



MONTGOMERY COUNTY DEPARTMENT OF PARKS
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Agenda Item #3
Agenda Date: October 27, 2011

MEMORANDUM

TO: Montgomery County Park Commission

VIA: Mary R. Bradford, Director of Parks *Mary Bradford*
Gene Giddens, Acting Deputy Director of Operations *GG*

FROM: Christine Brett, Enterprise Division Chief *CB*

SUBJECT: Enterprise Fund FY2011 Year-End Preliminary Actuals Report

FY11 Enterprise Fund operating revenues came to \$9.7 million—a 5% increase over FY10. Expenditures were \$7.4 million, plus debt service payments of \$1.3 million. The Fund’s net income in FY11 was \$1.0 million. This figure reflects a \$523,000 increase over the FY11 projected budget and a \$783,000 increase over FY10 actual net income. This increase is due to net gains in four out of five Enterprise categories.

| NET INCOME (LOSS) | FY11 Budget | FY11 Preliminary Actuals | Variance From FY11 Budget | FY10 Actuals | Growth From FY10 Actuals to FY11 |
|-------------------------|-------------|--------------------------|---------------------------|--------------|----------------------------------|
| Ice Rinks | (472,100) | 60,569 | 532,669 | (449,970) | 510,539 |
| Tennis Facilities | 376,300 | 401,308 | 25,008 | 390,625 | 10,683 |
| Event Centers | (83,000) | (58,792) | 24,208 | (173,699) | 114,908 |
| Park Facilities | 682,099 | 726,514 | 44,414 | 703,243 | 23,270 |
| Golf Courses | 56,200 | (47,432) | (103,632) | (171,030) | 123,598 |
| Total Net Income (Loss) | 559,499 | 1,082,167 | 522,667 | 299,169 | 782,998 |

The five reporting categories are:

ICE RINKS

FY11 operating revenues for **Cabin John Ice Rink** and **Wheaton Ice Arena** were \$4,271,000—\$177,000 higher than the projected goal, and \$377,000 higher than FY10 actuals (9% gain).

ICE RINKS (cont.)

Ice rink expenditures were \$2,822,000—\$331,000 less than projected—resulting in a \$61,000 net profit.

A very successful class and camp program at both Cabin John Ice and Wheaton Ice Arena were largely responsible for the increase in revenues, with income of \$1,108,000 (\$146,000 over FY10). Also, Cabin John Ice enjoyed a successful ice rental season, with revenues of \$90,000 over goal, as well as greater than expected Pro Shop sales (\$38,000 over the projected goal).

Personnel expenditures for the year came in lower than projected, due to delays in planned hiring of career employees. Utility expenditures were also down, due to lower natural gas costs at Cabin John.

A number of important facility maintenance projects were completed in FY11 at the rinks. At Cabin John Ice, a new desiccant wheel for the Olympic rink dehumidification was installed, as well as new rubber matting for highly visible public areas, including the warming room, snack bar, party rooms and restrooms. New electric ice edgers were purchased for both rinks and are now in use, in response to public concern regarding CO₂ levels in ice rinks.

At Wheaton Ice, a new energy-efficient hot water heater (for ice resurfacing) was installed.

TENNIS CENTERS

Revenue for the **Pauline Betz Addie Tennis Center** in Cabin John Regional Park and **Wheaton Indoor Tennis** was \$1,492,000 (\$25,000 over projected net income), which includes revenue from seasonal court time contracts, spot time, classes and camps, and special programs.

Expenditures dropped \$192,000 in FY11 as a result of reduced personnel charges (including reduced payments to contract instructors), and reduced utility costs at both tennis centers (\$69,500 less than projected at Wheaton Indoor Tennis, and \$7,000 less at Pauline Betz Addie Tennis Center).

Revenues were up \$40,000 from FY10 at Wheaton Indoor Tennis, and we will continue to focus on increasing usage of Wheaton in the coming years. Together, the two tennis centers serve more than 100,000 tennis patrons every year, including members of the Montgomery County Tennis Association (MCTA).

EVENT CENTERS

Event Center revenues increased by \$104,000 in FY11 (21% over FY10 actuals), for a gross income of \$503,000—a \$31,700 increase over the FY11 projected revenue goal of \$471,000.

EVENT CENTERS (cont.)

Rockwood Manor posted the most significant gain of the five Event Centers with a \$60,000 increase in revenues, largely due to the introduction of popular “Weekend Wedding Retreat” packages there.

Woodlawn Manor revenues increased \$43,000, which can be attributed to the rentals of the new event tent at that facility.

