for routine maintenance.

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

Highlights

- Surveyed potential campground users to understand demand during the pandemic.
- Implemented a comprehensive programming schedule for the campground.
- Developed new campground programming in the areas education, entertainment, and the environment.

Goal Three: Provide a unique and exceptional customer experience.

Highlights

- Hosted (3) customer service training sessions for staff.
- Developed and highlighted pandemic protocols to show customers our parks are maintained in a safe manner.
- All 2021 season staff attended Customer Service training.
- Implemented new ways to respond to customer feedback.
- Updated assets in Hiperweb.

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

Highlights

- Utilized Aspira customer lists to market events and promotions to campground customers.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- Developed social media strategies to promote park features.

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

Highlights

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

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of non –jurisdiction vehicle entries	6,586	5,694	8,500	6,683	8,500
• Number of nightly camping rentals	12,611	11,712	14,700	9,644	14,700
• Number of group campers	1,381	810	2,000	265	2,000
• Boat/RV storage usage (208 capacity)	200	198	198	198	198
• Number of picnic shelter rentals	410	242	275	181	430
• Number of cabin rentals	960	710	1,225	683	1,330
• Number of pavilion rentals	34	8	19	—	30
• Volunteer hours received	5,317	4,818	10,000	2,272	10,000

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 286,547	\$ 456,600	\$ 339,450	-25.7%
Retail Operations	105,248	150,000	127,500	-15.0%
Other Revenue	324	0	0	-
TOTAL REVENUE	\$ 392,119	\$ 606,600	\$ 466,950	-23.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 150,334	\$ 237,934	\$ 272,396	14.5%
Maintenance Costs	40,933	65,000	65,000	0.0%
Retail Operations	64,665	61,000	51,850	-15.0%
Utilities	13,395	16,500	16,500	0.0%
TOTAL EXPENSES	\$ 269,326	\$ 380,434	\$ 405,746	6.7%
Net Income	\$ 122,793	\$ 226,166	\$ 61,204	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Full year waterpark operation is included compared to FY 21 Budget which had waterpark closure for the full summer 2020 season due to COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** While the waterpark is budgeted to be open the full fiscal year, revenue is not expected to be fully restored. Group revenue is budgeted to be reduced by 65%, season passes by almost 50% and admissions and related revenue by 15%. Part-time rates for some waterpark positions have been increased to help solve seasonal staffing issues.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	9	9	9	2	9

ATLANTIS WATERPARK AT BULL RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-080	BULL RUN ATLANTIS WATERPARK					
	REVENUES					
4550	Admissions	\$ 291,253	\$ 202,922	\$ 350,000	\$ 84,800	\$ 297,500
4570	Group Admissions	63,250	68,188	81,000	9,500	28,350
4490	Locker Rental	633	244	600	100	600
4580	Waterpark Passes	24,936	15,192	25,000	7,300	13,000
	TOTAL USER FEES	380,071	286,547	456,600	101,700	339,450
4640	Retail Operations	130,864	100,128	140,000	38,000	119,000
4660	Swim Merchandise	7,213	5,121	10,000	2,360	8,500
	TOTAL RETAIL OPERATIONS	138,077	105,248	150,000	40,360	127,500
4482	Lifeguard Training Fees	450	0	0	0	0
4510	Miscellaneous Revenue	1,233	324	0	0	0
	TOTAL OTHER REVENUE	1,683	324	0	0	0
	TOTAL REVENUES	\$ 519,831	\$ 392,119	\$ 606,600	\$ 142,060	\$ 466,950
	EXPENSES					
5020	Part-Time Salaries	\$ 202,898	\$ 139,130	\$ 220,004	\$ 55,001	\$ 251,869
5030	FICA	15,521	10,644	16,830	4,207	19,268
5070	Unemployment Tax	907	560	1,100	275	1,259
	TOTAL PERSONNEL SERVICES	219,327	150,334	237,934	59,483	272,396
5190	Facility Op. & Maintenance	75,858	40,933	65,000	26,000	65,000
	TOTAL MAINTENANCE COSTS	75,858	40,933	65,000	26,000	65,000
5520	Retail Operations	33,676	63,113	56,000	15,200	47,600
5535	Swim Merchandise	3,838	1,552	5,000	1,180	4,250
	TOTAL RETAIL OPERATIONS	37,513	64,665	61,000	16,380	51,850
5580-001	Telephone	406	390	500	500	500
5580-002	Electricity	13,411	11,725	14,500	5,800	14,500
5580-016	Cable/Internet	1,331	1,279	1,500	1,500	1,500
	TOTAL UTILITIES	15,148	13,395	16,500	7,800	16,500
	TOTAL EXPENSES	\$ 347,846	\$ 269,326	\$ 380,434	\$ 109,663	\$ 405,746
	OPERATING INCOME (LOSS)	\$ 171,985	\$ 122,793	\$ 226,166	\$ 32,397	\$ 61,204

ATLANTIS WATERPARK AT BULL RUN

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Work with Aquatics committee, rebrand and reimagine the Annual Waterpark Pass to be more appealing to a wider audience.
- Analyze survey data to assess and improve the incentives our members value the most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.

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



Objectives:

- Reintroduce the Ellis and Associates lifeguard program to a new group of waterpark staff.
- Implement new strategies to develop a culture of safety with our new staff after being closed in 2020.
- Develop (2) strategies to improve communication to ensure safe and effective group visits.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified aquatics staff.
- Refine orientation and in-service training techniques for all positions to focus on building culture.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Research and develop a plan to implement online waterpark ticket sales.
- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.

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



Objectives:

- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery and profitability.
- Refine and market group and party food and retail offerings.
- Implement an effective inventory management system to reduce waste and meet customer needs.

Goal Five: Provide unique and exceptional customer experiences.



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan to expand facility theming.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.



ATLANTIS WATERPARK AT BULL RUN

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Held annual “Perks Party” in order to encourage pre-season pass sales, photo taking for passholders, and encourage renewals.
- Offered pass sales through Certifikid that generated new pass sales.
- Developed and implemented refined offerings to retain current passholders.
- Created a comprehensive annual marketing calendar for annual pass promotions and sales.

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

Highlights

- Implemented the Ellis & Associates Comprehensive Aquatic Safety Program with a new group of waterpark staff.
- Worked to develop a culture of safety with our new staff after being closed for a season.
- Reviewed and refined orientation and in-service training techniques.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Implemented new Virtual Open House hiring event.

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

Highlights

- Surveyed potential groups to understand demand during the pandemic.
- Marketed birthday parties highlighting the outdoor experience with safety and social distancing in mind.
- A Calendar of Events was implemented to increase after 4pm weekday visitation.

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

Highlights

- Developed and highlighted pandemic protocols to show customers our staff is delivering food and beverage in a safe way.
- All supervisory staff attended Servsafe food management certification program.
- Reviewed and refined all ordering guides for food and beverage items.
- Reviewed group meal plan and refined to expedite service.
- Reviewed and refined retail merchandise offerings, created and implemented inventory control system.

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

Highlights

- Developed and highlighted sanitation protocols for entire waterpark facility to help ensure a safe experience for customers.
- Worked with the Aquatics Team to develop new maintenance standards for pump rooms, deck spaces, and bathrooms.
- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2021 season staff attended Customer Service training.
- Implemented an effective staff incentive program to promote a high level of customer service.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of general admissions	36,973	21,445	9,990	—	31,450
• Number of youth group participants	10,849	10,153	1,690	—	3,500
• Number of Annual Waterpark Passes sold	268	54	68	—	122
• Number of birthday party participants	1,139	460	250	—	1,000
• Number of birthday parties	63	39	19	—	75
• Average amount customers spent on food, beverages & retail	\$2.80	\$3.33	\$3.46	\$0.00	\$3.30

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 43,835	\$ 155,000	\$ 100,000	-35.5%
Other Revenue	42,359	80,000	47,200	-41.0%
TOTAL REVENUE	\$ 86,194	\$ 235,000	\$ 147,200	-37.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 75,233	\$ 83,499	\$ 84,233	0.9%
Operating Costs	46,257	84,850	54,305	-36.0%
Maintenance Costs	17,512	23,000	23,000	0.0%
Retail Operations	0	0	0	-
Utilities	1,279	1,300	1,300	0.0%
TOTAL EXPENSES	\$ 140,281	\$ 192,649	\$ 162,838	-15.5%
Net Income	\$ -54,088	\$ 42,351	\$ -15,638	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 12% decrease in revenue as events are expected to be fewer than projected due to the delay in any large scale events during the pandemic.
- **Compared to FY 21 Proposed (Pre-COVID):** There continues to be much uncertainty on the timing, demand and level of events in FY 22, but large scale events could be impacted for much of FY 22. The FY 22 Budget includes a 41% reduction in anticipated special events and associated activities..

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.94	0.94	0.94	0.79	0.94

BULL RUN SPECIAL EVENTS CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
BULL RUN SPECIAL EVENTS CENTER						
3-075	REVENUES					
4124	Center Rental	\$ 87,183	\$ 38,426	\$ 135,000	\$ 90,000	\$ 80,000
4600	Programmed Events	6,372	5,409	20,000	20,000	20,000
	TOTAL USER FEES	93,555	43,835	155,000	110,000	100,000
4640-076	Retail Operations	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	0	0	0	0	0
4510, 4532	Miscellaneous Revenue	23,521	17,200	25,000	25,000	14,750
4821	Equipment Rental	43,549	25,159	55,000	33,000	32,450
	TOTAL OTHER REVENUE	67,070	42,359	80,000	58,000	47,200
	TOTAL REVENUES	\$ 160,625	\$ 86,194	\$ 235,000	\$ 168,000	\$ 147,200
EXPENSES						
5010	Full-Time Salaries	\$ 40,487	\$ 39,774	\$ 39,460	\$ 38,559	\$ 40,342
5020	Part-Time Salaries	18,319	16,479	23,117	19,233	23,100
5030	FICA	4,240	4,144	4,787	2,630	4,853
5040	Hospitalization	8,498	7,143	7,659	7,659	7,275
5060	Life Insurance	361	410	450	440	460
5050	Retirement	7,583	7,245	7,892	7,716	8,068
5070	Unemployment Tax	49	39	136	116	135
	TOTAL PERSONNEL SERVICES	79,538	75,233	83,499	76,352	84,233
5186	Equipment Rental	40,388	25,660	49,500	40,500	29,205
5470	Production Costs	171	34	0	0	0
5490	Programs & Promotions	2,445	3,577	10,000	10,000	10,000
5410, 5430	Miscellaneous Event Expense-Park Police	24,010	16,950	25,000	20,000	14,750
5570	Uniforms	82	36	350	350	350
	TOTAL OPERATING COSTS	67,095	46,257	84,850	70,850	54,305
5190	Facility Op. & Maintenance	18,501	17,512	23,000	23,000	23,000
	TOTAL MAINTENANCE COSTS	18,501	17,512	23,000	23,000	23,000
5539	Retail Santa Pictures	278	0	0	0	0
	TOTAL RETAIL OPERATIONS	278	0	0	0	0
5580-016	Cable/Internet	1,331	1,279	1,300	1,300	1,300
	TOTAL UTILITIES	1,331	1,279	1,300	1,300	1,300
	TOTAL EXPENSES	\$ 166,743	\$ 140,281	\$ 192,649	\$ 171,502	\$ 162,838
	OPERATING INCOME (LOSS)	\$ (6,118)	\$ (54,088)	\$ 42,351	\$ (3,502)	\$ (15,638)

BULL RUN SPECIAL EVENTS CENTER

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Implement a minimum of (4) sales strategies quarterly that facilitate a minimum of (8) new sales leads.
- Host a minimum of (5) major events.
- Host a minimum of (15) small events.
- Research and create a cost/benefit analysis of in-house trash, parking, and first aid services.
- Develop and implement on an annual basis a plan for consistent site improvements.
- Attract a minimum of (2) new small events or (1) major event.
- Create, organize and implement an internally managed special event with a gross of \$20,000.



BULL RUN SPECIAL EVENTS CENTER

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Hosted several smaller events in FY21 including a multi-week Jurassic Encounter Dinosaur Drive Thru and scholastic cross country meets.
- Site improvements included gravel lots, fence repairs and new perennial plantings in landscape beds.
- Surveyed all events that had postponed or canceled to find out future needs.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Total revenue of Special Events Center	\$160,625	\$86,194	\$168,000	\$3,640	\$147,200

BULL RUN FESTIVAL OF LIGHTS

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 1,172,267	\$ 1,126,000	\$ 1,459,300	29.6%
Retail Operations	24,459	22,000	28,000	27.3%
TOTAL REVENUE	\$ 1,196,726	\$ 1,148,000	\$ 1,487,300	29.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 197,509	\$ 203,889	\$ 228,935	12.3%
Operating Costs	197,762	197,350	197,350	0.0%
Maintenance Costs	1,824	0	1,000	-
Retail Operations	13,218	12,700	12,900	1.6%
Utilities	2,096	2,500	2,500	0.0%
TOTAL EXPENSES	\$ 412,408	\$ 416,439	\$ 442,685	6.3%
Net Income	\$ 784,318	\$ 731,561	\$ 1,044,615	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 30% increase in revenue as light show revenue is anticipated to be higher than the FY 21 Budget but not to the level of FY 21 actual light show revenue.
- **Compared to FY 21 Proposed (Pre-COVID):** Budget includes a 30% increase in revenue as light show revenue is anticipated to be higher than the base but not to the level of FY 21 actual light show revenue.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1.50	1.50	1.50	1.50	1.50
Part-Time	3.24	3.21	3.21	2.96	3.22

BULL RUN FESTIVAL OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-078	BULL RUN LIGHT SHOW					
	REVENUES					
4485	Light Show Vehicle Entries	\$ 909,427	\$ 1,039,844	\$ 1,010,000	\$ 1,010,000	\$ 1,343,300
4655	Santa Pictures	13,607	17,115	17,000	17,000	17,000
4685	Programmed Events-Stampede	22,474	29,840	34,000	34,000	34,000
4694	Sponsorships	600	0	0	0	0
4800	Vendor Fees	63,229	85,468	65,000	65,000	65,000
	TOTAL USER FEES	1,009,337	1,172,267	1,126,000	1,126,000	1,459,300
4640	Retail Operations	14,402	24,459	22,000	22,000	28,000
	TOTAL RETAIL OPERATIONS	14,402	24,459	22,000	22,000	28,000
	TOTAL REVENUES	\$ 1,023,739	\$ 1,196,726	\$ 1,148,000	\$ 1,148,000	\$ 1,487,300
	EXPENSES					
5010	Full-Time Salaries	\$ 73,442	\$ 96,025	\$ 80,296	\$ 77,540	\$ 83,509
5020	Part-Time Salaries	54,907	50,643	78,083	77,963	84,709
5030	FICA	9,451	10,377	12,116	7,075	12,869
5040	Hospitalization	14,249	21,989	15,968	15,968	29,711
5060	Life Insurance	714	818	915	884	952
5050	Retirement	14,356	17,486	16,059	15,516	16,702
5070	Unemployment Tax	258	170	450	450	484
	TOTAL PERSONNEL SERVICES	167,376	197,509	203,889	195,396	228,935
5520	Retail Operations	8,121	12,531	11,000	11,000	11,200
5539	Retail Santa Pictures	540	687	1,700	1,700	1,700
	TOTAL RETAIL OPERATIONS	8,661	13,218	12,700	12,700	12,900
5230	Gas & Diesel	12,522	10,044	12,000	12,000	12,000
5470	Production Costs	185,075	160,054	160,000	160,000	160,000
5490	Programs & Promotions	23,925	27,484	25,000	25,000	25,000
5570	Uniforms	200	180	350	350	350
	TOTAL OPERATING COSTS	221,722	197,762	197,350	197,350	197,350
5180	Equipment/Vehicle Maintenance	343	1,824	0	0	1,000
	TOTAL MAINTENANCE COSTS	343	1,824	0	0	1,000
5580-002	Electricity	2,392	2,096	2,500	2,500	2,500
	TOTAL UTILITIES	2,392	2,096	2,500	2,500	2,500
	TOTAL EXPENSES	\$ 400,495	\$ 412,408	\$ 416,439	\$ 407,946	\$ 442,685
	OPERATING INCOME (LOSS)	\$ 623,244	\$ 784,318	\$ 731,561	\$ 740,054	\$ 1,044,615

BULL RUN FESTIVAL OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Develop a minimum of (2) strategies to encourage purchasing tickets online.
- Maintain a dynamic pricing model built around the historically busiest days.
- Continue to refine the plan for consistent and continued annual event improvements.
- Implement a minimum of (2) strategies to promote pre-purchasing merchandise for pick up at entry.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback which includes capturing visitor demographics.
- Develop a minimum of two (2) strategies to promote the FOL outside the northern Virginia region.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training programs.
- Implement effective and efficient plan for dual lanes of traffic through the show.
- Revise, edit and continue to add information to the operation, installation and take down manual.
- Develop and implement a defined plan to increase off-peak and weekday visitation.

BULL RUN FESTIVAL OF LIGHTS

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Developed and executed online ticket sales plan.
- Implemented an online retail plan that helped us reach a new record in FOL retail sales.
- Developed and highlighted sanitation protocols for staff and customers to help ensure a safe experience for customers.
- Event improvements included use of new RGB technology in several displays, more tree wrapping, and incorporation of several refurbished Miracle of Lights Displays.
- All seasonal show staff attended Customer Service training which included Festival of Lights specific customer scenarios.
- Revised employee incentive program and rewards to continue to encourage part time staff.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of light show vehicle entries	42,041	87,389	46,500	59,946	55,000

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 632,548	\$ 808,500	\$ 808,500	0.0%
Retail Operations	218,003	335,000	335,000	0.0%
Other Revenue	76,775	100,000	100,000	0.0%
TOTAL REVENUE	\$ 927,326	\$ 1,243,500	\$ 1,243,500	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 391,197	\$ 497,573	\$ 508,063	2.1%
Operating Costs	180,799	262,700	261,700	-0.4%
Maintenance Costs	28,380	45,000	50,000	11.1%
Insurance	891	958	1000	4.4%
Retail Operations	160,164	231,500	231,500	0.0%
Utilities	15,979	20,400	20,400	0.0%
TOTAL EXPENSES	\$ 777,410	\$ 1,058,131	\$ 1,072,663	1.4%
Net Income	\$ 149,915	\$ 185,369	\$ 170,837	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	9.60	9.76	9.80	9.80	9.80

BULL RUN SHOOTING CENTER

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-090	BULL RUN SHOOTING CENTER					
	REVENUES					
4040	Archery Target Fees	\$ 22,804	\$ 21,406	\$ 27,000	\$ 27,000	\$ 27,000
4390	Gun Rental	48,062	37,600	55,000	55,000	55,000
4745	Shooting Tournament Fees	63,823	33,580	60,000	60,000	60,000
4730	Target Sales	625,948	539,712	665,000	665,000	665,000
4670	Shelter Reservations	1,750	250	1,500	1,500	1,500
	TOTAL USER FEES	762,388	632,548	808,500	808,500	808,500
4010	Ammunition	200,405	173,056	260,000	260,000	260,000
4640	Retail Operations	60,461	44,947	75,000	75,000	75,000
	TOTAL RETAIL OPERATIONS	260,866	218,003	335,000	335,000	335,000
4475	Lessons	101,464	76,223	100,000	100,000	100,000
4495	Memberships	0	0	0	0	0
4510	Miscellaneous Revenue	1,222	552	0	0	0
	TOTAL OTHER REVENUE	102,687	76,775	100,000	100,000	100,000
	TOTAL REVENUES	\$ 1,125,940	\$ 927,326	\$ 1,243,500	\$ 1,243,500	\$ 1,243,500
	EXPENSES					
5010	Full-Time Salaries	\$ 142,517	\$ 142,935	\$ 145,185	\$ 138,615	\$ 151,192
5020	Part-Time Salaries	229,806	177,185	266,553	265,199	266,136
5030	FICA	28,028	24,178	31,498	18,374	31,765
5040	Hospitalization	28,858	19,060	22,233	22,233	26,040
5060	Life Insurance	1,334	1,453	1,655	1,580	1,700
5050	Retirement	27,342	25,895	29,037	27,737	29,818
5070	Unemployment Tax	821	490	1,413	1,406	1,411
	TOTAL PERSONNEL	458,704	391,197	497,573	475,143	508,063
5230	Gas and Diesel	2,000	1,729	3,500	3,500	2,500
5490	Programs and Promotions	60	270	500	500	500
5563	Shooting Tournament	33,223	26,078	28,000	28,000	28,000
5564	Targets	221,180	152,346	230,000	230,000	230,000
5570	Uniforms	326	376	700	700	700
	TOTAL OPERATING COSTS	256,790	180,799	262,700	262,700	261,700
5180	Equipment/Vehicle Maintenance	16,211	6,966	15,000	15,000	18,000
5190	Facility Op. & Maintenance	32,470	21,415	30,000	30,000	32,000
	TOTAL MAINTENANCE COSTS	48,680	28,380	45,000	45,000	50,000
5290	Insurance - Vehicle	761	891	958	958	1,000
	TOTAL INSURANCE	761	891	958	958	1,000
5520	Retail Operations	39,037	36,204	49,500	49,500	49,500
5520-050	Ammunition	141,582	123,960	182,000	182,000	182,000
	TOTAL RETAIL OPERATIONS	180,619	160,164	231,500	231,500	231,500
5580-001	Telephone	2,045	1,966	2,000	2,000	2,000
5580-002	Electricity	14,666	11,671	16,000	16,000	16,000
5580-016	Cable/Internet	2,437	2,343	2,400	2,400	2,400
	TOTAL UTILITIES	19,148	15,979	20,400	20,400	20,400
	TOTAL EXPENSES	\$ 964,703	\$ 777,410	\$ 1,058,131	\$ 1,035,701	\$ 1,072,663
	OPERATING INCOME (LOSS)	\$ 161,237	\$ 149,915	\$ 185,369	\$ 207,799	\$ 170,837

BULL RUN SHOOTING CENTER

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Implement a plan to standardize all signage throughout the facility.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct (2) park wide and field clean-up days.

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



Objectives:

- Host a minimum of (6) NSCA registered target events.
- Work closely with the Friends group on their delivery of at least (3) quality Friends sponsored fundraising events.
- Offer a minimum of (1) new program or special event.
- Maintain a minimum of (2) community partnerships to expand public outreach and programming opportunities.
- Conduct a minimum of 4 shot gun leagues per year and 1 archery league.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Ensure all staff maintains all safety certifications through measurable training and reviews.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Establish a plan with a minimum of (1) new way to communicate with customers.
- Maintain annual review for trappers of their Range Safety Officer course.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a system with a minimum of (2) ways to recognize and reward new customers.
- Create a mechanism that ensures consistent response to customer feedback.

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



Objectives:

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

STRATEGIC FOCUS



BULL RUN SHOOTING CENTER

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Installed new operational signage to improve communication and emphasize safe behavior.
- Partnered with Friends of BRSC to host two fundraiser tournaments.
- Held one park clean-up day that including tree trimming and invasive removal.

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

Highlights

- Hosted wobble trap league and several “fun” shoots.
- Help (3) registered target Sporting Clays Tournaments.
- Partnered with Super Sporter to promote NSCA tournaments.
- Continued to partner with Cabela's to promote BRSC. Cabela's customers that purchase shooting equipment receive coupons to BRSC.

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

Highlights

- All staff attended Level I Customer Service Training.
- Implemented monthly staff meetings to improve communication and teamwork.
- Utilized customer service incentive plan to encourage best practices.
- Received updated training on Win Score scoring system to ensure accurate and timely reporting of sporting clays tournament scores.

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

Highlights

- Offered (8) Learn to Shoot and (2) Learn the Game classes each week during second half of year.
- Maintained fall and winter archery leagues.
- Offered 2 shot gun leagues.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of targets thrown (25 targets per round)	2,807,720	2,350,070	2,782,000	1,644,455	2,782,000
• Number of archery lane rentals	6,107	4,177	6,000	1,341	6,000
• Ammunition shotgun shell boxes (25 shells/box)	24,379	22,343	30,000	21,779	30,000
• Number of participants-Learn to Shoot Program	63	1,888	3,200	189	3,200
• Number of corporate outings	73	37	85	23	85
• Number of corporate outing participants	390	383	900	262	900
• Per round average on pro shop sales (including ammo)	\$2.32	\$2.32	\$3.01	\$3.07	\$3.01

BULL RUN MARINA

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 7,012	\$ 9,645	\$ 9,645	0.0%
Other Revenue	14,489	13,500	17,500	29.6%
TOTAL REVENUE	\$ 21,501	\$ 23,145	\$ 27,145	17.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 7,252	\$ 17,260	\$ 16,605	-3.8%
Operating Costs	36	0	0	-
Maintenance Costs	15,452	15,500	16,700	7.7%
Utilities	1,291	2,000	2,000	0.0%
TOTAL EXPENSES	\$ 24,031	\$ 34,760	\$ 35,305	1.6%
Net Income	\$ (2,529)	\$ (11,615)	\$ (8,160)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.20	0.20	0.20	0.20	0.20
Part-Time	0	0	0	0	0

BULL RUN MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-060	BULL RUN MARINA					
	REVENUES					
4080	Boat Storage	\$ 2,986	\$ 7,012	\$ 8,645	\$ 8,645	\$ 8,645
4673	Rowing Camps	2,403	0	1,000	1,000	1,000
	TOTAL USER FEES	5,389	7,012	9,645	9,645	9,645
4640, 4285	Miscellaneous Revenue	10,780	14,489	13,500	13,500	17,500
	TOTAL OTHER REVENUE	10,780	14,489	13,500	13,500	17,500
	TOTAL REVENUES	\$ 16,169	\$ 21,501	\$ 23,145	\$ 23,145	\$ 27,145
	EXPENSES					
5010	Full-Time Salaries	\$ 7,858	\$ 2,708	\$ 12,158	\$ 11,319	\$ 11,627
5030	FICA	712	814	930	515	889
5040	Hospitalization	1,109	1,484	1,594	1,594	1,623
5060	Life Insurance	91	120	139	129	133
5050	Retirement	1,944	2,123	2,432	2,265	2,325
5070	Unemployment Tax	3	4	8	8	8
	TOTAL PERSONNEL SERVICES	11,718	7,252	17,260	15,829	16,605
5230	Gas and Diesel	351	36	0	0	0
	TOTAL FACILITY OPERATING COSTS	351	36	0	0	0
5180	Equipment/Vehicle Maintenance	94	0	0	0	0
5190	Facility Op. & Maintenance	7,068	10,870	9,500	9,500	9,500
5252	Gate keys	4,465	4,581	6,000	6,000	7,200
	TOTAL MAINTENANCE COSTS	11,627	15,452	15,500	15,500	16,700
5580-002	Electricity	1,657	1,291	2,000	2,000	2,000
	TOTAL UTILITIES	1,657	1,291	2,000	2,000	2,000
	TOTAL EXPENSES	\$ 25,352	\$ 24,031	\$ 34,760	\$ 33,329	\$ 35,305
	OPERATING INCOME (LOSS)	\$ (9,183)	\$ (2,529)	\$ (11,615)	\$ (10,184)	\$ (8,160)

BULL RUN MARINA

STRATEGIC GOALS & OBJECTIVES FY 2022

Goal One: Continue to conserve and protect the parklands and enhance facilities to provide a unique and exceptional customer experience.



Objectives:

- Develop a plan to create and install informational and interpretive signage on the Bull Run/Occoquan Trail with at least (1) focused on the trail improvement project.
- Establish and maintain a minimum of (3) community partnerships.
- Develop and implement an operations plan for key gate key sales that ensures an adequate inventory of keys are in place prior to the season opening.
- Refine the plan for consistent and continued site improvements, implementing a minimum of (2) site improvements.
- Implement updated park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

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.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Develop and implement an active and passive recreation programming schedule that encourages off-peak visitation.
- Implement at least (3) roving naturalist programs at the waterfront parks.



FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Maintained community partnerships with Lake Braddock and Westfields Crew teams and PATC.
- Upper parking lot sections were paved and re-lined for a more attractive parking area for trail users.

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

Highlights

- Hosted a number of events by partnering with Quantico Orienteering, Virginia Happy Trails Running Club, and Masters Rowing.
- Developed full COVID-19 guidelines for scholastic crew practices to promote a safe and effective rowing season.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of crew boats stored	26	26	26	26	26
• Number of keys sold for boat launching	540	606	550	261	700
• Number of rowing camp participants	50	0	25	0	25

CAMERON RUN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 51,208	\$ 130,000	\$ 110,000	-15.4%
Retail Operations	3,722	9,500	9,500	0.0%
Other Revenue	32	—	—	-
TOTAL REVENUE	\$ 54,963	\$ 139,500	\$ 119,500	-14.3%
EXPENSES BY CATEGORY				
Personnel Services	286,694	351,522	370,200	5.3%
Operating Costs	2,680	6,550	6,550	0.0%
Maintenance Costs	34,572	36,414	36,414	0.0%
Insurance	891	958	1,000	4.4%
Retail Operations	983	3,800	3,800	0.0%
TOTAL EXPENSES	\$ 325,821	\$ 399,244	\$ 417,964	4.7%
Net Income	\$ (270,859)	\$ (259,744)	\$ (298,464)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Batting cage and mini golf revenue are decreased by \$10,000 (17%) each due to actual revenue during current fiscal year..
- **Compared to FY 21 Proposed (Pre-COVID):** Batting cage and mini golf revenue are decreased by \$10,000 (17%) each due to actual revenue during current fiscal year.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	4.85	4.92	4.92	4.73	4.73

CAMERON RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-110 CAMERON RUN REGIONAL PARK						
REVENUES						
4670	Shelter Reservations	\$ 10,050	\$ 5,548	\$ 11,000	\$ 4,000	\$ 11,000
4600	Programmed Events	3,905	1,895	3,000	2,250	3,000
4060	Batting Cage Fees	35,374	16,452	58,000	58,000	48,000
4500	Miniature Golf	33,150	27,314	58,000	58,000	48,000
	TOTAL USER FEES	82,480	51,208	130,000	122,250	110,000
4640	Retail - Food	5,805	3,722	9,500	9,500	9,500
4790	Vending Machine Operation	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	5,805	3,722	9,500	9,500	9,500
4510	Miscellaneous Revenue	1,036	7	0	0	0
4636	Rental Device Commission	0	25	0	0	0
	TOTAL OTHER REVENUE	1,036	32	0	0	0
	TOTAL REVENUES	\$ 89,320	\$ 54,963	\$ 139,500	\$ 131,750	\$ 119,500
EXPENSES						
5010	Full-Time Salaries	\$ 163,416	\$ 154,979	\$ 164,622	\$ 157,138	\$ 177,868
5020	Part-Time Salaries	60,499	48,107	103,059	102,210	104,848
5030	FICA	15,849	14,491	20,478	11,800	21,333
5040	Hospitalization	48,041	39,729	27,926	27,926	28,719
5060	Life Insurance	1,453	1,555	1,877	1,791	1,984
5050	Retirement	31,243	27,627	32,924	31,443	34,804
5070	Unemployment Tax	330	207	635	631	644
	TOTAL PERSONNEL SERVICES	320,832	286,694	351,522	332,941	370,200
5230	Gas and Diesel	1,336	1,882	3,500	3,500	3,500
5490	Programs and Promotions	1,689	0	2,000	1,000	2,000
5570	Uniforms	756	798	1,050	1,050	1,050
	TOTAL OPERATING COSTS	3,781	2,680	6,550	5,550	6,550
5180	Equipment/Vehicle Maintenance	3,742	2,148	3,000	3,000	3,000
5190	Facility Op. & Maintenance	29,731	32,424	33,414	33,414	33,414
	TOTAL MAINTENANCE COSTS	33,473	34,572	36,414	36,414	36,414
5290	Insurance - Vehicle	761	891	958	958	1,000
	TOTAL INSURANCE	761	891	958	958	1,000
5520	Retail - Food	8,343	983	3,800	3,800	3,800
	TOTAL RETAIL OPERATIONS	8,343	983	3,800	3,800	3,800
	TOTAL EXPENSES	\$ 367,191	\$ 325,821	\$ 399,244	\$ 379,663	\$ 417,964
	OPERATING INCOME (LOSS)	\$ (277,870)	\$ (270,859)	\$ (259,744)	\$ (247,913)	\$ (298,464)

CAMERON RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

Goal One: Continue to conserve and protect the parklands and enhance facilities to provide a unique and exceptional customer experience.



Objectives:

- Continue to implement the improvement plan for the miniature golf course and batting cage with at least (2) new improvements.
- Develop and implement parking lot maintenance standards to include monthly inspections.
- Implement park maintenance standards, for consistent and continued park maintenance and improvements, including park inspections and updated assets in Hiperweb.

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



Objectives:

- Develop and implement a comprehensive marketing plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Continue to work with City of Alexandria to implement lease requirements.
- Host a minimum of (3) special events, to include 5k races and other activities.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement (3) new effective recruitment and retention strategies for qualified park staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a plan to ensure a consistent weekly presence on social media to drive business.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

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



Objectives:

- Revise and enhance an effective marketing strategy that cross promotes facility amenities.
- Refine the plan to increase the sales of spring/fall parties.
- Implement a plan to meet shelter reservation goals.
- Implement an effective marketing plan to increase miniature golf and batting cage sales.
- Continue to refine food and retail plans for miniature golf and batting cage to increase revenues by 5% over FY20 gross revenue.



CAMERON RUN REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Mini Golf waterfall feature was professionally landscaped, and aging chain link was replaced with new matching steel fence.
- Batting cages received various aesthetic upgrades including freshly painted machines and netting replacements.
- Conducted replacement of aging 6x6 medians and patched asphalt throughout the parking lot.
- Updated equipment and assets in HiperWeb to better track ongoing maintenance.

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

Highlights

- Park hosted Northern Virginia Regional Girl Scout Cookie Distribution.
- New COVID-19 operating procedures were implemented to provide guests a safe and enjoyable recreation experience during quarantine, including contactless payment methods, plexiglass barriers, increased cleaning and sanitization, and signage and line markings.
- Hosted nature programming with the Roving Naturalist, to include a special series of Cicada educational events in May.

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

Highlights

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- Implemented new COVID-conscious hiring procedures to mitigate exposures.
- Implemented COVID-19 daily health assessments to ensure the safety and health of staff and guests.
- Created a new ranger guidebook to ensure staff are equipped to handle a variety of issues.
- Implemented new social media plans with increased organic posting.

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

Highlights

- Reviewed and revised food and beverage offerings, removing poor sellers and offering new products based on customer feedback.
- Increased promotional opportunities for birthdays and shelters, focused on social media marketing.
- Added batting cage rentals as an add-on to birthdays or shelter rentals, based on guest feedback.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Batting cage rounds	33,463	13,320	47,540	10,252	39,500
• Miniature golf rounds	7,970	5,101	12,283	3,535	12,000
• Picnic shelter rentals	34	27	12	7	35
• Number of programmed events	4	4	6	0	8
• Number of park birthday party guests	220	100	55	0	150

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 222,520	\$ 221,000	\$ 221,000	0%
Retail Operations	36,757	52,500	52,500	0%
TOTAL REVENUE	\$ 259,277	\$ 273,500	\$ 273,500	0%
EXPENSES BY CATEGORY				
Personnel Services	54,515	86,531	86,531	0%
Operating Costs	65,397	58,000	74,000	28%
Retail Operations	21,108	22,250	22,250	0%
Utilities	7,410	11,000	11,000	0%
TOTAL EXPENSES	\$ 148,429	\$ 177,781	\$ 193,781	9%
Net Income	\$ 110,848	\$ 95,719	\$ 79,719	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There is an increase of \$16,000 budgeted for productions costs.
- **Compared to FY 21 Proposed (Pre-COVID):** There is an increase of \$16,000 budgeted for production costs.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.00	0.00	2.90	3.34	3.34

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-115 CAMERON RUN WINTER VILLAGE						
REVENUES						
4297	General Admission	\$ 0	\$ 127,176	\$ 130,000	\$ 130,000	\$ 130,000
4683	Skating	0	66,021	60,000	60,000	60,000
4684	Skate Rentals	0	29,323	28,000	28,000	28,000
4488	Group Admissions	0	0	3,000	3,000	3,000
4800	Vendor Fees	0	0	0	0	0
4694	Sponsorships	0	0	0	0	0
	TOTAL USER FEES	0	222,520	221,000	221,000	221,000
4642	Retail-Food	0	32,840	40,000	40,000	40,000
4640	Retail Operations	0	3,917	12,500	12,500	12,500
	TOTAL RETAIL OPERATIONS	0	36,757	52,500	52,500	52,500
	TOTAL REVENUES	\$ 0	\$ 259,277	\$ 273,500	\$ 273,500	\$ 273,500
EXPENSES						
5020	Part-Time Salaries	\$ 0	\$ 54,515	\$ 80,010	\$ 80,010	\$ 80,010
5030	FICA	0	0	6,121	3,640	6,121
5070	Unemployment	0	0	400	400	400
	TOTAL PERSONNEL SERVICES	0	54,515	86,531	84,051	86,531
5470	Light Show Production Costs	0	65,397	58,000	58,000	74,000
	TOTAL OPERATING COSTS	0	65,397	58,000	58,000	74,000
5520-015	Retail-Food	0	20,467	16,000	16,000	16,000
5520-000	Retail Operations	0	640	6,250	6,250	6,250
	TOTAL RETAIL OPERATIONS	0	21,108	22,250	22,250	22,250
5580-002	Electricity	0	3,500	6,000	6,000	6,000
5580-008	Propane	0	3,910	5,000	5,000	5,000
	TOTAL UTILITIES	0	7,410	11,000	11,000	11,000
	TOTAL EXPENSES	\$ 0	\$ 148,429	\$ 177,781	\$ 175,301	\$ 193,781
	OPERATING INCOME (LOSS)	\$ 0	\$ 110,848	\$ 95,719	\$ 98,199	\$ 79,719

ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2022

Goal One: Continue to conserve and protect the parklands and enhance facilities to provide a unique and exceptional customer experience.



