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Beyond Numbers: Budgeting for Success

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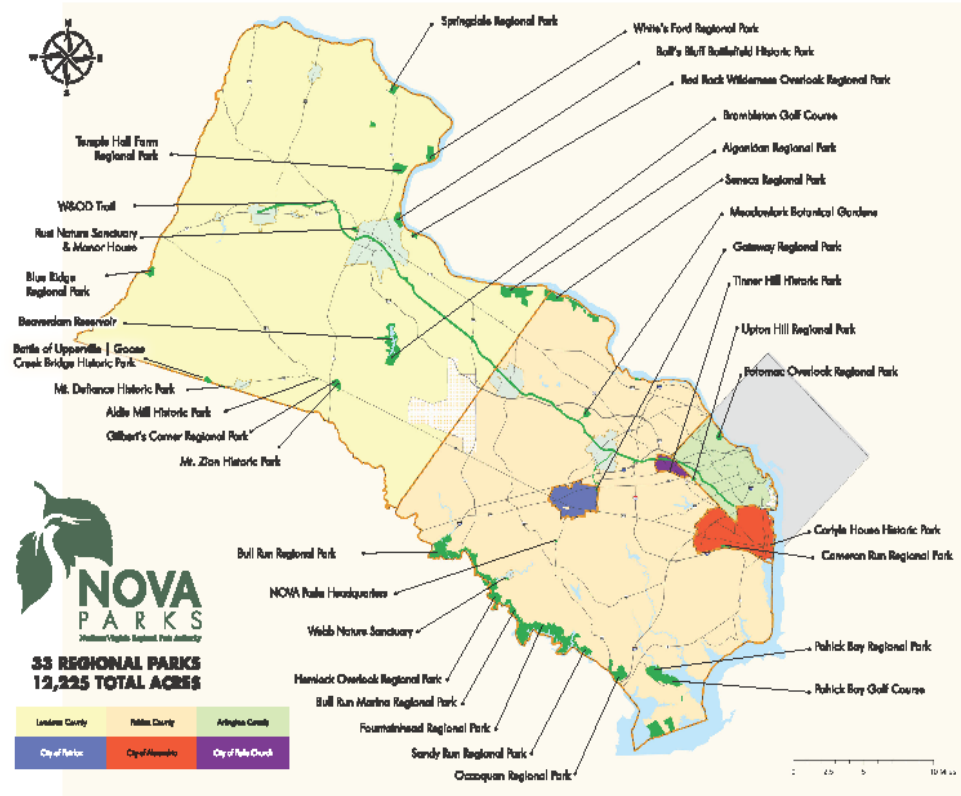
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About NOVA Parks



- Regional park agency in Northern Virginia
- Located just outside of Washington DC
- Population served: almost 2 million
- Operates 33 parks w/ 12,225 acres of open space
- Includes trails, open space, waterparks, golf courses, and more
- Budget: \$28 million (\$14 million capital)





NOVA Parks Structure

- Semi-Autonomous Agency
 - Similar to many Public Power agencies
- Regional Park Authority-Member Jurisdictions
 - 3 Counties
 - 3 Cities
- Twelve Board Members
 - 2 appointed from each jurisdiction
- NOVA Parks Board
 - Sets Strategic Direction
 - Approves the Budget
- Member Jurisdictions provide some capital and operating appropriations
- Only 13% of operating revenue comes from tax dollars



Learning Outcomes

- Describe three ways that successful budgets go “beyond the numbers”.
- Explain the importance of linking the budget to the Strategic Plan.
- Discuss methods and strategies for communicating budget information.



Budget Boost

- Improved budgets over last few decades
 - Best practices
 - Budgets are more strategic today
 - Guidance on improving budgets widely available
 - Numbers combine with strategy to show the full picture
 - Technology
 - Dramatically changed and continues to change
 - Lincoln Electric Systems (LES) session will focus on technology



Budget Best Practices

- *Key Characteristics of the Budget Process:*
 - Incorporates a long-term perspective;
 - Establishes linkages to broad organizational goals;
 - Focuses budget decisions on results and outcomes;
 - Involves and promotes effective communication with stakeholders
 - Provides incentives to government management and employees.

Resource: NACSLB's recommended practices located on GFOA's web site at www.gfoa.org.



Budget Best Practices

- The Government Finance Officers Association (GFOA) and their Budget Awards Program brought a strategic focus to budgets:
 - As a Policy Document
 - As a Financial Plan
 - As an Operations Guide
 - As a Communications Device

Resource: <http://www.gfoa.org/budgetaward>

Beyond the Numbers: Policy Focus



- Organizational Strategies
 - Goals
 - Objectives
 - Strategic Planning
- Discussion of Budget Priorities & Policies
 - Long-Term
 - Short-term
 - Financial Policies
- Narrative Policy Discussion
 - Budget Message/Transmittal Letter
 - Executive Summary



Beyond the Numbers: Operations Focus

- Workforce Information
 - Organization Charts
 - Position Summaries
- Departmental Details
 - Narrative Descriptions
 - Departmental Goals & Objectives
 - Performance Measures



Beyond the Numbers: Communication Focus

- Print
 - Budget overviews
 - Charts, graphs and statistical information
 - Budget-in Brief documents
- Website
 - Budget documents and materials
 - Online budget and financial tools
 - Transparency Financial tools
- Social Media



“The Dynamic Duo”

Linking the Budget & the Strategic Plan

- Budget focuses on finance and short-term planning
- Strategic planning sets the long-term course
- Objectives and performance measures are the bridge between the two processes
- The combination of these processes helps make these “living documents”

Charting the Course with a Strategic Plan



- If we have ***performance measurement*** without strategic planning, ***we know how fast we are going***, but we do not know whether we are going in the right direction.
- If we have ***strategic planning*** without performance measurement, ***we know we are going in the right direction***, but we do not know whether we are getting there.