Event Center expenditures increased by \$12,000 over budget, largely due to the costs of creating and installing the new tent pad and event tent at Woodlawn Manor. This expenditure will most likely pay for itself in increased rentals at Woodlawn by the end of FY12.

Social media marketing, more open houses, and special events such as “Brides on the Bus” (where prospective customers tour all five Event Centers in a day) significantly increased the visibility and rentals of our Event Centers in FY11.

PARK FACILITIES

Operating Revenues are \$2.9million. Net income for Park Facilities in FY11 was \$727,000—a \$44,000 net increase over the projected goal, and \$23,000 over FY10 actuals. Expenditures were down \$20,000 from the projected figure.

Wheaton Miniature Train, one of our older facilities, needed a number of repairs this year. Heavy rainfall, problems with tracks located on unstable, hilly terrain, and heavy usage of the train over the years necessitated \$60,000 worth of repairs at Wheaton Train.

Brookside Gardens exceeded the FY11 rental goal with \$215,000 in revenues. An increase in the number of memorial services and corporate bookings, as well as rental revenue from recently purchased chairs for outdoor weddings and events all contributed to the success. The overall revenues are over \$1 million.

The Enterprise Division began rentals at the **Agricultural History Farm Park** in FY11. There were 9 social events this year, resulting in \$9,000 in revenues.

At the **South Germantown Splash Playground and Miniature Golf Course**, the blue course was demolished to make way for new walking paths, shade areas overlooking the extremely popular Splash Playground, and three new concrete pads to use for new event tents/party rental areas in FY12. The red miniature golf course remains. New water features are slated for the Splash Playground in FY13/14.

The operation of **Olney Manor Skate Park** was transferred to the Enterprise Division from Montgomery County Recreation in November 2010, and re-opened to the public in April 2011. In response to customer demand, new lights were installed in early summer, and more evening hours and adult-only skate sessions were added. WiFi was also installed for our customers' convenience.

GOLF COURSES

Golf courses including the South Germantown Driving Range as well as golf courses managed by the Montgomery County Revenue Authority, posted a net loss of \$47,000 in FY11.

This loss is primarily due to delinquent payments and uncollected receivables from the concession vendor who previously managed the driving range facility. The Enterprise Division assumed management responsibilities in Fall 2010, and re-opened the South Germantown Driving Range on May 27, 2011. The net loss for FY11 also reflects a very short FY11 season due to the management takeover, extensive site improvements and start-up expenditures.

DEBT SERVICE

| Debt Service | Initial | FY11 Payments | Amount Outstanding | Issue Date | Maturity Date |
|----------------|------------------|-----------------|--------------------|------------|------------------|
| Cabin John Ice | \$6,000,000.00 | \$ 538,088.70 | \$ 1,197,111.98 | Apr 1999 | FY 14 (Nov 2013) |
| Little Bennett | * \$3,154,000.00 | \$ 434,530.17 | \$ 808,471.59 | * Dec 2003 | FY13 (May 2012) |
| Wheaton Ice | * \$2,799,000.00 | \$ 370,596.57 | \$ 359,310.00 | * Dec 2003 | FY12 (May 2012) |
| Total | \$11,953,000.00 | \$ 1,343,215.44 | \$ 2,364,893.57 | | |

* Refinanced Amount and Date

The Enterprise Fund has an existing debt service balance of \$2.4 million. This includes \$808,500 for Little Bennett Golf Course, \$1.2 million for Cabin John Ice, and \$360,000 for Wheaton Ice Arena.

The Revenue Authority will make the last fixed rent payment of \$480,000, through FY12, which offsets the cost of the debt service for Little Bennett Golf Course. Beginning in FY13, the Revenue Authority will make a non-fixed rent payment, based on net revenues generated by the golf courses. The rent payment for FY13 will therefore most likely be less than the amount due for the debt service payment for Little Bennett Golf Course.

ENTERPRISE FUND BALANCE

The Maryland-National Capital Park and Planning Commission's Enterprise Fund Balance Policy states that the Fund balance should equal 10% of all operating expenditures, plus the equivalent of one year's debt service payments for a total of \$2.3 million. In the event of a catastrophe, this reserve amount should allow the Enterprise Fund to remain solvent. With this year's net gain of \$1.0 million, ending of FY11 Enterprise Fund balance was just over \$2.7M. This amount complies with the Fund Balance Policy requirements.

OVERVIEW and LOOKING FORWARD

FY11 was a successful year for the Enterprise Division. Revenues increased and expenditures decreased. A number of qualified staff members were hired or promoted, two new park facilities were acquired, and a number of important facility improvements were completed.