Objectives:

- Refine the operations plan for a unique annual event.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training program.
- Refine the food and beverage plan that meets the needs of the customer and achieves budget goals.
- Refine and implement a comprehensive marketing plan to maximize event attendance and revenue.
- Continue to optimize the functionality of Eventbrite for online ticket sales.
- Develop and implement a 5 year expansion plan for Ice & Lights.
- Continue to refine retail plan to maximize revenues.
- Refine days and hours of operation to maximize revenues.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



ICE & LIGHTS - THE WINTER VILLAGE AT CAMERON RUN

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Updated the installation and takedown operations plans to ensure seamless transition between events.
- Implemented extensive COVID-19 safety procedures, including limited capacity, distancing markers, contactless payment and entry, and enhanced cleaning and sanitization protocols.
- Added several new displays, including RGB penguins, a 60-orb light field, large sleigh, 3D polar bears and sea life, LOVE letters, and more.
- Reviewed and revised staff orientation procedures to ensure proper training in all departments.
- Maximized attendance by targeting peak dates and promoting online ticket sales.
- Added new food and beverage options to better meet guest needs, including Tuck-In s'mores sticks and peppermint hot chocolate.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of Village Admissions	N/A	27,052	19,000	11,441	19,000
• Number of Ice Skaters	N/A	6,902	7,500	2,298	7,500
• Average amount customers spent on food/beverage	N/A	1	2	1.34	2.11

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 949,514	\$ 1,493,500	\$ 1,171,000	-21.6%
Retail Operations	323,101	528,703	448,950	-15.1%
Other Revenue	0	0	0	-
TOTAL REVENUE	\$ 1,272,615	\$ 2,022,203	\$ 1,619,950	-19.9%
EXPENSES BY CATEGORY				
Personnel Services	\$ 370,249	\$ 600,581	\$ 669,327	11.4%
Operating Costs	18,668	16,850	16,850	0.0%
Maintenance Costs	114,726	167,000	167,000	0.0%
Retail Operations	137,314	214,182	181,875	-15.1%
Utilities	168,381	197,200	197,500	0.2%
TOTAL EXPENSES	\$ 809,338	\$ 1,195,814	\$ 1,232,552	3.1%
Net Income	\$ 463,277	\$ 826,389	\$ 387,398	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Full year waterpark operation is included compared to FY 21 Budget which had waterpark closure for the full summer 2020 season due to COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** While the waterpark is budgeted to be open the full fiscal year, revenue is not expected to be fully restored. School group revenue is budgeted to be reduced by 65%, season passes by almost 50% and admissions and related revenue by 15%. Part-time rates for some waterpark positions have been increased to help solve seasonal staffing issues.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1.00	1.00	1.00	1.00	1.00
Part-Time	21.05	21.40	21.88	5.52	22.08

GREAT WAVES WATERPARK AT CAMERON RUN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-120	GREAT WAVES WATERPARK at CAMERON RUN					
	REVENUES					
4550	Admissions	\$ 1,099,172	\$ 788,215	\$ 1,250,000	\$ 284,750	\$ 1,062,500
4093	Cabana Rental	11,842	7,229	10,000	2,450	10,000
4060	Batting Cage Fees	10	50	0	0	0
4421	Play Features	2,002	608	0	0	0
4490	Locker Rental	8,285	3,744	8,500	1,500	8,500
4600	Programmed Events	(75)	0	0	0	0
4570	Group Admissions	116,815	109,984	141,000	20,000	50,000
4580	Waterpark Passes	47,646	30,219	58,000	17,000	30,000
4670	Shelter Reservations	20,442	9,466	26,000	7,200	10,000
	TOTAL USER FEES	1,306,140	949,514	1,493,500	332,900	1,171,000
4640,4652,4654	Retail Operations	429,316	311,627	501,703	114,400	426,000
4660,4653	Swim Merchandise	29,078	11,473	27,000	6,400	22,950
	TOTAL RETAIL OPERATIONS	458,394	323,101	528,703	120,800	448,950
4482	Lifeguard Training Fees	75	0	0	0	0
	TOTAL OTHER REVENUE	75	0	0	0	0
	TOTAL REVENUES	\$ 1,764,609	\$ 1,272,615	\$ 2,022,203	\$ 453,700	\$ 1,619,950
	EXPENSES					
5010	Full-Time Salaries	\$ 51,715	\$ 41,789	\$ 45,596	\$ 45,011	\$ 49,846
5020	Part-Time Salaries	366,038	301,358	495,683	123,901	561,199
5030	FICA	27,052	14,998	41,158	11,526	44,898
5040	Hospitalization	5,504	3,841	5,986	5,986	0
5060	Life Insurance	498	519	520	513	568
5050	Retirement	10,184	7,065	9,119	9,007	9,969
5070	Unemployment Tax	1,383	679	2,518	659	2,846
	TOTAL PERSONNEL SERVICES	462,373	370,249	600,581	196,603	669,327
5143	Catering	88	0	0	0	0
5146	Contract Employment	6,005	7,405	0	0	0
5490	Programs and Promotions	175	0	1,500	1,500	1,500
5430	Park Police	0	11,225	15,000	5,500	15,000
5570	Uniforms	37	38	350	350	350
	TOTAL OPERATING COSTS	6,304	18,668	16,850	7,350	16,850
5180	Equipment/Vehicle Maintenance	1,735	0	2,000	2,000	2,000
5190	Facility Op. & Maintenance	185,447	114,726	165,000	99,000	165,000
	TOTAL MAINTENANCE COSTS	187,182	114,726	167,000	101,000	167,000
5520	Retail Operations	159,782	136,749	200,682	45,760	170,400
5535	Swim Merchandise	19,640	566	13,500	3,200	11,475
	TOTAL RETAIL OPERATIONS	179,421	137,314	214,182	48,960	181,875
5580-001	Telephone	3,794	3,468	3,800	3,800	3,800
5580-002	Electricity	53,290	61,115	60,000	30,000	60,000
5580-004	Water/Sewer	93,266	90,210	120,000	48,000	120,000
5580-008	Propane	4,075	4,892	5,000	1,600	5,000
5580-016	Internet/Cable	8,358	8,696	8,400	8,400	8,700
	TOTAL UTILITIES	162,783	168,381	197,200	91,800	197,500
	TOTAL EXPENSES	\$ 998,063	\$ 809,338	\$ 1,195,814	\$ 445,713	\$ 1,232,552
	OPERATING INCOME (LOSS)	\$ 766,545	\$ 463,277	\$ 826,389	\$ 7,987	\$ 387,398

GREAT WAVES WATERPARK AT CAMERON RUN

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Working with the Aquatics Committee, rebrand and reimagine the Annual Waterpark Pass to be more appealing to a wider audience.
- Analyze survey data to assess and improve the incentives our members value the most to improve retention strategies.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.
- Ensure consistent use of passholder tracking within Active Network.

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



Objectives:

- Reintroduce Ellis & Associates lifeguard program to a new group of waterpark staff.
- Implement new strategies to develop a culture of safety with new staff after being closed in 2020.
- Promote staff teamwork by facilitating at least (3) staff meetings or activities during the season.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified aquatics staff.
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Implement strategies to maximize online ticket sales.
- Increase visitation through consistent weekly social media promotions and sales opportunities.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Develop and implement a plan to optimize all-facility pass sales.

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



Objectives:

- Work with Food & Beverage Manager to consolidate menu with the focus on freshness, timely delivery, and profitability.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified retail staff.
- Ensure usage and documentation of effective inventory management system to reduce waste and meet customer needs.
- Implement at least (3) new strategies to increase retail sales by 2% over FY20 gross.

Goal Five: Provide a unique and exceptional customer experience.



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.

GREAT WAVES WATERPARK AT CAMERON RUN

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Communicated with passholders during closure to extend waterpark passes.

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

Highlights

- Attended virtual E&A International Aquatic Safety School.
- Implemented new virtual hiring opportunities and interview methods to ensure effective hiring of qualified staff for the 2021 season.
- Created and implemented new pool dosage charts for pool chemistry to ensure consistency of operation.

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

Highlights

- Reviewed and revised the food and beverage menus at Surfside Pizza and Riptide Café.

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

Highlights

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All staff attended Customer Service training.
- Planned to implement a new staff incentive program to promote a high level of customer service.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC	FY 2022 TARGET
• General admissions	80,223	58,365	22,560	0	79,900
• Youth group participants	13,271	10,125	1,800	0	4,200
• Annual Waterpark Passes sold	783	144	247	0	440
• Annual Waterpark Pass entries	2,672	1,735	1,480	0	1,320
• Group shelter rentals	33	20	11	0	15
• Birthday parties	98	55	28	0	100
• Birthday participants	1,478	708	560	0	2,000
• Avg. amt. customers spent on food, beverages and retail	\$4.59	\$4.56	\$4.63	\$0.00	\$4.96

CARLYLE HOUSE HISTORIC PARK

PROGRAM OVERVIEW

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

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 54,586	\$ 89,600	\$ 87,080	-2.8%
Retail Operations	9,018	13,000	12,000	-7.7%
Other Revenue	4,218	2,538	600	-76.4%
Transfers In	2,089	3,000	3,000	0.0%
TOTAL REVENUE	\$ 69,910	\$ 108,138	\$ 102,680	-5.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 199,703	\$ 253,983	\$ 260,113	2.4%
Operating Costs	4,661	10,800	9,960	-7.8%
Maintenance Costs	34,938	33,000	33,000	0.0%
Retail Operations	5,287	7,150	6,600	-7.7%
Utilities	21,477	22,400	22,700	1.3%
TOTAL EXPENSES	\$ 266,066	\$ 327,333	\$ 332,373	1.5%
Net Income	\$ (196,156)	\$ (219,195)	\$ (229,693)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	2.00	2.00	2.00	2.00	2.00
Part-Time	2.45	2.45	2.45	2.45	2.45

CARLYLE HOUSE HISTORIC PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-130	CARLYLE HOUSE HISTORIC PARK					
	REVENUES					
4101	Camps	\$ 0	\$ 0	\$ 0	\$ 0	0
4600	Programmed Events	16,451	6,569	17,300	13,840	14,780
4240	Carlyle House Rental	17,725	17,986	30,000	24,000	30,000
4230	Entrance Fees	39,343	28,806	40,500	40,500	40,500
4812, 4810	Visitor Ctr Rental/Photographer Fee	1,950	1,225	1,800	1,800	1,800
	TOTAL USER FEES	75,469	54,586	89,600	80,140	87,080
4640, 4090	Retail Operations	10,570	9,018	13,000	13,000	12,000
	TOTAL RETAIL OPERATIONS	10,570	9,018	13,000	13,000	12,000
4050	Bank Building Rental	3,876	3,876	1,938	1,938	0
4270	Garden Guild/Docent Activities	(67)	342	600	600	600
	TOTAL OTHER REVENUE	3,809	4,218	2,538	2,538	600
4910	Transfer from Carlyle House Friends Fund	3,840	2,089	3,000	3,000	3,000
	TOTAL TRANSFER / OTHER	3,840	2,089	3,000	3,000	3,000
	TOTAL REVENUES	\$ 93,688	\$ 69,910	\$ 108,138	\$ 98,678	\$ 102,680
	EXPENSES					
5010	Full-Time Salaries	\$ 133,277	\$ 105,448	\$ 123,158	\$ 117,559	\$ 133,018
5020, 5025	Part-Time Salaries	68,062	48,709	74,888	74,452	74,754
5030, 5035	FICA	15,073	11,616	15,151	8,737	15,734
5040	Hospitalization	20,714	14,219	14,296	14,296	8,477
5060	Life Insurance	1,254	1,199	1,404	1,340	1,492
5050	Retirement	25,530	18,345	24,632	23,524	26,184
5070	Unemployment Tax	255	169	454	452	454
	TOTAL PERSONNEL SERVICES	264,165	199,703	253,983	240,359	260,113
5220	Garden Guild/Docent Activities	815	0	600	600	600
5230	Gas & Diesel	0	0	0	0	0
5257	Grants	3,501	0	0	0	0
5490	Programs and Promotions	6,611	4,613	9,500	7,600	8,660
5570	Uniforms	0	48	700	700	700
	TOTAL OPERATING COSTS	10,927	4,661	10,800	8,900	9,960
5190	Facility Op. & Maintenance	39,561	34,938	33,000	33,000	33,000
	TOTAL MAINTENANCE COSTS	39,561	34,938	33,000	33,000	33,000
5520	Retail Operations	7,462	5,287	7,150	7,150	6,600
	TOTAL RETAIL OPERATIONS	7,462	5,287	7,150	7,150	6,600
5580-001	Telephone	3,418	3,214	3,800	3,800	3,800
5580-002	Electricity	13,680	13,546	14,000	14,000	14,000
5580-004	Water/Sewer	2,530	3,019	3,300	3,300	3,300
5580-016	Internet/Cable	1,397	1,698	1,300	1,300	1,600
	TOTAL UTILITIES	21,024	21,477	22,400	22,400	22,700
	TOTAL EXPENSES	\$ 343,138	\$ 266,066	\$ 327,333	\$ 311,809	\$ 332,373
	OPERATING INCOME (LOSS)	\$ (249,450)	\$ (196,156)	\$ (219,195)	\$ (213,131)	\$ (229,693)

CARLYLE HOUSE HISTORIC PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Develop and implement a plan to conduct visitor surveys.
- Provide at least (2) innovative programming partnerships with other area historic sites.
- Refine the year-round comprehensive programming schedule.
- Implement at least (1) new interpretive tool.
- Create a minimum of (2) new programming opportunities focused on engaging new, diverse communities.
- Implement a minimum of (2) new strategies to meet site rental revenue goals.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Continue to implement a promotion and sales plan to increase retail revenues by 5% from FY20 gross. from previous year.
- Continue to implement an effective part time and full-time labor plan to ensure adequate coverage and programming.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

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



Objectives:

- Work closely with the Friends of Carlyle House on their delivery of quality public programs and fundraising.
- Implement (2) new strategies for recruiting, training, and retaining volunteers.
- Continue to develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Complete museum strategic plan and maintain American Alliance of Museums reaccreditation reporting, as required.
- Implement park maintenance standards consistent with site and preservation guidelines for continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
- Continue to manage the office transition from the bank building.



CARLYLE HOUSE HISTORIC PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Implemented a variety of in person and virtual programming, including new architectural walking tours. virtual talks, summer trivia – both virtual and in-person, and yoga on the terrace.
- Increased rentals and continued to offer ceremony location safely throughout the pandemic.
- Collaborated with Visit Alexandria to offer Facebook Live presentation.

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

Highlights

- Installed new ADA lift.
- Sold the Bank Building and managed the transition of utilities and office space.
- Completed repairs of brick walkways and front gate pillars.
- Completed American Alliance of Museums reaccreditation reporting and achieved reaccreditation.
- Historic Site Specialist and Curator of Education attended the Virginia Association of Museums Conference virtually.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Daily tour attendance	8,288	6,991	9,100	1,493	9,100
• School tour attendance	1,363	598	1,100	28	1,100
• Scout tour attendance	3	0	30	0	30
• Special events attendance	4,671	2,035	3,360	26	4,200
• Facility rentals	17	0	20	14	25
• Volunteer hours	3,898	1,773	4,000	560	4,000
• Average amount spent on resale items	\$1.10	\$1.13	\$1.27	\$4.20	\$1.18

FOUNTAINHEAD REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

		FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE					
User Fees	\$	221,101	\$ 248,500	\$ 280,500	12.9%
Retail Operations		26,720	45,000	45,000	0.0%
Other Revenue		16,347	12,912	12,912	0.0%
TOTAL REVENUE	\$	264,168	\$ 306,412	\$ 338,412	10.4%
EXPENSES BY CATEGORY					
Personnel Services	\$	115,754	\$ 190,045	\$ 205,940	8.4%
Operating Costs		901	3,200	3,200	0.0%
Maintenance Costs		22,805	26,500	26,500	0.0%
Insurance		446	479	500	4.4%
Retail Operations		16,061	25,000	25,000	0.0%
Utilities		6,453	8,400	8,400	0.0%
TOTAL EXPENSES	\$	162,419	\$ 253,624	\$ 269,540	6.3%
Net Income	\$	101,749	\$ 52,788	\$ 68,872	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There is a 14% increase in boat rentals and 11% in launch fees.
- **Compared to FY 21 Proposed (Pre-COVID):** There is a 14% increase in boat rentals and 11% in launch fees.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.90	0.90	1.40	1.40	1.40
Part-Time	3.72	3.72	3.37	3.37	3.96

FOUNTAINHEAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-140	FOUNTAINHEAD REGIONAL PARK					
	REVENUES					
4070	Boat Rental	\$ 159,369	\$ 162,501	\$ 180,000	\$ 180,000	\$ 206,000
4530	Launch & Parking Fees	54,634	55,825	54,000	54,000	60,000
4690	Special Events	0	834	5,000	5,000	5,000
4600	Programmed Events	3,736	(100)	5,500	5,500	5,500
4670	Shelter Reservations	3,705	1,730	4,000	3,000	4,000
4500	Miniature Golf	1,338	311	0	0	0
	TOTAL USER FEES	222,782	221,101	248,500	247,500	280,500
4640, 4660	Retail Operations	29,748	26,720	45,000	45,000	45,000
	TOTAL RETAIL OPERATIONS	29,748	26,720	45,000	45,000	45,000
4420	House Rental	12,912	12,002	12,912	12,912	12,912
4510	Miscellaneous Revenue	7,610	4,345	0	0	0
	TOTAL OTHER REVENUE	20,522	16,347	12,912	12,912	12,912
	TOTAL REVENUES	\$ 273,053	\$ 264,168	\$ 306,412	\$ 305,412	\$ 338,412
	EXPENSES					
5010	Full-Time Salaries	\$ 43,732	\$ 36,179	\$ 75,353	\$ 70,782	\$ 76,448
5020	Part-Time Salaries	86,651	46,541	76,600	75,877	90,742
5030	FICA	10,354	8,818	11,624	6,673	12,594
5040	Hospitalization	9,048	10,894	10,098	10,098	10,028
5060	Life Insurance	410	712	859	807	842
5050	Retirement	8,713	12,461	15,071	14,163	14,776
5070	Unemployment Tax	328	149	439	435	510
	TOTAL PERSONNEL SERVICES	159,236	115,754	190,045	178,836	205,940
5230	Gas and Diesel	1,650	722	2,000	2,000	2,000
5490	Programs and Promotions	100	0	500	0	500
5570	Uniforms	243	179	700	700	700
	TOTAL OPERATING COSTS	1,993	901	3,200	2,700	3,200
5180	Equipment/Vehicle Maintenance	2,297	2,685	3,000	3,000	3,000
5190	Facility Op. & Maintenance	20,963	20,045	23,000	23,000	23,000
5510	Rental House Maintenance	502	75	500	500	500
	TOTAL MAINTENANCE COSTS	23,762	22,805	26,500	26,500	26,500
5290	Insurance - Vehicle	381	446	479	479	500
	TOTAL INSURANCE	381	446	479	479	500
5520, 5535, 5586	Retail Operations	18,763	16,061	25,000	25,000	25,000
	TOTAL RETAIL OPERATIONS	18,763	16,061	25,000	25,000	25,000
5580-001	Telephone	1,151	1,098	1,200	1,200	1,200
5580-002	Electricity	5,256	4,312	6,000	6,000	6,000
5580-016	Internet/cable	1,097	1,044	1,200	1,200	1,200
	TOTAL UTILITIES	7,503	6,453	8,400	8,400	8,400
	TOTAL EXPENSES	\$ 211,638	\$ 162,419	\$ 253,624	\$ 241,915	\$ 269,540
	OPERATING INCOME (LOSS)	\$ 61,415	\$ 101,749	\$ 52,788	\$ 63,497	\$ 68,872

FOUNTAINHEAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (3) community partnerships.
- Continue to work with MORE and PATC to evaluate and improve the hiking, biking, and equestrian trails.
- Develop and implement a plan to repurpose the mini golf area.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information through Hiperweb.

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 with at least (1) being new.
- Offer a minimum of (3) naturalist lead programs.
- Create and implement a Comprehensive Programming Plan.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement a system for effective recruitment and retention strategies for qualified staff.
- Develop and implement a part-time staffing plan to meet the budget.
- Implement a plan to provide consistent weekly information on social media.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.

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



Objectives:

- Continue to work with volunteer groups to facilitate harmonious multi-use trail experiences on the Bull Run Occoquan Trail section from Fountainhead to Bull Run Marina.
- Refine operational SOPs and guidelines to improve marina operations and facilities.
- Develop and implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Implement at least (3) new strategies to increase boat rentals.
- Implement at least (1) new strategy to improve net retail sales revenues by 5% from FY20 gross.



FOUNTAINHEAD REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Maintained community partnerships and held meetings with PATC, Mid-Atlantic Off-Road Enthusiasts. Clifton Horse Society and Friends of the Occoquan.
- Improved landscaping at Fountainhead Park sign.

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

Highlights

- Worked with Roving Naturalist to create comprehensive programming plan including paddle tours, nature walks, and other programs.
- Continued to host search and rescue training with multiple organizations.
- Issued permits for special events such as bass tournaments and races.

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

Highlights

- Continued to implement customer service initiatives.
- Created and implemented new SOPs to empower part-time staff and enhance the customer experience.
- Worked with part time staff to create clear guidelines for Mountain Bike trail hotline and Facebook page.

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

Highlights

- Continued to work with PATC and MORE on the trail re-routes.
- Evaluated and made changes to retail and concessions offerings to better suit business needs of the park and retain park users.
- Created new training program for part-time staff to provide a consistent, high quality customer experience.
- Performed GIS audit of equestrian and nature loop.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC	FY 2022 TARGET
• Number of jon boat rentals	2,607	2,479	3,200	2,776	3,200
• Number of boat ramp launches (daily type)	800	821	800	808	800
• Number of boat shore launches	1,589	1,905	1,600	2,052	1,600
• Number of season ramp launch passes sold	226	227	225	65	225
• Number of season shore launch passes sold	467	480	400	231	400
• Number of stand up paddle board rentals	N/A	N/A	N/A	N/A	2,000
• Number of canoe rentals	775	765	875	712	0
• Number of motor rentals	1,403	1,436	1,400	1,402	1,400
• Number of kayak rentals	4,777	7,660	5,800	7,453	7,600
• Number of picnic shelter rentals	\$38.00	\$4.00	\$26.00	\$5.00	\$35.00
• Average revenue retail per boat rental and daily launch	3	2	4	1	3
• Number of volunteer hours	840	400	800	400	800

HEMLOCK OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Hemlock Overlook is a 426- acre park located in the middle of the 5,000 acres owned by NOVA Parks in the Bull Run-Occoquan Watershed, which provides protection to the Occoquan Reservoir Watershed and is habitat for wildlife and native plants and trees. Hemlock Overlook Regional Park is home to a network of trails- both pedestrian and equestrian. While the site has been a location for outdoor experiential education in the past, the park operations are currently passive use only with trail access being the primary feature of the park.

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
Other Revenue	\$ 75,000	\$ 75,768	\$ 1,800	-97.6%
TOTAL REVENUE	\$ 75,000	\$ 75,768	\$ 1,800	-97.6%
EXPENSES BY CATEGORY				
Personnel Services	\$0	\$0	\$10,000	
Operating Costs	0	0	500	
Maintenance Costs	\$ 1,019	\$ 2,400	15,000	525.0%
Utilities	0	0	28,000	
TOTAL EXPENSES	\$ 1,019	\$ 2,400	\$ 53,500	2129.2%
Net Income	\$ 73,981	\$ 73,368	\$ (51,700)	

BUDGET HIGHLIGHTS

Major variances in budget:

- There is not a revenue share budgeted as there is no longer an outside contract for the operation of Hemlock Overlook. Expenses increase for the continued operation and maintenance of the park.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0	0.325

HEMLOCK OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-150	HEMLOCK OVERLOOK					
	REVENUES					
4510	Miscellaneous Revenue	\$ 768	\$ 0	\$ 768	\$ 768	\$ 0
4420	House Rental	0	0	0	0	1,800
4672	Revenue Share from Partnership	75,000	75,000	75,000	75,000	0
	TOTAL OTHER REVENUE	75,768	75,000	75,768	75,768	1,800
	TOTAL REVENUES	\$ 75,768	\$ 75,000	\$ 75,768	\$ 75,768	\$ 1,800
	EXPENSES					
5020	Part-Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 9,228
5030	FICA	0	0	0	0	722
5070	Unemployment Tax	0	0	0	0	50
	TOTAL PERSONNEL SERVICES	0	0	0	0	10,000
5230-001	Gasoline	0	0	0	0	500
	TOTAL OPERATING COSTS	0	0	0	0	500
5190	Facility Op. & Maintenance	2,658	1,019	2,400	2,400	15,000
	TOTAL MAINTENANCE	2,658	1,019	2,400	2,400	15,000
5580-002	Electricity	0	0	0	0	20,500
5580-008	Propane Gas	0	0	0	0	5,000
5580-009	Heating Oil	0	0	0	0	2,500
	TOTAL UTILITIES	0	0	0	0	28,000
	TOTAL EXPENSES	\$ 2,658	\$ 1,019	\$ 2,400	\$ 2,400	\$ 53,500
	OPERATING INCOME (LOSS)	\$ 73,110	\$ 73,981	\$ 73,368	\$ 73,368	\$ (51,700)

HEMLOCK OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Develop strategic goals and vision for Hemlock moving forward after contract termination of previous vendor due to COVID-19.



HEMLOCK OVERLOOK REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Contract with vendor terminated due to impact of COVID-19.

MEADOWLARK BOTANICAL GARDENS

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 240,355	\$ 376,500	\$ 376,500	0.0%
Retail Operations	39,714	60,000	60,000	0.0%
Other Revenue	12,085	1,000	1,000	0.0%
TOTAL REVENUE	\$ 292,154	\$ 437,500	\$ 437,500	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 759,210	\$ 911,964	\$ 823,389	-9.7%
Operating Costs	4,760	16,300	16,300	0.0%
Maintenance Costs	111,811	134,000	134,000	0.0%
Insurance	1,337	1,437	1,500	4.4%
Retail Operations	37,795	36,000	36,000	0.0%
Utilities	40,531	57,900	58,400	0.9%
TOTAL EXPENSES	\$ 955,445	\$ 1,157,601	\$ 1,069,589	-7.6%
Net Income	\$ (663,290)	\$ (720,101)	\$ (632,089)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	7.50	7.50	8.00	8.00	8.00
Part-Time	7.61	7.81	7.23	7.42	7.34

MEADOWLARK BOTANICAL GARDENS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-180	MEADOWLARK BOTANICAL GARDENS					
	REVENUES					
4020	Misc Rev / Annual Dues	\$ 88,237	\$ 77,034	\$ 88,000	\$ 88,000	\$ 88,000
4101	Camps	51,395	(9,190)	52,000	41,600	52,000
4600	Programmed Events	5,262	2,738	8,000	8,000	8,000
4812, 4810	Visitor Center Rental/Photographer Fees	14,575	8,925	13,500	13,500	13,500
4230	Entrance Fees	215,218	160,849	215,000	215,000	215,000
4291	Reservation - Means Cabin	(35)	0	0	0	0
	TOTAL USER FEES	374,652	240,355	376,500	366,100	376,500
4640	Retail Operations	63,877	38,804	60,000	60,000	60,000
4646	ML Bell Garden Postcards	797	910	0	0	0
	TOTAL RETAIL OPERATIONS	64,674	39,714	60,000	60,000	60,000
4510	Misc. Revenue	0	25	0	0	0
4181	Meadowlark Escrow Interest Transfer	18,050	12,060	1,000	1,000	1,000
	TOTAL OTHER REVENUE	18,050	12,085	1,000	1,000	1,000
	TOTAL REVENUES	\$ 457,377	\$ 292,154	\$ 437,500	\$ 427,100	\$ 437,500
	EXPENSES					
5010	Full-Time Salaries	\$ 433,983	\$ 435,962	\$ 465,073	\$ 451,298	\$ 425,922
5020	Part-Time Salaries	171,436	115,741	204,532	204,333	189,215
5030	FICA	44,294	39,950	50,001	29,103	46,683
5040	Hospitalization	71,039	83,494	92,779	92,779	71,299
5060	Life Insurance	4,035	4,400	5,302	5,145	4,800
5050	Retirement	82,208	79,162	93,015	90,305	84,204
5070	Unemployment Tax	837	501	1,263	1,262	1,266
	TOTAL PERSONNEL SERVICES	807,833	759,210	911,964	874,224	823,389
5230	Gas and Diesel	3,572	3,089	5,000	5,000	5,000
5380	Membership Events	0	0	1,000	1,000	1,000
5490	Programs and Promotions	2,872	46	3,500	3,500	3,500
5171	Camps	3,818	1,108	4,000	3,200	4,000
5570	Uniforms	1,134	517	2,800	2,800	2,800
	TOTAL OPERATING COSTS	11,395	4,760	16,300	15,500	16,300
5180	Equipment/Vehicle Maintenance	15,246	7,797	14,000	14,000	14,000
5190	Facility Op. & Maintenance	46,677	64,393	65,000	65,000	65,000
5215	Garden Maintenance	44,491	39,621	55,000	55,000	55,000
	TOTAL MAINTENANCE COSTS	106,414	111,811	134,000	134,000	134,000
5290	Insurance - Vehicle	1,142	1,337	1,437	1,437	1,500
	TOTAL INSURANCE	1,142	1,337	1,437	1,437	1,500
5520	Retail Operations	31,021	37,795	36,000	36,000	36,000
	TOTAL RETAIL OPERATIONS	31,021	37,795	36,000	36,000	36,000
5580-001	Telephone	3,698	3,863	4,000	4,000	4,000
5580-002	Electricity	26,831	27,678	35,000	35,000	35,000
5580-003	Natural Gas	1,870	1,878	8,000	8,000	8,000
5580-004	Water/Sewer	4,609	4,133	7,500	7,500	8,000
5580-008	Propane Gas	0	0	400	400	400
5580-016	Cable/Internet	2,276	2,979	3,000	3,000	3,000
	TOTAL UTILITIES	39,283	40,531	57,900	57,900	58,400
	TOTAL EXPENSES	\$ 997,087	\$ 955,445	\$ 1,157,601	\$ 1,119,061	\$ 1,069,589
	OPERATING INCOME (LOSS)	\$ (539,711)	\$ (663,290)	\$ (720,101)	\$ (691,961)	\$ (632,089)

MEADOWLARK BOTANICAL GARDENS

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Implement features to the garden, including the fairy house and whimsical features.
- Develop a marketing strategy and outreach plan to promote the garden.
- Develop and implement a signage and amenities plan for the Children's Garden.

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



Objectives:

- Review and refine the year-round comprehensive programming schedule.
- Refine camp planning and processes to improve efficiencies and communication.
- Develop and implement at least (2) new programs.
- Develop and implement a part time and full-time labor plan to ensure adequate coverage and programming potential.
- Refine the retail operations plan to improve revenues by 2% of gross from FY20.
- Implement a minimum of (2) new strategies to meet rental revenue goals.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the gardens.
- Develop and implement seasonal plans for the Volgenau Conservatory.

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



Objectives:

- Continue to implement the invasive management plan.
- Enter all native collection data in IrisBG for initial peer review.
- Continue to catalogue of the Daylily Collection for future certification.
- Develop and implement interpretation of the Conservatory.

Goal Four: Provide a unique and exceptional customer experience.



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to update the master plan for consistent and targeted facility improvements.
- Continue to build, implement and evaluate a successful volunteer program.
- Continue to expand full time staff natural resource and invasive expertise.
- Continue to improve customer engagement through social media with weekly posts



MEADOWLARK BOTANICAL GARDENS

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Installed new pavilion.

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

Highlights:

- Continued to refine camp program, processes and communication.
- Continued to refine retail sales area to focus on high profit items.
- Held a Ribbon Cutting event for the opening of the Volgenau Conservatory.
- Used social media to engage guests during COVID-19 closures.

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

Highlights:

- Completed construction on the Volgenau Conservatory.

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

Highlights:

- Implemented Customer Service strategies.
- Expanded use of video on social media.
- Developed and implemented an evolving plan to respond to COVID-19 restrictions, including alternate entry points, signage, and social distancing.

MEASURABLE RESULTS

-For complete accuracy some data is still being gathered. Counting method for admissions/memberships being refined

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Memberships*	2,088	7,111	5,000	1,656	5,000
• Admissions (including members)*	53,235	95,293	71,000	47,644	71,000
• Program participants	6,200	4,125	6,400	N/A	6,400
• Camp Grow participants	170	159	144	N/A	180
• School programs-number of students	2,250	420	2,800	N/A	1,400
• Average amount visitors spend on resale items	\$0.62	\$0.91	\$0.90	\$4.61	\$0.76
• Volunteer hours received	3,000	3,000	3,000	700	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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 862,001	\$ 829,117	\$ 1,115,000	34.5%
Retail Operations	93,430	103,000	103,000	0.0%
TOTAL REVENUE	\$ 955,431	\$ 932,117	\$ 1,218,000	30.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 55,702	\$ 126,435	\$ 129,099	2.1%
Operating Costs	110,969	115,000	115,000	0.0%
Retail Operations	43,685	43,926	43,926	0.0%
Utilities	0	3,800	3,800	0.0%
TOTAL EXPENSES	\$ 210,357	\$ 289,161	\$ 291,825	0.9%
Net Income	\$ 745,075	\$ 642,956	\$ 926,175	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 35% increase in revenue as light show revenue is anticipated to be higher than the FY 21 Budget but not to the level of FY 21 actual light show revenue.
- **Compared to FY 21 Proposed (Pre-COVID):** Budget includes a 35% increase in revenue as light show revenue is anticipated to be higher than the base but not to the level of FY 21 actual light show revenue.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.50	0.50	0.50
Part-Time	2.34	3.07	2.92	3.11	3.15

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-185 MEADOWLARK LIGHT SHOW						
REVENUES						
4486	Admissions	\$ 795,665	\$ 840,536	\$ 814,117	\$ 814,117	\$ 1,100,000
4488	Group Admissions	13,648	21,465	15,000	15,000	15,000
4740	Programmed Events	(164)	0	0	0	0
4694	Sponsorships	0	0	0	0	0
TOTAL USER FEES		809,148	862,001	829,117	829,117	1,115,000
4642	Retail-Food	66,955	72,172	76,000	76,000	76,000
4640	Retail Operations	22,602	21,258	27,000	27,000	27,000
TOTAL RETAIL OPERATIONS		89,557	93,430	103,000	103,000	103,000
TOTAL REVENUES		\$ 898,705	\$ 955,431	\$ 932,117	\$ 932,117	\$ 1,218,000
EXPENSES						
5010	Full-Time Salaries	\$ 0	\$ 0	\$ 25,374	\$ 24,221	\$ 26,822
5020	Part-Time Salaries	60,288	55,558	79,491	79,491	79,723
5030	FICA	18	(18)	7,946	4,673	8,151
5040	Hospitalization	0	0	7,848	7,848	8,314
5060	Life Insurance	0	163	289	276	306
5050	Retirement	0	0	5,075	4,847	5,364
5070	Unemployment	0	0	412	412	419
TOTAL PERSONNEL SERVICES		60,307	55,702	126,435	121,768	129,099
5470, 5151	Light Show Production Costs	105,119	107,066	115,000	115,000	115,000
5490	Programs and Promotions	31	3,903	0	0	0
TOTAL OPERATING COSTS		105,150	110,969	115,000	115,000	115,000
5520-015, 025	Retail-Food	19,440	21,908	30,426	30,426	30,426
5520-000	Retail Operations	15,482	21,777	13,500	13,500	13,500
TOTAL RETAIL OPERATIONS		34,922	43,685	43,926	43,926	43,926
5580-002	Electricity	0	0	3,500	3,500	3,500
5580-008	Propane	0	0	300	300	300
TOTAL UTILITIES		0	0	3,800	3,800	3,800
TOTAL EXPENSES		\$ 200,379	\$ 210,357	\$ 289,161	\$ 284,494	\$ 291,825
OPERATING INCOME (LOSS)		\$ 698,326	\$ 745,075	\$ 642,956	\$ 647,624	\$ 926,175

MEADOWLARK GARDENS WINTER WALK OF LIGHTS

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Continue to refine the 5-year plan for consistent and continued annual event improvements.
- Continue to enhance the food and beverage operation to meet growing demand, to include use of the Food Truck.
- Refine the marketing plan annually.
- Continue to implement a defined plan to increase off-peak and weekday visitation.
- Update the operations, installation and take down manual and timeline annually.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training program.
- Refine and implement training guidelines for all positions.
- Refine the emergency action plan for the event operations.
- Optimize the functionality of EventBrite for online ticket sales.
- Develop and implement a plan to effectively utilize the Volgenau Conservatory during the light show.



MEADOWLARK GARDENS WINTER WALK OF LIGHTS

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Implemented extensive COVID-19 safety procedures, including limited capacity, distancing markers, contactless payment and entry, and enhanced cleaning and sanitization protocols.
- Added new features to the show including 3D mushrooms and birds to the Bold Garden and more animals in the Nature Walk.
- Developed and implemented a plan to use the Volgenau Conservatory for concessions and retail.
- Refined marketing to steer guests to off peak nights, resulting in sell out crowds almost every night.
- Due to popular demand, extended the dates of the show through January.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of light show entries	70,416	76,421	75,000	63,696	74,000
• Average amount visitors spend on food & retail items	\$1.49	\$1.50	\$1.50	\$1.15	\$1.39

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 512,308	\$ 776,000	\$ 701,750	-9.6%
Retail Operations	928,806	1,211,962	1,090,350	-10.0%
Other Revenue	67,854	104,000	102,924	-1.0%
TOTAL REVENUE	\$ 1,508,969	\$ 2,091,962	\$ 1,895,024	-9.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 353,784	\$ 579,579	\$ 536,961	-7.4%
Operating Costs	181,357	209,250	222,350	6.3%
Maintenance Costs	82,258	91,500	91,500	0.0%
Insurance	5,294	5,000	4,500	-10.0%
Retail Operations	226,757	371,700	334,530	-10.0%
Utilities	50,451	54,200	54,200	0.0%
TOTAL EXPENSES	\$ 899,901	\$ 1,311,229	\$ 1,244,041	-5.1%
Net Income	\$ 609,068	\$ 780,733	\$ 650,983	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 59% increase in revenue as events are expected to increase when COVID-19 restrictions loosen.
- **Compared to FY 21 Proposed (Pre-COVID):** While events are expected to rebound in FY 22, there is still much uncertainty on the timing, demand and level of events in FY 22. The FY 22 Budget includes a 10% reduction in events and associated catering and activities with events.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	4.50	4.50	4.50	4.50	4.50
Part-Time	8.25	7.77	5.51	5.06	5.56

MEADOWLARK ATRIUM AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-170 MEADOWLARK ATRIUM AND EVENT SERVICES						
REVENUES						
4135	Atrium Rental	\$ 673,547	\$ 491,469	\$ 750,000	\$ 448,000	\$ 675,000
4443	Kitchen Use Fee	9,900	5,524	5,000	2,500	5,000
4487	Reservations-Lilac Pavillion Rental	5,650	8,558	8,000	5,000	8,750
4290	Reservations - Gazebo Rental	10,565	6,758	13,000	7,500	13,000
	TOTAL USER FEES	699,662	512,308	776,000	463,000	701,750
4821	Equipment Rental	59,161	46,912	80,000	47,250	67,500
4822	NVRPA Event Staffing	6,970	20,850	20,000	12,960	35,424
4693	Special Services	4,006	93	4,000	1,000	0
	TOTAL OTHER REVENUE	70,136	67,854	104,000	61,210	102,924
4115	Catering	728,870	580,669	787,500	432,000	708,750
4682	Administrative Fee	156,261	129,464	148,837	81,648	133,535
4640,4641,4647	Retail - Alcoholic Beverages	312,187	218,673	275,625	151,200	248,065
	TOTAL RETAIL OPERATIONS	1,197,319	928,806	1,211,962	664,848	1,090,350
	TOTAL REVENUES	\$ 1,967,117	\$ 1,508,969	\$ 2,091,962	\$ 1,189,058	\$ 1,895,024
EXPENSES						
5010	Full-Time Salaries	\$ 229,106	\$ 192,463	\$ 235,259	\$ 224,919	\$ 233,351
5020	Part-Time Salaries	104,716	71,044	213,429	163,210	178,440
5030	FICA	25,123	19,097	33,660	17,752	31,502
5040	Hospitalization	16,784	33,024	46,294	46,294	43,266
5060	Life Insurance	2,197	2,274	2,682	2,564	2,660
5050	Retirement	43,906	35,658	47,052	45,006	46,670
5070	Unemployment Tax	485	224	1,204	996	1,072
	TOTAL PERSONNEL SERVICES	422,318	353,784	579,579	500,742	536,961
5186	Equipment Rental	54,636	46,662	76,000	45,144	64,125
5146	Contract Employment	151,313	131,863	128,000	102,400	152,975
5490	Programs and Promotions	2,802	1,958	3,500	3,500	3,500
5570	Uniforms	985	874	1,750	1,750	1,750
	TOTAL OPERATING COSTS	209,737	181,357	209,250	152,794	222,350
5180	Equipment/Vehicle Maintenance	0	2,509	2,500	2,500	2,500
5190	Facility Op. & Maintenance	64,071	63,622	70,000	70,000	70,000
5215	Garden Maintenance	18,490	16,127	19,000	19,000	19,000
	TOTAL MAINTENANCE COSTS	82,561	82,258	91,500	91,500	91,500
5143	Catering	283,568	174,341	283,500	155,520	255,150
5521	Retail - Alcoholic Beverages	102,830	52,416	88,200	48,384	79,380
	TOTAL RETAIL	386,398	226,757	371,700	203,904	334,530
5265	Insurance - Liquor Liability	3,552	5,294	5,000	5,000	4,500
	TOTAL INSURANCE	3,552	5,294	5,000	5,000	4,500
5580-001	Telephone	2,539	3,004	3,000	3,000	3,000
5580-002	Electricity	33,825	33,370	35,000	35,000	35,000
5580-003	Natural Gas	11,066	9,263	10,000	10,000	10,000
5580-004	Water/Sewer	4,231	3,480	4,800	4,800	4,800
5580-016	Cable/Internet	1,362	1,335	1,400	1,400	1,400
	TOTAL UTILITIES	53,023	50,451	54,200	54,200	54,200
	TOTAL EXPENSES	\$ 1,157,588	\$ 899,901	\$ 1,311,229	\$ 1,008,140	\$ 1,244,041
	OPERATING INCOME (LOSS)	\$ 809,529	\$ 609,068	\$ 780,733	\$ 180,918	\$ 650,983

MEADOWLARK ATRIUM AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Increase new client leads with the implementation of at least (2) new monthly outreach strategies.
- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Host a minimum of (2) Open House events.
- Use Event Temple event management software for catering functions to create a seamless operation.
- Deliver a consistent weekly social media campaign to promote the facility with at least (3) new strategies.
- Continue to perform detailed event tracking and analysis to monitor expense and revenue performance.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.
- Refine plan that focuses on attracting nontraditional rental business developing a minimum of (2) new strategies.
- Continue to develop a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Implement a continuous hospitality internship program.