Ways to Integrate the Strategic Plan in the Budget

- Discuss Strategic Plan in Budget Message/Transmittal Letter
- Include Mission Statement in the Budget Document
- Link departmental objectives to Strategic Plan Goals
- Incorporate Strategic Plan elements in Capital Budget

Strategic Plan Linkage to Budget

Strategic Plan Linkage to the FY 2019 Budget

A new and 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 on individual cost center budget pages, located behind the General Fund and Enterprise Fund tabs in this document. Each goal is linked to at least one of the 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



ALGONKIAN REGIONAL PARK

STRATEGIC GOALS & OBJECTIVES FY 2019

| STRATEGIC FOCUS | | | |
|-----------------|------------------------------|--|--------------------------|
| | CUSTOMER EXPERIENCES | | GROW FINANCIAL RESOURCES |
| | CONSERVE & PROTECT RESOURCES | | HUMAN RESOURCES |
| | COMMUNICATE OUR STORY | | EXCELLENCE IN GOVERNANCE |

Goals & Objectives

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.
- Develop park inspection forms through Hiperweb plan to conduct weekly and monthly routine facility maintenance inspections and correct deficiencies.
- Establish and maintain a minimum of (3) community partnerships.
- Continue to maintain and improve the trail system through sustainable trail maintenance efforts.
- Refine the volunteer program to improve the quality of the park.
- Develop an implementation plan with costs to replace park signage with standardized NOVA Park signs.

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



Objectives:

- Conduct a minimum of (8) kayak tours/programs.
- Further develop and implement interpretive plan by hosting a minimum of two educational 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.
- Create a mechanism that allows at least (2) new opportunities for consistent customer feedback.

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.
- 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.
- Develop a "Frequently Asked Questions" page for the Algonkian website.
- Implement mid-season interviews to evaluate the performance of seasonal staff.
- Update all assets in Hiperweb to include photos, serial numbers, make & model of equipment, date of purchase and any additional applicable information.

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



Objectives:

- Develop a minimum of (2) new marketing strategies to promote rental shelters.
- Maintain Boat and RV lots at 95% capacity.
- Host a minimum of (1) internally managed seasonal event.
- Develop and implement an annual social media promotions calendar.
- Utilize Active Network to reach our growing customer base and to help generate increased visitation within the park.



Measurable Results

FY 2018 STRATEGIC GOAL HIGHLIGHTS

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

Highlights

- ✓ Hosted a total of 4 park clean up days with the Rotary Club of Sterling, CertaPro of Loudoun and Cub Scout Pack 1576.
- ✓ Worked with the Potomac Heritage Trail Association and local citizens on trail improvement projects.
- ✓ Partnerships maintained with Rotary Club of Sterling, Keep Loudoun Beautiful, Potomac Heritage Trail Association, Dominion High School and Potomac Fall High School Cross Country teams, and Audubon Naturalist Society. New partnership established with CertaPro of Loudoun.
- ✓ Established a new relationship with a local citizen to monitor trail conditions within the park. Maintained relationship with local volunteers for trash and debris clean up along trails.
- ✓ Developed a plan to implement directional signage within the park with standardized NOVA Parks signs.

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

Highlights

- ✓ Conducted 9 Paddle Tours to include a special Solar Eclipse Paddle tour.
- ✓ Two educational program sessions were conducted by Audubon Naturalist Society.
- ✓ Hosted The North Face Endurance Challenge and the Artic Dash Race series. Hosted community lead park clean ups and interpretive hikes led by Roving Naturalist
- ✓ Developed an 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

- ✓ Continued to implement strategies for recruiting staff including a list of positive behaviors we look for in interviews and expanding the number of places jobs are posted.
- ✓ 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.
- ✓ Developed FAQ pages for the Algonkian Park webpage and Cottage webpage.
- ✓ Developed mid-season evaluation tools for seasonal staff.

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

Highlights

- ✓ Maintained Storage Lots at 95% capacity.
- ✓ Developed program plan for the First Annual Community Campout.
- ✓ Implemented event promotions calendar on Facebook which aided in over a 90% booking rate for our paddle tours.

MEASURABLE RESULTS

| | FY 2016 ACTUAL | FY 2017 ACTUAL | FY 2018 TARGET | FY 2018 ACTUAL 6 months (Jul-Dec 2017) | FY 2019 TARGET |
|------------------------------------|-------------------|-------------------|-------------------|--|-------------------|
| • Number of boat launches | 1,926 | 1,815 | 2,700 | 1,206 | 2,100 |
| • Boat/RV storage usage | 230 | 220 | 215 | 215 | 181 |
| • Number of miniature golf rounds | 2,199 | 2,320 | 3,150 | 1,309 | 2,750 |
| • Number of picnic shelter rentals | 340 | 361 | 350 | 219 | 360 |





Budget is More than Balancing Revenues & Expenses

- Strategic in nature
- Looks to the future
- Allocates resources based on established goals
- Promotes program efficiency and effectiveness
- Serves as an operations guide
- Communicates priorities