In FY12, we will meet challenges new and ongoing, including maintaining or increasing revenues, closely monitoring expenditures, improving and upgrading facilities and making the debt service payments. I am proud of the Division's accomplishments this year, and confident that our team will continue to provide quality programs and warm, welcoming customer service our patrons expect in the coming year.

**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
MONTGOMERY COUNTY ENTERPRISE FUND**

FY11 PRELIMINARY ACTUALS AS OF JUNE 30, 2011

| | FY11 BUDGET | FY11 Preliminary Actuals | FY10 ACTUALS | VARIANCE FROM BUDGET | VARIANCE FY10 ACTUALS VS FY11 | |
|--|--|---|---------------------|---------------------------------|--|----------------|
| ICE RINKS | Operating Revenues | 4,094,500 | 4,271,054 | 3,893,598 | 176,554 | 377,456 |
| | Operating Expenditures | (3,152,500) | (2,821,904) | (2,915,876) | 330,596 | 93,972 |
| | Administrative Services | (541,500) | (502,829) | (542,121) | 38,671 | 39,292 |
| | Operating Income (Loss) | 400,500 | 946,321 | 435,601 | 545,821 | 510,720 |
| | Debt Service Payments | (872,600) | (885,752) | (895,571) | (13,152) | 9,819 |
| | Interest Earned | - | - | - | - | - |
| | Park Fund/Mont Co Contribution | - | - | 10,000 | - | (10,000) |
| | CIP Transfers | - | - | - | - | - |
| | Net Income (Loss) - Ice Rinks | (472,100) | 60,569 | (449,970) | 532,669 | 510,539 |
| TENNIS | Operating Revenues | 1,765,600 | 1,491,700 | 1,491,153 | (273,900) | 547 |
| | Operating Expenditures | (1,075,200) | (883,247) | (875,391) | 191,953 | (7,856) |
| | Administrative Services | (230,600) | (214,014) | (230,737) | 16,586 | 16,723 |
| | Operating Income (Loss) | 459,800 | 394,439 | 385,025 | (65,361) | 9,414 |
| | Debt Service Payments | - | - | - | - | - |
| | Interest Earned | 16,500 | 6,869 | 5,600 | (9,631) | 1,269 |
| | Park Fund/Mont Co Contribution | - | - | - | - | - |
| | CIP Transfers | (100,000) | - | - | 100,000 | - |
| Net Income (Loss) - Tennis Facilities | 376,300 | 401,308 | 390,625 | 25,008 | 10,683 | |
| EVENT CENTERS | Operating Revenues | 471,000 | 502,697 | 399,153 | 31,697 | 103,544 |
| | Operating Expenditures | (493,900) | (505,659) | (537,660) | (11,759) | 32,001 |
| | Administrative Services | (60,100) | (55,830) | (60,192) | 4,270 | 4,362 |
| | Operating Income (Loss) | (83,000) | (58,792) | (198,699) | 24,208 | 139,908 |
| | Debt Service Payments | - | - | - | - | - |
| | Interest Earned | - | - | - | - | - |
| | Park Fund/Mont Co Contribution | - | - | 25,000 | - | (25,000) |
| | CIP Transfers | - | - | - | - | - |
| Net Income (Loss) - Event Centers | (83,000) | (58,792) | (173,699) | 24,208 | 114,908 | |
| PARK FACILITIES | Operating Revenues | 2,950,400 | 2,951,777 | 2,956,590 | 1,377 | (4,813) |
| | Operating Expenditures | (1,880,300) | (1,860,621) | (1,844,921) | 19,679 | (15,700) |
| | Administrative Services | (401,500) | (372,681) | (414,745) | 28,819 | 42,064 |
| | Operating Income (Loss) | 668,599 | 718,476 | 696,925 | 49,876 | 21,551 |
| | Debt Service Payments | - | - | - | - | - |
| | Interest Earned | 13,500 | 8,038 | 6,318 | (5,462) | 1,720 |
| | Park Fund/Mont Co Contribution | - | - | - | - | - |
| | CIP Transfers | - | - | - | - | - |
| | Net Income (Loss) - Park Facilities | 682,099 | 726,514 | 703,243 | 44,414 | 23,271 |
| GOLF COURSES | Operating Revenues | 526,600 | 517,771 | 478,950 | (8,829) | 38,821 |
| | Operating Expenditures | (1,301,600) | (1,208,434) | (1,315,804) | 93,166 | 107,370 |
| | Administrative Services | (67,900) | (63,080) | (68,009) | 4,820 | 4,929 |
| | Operating Income (Loss) | 458,699 | 387,098 | 263,772 | (71,602) | 123,327 |
| | Debt Service Payments | (402,500) | (434,530) | (434,802) | (32,030) | 272 |
| | Interest Earned | - | - | - | - | - |
| | Park Fund/Mont Co Contribution | - | - | - | - | - |
| | CIP Transfers | - | - | - | - | - |
| Net Income (Loss) - Golf Courses | 56,200 | (47,432) | (171,030) | (103,632) | 123,599 | |
| ADMINISTRATION | Operating Revenues | - | - | - | - | - |
| | Operating Expenditures | (1,301,600) | (1,208,434) | (1,315,804) | 93,166 | 107,370 |
| | Administrative Services | 1,301,600 | 1,208,434 | 1,315,804 | (93,166) | (107,370) |
| | Operating Income (Loss) | - | - | - | - | - |
| | Debt Service Payments | - | - | - | - | - |
| | Interest Earned | - | - | - | - | - |
| | Park Fund/Mont Co Contribution | - | - | - | - | - |
| | CIP Transfers | - | - | - | - | - |
| Net Income (Loss) - Enterprise Admin | - | - | - | - | - | |
| TOTAL | Operating Revenues | 9,808,100 | 9,734,998 | 9,219,444 | (73,101) | 515,555 |
| | Operating Expenditures | (7,903,500) | (7,347,457) | (7,636,818) | 556,043 | 289,364 |
| | Administrative Services | - | - | 0 | - | (0) |
| | Operating Income (Loss) | 1,904,600 | 2,387,541 | 1,582,626 | 482,942 | 804,919 |
| | Debt Service Payments | (1,275,100) | (1,320,282) | (1,330,372) | (45,182) | 10,091 |
| | Interest Earned | 30,000 | 14,907 | 11,918 | (15,093) | 2,989 |
| | Park Fund/Mont Co Contribution | - | - | 35,000 | - | (35,000) |
| | CIP Transfers | (100,000) | - | - | 100,000 | - |
| Net Income (Loss) - Total Enterprise | 559,500 | 1,082,166 | 299,171 | 522,667 | 782,999 | |