Goal Two: *Continue to enhance the facilities and provide a unique and exceptional customer experience.*



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue an in-house audit program to evaluate the performance of part-time staff.
- Implement park maintenance standards for consistent and continued facility maintenance, and improvements, including facility inspections, through Hiperweb.
- Continue to consistently evaluate and implement needed facility improvements.
- Review and update website to include timely reviews, pictures, and information on a quarterly basis.
- Focus on evaluating and improving the Atrium's Net Promoter Score by focusing at least (3) strategies on improving reputation as a high-end venue.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

MEADOWLARK ATRIUM AND EVENT SERVICES

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Hosted (1) Open House event.
- Continued to use Event Temple event management program, with new focus on implementing Catering functions.
- Holiday Party E-blast created and distributed using contact info gathered from previous years and other local businesses.
- E-blast created and distributed using contact info gathered from past corporate events encouraging their return with a “call to action” incentive. (Winter 2020 promotion) We also did a physical flyer sent by mail.
- Ensured NOVA Parks website was updated regularly with short term discounts, and special booking promotions.
- Scheduled, staged and completed a Virtual 360 Tour of all rentable areas to include the Atrium, Lilac Pavilion, Korean Bell Garden, and all Gazebos.
- Utilized various methods to strongly encouraged clients to reschedule their Atrium reservations as opposed to cancelling, by using the NOVA Parks temporary COVID-19 re-booking option. Retained about 75% of events with rescheduled dates.
- Before COVID-19 hit, the Atrium was on track to surpass the budgeted revenue goals.
- Developed and implemented special packages geared towards micro events due to State restrictions.
- Worked diligently to review, establish, and re-brand our social media that fits the Atrium clientele and target market group.

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

Highlights

- Submitted suggestions for continued site improvements through 5 year capital request.
- Continued staff evaluations and trainings to ensure industry standards and service standards are maintained.
- All appropriate Atrium and Catering staff obtained their ServSafe and/or TIPS training.
- Conduct bi-annual catering staff meeting to provide training and instruction on industry standards.
- Conducted additional training for all Catering Staff with procedures specific to COVID-19.
- Continue performing weekly, bi-weekly or monthly site walk through for continued improvement of facility maintenance and cleanliness.
- All Atrium Staff re-certified in First Aid/CPR.
- Worked together with all departments to ensure a safe environment for events that took place during COVID-19 – for both Clients/Guests and Staff.
- Established and executed a plan with remaining Atrium and Garden staff to ensure all essential duties are covered in the absence of personnel and frozen positions.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Total Atrium events/rentals	128	97	93	22	96
• Atrium social events	114	83	81	20	96
• Percentage of Atrium Social Events catered by Great Blue Heron	95 %	96 %	97 %	86 %	97 %
• Annual attendance-social event guests	15,390	13,095	12,555	1,303	11,800
• Number of gazebo rentals	42	23	30	40	51

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

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 1,598	\$ 2,000	\$ 2,000	0.0%
Other Revenue	246.5	464	1,421	206.3%
TOTAL REVENUE	\$ 1,844.5	\$ 2,464	\$ 3,421	38.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 16.31	—	—	-
Operating Costs	163	1,500	1,500	0.0%
Maintenance Costs	10,314	15,000	15,000	0.0%
Utilities	1,966	1,500	1,500	0.0%
TOTAL EXPENSES	\$ 12,460	\$ 18,000	\$ 18,000	0.0%
Net Income	\$ (10,615)	\$ (15,536)	\$ (14,579)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Increased property lease revenue and programmed events.
- **Compared to FY 21 Proposed (Pre-COVID):** Increased property lease revenue.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.00	0.00	0.00	0.00	0.00

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

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-200 MT. ZION HISTORIC PARK/GILBERT'S CORNER REGIONAL PARK						
REVENUES						
4131	Church Rental	\$ 0	\$ 0	\$ 600	\$ 600	\$ 600
4230	Entrance Fees	0	233	200	200	200
4600	Programmed Events	1,200	1,365	1,200	600	1,200
	TOTAL USER FEES	1,200	1,598	2,000	1,400	2,000
4640	Retail Operations	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	0	0	0	0	0
4605	Farm Rental Lease	464	247	464	464	1,421
	TOTAL OTHER REVENUE	464	247	464	464	1,421
	TOTAL REVENUES	\$ 1,664	\$ 1,845	\$ 2,464	\$ 1,864	\$ 3,421
EXPENSES						
5020	Part-Time Salaries	\$ 0	\$ 16	\$ 0	\$ 0	\$ 0
5030	FICA	0	0	0	0	0
	TOTAL PERSONNEL SERVICES	0	16	0	0	0
5490	Programs and Promotions	1,242	163	1,500	750	1,500
	TOTAL OPERATING COSTS	1,242	163	1,500	750	1,500
5190	Facility Op. & Maintenance	10,865	10,314	15,000	15,000	15,000
	TOTAL MAINTENANCE COSTS	10,865	10,314	15,000	15,000	15,000
5580-002	Electricity	1,572	1,966	1,500	1,500	1,500
	TOTAL UTILITIES	1,572	1,966	1,500	1,500	1,500
	TOTAL EXPENSES	\$ 13,679	\$ 12,460	\$ 18,000	\$ 17,250	\$ 18,000
	OPERATING INCOME (LOSS)	\$ (12,015)	\$ (10,615)	\$ (15,536)	\$ (15,386)	\$ (14,579)

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

STRATEGIC GOALS & OBJECTIVES FY 2022

Mt. Zion Historic Park:

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



Objectives:

- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Develop a minimum of (2) new strategies to conduct SOL based programs virtually.
- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance.
- Conduct a minimum of (3) SOL based programs.
- Maintain a minimum of (5) community partnerships.

Goal Two: *Continue to preserve the historic structures, parkland, and facilities.*



Objectives:

- Maintain a minimum of (3) educational partnerships with local history or nature organizations.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

Gilbert's Corner Regional Park:

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



Objectives:

- Develop and manage an active corps of volunteers able to lead programs and assist with minor trail maintenance.
- Define the appropriate steps and timeline needed to connect existing trail system to adjacent sites.
- Maintain a minimum of (3) community partnerships.
- Install a minimum of (1) new display that interprets the history at Gilbert's Corner.
- Develop and implement a complete interpretive plan for both natural and historic resources.

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



Objectives:

- Work closely with the holders of the existing wetlands easements.
- Implement park maintenance standards consistent with site and preservation guidelines for consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
-



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

FY 2021 STRATEGIC GOAL HIGHLIGHTS

Mt. Zion Historic Park:

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

Highlights

- Conducted (1) SOL based programs.
- Maintained (7) community partnerships and strengthened the partnership with Piedmont Environmental Council (PEC).

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

Highlights

- Ongoing partnership with PEC to create an interpretive display area for the Old Carolina Road.
- Implemented strategies and training techniques developed by the Customer Service Committee.
- Park staff conducted weekly and monthly routine facility maintenance inspections.
- Developed and highlighted sanitation protocols for our staff and customers to help ensure a safe environment.

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

- Continue to work with PEC to connect existing trail system to adjacent sites in the near future.
- Maintained (4) community partnerships.
- Continued documentation of archaeological & historical resources with assistance from PEC.

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

Highlights

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

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC	FY 2022 TARGET
• Special event & program attendance	530	447	300	0	600
• Rental event attendance	0	0	75	0	150
• School program attendance	756	0	425	0	850
• Scout attendance	0	0	45	0	90
• Volunteer hours	279	0	570	10	570

OCCOQUAN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

		FY 2020 ACTUAL		FY 2021 PROPOSED (Pre-COVID)		FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE							
User Fees	\$	243,939	\$	252,000	\$	284,000	12.7%
Retail Operations		796		1,200		1200	0.0%
Other Revenue		344		3,500		3,500	0.0%
TOTAL REVENUE	\$	245,079	\$	256,700	\$	288,700	12.5%
EXPENSES BY CATEGORY							
Personnel Services	\$	283,177	\$	327,491	\$	338,850	3.5%
Operating Costs		10,833		12,700		12,700	0.0%
Maintenance Costs		60,082		89,850		82,650	-8.0%
Insurance		1,783		1,916		2,000	4.4%
Retail Operations		456		480		480	0.0%
Utilities		24,490		39,200		39,200	0.0%
TOTAL EXPENSES	\$	380,821	\$	471,637	\$	475,880	0.9%
Net Income	\$	(135,742)	\$	(214,937)	\$	(187,180)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There is a 79% increase in revenue for boat rentals and 18% in launch fees,
- **Compared to FY 21 Proposed (Pre-COVID):** There is a 79% increase in revenue for boat rentals and 18% in launch fees.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	3.00	2.00	2.00	2.00	2.00
Part-Time	4.86	3.44	4.89	5.22	6.20

OCCOQUAN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-210	OCCOQUAN REGIONAL PARK					
	REVENUES					
4460	Launch Fees	\$ 26,530.88	\$ 25,498.7	\$ 28,000	\$ 28,000	\$ 33,000
4690	Special Events	10,577	18,113	15,000	8,000	15,000
4670	Shelter Reservations	28,523	21,922	33,000	24,750	33,000
4600	Programmed Events	67	9,048	12,000	6,000	12,000
4045	Athletic Field Use Fees	25	0	0	0	0
4060	Batting Cage Fees	18,275	14,348	20,000	20,000	20,000
4070	Boat Rental	23,822	43,637	34,000	34,000	61,000
4080	Boat Storage	89,887	111,372	110,000	110,000	110,000
	TOTAL USER FEES	197,705	243,939	252,000	230,750	284,000
4640	Retail - Food	1,144	796	1,200	1,200	1,200
4790	Vending Machine Operation	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	1,144	796	1,200	1,200	1,200
4475	Lessons	0	0	3,500	3,500	3,500
4510	Miscellaneous Revenue	23	119	0	0	0
4636	Rental Device Commission	25	225	0	0	0
	TOTAL OTHER REVENUE	48	344	3,500	3,500	3,500
	TOTAL REVENUE AND OTHER SOURCES	\$ 198,896	\$ 245,079	\$ 256,700	\$ 235,450	\$ 288,700
	EXPENSES					
5010	Full-Time Salaries	\$ 135,073	\$ 128,917	\$ 129,383	\$ 124,282	\$ 126,090
5020	Part-Time Salaries	120,361	98,442	137,646	136,215	158,900
5030	FICA	19,327	17,185	20,428	11,853	21,427
5040	Hospitalization	15,190	13,796	11,915	11,915	5,938
5060	Life Insurance	1,121	1,315	1,475	1,417	1,382
5050	Retirement	23,645	23,304	25,877	24,869	24,238
5070	Unemployment Tax	433	217	768	761	875
	TOTAL PERSONNEL SERVICES	315,148	283,177	327,491	311,312	338,850
5230	Gas and Diesel	4,843	3,193	6,000	6,000	6,000
5490	Programs and Promotions	5,415	7,378	6,000	3,000	6,000
5570	Uniforms	525	261	700	700	700
	TOTAL OPERATING COSTS	10,783	10,833	12,700	9,700	12,700
5180	Equipment/Vehicle Maintenance	6,150	4,433	12,000	12,000	12,000
5190	Facility Op. & Maintenance	58,128	55,650	77,850	77,850	70,650
	TOTAL MAINTENANCE COSTS	64,278	60,082	89,850	89,850	82,650
5290	Insurance - Vehicle	1,522	1,783	1,916	1,916	2,000
	TOTAL INSURANCE	1,522	1,783	1,916	1,916	2,000
5520	Retail - Food	509	456	480	480	480
	TOTAL RETAIL OPERATIONS	509	456	480	480	480
5580-001	Telephone	1,397	1,794	2,200	2,200	2,200
5580-002	Electricity	19,232	12,631	22,000	22,000	22,000
5580-003	Natural Gas	0	69	0	0	0
5580-004	Water/Sewer	3,794	8,411	10,000	10,000	10,000
5580-008	Propane Gas	2,041	988	3,500	3,500	3,500
5580-016	Internet/Cable	0	597	1,500	1,500	1,500
	TOTAL UTILITIES	26,464	24,490	39,200	39,200	39,200
	TOTAL EXPENSES	\$ 418,704	\$ 380,821	\$ 471,637	\$ 452,458	\$ 475,880
	OPERATING INCOME (LOSS)	\$ (219,808)	\$ (135,742)	\$ (214,937)	\$ (217,008)	\$ (187,180)

OCCOQUAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (5) community partnerships.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to implement an effective Invasive Plant Management Plan.

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 (6) Brickyard 5k events.
- Maintain a year round comprehensive programming calendar and schedule of events and activities for the park.
- Implement at least (3) park special events.
- Offer a minimum of (4) naturalist led programs.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Implement a system that provides new effective recruitment and retention strategies for qualified staff.
- Continue and increase cross-agency promotion and marketing efforts across all park facilities.

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



Objectives:

- Expand kayak and boat rental operations and opportunities.
- Create and implement a plan to expand opportunities for special events.
- Develop and implement an improvement plan for the batting cage to increase usage.
- Implement a plan to attract and book 5k events.

Goal Five: Implement park wide management plan.



Objectives:

- Work with The River View, Brickmakers Café, and Brickmakers Catering to facilitate a seamless park operation.
- Continue to update the park-wide signage plan.
- Develop and implement a plan to manage and maintain the Turning Point Suffragist Memorial.
- Update the marketing plan for The River View, Brickmakers Café, and The Pavilion.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

OCCOQUAN REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- We conducted several annual public outreach opportunities: Boy Scouts of America, George Mason University (Parks & Rec), and Friends of the Occoquan
- The park maintained the following community partnerships: Friends of the Occoquan, George Mason University, Turning Point Suffragist Memorial Association, Town of Occoquan/Mayor of Occoquan, Fairfax County & Prince William County Marine Police, United States Coast Guard, FBI, National Geospatial Intelligence Agency, Fairfax County Urban Search and Rescue, Prince William Marina
- Through Hiperweb, we ensured regular park maintenance was scheduled and completed. This includes restroom winterization, vehicle maintenance, HVAC operation and kayak storage.

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

Highlights

- Two paddle tours were held, due to the pandemic.
- At the beginning of the fiscal year, we had over 25 events scheduled for the Brickyard 5k course. However due to the pandemic only 3 internal races were held.

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

Highlights

- Customer Service trainings were implemented into the Batting Cage & Marina operation trainings.
- We maintained relationships throughout the year with prior staff in an effort to increase retention. To increase our applicant pool, we asked our existing staff to reach out others they knew with an interest and the skills we needed. We also provided HR with a calendar of how and when to post job openings.
- To increase cross-agency promotions and marketing efforts, we ensured consistent messaging and photos are provided to the public through social media.

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

Highlights

- Due to increases demand for kayak rentals, we reimaged the layout of operation shed and kayak storage. This increased safety and efficiency of the staff.
- Due to the pandemic, no special events were hosted in this fiscal year. However, many were contracted and rescheduled to another year.
- Improvements were made to the overall appearance of the batting cages including installation of new turf on the roof, replacement of all baseballs and softballs, and the operational space in the cage hut.
- We were on track to host a minimum of 15 external 5k events prior to the start of the pandemic. We continue to work with marketing to enhance returning events and establish new ones.
- Two additional races were added to the Brickyard Race Series: The Freedom 5k and Fun Run & The Gemini Challenge two-day race featuring both a 5k and 10k.

Goal Five: Facilitate implementation of park master plan.

Highlights

- Worked with the Food and Beverage Manager and Hospitality and Event Sales Manager to create guidelines, inquiry forms and standard event agreements for after hour's events at Brickmaker's Cafe.
- Worked with the Food & Beverage Manager and Hospitality and Events Sales Manager to revise staffing responsibilities for the River View and Brickmaker's Cafe teams.
- Created a seamless google calendar that represents all park events.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Boat/RV storage usage	150	145	150	144	150
• Number of boat launches	2,995	2,812	3,000	1,938	3,000
• Number of batting cage rounds	11,814	9,574	13,000	9,065	13,000
• Number of picnic shelter rentals	211	177	176	160	235
• Number of volunteer hours	210	271	250	259	500
• Number of boat rentals	1,585	3,227	2,600	3,980	4,000
• Number of 5 K events	6	22	8	0	12

THE RIVER VIEW AT OCCOQUAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

		FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE					
User Fees	\$	411,662	\$ 696,250	\$ 665,000	-4.5%
Retail Operations		874,684	1,246,590	1,050,368	-15.7%
Other Revenue		81,450	112,500	95,000	-15.6%
Transfer from Restricted License Fee Fund		326,232	0	0	
Transfer from Capital Fund		0	0	814,164	
TOTAL REVENUE	\$	1,694,028	\$ 2,055,340	\$ 2,624,532	27.7%
EXPENSES BY CATEGORY					
Personnel Services	\$	284,563	\$ 415,047	\$ 415,548	0.1%
Operating Costs		185,773	260,778	217,231	-16.7%
Maintenance Costs		149,880	154,965	154,965	0.0%
Insurance		4,544	6,000	5,500	-8.3%
Retail Operations		255,795	382,320	322,140	-15.7%
Utilities		47,069	62,700	65,700	4.8%
Debt Service		489,864	812,116	814,164	0.3%
TOTAL EXPENSES	\$	1,417,488	\$ 2,093,926	\$ 1,995,248	-4.7%
Net Income	\$	276,540	\$ (38,586)	\$ 629,284	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 50% increase in revenue as events are expected to increase when COVID-19 restrictions loosen.
- **Compared to FY 21 Proposed (Pre-COVID):** While events are expected to rebound in FY 22, there is still much uncertainty on the timing, demand and level of events in FY 22. Event rentals are reduced slightly and catering is reduced by more than 15%. The net income is budgeted to be \$629,284, but that includes a transfer from the Capital Fund to cover debt service expenses.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	3.25	4.25	4.25	4.25
Part-Time	0.00	1.84	2.59	2.89	3.37

THE RIVER VIEW AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-215	THE RIVER VIEW AT OCCOQUAN					
	REVENUES					
4135	River View Rental	\$ 438,316	\$ 404,862	\$ 675,000	\$ 360,000	\$ 650,000
4487	Reservations-Pavilion Rental	8,393	6,800	21,250	10,625	15,000
	TOTAL USER FEES	446,709	411,662	696,250	370,625	665,000
4821	Equipment Rental	44,019	46,797	67,500	35,640	65,000
4822	NVRPA Event Staffing	23,170	28,450	45,000	36,000	30,000
4440	Interest	24,584	6,204	0	0	0
	TOTAL OTHER REVENUE	91,773	81,450	112,500	71,640	95,000
4115	Catering	566,120	544,226	810,000	324,000	682,500
4682	Administrative Fee	126,108	122,903	153,090	61,236	128,993
4641	Retail - Alcoholic Beverages	138,579	104,824	283,500	113,400	238,875
	TOTAL RETAIL OPERATIONS	906,637	874,684	1,246,590	498,636	1,050,368
4950	Transfer from Restricted Fund	0	326,232	0	0	0
4900	Transfer from Capital Fund	0	0	0	812,116	814,164
	TOTAL TRANSFERS FROM OTHER FUNDS	0	326,232	0	812,116	814,164
	TOTAL REVENUES AND OTHER SOURCES	\$ 1,445,118	\$ 1,694,028	\$ 2,055,340	\$ 1,753,017	\$ 2,624,532
	EXPENSES					
5010	Full-Time Salaries	\$ 135,156	\$ 165,133	\$ 201,907	\$ 189,070	\$ 208,009
5020	Part-Time Salaries	59,758	40,724	114,854	91,802	106,813
5030	FICA	13,415	15,205	24,232	12,946	24,084
5040	Hospitalization	21,428	31,000	30,627	30,627	31,966
5060	Life Insurance	1,191	1,908	2,302	2,155	2,371
5050	Retirement	24,053	30,349	40,381	37,833	41,602
5070	Unemployment Tax	376	243	744	629	704
	TOTAL PERSONNEL SERVICES	255,377	284,563	415,047	365,062	415,548
5186	Equipment Rental	39,179	48,243	64,125	33,858	61,750
5146	Contract Employment	165,316	131,882	190,253	152,203	149,081
5490	Programs and Promotions	1,458	5,332	5,000	5,000	5,000
5570	Uniforms	946	317	1,400	1,400	1,400
	TOTAL OPERATING COSTS	206,898	185,773	260,778	192,461	217,231
5180	Equipment/Vehicle Maintenance	664	321	2,500	2,500	2,500
5190	Facility Op. & Maintenance	123,956	149,558	152,465	152,465	152,465
	TOTAL MAINTENANCE COSTS	124,619	149,880	154,965	154,965	154,965
5143	Catering	246,039	205,015	291,600	116,640	245,700
5521	Retail - Alcoholic Beverages	66,982	50,780	90,720	36,288	76,440
	TOTAL RETAIL	313,020	255,795	382,320	152,928	322,140
5265	Insurance - Liquor Liability	0	4,544	6,000	6,000	5,500
	TOTAL INSURANCE	0	4,544	6,000	6,000	5,500
5580-001	Telephone	2,268	3,280	1,000	1,000	2,000
5580-002	Electricity	34,772	28,389	40,000	40,000	40,000
5580-003	Natural Gas	11,286	8,988	11,500	11,500	11,500
5580-004	Water/Sewer	0	513	4,000	4,000	6,000
5580-016	Cable/Internet	6,010	5,899	6,200	6,200	6,200
	TOTAL UTILITIES	54,336	47,069	62,700	62,700	65,700
2425	Note Payable VRA Principal	0	0	250,000	250,000	265,000
5322	Interest Expense VRA Note	499,586	489,864	562,116	562,116	549,164
	TOTAL DEBT SERVICE	499,586	489,864	812,116	812,116	814,164
	TOTAL EXPENSES	\$ 1,453,837	\$ 1,417,488	\$ 2,093,926	\$ 1,746,232	\$ 1,995,248
	OPERATING INCOME (LOSS)	\$ (8,719)	\$ 276,540	\$ (38,586)	\$ 6,785	\$ 629,284

THE RIVER VIEW AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Continue to implement a comprehensive facility marketing plan and implement at least (3) marketing strategies to drive rentals and/or food & beverage sales.
- Increase new client leads with the implementation of at least (2) new monthly strategies.
- Maintain a web-based content management software for scheduling, tracking leads, and ensuring consistent communication.
- Maintain a consistent weekly presence on social media- Facebook, Instagram, and Pinterest with at least (3) new strategies.
- Host a minimum of (2) Open House events.
- Continue to implement a system to receive, evaluate, and respond to customer feedback.
- Develop a defined plan that identifies (2) new opportunities to increase off-peak corporate and social event rentals.
- Perform a quarterly review with Food & Beverage Manager and Executive Chef for menu development to include food cost and menu pricing to follow latest industry trends.
- Work with the Food & Beverage Manager to develop an effective staffing plan.

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



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to develop and implement a plan for consistent and continued site improvements.
- Create annual training for part time / seasonal staff based on event performance and feedback.
- Implement park maintenance standards for consistent and continued facility maintenance, and improvements, including facility inspections, through Hiperweb.
- Focus on evaluating and improving the River View's Net Promoter Score by focusing on at least (3) strategies on improving reputation as a high-end venue.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

THE RIVER VIEW AT OCCOQUAN

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Planned & developed a virtual conference with four sessions and national speakers.
- Created new types of event rentals: Intimate wedding packages and Micro wedding packages.
- Created a Virtual Tour to accommodate current and prospective clients for their safety during the COVID-19 pandemic.
- Maintained and grew The River View's social media presence by: updating our audience on existing COVID-19 regulations, increased the number of customer-interacting posts, created NOVA Parks' first Tiktok account, and started a weekly Q&A series (Coffee Talk), and created an in-depth Social Media Calendar to track posts across various sites and manage future content.
- Increased new client leads with the implementation of the following monthly strategies: Reached out to groups of customers (corporate clients / funeral homes / schools/ etc.) at specific times of the year to drive related types of rentals.
- Established protocol to follow up with tours on a consistent monthly basis.
- Continued to utilize Event Temple as our client management software to organize contracts, invoices, and calendars.
- Planned three Open Houses this fiscal year (Fall, Winter, Spring), although two of which were cancelled due to COVID-19 restrictions.
- Distributed surveys to the few events hosted this fiscal year; updated both electronic and mail-in survey forms for future clients.
- Increased off-peak rentals by implementing necessary discounts and "trouble days". We also focused images on social media to specific seasons to show clients the beauty of off-peak seasons.

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

Highlights

- Developed a plan for outdoor ceremony lawn & rooftop patio landscaping.
- Contacted a flooring specialist on a maintenance plan to ensure the life of our hardwoods.
- During the pandemic, our team regularly walked park grounds to ensure that cleanliness & safety standards were met for guests. We also assisted park staff in other maintenance areas, including tree removal, boat storage, and landscaping.
- Ensured kitchen staff input all kitchen equipment into Hiperweb for CM to track routine maintenance.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• River View events/rentals	73	60	55	25	88
• Number of brunch wedding rentals	9	4	4	5	5
• Number of weddings over 200 guests	24	24	20	5	20
• Annual attendance-social event guests	11700	10,825	9,550	2,270	11,880
• Number of pavilion rentals	11	8	10	0	16

BRICKMAKERS CAFÉ AT OCCOQUAN

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 0	\$ 0	\$ 0	-
Retail Operations	324,721	394,000	394,500	0.1%
Other Revenue	630	500	500	0.0
TOTAL REVENUE	\$ 325,351	\$ 394,500	\$ 395,000	0.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 118,563	\$ 168,525	\$ 162,539	-3.6%
Operating Costs	7,984	4,500	4,500	0.0%
Maintenance Costs	22,743	25,600	25,600	0.0%
Insurance	544	1,500	1,500	0.0%
Retail Operations	126,863	151,800	152,050	0.2%
TOTAL EXPENSES	\$ 276,697	\$ 351,925	\$ 346,189	-1.6%
Net Income	\$ 48,654	\$ 42,575	\$ 48,811	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 37% increase in revenue as cafe revenue is expected to increase when COVID-19 restrictions loosen.
- **Compared to FY 21 Proposed (Pre-COVID):** The cafe is budgeted to be on target with the base with a return to pre-COVID-19 levels.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	0.00	1.04	3.17	3.82	4.77

BRICKMAKERS CAFÉ AT OCCOQUAN

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-220 BRICKMAKERS CAFÉ AT OCCOQUAN						
REVENUES						
4600	Programmed Events	\$ 10,068	\$ 0	\$ 0	\$ 0	\$ 0
	TOTAL USER FEES	10,068	0	0	0	0
4822	NVRPA Event Staffing	0	630	500	500	500
4510	Miscellaneous Revenue	19	0	0	0	0
	TOTAL OTHER REVENUE	19	630	500	500	500
4640	Retail - Food	235,801	253,403	300,000	240,000	300,000
4115	Catering	33,574	29,276	34,000	0	34,000
4641	Retail -Alcoholic Beverages	35,780	42,042	60,000	48,000	60,000
	Retail-Other	0	0	0	0	500
	TOTAL RETAIL OPERATIONS	305,155	324,721	394,000	288,000	394,500
	TOTAL REVENUES	\$ 315,243	\$ 325,351	\$ 394,500	\$ 288,500	\$ 395,000
EXPENSES						
5010	Full-Time Salaries	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
5020	Part-Time Salaries	105,857	108,122	150,290	120,232	150,290
5030	FICA	7,762	8,245	11,497	5,471	11,497
5040	Hospitalization	269	1,966	5,986	5,986	0
5060	Life Insurance	0	0	0	0	0
5050	Retirement	0	0	0	0	0
5070	Unemployment Tax	381	230	751	601	751
	TOTAL PERSONNEL SERVICES	114,268	118,563	168,525	132,290	162,539
5146	Contract Employment	2,636	7,892	2,500	2,500	2,500
5490	Programs and Promotions	697	92	2,000	1,000	2,000
5570	Uniforms	0	0	0	0	0
	TOTAL OPERATING COSTS	3,333	7,984	4,500	3,500	4,500
5190	Facility Op. & Maintenance	21,796	22,743	25,600	25,600	25,600
	TOTAL MAINTENANCE COSTS	21,796	22,743	25,600	25,600	25,600
5265	Insurance - Liquor Liability	0	544	1,500	1,500	1,500
	TOTAL INSURANCE	0	544	1,500	1,500	1,500
5520	Retail -Food	110,086	116,613	132,000	96,000	132,000
5521	Retail - Alcoholic Beverages	9,637	10,250	19,800	15,840	19,800
	Retail-Other	0	0	0	0	250
	TOTAL RETAIL OPERATIONS	119,723	126,863	151,800	111,840	152,050
	TOTAL EXPENSES	\$ 259,120	\$ 276,697	\$ 351,925	\$ 274,730	\$ 346,189
	OPERATING INCOME (LOSS)	\$ 56,123	\$ 48,654	\$ 42,575	\$ 13,770	\$ 48,811

BRICKMAKERS CAFÉ AT OCCOQUAN

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Continue development and implementation of a daily operations sales plan to meet revenue goals and high service levels.
- Ensure staff maintains Food and Beverage compliance through measurable training and certification system.
- Implement a monthly special events plan with strategies aimed at increasing sales.
- Continue implementation of at least (3) new strategies to increase awareness of Brickmakers Café.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Document SOPs for all café functions.
- Continue to update and revise menu offerings and evaluate pricing to ensure profitability.
- Maintain a consistent weekly presence on social media.
- Develop and implement plans for consistent and continued site improvements.
- Monitor daily facility check lists to ensure facility standards for maintenance and cleanliness.
- Work with the Food & Beverage Manager, Assistant Food & Beverage Manager, and the Restaurant Supervisor to develop and implement an effective and efficient staffing plan.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement at least (2) new strategies to increase catering revenues.



BRICKMAKERS CAFÉ AT OCCOQUAN

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Maintained purchasing & inventory guidelines using Toast and Microsoft Excel.
- Replaced the children's menu with JR Brickmaker Burger & JR Dog to encourage purchase of drinks.
- Hosted wine tastings and other private events. Also partnered with park staff to implement batting cage & boat launch cross promotions.
- Offered seasonal items for holidays such as St. Patrick's Day, Thanksgiving, and Mother's Day brunch.
- Updated and implemented closing & opening shift SOP.
- Updated menu seasonally along with weekly & monthly specials.
- Implemented the photography of weekly specials & began posting on social media regularly (once per week).
- Site improvement were implemented, including propane heaters for patio winter service.
- Facility checklists focusing on bathrooms disinfection & equipment cleanliness was monitored daily.
- Rental packages developed and implemented for Brickmakers Café after hours.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of restaurant guests served	N/A	35,811	32,850	13,578	45,000
• Number of special events	N/A	6	0	6	6
• Per customer average on food and	N/A	9	9	12	8
• Number of special holiday menu offerings	N/A	4	4	4	6

BRICKMAKERS CATERING AND EVENT SERVICES

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
Retail Operations	\$ 225,829	\$ 406,832	\$ 182,732	-55.1%
Other Revenue	15,714	20,000	9,200	-54.0%
TOTAL REVENUE	\$ 241,543	\$ 426,832	\$ 191,932	-55.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 129,670	\$ 176,617	\$ 137,587	-22.1%
Operating Costs	19,712	26,540	17,746	-33.1%
Maintenance Costs	10,112	21,000	21,000	0.0%
Insurance	2,581	3,437	3,500	1.8%
Retail Operations	50,549	137,520	61,188	-55.5%
Utilities	38	1,800	1,800	0.0%
TOTAL EXPENSES	\$ 212,662	\$ 366,914	\$ 242,821	-33.8%
Net Income	\$ 28,881	\$ 59,918	\$ (50,889)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 5% decrease in revenue and expenses as catering events are even lower than were anticipated at the outset of the pandemic.
- **Compared to FY 21 Proposed (Pre-COVID):** While catering is expected to rebound slightly in FY 22, there is still much uncertainty on the timing, demand and level of catering events in FY 22. The FY 22 Budget includes a 55% reduction in revenue and a 26% reduction in expenses. Net income for FY 22 is reduced with a budgeted net loss of around \$50,000 due to the uncertainty of the impact of COVID-19 on caterings..

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1.00	1.09	1.09	1.09	1.09
Part-Time	2.28	2.64	2.62	1.05	1.21

BRICKMAKERS CATERING AND EVENT SERVICES

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-125	BRICKMAKERS CATERING & EVENT SERVICES					
	REVENUES					
4820	NVRPA Equipment Rental	\$ 0	\$ 10,594	\$ 2,000	\$ 2,000	\$ 2,000
4821	Equipment Rental	8,945	0	9,000	3,600	3,600
4822	NVRPA Event Staffing	10,153	5,120	9,000	3,600	3,600
	TOTAL OTHER REVENUE	19,098	15,714	20,000	9,200	9,200
4200	Catering Food Truck	46,220	28,205	50,000	50,000	40,000
4115	Catering-Great Blue Heron	264,725	165,745	295,000	118,000	118,000
4682	Administrative Fee	26,073	15,732	26,432	10,572	10,572
4640,4641,4647	Retail - Alcoholic Beverages	25,198	16,146	35,400	14,160	14,160
	TOTAL RETAIL OPERATIONS	362,216	225,829	406,832	192,732	182,732
	TOTAL REVENUES	\$ 381,314	\$ 241,543	\$ 426,832	\$ 201,932	\$ 191,932
	EXPENSES					
5010	Full-Time Salaries	\$ 70,992	\$ 76,142	\$ 74,441	\$ 72,186	\$ 76,999
5020	Part-Time Salaries	54,858	26,440	73,344	29,338	34,274
5030	FICA	9,512	7,944	11,306	4,619	8,512
5040	Hospitalization	6,817	4,450	1,379	1,379	1,310
5060	Life Insurance	998	1,182	849	823	878
5050	Retirement	13,651	13,460	14,888	14,444	15,400
5070	Unemployment Tax	193	52	410	187	215
	TOTAL PERSONNEL SERVICES	157,021	129,670	176,617	122,975	137,587
5146	Contract Employment	12,410	7,125	11,640	4,646	4,646
5230	Gas and Diesel	5,229	2,862	6,000	4,200	4,200
5186	Equipment Rental	7,315	9,613	8,550	8,550	8,550
5570	Uniforms	192	111	350	350	350
	TOTAL OPERATING COSTS	25,146	19,712	26,540	17,746	17,746
5180	Equipment/Vehicle Maintenance	2,632	2,513	3,000	3,000	3,000
5190	Facility Op. & Maintenance	18,367	7,599	18,000	18,000	18,000
	TOTAL MAINTENANCE COSTS	21,000	10,112	21,000	21,000	21,000
5265	Insurance - Liquor Liability	2,000	1,244	2,000	2,000	2,000
5290	Insurance - Vehicle	1,142	1,337	1,437	1,437	1,500
	TOTAL INSURANCE	3,142	2,581	3,437	3,437	3,500
5520	Retail -Food	77,994	42,255	97,350	38,940	38,940
5521	Retail - Alcoholic Beverages	2,147	1,633	22,170	8,921	4,248
5200	Catering Food Truck	15,257	6,661	18,000	18,000	18,000
	TOTAL RETAIL OPERATIONS	95,398	50,549	137,520	65,861	61,188
5580-008	Propane	395	38	1,800	720	1,800
	TOTAL UTILITIES	395	38	1,800	720	1,800
	TOTAL EXPENSES	\$ 302,101	\$ 212,662	\$ 366,914	\$ 231,739	\$ 242,821
	OPERATING INCOME (LOSS)	\$ 79,213	\$ 28,881	\$ 59,918	\$ (29,807)	\$ (50,889)

BRICKMAKERS CATERING AND EVENT SERVICES

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Develop and implement a minimum of (3) new sales strategies focused on reengagement of former corporate and special event catering clients.
- Drive new business leads to Catering and Event Services through a minimum of (4) new and innovative promotional programs.
- Develop a minimum of (3) strategies aimed directly at increasing rentals of the Occoquan Pavilion.
- Conduct bi-annual review of all distributors/suppliers to determine best pricing and service.
- Update and revise various menu offerings to ensure pricing margins are in line with established pricing.
- Continue to track expenses and part-time and contract labor as part of an internal cost analysis system.
- Maintain ordering guidelines to ensure expense controls and maximization of revenue.
- Maintain guidelines and SOP's for training catering and food truck staff. Conduct training orientation program to ensure all staff members are trained in the various areas of catering.
- Continue to oversee in-house food service & safety certification programs.
- Continue to oversee in-house alcohol training programs.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Create a focused plan to consistently promote the Brickmakers Catering brand at all park facilities and events.
- Continue to refine plan to increase the service potential of the Food Truck, including a minimum of (4) large scale special events and a minimum of (50) operating days within the NOVA Parks system.
- Assist waterpark staff in menu consolidation to focus on freshness, timely delivery, and profitability.
- Conduct an internal concessions audit program to include random inspections of waterpark concessions operations and tracking of write-offs throughout the season.
- Continue to prepare annual concessions analyses for each waterpark location.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



BRICKMAKERS CATERING AND EVENT SERVICES

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Due to state-wide COVID-19 restrictions large corporate and group outings were not permitted.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of catered events	153	63	165	10	66
• Number of people provided catering and retail services	29,500	16,380	32,000	1,045	12,800
• Number of Food Truck events	18	15	20	4	16
• Amount of catering shelter revenue	\$48,400	\$28,900	\$55,000	\$3,350	\$22,000
• Amount of catering admission revenue	\$52,000	\$31,944	\$52,000	\$0	\$20,800

POHICK BAY REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 671,998	\$ 932,000	\$ 954,000	2.4%
Retail Operations	37,804	52,000	52,000	0.0%
Other Revenue	72,920	75,600	86,700	14.7%
Transfer from Capital Fund	12,168	10,802	10,802	0.0%
TOTAL REVENUE	\$ 794,891	\$ 1,070,402	\$ 1,103,502	3.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 726,348	\$ 790,963	\$ 798,289	0.9%
Operating Costs	15,148	32,950	32,950	0.0%
Maintenance Costs	74,196	79,500	80,000	0.6%
Insurance	2,228	2,395	2,500	4.4%
Retail Operations	39,675	41,000	41,000	0.0%
Utilities	60,823	66,700	66,700	0.0%
Debt Service	12,168	10,802	10,802	0.0%
TOTAL EXPENSES	\$ 930,587	\$ 1,024,310	\$ 1,032,241	2.4%
Net Income	\$ (135,696)	\$ 46,092	\$ 71,261	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Numerous revenue sources are budgeted to be fully restored for FY 22 including camping, cabin rentals, and entrance fees, resulting in a 8.5% increase in revenue.
- **Compared to FY 21 Proposed (Pre-COVID):** Revenue is budgeted to be restored at the proposed level, with an additional \$20,000 budgeted for camping and a slight increase in entrance fees.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	6.00	7.00	7.00	7.00	7.00
Part-Time	6.68	6.44	6.44	6.44	6.63

POHICK BAY REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-260	POHICK BAY REGIONAL PARK					
	REVENUES					
4095	Cabin Rentals	\$ 111,646	\$ 89,714	\$ 130,000	\$ 119,600	\$ 130,000
4095	Camping Fees	520,494	409,796	610,000	561,200	630,000
4095	Laundry	5,633	3,609	7,000	6,440	7,000
4095	Programmed Events	6,962	2,955	5,000	4,000	5,000
4670	Shelter Reservations	17,204	10,863	16,000	12,000	14,000
4750	RV Storage	89,550	89,818	90,000	90,000	90,000
4230	Entrance Fees	56,556	56,593	65,000	59,800	69,000
4500	Miniature Golf & Disc Golf	9,187	8,651	9,000	9,000	9,000
	TOTAL USER FEES	817,233	671,998	932,000	862,040	954,000
4640, 4661	Retail Operations	51,089	37,804	52,000	47,840	52,000
4790	Vending Machine Operation	0	0	0	0	0
	TOTAL RETAIL OPERATIONS	51,089	37,804	52,000	47,840	52,000
4636	Rental Device Commission	75	350	0	0	0
4420	House Rental	41,750	45,602	45,600	45,600	56,700
4440	Interest	2,951	2,032	0	0	0
4255, 4601	Firewood/Propane	26,470	24,732	30,000	28,500	30,000
4510	Miscellaneous Revenue	113	205	0	0	0
	TOTAL OTHER REVENUE	71,359	72,920	75,600	74,100	86,700
4900	Transfer from Capital Fund - Debt Service	13,458	12,168	10,802	10,802	10,802
	TOTAL TRANSFER FROM OTHER FUNDS	13,458	12,168	10,802	10,802	10,802
	TOTAL REVENUE AND OTHER SOURCES	\$ 953,139	\$ 794,891	\$ 1,070,402	\$ 994,782	\$ 1,103,502
	EXPENSES					
5010	Full-Time Salaries	\$ 406,005	\$ 404,268	\$ 411,315	\$ 397,883	\$ 428,253
5020	Part-Time Salaries	142,527	118,347	161,441	159,369	164,889
5030	FICA	39,575	38,122	43,816	25,355	45,001
5040	Hospitalization	84,195	87,474	86,353	86,353	69,545
5060	Life Insurance	3,659	4,231	4,689	4,536	4,826
5050	Retirement	74,455	73,446	82,263	79,616	84,671
5070	Unemployment Tax	690	461	1,087	1,077	1,104
	TOTAL PERSONNEL SERVICES	751,105	726,348	790,963	754,189	798,289
5230	Gas and Diesel	12,201	9,969	16,000	16,000	16,000
5430	Park Police	0	0	7,000	5,600	7,000
5490	Programs and Promotions	4,890	3,638	7,500	6,000	7,500
5570	Uniforms	1,297	1,541	2,450	2,450	2,450
	TOTAL OPERATING COSTS	18,387	15,148	32,950	30,050	32,950
5180	Equipment/Vehicle Maintenance	13,919	12,713	15,000	15,000	15,000
5190	Facility Op. & Maintenance	62,873	60,774	63,000	63,000	63,000
5510	Rental House Maintenance	2,326	709	1,500	1,500	2,000
	TOTAL MAINTENANCE COSTS	79,118	74,196	79,500	79,500	80,000
5290	Insurance - Vehicle	1,903	2,228	2,395	2,395	2,500
	TOTAL INSURANCE	1,903	2,228	2,395	2,395	2,500
5524	Firewood	1,314	16,320	15,000	14,250	15,000
5520	Retail Operations	23,906	23,355	26,000	23,920	26,000
	TOTAL RETAIL OPERATIONS	25,220	39,675	41,000	38,170	41,000
5580-001	Telephone	3,760	5,107	4,700	4,700	4,700
5580-002	Electricity	48,188	51,076	52,000	52,000	52,000
5580-004	Water/Sewer	394	386	3,500	3,500	3,500
5580-009	Heating Oil	3,821	0	2,000	2,000	2,000
5580-016	Internet/Cable	4,226	4,255	4,500	4,500	4,500
	TOTAL UTILITIES	60,389	60,823	66,700	66,700	66,700
5322	Interest Expense VRA Note	13,458	12,168	10,802	10,802	10,802
	TOTAL DEBT SERVICE	13,458	12,168	10,802	10,802	10,802
	TOTAL EXPENSES	\$ 949,580	\$ 930,587	\$ 1,024,310	\$ 981,806	\$ 1,032,241
	OPERATING INCOME (LOSS)	\$ 3,559	\$ (135,696)	\$ 46,092	\$ 12,976	\$ 71,261

POHICK BAY REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Maintain a minimum of (3) community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Maintain an effective volunteer program, facilitating at least (1) significant park improvement program.
- Implement an improvement plan for the mini golf and disc golf course facilities.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections.