Notes: OPEB was not included in FY10 and FY11

Montgomery County Department of Parks – Enterprise Fund – Attendance and Revenue Data

| Facility Name | Amenities | FY10 | | | | | | FY11 | | | | | |
|--|---|-----------|----------------------|----------------|----------|------------------|---------------|-----------|----------------------|----------------|----------|------------------|---------------|
| | | # Courses | # Course Registrants | Course Revenue | Bookings | Total Attendance | Total Revenue | # Courses | # Course Registrants | Course Revenue | Bookings | Total Attendance | Total Revenue |
| ICE RINKS | | | | | | | | | | | | | |
| Cabin John | 1 NHL rink, 1 studio rink, pro shop, 1 Olympic rink, internet café, snack bar, dance studio | 1,143 | 6,805 | \$706,140 | 1,838 | 379,499 | \$2,906,570 | 1,183 | 7,408 | \$829,262 | 2,062 | 36,4024 | \$3,268,960 |
| Wheaton Arena | 1 NHL rink, pro shop, snack bar, fitness room | 378 | 2,275 | \$255,884 | 917 | 72,783 | \$967,804 | 397 | 2,404 | \$279,130 | 1,029 | 60,614 | \$993,678 |
| Wheaton Outdoor | 1 covered NHL rink repurposed | 14 | 513 | \$11,230 | 59 | 6,813 | \$19,223 | 21 | 384 | \$59,739 | 30 | 3,794 | \$8,415 |
| TENNIS | | | | | | | | | | | | | |
| Pauline Betz Addie at Cabin John | 6 courts in a butler building | 413 | 2,177 | \$287,576 | 18,847 | 92,084 | \$1,006,311 | 415 | 2,083 | \$267,303 | 18,617 | 61,935 | \$971,576 |
| Wheaton Indoor | 6 courts in a permanent fabric structure | 310 | 1,241 | \$113,856 | 10,081 | 57,731 | \$484,843 | 336 | 1,659 | \$156,400 | 10,423 | 59,780 | \$526,992 |
| EVENT CENTERS | | | | | | | | | | | | | |
| Rockwood Manor | Multiple meeting rooms; small social events, weddings, special programs | 27 | 634 | \$15,655 | 437 | 13,363 | \$243,950 | 5 | 67 | \$4,180 | 371 | 10,685 | \$304,844 |
| Lodge at Seneca Creek | One large room; meetings, weddings, small social events | --- | --- | --- | 102 | 8,046 | \$133,010 | 2 | 27 | \$ 420 | 120 | 9,940 | \$132,970 |
| Woodlawn Manor (Historic Home) | Small meeting room; historic programs, small weddings, outdoor social events | --- | --- | --- | 83 | 7,046 | \$27,192 | 1 | 86 | \$ 430 | 149 | 11,210 | \$64,884 |
| PARK FACILITIES | | | | | | | | | | | | | |
| Ag History Farm | Multi-meeting rooms, barn, small social events, weddings | --- | --- | --- | 184 | 37,770 | \$108,854 | 3 | 44 | 998 | 232 | 53,590 | \$113,708 |
| Brookside Gardens | Revenue producing classes, trips and rentals | 159 | 2,855 | \$103,237 | 565 | 113,054 | \$1,066,873 | 159 | 3,840 | \$108,093 | 504 | 111,760 | \$1,071,836 |
| Black Hill Boats* | Boat rentals, fishing permits, mooring sites, pontoon boat | --- | --- | --- | --- | 25,203 | \$141,522 | --- | --- | --- | --- | 2,866.3 | \$141,504 |
| Lake Needwood Boats * | Boat rentals, fishing permits, mooring sites, pontoon boat | --- | --- | --- | --- | 30,370 | \$69,177 | --- | --- | --- | --- | 14,000 | \$55,537 |
| Little Bennett Campground * | Only full service campground in Mont Co. 91 campsites | --- | --- | --- | 3,529 | 27,074 | \$169,025 | --- | --- | --- | 3,522 | 23,204 | \$170,444 |
| Olney Manor Skate Park* | Skate Board Park added to Enterprise FY11 | --- | --- | --- | --- | --- | --- | 5 | 57 | \$6,610 | --- | 4,053 | \$22,640 |
| Cabin John Train* | Miniature train 60 riders | --- | --- | --- | 98-100 | 62,347 | \$129,785 | --- | --- | --- | 112 | 61,896 | \$128,561 |
| Wheaton Train & Ovid Hazen Wells Carousel* | Miniature train & Carousel Circa 1915 60 riders | --- | --- | --- | 140-147 | 163,679 | \$336,182 | --- | --- | --- | 161 | 153,891 | \$294,769 |
| South Germantown Splash Playground & Miniature Golf* | Water features / tent rental One18 hole miniature golf course | --- | --- | --- | 211-240 | 48,887 | \$241,814 | --- | --- | --- | 239 | 44,076 | \$201,478 |
| South Germantown Driving Range* | 40 station golf driving range, partially covered added to Enterprise FY11 | --- | --- | --- | --- | --- | --- | 18 | 113 | \$ 5,050 | 33 | 1,752 | \$37,640 |

*denotes seasonal facilities

Enterprise FY11 Year in Review

Overall ENTERPRISE

FY11 Noteworthy Events

Total revenues \$9.7 million • Generated net income of \$980,000

- Reduced expenditures from approved budget by \$600,000
- Assumed management of and re-opened Olney Skate Park
- Assumed management and re-opened South Germantown Driving Range
- Hired new Facility Manager (Dec. 2010) and Building Manager (Nov. 2010) at Cabin John Ice Rink
- Hired new Facility Manager at Wheaton Ice Arena (February 2011)
- Hired new Event Center Manager (November 2010)
- Continued partnership with Maryland Senior Olympics
- Actively worked with Greenplay on “Vision 2030” project

ParkPASS

FY11 Noteworthy Events

- Increased ParkPASS database from 64,463 to 81,033 account holders
- Upgraded to ParkPASS Version 7.0 for increased functionality and PCI compliance
- ParkPASS Help Desk staff made available weekends and holidays for winter class registration
- Launched pilot program at three facilities to test new bank deposit reporting procedure
- ParkPASS installed at two new Enterprise locations
- Community Gardens seasonal reservations now possible through ParkPASS

FY12 Plans

- Research Class system software upgrade to increase functionality of online registrations
- Bring mooring site seasonal reservations for boating facilities online through ParkPASS

CABIN JOHN ICE RINK

FY11 Noteworthy Events

- \$300,000 net profit (revenues \$90K over projected goal)
- Pro Shop sales \$38,000 over projected FY11 goal (total sales \$212,600)
- Offered 84 “Parent & Tot Bargain Skates” (very popular with parents with young children)
- Offered 16 “Park Play Days” in FY11 on school holidays (336 total participants)
- Offered nine different Summer Camps, including new Hockey and Figure Skating Camps (1000 total participants throughout the summer)
- Added Pick-Up Hockey sessions in Winter 2010-11 season with 984 total participants and \$12K revenue
- Hosted popular Stick-‘n’-Puck sessions, with 6519 total participants and \$80K revenue
- Hosted successful Winter and Spring ice shows
- Purchased and installed new Café equipment that allows rink to offer greater selection and healthy snacks
- Contracted new Café vendor to provide organic, gluten-free snacks
- Installed new grease trap in Café
- Installed new rubber matting in public areas, including warming room, Café, restrooms and party rooms
- Installed new desiccant wheel in Olympic Rink’s dehumidification unit
- Repaired and updated security system
- Remade NHL and Studio Rink ice August 2010
- Replaced compressor’s top-end

- **CABIN JOHN ICE RINK** (cont.)