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



Objectives:

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

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Continue to implement at least (3) new effective recruitment and retention strategies to obtain qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Develop and implement a plan to enhance interpretation of at least (1) aspect of the park.
- Refine the system to evaluate and respond to customer feedback.
- Implement at least (3) strategies or improvements to enhance the camper experience.

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



Objectives:

- Take part in a minimum of (2) outreach events to promote camping.
- Develop a defined plan to increase off-peak usage.
- Continue to refine retail sales and increase retail revenue by 5% over FY20 gross.
- Refine the 5-year plan for consistent and continued campground improvements.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

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



Objectives:

- Utilize strategies to attract new boat and RV storage customers to ensure 95% capacity in lots.
- Implement a plan to increase small shelter rentals and classic birthday parties.
- Implement an effective marketing strategy with a minimum of (2) areas of focus to promote rental shelters.
- Implement a plan to ensure a consistent weekly presence on social media.

STRATEGIC FOCUS



POHICK BAY REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Updated underutilized campsites by leveling with retaining walls to increase rentals.
- Hosted a volunteer days that worked to remove invasive Kudzu from park locations.
- Hosted 3 Eagle Scout projects to enhance public offerings.

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

Highlights

- Continued to implement a comprehensive calendar of value-added programming in the campground every weekend from April until October.
- Continue to maintain a great partnership with Mason Neck State Park in order to utilize their programming experience and facilitate events in the campground, Pohick bay attends and supports their annual Eagle Festival.

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

Highlights

- Continued to ensure GREAT customer experiences by implementing a system to receive and respond to all customer surveys.
- Added required signage throughout the park to comply with government regulations during pandemic and increase awareness for our guests
- Implemented improved sanitation procedures throughout the park to increase safety for our guests during pandemic.

Goal Four: Provide a superior family camping experience.

Highlights

- Continue to implement a calendar of social media posts, promo-codes, and e-blasts designed to increase off-peak campground visitation.
- Identified and improved multiple sites within the campground which were categorized as low visitation and implemented site improvements to increase use.
- Completed city water expansion and eliminated wells in the campground.
- Retail shop was reimagined as an outdoor shopping experience to ensure COVID protocols were being upheld.
- Built and installed a new “Gaga Ball” court to enhance programs in the campground.
- Built a new activity shelter area to enhance campground programs.
- Performed in-house renovation to Comfort Station 3 to include exhaust, siding, and paint at the non-electric campground.

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

Highlights

- Gatehouse was open 7 days a week to assist with increased visitation due to pandemic.
- Worked with other local land managers on a marketing grant to increase visitation.
- Updated a new marketing brochure for the gatehouse to cross promote all of Pohick’s amenities.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Number of non-jurisdiction vehicle entries	7,069	7,125	7,475	4,094	8,125
• Number of nightly camping rentals	13,941	10,910	13,800	7,966	15,000
• Number of group campers	14,021	3,438	8,280	1,559	9,000
• RV /Boat storage usage (115 spaces available)	115	115	115	114	115
• Winter storage months rented for RV's/boats	135	114	115	191	115
• Number of miniature & disc golf rounds	3,062	2,761	3,000	2,796	3,000
• Picnic shelter rentals	117	71	83	63	95
• Number of nightly cabin rentals	1,063	848	1,100	773	1,200
• Volunteer hours received	4,790	3,038	5,000	1,448	5,000

POHICK BAY GOLF COURSE

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 969,564	\$ 933,300	\$ 948,300	1.6%
Retail Operations	132,978	171,000	171,000	0.0%
Other Revenue	1,406	5,000	5,000	0.0%
TOTAL REVENUE	\$ 1,103,948	\$ 1,109,300	\$ 1,124,300	1.4%
EXPENSES BY CATEGORY				
Personnel Services	\$ 614,326	\$ 663,281	\$ 676,269	2.0%
Operating Costs	69,865	92,312	92,312	0.0%
Maintenance Costs	194,255	189,109	189,109	0.0%
Insurance	1,837	1,937	2,000	3.3%
Retail Operations	65,105	67,900	67,900	0.0%
Utilities	27,268	32,700	32,700	0.0%
TOTAL EXPENSES	\$ 972,655	\$ 1,047,239	\$ 1,060,290	1.2%
Net Income	\$ 131,293	\$ 62,061	\$ 64,010	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Expenses increase due to personnel reductions restored from the budget adopted at the start of COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	7.49	7.46	7.46	7.46	7.46

POHICK BAY GOLF COURSE

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-240	POHICK BAY GOLF COURSE					
	REVENUES					
4210	Driving Range	\$ 56,486	\$ 67,412	\$ 75,000	\$ 75,000	\$ 75,000
4220	Cart Rental	119,470	192,932	210,000	200,000	195,000
4320	Golf Club Rental	2,159	1,807	3,000	3,000	3,000
4380	Green Fees	665,550	704,765	640,000	640,000	670,000
4400	Golf Handicap Program	2,344	2,385	5,000	5,000	5,000
4610	Pull Cart Rental	226	263	300	300	300
	TOTAL USER FEES	846,235	969,564	933,300	923,300	948,300
4641	Retail - Alcoholic Beverages	48,730	49,518	55,000	52,000	55,000
4640,4642,4643	Retail - Food	50,132	43,937	66,000	60,000	66,000
4650	Retail - Pro Shop	41,482	39,523	50,000	45,000	50,000
	TOTAL RETAIL OPERATIONS	140,344	132,978	171,000	157,000	171,000
4475	Lessons	2,118	1,190	5,000	5,000	5,000
4510	Miscellaneous Revenue	0	216	0	0	0
	TOTAL OTHER REVENUE	2,118	1,406	5,000	5,000	5,000
	TOTAL REVENUES	\$ 988,697	\$ 1,103,948	\$ 1,109,300	\$ 1,085,300	\$ 1,124,300
	EXPENSES					
5010	Full-Time Salaries	\$ 271,662	\$ 290,339	\$ 290,715	\$ 280,727	\$ 298,280
5020	Part-Time Salaries	176,896	175,263	210,671	208,162	210,399
5030	FICA	33,226	34,386	38,356	22,244	38,914
5040	Hospitalization	47,433	58,409	60,829	60,829	64,368
5060	Life Insurance	2,565	2,970	3,314	3,200	3,400
5050	Retirement	52,404	52,578	58,143	56,174	59,656
5070	Unemployment Tax	582	381	1,253	1,241	1,252
	TOTAL PERSONNEL SERVICES	584,767	614,326	663,281	632,577	676,269
5160	Golf Cart Rental	53,290	48,849	53,290	55,634	53,290
5138	Beverage Cart Rental	2,772	2,541	2,772	3,749	2,772
5230	Gas and Diesel	19,540	15,588	25,000	25,000	25,000
5260	Golf Handicap Program	540	1,184	5,000	5,000	5,000
5263	Instructor Fees	1,800	1,035	4,500	4,500	4,500
5570	Uniforms	713	668	1,750	1,750	1,750
	TOTAL OPERATING COSTS	78,654	69,865	92,312	95,633	92,312
5180	Equipment/Vehicle Maintenance	25,875	26,025	26,000	26,000	26,000
5190	Facility Op. & Maintenance	47,283	55,008	53,550	53,550	53,550
5240	Golf Course Maintenance	111,404	113,222	109,559	110,183	109,559
	TOTAL MAINTENANCE COSTS	184,562	194,255	189,109	189,733	189,109
5265	Insurance - Liquor Liability	300	500	500	500	500
5290	Insurance - Vehicle	1,142	1,337	1,437	1,437	1,500
	TOTAL INSURANCE	1,442	1,837	1,937	1,937	2,000
5521	Retail - Alcoholic Beverages	14,244	14,978	16,500	15,600	16,500
5520	Retail - Food	30,490	24,103	26,400	24,000	26,400
5530	Retail - Pro Shop	19,851	26,023	25,000	22,500	25,000
	TOTAL RETAIL OPERATIONS	64,585	65,105	67,900	62,100	67,900
5580-001	Telephone	2,999	3,245	3,000	3,000	3,000
5580-002	Electricity	22,071	19,850	25,000	25,000	25,000
5580-004	Water/Sewer	1,669	1,416	1,800	1,800	1,800
5580-016	Internet/Cable	3,065	2,758	2,900	2,900	2,900
	TOTAL UTILITIES	29,804	27,268	32,700	32,700	32,700
	TOTAL EXPENSES	\$ 943,813	\$ 972,655	\$ 1,047,239	\$ 1,014,680	\$ 1,060,290
	OPERATING INCOME (LOSS)	\$ 44,884	\$ 131,293	\$ 62,061	\$ 70,620	\$ 64,010

POHICK BAY GOLF COURSE

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Working with the Golf Committee, refine the Heron Club membership with a focus on customer appeal and profitability.
- Conduct a minimum of (3) membership events that focus on maintaining membership levels.
- Develop a comprehensive survey to assess and improve the membership program.
- Conduct a review of membership pricing, offerings and benefits to identify a minimum of 1 area to be improved.
- Review and refine membership marketing and promotional plan with at least (2) strategies for reaching new customers.

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



Objectives:

- Refine the new Revenue Playbook in Wrike and utilize a minimum of 2 new tools to ensure we are promoting events and programs to reach customers.
- Effectively promote the demand pricing model with (2) new marketing efforts focused on off peak days, time blocks and competitive pricing analysis.
- Implement a minimum of two strategies to reach previous years' tournaments and outings and promote safety and sanitation strategies we have in place.
- Develop and implement a minimum of (2) strategies to establish contact with new tournament and outing clients.
- On an annual basis, analyze course utilization and develop at least (3) segmentation strategies to optimize play.
- Develop (3) new strategies to encourage online reservations utilizing NOVA Parks tee sheet portal.

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



Objectives:

- Provide Indigo with program and event content for monthly "call to action" emails and (1) post containing video content per month.
- Evaluate the previous year's internal events and promotions to determine success. Refine and implement successful programs based on findings.
- Develop and implement a minimum of (1) new event or promotion.
- Schedule a minimum of (2) on-site clinics and classes for the general public.
- Develop a minimum of (2) outreach programs with partner organizations.

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement a minimum of (2) strategies for staff to recognize and reward first-time customers.
- Refine and update the master plan for consistent golf course and pro shop improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Evaluate Review Tracker to ensure consistent response to customer feedback.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.

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



Objectives:

- Work with the Food & Beverage Manager to consolidate menu with a focus on freshness, timely delivery and profitability.
- Review the implementation of purchasing and inventory guidelines for golf pro shop.
- Develop a promotion and sales plan with 2 strategies to increase retail revenues to reach FY22 budget.
- Evaluate current food & beverage operations and develop opportunities to increase gross revenues by 5% from FY20.
- Provide a minimum of (2) training opportunities that focus on scripts and upselling products.
- Increase online retail sales by 3% (gross) from FY20.

POHICK BAY GOLF COURSE

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Worked with BCG to identify market segments and develop a promotional plan to target customers that are not members but frequently play our course.
- Conducted multiple member events to promote the added value of memberships including Free Punch Days, Swing into Spring, Fall for Golf, Member Guest Tournament, member guest specials, text club promotions and prize giveaways for new or renewing members.
- Continued to push our branding plan for the Heron Club Membership to include promotional material and membership card appearance.
- Continued to fine tune our membership portal for members to easily book and cancel tee times.

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

Highlights

- Identified off peak days and time blocks and implemented targeted email and text campaigns to increase play during those time periods.
- Utilized text messaging and targeted emails to offer "demand pricing" at off peak times.
- Continued to utilize social media to conduct contests and push offerings in an effort to retain core golfers.
- Refined our Revenue Playbook, a comprehensive calendar of events and promotions that will be used as a marketing guide throughout the year.

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

Highlights

- Worked with the golf committee to develop a comprehensive programming calendar and schedule of events and activities.
- Continue to update outing and tournament tracking and sales tool to improve the tracking of playing history for current clients and sales leads for potential new clients.

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

Highlights

- Continued to use "review tracker" software that compiles all social media reviews for our course and allows us to respond in a timely manner.
- Hosted customer service trainings for volunteers and staff as well as pre-season volunteer and staff meetings to help prepare for running a business during a pandemic.
- Continued to utilize social media, email blasts, and NOVA website to engage with customers.
- Developed S.O.P for event and promotion postings to maintain consistency across all marketing platforms and across all three courses.
- Increased sanitation throughout the course to with a focus on safety for our guests during the pandemic.
- Added required signage throughout the park to comply with government regulations during pandemic and increase awareness for our guests.

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

Highlights

- Worked with the food and beverage manager to review offerings and identify opportunities to increase revenues during COVID -19.
- Developed strategies to sell old inventory and bring in new inventory to meet the needs of our demographics through pricing structure, and brand offerings.
- Evaluated and restructured pricing on retail items to ensure we are meeting margins, maximizing profit and offering competitive pricing.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC	FY 2022 TARGET
• 18 hole golf rounds (paid)	18,139	23,674	19,950	16,489	19,950
• 18 hole golf rounds (members)	7,255	9,469	10,000	6,595	10,000
• Power cart rentals	5,543	10,718	18,000	8,247	18,900
• Number of driving range buckets sold	3,921	4,921	5,000	6,987	5,000
• Number of Annual Golf Memberships sold	59	52	85	24	85
• Number of Heron Club Memberships	210	90	230	34	230
• Per customer average on pro shop merchandise	\$ 1.63	\$ 1.24	\$ 1.50	\$ 1.48	\$ 1.67
• Per customer average of food & beverage	\$ 3.89	\$ 2.81	\$ 3.74	\$ 2.56	\$ 4.04
• Revenue per round of golf played	\$ 38.93	\$ 33.31	\$ 36.24	\$ 34.05	\$ 37.54
• Cost per round of golf played	\$ 37.17	\$ 29.35	\$ 33.88	\$ 21.17	\$ 35.40

POHICK BAY MARINA

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 243,185	\$ 248,000	\$ 260,000	4.8%
Retail Operations	11,624	13,000	13,000	0.0%
TOTAL REVENUE	\$ 254,809	\$ 261,000	\$ 273,000	4.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 22,576	\$ 42,978	\$ 44,530	3.6%
Maintenance Costs	6,014	9,000	9,000	0.0%
Retail Operations	6,273	5,200	5,200	0.0%
Utilities	6,570	9,000	9,000	0.0%
TOTAL EXPENSES	\$ 41,433	\$ 66,178	\$ 67,730	2.3%
Net Income	\$ 213,376	\$ 194,822	\$ 205,270	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget. Boat rentals increase by \$8,000 and launch and parking fees increase by \$4,000.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	1.43	1.96	1.86	1.86	1.86

POHICK BAY MARINA

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-250 POHICK BAY MARINA						
REVENUES						
4070,4540,4680	Boat Rental	\$ 45,478	\$ 46,051	\$ 52,000	\$ 52,000	\$ 60,000
4460	Launch & Parking Fees	48,021	54,055	48,000	48,000	52,000
4600	Programmed Events	449	544	4,000	2,000	4,000
4080	Boat Storage	135,011	135,588	135,000	135,000	135,000
4670	Shelter Reservations	8,365	6,947	9,000	6,750	9,000
	TOTAL USER FEES	237,324	243,185	248,000	243,750	260,000
4640	Retail Operations	12,388	11,624	13,000	13,000	13,000
	TOTAL RETAIL OPERATIONS	12,388	11,624	13,000	13,000	13,000
	TOTAL REVENUES	\$ 249,711	\$ 254,809	\$ 261,000	\$ 256,750	\$ 273,000
EXPENSES						
5020	Part-Time Salaries	\$ 27,414	\$ 20,904	\$ 39,739	\$ 39,739	\$ 41,174
5030	FICA	2,097	1,599	3,040	1,808	3,150
5070	Unemployment Tax	117	73	199	199	206
	TOTAL PERSONNEL SERVICES	29,628	22,576	42,978	41,746	44,530
5190	Facility Op. & Maintenance	8,790	6,014	9,000	9,000	9,000
	TOTAL MAINTENANCE COSTS	8,790	6,014	9,000	9,000	9,000
5520	Retail-Food	7,464	6,273	5,200	5,200	5,200
	TOTAL RETAIL OPERATIONS	7,464	6,273	5,200	5,200	5,200
5580-001	Telephone	480	480	500	500	500
5580-002	Electricity	5,772	6,090	8,500	8,500	8,500
	TOTAL UTILITIES	6,252	6,570	9,000	9,000	9,000
	TOTAL EXPENSES	\$ 52,134	\$ 41,433	\$ 66,178	\$ 64,946	\$ 67,730
	OPERATING INCOME (LOSS)	\$ 197,577	\$ 213,376	\$ 194,822	\$ 191,804	\$ 205,270

POHICK BAY MARINA

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Maintain a minimum of (3) community partnerships.
- Continue to grow the marina service area to include improvements, expanding facility rentals & retail sales.
- Continue to implement staff training guidelines to ensure safe operating practices and customer satisfaction.
- Continue to maintain an effective Invasive Plant Management Plan.

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



Objectives:

- Develop and host a minimum of (4) health, wellness or family programs.
- Host at least (1) special event aimed at environmental protection.
- Develop and implement (3) strategies to grow marina revenues by 5% over FY20 gross.

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



Objectives:

- Maintain boat storage lots at 95% capacity.
- Implement at least (2) new strategies to increase rental shelters by 3% over FY20 gross.
- Implement a marketing plan to launch pass sales by 5% over FY20 gross.
- Continue to implement new boat rental inventory & maintenance plan in order to ensure timely maintenance/ replacement of rental vessels.

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Renovated boat house/storage areas which included rack repairs and a fresh coat of paint.
- Worked with multiple volunteer groups in order to conduct shoreline/park/waterway cleanups.
- Conducted multiple shoreline cleanups within riparian areas to manage the natural habitat.
- Increased sanitation throughout the park to enhance safety for our guests during pandemic.
- Added required signage throughout the park to comply with government regulations during pandemic and increase awareness for our guests.

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

Highlights

- Continue to implement offers to the marina for Pohick campground patrons – all campground reservations during peak season received a marina perk.
- Developed a new system to ensure boats and lifejackets are sanitized between use of all customers.
- Increased/adjusted hours of operation to capitalize on the outside activity needs by customers during COVID.

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

Highlights

- Continued park wide marketing campaign which increased marina banners/signage, increased marina social media posts and increased promotional offerings
- Marina Dock was renovated to include replacing all stringers and top boards on one section at the boat ramp area.
- “Trailer Only” parking signs and “Trailer Only” painted markings were installed to assist with the influx of boaters to the marina.
- Implemented parking attendant at the marina entrance to assist with securing trailer parking spots for boaters.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Boat storage (153 storage sites available)	145	145	145	142	145
• Boat launches	4,684	5,317	4,340	4,328	4,340
• Total boat rentals	4,134	3,725	5,000	4,370	5,000
• Guided water tour participants	101	50	200	114	200
• Number of Eagle's Nest rentals	14	9	9	5	12
• Number of family shelter rentals	58	45	52	57	70

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 307,378	\$ 497,200	\$ 383,100	-22.9%
Retail Operations	129,607	193,000	164,050	-15.0%
Other Revenue	406	0	0	-
TOTAL REVENUE	\$ 437,391	\$ 690,200	\$ 547,150	-20.7%
EXPENSES BY CATEGORY				
Personnel Services	\$ 140,370	\$ 212,833	\$ 242,345	13.9%
Operating Costs	1,309	1,500	1,500	0.0%
Maintenance Costs	38,254	65,000	65,000	0.0%
Retail Operations	52,016	79,000	67,150	-15.0%
Utilities	19,940	24,300	24,300	0.0%
TOTAL EXPENSES	\$ 251,888	\$ 382,633	\$ 400,295	4.6%
Net Income	\$ 185,503	\$ 307,567	\$ 146,855	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Full year waterpark operation is included compared to FY 21 Budget which had waterpark closure for the full summer 2020 season due to COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** While the waterpark is budgeted to be open the full fiscal year, revenue is not expected to be fully restored. School group revenue is budgeted to be reduced by 65%, season passes by almost 50% and admissions and related revenue by 15%. Part-time rates for some waterpark positions have been increased to help solve seasonal staffing issues.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	8.44	8.33	8.46	2.12	8.47

PIRATE'S COVE WATERPARK AT POHICK BAY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-270 PIRATE'S COVE WATERPARK at POHICK BAY						
REVENUES						
4550	Admissions	\$ 329,587	\$ 219,928	\$ 390,000	\$ 92,500	\$ 331,500
4570	Group Admissions	43,087	46,901	56,000	6,700	19,600
4490	Locker Rental	692	763	700	200	700
4600	Programmed Events	2,768	1,504	2,500	0	2,500
4580	Waterpark Passes	32,972	35,064	40,000	10,000	20,800
4670	Shelter Reservations	5,968	3,217	8,000	3,100	8,000
	TOTAL USER FEES	415,074	307,378	497,200	112,500	383,100
4640	Retail Operations	162,451	118,947	175,000	47,000	148,750
4660	Swim Merchandise	16,066	10,660	18,000	4,000	15,300
	TOTAL RETAIL OPERATIONS	178,517	129,607	193,000	51,000	164,050
4482	Lifeguard Training Fee	375	0	0	0	0
4510	Miscellaneous Revenue	1,583	406	0	0	0
	TOTAL OTHER REVENUE	1,958	406	0	0	0
	TOTAL REVENUES	\$ 595,549	\$ 437,391	\$ 690,200	\$ 163,500	\$ 547,150
EXPENSES						
5020	Part-Time Salaries	\$ 174,063	\$ 129,899	\$ 196,794	\$ 50,000	\$ 224,082
5030	FICA	13,316	9,937	15,055	3,825	17,142
5070	Unemployment Tax	787	533	984	246	1,120
	TOTAL PERSONNEL SERVICES	188,166	140,370	212,833	54,071	242,345
5490	Programs and Promotions	1,184	1,309	1,500	500	1,500
	TOTAL OPERATING COSTS	1,184	1,309	1,500	500	1,500
5180	Equipment/Vehicle Maintenance	117	0	0	0	0
5190	Facility Op. & Maintenance	75,903	38,254	65,000	26,000	65,000
	TOTAL MAINTENANCE COSTS	76,020	38,254	65,000	26,000	65,000
5520	Retail Operations	71,466	46,614	70,000	18,800	59,500
5535	Swim Merchandise	3,679	5,402	9,000	2,000	7,650
	TOTAL RETAIL OPERATIONS	75,145	52,016	79,000	20,800	67,150
5580-001	Telephone	1,795	2,041	2,000	2,000	2,000
5580-002	Electricity	20,967	16,640	21,000	8,400	21,000
5580-016	Internet/Cable	1,250	1,259	1,300	1,300	1,300
	TOTAL UTILITIES	24,013	19,940	24,300	11,700	24,300
	TOTAL EXPENSES	\$ 364,528	\$ 251,888	\$ 382,633	\$ 113,071	\$ 400,295
	OPERATING INCOME (LOSS)	\$ 231,020	\$ 185,503	\$ 307,567	\$ 50,429	\$ 146,855

PIRATE'S COVE WATERPARK AT POHICK BAY

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Working with the Aquatics Committee, rebrand and reimagine the Annual Waterpark Pass to be more appealing to a wider audience.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Ensure consistent use of pass holder tracking methods within Active Network.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.

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



Objectives:

- Reintroduce the Ellis and Associates lifeguard program to a new group of waterpark staff.
- Promote staff teamwork by facilitating at least three staff meetings or activities.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified aquatics staff.
- Develop our human resources by implementing a "manager in training" mentor program.
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Research and develop a plan to implement online waterpark ticket sales.
- Implement at least (2) new promotions or marketing strategies to increase birthday party sales.
- Increase visitation through weekly social media promotions and sales opportunities.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.

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



Objectives:

- Work with Food & Beverage Manager to consolidate menu with a focus on freshness, timely delivery, and profitability.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified retail staff.
- Ensure usage and documentation of effective inventory management system to reduce waste and meet customer needs.

Goal Five: Provide unique and exceptional customer experiences.



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.

PIRATE'S COVE WATERPARK AT POHICK BAY

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Updated the comprehensive annual marketing calendar for annual pass promotions and sales.
- Communicated with pass holders during closure to extend waterpark passes.
- Developed plan for pass sales at entrance to capture membership's while customers are in line.

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

Highlights

- Attended virtual E&A International Aquatic Safety School.
- Implemented new virtual hiring opportunities and interview methods to ensure effective hiring of qualified staff for the 2021 season.

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

Highlights

- Reviewed food sales and created an updated par level form for ordering.
- Installed second fryer to assist with customer demand.

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

Highlights

- Implemented agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All staff attended Customer Service training.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of general admissions	41,878	29,730	10,675	0	38,250
• Number of youth group participants	7,493	7,504	1,200	0	3,500
• Number of Annual Waterpark Passes sold	550	137	150	0	312
• Average amount customers spent on food & beverages	\$3.60	3.18	\$4.24	\$0.00	\$3.54
• Attendance at special programs	3,490	1,762	0	0	3,500

POTOMAC OVERLOOK REGIONAL PARK

PROGRAM OVERVIEW

Potomac Overlook Regional Park, a 67-acre park in Arlington, is NOVA Parks' primary center for environmental education. The staff provides programs for schools and public groups throughout the year and hosts Camp Overlook, our very popular outdoor education summer camp. The James I. Mayer Center for Environmental Education contains displays that explore the natural world to include interactive exhibits and live animals. Other park features include the raptor enclosure, group shelter, an auditorium and amphitheater, interpretive gardens, and 2 miles of natural surface trails.

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ -6,311	\$ 127,000	\$ 118,000	-7.1%
Retail Operations	419	550	1000	81.8%
Other Revenue	13,562	13,200	13,200	0.0%
TOTAL REVENUE	\$ 7,670	\$ 140,750	\$ 132,200	-6.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 234,711	\$ 254,208	\$ 269,008	5.8%
Operating Costs	7,965	15,200	15,200	0.0%
Maintenance Costs	15,720	24,000	24,000	0.0%
Insurance	1,337	1916	2,000	4.4%
Retail Operations	47	275	500	81.8%
Utilities	11,153	13,400	12,700	-5.2%
TOTAL EXPENSES	\$ 270,932	\$ 308,999	\$ 323,408	4.7%
Net Income	\$ (263,262)	\$ (168,249)	\$ (191,208)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** .Programmed events are partially restored and camp revenue is fully restored. There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** Programmed events revenue is reduced by \$9,000.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	1.71	1.75	1.76	1.81	1.81

POTOMAC OVERLOOK REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-300	POTOMAC OVERLOOK REGIONAL PARK					
	REVENUES					
4600	Programmed Events	\$ 30,217	\$ 17,380	\$ 24,000	\$ 12,000	\$ 15,000
4101	Camps	100,919	(25,071)	100,000	70,000	100,000
4670	Shelter Reservations	3,123	1,380	3,000	2,250	3,000
	TOTAL USER FEES	134,258	(6,311)	127,000	84,250	118,000
4640	Retail Operations	584	419	550	550	1,000
	TOTAL RETAIL OPERATIONS	584	419	550	550	1,000
4420	House Rental	13,200	13,200	13,200	13,200	13,200
4000, 4510	Miscellaneous Revenue	12,348	362	0	0	0
	TOTAL OTHER REVENUE	25,548	13,562	13,200	13,200	13,200
	TOTAL REVENUES	\$ 160,391	\$ 7,670	\$ 140,750	\$ 98,000	\$ 132,200
	EXPENSES					
5010	Full-Time Salaries	\$ 143,087	\$ 151,197	\$ 149,315	\$ 141,007	\$ 161,117
5020	Part-Time Salaries	38,371	30,549	46,165	46,165	46,165
5030	FICA	14,085	13,716	14,954	8,516	15,563
5040	Hospitalization	13,141	11,742	11,858	11,858	12,566
5060	Life Insurance	1,392	1,532	1,702	1,607	1,793
5050	Retirement	27,354	25,814	29,863	28,216	31,453
5070	Unemployment Tax	287	161	351	351	351
	TOTAL PERSONNEL SERVICES	237,716	234,711	254,208	237,721	269,008
5230	Gas and Diesel	2,387	2,222	3,500	3,500	3,500
5490	Programs and Promotions	3,501	2,573	4,000	2,000	4,000
5570	Uniforms	552	304	1,050	1,050	1,050
5171	Camps	4,354	2,476	6,650	4,655	6,650
	TOTAL OPERATING COSTS	10,794	7,965	15,200	11,205	15,200
5180	Equipment/Vehicle Maintenance	3,029	1,526	3,000	3,000	3,000
5190	Facility Op. & Maintenance	17,762	13,885	20,500	20,500	20,500
5510	Rental House Maintenance	1,158	309	500	500	500
	TOTAL MAINTENANCE COSTS	21,949	15,720	24,000	24,000	24,000
5290	Insurance - Vehicle	1,142	1,337	1,916	1,916	2,000
	TOTAL INSURANCE	1,142	1,337	1,916	1,916	2,000
5520	Retail Operations	215	47	275	275	500
	TOTAL RETAIL OPERATIONS	215	47	275	275	500
5580-001	Telephone	2,488	2,578	2,900	2,900	2,200
5580-002	Electricity	6,709	6,205	7,000	7,000	7,000
5580-004	Water/Sewer	377	329	600	600	600
5580-008	Propane Gas	1,592	721	1,700	1,700	1,700
5580-016	Cable/Internet	1,150	1,320	1,200	1,200	1,200
	TOTAL UTILITIES	12,316	11,153	13,400	13,400	12,700
	TOTAL EXPENSES	\$ 284,132	\$ 270,932	\$ 308,999	\$ 288,517	\$ 323,408
	OPERATING INCOME (LOSS)	\$ (123,742)	\$ (263,262)	\$ (168,249)	\$ (190,517)	\$ (191,208)

POTOMAC OVERLOOK REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to implement an effective Invasive Plant Management Plan.
- Continue to implement a plan for enhanced animal interpretation.
- Maintain a minimum of (3) community partnerships.
- Continue to implement native focused landscape guidelines.
- Implement a planting plan for the front of the Nature Center.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information through Hiperweb.

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



Objectives:

- Continue to conduct and enhance camp programming and park operations.
- Review and refine the year-round comprehensive programming schedule.
- Implement (3) new strategies to increase the number of shelter rentals.
- Develop and implement a minimum of (2) new educational programs with at least (1) focusing on the use of technology.
- Promote public engagement with at least (1) event or program focused on the surrounding community.
- Improve retail operations by 10% over FY20 gross.
- Develop and implement a plan to enhance interpretation of at least (2) areas within the park.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Continue to improve customer engagement through social media.
- Continue to expand full time staffs' natural resource expertise with at least (2) in-house training opportunities.
- Continue to build, implement and evaluate a successful volunteer program.
- Revise the system to receive, evaluate, and respond to customer feedback.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



POTOMAC OVERLOOK REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Created two new exhibits in the Nature Center which include the *Hall of Mammals* and the *Grasses for the Masses* in partnership with the Chesapeake Bay Foundation.
- Designed a *Raptor Flight* interpretive sign to the Raptor Trail around the enclosure that teaches the reader about the difference in feathers and flight between the hawk and owl.
- Worked with the Arlington Master Naturalist to identify and bring on a Park Steward who works as a year-round volunteer focused on invasive plant species removal and organizing volunteer days for a wide variety of park beautification projects.
- Continue to work with the Arlington Master Gardeners to incorporate the Organic Vegetable Garden into two programs; *Pollinators* and the Girl Scout badge program *Animal Habitats*.
- Hosted 10 Boy Scouts' Eagle Project which included the additions of three benches on the Raptor Trail, six new bat boxes, a 26' boardwalk on the Overlook Trail, a new kiosk for the park's trail map at the parking lot, a renovation of fencing and seating at the picnic area and many other trail improvement projects.

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

Highlights

- Adapting to new guidelines, all camps with any traveling component have been redesigned to take place completely at the park. New camp itineraries have been designed including *Art in the Park*, *Park Protectors*, *Survival Specialist*, and *Watershed Warrior*. All Junior Naturalist camps are now each have a different theme to keep it more interesting for returning campers.
- Designed the *Schoolyard Explorers* series of programs based on hands-on activities centered on the Virginia Science Standards of Learning for families to attend after virtual school. Over the summer, programs were offered 3 times a day to insure small groups; topics included *Raptors of the Potomac*, *Owl Prowl*, *Birds the Word*, *Hisstory of Snake*, *Talkin' Bout Turtles*, *A Bug's Life* and *Rock the Park*.
- Annual holiday themed events were adapted to be keep in smaller groups or a drop-in style to allow distancing. *Search for Santa*, *Easter Egg Hunt* and the 3 Halloween programs all saw an increase in participants compared to past years. The Egg Hunt saw about 5 times as many children as in 2019.
- Worked with the Arlington Master Gardeners to implement a self-guided Tree Identification hike which includes QR codes for more information and ends in the Native Garden.
- Retail sales has seen a 27% increase over FY19.

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

Highlights

- Continued to implement agency-wide customer service initiatives, monthly strategies and held staff program planning and new idea workshops each season.
- Held a staff raptor training to increase naturalist skill base and new COVID SOP trainings for all staff.
- Regularly post to Facebook, Instagram, Next door. Created short commercials for events with the *Search for Santa* video gaining over 2.5k views.
- Reconfigured the Nature Center with a one-way path to adhere to COVID protocols and added sanitation stations.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• Public program/Special Event participants	1,016	416	625	1170	1,250
• School & Scout program participants	2,942	1,425	1,500	176	1,000
• Birthday party participants	90	38	30	2	60
• Camp Overlook participants	361	298	245	0	350
• Offsite programming participants	2,595	323	650	0	650
• Number of shelter rentals	29	15	22	8	30
• Volunteer hours received	1,913	1,404	2,750	584	2,750

RUST SANCTUARY

PROGRAM OVERVIEW

Rust Sanctuary became a NOVA Parks managed property in 2013 through adoption of a 40-year lease with the Audubon Naturalist Society. NOVA Parks maintains and operates the sanctuary while offering environmental education programs.

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 242,248	\$ 395,000	\$ 343,720	-13.0%
Retail Operations	423,374	641,250	575,187	-10.3%
Other Revenue	34,616	62,000	59,000	-4.8%
TOTAL REVENUE	\$ 700,238	\$ 1,098,250	\$ 977,907	-11.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 271,316	\$ 405,470	\$ 401,853	-0.9%
Operating Costs	123,498	183,468	172,441	-6.0%
Maintenance Costs	76,452	91,250	91,250	0.0%
Insurance	2,882	3,479	3,000	-13.8%
Retail Operations	161,576	197,250	176,400	-10.6%
Utilities	15,307	14,300	14,300	0.0%
TOTAL EXPENSES	\$ 651,031	\$ 895,217	\$ 859,244	-4.0%
Net Income	\$ 49,207	\$ 203,033	\$ 118,663	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The FY 22 Budget includes a 22% increase in revenue as events are expected to increase when COVID-19 restrictions loosen.
- **Compared to FY 21 Proposed (Pre-COVID):** While events are expected to rebound in FY 22, there is still much uncertainty on the timing, demand and level of events in FY 22. Revenue is reduced by 11% overall. Event rentals are reduced slightly and catering is reduced by more than 15%.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	2.00	2.33	2.83	3.83	3.83
Part-Time	5.64	5.97	5.56	3.63	4.32

RUST SANCTUARY

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-320	RUST SANCTUARY					
	REVENUES					
4240	Facility Rental-Manor House	\$ 333,825	\$ 228,372	\$ 375,000	\$ 262,500	\$ 325,000
4822	NVRPA Event Staffing	9,801	13,876	20,000	14,000	18,720
	TOTAL USER FEES	343,626	242,248	395,000	276,500	343,720
4420	Apartment Rental	1,850	6,474	7,800	7,800	7,800
4821	Equipment Rental	33,691	25,842	50,000	35,000	50,000
4693	Special Services	0	500	0	0	0
4081	Storage Rental (PEC)	1,800	1,800	1,200	1,200	1,200
4443	Outside Catering Fees	1,000	0	3,000	1,500	0
	TOTAL OTHER REVENUE	38,341	34,616	62,000	45,500	59,000
4115	Catering	421,709	266,666	431,250	328,125	373,750
4682	Administrative Fee	87,508	56,874	78,750	58,800	70,637
4640	Retail Operations	0	(3)	0	0	0
4641,4647	Retail - Alcoholic Beverages	151,715	99,837	131,250	91,875	130,800
	TOTAL RETAIL OPERATIONS	660,931	423,374	641,250	478,800	575,187
	TOTAL REVENUES	\$ 1,042,899	\$ 700,238	\$ 1,098,250	\$ 800,800	\$ 977,907
	EXPENSES					
5010	Full-Time Salaries	\$ 88,429	\$ 120,491	\$ 174,084	\$ 169,811	\$ 181,267
5020	Part-Time Salaries	148,875	111,673	146,240	116,079	138,456
5030	FICA	17,577	17,323	24,505	12,924	24,164
5040	Hospitalization	23,259	20,262	22,956	22,956	19,615
5060	Life Insurance	715	1,161	1,985	1,936	2,023
5050	Retirement	120	132	34,817	33,979	35,483
5070	Unemployment Tax	370	274	884	660	845
	TOTAL PERSONNEL SERVICES	279,345	271,316	405,470	358,345	401,853
5186	Equipment Rental	87,638	60,996	102,852	70,875	102,852
5146	Contract Employment	136,025	59,556	76,266	61,012	65,239
5230	Gas & Diesel	940	795	1,300	1,300	1,300
5490	Programs and Promotions	1,052	1,806	2,000	2,000	2,000
5570	Uniforms	193	344	1,050	1,050	1,050
	TOTAL OPERATING COSTS	225,847	123,498	183,468	136,237	172,441
5180	Equipment/Vehicle Maintenance	3,247	1,587	1,500	1,500	1,500
5190	Facility Op. & Maintenance	68,552	74,865	89,750	89,750	89,750
	TOTAL MAINTENANCE COSTS	71,799	76,452	91,250	91,250	91,250
5143	Catering	154,828	133,321	155,250	118,125	134,550
5521	Retail - Alcohol Beverages	31,386	28,255	42,000	29,400	41,850
	TOTAL RETAIL	186,214	161,576	197,250	147,525	176,400
5265	Insurance - Liquor Liability	2,500	2,437	3,000	3,000	2,500
5290	Vehicle Insurance	381	446	479	479	500
	TOTAL INSURANCE	2,881	2,882	3,479	3,479	3,000
5580-001	Telephone	3,219	3,314	3,600	3,600	3,600
5580-002	Electricity	8,488	9,658	9,000	9,000	9,000
5580-008	Propane	1,041	1,585	1,200	1,200	1,200
5580-009	Heating Oil	0	750	500	500	500
5580-004	Water/Sewer	0	0	0	0	0
5580-016	Internet/Cable	0	0	0	0	0
	TOTAL UTILITIES	12,748	15,307	14,300	14,300	14,300
	TOTAL EXPENSES	\$ 778,833	\$ 651,031	\$ 895,217	\$ 751,136	\$ 859,244
	OPERATING INCOME (LOSS)	\$ 264,065	\$ 49,207	\$ 203,033	\$ 49,664	\$ 118,663

RUST SANCTUARY

STRATEGIC GOALS & OBJECTIVES FY 2022



Goal One: *Manage and enhance the Rust Sanctuary as a premier event venue.*



Objectives:

- Enhance marketing outreach by utilizing a minimum of two (2) tourism-oriented associations to raise brand awareness.
- Develop a minimum of (2) strategies that focus on a post pandemic recovery of larger events.
- Host a minimum of (2) open house events.
- Increase new client leads with the implementation of at least (2) monthly strategies.
- Implement at least (3) new marketing strategies to increase rentals and/or food & beverage sales.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks rental facility businesses.
- Conduct a quarterly review of event industry trends and standards with a focus on local competition.

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



Objectives:

- Implement park maintenance standards for consistent and continued facility maintenance, and improvements, including facility inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Continue to develop a strategy to promote the NOVA Parks / Audubon Naturalist Society partnership and activities at Rust Sanctuary.
- In cooperation with the Audubon Naturalist Society, implement a management plan for the Pine forest at Rust.
- Evaluate the Rust Sanctuary Natural Resource Plan incorporating relevant features.

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service plan that delivers at least (2) in-house training programs.
- Continue to work with Great Blue Heron to produce written guidelines that create a seamless customer experience between venue and catering services staff.

FY 2021 STRATEGIC GOAL HIGHLIGHTS

Goal One: Establish Rust as a premier event venue.

Highlights

- Rust remained a member of Visit Loudoun and partnered on several ways to showcase the facility during the pandemic.
- We hosted one open house in FY21 by doing ticketed times to come tour the facility.
- Used new strategies on social media to highlight our advantages not offered by competitors, we reached out to new vendors to bring them to Rust and form relationships.
- We attended 2 webinars on industry trends and standards.
- Worked with clients throughout the year to postpone and reschedule their events.

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

Highlights

- Maintenance staff trained on Hiperweb and is using it to coordinate with Central Maintenance.
- In cooperation with the Audubon Naturalist Society, developed a maintenance and management plan for the Pine forest at Rust.
- Daily inspections of the core event/resource areas are now being made.
- Ten new trees have been planted in the house yard to replace trees which have been removed or to enhance the space.

Goal Three: Provide a unique and exceptional customer experience.

Highlights

- Developed an operational plan for the Catering Captain and staff at events to enhance customer experience.
- Implemented new recruitment strategies that took COVID19 restrictions into consideration.
- Continue to update and enhance the staff toolkit to empower part-time staff.
- We continue to provide training to staff on customer service techniques to provide a better experience for our event customer.
- Submitted suggestions for continued site improvements through 5-year capital request.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Prime rental months (May, June, July, August September, October)	53	39	40	21	50
• Non-Prime rental months (March, April, first 3 weekends of November)	11	6	9	6	15
• Winter rental months (November, December, January, February)	7	5	3	3	4
• House and grounds rentals	8	4	3	9	4
• Tent, house and grounds Rentals	63	40	52	21	65
• Miles of trails maintained	2	2	2	2	2
• Number of volunteer hours	50	140	100	0	100
• Number of Naturalist Programs	1	1	2	0	2

SANDY RUN REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 187,267	\$ 243,000	\$ 248,000	2.1%
Other Revenue	27,348	27,692	27,692	0.0%
TOTAL REVENUE	\$ 214,615	\$ 270,692	\$ 275,692	1.8%
EXPENSES BY CATEGORY				
Personnel Services	\$ 149,590	\$ 139,305	\$ 139,918	0.4%
Operating Costs	3,015	22,000	14,000	-36.4%
Maintenance Costs	40,408	20,500	28,500	39.0%
Insurance	891	958	1500	56.6%
Retail Operations	2874	0	0	-
Utilities	11,850	12,850	12,850	0.0%
TOTAL EXPENSES	\$ 208,629	\$ 195,613	\$ 196,768	0.6%
Net Income	\$ 5,986	\$ 75,079	\$ 78,924	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Facility operations and maintenance account is increased by \$8,000 or 50%.
- **Compared to FY 21 Proposed (Pre-COVID):** Facility operations and maintenance account is increased by \$8,000 or 50%.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.90	0.90	1.40	1.40	1.40
Part-Time	0.96	1.42	1.01	1.01	1.01

SANDY RUN REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-350 SANDY RUN REGIONAL PARK						
REVENUES						
4080	Crew Boat Storage	\$ 156,078	\$ 124,788	\$ 153,000	\$ 153,000	\$ 153,000
4160	Daily User Fees	810	0	3,000	3,000	3,000
4530, 4460	Launch & Parking Fees	20,557	695	22,000	22,000	22,000
4630	Regatta Fees	15,410	55,960	55,000	55,000	55,000
4673	Rowing Camps	10,315	5,823	10,000	5,000	15,000
TOTAL USER FEES		203,171	187,267	243,000	238,000	248,000
4420	House Rental	26,726	26,485	27,192	27,192	27,192
4285,4510, 4269,4640	Misc Rev - Gate Key & Other	595	863	500	500	500
TOTAL OTHER REVENUE		27,321	27,348	27,692	27,692	27,692
TOTAL REVENUES		\$ 230,492	\$ 214,615	\$ 270,692	\$ 265,692	\$ 275,692
EXPENSES						
5010	Full-Time Salaries	\$ 57,830	\$ 111,399	\$ 76,434	\$ 71,527	\$ 77,274
5020	Part-Time Salaries	39,471	10,221	28,031	27,671	27,920
5030	FICA	6,533	5,633	7,992	4,514	7,949
5040	Hospitalization	5,494	8,947	10,494	10,494	10,514
5060	Life Insurance	406	721	871	815	866
5050	Retirement	8,780	12,616	15,287	14,313	15,198
5070	Unemployment Tax	151	53	196	194	196
TOTAL PERSONNEL SERVICES		118,666	149,590	139,305	129,528	139,918
5230	Gas and Diesel	2,438	3,015	4,000	4,000	4,000
	Regatta Fees	0	0	18,000	18,000	10,000
TOTAL OPERATING COSTS		2,438	3,015	22,000	22,000	14,000
5180	Equipment/Vehicle Maintenance	2,212	4,161	3,500	3,500	3,500
5190	Facility Op. & Maintenance	49,891	34,797	16,000	16,000	24,000
5510	Rental House Maintenance	1,712	1,450	1,000	1,000	1,000
TOTAL MAINTENANCE COSTS		53,815	40,408	20,500	20,500	28,500
5520	Retail Items	0	2,874	0	0	0
TOTAL RETAIL OPERATIONS		0	2,874	0	0	0
5290	Insurance - Vehicle	761	891	958	958	1,500
TOTAL INSURANCE		761	891	958	958	1,500
5580-001	Telephone	6,136	6,671	6,500	6,500	6,500
5580-002	Electricity	5,249	5,179	5,500	5,500	5,500
5580-016	Internet/Cable	0	0	850	850	850
TOTAL UTILITIES		11,385	11,850	12,850	12,850	12,850
TOTAL EXPENSES		\$ 187,066	\$ 208,629	\$ 195,613	\$ 185,836	\$ 196,768
OPERATING INCOME (LOSS)		\$ 43,426	\$ 5,986	\$ 75,079	\$ 79,856	\$ 78,924

SANDY RUN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Maintain a minimum of (4) community partnerships.
- Maintain methods and guidelines to preserve a sustainable park trail network.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, updating assets, adding photos, serial numbers, make & model of equipment, and date of purchase, through Hiperweb.

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



Objectives:

- Work with teams, clubs, and vendors to implement camps and programs that complement the use of the park.
- Create process to receive and approve changes to park facilities made by teams, clubs, and other user groups of Sandy Run Rowing Facility.
- Maintain the permit system in Active for tracking, billing, and payment automation.

Goal Three: Provide a unique and exceptional customer experience.



Objectives:

- Work closely with VASRA, clubs, schools and vendors on their delivery of a quality rowing program.
- Continue to effectively communicate with park neighbors and associated user groups.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



SANDY RUN REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights-

- Maintained our partnerships with VASRA, Occoquan Boat Club, Sandy Run Scullers, Virginia Search and Rescue Dog Association, and Fairfax County Station 41 Fire and Rescue to support rowing and training activities in the park.
- Eagle Scout project repaired a section of trail between parking lot C and main pedestrian trail.

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

Highlights

- Continued to make improvements to storage tracking, billing and payments using Active with help of newly hired part time Administrative Assistant.

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

Highlights

- Worked with VASRA and Coaches Association to develop full COVID-19 guidelines for regattas and practices that promote safe and effective rowing.
- Developed on-Site COVID-19 rowing guidelines for all user groups at Sandy Run.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of boats stored	250	275	260	260	260
• Number of spring break programs	8	0	48	0	48
• Number of Virginia Scholastic Rowing Association (VASRA) Regatta competitors	1,100	0	10,405	0	10,405
• Number of VASRA scholastic regattas	7	0	11	0	11
• Number of club regatta competitors	4,000	4,000	4,000	0	4,000
• Number of club regattas	4	3	4	0	4
• Number of collegiate regatta competitors	1,100	0	1,100	0	1,100
• Number of collegiate regattas	3	0	5	0	5
• Total number of regatta spectators	15,000	0	15,000	0	15,000

TEMPLE HALL FARM REGIONAL PARK

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 6,154	\$ 28,800	\$ 28,800	0.0%
Retail Operations	(13)	0	0	-
Other Revenue	114,987	197,383	188,383	-4.6%
TOTAL REVENUE	\$ 121,128	\$ 226,183	\$ 217,183	-4.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 241,858	\$ 287,510	\$ 236,004	-17.9%
Operating Costs	58,491	87,200	83,350	-4.4%
Maintenance Costs	35,582	61,828	61,828	0.0%
Insurance	2,674	1,916	2,000	4.4%
Retail Operations	0	0	0	-
Utilities	13,706	16,000	16,000	0.0%
TOTAL EXPENSES	\$ 352,312	\$ 454,454	\$ 399,182	-12.2%
Net Income	\$ (231,184)	\$ (228,271)	\$ (181,999)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	2.25	2.25	2.25	2.25	2.25
Part-Time	1.19	1.19	1.19	1.19	1.19

TEMPLE HALL FARM REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-380	TEMPLE HALL FARM REGIONAL PARK					
	REVENUES					
4230	Entrance Fees	\$ (200)	\$ 0	\$ 0	\$ 0	0
4412-001	Hay Rides - Tractor	11,440	4,239	9,300	4,650	9,300
4101	Camps	(181)	0	8,000	0	8,000
4670	Shelter Reservations	2,700	1,675	3,500	1,850	3,500
4812	Visitor Center Rental	550	250	5,000	0	5,000
4600	Programmed Events	10,750	(10)	3,000	3,000	3,000
	TOTAL USER FEES	25,059	6,154	28,800	9,500	28,800
4015	Animals	8,608	16,393	5,500	5,500	5,500
4140	Crop Sales	43,054	55,148	52,000	52,000	43,000
4420	House Rental	43,077	43,077	43,077	43,077	43,077
4440, 4970	Interest Transfer	96,806	0	96,806	96,806	96,806
4440	Change in Market Value	0	0	0	0	0
4410, 4510	Miscellaneous Revenue	22,586	344	0	0	0
4636	Rental Device Commission	0	25	0	0	0
	TOTAL OTHER REVENUE	214,131	114,987	197,383	197,383	188,383
4640	Retail Operations	(20)	(13)	0	0	0
	TOTAL REVENUES	\$ 239,171	\$ 121,128	\$ 226,183	\$ 206,883	\$ 217,183
	EXPENSES					
5010	Full Time Salaries	\$ 161,525	\$ 183,294	\$ 165,865	\$ 162,603	\$ 143,828
5020	Part Time Salaries	16,714	14,588	30,880	30,880	30,880
5030	FICA	12,522	12,098	15,051	8,803	13,071
5040	Hospitalization	1,412	1,321	40,405	40,405	18,389
5060	Life Insurance	1,532	1,649	1,891	1,854	1,596
5050	Retirement	31,467	28,822	33,173	32,537	27,996
5070	Unemployment Tax	147	88	244	244	244
	TOTAL PERSONNEL SERVICES	225,319	241,858	287,510	277,326	236,004
5200	Feed	11,981	12,199	9,000	9,000	9,000
5210	Fertilizer	27,479	16,785	34,500	34,500	34,500
5230	Gas and Oil	9,359	5,479	11,000	11,000	11,000
5350	Livestock Purchases	1,467	1,033	4,000	4,000	4,000
5490	Programs & Promotions	3,074	1,836	2,500	1,250	2,500
5540	Seeds & Plants	13,039	15,110	16,500	16,500	13,000
5570	Uniforms	565	399	700	700	350
5590	Vet & Medicine	5,760	5,649	9,000	9,000	9,000
	TOTAL FACILITY OPERATING COSTS	72,724	58,491	87,200	85,950	83,350
5180	Equipment/Vehicle Maintenance	14,629	12,366	25,000	25,000	25,000
5190	Facility Op. & Maintenance	28,447	21,141	29,828	29,828	29,828
5195	Facility Op. & Maintenance-Cabin	344	171	5,000	5,000	5,000
5510	Rental House Maintenance	2,794	1,904	2,000	2,000	2,000
	TOTAL MAINTENANCE COSTS	46,214	35,582	61,828	61,828	61,828
5290	Insurance - Vehicle	1,522	2,674	1,916	1,916	2,000
	TOTAL INSURANCE	1,522	2,674	1,916	1,916	2,000
5535	Retail Merchandise	0	0	0	0	0
	Total Retail Operations	0	0	0	0	0
5580-002	Electricity	11,509	10,706	13,000	13,000	13,000
5580-001	Telephone	2,500	1,875	1,500	1,500	1,500
5580-016	Internet/Cable	750	1,125	1,500	1,500	1,500
	TOTAL UTILITIES	14,759	13,706	16,000	16,000	16,000
	TOTAL OPERATING EXPENSES	\$ 360,538	\$ 352,312	\$ 454,454	\$ 443,020	\$ 399,182
	OPERATING INCOME (LOSS)	\$ (121,368)	\$ (231,184)	\$ (228,271)	\$ (236,137)	\$ (181,999)

TEMPLE HALL FARM REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

Goal One: Enhance quality of life through beneficial, successful programs and events by providing a unique and exceptional customer experience.



Objectives:

- Implement a minimum of (2) strategies that reimagine summer camps at Temple Hall and focus on single day outings.
- Identify (2) new ways to improve the customer experience through the use of technology or innovation.
- Develop a plan with at least (2) strategies that focuses on recovery of visitor's center and pavilion rental business.
- Develop and implement a year-round comprehensive programming calendar and schedule of events to be posted on the NOVA Parks web site and social media.
- Revise and implement a marketing plan utilizing a minimum of (2) new strategies to promote all programming and event opportunities.

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



Objectives:

- Develop and implement a plan to revitalize the interpretive displays in the AV Symington Center.
- Identify (2) new ways to interpret heritage farming in the AV Symington Center using technology or innovation.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information. (All properties)
- Work with existing partners to deliver a minimum of 200 volunteer hours.
- Develop a preservation plan for consistent and continued site improvements and maintenance of historic elements.
- Continue to implement a sustainable long term animal exhibit plan.
- Establish and maintain a minimum of (8) community partnerships.

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



Objectives:

- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.
- Review self-guided farm tour and develop a minimum of (2) improvements to improve interpretation.
- Develop a system that implements a minimum of (2) effective recruitment and retention strategies for qualified staff.
- Create a minimum of (2) strategies to respond to customer feedback.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.
- Develop and implement a staff toolkit to empower part-time staff.

TEMPLE HALL FARM REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- In partnership with Legacy Farms staff, we have revamped garden program offerings to accommodate participants in a socially distanced safe environment.
- Modified parties and group offerings to stay within CDC and state guidelines and restrictions while still delivering a quality product to our guests.

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

Highlights

- Staff is utilizing HiperWeb software program to better maintain equipment, buildings, and grounds.
- Maintained (10) community partnerships.
- The staff has been done extensive work around the farm to maintain rental houses and historical structures.

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

Highlights

- Developed two new ways to communicate the steps taken to ensure visitor safety during COVID 19.
- Marketing materials, signage, brochures, and web content have all been revised to make sure our visitors get correct and up to date information.
- Continued to participate in agency-wide customer service initiatives, including monthly strategies and an incentive plan.
- All 2021 season staff attended Customer Service training.
- The staff provided custom socially distanced farm tour experiences during the pandemic.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL-DEC 2020	FY 2022 TARGET
• School tour attendance	1,881	847	1,100	0	1,100
• Special events attendance	1,250	255	625	0	1,250

TEMPLE HALL FALL FESTIVAL

PROGRAM OVERVIEW

The Temple Hall Farm Fall Festival has become a popular fall tradition. The Fall Festival includes the Billy Goat Bounce jumping pillows, the corn cannon, pumpkin blasters, paintball gallery, cow train ride, pig races, corn box, hay bale climb, duck races, pumpkin patch, pumpkin sales, concession food service, playground, giant spider web, and hayrides. A self-guided interpretive walk covering our heritage breed farm animals is also included.

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 136,987	\$ 165,000	\$ 165,000	0.0%
Retail Operations	74,164	110,000	110,000	0.0%
TOTAL REVENUE	\$ 211,152	\$ 275,000	\$ 275,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 26,364	\$ 59,199	\$ 61,629	4.1%
Operating Costs	36,799	57,950	51,500	-11.1%
Maintenance Costs	1,104	0	0	-
Retail Operations	25,412	50,000	50,000	0.0%
TOTAL EXPENSES	\$ 89,679	\$ 167,149	\$ 163,129	-2.4%
Net Income	\$ 121,473	\$ 107,851	\$ 111,871	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Revenues and expenses are restored to their normal level after being reduced during the pandemic.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	2.92	2.92	2.69	1.35	2.69

TEMPLE HALL FALL FESTIVAL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-385 TEMPLE HALL FALL FESTIVAL						
REVENUES						
4412-001,002	Amusement Farm Rides	\$ 914	\$ 0	\$ 0	\$ 0	0
4491	Fall Festival Admissions	110,574	136,987	165,000	55,387	165,000
	TOTAL USER FEES	111,488	136,987	165,000	55,387	165,000
4640	Blast Zone	6,261	9,579	10,000	3,131	10,000
4642	Retail Operations - Food	26,191	28,282	50,000	13,095	50,000
4660	Retail Operations - Merchandise	22,472	17,907	30,000	11,236	30,000
4606	Retail Operations - Pumpkin Sales	13,241	18,397	20,000	6,621	20,000
	TOTAL RETAIL OPERATIONS	68,165	74,164	110,000	34,083	110,000
	TOTAL REVENUES	\$ 179,653	\$ 211,152	\$ 275,000	\$ 89,470	\$ 275,000
EXPENSES						
5020	Part Time Salaries	\$ 26,233	\$ 24,407	\$ 54,737	\$ 27,356	\$ 56,984
5030	FICA	2,007	1,867	4,187	396	4,359
5070	Unemployment Tax	134	90	274	137	285
	TOTAL PERSONNEL SERVICES	28,373	26,364	59,199	27,889	61,629
5151	Fall Festival Commission	4,804	5,041	6,450	2,402	0
5152	Fall Festival Operation	42,068	22,785	35,000	35,000	35,000
5210	Fertilizer	20,097	8,400	10,000	10,048	10,000
5230	Gas and Oil	0	0	0	0	0
5540	Seeds & Plants	2,366	572	6,500	1,183	6,500
	TOTAL FACILITY OPERATING COSTS	69,334	36,799	57,950	48,633	51,500
5190	Facility Op. & Maintenance	241	1,104	0	0	0
	TOTAL MAINTENANCE COSTS	241	1,104	0	0	0
5525	Retail - Food	11,196	11,372	20,000	5,238	20,000
5535	Retail - Merchandise	8,652	6,740	15,000	5,618	15,000
5520	Retail - Pumpkins	9,073	7,300	15,000	8,427	15,000
	TOTAL RETAIL OPERATIONS	28,921	25,412	50,000	19,283	50,000
	TOTAL OPERATING EXPENSES	\$ 126,869	\$ 89,679	\$ 167,149	\$ 95,805	\$ 163,129
	OPERATING INCOME (LOSS)	\$ 52,784	\$ 121,473	\$ 107,851	\$ (6,335)	\$ 111,871

TEMPLE HALL FALL FESTIVAL

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Develop a plan to reimagine the current Maize field and install the pumpkin blasters in a more prominent position.
- Develop and implement a comprehensive plan to increase Food & Beverage sales by using tools such as the food truck and snack shacks.
- Implement a plan for incorporating a wagon ride that takes customers to the pumpkin patches and fall festival attractions.
- Develop a plan that utilizes a minimum of (5) partnerships to market the fall festival.
- Implement an annual plan for consistent and continued capital and event operations improvements.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (1) in-house training programs.
- Establish a minimum of (2) cross-agency promotion and marketing efforts across all NOVA Parks facilities and events.
- Create a defined plan that utilizes a minimum of (3) new strategies to increase awareness and attendance.
- Form a yearly review system of industry trends and standards with a focus on local competition.
- Create a comprehensive calendar and schedule of events.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

TEMPLE HALL FALL FESTIVAL

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Developed a plan to switch the Fall Festival into a Pick Your Own Pumpkin event during the pandemic.
- All staff completed level one customer service training and all Full-time staff has received level 2 customer service training.
- Staff has utilizing strategies and techniques developed by the Customer Service Committee to provide excellent customer service to visitors to the Fall Festival.
- Additional changes this year included socially distanced wagon rides, self-guided tours and improved safety and sanitation protocols.
- Promoted a host of special events geared towards attracting group attendance including scouting picnics, sports team events, fund raising opportunities, corporate programs and private parties.
- Utilized social media and GREAT Cards to receive customer feedback.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Fall Festival attendance	9,371	11,240	5,000	9,915	15,000
• Retail/Food per customer	\$6.90	\$6.48	\$6.82	N/A	\$7.33

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

PROGRAM OVERVIEW

UPPER POTOMAC PROPERTIES:

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

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

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

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

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

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

SPRINGDALE REGIONAL PARK:

Located just north of Leesburg and Temple Hall Farm Regional Park on route 15 in Loudoun County. The 150 acre Springdale Regional Park property was purchased in December of 2015. Features include a historic home and outbuildings as well as almost ½ mile of river frontage along the Potomac. Permitting and development plans are underway.

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
Other Revenue	50,276	43,940	46,615	6.1%
TOTAL REVENUE	\$ 50,276	\$ 43,940	\$ 46,615	6.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 92,245	\$ 138,447	\$ 140,079	1.2%
Operating Costs	507	1200	1200	0.0%
Maintenance Costs	9,303	26,000	26,000	0.0%
Insurance	446	479	500	4.4%
Utilities	139	200	200	0.0%
TOTAL EXPENSES	\$ 102,639	\$ 166,326	\$ 167,979	1.0%
Net Income	\$ (52,363)	\$ (122,386)	\$ (121,364)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** There are no major variances in this budget.
- **Compared to FY 21 Proposed (Pre-COVID):** There are no major variances in this budget.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	1.25	1.25	1.25	1.25	1.25
Part-Time	0.47	0.47	0.47	0.47	0.47

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-340	UPPER POTOMAC PROPERTIES REVENUES					
4420	House Rental	\$ 27,697	\$ 29,199	\$ 28,800	\$ 28,800	\$ 28,800
4600	Programmed Events	0	0	0	0	0
	TOTAL OTHER REVENUE	27,697	29,199	28,800	28,800	28,800
	TOTAL REVENUES	\$ 27,697	\$ 29,199	\$ 28,800	\$ 28,800	\$ 28,800
	EXPENSES					
5010	Full-Time Salaries	\$ 84,241	\$ 54,439	\$ 85,057	\$ 82,549	\$ 87,828
5020	Part-Time Salaries	3,566	1,250	11,816	11,664	11,769
5030	FICA	6,413	5,949	7,411	4,287	7,619
5040	Hospitalization	14,906	15,245	16,073	16,073	14,187
5060	Life Insurance	779	848	970	941	1,001
5050	Retirement	15,856	14,481	17,011	16,518	17,566
5070	Unemployment Tax	58	33	109	108	109
	TOTAL PERSONNEL SERVICES	125,818	92,245	138,447	132,140	140,079
5230	Gas and Diesel	34	321	500	500	500
5490	Programs and Promotions	0	0	0	0	0
5570	Uniforms	269	186	700	700	700
	TOTAL OPERATING COSTS	304	507	1,200	1,200	1,200
5180	Equipment/Vehicle Maintenance	0	0	0	0	0
5190	Facility Op. & Maintenance	10,528	7,404	15,000	15,000	15,000
5510	Rental House Maintenance	1,250	1,908	1,000	1,000	1,000
	TOTAL MAINTENANCE COSTS	11,778	9,312	16,000	16,000	16,000
5290	Insurance - Vehicle	381	446	479	479	500
	TOTAL INSURANCE	381	446	479	479	500
5580-002	Electricity	139	139	200	200	200
5580-009	Heating Oil	0	0	0	0	0
	TOTAL UTILITIES	139	139	200	200	200
	TOTAL EXPENSES	\$ 138,420	\$ 102,649	\$ 156,326	\$ 150,019	\$ 157,979
	OPERATING INCOME (LOSS)	\$ (110,723)	\$ (73,449)	\$ (127,526)	\$ (121,219)	\$ (129,179)

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-360	SPRINGDALE REVENUES					
4420	House Rental	\$ 17,360	\$ 18,401	\$ 15,140	\$ 15,140	\$ 15,140
4605	Property Lease	300	2,675	0	0	2,675
	TOTAL OTHER REVENUE	17,660	21,076	15,140	15,140	17,815
	TOTAL REVENUES	\$ 17,660	\$ 21,076	\$ 15,140	\$ 15,140	\$ 17,815
	EXPENSES					
5190	Facility Op. & Maintenance	\$ 2,569	\$ (10)	\$ 10,000	\$ 10,000	\$ 10,000
	TOTAL MAINTENANCE COSTS	2,569	(10)	10,000	10,000	10,000
	TOTAL EXPENSES	\$ 2,569	\$ (10)	\$ 10,000	\$ 10,000	\$ 10,000
	OPERATING INCOME (LOSS)	\$ 15,091	\$ 21,086	\$ 5,140	\$ 5,140	\$ 7,815

UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

Ball's Bluff Battlefield Regional Park:

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



Objectives:

- Identify a minimum of (2) new ways to improve interpretation through the use of technology or innovation.
- Identify and interpret a minimum of (1) significant historic feature within the park through signage or programs.
- Continue to cultivate, implement and evaluate a successful volunteer program.
- Maintain an effective and progressive relationship with the Friends of Ball's Bluff.
- Host a minimum of (4) special events or public programs.
- Continue to create and implement a comprehensive programming calendar and schedule of events and activities.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

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



Objectives:

- Conduct at least (2) public outreach opportunity to facilitate maintenance and beautification projects within the park.
- Implement park maintenance standards consistent with site and preservation guidelines for consistent and continued site improvements and maintenance of historic elements, including park inspection forms through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct routine reviews and updates of interpretive signs on the Battlefield where necessary and appropriate.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience that delivers at least (2) in-house training programs.



UPPER POTOMAC PROPERTIES/SPRINGDALE REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Installed safety messaging to encourage proper etiquette and the use of masks during the pandemic.
- Conducted socially distanced tours that conformed to changing pandemic regulations throughout the year.
- Small, socially distanced Illumination event held on the anniversary of the Battle of Ball's Bluff along with cannon firing.

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

Highlights

- (3) volunteer workdays were held at Ball's Bluff in partnership with the Friends of Ball's Bluff.
- Signs were added to Ball's Bluff to enhance the battlefield clearing and better interpret the battle.
- Trails were cleared and trimmed to maintain and enhance trails in Red Rock, Ball's Bluff Battlefield, and Springdale.
- Invasive vegetation has been removed from inside all historical ruins at Red Rock.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of visitors on tours at Ball's Bluff	1,545	699	1,500	255	1,500
• Number of visitors for special events	930	554	800	215	800
• Number of Ball's Bluff Battlefield volunteer hours	1,240	655	1,000	1,000	1,000

UPTON HILL REGIONAL PARK

PROGRAM OVERVIEW

Upton Hill Regional Park straddles the Arlington/Fairfax County line, just east of Seven Corners. This 27-acre park offers a welcome piece of woods in the otherwise densely developed area of North Arlington. In 2021, Upton Hill made several improvements to the park, including a new playground, comfort station upgrades, and the construction of Climb Upton, the 90 element high ropes adventure course. Climb Upton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure. The park also features a deluxe miniature golf course and batting cages, birthday party area, and volunteer opportunities.

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 127,195	\$ 405,477	\$ 584,604	44.2%
Retail Operations	8,129	14,750	18,250	23.7%
Other Revenue	177	0	0	-
Transfer From Restricted License Fee Fund	0	148,984	0	-100.0
Transfer From Capital Fund	0	0	224,359	-
TOTAL REVENUE	\$ 135,500	\$ 569,211	\$ 827,213	45.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 234,721	\$ 372,486	\$ 410,456	10.2%
Operating Costs	1,498	8,950	12,950	44.7%
Maintenance Costs	24,116	53,414	73,500	37.6%
Insurance	891	958	1000	4.4%
Retail Operations	3,972	6,075	12,650	108.2%
Utilities	9,865	14,350	21,700	51.2%
Debt Service	0	148,984	224,359	50.6
TOTAL EXPENSES	\$ 275,064	\$ 605,217	\$ 756,615	25.0%
Net Income	\$ (139,564)	\$ (36,006)	\$ 70,598	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** The new Climb Upton Ropes course feature is included as part of this budget. In addition to revenues and expenses, there is a transfer from the Capital Fund to cover debt service costs.
- **Compared to FY 21 Proposed (Pre-COVID):** The new Climb Upton Ropes course feature is included as part of this budget for a full year. In addition to the revenues and expenses, there is a transfer from the Capital Fund budgeted to cover debt service costs.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	3.46	3.46	3.46	4.00	5.87

UPTON HILL REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-400	UPTON HILL REGIONAL PARK					
	REVENUES					
4127	Climbing Feature Admissions	\$ 0	\$ 0	\$ 179,127	\$ 0	\$ 358,254
4600	Programmed Events	1,375	143	1,350	1,350	1,350
4636	Rental Device Commission	0	25	0	0	0
4670	Shelter Reservations	12,889	4,227	0	0	0
4060	Batting Cage Fees	82,422	42,594	103,000	103,000	103,000
4500	Miniature Golf	113,005	80,206	122,000	122,000	122,000
4421	Inflatable Park Play Features	0	0	0	0	0
	TOTAL USER FEES	209,691	127,195	405,477	226,350	584,604
4640	Retail Operations	11,082	8,129	14,750	14,750	18,250
	TOTAL RETAIL OPERATIONS	11,082	8,129	14,750	14,750	18,250
4510	Miscellaneous Revenue	654	177	0	0	0
	TOTAL OTHER REVENUE	654	177	0	0	0
	Transfer from Restricted Fund	0	0	148,984	0	0
	Transfer from Capital Fund	0	0	0	0	224,359
	TOTAL TRANSFERS FROM OTHER FUNDS	0	0	148,984	0	224,359
	TOTAL REVENUES	\$ 221,427	\$ 135,500	\$ 569,211	\$ 241,100	\$ 827,213
	EXPENSES					
5010	Full-Time Salaries	\$ 144,878	\$ 118,363	\$ 149,714	\$ 142,908	\$ 158,731
5020	Part-Time Salaries	64,929	48,981	118,297	87,580	151,957
5030	FICA	15,538	11,979	20,503	10,487	23,473
5040	Hospitalization	24,372	34,292	51,610	51,610	42,673
5060	Life Insurance	1,422	1,315	1,707	1,629	1,766
5050	Retirement	28,769	19,635	29,943	28,596	30,976
5070	Unemployment Tax	342	158	711	558	880
	TOTAL PERSONNEL SERVICES	280,250	234,721	372,486	323,368	410,456
5230	Gas and Diesel	1,578	1,039	3,000	3,000	3,000
5490	Programs and Promotions	868	298	4,900	3,920	8,900
5570	Uniforms	374	161	1,050	1,050	1,050
	TOTAL OPERATING COSTS	2,820	1,498	8,950	7,970	12,950
5180	Equipment/Vehicle Maintenance	2,500	1,323	2,000	2,000	2,000
5190	Facility Op. & Maintenance	21,772	22,794	51,414	31,414	71,500
	TOTAL MAINTENANCE COSTS	24,272	24,116	53,414	33,414	73,500
5290	Insurance - Vehicle	761	891	958	958	1,000
	TOTAL INSURANCE	761	891	958	958	1,000
5520	Retail Operations	3,525	3,972	6,075	6,075	12,650
	TOTAL RETAIL OPERATIONS	3,525	3,972	6,075	6,075	12,650
5580-001	Telephone	517	415	700	700	1,400
5580-002	Electricity	7,284	5,714	8,000	8,000	14,000
5580-004	Water/Sewer	4,604	3,335	5,000	5,000	5,000
5580-016	Internet/Cable	500	402	650	650	1,300
	TOTAL UTILITIES	12,905	9,865	14,350	14,350	21,700
2425	Note Payable VRA Principal	0	0	0	0	110,000
5322	Interest Expense VRA Note	0	0	148,984	0	114,359
	TOTAL DEBT SERVICE	0	0	148,984	0	224,359
	TOTAL EXPENSES	\$ 324,533	\$ 275,064	\$ 605,217	\$ 386,135	\$ 756,615
	OPERATING INCOME (LOSS)	\$ (103,106)	\$ (139,564)	\$ (36,006)	\$ (145,035)	\$ 70,598

UPTON HILL REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Develop and implement an improvement plan for the miniature golf course landscaping.
- Conduct a minimum of (2) annual public outreach opportunities to facilitate maintenance and beautification projects within the park.
- Continue to revise and implement guidelines and SOPs for an overall park and facility maintenance program.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Continue to implement an effective Invasive Plant Management Plan.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to maintain Native Forest plantings.

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



Objectives:

- Develop and implement a comprehensive marketing plan, to include at least (3) events/promotions aimed at increasing batting cage and mini golf revenue.
- Develop and implement at least (3) events/promotions aimed at increasing batting cage and mini golf usage by 5%.
- Revise and implement a plan to ensure a consistent weekly presence on social media.
- Continue to expand food and retail revenues for miniature golf and batting cage by 5% of gross from FY20.

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



Objectives:

- Continue to implement a system that employs effective recruitment and retention strategies for qualified staff.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Assess and revise system to respond to customer feedback in a timely manner.
- Revise and train staff with toolkit to empower decision making by part time staff.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

Goal Four: Implement Climb Upton High Ropes Course Operations

Objectives:

- Develop and implement a marketing plan to increase visibility of new Ropes Course.
- Develop and implement staffing and operations plan for Climb Upton in order to meet revenue goals.
- Develop and implement a maintenance and inspection plan for new park facilities.
- Revise park signage plan to include new park facilities.



UPTON HILL REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Created a hickory and oak ecosystem with the addition of native trees and shrubs in the park.
- Implemented the Invasive Plant Management Plan to address and minimize invasive plant impact on park land.
- Created and implemented general park maintenance schedules for both “pool season” and spring and fall seasons to ensure timely completion of routine park maintenance needs.
- A maintenance log was added to the batting cages to facilitate better communication between park staff and maintenance staff.

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

Highlights:

- Opened Batting Cages and Mini Golf under COVID guidelines.
- Increased social media presence for mini golf and batting cages in order to drive business.
- Volunteers dedicated over 70 hours of invasive plant removal throughout the park
- The Naturalist visited the park twice providing exceptional knowledge to our park goers.

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

Highlights:

- Management staff trained in Level Two customer service and certified as Customer Service Trainers.
- Revised and updated seasonal staff handbook provided to all seasonal staff.
- Created a “common problems” troubleshooting guide for attendants in the batting cage system to ensure high level operation.
- Utilized scheduling features on our social media platforms to engage our customers on a daily basis relating to special events, weekday initiatives and general park information.
- Utilized banner frame in the lower park to market and advertise upcoming events throughout the year.
- Revised retail options at the Miniature-Golf course and Batting Cages to include more bottled beverages and options.

Goal Four: Implement Upton Hill Master Plan

Highlights:

- Installed new playground in lower park.
- Renovated exterior and replaced roof on lower park comfort station.
- Began construction of Climb Upton High Ropes Course and control building.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of miniature golf rounds	22,015	14,794	27,000	10,581	27,000
• Number of batting cage rounds	59,544	30,639	74,000	26,196	74,000
• Number of special event participants	297	24	280	88	280
• Number of birthday party participants	608	138	550	221	550
• Volunteer hours received	42	38	200	459.65	200
• Ropes course admissions	N/A	N/A	N/A	N/A	12,933

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 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 295,315	\$ 524,600	\$ 386,000	-26.4%
Retail Operations	91,093	136,500	116,025	-15.0%
Other Revenue	14,657	25,000	15,000	-40.0%
TOTAL REVENUE	\$ 401,065	\$ 686,100	\$ 517,025	-24.6%
EXPENSES BY CATEGORY				
Personnel Services	\$ 121,124	\$ 199,337	\$ 226,318	13.5%
Maintenance Costs	37,881	56,000	56,000	0.0%
Retail Operations	47,130	55,250	46,960	-15.0%
Utilities	30,265	41,200	41,200	0.0%
TOTAL EXPENSES	\$ 236,399	\$ 351,787	\$ 370,478	5.3%
Net Income	\$ 164,665	\$ 334,313	\$ 146,547	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Full year waterpark operation is included compared to FY 21 Budget which had waterpark closure for the full summer 2020 season due to COVID-19.
- **Compared to FY 21 Proposed (Pre-COVID):** While the waterpark is budgeted to be open the full fiscal year, revenue is not expected to be fully restored. School group revenue is budgeted to be reduced by 65%, season passes by almost 50% and admissions and related revenue by 15%. Part-time rates for some waterpark positions have been increased to help solve seasonal staffing issues.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.00	0.00	0.00	0.00	0.00
Part-Time	7.24	7.24	7.37	1.56	7.78

OCEAN DUNES WATERPARK AT UPTON HILL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-420 UPTON HILL-OCEAN DUNES WATERPARK						
REVENUES						
4550	Admissions	\$ 323,738	\$ 198,721	\$ 370,000	\$ 85,000	\$ 314,500
4570	Group Admissions	35,014	36,891	54,000	5,000	18,900
4490	Locker Rental	57	53	600	120	600
4580	Waterpark Passes	97,855	59,651	100,000	24,000	52,000
	TOTAL USER FEES	456,664	295,315	524,600	114,120	386,000
4640	Retail Operations	125,252	88,303	130,000	35,000	110,500
4660	Swim Merchandise	4,537	2,790	6,500	2,200	5,525
	TOTAL RETAIL OPERATIONS	129,789	91,093	136,500	37,200	116,025
4475	Lessons	15,920	14,255	25,000	2,000	15,000
4482	Lifeguard Training Fee	300	0	0	0	0
4510	Miscellaneous Revenue	19	401	0	0	0
	TOTAL OTHER REVENUE	16,238	14,657	25,000	2,000	15,000
	TOTAL REVENUES	\$ 602,691	\$ 401,065	\$ 686,100	\$ 153,320	\$ 517,025
EXPENSES						
5020	Part-Time Salaries	\$ 160,356	\$ 112,077	\$ 184,316	\$ 37,750	\$ 209,263
5030	FICA	12,267	8,574	14,100	2,888	16,009
5070	Unemployment Tax	722	473	922	184	1,046
	TOTAL PERSONNEL SERVICES	173,345	121,124	199,337	40,822	226,318
5180	Equipment/Vehicle Maintenance	0	240	0	0	0
5190	Facility Op. & Maintenance	61,999	37,641	56,000	33,600	56,000
	TOTAL MAINTENANCE COSTS	61,999	37,881	56,000	33,600	56,000
5520	Retail Operations	52,421	47,989	52,000	14,000	44,200
5535	Swim Merchandise	662	(859)	3,250	1,100	2,760
	TOTAL RETAIL OPERATIONS	53,082	47,130	55,250	15,100	46,960
5580-001	Telephone	2,067	1,660	2,300	2,300	2,300
5580-002	Electricity	21,149	15,337	22,000	13,200	22,000
5580-004	Water/Sewer	13,807	9,529	14,000	5,600	14,000
5580-016	Internet/Cable	2,887	3,739	2,900	2,900	2,900
	TOTAL UTILITIES	39,911	30,265	41,200	24,000	41,200
	TOTAL EXPENSES	\$ 328,338	\$ 236,399	\$ 351,787	\$ 113,522	\$ 370,478
	OPERATING INCOME (LOSS)	\$ 274,353	\$ 164,665	\$ 334,313	\$ 39,798	\$ 146,547

OCEAN DUNES WATERPARK AT UPTON HILL

STRATEGIC GOALS & OBJECTIVES FY 2022



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



Objectives:

- Working with the Aquatics Committee, rebrand and reimagine the Annual Waterpark Pass to be more appealing to a wider audience.
- Analyze survey data to assess and improve the incentives our members value most.
- Continue to train staff on efficient sales procedures to streamline the purchasing process.
- Ensure consistent use of passholder tracking within Active Network.
- Incorporate a minimum of (5) membership initiatives per season with at least (1) focused on gaining new members.