- **FY12 Plans**

- Hire Skating Director (completed August 2011)
- Replace and relocate radiant heaters on ice for improved efficiency
- Inspect top end of second compressor, and replace if necessary
- Replace/upgrade HVAC controllers to reduce utility costs
- Host Adult Eastern Sectionals ice skating competition
- Hire Assistant Facility Manager
- Continue feasibility study for replacing NHL Rink refrigeration system
- Develop off-ice conditioning program (completed September 2011)
- Host a Basic Skills competition
- Paint Dance Studio
- Sand and stain Dance Studio floor
- Host a STAR training session (“Serving the American Rinks”—a joint venture between US Figure Skating and USA Hockey, created to foster the development, growth and success of US ice rinks)

WHEATON ICE ARENA

- **FY11 Noteworthy Events**

- Negotiated new partnership with the *Washington Capitals* National Hockey League team, resulting in marked increase in hockey class enrollment. Partnership included:
 - 10 complete sets of hockey equipment given to Wheaton Ice to use as FREE rentals for hockey group lesson students
 - On March 1, 2011, eleven lucky Wheaton Ice hockey students skated at the Verizon Center during intermission as part of the *Washington Capitals* “Mites on Ice” program
 - Personal appearance by *Capitals* mascot at Wheaton’s 10th Anniversary celebration
 - *Washington Capitals* branded Hockey 1 classes, with *Capitals* practice jerseys, pucks and pocket game guides provided for all students
 - *Washington Capitals* logo painted on rink’s ice
 - Inclusion of Wheaton and Cabin John Ice info in *Capitals* season ticket holder guide books
 - Inclusion of Wheaton and Cabin John Ice logos into on *Capitals* website
- Hosted “Cheapskate” public skating sessions throughout the summer starting in June with the hope that the frequency of this special rate will increase participation during the off-season. Year round, 198 more Cheap Skate sessions were offered and revenue increased by 82% over FY10
- Hosted 10th Anniversary Celebration in January with giveaways, refreshments, door prizes, skate swap, snack bar specials and special “Cheapskate” admission; 300 in attendance
- Hosted successful Winter Skating Show in February, with 38 skaters participating
- Hosted popular “Teen SK8” nights on the first and third Fridays of each month
- Promoted Arena programs and camps “Taste of Wheaton” annual community event
- Overall Pro Shop sales up slightly over FY10. Strong finish to FY11 with June clearance sale. Reduced inventory by transferring \$20K+ worth of merchandise to Cabin John Ice Arena Pro Shop.
- Inspected compressor’s top end of compressor. Two new pistons installed, increasing unit’s efficiency.
- Resurfaced rink’s ice June 12-19
- Installed new energy-efficient lighting throughout Arena
- Installed new kick plates on rink entry doors
- Installed new hot water heater upstairs
- Reduced operating expenses by shortening hours of operation in April and May (based on normal seasonal drop in attendance)

WHEATON ICE ARENA (cont.)

FY12 Plans

- Develop community partnerships with local Wheaton businesses, schools, churches and synagogues, residents' groups and apartment complexes in order to increase rink's visibility and participation in both lessons and Public Sessions.
- Explore possibilities of Ice Arena sponsorship packages to offer to Wheaton area businesses
- Offer monthly themed public sessions, and enhance Teen SK8 Nights with music by local DJs
- Expand existing "Skate for Your School" fundraising program to local service clubs and associations
- Increase Pro Shop revenues by offering more consistent hours of operation, moderately priced merchandise, new items requested by customers, and monthly specials.
- Increase quarterly collection numbers of "How Are We Doing?" customer surveys
- Increase memberships for Wheaton Workout Center by contracting a new personal fitness instructor
- Install additional hot water heater for Snack Bar and locker rooms

WHEATON OUTDOOR RINK

FY11 Noteworthy Events

- Served as home facility to successful "Week in the Park" summer camps
- Installed new energy-efficient lighting
- Began intensive cleaning of entire facility and installation of new kick plates in preparation for repurposing facility to new "Wheaton Sports Center."

FY12 Plans for WHEATON SPORTS CENTER

- Install approved NIKE Grind synthetic turf
- Repurpose, rebrand and promote old Wheaton Outdoor Rink as "Wheaton Sports Center" for rental use by soccer, lacrosse, futsal and other team sports.
- Establish and promote field reservation policies and procedures for reserving the facility
- Host Grand Re-Opening Celebration
- Partner with local sports associations to promote facility rentals
- Survey area interest in adult sports leagues sponsored by Montgomery Parks at the new facility

Overall TENNIS

FY11 Noteworthy Events

- Optimized staffing, utility and custodial costs by closely monitoring off-season hours at both facilities
- Completed renovations and resumed classes at Cabin John Regional Park's outdoor tennis courts
- Painted new "Quick Start" lines on Olney and Wheaton Regional Parks' outdoor courts
- Expanded Summer Session Group Lessons to include weekdays at both indoor facilities
- Strengthened partnership with Montgomery County Tennis Association at both indoor facilities

FY12 Plans

- Expand partnership with Montgomery County Tennis Association (more programming and events)
- Expand relationship with local United States Tennis Association representative to increase visibility and maximize promotional reach for both indoor centers (e.g. new "10 and Under Tennis" national initiative)
- Explore possibilities for more and new tennis (and "Tennis And...") Summer Camps
- Promote Round Robin tournaments at Wheaton Indoor Tennis to fill traditionally slow court times
- Promote new "Night Owl Tennis" program at Pauline Betz Addie to fill traditionally slow court times
- Explore new promotional ideas to increase seasonal court time sales at both indoor centers
- Explore new ways to reach leagues, organizations and groups interested in booking court time
- Continue to monitor and evaluate programs, and implement necessary changes throughout year
- Reevaluate Outdoor Tennis program, and find ways to increase participation and revenues
- Install HVAC system in Wheaton Indoor Tennis lobby and office space

PAULINE BETZ ADDIE TENNIS CENTER at CABIN JOHN

FY11 Noteworthy Events

- Issued 444 Seasonal Court Time contracts for the 2010-11 season (no drop from FY10 despite slow economy)
- Hosted “Golf and Tennis” Summer Camps for two weeks, with 18 total campers

WHEATON INDOOR TENNIS

FY11 Noteworthy Events

- Issued 150 Seasonal Court Time contracts for the 2010-11 season (9% increase from FY10)
- Hosted successful “Free Play Day” August 28, with free lessons for more than 100 happy customers
- Hosted three popular “Quick Start” Tennis Tournaments throughout the year for 5-10 year-old players
- Facility continues its commitment to junior tennis players by offering camps, clinics and the new USTA initiative “under 10” programs
- Hosted successful Saturday night “Round Robin Doubles” series in fall and winter seasons
- Hosted “Tennis and So Much More!” Summer Camps for three weeks, with 31 total campers
- Repaired rip in tennis skin July 2010

EVENT CENTERS

Overall FY11 Noteworthy Events

- Hosted 2nd Annual “Not-So-Big Wedding Boutique & Challenge” at Rockwood Manor, promoting all five Event Centers to 500+ attendees and 50 vendors.
- Hosted successful inaugural “Brides on the Bus” event. More than 125 attendees paid \$10 each to board a bus and take a guided tour of all five Parks Event Centers. More than 72 vendors participated, providing refreshments, decorations and ideas for brides- and grooms-to-be at no cost to Parks.
- Increased and expanded scope of Open Houses at all Event Centers
- Finalized high-quality print brochure featuring all five Event Centers, which was printed and produced at no cost to Parks. Distributed to prospects and made available online on ParkEventCenters.com
- Expanded online presence and promoted ongoing events with regular website updates
- Created new “Frequently Asked Questions” documents for four Event Centers and posted to website
- Established partnerships with businesses to provide Event Center customers with rental furniture and equipment for outdoor events

FY12 Overall Plans

- Plan, promote and host “Familiarization Tour” (“FAM”) for area event planners to visit select Montgomery County and Prince George’s County Event Centers in October 2011
- Plan, promote and host a series of “Grand Open Houses” at various Event Centers, featuring vendor presentations and wedding planning workshops
- Plan, promote and host 2nd Annual “Brides on the Bus” event
- Explore new promotional opportunities and partnerships online and at local Bridal Shows
- Secure agreements with luxury port-a-potty companies and add to list of available rental equipment
- Design and install informative signage for Woodlawn, Rockwood, Ag Farm and Seneca Lodge

Agricultural History Farm Park

FY11 Noteworthy Events

- Joined the Event Center family and began booking weekend events
- Set up new administrative office
- Completed extensive cleanup of barn, Harvest Room and Activity Center deck

Agricultural History Farm Park (cont.)