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



Objectives:

- Reintroduce the Ellis and Associates lifeguard program to a new group of waterpark staff.
- Promote staff teamwork by facilitating at least three staff meetings or activities.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified aquatics staff.
- Develop our human resources by implementing a “manager in training” mentor program.
- Refine orientation and in-service training techniques for all positions.

Goal Three: Optimize programming and management of in-demand resources to increase revenues.



Objectives:

- Implement at least (2) new promotions or marketing strategies to increase group and birthday party sales.
- Increase visitation through social media promotions and sales opportunities.
- Develop and implement a swim lesson program that meets budget goals and customer needs.
- Identify and implement a minimum of (2) operational efficiencies to increase revenues.
- Implement at least (2) strategies to increase off-peak waterpark visitation.
- Increase swim merchandise sales by 5% (gross) from previous year.
- Develop and implement a plan to optimize all-facility pass sales.

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



Objectives:

- Work with Food & Beverage Manager to consolidate menu with a focus on freshness, timely delivery, and profitability.
- Ensure staff maintains Food and Beverage compliance through a measurable training and certification system.
- Implement a staff training program to provide consistent food and beverage products and services.
- Refine and market party food and retail offerings.
- Ensure usage and documentation of effective inventory management system to reduce waste.
- Implement (3) new strategies to increase retail sales by 2% from FY20.
- Implement (3) new effective recruitment, hiring and retention strategies for qualified retail staff.

Goal Five: Provide a unique and exceptional customer experience.



Objectives:

- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer service experience that delivers at least (2) in-house training programs.
- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections through Hiperweb.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.

OCEAN DUNES WATERPARK AT UPTON HILL

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights:

- Regularly assisted members with questions about their pass extensions and provided updates about our operational assumptions moving into the next pool season.
- Updated the comprehensive annual marketing calendar for annual waterpark pass promotions and sales.

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

Highlights:

- Staff worked closely with the Aquatics Committee Leader and Risk Manager to develop training guidelines for the in-person portion of lifeguard classes as well as the virtual delivery.
- Staff attended the first Ellis and Associates virtual safety school.
- Staff have found success in hosting and participating in virtual hiring events for recruitment as our traditional methods are not viable in a COVID-19 environment.

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

Highlights:

- Updated the retail displays in our lobby by adding three slat wall panels and relocating our TV into a more visible location for digital display of prices and promotions.
- Further refined storage plan food and paper product storage to create efficiencies in the concession operation.
- Staff rectified in the ServSafe program and received Northern Virginia Certified Food Manager cards.

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

Highlights:

- Worked with Aquatics Team to develop messaging and operational plans for the next summer season.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of general admissions	40,958	24,246	8,275	0	30,600
• Number of youth group participants	6,982	3,836	740	0	2,800
• Number of Waterpark Passes sold	1,221	308	300	0	624
• Number of group swim lesson participants	61	47	N/A	0	21
• Number of private swim lesson participants	36	31	N/A	0	48
• Average amount customers spent on f/b & merchandise	\$2.54	\$3.08	\$3.81	0	\$3.08
• Number of Daily All Facility Discount Passes sold	1,999	1,208	455	0	1,900
• Number of waterpark birthday party participants	931	356	550	0	2,400

W&OD RAILROAD REGIONAL PARK

PROGRAM OVERVIEW

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

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
Easements & Licenses	\$ 1,050,447	\$ 959,707	\$ 896,453	-6.6%
Retail Operations	472	500	500	0.0%
Other Revenue	5,975	9,000	6,500	-27.8%
Transfer from Restricted Fund	328,235	327,912	327,912	0.0%
TOTAL REVENUE	\$ 1,385,129	\$ 1,297,119	\$ 1,231,365	-5.1%
EXPENSES BY CATEGORY				
Personnel Services	\$ 458,018	\$ 527,099	\$ 514,674	-2.4%
Operating Costs	47,259	26,400	26,400	0.0%
Maintenance Costs	56,991	63,000	63,000	0.0%
Insurance	2,674	2,874	3,000	4.4%
Retail Operations	36	250	250	0.0%
Utilities	12,543	14,200	14,200	0.0%
TOTAL EXPENSES	\$ 577,521	\$ 633,823	\$ 621,524	-1.9%
Net Income	\$ 807,608	\$ 663,296	\$ 609,841	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** License fee revenue is reduced due to no specific one time licenses known at this time.
- **Compared to FY 21 Proposed (Pre-COVID):** License fee revenue is reduced due to no specific one time licenses known at this time.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	2.94	2.94	2.94	2.94	2.94

W&OD RAILROAD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-450 W&OD RAILROAD REGIONAL PARK						
REVENUES						
4480	License Fees	\$ 25,000	\$ 9,774	\$ 12,000	\$ 12,000	\$ 12,000
	Rents, Easements & Licenses:					
4770	Non-Recurring	259,827	228,671	110,000	110,000	10,000
4780	Recurring	774,205	812,002	837,707	837,707	874,453
	TOTAL EASEMENTS & LICENSES	1,059,032	1,050,447	959,707	959,707	896,453
4090, 4640	Retail Operations	369	472	500	500	500
	TOTAL RETAIL OPERATIONS	369	472	500	500	500
4694	Sponsorships	0	0	2,500	2,500	0
4535	Permit Fees	7,650	5,975	6,500	1,625	6,500
	TOTAL OTHER REVENUE	7,650	5,975	9,000	4,125	6,500
4946	Transfer from Restricted Fund-FOWOD	0	323	0	0	0
4250	Transfer from Restricted Fund	327,912	327,912	327,912	327,912	327,912
	TOTAL TRANSFERS FR OTHER FUNDS	327,912	328,235	327,912	327,912	327,912
	TOTAL RESOURCES	\$1,394,964	\$1,385,129	\$ 1,297,119	\$1,292,244	\$ 1,231,365
EXPENSES						
5010	Full-Time Salaries	\$ 287,673	\$ 284,753	\$ 295,328	\$ 289,063	\$ 287,668
5020	Part-Time Salaries	49,355	46,542	88,716	87,577	88,365
5025	Donation Internship	21	0	0	0	0
5030	FICA	24,853	24,095	29,379	17,137	28,472
5040	Hospitalization	39,006	47,084	50,639	50,639	49,568
5060	Life Insurance	2,698	3,029	3,367	3,295	3,236
5050	Retirement	55,585	52,378	59,066	57,842	56,764
5070	Unemployment Tax	262	136	604	598	602
	TOTAL PERSONNEL SERVICES	459,454	458,018	527,099	506,151	514,674
5230	Gas and Diesel	11,474	10,360	15,000	15,000	15,000
5330	License Fees	0	36,899	10,000	10,000	10,000
5570	Uniforms	342	0	1,400	1,400	1,400
	TOTAL OPERATING COSTS	11,816	47,259	26,400	26,400	26,400
5180	Equipment/Vehicle Maintenance	7,553	7,422	15,000	15,000	15,000
5190	Facility Op. & Maintenance	54,139	49,569	48,000	48,000	48,000
	TOTAL MAINTENANCE COSTS	61,692	56,991	63,000	63,000	63,000
5290	Insurance - Vehicle	2,283	2,674	2,874	2,874	3,000
	TOTAL INSURANCE	2,283	2,674	2,874	2,874	3,000
5520	Retail Operations	256	36	250	250	250
	TOTAL RETAIL OPERATIONS	256	36	250	250	250
5580-001	Telephone	4,306	4,594	4,800	4,800	4,800
5580-002	Electricity	5,246	4,930	5,500	5,500	5,500
5580-003	Natural Gas	2,122	2,151	3,000	3,000	3,000
5580-004	Water/Sewer	779	868	900	900	900
	TOTAL UTILITIES	12,452	12,543	14,200	14,200	14,200
	TOTAL EXPENSES	\$ 547,953	\$ 577,521	\$ 633,823	\$ 612,875	\$ 621,524
	OPERATING INCOME (LOSS)	\$ 847,011	\$ 807,608	\$ 663,296	\$ 679,369	\$ 609,841

W&OD RAILROAD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Coordinate and ensure completion of all high priority items from the 2021 Bridge and Culvert inspection report.
- Continue to implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Continue to add and update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.
- Conduct a minimum of (2) public outreach opportunity that focuses on invasive plant removal.
- Implement a plan for consistent and continued trail improvements through utilization of user feedback and outside engineering study recommendations.
- Maintain a minimum of (4) community partnerships.

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



Objectives:

- Host a minimum of (3) public interpretive programs.
- Reintroduce the Sign-The-Pledge campaign to help promote positive customer experiences on the trail.
- Participate in a minimum of (2) public outreach programs.
- Revise the system to receive, evaluate, and respond to customer feedback.
- Develop a minimum of (2) new interpretive and/or education stops.

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



Objectives:

- Develop a system to attract and retain FOWOD members via outreach at festivals and meetings.
- Participate in a minimum of (3) FOWOD sponsored events.
- Through the Friends maintain at least (3) community partnerships.

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



Objectives:

- Continue to utilize a minimum of (3) strategies to promote trail safety through social media.
- Develop a 2022 safety slogan to promote positive user behaviors.
- Develop a plan for consistent review, implementation, education and promotion of safety related improvements and implement a minimum of (3) trail safety improvements annually that focus on enhancing the culture.
- Host a minimum of (3) public outreach events focusing on trail safety.

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



Objectives:

- Maintain a year round comprehensive programming calendar and schedule of events and activities to post on the web site and social media.
- Implement strategies and techniques developed by the Customer Service Committee to cultivate a GREAT customer experience.
- Establish a minimum of (2) new cross-agency promotion and marketing efforts across all NOVA Parks facilities.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



W&OD RAILROAD REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- Maintained community partnerships with Reston Association, Dominion Energy, Boy Scouts, and Arlington County.
- Initiated plans for trail repaving based in part on trail user feedback.
- Worked with Town of Vienna to make improvements at street crossings.
- Helped coordinate repairs of items listed on the 2021 Bridge and Culvert inspection report.
- Continue to utilize Hiperweb to increase efficiency of routine maintenance tasks to equipment and facilities.

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

Highlights

- Initiated signage and social media campaign to encourage the use of masks while using the trail.
- Utilizing Instagram account for visitor feedback. Increased postings on Twitter and Facebook to include safety messages, natural features, and historical information of interest.
- Promoted the fact that using the W&OD was an inherently safe activity during the pandemic.

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

Highlights

- Participated in FOWOD sponsored one 5K and 10K race.
- Partnerships include Boy Scouts, Whole Foods and various bicycle shops.
- Several FOWOD-sponsored projects for the trail conducted.

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

Highlights

- Ongoing updating of assets in Hiperweb software to streamline to increase efficiency.
- Installed safety messaging to encourage proper trail etiquette during the pandemic. Photos on social media as reinforcement.
- Continued to post positive messages on social media platforms (Twitter, Facebook, Instagram).

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

Highlights

- Park Customer Service Champion conducted several training sessions with staff to reinforce customer service skills.
- All staff attended Level I Customer Service Training.
- All full-time staff was recertified in CPR/AED/First Aid

MEASURABLE RESULTS

-For complete accuracy some data is still being gathered.

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Park visitation	2,000,000	2,000,000	2,000,000	1,000,000	2,000,000+
• Number of FOWOD members	375	317	500	275	500
• Operating cost per linear ft of trail (400,000 ft. of	\$1.37	\$1.60	\$1.53	\$1.28	\$1.55
• Number of outreach and public programs	4	N/A	6	1	6
• Volunteer hours received	3,267	654	6,000	0	6,000

WHITE'S FORD REGIONAL PARK

PROGRAM OVERVIEW

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

REVENUE & EXPENSE SUMMARY

	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
REVENUE BY SOURCE				
User Fees	\$ 422	\$ 400	\$ 400	0.0%
Other Revenue	15,188	15,570	20,250	30.1%
TOTAL REVENUE	\$ 15,610	\$ 15,970	\$ 20,650	29.3%
EXPENSES BY CATEGORY				
Personnel Services	\$ 28,199	\$ 34,008	\$ 35,215	3.5%
Operating Costs	1,494	1,500	1,500	0.0%
Maintenance Costs	0	4,000	4,000	0.0%
TOTAL EXPENSES	\$ 29,692	\$ 39,508	\$ 40,715	3.1%
Net Income	\$ (14,083)	\$ (23,538)	\$ (20,065)	

BUDGET HIGHLIGHTS

Major variances in budget:

- **Compared to FY 21 Adopted:** Property lease revenue increased by \$4,680 or 30%.
- **Compared to FY 21 Proposed (Pre-COVID):** Property lease revenue increased by \$4,680 or 30%.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	0.50	0.50	0.50	0.50	0.50
Part-Time	0.00	0.00	0.00	0.00	0.00

WHITE'S FORD REGIONAL PARK

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-470 WHITE'S FORD REGIONAL PARK						
REVENUES						
4460	Boat Launch	\$ 98	\$ 422	\$ 400	\$ 400	\$ 400
	TOTAL USER FEES	98	422	400	400	400
4605	Property Lease	7,063	15,188	15,570	15,570	20,250
	TOTAL OTHER REVENUE	7,063	15,188	15,570	15,570	20,250
	TOTAL REVENUES	\$ 7,161	\$ 15,610	\$ 15,970	\$ 15,970	\$ 20,650
EXPENSES						
5010	Full-Time Salaries	\$ 23,816	\$ 21,109	\$ 25,177	\$ 24,319	\$ 26,175
5030	FICA	1,796	1,592	1,926	1,107	2,002
5040	Hospitalization	1,355	1,277	1,563	1,563	1,485
5060	Life Insurance	232	249	287	277	298
5050	Retirement	4,736	3,964	5,035	4,866	5,235
5070	Unemployment	13	7	20	20	20
	TOTAL PERSONNEL SERVICES	31,948	28,199	34,008	32,151	35,215
5230	Gas and Diesel	216	1,494	1,500	1,500	1,500
	TOTAL OPERATING COSTS	216	1,494	1,500	1,500	1,500
5190	Facility Op. & Maintenance	0	0	4,000	4,000	4,000
	TOTAL MAINTENANCE COSTS	0	0	4,000	4,000	4,000
	TOTAL EXPENSES	\$ 32,163	\$ 29,692	\$ 39,508	\$ 37,651	\$ 40,715
	OPERATING INCOME (LOSS)	\$ (25,003)	\$ (14,083)	\$ (23,538)	\$ (21,681)	\$ (20,065)

WHITE'S FORD REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2022

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



Objectives:

- Implement park maintenance standards for consistent and continued park maintenance and improvements, including park inspections, through Hiperweb.
- Implement a plan to ensure the boardwalk and ramp to the Potomac River is accessible and kept clean of debris and silt.
- Continue to implement a complete interpretive plan for both natural and historic resources.
- Establish and maintain a minimum of (4) community partnerships.
- Evaluate and improve communication with park visitors through park signage reviews and updating informational kiosks quarterly.
- Conduct at least (1) public outreach opportunity to facilitate maintenance and beautification projects within the park.

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



Objectives:

- Work closely with agricultural Lessee to ensure grounds are being kept to lease standards.
- Work closely with the holders of the existing wetlands easements.
- Implement a minimum of (2) strategies to promote the available boat launch access.
- Work with the state forester to maintain the existing planting plan.
- Maintain appropriate procedures and communications where required to support public health and customer confidence in NOVA Parks overall COVID 19 safety protocols.



WHITE'S FORD REGIONAL PARK

FY 2021 STRATEGIC GOAL HIGHLIGHTS

Goal One: *Enhance quality of life by providing a unique and exceptional customer experience that meets the needs of the community.*

Highlights

- Maintained partnership with Potomac Heritage Trail Association.
- Installed safety messaging to encourage proper etiquette and the use of masks during the pandemic.

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

Highlights

- 225 acres of land has been leased out to a farming operation to reduce maintenance expenses and provide revenue.
- Worked with contractor to ensure roof of Elijah White House was stable.
- Trees along the perimeter were trimmed and tillage done to agriculture fields to get grounds in best shape for this season.
- New culverts were installed in several locations to improve drainage.

MEASURABLE RESULTS

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 TARGET	FY 2021 ACTUAL 6 months JUL- DEC 2020	FY 2022 TARGET
• Number of launches	48	75	100	29	100

ADMINISTRATION – ENTERPRISE FUND

PROGRAM OVERVIEW

This cost-center was established to account for items that impact the Enterprise Fund as a whole, and are not attributed to only one facility. Prior to the establishment of this cost center, these items were often budgeted in the General Fund, even when they impacted only the enterprise operations. This cost-center is also the mechanism used to enact transfers between the Enterprise Fund and other funds and reserves.

REVENUE & EXPENSE SUMMARY

REVENUE BY SOURCE	FY 2020 ACTUAL	FY 2021 PROPOSED (Pre-COVID)	FY 2022 ADOPTED	% CHANGE 2021-2022
Other Revenue	208,796	66,000	66,000	0.0%
TOTAL REVENUE	\$ 208,796	\$ 66,000	\$ 66,000	0.0%
EXPENSES BY CATEGORY				
Personnel Services	\$ 777,179	\$ 844,919	\$ 843,659	-0.1%
Operating Costs	1,141,239	1,857,015	1,565,672	-15.7%
Maintenance Costs	177,644	225,000	225,000	0.0%
Insurance	200,502	190,000	185,000	-2.6%
Utilities	0	1,000	1,000	0.0%
Central Maintenance Transfer	828,890	785,678	765,112	-2.6%
TOTAL EXPENSES	\$ 3,125,454	\$ 3,903,612	\$ 3,585,443	-8.2%
Net Income	\$ (2,916,658)	\$ (3,837,612)	\$ (3,519,443)	
TRANSFERS TO OTHER FUNDS	\$ 126,204	\$ 25,000	\$ 25,000	

BUDGET HIGHLIGHTS

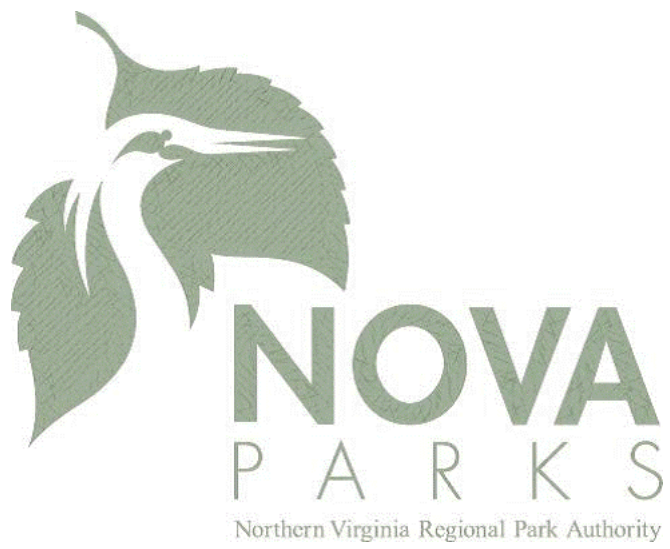
Major variances in budget:

- **Compared to FY 21 Adopted:** The contingency is reduced to \$300,000 plus \$50,000 in the General Fund for \$350,000 total. In the adopted FY 21 Budget Enterprise Administration included a contingency of \$400,000 with no contingency in the General Fund. The Public Information marketing budget is restored with an additional \$261,800 compared to the FY 21 Adopted Budget. Strategic Plan initiatives are included with \$100,000 in funding. Training funds are partially restored.
- **Compared to FY 21 Proposed (Pre-COVID):** Strategic Initiatives, Public Information and Training are budgeted at lower levels.

	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Full-Time	6.85	6.85	6.85	6.85	6.85
Part-Time	0.23	0.23	0.23	0.30	0.30

ADMINISTRATION – ENTERPRISE FUND

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
3-720	ADMINISTRATION - ENTERPRISE FUND					
	REVENUES					
4516	Reservation Fees-POS Active	\$ 67,231	\$ 53,601	\$ 60,000	\$ 60,000	\$ 60,000
4430	Insurance Proceeds	10,916	50,524	0	0	0
4510, 4515	Miscellaneous Revenue	8,172	8,849	0	0	0
4440	Interest	140,200	95,822	6,000	6,000	6,000
	TOTAL OTHER REVENUE	226,519	208,796	66,000	66,000	66,000
	TOTAL REVENUES	\$ 226,519	\$ 208,796	\$ 66,000	\$ 66,000	\$ 66,000
	EXPENSES					
5010	Full-Time Salaries	\$ 574,325	\$ 571,149	\$ 604,577	\$ 588,407	\$ 607,509
5020	Part-Time Salaries	3,242	3,226	9,083	9,083	9,083
5030	FICA	42,647	42,043	46,945	27,186	47,169
5040	Hospitalization	51,854	51,598	56,188	56,188	51,151
5060	Life Insurance	5,278	5,689	6,892	6,708	6,926
5050	Retirement	109,990	103,306	120,915	117,740	121,502
5070	Unemployment Tax	263	170	319	319	319
	TOTAL PERSONNEL SERVICES	787,600	777,179	844,919	805,631	843,659
5155	Credit Card Charges	444,526	415,753	506,665	506,665	506,096
5230	Gas and Diesel	2,531	608	2,000	2,000	2,000
5380	POS Transaction Fees	170,765	174,028	200,000	200,000	200,000
5149	Contingency	0	0	300,000	400,000	125,426
5330	License Fees	0	0	2,200	2,200	2,200
5500	Public Information	463,540	464,893	580,000	275,000	536,800
5546	Strategic Plan Initiatives	5,127	11,717	133,000	0	100,000
5400	Training for Field Staff	53,059	42,482	85,000	7,500	45,000
5490	Programs & Promotions - Naturalist	1,210	1,361	3,450	3,450	3,450
5493	Promotional Items-Uniforms	8,788	4,586	19,000	19,000	19,000
5555	Swimming Pool Safety Program	37,040	25,550	25,000	25,000	25,000
5570	Uniforms	(4,057)	261	700	700	700
	TOTAL OPERATING COSTS	1,182,531	1,141,239	1,857,015	1,441,515	1,565,672
5180	Equipment/Vehicle Maintenance	0	4,936	0	0	0
5190	Facility Op. & Maintenance	910	956	0	0	0
5370	Major Contract Maintenance	125,518	171,752	225,000	225,000	225,000
	TOTAL MAINTENANCE COSTS	126,428	177,644	225,000	225,000	225,000
5290	Insurance - Vehicle	(7,502)	446	0	0	0
5300	Workers Comp	179,749	200,056	190,000	190,000	185,000
	TOTAL INSURANCE	172,246	200,502	190,000	190,000	185,000
5580-001	Telephone	602	0	1,000	1,000	1,000
	TOTAL UTILITIES	602	0	1,000	1,000	1,000
5905	Trans. - Gen. Fund for Central Maint.	747,866	828,890	785,678	235,850	765,112
	TOTAL EXPENSES	\$ 3,017,273	\$ 3,125,454	\$ 3,903,612	\$ 2,898,996	\$ 3,585,443
	OPERATING INCOME (LOSS)	\$ (2,790,753)	\$ (2,916,658)	\$ (3,837,612)	\$ (2,832,996)	\$ (3,519,443)
5147	Transfer to the Designated Set Aside	401,474	637,809	0	0	0
5910	Transfer to Capital Fund	883,242	0	0	0	0
5900	Transfer to General Fund	(383,883)	(511,606)	0	0	0
5905	Transfer to General Fund-C Maintenance	0	0	0	0	0
5955	Transfer to Retirement Fund	0	0	0	0	0
5960	Transfer to Temple Hall Operating Fund	0	0	0	0	0
	Transfer to Board Authorized Reserves	0	0	25,000	0	25,000
5995	Transfer to Performance Incentive Plan	321,179	0	0	0	0
3005	Transfer to Sustainability Reserve	0	0	0	0	0
	TOTAL TRANSFER TO OTHER FUNDS	1,222,012	126,204	25,000	0	25,000
	Donation Adjustment	(373,221)	(279,356)			
	TOTAL EXPENSES & OTHER USES	\$ 3,866,064	\$ 2,972,302	\$ 3,928,612	\$ 2,898,996	\$ 3,610,443
	Operating Income Loss	\$ (3,639,545)	\$ (2,763,505)	\$ (3,862,612)	\$ (2,832,996)	\$ (3,544,443)



CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

FY 2022
Approved

Equipment

ALGONKIAN GOLF COURSE

Trim mower	\$ 32,000
Driving Range Cart	11,500
Driving Range Mats	4,000
Driving Range Furniture	6,000
Pull Carts	2,900
	\$ 56,400

ALGONKIAN VOLCANO ISLAND WATERPARK

PA System	\$ 3,500
	\$ 3,500

ALGONKIAN COTTAGES

Blankets	\$ 1,200
Vacuums	2,500
Living Room Furniture	6,000
Kitchen Chairs	4,550
	\$ 14,250

ALGONKIAN PARK

Tractor Accessories	\$ 2,200
	\$ 2,200

WOODLANDS AT ALGONKIAN

2 door freezer	\$ 5,000
Insulated shelving	2,000
Ice Machine	4,000
	\$ 11,000

BRAMBLETON GOLF COURSE MAINTENANCE

Range Ball Dispensor	\$ 13,845
Triplex greens mower	33,000
	\$ 46,845

BULL RUN MARINA

Generator	\$ 1,250
	\$ 1,250

BULL RUN PARK

All-Terrain Zero Turn Mower	\$ 20,000
	\$ 20,000

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2022 Approved
BULL RUN SPECIAL EVENTS		
	Storage shed	\$ 10,000
	PTAC HVAC units	4,000
	Sound system	2,500
	Metal barricades	2,375
		\$ 18,875
BULL RUN LIGHT SHOW		
	Drill press	\$ 1,564
		\$ 1,564
BULL RUN SHOOTING CENTER		
	Sporting Clays Traps	\$ 14,500
	Zero Turn Mower	11,200
		\$ 25,700
CAMERON RUN PARK		
	Pressure Washer	\$ 1,500
	Pole Saw	750
		\$ 2,250
ICE & LIGHTS AT CAMERON RUN		
	Water Pump	\$ 600
		\$ 600
GREAT WAVES AT CAMERON RUN		
	Pool Vacuum	\$ 2,000
	Chemical Pump	5,000
	Deck Chairs	8,000
	Vinyl Tent Covers	8,000
		\$ 23,000
BRICKMAKERS CATERING & EVENT SERVICES		
	Catering Smallwares	\$ 2,964
	Drink Coolers	660
	Walk-in Refrigerator Shelving	800
		\$ 4,424
CARLYLE HOUSE		
	Trash Cans	\$ 1,465
		\$ 1,465

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

Equipment	FY 2022 Approved
FOUNTAINHEAD PARK	
Batteries	\$ 4,600
Battery chargers	1,800
Single Kayaks	3,080
	\$ 9,480
MEADOWLARK ATRIUM & GREAT BLUE HERON CATERING	
Event Tables, Chairs, Carts, etc.	\$ 9,000
Portable Bar Coolers	5,000
Catering Smallwares	4,000
Lecturn/Podium	1,200
Portable Projector Screen	1,000
	\$ 20,200
MEADOWLARK GARDENS	
Pesticide Storage Cabinets	\$ 4,500
Safe	2,000
Floor Scrubber	1,900
Outdoor Trash Cans	1,038
Indoor Trash Cans	777
Backhoe attachment	8,000
Hoop House Addition	30,000
	\$ 48,215
OCCOQUAN PARK	
Tractor w/boom extension	\$ 46,950
Paddleboards	4,800
Picnic tables w/ benches (Park Office terrace)	4,400
	\$ 56,150
THE RIVER VIEW AT OCCOQUAN	
Misc. smallwares and equipment	\$ 5,000
Benches	6,000
Buffet Utensils/Platters	2,500
Catering Smallwares	5,000
	\$ 18,500
BRICKMAKERS CAFE	
Equipment/Smallwares	\$ 2,500
Fryer	1,900
	\$ 4,400
POHICK BAY GOLF COURSE	
Tractor	\$ 40,000
Tractor Aerator	8,000
	\$ 48,000

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

	Equipment	FY 2022 Approved
POHICK BAY MARINA		
	No Wake Zone Buoys	\$ 1,500
	Radios	1,500
		\$ 3,000
POHICK BAY REGIONAL PARK		
	Washer and Dryer Stackable	\$ 13,000
	Pull behind blower	10,000
	Ptac AC/heat units for cabins	3,800
		\$ 26,800
POHICK BAY WATERPARK		
	Pool Vacuum	\$ 8,000
	Shade Canopy Replacmenet	16,000
	Deck chairs	4,000
		\$ 28,000
POTOMAC OVERLOOK		
	Tractor	\$ 19,900
	Playground Equipment	20,000
	UTV Lift Kit	1,000
		\$ 40,900
RUST NATURE SANCTUARY		
	Tent sides and top	\$ 28,000
	Heating cabinet	2,500
	Catering smallwares	3,500
	Portable bar for tent	3,500
	Gold chiavari chairs and cushions	4,383
		\$ 41,883
SANDY RUN		
	Pole Saw	\$ 600
	Tractor Attachments	2,000
		\$ 2,600
TEMPLE HALL FARM		
	Tractor	\$ 15,000
		\$ 15,000

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6020-000

FY 2022
Approved

Equipment

UPTON HILL PARK

Tractor Pallet Forks	\$ 850
UTV Winch	550
	<u>\$ 1,400</u>

OCEAN DUNES AT UPTON HILL

Pool Vaccum	\$ 2,800
Crowd control posts / Cart / blank frames for signage	2,897
Portable Aquatic Lift	7,400
Replacement canopy mechanisms	7,500
Admission and Concessions Awnings	8,000
	<u>\$ 28,597</u>

W&OD Trail

Tractor w/ Boom Mower	\$ 51,166
Truck bed mount pressure washer 200 gallons	3,700
Tractor mounted brush chipper	3,300
	<u>\$ 58,166</u>

TOTAL FACILITIES EQUIPMENT - PARKS

\$ 684,614

Account Number:
2-000-6010-000

CENTRAL MAINTENANCE EQUIPMENT

Auger Bit	\$ 1,100
Underground Electrical Fault Locator	2,000
	<u>\$ 3,100</u>

TOTAL PARKS & CENTRAL MAINTENANCE FACILITIES EQUIPMENT

\$ 687,714

CAPITAL EQUIPMENT BUDGET

Account Number:
2-000-6000-000

FY 2022
Approved

Equipment

HEADQUARTERS AND PARKS OFFICE EQUIPMENT

Printers	\$ 2,500
File Server - Backup Domain/Active Directory Controller	30,000
File Server - Active Directory Server - Domain Controller	17,000
Computers/Monitors	10,206
POS Computers/Touchscreen Monitors	13,600
Cash Drawers/Receipt Printer	11,550
Credit Card Readers	15,180
Tablets	2,250
Total Headquarters and Parks Office Equipment	\$ 102,286

TOTAL PARKS & CM EQUIPMENT	\$ 687,714
---------------------------------------	-------------------

TOTAL HEADQUARTERS AND PARKS OFFICE EQUIPMENT	\$ 102,286
--	-------------------

TOTAL EQUIPMENT (PARKS, HEADQUARTERS AND CM)	\$ 790,000
---	-------------------

TOTAL VEHICLE REQUESTS	\$ 110,000
-------------------------------	-------------------

Account Number:
2-000-6030-000

TOTAL VEHICLES & EQUIPMENT	\$ 900,000
---------------------------------------	-------------------

CAPITAL FUND BUDGET SUMMARY

ACCOUNT DESCRIPTION	FY 2020	FY 2021 REVISED BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET
BEGINNING BALANCE	\$5,481,585	\$2,641,792	\$0	\$0	\$0	\$0
Revenue						
Total Appropriations	5,162,576	5,286,861	5,291,128	5,476,617	5,669,145	5,868,999
Total Other Revenue	1,433,490	10,196,155	0	0	650,000	0
Total Transfers from Other Funds	12,944	653,982	345,000	320,000	320,000	320,000
Total Revenue	6,609,010	16,136,998	5,636,128	5,796,617	6,639,145	6,188,999
Total Beginning Balance + Revenues	12,090,596	18,778,790	5,636,128	5,796,617	6,639,145	6,188,999
Expenditures						
Equipment and Vehicles	746,489	640,000	900,000	900,000	900,000	900,000
Development	8,129,948	14,406,290	4,336,128	4,496,617	5,339,145	4,888,999
Land Acquisition	357,543	3,714,500	400,000	400,000	400,000	400,000
Interest Transfer to General Fund	189,158	18,000	0	0	0	0
Total Capital Expenditures	9,423,138	18,778,790	5,636,128	5,796,617	6,639,145	6,188,999
Subtotal	\$2,667,458	\$0	\$0	\$0	\$0	\$0
Adjustments for Reserve Accounts	(25,665)	0	0	0	0	0
Ending Balance	\$2,641,792	\$0	\$0	\$0	\$0	\$0

Capital Fund revenues consist primarily of capital appropriations received from the six member jurisdictions. The amount requested from each jurisdiction is usually based on the latest population figures as provided by the University of Virginia Weldon Cooper Center, Demographics Research Group. For FY22, population figures are based on July, 2020 population updates. For FY22 the per capita rate for our six member jurisdictions will be \$2.65.

Jurisdiction	FY 2021 BUDGET	FY 2022 BUDGET
City of Alexandria	\$ 425,405	\$ 421,753
Arlington County	\$ 629,431	\$ 641,703
City of Fairfax	\$ 65,121	\$ 63,449
Fairfax County	\$ 3,049,607	\$ 3,030,349
City of Falls Church	\$ 39,146	\$ 37,977
Loudoun County	\$ 1,078,153	\$ 1,095,897
Total	\$ 5,286,861	\$ 5,291,128

OPERATING IMPACT OF CAPITAL PROJECTS

A major factor in the development of capital priorities is knowledge of the potential impact a capital project may have on the operating budget. A capital project may have additional costs associated with it in the form of personnel, maintenance or specific operating costs. A project may also enhance revenue potential or provide cost savings. It is important to take these factors into account when developing the budget. As NOVA Parks is mostly enterprise funded, increased revenue potential is a key to sustainable park operations.

The following is a list of capital projects in the five year plan that are expected to have an operating impact on the budget. The list includes the estimated annual net revenue increase for each project, once the project is fully operational. Some projects will require time for start-up and marketing to the public before revenues will reach full potential.

CAPITAL PROJECT IMPACT ON OPERATING BUDGET		
PROJECT	Est. Net Revenue	Description of specific operating impact
Algonkian Woodlands	10,000	Roof repairs and new siding on stone chimney structure
Algonkian-Volcano Island Waterpark	45,000	Replace waterpark equipment, slides, bucket, etc.
Algonkian Cottages	15,000	Miscellaneous cottage improvements
Bull Run Light Show	15,000	Additional light displays and features to increase attendance and generate more revenue
Bull Run Campground	20,000	Campground electric and waterline upgrades and additions
Bull Run Atlantis Waterpark	50,000	Waterpark restroom renovations and new features
Cameron Run Winter Village	35,000	Development and continued improvements to Cameron Run Winter Village feature
Fountainhead Marina Building Renovations	10,000	Building renovation and access routes to fishing piers and boat launch area
Meadowlark Atrium	15,000	Renovations to circle garden and improvements to brick walkways
Meadowlark Greenhouse	15,000	Development of new greenhouse
Meadowlark Children's Garden	25,000	Development and improvements of the Children's Garden at Meadowlark
Meadowlark Light Show	35,000	Additional light displays and refurbishments to generate more revenue
Pohick Bay Park Renovations	5,000	Renovating both Comfort Station #1 and #2
Pohick Bay Campground	35,000	Campground waterline upgrades and additions
Pohick Bay Marina	5,000	Replacement of boat launch dock stringers and decking
Rust Event Facility	5,000	Resurface flooring inside of event rental tent
Temple Hall Maize/Festival Improvements	5,000	Improvements will increase attendance and revenue
Upton Hill Adventure Climbing Course	25,000	Add new park features/attractions
Park Energy Projects	5,000	Provides savings to energy costs
Park Campground Improvements	15,000	Improvements to campgrounds to enhance facilities
TOTAL EST. ANNUAL OPERATING IMPACT	\$ 390,000	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2020	REVISED FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET
BEGINNING BALANCE	2-000-3090-000	\$5,481,585	\$2,641,792	\$0	\$0	\$0	\$0
CAPITAL FUND REVENUES							
Appropriations:							
City of Alexandria	2-000-4030-020	\$416,091	\$425,405	\$421,753	\$439,222	\$457,414	\$476,360
Arlington County	-010	610,909	629,431	641,703	667,628	694,600	722,662
City of Fairfax	-030	62,652	65,121	63,449	65,042	66,674	68,348
Fairfax County	-050	3,000,000	3,049,607	3,030,349	3,112,593	3,197,069	3,283,837
City of Falls Church	-040	37,916	39,146	37,977	39,666	41,431	43,274
Loudoun County	-060	1,035,008	1,078,153	1,095,897	1,152,467	1,211,957	1,274,519
Total Appropriations		\$5,162,576	\$5,286,861	\$5,291,128	\$5,476,617	\$5,669,145	\$5,868,999
Surplus from Operating Budget for Capital		883,242					
Grants-Other	2-000-4345-000	2,808					
Trail Improvements-Falls Church NVT Grant Funds	2-000-4345-001	294,112	2,886,912				
Interest	2-000-4440-000	159,165	18,000				
Accrued Interest	2-000-4440-004	-9,879					
Change in Market Value	2-000-4440-030	57,729					
Bond Financing-Upton Hill Adventure/Climbing Course	2-000-4713-000		3,500,000				
Sale of Alexandria Bank Building	2-000-4920-000		300,000				
Grant Funds for W&OD Trails-N. Va. Trans. Auth.	2-000-4350-000					650,000	
Gifts/Grants for purchase of Springdale II Property	2-000-4340-003		2,025,000				
Grants for purchase of Lott Property	2-000-4175-027		967,500				
Grant from Virginia Recreational Trails Program for Bull Run - Occoquan Trail	2-000-4340-000	1,257	498,743				
Donations-General	2-000-4170-000	12					
Donations-Today and Tomorrow	2-000-4170-010	2,935					
Donations-Meadowlark Bell Garden Endowment	2-000-4180-003	3,415					
Donations-Meadowlark Escrow	2-000-4180-010	3,300					
Donations-Meadowlark-Special	2-000-4180-030	11,505					
Hemlock Contribution	2-000-4415-000	15,000					
Interest-Turnage Endowment Fund	2-000-4440-020	1,898					
Interest-Daman Account	2-000-4440-021	6,991					
Total Other Revenue		\$1,433,490	\$10,196,155	\$0	\$0	\$650,000	\$0
Transfer from Damman Reserve for Children's Garden	2-000-4953-000	2,503	231,982				
Transfer Meadowlark Donations for Garden Development	2-000-4925-000	10,441	100,000	45,000	20,000	20,000	20,000
Transfer from Restricted License Fee Fund	2-000-4950-000		322,000	300,000	300,000	300,000	300,000
Total Transfers		12,944	653,982	345,000	320,000	320,000	320,000
Total Revenue		\$6,609,010	\$16,136,998	\$5,636,128	\$5,796,617	\$6,639,145	\$6,188,999
TOTAL BEGINNING BALANCE & CAPITAL FUND REVENUES		\$12,090,596	\$18,778,790	\$5,636,128	\$5,796,617	\$6,639,145	\$6,188,999

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2020	REVISED FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET
DEVELOPMENT:							
Aldie Mill Historic Park							
Renovations - Dam and Trail Improvements	2-005-6599-000	\$2,000	\$370,000	\$20,000			
Algonkian Park							
Play Features	2-035-6710-000	182,746					
Sewer Renovations	2-035-7054-000	71,500					
Algonkian Cottages							
Miscellaneous Cottage Improvements	2-040-6780-000	25,340		30,000	30,000	130,000	30,000
Volcano Island Waterpark at Algonkian Park							
Replace Waterpark equipment, slides, bucket etc.	2-020-6900-000			110,000	450,000		
The Woodlands at Algonkian Park							
Roof and Golf Cart Shed Renovations	2-030-6792-000		50,000	25,000		50,000	150,000
Beaverdam Reservoir							
New Park Infrastructure and Facility Development	2-042-6542-000	250,000			200,000	200,000	200,000
Brambleton Golf Course							
Replace Cart Shed Roof	2-055-6841-000				50,000		
Bull Run Regional Park							
Camping-Upgrade Electric	2-070-6355-000	256,163		30,000			
Camping-Water Service	2-070-7320-000				100,000		
Renovations-Camp Store Roof	2-070-6791-000	40,196					
Renovations-Maintenance Shop Roof	2-070-6850-000						50,000
Bull Run Road Improvements	2-070-7020-000	449,665					
Atlantis Waterpark at Bull Run Park							
Restroom Renovations; Waterpark Improvements	2-080-6753-000			125,000		100,000	1,000,000
Bull Run Light Show							
Light Show Improvements	2-078-6226-000	72,891	75,000	75,000	75,000	75,000	75,000
Bull Run Special Events Center							
Replace Box Office Building	2-075-6221-000			75,000			
Cameron Run Regional Park							
Miniature Golf Improvements	2-110-6856-000		30,000				
Great Waves Waterpark at Cameron Run							
Pool Renovations	2-120-6900-000		150,000				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2020	REVISED FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET
The Winter Village at Cameron Run							
Light Show Improvements	2-110-6226-000	715,215	150,000	75,000	75,000	75,000	75,000
Cattail Park							
Improvements	2-340-6542-000		40,000	150,000		50,000	
Carlyle House Historic Park							
Renovations - HVAC System and House Exterior	2-130-6780-000	60,619	362,200	100,000			
Fountainhead							
Marina Renovations	2-140-6780-000			100,000	100,000		
Bike Trail Improvements	2-140-6610-000			100,000		750,000	
Gateway Regional Park							
Trail Underpass Improvements	2-450-7213-000	11,785					
Headquarters							
Automated Systems	2-700-6120-000	36,151	75,000	60,000	60,000	60,000	60,000
Building Renovations	2-700-6780-000			50,000	5,000	5,000	5,000
Hemlock Overlook Regional Park							
Escrow Contribution	2-150-6536-000	17,450					
Restroom and Miscellaneous Renovations	2-150-6780-000	52,920		50,000			
Meadowlark Atrium and Event Services							
Renovations - Entrance Improvements	2-170-6780-000			75,000			
Renovations - Roof and HVAC System	2-170-6780-000		380,000				
Meadowlark Botanical Gardens							
Garden Development - Misc. Projects	2-180-6480-000	10,441	100,000	45,000	20,000	20,000	20,000
Trail Improvements	2-180-7212-000		100,000				
Children's Garden	2-180-6235-000	2,503	231,982		50,000		50,000
Donation-Meadowlark Greenhouse	2-180-6270-000	674,820	107,680	30,000			
Meadowlark Gardens Winter Walk of Lights							
Light Show Improvements	2-185-6226-000	77,435	75,000	75,000	350,000	75,000	75,000
Light Show Storage Building	2-185-6592-000			20,000	150,000		
Mount Defiance							
Miscellaneous Building Improvements	2-005-6908-000		15,000			100,000	
Occoquan Regional Park							
Occoquan Jean R, Packard Center	2-210-6220-000	194,103	275,000				
Play Features	2-210-6710-000			50,000			
Sewer Connection	2-210-7054-000	80,000					
Retaining Wall Improvements	2-210-6542-000		25,000	50,000			
Debt Service Payment	2-000-5930-000		812,116				

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2020	REVISED FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET
Pohick Bay Golf Course							
Barn Removal and Clubhouse Improvements	2-240-6750-000	14,317	60,000				
Pohick Bay Marina							
Renovations - Dock	2-250-6823-000		70,000				
Pohick Bay Regional Park							
Park Planning/Improvements	2-260-6660-000			50,000	200,000	200,000	
Campground-Upgrade electric service	2-260-6355-000	219,523					
Renovations - Comfort Station	2-260-6820-000		80,000	80,000			
Connect to Public Water at Campground	2-260-7054-000	15,875	222,110	20,000		100,000	
Potomac Overlook Regional Park							
Building Renovations	2-300-6860-000		25,000				40,000
Exterior Lighting Installation	2-300-7020-000		25,000				
Rust Sanctuary							
Pond Renovations	2-320-6700-000	11,255	60,000				
Facility Improvements	2-320-6390-000		25,000				
Sandy Run Regional Park							
Boathouse Roof Replacements	2-350-6754-000		150,000				
Temple Hall Farm							
Maize Improvements	2-380-6594-000	4,120		35,000	15,000	15,000	15,000
Upton Hill Park Regional Park							
Adventure Climbing Facility	2-400-6096-000	890,443	2,838,288				
Renovations - Mini Golf	2-400-6856-000		50,000	100,000			
Parking Expansion and Site Reforestation	2-400-6650-000	817,554					
W&OD Railroad Regional Park							
Trail Improvements	2-450-7212-000	264,556	443,230	300,000	300,000	300,000	300,000
W&OD Dual Trails - NVT Grant	2-450-7212-001	283,801	2,886,912			650,000	
Sterling Blvd. Bridge Planning	2-450-6700-000					100,000	

CAPITAL FUND BUDGET

ACCOUNT DESCRIPTION	ACCOUNT NUMBER	FY 2020	REVISED FY 2021 BUDGET	FY 2022 BUDGET	FY 2023 BUDGET	FY 2024 BUDGET	FY 2025 BUDGET
General Parks							
ADA Improvements	2-000-6095-000	504,535	400,000	400,000	400,000	400,000	400,000
Capital Maintenance	2-000-6052-000	402,588	510,285	125,000	125,000	125,000	125,000
Equipment		746,489	640,000	900,000	900,000	900,000	900,000
Automated Systems	2-000-6120-000	7,612					
Interpretation	2-000-6543-000	6,502	10,000	30,000	30,000	30,000	30,000
Development Support	2-000-6340-010	548,964	619,733	638,325	657,475	677,199	697,515
Campground Improvements	2-260-6790-000 2-070-6790-000	31,999	20,000	50,000	50,000	50,000	50,000
Golf Course Improvements	2-000-6841-000	148,650	100,000	150,000	150,000	150,000	150,000
Park Branding/Informational Kiosks	2-000-6652-000	12,000	3,000	70,000			
Park Trail Improvements	2-000-7212-000	1,732	623,743		100,000	100,000	
Park Energy Projects	2-000-6358-000	80,234	50,000	50,000	50,000	50,000	50,000
Park Entrance Signs	2-000-6647-000		25,000	25,000			
Planning - General	2-000-6660-000 2-000-6660-010	98,032	75,000	20,000	20,000	20,000	20,000
Rental House Maintenance	2-000-6848-000	29,095	45,000	50,000	50,000	50,000	50,000
Riparian and Buffer Plantings	2-000-6976-000	17,680	10,000	30,000	30,000	30,000	30,000
Roads & Parking	2-000-7020-000	211,430	201,516	292,803	304,142	301,946	300,000
Waterpark Capital Maintenance/Repairs	2-000-7340-000	209,487	353,495	300,000	300,000	300,000	300,000
Future Park Facility Enhancements and Renovations	2-000-6585-000		1,000,000				541,484
Donations-Meadowlark Bell Garden Endowment	2-000-5185-003	1,255					
Donations-Meadowlark Special Expense	2-000-5185-030	12,154					
Donations-D. Turnage Endowment	2-000-5185-033	612					
Subtotal Development including Equipment		\$8,876,438	\$15,046,290	\$5,236,128	\$5,396,617	\$6,239,145	\$5,788,999
LAND ACQUISITION							
Land Acquisition	2-000-6051-000	357,543	3,714,500	400,000	400,000	400,000	400,000
Subtotal Land Acquisition		\$357,543	\$3,714,500	\$400,000	\$400,000	\$400,000	\$400,000
Interest transfer to General Fund	2-000-5900-000	189,158	18,000				
TOTAL CAPITAL EXPENDITURES		\$9,423,138	\$18,778,790	\$5,636,128	\$5,796,617	\$6,639,145	\$6,188,999

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2021</u> Revised	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
Aldie Mill					
<u>Renovations</u>					
Dam repair and tail race improvements	370,000	20,000			
Algonkian Woodlands Event Center					
<u>Renovations</u>					
Roof and golf cart shed	50,000	25,000		50,000	150,000
Volcano Island Waterpark at Algonkian					
<u>Renovations</u>					
Replace waterpark equipment, slides, and bucket		110,000	450,000		
Algonkian Cottages					
<u>Improvements</u>					
Miscellaneous cottage improvements		30,000	30,000	130,000	30,000
Beaverdam Reservoir					
<u>Development</u>					
New park infrastructure and facility development			200,000	200,000	200,000
Brambleton Golf Course					
<u>Renovations</u>					
Replace cart shed roof			50,000		
Bull Run Regional Park					
<u>Campground Renovations</u>					
Campground electric and waterline upgrades and additions		30,000	100,000		
<u>Maintenance Renovations</u>					
Replace maintenance shop roof					50,000
Atlantis Waterpark at Bull Run					
<u>Renovations</u>					
Restroom renovations		125,000			
Major renovations and new features				100,000	1,000,000
Bull Run Special Events					
<u>Development - Box Office</u>					
Replace box office building		75,000			
Bull Run Light Show					
<u>Light Show Improvements</u>					
Additions and refurbishments to enhance light show and continuously provide new features	75,000	75,000	75,000	75,000	75,000
Carlyle House Historic Park					
<u>Renovations-Building and grounds</u>					
HVAC system replacement and improvements to the	362,200	100,000			
Cameron Run Regional Park					
<u>Improvements</u>					
Fencing for miniature golf course	30,000				

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2021</u> Revised	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
Great Waves at Cameron Run					
<u>Renovations</u>					
Repairs to concrete swimming pool support beams	150,000				
The Winter Village at Cameron Run					
<u>Development - Winter Village</u>					
Miscellaneous improvements and enhancements	150,000	75,000	75,000	75,000	75,000
Cattail Park					
<u>Improvements</u>					
New park entrance and trail development	40,000	150,000		50,000	
Fountainhead Regional Park					
<u>Marina Building Renovations</u>					
Marina stair replacement and new floating dock		100,000	100,000		
<u>Mountain Bike Trail Renovations</u>					
Mountain bike trail and parking expansion		100,000		750,000	
Headquarters					
<u>Automated Systems</u>					
Miscellaneous automated system improvements and upgrades	75,000	60,000	60,000	60,000	60,000
<u>Renovations - Building</u>					
Miscellaneous improvement projects		50,000	5,000	5,000	5,000
Hemlock Overlook Regional Park					
<u>Renovations</u>					
Miscellaneous facility improvements		50,000			
Meadowlark Atrium and Event Services					
<u>Renovations-Building</u>					
Entrance renovations		75,000			
<u>Renovations</u>					
Replace rooftop HVAC units and flat roof	380,000				
Meadowlark Botanical Gardens					
<u>Development</u>					
Miscellaneous garden development projects	100,000	45,000	20,000	20,000	20,000
<u>Trail System</u>					
<u>Repairs and enhancements to garden trails</u>	100,000				
<u>Children's Garden</u>					
Construction of additional elements of the children's garden	231,982		50,000		50,000
<u>Development-Greenhouse Conservatory</u>					
Construction of new greenhouse and plant storage houses	107,680	30,000			

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2021</u> Revised	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
Meadowlark Gardens Winter Walk of Lights					
<u>Light Show Improvements</u>					
New light displays and infrastructure improvements	75,000	75,000	350,000	75,000	75,000
<u>Storage Improvements</u>					
New building for light show storage		20,000	150,000		
Mount Defiance					
<u>Renovations</u>					
Miscellaneous repairs and renovations to structures	15,000			100,000	
Occoquan Regional Park					
<u>Occoquan Jean R. Packard Center</u>					
Miscellaneous improvements and enhancements	275,000				
<u>Occoquan Jean R. Packard Center</u>					
Funds for VRA annual debt service payment	812,116				
<u>Improvements</u>					
New playground		50,000			
<u>Improvements-Retaining Wall</u>					
Repairs to the retaining walls adjacent to River View and the historic culvert headwalls	25,000	50,000			
Pohick Bay Regional Park					
<u>Renovations-Campground water</u>					
Improvements to park water system and extension to campsites	222,110	20,000		100,000	
<u>Renovations</u>					
Park planning and miscellaneous park improvements		50,000	200,000	200,000	
<u>Renovations-Comfort Station</u>					
Renovate Comfort Stations #1 and #2	80,000	80,000			
Pohick Bay Marina					
<u>Renovations-Dock</u>					
Replace deteriorated dock stringers and decking	70,000				
Pohick Bay Golf Course					
<u>Renovations</u>					
Remove deteriorated barn structure and complete clubhouse window repairs.	60,000				
Potomac Overlook					
<u>Renovations</u>					
Exhibit renovations	25,000				40,000
<u>Improvements</u>					
Install exterior walkway lighting from parking area to nature center	25,000				

SUMMARY OF CAPITAL FUND PROJECTS

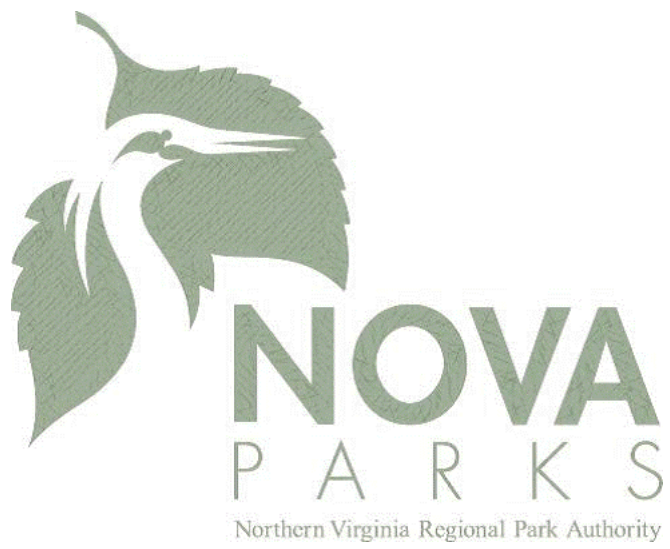
	<u>FY 2021</u> Revised	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
Rust Sanctuary					
<u>Renovations</u>					
Nature pond dam repairs	60,000				
<u>Improvements</u>					
Resurface flooring at event rental area	25,000				
Sandy Run Regional Park					
<u>Renovations-Boathouse</u>					
Replace roofs on boathouses #1 and #3	150,000				
Temple Hall Regional Park					
<u>Maize Improvements</u>					
Additional maize features, improvements, and new attractions		35,000	15,000	15,000	15,000
Upton Regional Park					
<u>Development-Climbing Course</u>					
Complete parking expansion and lower park improvements	2,838,288				
<u>Renovations-Mini Golf</u>					
Replace lighting and miscellaneous improvements	50,000	100,000			
W&OD Trail					
<u>Trail Improvements</u>					
Miscellaneous trail improvements and paving renovations	443,230	300,000	300,000	300,000	300,000
<u>Development -Sterling Boulevard Bridge</u>					
Funds to assist Loudoun County with planning of grade separated crossing				100,000	
<u>Development - Dual Trails</u>					
Dual trail construction in Falls Church - NVT Grant	2,886,912				
<u>Development - Dual Trails</u>					
Dual trail construction in Arlington				650,000	

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2021</u> Revised	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
<u>ADA Improvements</u>					
Miscellaneous improvements to meet ADA standards and make facilities more accessible	400,000	400,000	400,000	400,000	400,000
<u>Park Development Support</u>					
This account funds portions of salaries and benefits of staff that directly manage capital projects	619,733	638,325	657,475	677,199	697,515
<u>Campground Improvements</u>					
Miscellaneous improvements to NOVA Parks camping facilities	20,000	50,000	50,000	50,000	50,000
<u>Golf Course Improvements</u>					
Miscellaneous capital improvements to all three golf courses	100,000	150,000	150,000	150,000	150,000
<u>Capital Maintenance</u>					
Funds for miscellaneous renovations and upgrades to aging park facilities	510,285	125,000	125,000	125,000	125,000
<u>Interpretation</u>					
Miscellaneous interpretive projects throughout the park system	10,000	30,000	30,000	30,000	30,000
<u>Park Branding/Informational Kiosks</u>					
Funds for the design and installation of uniform informational kiosks near the entrances of our major parks	3,000	70,000			
<u>Park Energy Projects</u>					
Various improvements throughout park system to reduce energy costs	50,000	50,000	50,000	50,000	50,000
<u>Park Signs</u>					
Various new park entrance signs	25,000	25,000			
<u>Park General Planning</u>					
Miscellaneous park and facility planning projects	75,000	20,000	20,000	20,000	20,000
<u>Park Rental House Improvements</u>					
Miscellaneous improvements to park rental houses	45,000	50,000	50,000	50,000	50,000
<u>Park Riparian and Buffer Plantings</u>					
Plant trees and vegetation to enhance and improve habitats at various parks	10,000	30,000	30,000	30,000	30,000
<u>Park Road and Parking Renovations</u>					
Miscellaneous improvements to road and parking areas throughout the park system	201,516	292,803	304,142	301,946	300,000

SUMMARY OF CAPITAL FUND PROJECTS

	<u>FY 2021</u> Revised	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
<u>Waterpark Capital Maintenance</u>					
Miscellaneous waterpark repairs and renovations	353,495	300,000	300,000	300,000	300,000
<u>Future Park Facility Enhancements and Renovations</u>					
Funds to be allocated for future park projects		1,000,000			541,484
<u>Park Trails</u>					
Major improvements to trail networks at various parks including Bull Run, Occoquan and Fountainhead	623,743		100,000	100,000	
<u>Equipment</u>					
Includes new and replacement equipment at all parks, Central Maintenance and Headquarters	640,000	900,000	900,000	900,000	900,000
<u>Park Land and Easement Acquisition</u>					
Provide funds for various land and easement acquisition projects	3,714,500	400,000	400,000	400,000	400,000
TOTAL CAPITAL PROJECTS	17,760,790	6,636,128	5,796,617	6,639,145	6,188,999
Interest transfer to the General Fund	0	0	0	0	
TOTAL CAPITAL EXPENDITURES	\$17,760,790	\$6,636,128	\$5,796,617	\$6,639,145	\$6,188,999



HISTORY OF NOVA PARKS

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

In 1959, several jurisdictions had athletic-focused recreation departments. But with the fast pace of development at this time, there was concern that many of the most important natural areas were being lost. Civic leaders like Mary Cook Hackman from Arlington, Walter Mess from Falls Church and Ira Gabrielson from Fairfax County worked with the General Assembly to secure authorization for a regional park authority, and with local government leaders to create the Northern Virginia Regional Park Authority. Over time, it grew to include the counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church.

With over 12,000 acres of parkland, half of it is along major rivers and waterways. This provides close to 50 miles of waterfront. The conservation ethos can be seen in the diversity of species protected and the cutting edge environmental management employed by NOVA Parks.

Forty years ago, there were three other multi-jurisdictional park authorities in Virginia. While they had lands, these other park authorities had not created a sustainable funding model. Starting in the mid-1960s, park-based enterprises started contributing to the funding for NOVA Parks. By FY 2022, over 87% of the operating funding will come from internal park enterprises. These enterprises represent a highly diverse portfolio including: golf, water parks, event venues & catering, camping, special events and other activities.

Today the brand of NOVA Parks is known for a number of things. Partnerships have been key to the expansion of the park system over the last few decades. Creating truly unique destinations helps drive tourism and build a vibrant community. Entertainment offerings like the annual holiday light shows, fall festival and special events draw hundreds of thousands into the parks. Supporting cultural diversity through festivals, historic interpretation and programs helps build an inclusive region. Engaging people in nature through over 100 miles of trails, summer camps, roving naturalists and other programs, fosters a connection between people and the natural world.

The Northern Virginia region has an identity of being forward thinking, technologically savvy, cosmopolitan and leaders in many ways. NOVA Parks as one of the earliest regional groups helped build the identity of Northern Virginia over the decades. As the stewards of many of the most iconic places of our region, NOVA Parks is proud to be a positive force within the region and within the field of parks and recreation.

FACILITY FEATURES GUIDE

FEATURES GUIDE

FACILITIES	PARKS																											
	Aldie Mill / Mt. Defiance / Goose Creek	Algonkian	Balf's Bluff - an Upper Potomac Property	Beaverdam Property	Blue Ridge Park	Brambleton	Bull Run Marina	Bull Run Park	Bull Run Shooting Center	Cameron Run	Carlyle House	Fountainhead / Webb Sanctuary	Gateway	Hemlock Overlook *	Meadowmark Gardens	Mt. Zion / Gilbert's Corner Properties	Ocoquan	Pohick Bay	Potomac Overlook	Red Rock - an Upper Potomac Property	Rust Manor House & Sanctuary	Sandy Run	Temple Hall Farm	Tinner Hill	Upton Hill	White's Ford	W&OD	
18-Hole Golf Course/Driving Range		X				X													X									
Family Vacation Cabins								X											X									
Family Vacation Cottages		X																										
Mini-Golf Course		X								X		X							X							X		
Disc Golf Course								X											X									
Outdoor Swimming Pool		X						X		X									X							X		
Wave Pool										X																		
Water Slide		X						X		X									X							X		
Water Play Ground		X						X		X									X							X		
Rental Picnic Shelters / Picnic Areas		X						X		X		X	X					X	X	X				X	X	X		
Camping-Family & Group					X			X										X										
Meeting & Reception Room(s)	X	X									X					X	X	X		X		X						
Gazebos for Weddings		X				X					X					X	X				X							
Crew Practice & Racing		X		X			X															X						
Boat/RV Storage		X						X										X	X									
Boat Launch		X		X			X					X						X	X								X	
Jon Boat Rentals												X																
Electric Motor Rentals												X																
Fishing Pier										X		X																
Canoe/Kayak Rentals												X						X	X									
Sporting Clays, Skeet & Trap									X																			
Archery Range									X																			
Archery & Gun Pro Shop									X																			
Food/Drink Concessions			X				X		X		X					X		X	X							X		
Historic Battlefield		X		X														X										
Historic Church																		X										
Historic Museum		X									X																	
Holiday Light Show								X		X						X												
Skating Rink										X																		
Ropes Course																										X		
Interpretive Farm																							X					
Special Events Center								X																				
Nature Center															X			X	X									
Outdoor Learning Center														X														
Walking/Hiking Trails		X	X	X	X	X		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
Horse Trails			X	X				X	X				X		X				X	X							X	
Multi-Use Paved Trails			X																X	X						X	X	
Mountain Bike Trails												X															X	
Soccer Fields			X					X																				
Play Grounds			X					X		X									X	X	X			X		X	X	
Softball / Baseball Fields																			X									
Batting Cage										X									X							X		
Visitor's Center																X							X					
Volleyball Court			X																									
Botanical / Display Gardens											X					X				X								

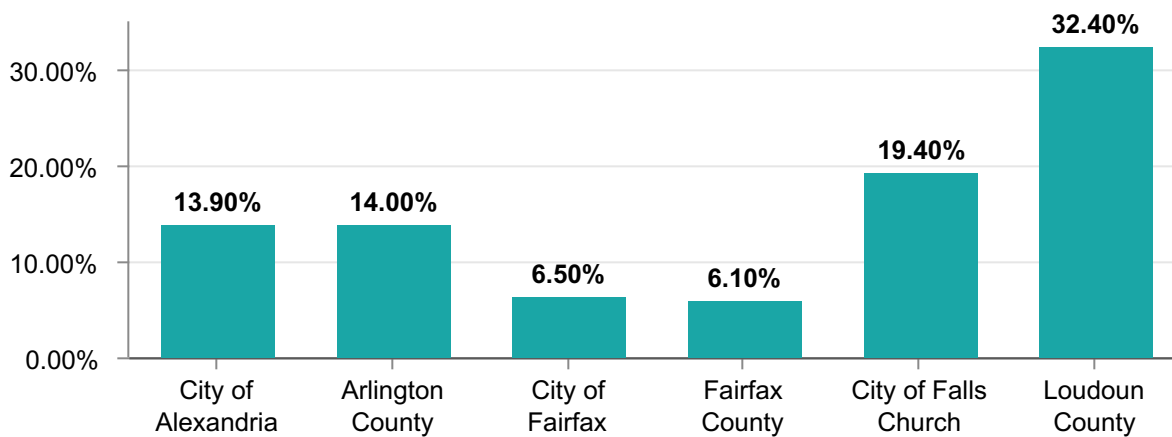
REGIONAL DEMOGRAPHICS

The jurisdictions of NOVA Parks include the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax, and Falls Church.

City of Alexandria -	159,428
Arlington County -	236,842
City of Fairfax -	24,019
Fairfax County -	1,147,532
City of Falls Church -	14,617
Loudoun County -	413,538
Total Population -	1,995,976

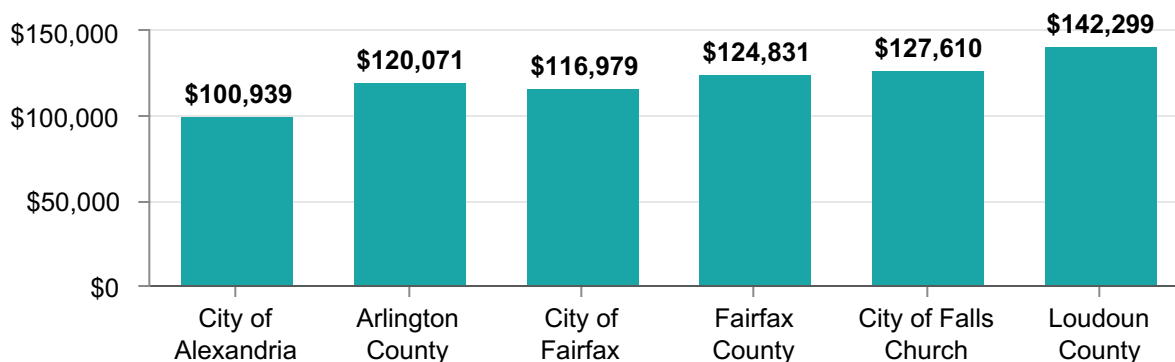
This population information may differ from the population used to determine member jurisdiction appropriations in this budget.

**Population Growth by %
Years 2010-2019**



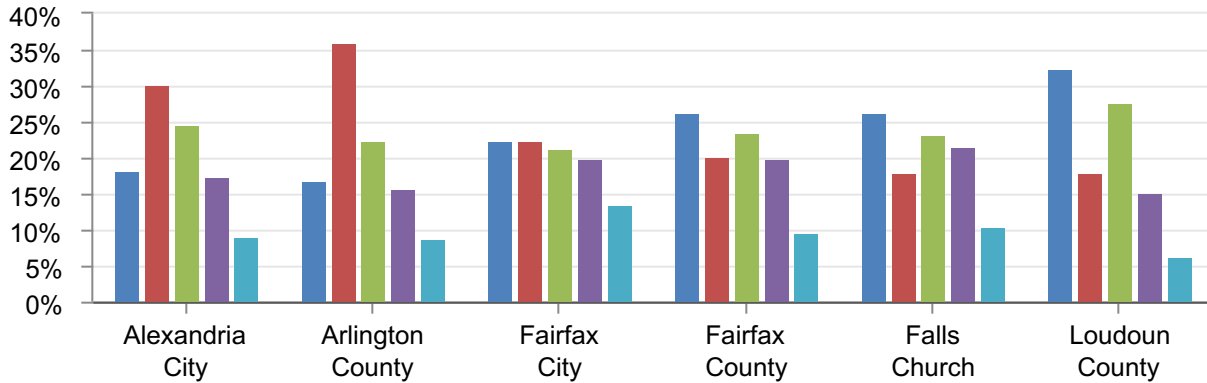
The jurisdictions' that make up NOVA Parks, population grew by 12.4% from 2010 through 2019. The most notable jurisdiction is Loudoun County which increased by 32.4%

NOVA Parks Median Household Income by Jurisdiction



REGIONAL DEMOGRAPHICS

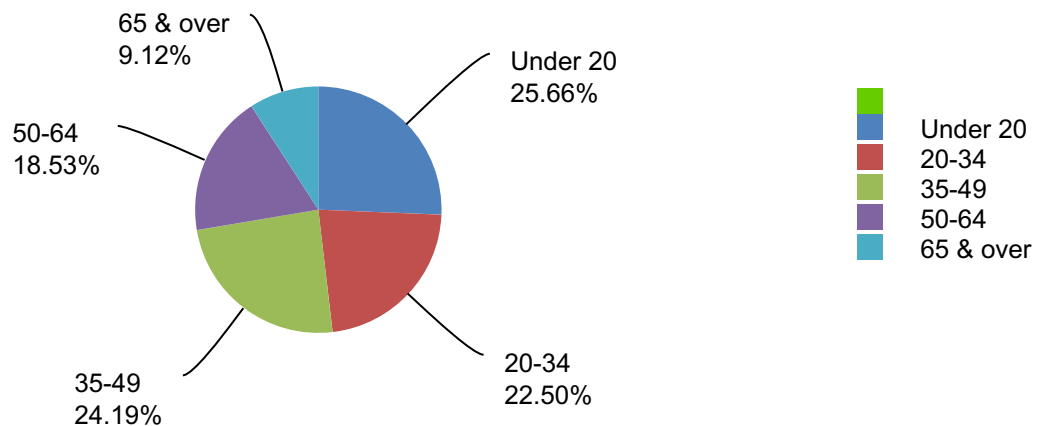
Age of Population by Jurisdiction



	Alexandria City	Arlington County	Fairfax City	Fairfax County	Falls Church	Loudoun County
Under 20	18.4%	17.0%	22.4%	26.3%	26.4%	32.4%
20-34	30.2%	36.2%	22.4%	20.3%	18.0%	18.0%
35-49	24.6%	22.4%	21.5%	23.6%	23.3%	27.8%
50-64	17.4%	15.7%	19.9%	20.0%	21.8%	15.4%
65 & over	9.2%	8.8%	13.6%	9.8%	10.5%	6.5%

It is important for NOVA Parks to be aware of the unique characteristics that define each of our jurisdictions. In respect to population age, Loudoun County has the highest concentration of children, with 32.4% of the population under 20. The age range of 20-34 is most prevalent in Arlington County (36.2%) and the City of Alexandria (30.2%).

Age of Population in Total



The age of the population in total is fairly evenly split between the under 20, 20-34, and the 35-49 age groups with just over 70% of the population in these age groups. The 50-64 age groups with almost 19% of the population and the 65-Over at approximately 9%.

FY 2022 SPECIAL FUND BUDGETS

In addition to the General Fund and the Enterprise Fund, NOVA Parks has special funds that are separately adopted by the Board each year. The funds are listed below with a brief explanation.

Restricted Fund- This Fund includes revenue from fiber optic license fees along the W&OD, interest earned on the fund investments and income derived from support groups including Friends of the W&OD, Friends of the Bull Run Shooting Center, Friends of Bull Run Park, Ball's Bluff Battlefield Friends, the Occoquan Water Trail League and Wetland Mitigation Funds. Expenses include other fund transfers, W&OD major maintenance and professional services. This budget is included on the following page.

Temple Hall Farm Endowment Budget- The Temple Hall Farm Endowment Budget includes activity related to the Temple Hall Endowment. Recently, this activity has been mostly interest earnings and transfers. The endowment is being transferred to the Community Foundation and will be fully reflected there in the next few years.

Friends of the Carlyle House Budget- This FY 2022 budget will be presented to the Board for final approval, once it has been approved by the Friends of the Carlyle House.

RESTRICTED FUND

ACCOUNT NUMBERS	ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	ADOPTED FY 2021	JUL-MAR ACTUAL FY 2021	ADOPTED FY 2022
	BEGINNING BALANCE*	\$ 2,488,293	\$ 2,960,147	\$ 3,386,439	\$ 3,383,778	\$3,449,789
	REVENUES					
6-000-4250-000	AT&T Fiberoptics License Fee	\$ 608,424	\$ 608,424	\$ 612,379	\$ 462,251	\$ 616,334
6-090-4495-000	BRSC Friends - Memberships	522	—	2,000	3,630	2,000
6-090-4171-000	BRSC-Donations	5,370	0	0		0
6-340-4170-000	Balls Bluff Battlefield Friends	8,632	9,315	5,000	1,520	5,000
6-140-4495-000	OWL Income	5,322	5,836	2,000	0	2,000
6-000-4440-000	Interest	49,063	62,337	40,000	19,153	40,000
6-000-4440-005	Interest-Accrued	(4,206)	(9,983)	0	49	0
6-000-4440-030	Change in Market Value	50,436	30,219	0	(19,095)	0
6-000-4250-020	Williams Fiberoptics License Fee	434,624	434,624	434,623	325,968	438,535
6-450-4170-000	FOWOD Donations	1,793	5,605	0	300	0
6-450-4440-000	Interest FOWOD	1,026	593	150	41	150
6-450-4495-000	W&OD Friends	23,915	18,585	28,000	18,485	28,000
6-455-4818-000	Wetlands Mitigation Fund Revenue	—	—	2,000	86	2,000
6-455-4440-020	Wetlands Mitigation Fund Interest	1,508	1,029	50		500
	TOTAL REVENUES	\$ 1,186,429	\$ 1,166,584	\$ 1,126,202	\$ 812,387	\$ 1,134,519
	EXPENSES					
6-090-5415-000	BRSC Friends - Misc. Expenses	\$4,180	\$3,469	\$4,000	\$3,838	\$4,000
6-340-5175-000	Balls Bluff Battlefield Friends	6,857	5,788	3,000	1,469	3,000
6-140-5175-000	OWL Friends - Misc. Expenses	3,793	0	10,000	0	10,000
6-000-5142-000	W&OD Bridge Inspections	0	0	0	0	0
6-450-XXXX-XXX	W&OD Friends	16,986	35,390	48,500	23,982	48,500
6-000-5370-000	W&OD Major Maintenance	6,185	0	75,000	0	75,000
6-000-5480-000	W&OD Professional Services	0	0	25,000	0	25,000
	TOTAL EXPENSES	\$ 38,001	\$ 44,647	\$ 165,500	\$ 29,289	\$ 165,500
6-000-5910-000	Transfer to Capital Fund	300,000	0	622,000		300,000
6-000-5920-000	Transfer to Enterprise Fund	327,912	327,912	327,912	245,934	327,912
	Transfer to Enterprise Fund for Occoquan	0	326,232	0		0
6-000-5900-000	Interest Transfer to General Fund	48,662	44,162	40,000	19,153	40,000
	TOTAL TRANSFERS TO OTHER FUNDS	\$ 676,574	\$ 698,306	\$ 989,912	\$ 265,087	\$ 667,912
	TOTAL EXPENDITURES/TRANSFERS	\$ 714,575	\$ 742,953	\$ 1,155,412	\$ 294,376	\$ 833,412
	ENDING BALANCE	\$ 2,960,147	\$ 3,383,778	\$ 3,357,229	\$ 3,901,789	\$ 3,750,896

Note

*Beginning balance for FY 21 includes \$34,380 of Friends of the W&OD, \$945 Friends of Bull Run, \$6,829 Friends of BRSC, \$39,593 OWL funds, \$17,918 Friends of Balls Bluff & \$64,038 of Wetland Mitigation funds.

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
ENTERPRISE FUND BY PARK					
Aldie Mill Historic Park/Mt. Defiance Historic Park					
Aldie Mill Revenues	\$ 36,423	\$ 33,160	\$ 41,200	\$ 26,000	\$ 38,900
Total Revenues	\$ 36,423	\$ 33,160	\$ 41,200	\$ 26,000	\$ 38,900
Aldie Mill Expenses	\$ 163,270	\$ 149,827	\$ 186,304	\$ 171,013	\$ 192,709
Total Expenses	\$ 163,270	\$ 149,827	\$ 186,304	\$ 171,013	\$ 192,709
Operating Income (Loss)	\$ (126,847)	\$ (116,667)	\$ (145,104)	\$ (145,013)	\$ (153,809)
Algonkian Regional Park					
Revenue					
Algonkian Park	\$ 245,449	\$ 180,533	\$ 280,900	\$ 221,550	\$ 243,900
Algonkian Golf	817,700	1,009,939	1,164,000	1,127,000	1,185,000
Volcano Island Waterpark at Algonkian	458,636	310,071	594,000	136,925	436,400
The Woodlands at Algonkian Park	721,522	619,316	719,462	432,477	619,225
Algonkian Cottages	279,609	229,637	340,600	323,600	280,600
Total Revenues	\$ 2,522,917	\$ 2,349,496	\$ 3,098,962	\$ 2,241,552	\$ 2,765,125
Expenses					
Algonkian Park	\$ 604,756	\$ 581,128	\$ 680,011	\$ 633,781	\$ 689,307
Algonkian Golf	974,183	973,672	1,118,685	1,082,475	1,133,500
Volcano Island Waterpark at Algonkian	258,334	241,567	341,700	102,294	364,438
The Woodlands at Algonkian Park	442,932	408,605	474,618	361,859	427,712
Algonkian Cottages	186,933	169,625	230,697	224,330	224,196
Total Expenses	\$ 2,467,139	\$ 2,374,597	\$ 2,845,711	\$ 2,404,738	\$ 2,839,153
Operating Income (Loss)	\$ 55,778	\$ (25,101)	\$ 253,251	\$ (163,186)	\$ (74,028)
Blue Ridge Regional Park					
Blue Ridge Park Revenues	\$ 6,593	\$ 3,059	\$ 6,500	\$ 4,875	\$ 6,500
Total Revenues	\$ 6,593	\$ 3,059	\$ 6,500	\$ 4,875	\$ 6,500
Blue Ridge Park Expenses	\$ 4,899	\$ 5,467	\$ 6,700	\$ 6,700	\$ 6,700
Total Expenses	\$ 4,899	\$ 5,467	\$ 6,700	\$ 6,700	\$ 6,700
Operating Income (Loss)	\$ 1,694	\$ (2,408)	\$ (200)	\$ (1,825)	\$ (200)
Beaverdam Property					
Beaverdam Revenues	\$ (22)	\$ 4,638	\$ 8,000	\$ 5,000	\$ 12,000
Total Revenues	\$ (22)	\$ 4,638	\$ 8,000	\$ 5,000	\$ 12,000
Beaverdam Expenses	\$ 7,845	\$ 9,793	\$ 41,449	\$ 24,439	\$ 41,329
Total Expenses	\$ 7,845	\$ 9,793	\$ 41,449	\$ 24,439	\$ 41,329
Operating Income (Loss)	\$ (7,867)	\$ (5,156)	\$ (33,449)	\$ (19,439)	\$ (29,329)
Brambleton Golf Course					
Brambleton Revenues	\$ 1,411,572	\$ 1,341,195	\$ 1,568,140	\$ 1,524,540	\$ 1,562,140
Total Revenues	\$ 1,411,572	\$ 1,341,195	\$ 1,568,140	\$ 1,524,540	\$ 1,562,140
Brambleton Expenses	\$ 1,265,841	\$ 1,218,840	\$ 1,405,434	\$ 1,297,464	\$ 1,404,240
Total Expenses	\$ 1,265,841	\$ 1,218,840	\$ 1,405,434	\$ 1,297,464	\$ 1,404,240
Operating Income (Loss)	\$ 145,731	\$ 122,354	\$ 162,706	\$ 227,076	\$ 157,900

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Bull Run Regional Park					
Revenue					
Bull Run Regional Park	\$ 992,308	\$ 844,812	\$ 1,134,600	\$ 1,039,060	\$ 1,158,000
Atlantis Waterpark at Bull Run	519,831	392,119	606,600	142,060	466,950
Bull Run Special Events Center	160,625	86,194	235,000	168,000	147,200
Bull Run Light Show	1,023,739	1,196,726	1,148,000	1,148,000	1,487,300
Total Revenues	\$ 2,696,503	\$ 2,519,850	\$ 3,124,200	\$ 2,497,120	\$ 3,259,450
Expenses					
Bull Run Regional Park	\$ 1,088,934	\$ 1,079,105	\$ 1,205,035	\$ 1,156,192	\$ 1,202,804
Atlantis Waterpark at Bull Run	347,846	269,326	380,434	109,663	405,746
Bull Run Special Events Center	166,743	140,281	192,649	171,502	162,838
Bull Run Light Show	400,495	412,408	416,439	407,946	442,685
Total Expenses	\$ 2,004,018	\$ 1,901,121	\$ 2,194,557	\$ 1,845,303	\$ 2,214,073
Operating Income (Loss)	\$ 692,485	\$ 618,729	\$ 929,643	\$ 651,817	\$ 1,045,377
Bull Run Shooting Center					
Bull Run Shooting Center Revenues	\$ 1,125,940	\$ 927,326	\$ 1,243,500	\$ 1,243,500	\$ 1,243,500
Total Revenues	\$ 1,125,940	\$ 927,326	\$ 1,243,500	\$ 1,243,500	\$ 1,243,500
Bull Run Shooting Center Expenses	\$ 964,703	\$ 777,410	\$ 1,058,131	\$ 1,035,701	\$ 1,072,663
Total Expenses	\$ 964,703	\$ 777,410	\$ 1,058,131	\$ 1,035,701	\$ 1,072,663
Operating Income (Loss)	\$ 161,237	\$ 149,915	\$ 185,369	\$ 207,799	\$ 170,837
Cameron Run Regional Park					
Revenue					
Cameron Run Park	\$ 89,320	\$ 54,963	\$ 139,500	\$ 131,750	\$ 119,500
The Winter Village at Cameron Run	0	259,277	273,500	273,500	273,500
Great Waves Waterpark at Cameron Run	1,764,609	1,272,615	2,022,203	453,700	1,619,950
Total Revenues	\$ 1,853,929	\$ 1,586,854	\$ 2,435,203	\$ 858,950	\$ 2,012,950
Expenses					
Cameron Run Park	\$ 367,191	\$ 325,821	\$ 399,244	\$ 379,663	\$ 417,964
The Winter Village at Cameron Run	0	148,429	177,781	175,301	193,781
Great Waves Waterpark at Cameron Run	998,063	809,338	1,195,814	445,713	1,232,552
Total Expenses	\$ 1,365,254	\$ 1,283,589	\$ 1,772,838	\$ 1,000,677	\$ 1,844,296
Operating Income (Loss)	\$ 488,675	\$ 303,266	\$ 662,365	\$ (141,727)	\$ 168,654
Carlyle House Historic Park					
Carlyle House Revenues	\$ 93,688	\$ 69,910	\$ 108,138	\$ 98,678	\$ 102,680
Total Revenues	\$ 93,688	\$ 69,910	\$ 108,138	\$ 98,678	\$ 102,680
Carlyle House Expenses	\$ 343,138	\$ 266,066	\$ 327,333	\$ 311,809	\$ 332,373
Total Expenses	\$ 343,138	\$ 266,066	\$ 327,333	\$ 311,809	\$ 332,373
Operating Income (Loss)	(\$249,450)	(\$196,156)	(\$219,195)	(\$213,131)	(\$229,693)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Bull Run Marina/Fountainhead/Sandy Run Parks					
Revenue					
Bull Run Marina	\$ 16,169	\$ 21,501	\$ 23,145	\$ 23,145	\$ 27,145
Fountainhead	273,053	264,168	306,412	305,412	338,412
Sandy Run Regional Park	230,492	214,615	270,692	265,692	275,692
Total Revenues	\$ 519,714	\$ 500,284	\$ 600,249	\$ 594,249	\$ 641,249
Expenses					
Bull Run Marina	\$ 25,352	\$ 24,031	\$ 34,760	\$ 33,329	\$ 35,305
Fountainhead	211,638	162,419	253,624	241,915	269,540
Sandy Run Regional Park	187,066	208,629	195,613	185,836	196,768
Total Expenses	\$ 424,056	\$ 395,079	\$ 483,997	\$ 461,080	\$ 501,613
Operating Income (Loss)	\$ 95,658	\$ 105,205	\$ 116,252	\$ 133,169	\$ 139,636
Hemlock Overlook Regional Park					
Hemlock Overlook Revenues	\$ 75,768	\$ 75,000	\$ 75,768	\$ 75,768	\$ 1,800
Total Revenues	\$ 75,768	\$ 75,000	\$ 75,768	\$ 75,768	\$ 1,800
Hemlock Overlook Expenses	\$ 2,658	\$ 1,019	\$ 2,400	\$ 2,400	\$ 53,500
Total Expenses	\$ 2,658	\$ 1,019	\$ 2,400	\$ 2,400	\$ 53,500
Operating Income (Loss)	\$ 73,110	\$ 73,981	\$ 73,368	\$ 73,368	\$ (51,700)
Meadowlark Botanical Gardens					
Revenue					
Meadowlark Gardens	\$ 457,377	\$ 292,154	\$ 437,500	\$ 427,100	\$ 437,500
Meadowlark Gardens Winter Walk of Lights	898,705	955,431	932,117	932,117	1,218,000
Meadowlark Atrium and Event Services	1,967,117	1,508,969	2,091,962	1,189,058	1,895,024
Total Revenues	\$ 3,323,199	\$ 2,756,554	\$ 3,461,579	\$ 2,548,275	\$ 3,550,524
Expenses					
Meadowlark Gardens	\$ 997,087	\$ 955,445	\$ 1,157,601	\$ 1,119,061	\$ 1,069,589
Meadowlark Gardens Winter Walk of Lights	200,379	210,357	289,161	284,494	291,825
Meadowlark Atrium and Event Services	1,157,588	899,901	1,311,229	1,008,140	1,244,041
Total Expenses	\$ 2,355,054	\$ 2,065,702	\$ 2,757,991	\$ 2,411,695	\$ 2,605,455
Operating Income (Loss)	\$ 968,145	\$ 690,852	\$ 703,588	\$ 136,581	\$ 945,069
Mt. Zion Historic Park/Gilbert's Corner Regional Park					
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 1,664	\$ 1,845	\$ 2,464	\$ 1,864	\$ 3,421
Total Revenues	\$ 1,664	\$ 1,845	\$ 2,464	\$ 1,864	\$ 3,421
Mt. Zion Historic Park/Gilbert's Corner Regional Park	\$ 13,679	\$ 12,460	\$ 18,000	\$ 17,250	\$ 18,000
Total Expenses	\$ 13,679	\$ 12,460	\$ 18,000	\$ 17,250	\$ 18,000
Operating Income (Loss)	(\$12,015)	(\$10,615)	(\$15,536)	(\$15,386)	(\$14,579)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Occoquan Regional Park					
Revenue					
Occoquan Park	\$ 198,896	\$ 245,079	\$ 256,700	\$ 235,450	\$ 288,700
The River View at Occoquan	1,445,118	1,694,028	2,055,340	1,753,017	2,624,532
Brickmakers Café at Occoquan	315,243	325,351	394,500	288,500	395,000
Brickmakers Catering and Event Services	381,314	241,543	426,832	201,932	191,932
Total Revenues	\$ 2,340,571	\$ 2,506,000	\$ 3,133,372	\$ 2,478,899	\$ 3,500,164
Expenses					
Occoquan Park	\$ 418,704	\$ 380,821	\$ 471,637	\$ 452,458	\$ 475,880
The River View at Occoquan	1,453,837	1,417,488	2,093,926	1,746,232	1,995,248
Brickmakers Café at Occoquan	259,120	276,697	351,925	274,730	346,189
Brickmakers Catering and Event Services	302,101	212,662	366,914	231,739	242,821
Total Expenses	\$ 2,433,762	\$ 2,287,668	\$ 3,284,402	\$ 2,705,158	\$ 3,060,138
Operating Income (Loss)	(\$93,192)	\$218,333	(\$151,030)	(\$226,259)	\$440,026
Pohick Bay Regional Park					
Revenue					
Pohick Bay Regional Park	\$ 953,139	\$ 794,891	\$ 1,070,402	\$ 994,782	\$ 1,103,502
Pohick Bay Golf Course	988,697	1,103,948	1,109,300	1,085,300	1,124,300
Pohick Bay Marina	249,711	254,809	261,000	256,750	273,000
Pirate's Cover Waterpark at Pohick Bay	595,549	437,391	690,200	163,500	547,150
Total Revenues	\$ 2,787,096	\$ 2,591,039	\$ 3,130,902	\$ 2,500,332	\$ 3,047,952
Expenses					
Pohick Bay Regional Park	\$ 949,580	\$ 930,587	\$ 1,024,310	\$ 981,806	\$ 1,032,241
Pohick Bay Golf Course	943,813	972,655	1,047,239	1,014,680	1,060,290
Pohick Bay Marina	52,134	41,433	66,178	64,946	67,730
Pirate's Cover Waterpark at Pohick Bay	364,528	251,888	382,633	113,071	400,295
Total Expenses	\$ 2,310,056	\$ 2,196,563	\$ 2,520,360	\$ 2,174,503	\$ 2,560,555
Operating Income (Loss)	\$ 477,040	\$ 394,476	\$ 610,542	\$ 325,829	\$ 487,397
Potomac Overlook Regional Park					
Potomac Overlook Revenues	\$ 160,391	\$ 7,670	\$ 140,750	\$ 98,000	\$ 132,200
Total Revenues	\$ 160,391	\$ 7,670	\$ 140,750	\$ 98,000	\$ 132,200
Potomac Overlook Expenses	\$ 284,132	\$ 270,932	\$ 308,999	\$ 288,517	\$ 323,408
Total Expenses	\$ 284,132	\$ 270,932	\$ 308,999	\$ 288,517	\$ 323,408
Operating Income (Loss)	(\$123,742)	(\$263,262)	(\$168,249)	(\$190,517)	(\$191,208)
Rust Sanctuary					
Rust Sanctuary Revenues	\$ 1,042,899	\$ 700,238	\$ 1,098,250	\$ 800,800	\$ 977,907
Total Revenues	\$ 1,042,899	\$ 700,238	\$ 1,098,250	\$ 800,800	\$ 977,907
Rust Sanctuary Expenses	\$ 778,833	\$ 651,031	\$ 895,217	\$ 751,136	\$ 859,244
Total Expenses	\$ 778,833	\$ 651,031	\$ 895,217	\$ 751,136	\$ 859,244
Operating Income (Loss)	\$ 264,065	\$ 49,207	\$ 203,033	\$ 49,664	\$ 118,663

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Upper Potomac Properties					
Upper Potomac Properties Revenues	\$ 27,697	\$ 29,199	\$ 28,800	\$ 28,800	\$ 28,800
Springdale Revenues	\$ 17,660	\$ 21,076	\$ 15,140	\$ 15,140	\$ 17,815
Total Revenues	\$ 45,356	\$ 50,276	\$ 43,940	\$ 43,940	\$ 46,615
Upper Potomac Properties Expenses	\$ 138,420	\$ 102,649	\$ 156,326	\$ 150,019	\$ 157,979
Springdale Expenses	\$ 2,569	\$ (10)	\$ 10,000	\$ 10,000	\$ 10,000
Total Expenses	\$ 140,989	\$ 102,639	\$ 166,326	\$ 160,019	\$ 167,979
Operating Income (Loss)	\$ (95,632)	\$ (52,363)	\$ (122,386)	\$ (116,079)	\$ (121,364)
Upton Hill Regional Park					
Revenues					
Upton Hill Park	\$ 221,427	\$ 135,500	\$ 569,211	\$ 241,100	\$ 827,213
Ocean Dunes Waterpark at Upton Hill	\$ 602,691	\$ 401,065	\$ 686,100	\$ 153,320	\$ 517,025
Total Revenues	\$ 824,118	\$ 536,565	\$ 1,255,311	\$ 394,420	\$ 1,344,238
Expenses					
Upton Hill Park	\$ 324,533	\$ 275,064	\$ 605,217	\$ 386,135	\$ 756,615
Ocean Dunes Waterpark at Upton Hill	\$ 328,338	\$ 236,399	\$ 351,787	\$ 113,522	\$ 370,478
Total Expenses	\$ 652,871	\$ 511,463	\$ 957,004	\$ 499,657	\$ 1,127,094
Operating Income (Loss)	\$ 171,247	\$ 25,102	\$ 298,307	\$ (105,237)	\$ 217,144
W&OD Railroad Regional Park					
W&OD Railroad Park Revenues	\$ 1,394,964	\$ 1,385,129	\$ 1,297,119	\$ 1,292,244	\$ 1,231,365
Total Revenues	\$ 1,394,964	\$ 1,385,129	\$ 1,297,119	\$ 1,292,244	\$ 1,231,365
W&OD Railroad Park Expenses	\$ 547,953	\$ 577,521	\$ 633,823	\$ 612,875	\$ 621,524
Total Expenses	\$ 547,953	\$ 577,521	\$ 633,823	\$ 612,875	\$ 621,524
Operating Income (Loss)	\$ 847,011	\$ 807,608	\$ 663,296	\$ 679,369	\$ 609,841
White's Ford					
White's Ford Revenues	\$ 7,161	\$ 15,610	\$ 15,970	\$ 15,970	\$ 20,650
Total Revenues	\$ 7,161	\$ 15,610	\$ 15,970	\$ 15,970	\$ 20,650
White's Ford Expenses	\$ 32,163	\$ 29,692	\$ 39,508	\$ 37,651	\$ 40,715
Total Expenses	\$ 32,163	\$ 29,692	\$ 39,508	\$ 37,651	\$ 40,715
Operating Income (Loss)	\$ (25,003)	\$ (14,083)	\$ (23,538)	\$ (21,681)	\$ (20,065)
Temple Hall Farm					
Revenues					
Temple Hall Farm Revenues	\$ 239,171	\$ 121,128	\$ 226,183	\$ 206,883	\$ 217,183
Temple Hall Fall Festival Revenues	\$ 179,653	\$ 211,152	\$ 275,000	\$ 89,470	\$ 275,000
Total Revenues	\$ 418,823	\$ 332,279	\$ 501,183	\$ 296,353	\$ 492,183
Expenses					
Temple Hall Farm Expenses	\$ 360,538	\$ 352,312	\$ 454,454	\$ 443,020	\$ 399,182
Temple Hall Fall Festival Expenses	\$ 126,869	\$ 89,679	\$ 167,149	\$ 95,805	\$ 163,129
Total Expenses	\$ 487,407	\$ 441,991	\$ 621,602	\$ 538,825	\$ 562,310
Operating Income (Loss)	\$ (68,584)	\$ (109,712)	\$ (120,419)	\$ (242,472)	\$ (70,127)

CONSOLIDATED PARK SUMMARY

ACCOUNT DESCRIPTION	ACTUAL FY 2019	ACTUAL FY 2020	PROPOSED (Pre-COVID) FY 2021	ADOPTED FY 2021	ADOPTED FY 2022
Enterprise Fund Administration					
Admin - Enterprise Fund Revenues	\$ 226,519	\$ 208,796	\$ 66,000	\$ 66,000	\$ 66,000
Total Revenues	\$ 226,519	\$ 208,796	\$ 66,000	\$ 66,000	\$ 66,000
Admin - Enterprise Fund Expenses	\$ 3,017,273	\$ 3,125,454	\$ 3,903,612	\$ 2,898,996	\$ 3,585,443
Total Expenses	\$ 3,017,273	\$ 3,125,454	\$ 3,903,612	\$ 2,898,996	\$ 3,585,443
Operating Income (Loss)	\$ (2,790,753)	\$ (2,916,658)	\$ (3,837,612)	\$ (2,832,996)	\$ (3,519,443)
TOTAL REVENUES	\$ 22,915,785	\$ 20,502,772	\$ 26,456,700	\$ 19,707,329	\$ 26,059,513
TOTAL EXPENSES	\$ 22,066,994	\$ 20,655,925	\$ 26,431,700	\$ 21,657,607	\$ 26,034,513
Operating Income (Loss)	\$ 848,791	\$ (153,153)	\$ 25,000	\$ (1,950,278)	\$ 25,000

NOVA PARKS 10 YEAR FINANCIAL FORECAST

NOVA Parks has long recognized the need for projecting finances into the future and this has led to the development of a more dynamic and multi-layered process for financial planning and forecasting for the operating budget.

The Ten Year Financial Forecast is a starting point in placing a strategic focus on our long term financial decisions.

While only the base 10 year forecast is included in the budget document, the full forecast includes the following features:

- A Base 10 Year Forecast
- Scenarios that are individually applied to the base forecast.
- A combination of scenarios and additional forecast levels. These are looked at in the model in an interactive mode.

- The Base Model Ten Year Forecast is developed using the following assumptions:
 - The forecast method prior to the pandemic: most revenue and expense account types were based on the 5 Year Average with adjustments for specific account types.
 - The main account types that varied from this assumption in previous years include the following:
 - Appropriations Revenue increases by population and inflation in the base model.
 - Salaries and benefits are adjusted by an estimated 3.5% increase per year, unless other information is present to calculate the rate.
 - Special Event User Fee Revenue, Retail Operations Revenue/Expense are modified each year based on current trends.
 - New initiatives that have less than five years of history are individually assessed.
 - Due to COVID-19, the included forecast is an interim forecast, as there are still too many unknown variables to provide a forecast with a high confidence level at this time. Each account type was individually adjusted based on current knowledge.
 - The forecast base year is the FY 2022 Budget.

TEN YEAR FINANCIAL FORECAST BASE MODEL FY 2019-FY 2030
OPERATING BUDGET - GENERAL & ENTERPRISE FUNDS

Row Labels	2019A	2020A	2021B	2022B	2023F	2024F	2025F	2026F	2027F	2028F	2029F	2030F
01-REVENUES	27,877,027	25,977,366	24,513,244	31,502,349	32,254,484	33,439,898	34,638,778	35,827,592	37,064,296	38,350,979	39,689,826	41,083,125
01-APPROPRIATION-ARLINGTON COUNTY	434,795	448,783	463,166	472,196	488,740	505,903	523,709	542,186	561,359	581,258	601,911	623,350
02-APPROPRIATION-CITY OF ALEXANDRIA	294,481	305,667	313,034	310,346	321,219	332,499	344,203	356,346	368,948	382,026	395,600	409,691
03-APPROPRIATION-CITY OF FAIRFAX	45,670	46,025	47,919	46,689	48,325	50,022	51,782	53,609	55,505	57,473	59,515	61,635
04-APPROPRIATION-CITY OF FALLS CHURCH	26,486	27,854	28,805	27,945	28,924	29,940	30,994	32,087	33,222	34,399	35,622	36,890
05-APPROPRIATION-FAIRFAX COUNTY	2,152,052	2,193,507	2,244,050	2,229,880	2,308,006	2,389,055	2,473,145	2,560,398	2,650,942	2,744,910	2,842,443	2,943,685
06-APPROPRIATION-LOUDOUN COUNTY	729,436	760,333	793,358	806,415	834,669	863,979	894,389	925,944	958,688	992,671	1,027,943	1,064,556
07-SKEET TRAP & ARCHERY USER FEES	760,638	632,298	807,000	807,000	813,743	820,542	827,397	834,310	841,281	848,310	855,398	862,545
08-SPECIAL EVENTS USER FEES	2,093,216	2,261,728	2,125,309	2,898,020	3,245,782	3,391,843	3,544,476	3,703,977	3,870,656	4,044,835	4,226,853	4,417,061
09-GOLF USER FEES	2,743,584	3,054,919	3,174,700	3,274,300	3,405,272	3,507,430	3,577,579	3,613,355	3,649,488	3,685,983	3,722,843	3,760,071
10-AQUATICS USER FEES	2,878,966	2,068,659	748,595	2,580,800	2,890,496	2,948,306	3,007,272	3,067,417	3,128,766	3,191,341	3,255,168	3,320,271
11-FACILITY RENTAL USER FEES	2,051,923	1,537,165	1,546,150	2,270,600	2,543,072	2,690,570	2,846,623	3,011,727	3,186,408	3,371,219	3,566,750	3,773,621
12-CAMPING/COTTAGE USER FEES	1,568,538	1,270,929	1,692,525	1,817,100	1,909,772	2,007,170	2,109,536	2,193,918	2,281,674	2,372,941	2,467,859	2,566,573
13-MARINE ACTIVITIES USER FEES	1,152,936	1,179,304	1,273,045	1,366,045	1,399,063	1,432,878	1,467,511	1,502,981	1,539,308	1,576,514	1,614,618	1,653,644
14-OTHER PARK USER FEES	1,671,269	1,308,305	1,570,308	2,214,410	2,314,058	2,418,191	2,527,010	2,640,725	2,759,558	2,883,738	3,013,506	3,149,114
15-RETAIL OPERATIONS	5,520,639	4,494,610	3,691,797	5,633,025	5,858,346	6,092,680	6,336,387	6,589,843	6,853,436	7,127,574	7,412,677	7,709,184
16-OTHER-REVENUE	985,324	959,046	966,363	923,523	959,540	996,962	1,035,844	1,076,242	1,118,215	1,161,826	1,207,137	1,254,215
17-EASEMENTS AND LICENSES	1,054,032	1,050,447	959,707	896,453	927,861	960,444	994,250	1,029,327	1,065,728	1,103,505	1,142,715	1,183,416
18-TRANSFERS-IN-CAPITAL FUND	871,837	848,180	648,535	753,055	338,875	350,735	363,011	375,716	388,867	402,477	416,564	431,143
18-TRANSFERS-IN-CAPITAL FUND	3,840	2,089	3,000	1,038,523	467,335	483,692	500,621	518,143	536,278	555,048	574,474	594,581
19-TRANSFERS-IN-CARLYLE HS FUND	96,806	-	-	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515
24-TRANSFERS-IN-TH TO	-	-	-	-	-	-	-	-	-	-	-	-
25-TRANSFERS-IN-ENTERPRISE FUND	363,983	828,890	235,850	765,112	780,414	796,023	811,943	828,182	844,745	861,640	878,873	896,451
26-TRANSFERS-IN-OWL	323	-	-	-	-	-	-	-	-	-	-	-
27-TRANSFERS-IN-RESTRICTED FUND	376,574	698,306	367,912	367,912	367,912	367,912	367,912	367,912	367,912	367,912	367,912	367,912
02-EXPENDITURES	26,869,875	25,611,284	26,463,522	31,477,349	32,180,302	33,298,696	34,459,143	35,663,320	36,912,977	38,209,939	39,556,105	40,953,458
01-SALARIES AND WAGES	12,227,620	11,535,942	12,119,624	14,012,846	14,503,799	15,013,122	15,541,551	16,089,860	16,658,850	17,249,361	17,862,269	18,498,485
02-FICA	891,811	828,647	559,724	1,058,982	1,096,085	1,134,576	1,174,510	1,215,947	1,258,947	1,303,573	1,349,892	1,397,972
03-HOSPITALIZATION	1,153,612	1,273,748	1,349,087	1,262,899	1,326,955	1,394,260	1,464,978	1,539,284	1,617,359	1,699,393	1,785,589	1,876,156
04-RETIREMENT	1,341,000	1,498,075	1,657,646	1,763,856	1,825,655	1,889,765	1,956,281	2,025,299	2,096,920	2,171,250	2,248,400	2,328,483
05-LIFE INSURANCE	73,974	83,024	94,439	100,488	104,009	107,661	111,451	115,383	119,463	123,698	128,093	132,655
06-UNEMPLOYMENT TAX	16,929	10,374	24,333	31,098	31,720	32,355	33,002	33,662	34,335	35,022	35,722	36,437
07-DEBT SERVICE	513,044	502,032	822,918	1,049,325	674,325	674,325	674,325	674,325	674,325	674,325	674,325	674,325
08-FACILITY OPERATING COSTS	3,807,061	3,569,749	4,028,641	4,651,345	4,814,142	4,982,637	5,157,029	5,337,525	5,524,339	5,717,691	5,917,810	6,124,933
09-MAINTENANCE COSTS	2,529,196	2,245,885	2,603,548	2,865,885	2,966,294	3,070,460	3,178,533	3,290,673	3,407,042	3,527,812	3,653,163	3,783,281
10-INSURANCE	324,306	350,574	376,301	384,250	398,832	413,967	429,676	445,982	462,906	480,473	498,706	517,632
11-NON-OPERATING EXPENSES	3,360	-	-	-	-	-	-	-	-	-	-	-
12-UTILITIES	1,015,886	969,265	1,019,434	1,225,388	1,259,963	1,295,514	1,332,067	1,369,652	1,408,298	1,448,034	1,488,891	1,530,901
14-RETAIL OPERATIONS	2,224,209	1,915,079	1,571,977	2,305,874	2,398,109	2,494,033	2,593,795	2,697,546	2,805,448	2,917,666	3,034,373	3,155,748
15-TRANSFERS-OUT-GENERAL FUND	747,866	828,890	235,850	765,112	780,414	796,023	811,943	828,182	844,745	861,640	878,873	896,451
NET INCOME FORECAST	1,007,152	366,082	(1,950,278)	25,000	74,182	141,201	179,635	164,272	151,319	141,040	133,721	129,666

LONG TERM DEBT

Long Term Debt Policy

NOVA Parks has only recently begun using Long Term Debt as a method of financing. In March 2018, the following Debt Policy was adopted:

NOVA Parks is an independent government agency organized under the Park Authorities Act of Virginia. In the acquisition and construction of parks and park features debt may be incurred. Such debt will only be for long term capital assets, and will be done in consideration of the following guidelines:

- *Long-term borrowing will not be used to finance current operations or normal maintenance*
- *Debt will not be incurred for periods longer than the expected useful life of the asset*
- *An adequate revenue stream will be identified to pay off the debt*
- *Cost of issuance, debt service, capitalized interest, and project management may be included in capital project costs, and thus eligible for financing*
- *Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General and Enterprise Fund revenues, measured annually.*

NOVA Parks Debt Restrictions and Guidelines

NOVA Parks is not subject to any specific debt limits from outside sources. A Debt Policy adopted by NOVA Parks in March of 2018 (see above), includes the following guidance:

Debt Service Expense: Interest and Principal cannot exceed 10% of the combined General & Enterprise Fund revenues, measured annually.

Calculation of Debt Policy Margin:

General & Enterprise Budgeted Revenues FY 2022	\$ 32,502,349
Policy Annual Debt Limit-10% of Budgeted Revenues	3,250,235
Springdale Property	\$ 250,000
Occoquan-Jean R. Packard Center	814,164
Property acquisition at Pohick Bay	120,738
Upton Hill	224,359
FY 2022 Principal & Interest	\$ 1,409,261

For FY 2022, the debt service expense is 4.3% of combined General & Enterprise Fund Revenues, which is within the policy guidelines of 10%.

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

DEBT SERVICE

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

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

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

DEBT SERVICE

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

Purpose: Property Acquisition at Pohick Bay

(Addl. project funding: grants and other sources)

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

DEBT SERVICE

Note Payable- Purpose: Property Acquisition-Springdale

December 2015-December 2024, interest free

Date	Principal	Interest	Total Debt Service
12/17/2018	\$225,000.00	\$—	\$225,000.00
12/17/2019	\$225,000.00	\$—	\$225,000.00
12/17/2020	\$250,000.00	\$—	\$250,000.00
12/17/2021	\$250,000.00	\$—	\$250,000.00
12/17/2022	\$250,000.00	\$—	\$250,000.00
12/17/2023	\$250,000.00	\$—	\$250,000.00
12/17/2024	\$250,000.00	\$—	\$250,000.00
		\$—	
	<u>1,700,000.00</u>		<u>\$1,700,000.00</u>

DEBT SERVICE
Virginia Resources Authority-VPFP 2020C, November 18, 2020
Purpose: Upton Hill Regional Park

Period Ending	Principal	Interest	Total Debt Service
4/1/2021		53,693.78	53,693.78
10/1/2021	110,000.00	59,293.76	169,293.76
4/1/2022		56,475.01	56,475.01
10/1/2022	115,000.00	56,475.01	171,475.01
4/1/2023		53,528.13	53,528.13
10/1/2023	125,000.00	53,528.13	178,528.13
4/1/2024		50,325.01	50,325.01
10/1/2024	130,000.00	50,325.01	180,325.01
4/1/2025		46,993.76	46,993.76
10/1/2025	135,000.00	46,993.76	181,993.76
4/1/2026		43,534.38	43,534.38
10/1/2026	145,000.00	43,534.38	188,534.38
4/1/2027		39,818.76	39,818.76
10/1/2027	150,000.00	39,818.76	189,818.76
4/1/2028		35,975.01	35,975.01
10/1/2028	160,000.00	35,975.01	195,975.01
4/1/2029		31,875.01	31,875.01
10/1/2029	170,000.00	31,875.01	201,875.01
4/1/2030		27,518.76	27,518.76
10/1/2030	175,000.00	27,518.76	202,518.76
4/1/2031		23,034.38	23,034.38
10/1/2031	185,000.00	23,034.38	208,034.38
4/1/2032		20,143.76	20,143.76
10/1/2032	190,000.00	20,143.76	210,143.76
4/1/2033		18,103.13	18,103.13
10/1/2033	195,000.00	18,103.13	213,103.13
4/1/2034		16,200.00	16,200.00
10/1/2034	195,000.00	16,200.00	211,200.00
4/1/2035		14,212.51	14,212.51
10/1/2035	200,000.00	14,212.51	214,212.51
4/1/2036		12,175.01	12,175.01
10/1/2036	205,000.00	12,175.01	217,175.01
4/1/2037		9,956.25	9,956.25
10/1/2037	210,000.00	9,956.25	219,956.25
4/1/2038		7,687.50	7,687.50
10/1/2038	215,000.00	7,687.50	222,687.50
4/1/2039		5,228.13	5,228.13
10/1/2039	220,000.00	5,228.13	225,228.13
4/1/2040		2,712.51	2,712.51
10/1/2040	225,000.00	2,712.51	227,712.51
4/1/2041			
	3,455,000.00	1,143,981.56	4,598,981.56

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Headquarters					
Full -Time	21.15	21.15	21.15	21.15	21.15
Part -Time	2.89	3.93	4.71	5.51	5.88
Central Maintenance					
Full -Time	13	13	13	13	13
Part -Time	0	0	0	0	0
Aldie Mill Historic Park					
Full -Time	1	1	1	1	1
Part -Time	0.55	0.75	0.86	0.95	0.95
Algonkian Regional Park					
Full -Time	6	6	6	6	6
Part -Time	3.73	3.75	3.88	3.95	3.95
Algonkian Golf Course					
Full -Time	7	7.5	7.5	7.5	7.5
Part -Time	5.78	5.78	5.78	5.63	5.63
Volcano Island Waterpark					
Full -Time	0	0	0	0	0
Part -Time	8.07	8.07	8.16	2.02	8.08
The Woodlands Meeting & Event Center					
Full -Time	0.5	0.83	1.33	1.33	1.33
Part -Time	2.8	2.21	2.72	2.02	2.4
Algonkian Cottages					
Full -Time	0.5	0.5	0.5	0.5	0.5
Part -Time	2.98	2.98	2.98	3	3
Beaverdam Property					
Full -Time	0	0	0	0	0
Part -Time	1.03	1.03	1.03	0.58	1.03
Brambleton Golf Course					
Full -Time	8	8.5	8.5	8.5	8.5
Part -Time	7.27	7.27	7.27	7.27	7.27
Bull Run Regional Park					
Full -Time	7	8	8	8	8
Part -Time	6.48	6.24	6.34	6.53	6.71
Bull Run Marina					
Full -Time	0.2	0.2	0.2	0.2	0.2
Part -Time	0	0	0	0	0
Atlantis Waterpark					
Full -Time	0	0	0	0	0
Part -Time	9.07	8.96	9.37	2.36	9.42
Bull Run Special Events Center					
Full -Time	0.5	0.5	0.5	0.5	0.5
Part -Time	0.94	0.94	0.94	0.79	0.94

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Bull Run Light Show					
Full -Time	1.5	1.5	1.5	1.5	1.5
Part -Time	3.24	3.21	3.21	2.96	3.22
Bull Run Shooting Center					
Full -Time	2	2	2	2	2
Part -Time	9.6	9.76	9.8	9.8	9.8
Cameron Run Regional Park					
Full -Time	3	3	3	3	3
Part -Time	4.85	4.92	4.92	4.73	4.73
Ice & Lights - The Winter Village at Cameron Run					
Full -Time	0	0	0	0	0
Part -Time	0	0	2.9	3.34	3.34
Great Waves Waterpark					
Full -Time	1	1	1	1	1
Part -Time	21.05	21.4	21.88	5.52	22.08
Carlyle House Historic Park					
Full -Time	2	2	2	2	2
Part -Time	2.45	2.45	2.45	2.45	2.45
Fountainhead Regional Park					
Full -Time	0.9	0.9	1.4	1.4	1.4
Part -Time	3.72	3.72	3.37	3.37	3.96
Hemlock Overlook Regional Park					
Full-Time	0	0	0	0	0
Part-Time	0	0	0	0	0.325
Meadowlark Botanical Gardens					
Full -Time	7.5	7.5	8	8	8
Part -Time	7.61	7.81	7.23	7.42	7.34
Meadowlark Light Show					
Full -Time	0	0	0.5	0.5	0.5
Part -Time	2.34	3.07	2.92	3.11	3.15
Meadowlark Atrium					
Full -Time	4.5	4.5	4.5	4.5	4.5
Part -Time	8.25	7.77	5.51	5.06	5.56
Mt. Zion/Gilberts Corner Regional Park					
Full -Time	0	0	0	0	0
Part -Time	0	0	0	0	0
Occoquan Regional Park					
Full -Time	3	2	2	2	2
Part -Time	4.86	3.44	4.89	5.22	6.2
The River View at Occoquan					
Full -Time	0	3.25	4.25	4.25	4.25
Part -Time	0	1.84	2.59	2.89	3.37
Brickmakers Café at Occoquan					
Full -Time	0	0	0	0	0
Part -Time	0	1.04	3.17	3.82	4.77
Brickmaker's Catering at Occoquan					
Full -Time	1	1.09	1.09	1.09	1.09
Part -Time	2.28	2.64	2.62	1.05	1.21

PERSONNEL SUMMARY BY FACILITY

FACILITY	FY 2018 APPROVED (FTE)	FY 2019 APPROVED (FTE)	FY 2020 APPROVED (FTE)	FY 2021 APPROVED (FTE)	FY 2022 BUDGET (FTE)
Pohick Bay Regional Park					
Full -Time	6	7	7	7	7
Part -Time	6.68	6.44	6.44	6.44	6.63
Pohick Bay Golf Course					
Full -Time	5	5	5	5	5
Part -Time	7.49	7.46	7.46	7.46	7.46
Pohick Bay Marina					
Full -Time	0	0	0	0	0
Part -Time	1.43	1.96	1.86	1.86	1.86
Pirate's Cove Waterpark					
Full -Time	0	0	0	0	0
Part -Time	8.44	8.33	8.46	2.12	8.47
Potomac Overlook Regional Park					
Full -Time	3	3	3	3	3
Part -Time	1.71	1.75	1.76	1.81	1.81
Rust Sanctuary					
Full -Time	2	2.33	2.83	3.83	3.83
Part -Time	5.64	5.97	5.56	3.63	4.32
Sandy Run Regional Park					
Full -Time	0.90	0.9	1.4	1.4	1.4
Part -Time	0.96	1.42	1.01	1.01	1.01
Temple Hall Farm					
Full -Time	2.25	2.25	2.25	2.25	2.25
Part -Time	1.19	1.19	1.19	1.19	1.19
Temple Hall Fall Festival					
Full -Time	0	0	0	0	0
Part -Time	2.92	2.92	2.69	1.35	2.69
Upper Potomac Properties					
Full -Time	1.25	1.25	1.25	1.25	1.25
Part -Time	0.47	0.47	0.47	0.47	0.47
Upton Hill Regional Park					
Full -Time	3	3	3	3	3
Part -Time	3.46	3.46	3.46	4	5.87
Ocean Dunes Waterpark					
Full -Time	0	0	0	0	0
Part -Time	7.24	7.24	7.37	1.56	7.78
W&OD Railroad Regional Park					
Full -Time	4	4	4	4	4
Part -Time	2.94	2.94	2.94	2.94	2.94
White's Ford Regional Park					
Full -Time	0.50	0.5	0.5	0.5	0.5
Part -Time	0	0	0	0	0
Enterprise Fund Administration					
Full -Time	6.85	6.85	6.85	6.85	6.85
Part -Time	0.23	0.23	0.23	0.3	0.3
Total Full -Time Staffing	126	132	136	137	137
Total, Part-Time Staffing	172.64	176.77	181.91	137.49	189.57

GLOSSARY

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

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

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

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

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

ADA – Americans with Disabilities Act

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

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

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

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

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

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

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

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

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

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

Capital Improvement Program (CIP) – A five year plan, usually adopted in September, created to help guide future park planning and development. The CIP outlines how the Park Authority intends to use its capital funding to expand and improve the regional park system through investments in facilities and other long-term physical assets. The current CIP is for FY 2020 Revised-FY 2024.

Climb UPton - a 90 element high ropes adventure course. Climb UPton hopes to attract a wide variety of users to climb, play, and participate in programs and activities on the 40' tall climbing structure.

Community Foundation for Northern Virginia – The Community Foundation for Northern Virginia has served as a premier, trusted charitable partner of Northern Virginians since 1978. NOVA Parks has established funds with the Community Foundation to procure, develop, maintain and improve regional parks and to support conservation, preservation and education.

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

Contingencies – An amount included in any fund to cover unforeseen events that may occur during the fiscal year.

Cost-Center – A Northern Virginia Regional Park facility that generates revenue and/or expenses, such as Bull Run Shooting Center or Cameron Run Park.

Designated Set-Aside – A reserve made up from the available balance materializing at the end of the fiscal year which are not required for expenditures and are set aside for future funding requirements.

Debt Service – Cash that is required to cover the repayment of interest and principal on a debt for a particular period.

Easements and Licenses – An easement is interest in land that lasts for a specific purpose with property ownership. A license is permission to use land that can be revoked at any time.

Ellis and Associates – Ellis and Associates provides training and courses in aquatic safety, procedures, and techniques.

Endowment Fund – A fund used to account for a specific activity or property, in the case of Temple Hall Farm it is used to account for the operation of the property. The use of the fund is restricted to maintenance, operation, management and improvement of the farm. Investment income may be expended from the fund assets. Principal shall not be depleted, except to finance items of an emergency nature.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a business activity. The fee schedules for these services are established to ensure that overall revenues are adequate to meet overall expenditures.

Expenditure – Actual outlay of monies for goods and services within the General Fund and Capital Fund which are considered governmental activity funds.

Expenses – Charges incurred in the Enterprise Fund for salaries and benefits, operations, maintenance, or other charges necessary for an activity to function. Results in a decrease to net income.

Fiscal Year – The Park Authority Fiscal Year is the 12 month period starting July 1 and ending the following June 30.

Full Time Equivalent (FTE) is defined as follows: It is the measure of authorized personnel where part-time positions are converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time person working 20 hours per week for 52 weeks would be equivalent to an FTE of 0.5.

Full-Time Position – A position regularly scheduled to work 40 hours per week, or 2,080 hours per year.

Fund – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance – The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.

General Fund – the Park Authority fund that receives the operating appropriations from the supporting jurisdictions and funds the Headquarters and Central Maintenance staff and functions. It is also the fund where revenues and expenditures that are not related to a specific Park Authority facility reside.

GFOA – Government Finance Officers Association is a professional association of state, provincial and local finance officers in the United States and Canada.

GLOSSARY

Grant – A sum of money given by an organization for a particular purpose

Great Blue Heron Catering – NOVA Parks Catering Service

Jurisdiction – The local government entity that is a part of the Northern Virginia Regional Park Authority. The six supporting member jurisdictions include the City of Alexandria, Arlington County, the City of Fairfax, Fairfax County, the City of Falls Church and Loudoun County.

LEED Certification – Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It was developed by the U.S. Green Building Council (USGBC) in 2000 and is intended to provide building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

Market Rate Adjustment – The percentage rate applied to staff salaries to compensate for increases in the cost of living. The rate is developed using consumer price index information for the region.

Measurable Results – Statistics designed to quantify the volume of activity and in some cases performance across a broad spectrum of Park Authority resources, activities and functions.

Mission Statement – A broad, philosophical statement of the purpose of an agency that specifies the fundamental reasons for its existence. The statement can be used to initiate, evaluate, and refine activities.

NRPA – National Recreation and Park Association whose mission is “To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.” The NRPA also provides continuing education programs, accreditation / certification and advocacy.

LGIP - Local Government Investment Pool is an investment by local governments in which their money is pooled as a method for managing local funds.

Line Item – A unit of information in a document shown on a separate line of its own. Line items often refer to a budget element that is separately identified.

Objective – Within the performance measurement process, a goal to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget – A budget for general revenues and expenses necessary for an entity to function.

Operating Transfers – The movement of monies from one fund to another to cover costs related to certain program operations.

Organization Chart – A chart representing the authority, responsibility, and relationships among departmental entities within the Park Authority.

Park Authority – The entity known as The Northern Virginia Regional Park Authority (NVRPA) or NOVA Parks.

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

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

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

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

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

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

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

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

Revenue – Funds that are received as income.

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

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

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

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

Transfers – See Operating Transfers

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

VDOT – Virginia Department of Transportation

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

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

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