FY12 Plans

- Repair and/or upgrade kitchen facilities
- Upgrade furnishings/décor of Harvest Room
- Paint deck off Harvest Room

Rockwood Manor

FY11 Noteworthy Events

- Revenues increased by \$60K over FY10
 - Significant increases in “Weekend Wedding Retreat” bookings
 - New rental linen packages offered to cabin guests at \$10 per person
- Upgraded décor in select Rockwood overnight accommodations
- Painted exterior of Manor House
- Completed major landscaping project
- Installed new grease interceptor in catering kitchen

FY12 Plans

- Upgrade interior furnishings in Manor House
- Repair and/or upgrade kitchen facilities
- Continue upgrades of overnight accommodations
- Develop and promote new all-inclusive meeting packages to include rental, overnight accommodations, catering options (breakfast, lunch and snacks), group activities, and personal services (massage)
- Install in-ceiling LCD projector in Brooke Hall
- Replace ceiling lights in Brooke Hall
- Install air handlers in cabins

Seneca Lodge

FY11 Noteworthy Events

- 120 bookings (up from 102 in FY10)
- Purchased new chairs

FY12 Plans

- Repair and/or upgrade kitchen facilities
- Purchase new window blinds
- Purchase outdoor canopy/tent to provide additional rental options in-season
- Clean, stain and refinish outdoor decks and interior wood floor
- Install new HVAC system
- Purchase and install generator

Woodlawn Manor

FY11 Noteworthy Events

- Designed and installed new brick tent pad and pathways
- Installed 30’ x 60’ white tent with interior chandelier and perimeter lighting
- Installed lighting along both pathways
- 150 bookings (up from 83 in FY10)
- Designed and installed new landscaping features

FY12 Plans

- Purchase new ice machine
- Clean, stain and refinish outdoor deck
- Purchase outdoor furniture

PARK FACILITIES

Brookside Gardens

FY11 Noteworthy Events

- Generated \$215,000 in rental revenue, exceeding FY11 goals
 - Attributable in part to increased memorial services and corporate bookings
 - Includes \$4,600 in chair rentals (chairs purchased in April 2011)
- Implemented new birthday party program (eight parties booked in first three months)
- Booked 117 M-NCPPC functions, serving over 4,250 Commission attendees
- Greatly increased inventories of sustainable, organic, recycled, Made in USA and/or hand-crafted merchandise in Gardens' Marylandica Gift Shop.
 - New items often obtained from fair trade and local vendors
 - Merchandise reflects Gardens' programs, special events and mission
- Installed additional LED lights to annual "Garden of Lights" show, lowering energy consumption and providing a model for the community. Show met its revenue goal for FY11
- Hosted popular "Wings of Fancy" Live Butterfly Exhibit. Exhibit attendance fluctuates with weather conditions and closings due to high summer temperatures, poor air quality and violent storm conditions

FY12 Plans

- Install new audio/visual system in Visitors Center Auditorium
- Investigate and utilize new hand-held credit card terminals at ticket booths for 2011-12 "Garden of Lights"

Black Hill Boats

FY11 Noteworthy Events

- Surpassed FY11 revenue goals by \$7,000, with generated net income of \$40,682
- Hosted 3rd Annual Kids' Fishing Day in May with 51 registered anglers
- Hosted activities for 60 campers (age 9-13) as part of Outdoor Adventure Camp
- Hosted activities for 653 children enrolled in Montgomery County Recreation Department Camps

FY12 Plans

- Research kayak launch dock system for possible purchase
- Purchase additional hand-held radios for staff use
- Test/purchase signal booster to improve radio communications between patrol boat and boat rental facility
- Replace life jackets and floatation/seat cushions
- Purchase and install shade structure to protect staff working boat rentals on shore

Lake Needwood Boats

FY11 Noteworthy Events

- Successfully completed major dredging and refilling project at Lake Needwood
 - Boat rentals and mooring site rentals suspended for the FY11 season
 - Provided reciprocal rental promotions at Black Hill Boats for Lake Needwood patrons

FY12 Plans

- Promote re-opening of Lake Needwood through media, advertisements and possible event
- Devise plan to transfer approximately 10 rowboats to Black Hill Boats

MINIATURE TRAINS & CAROUSEL

Overall FY11 Noteworthy Events

- Designed and installed prominent new “CP Huntington” train graphics atop existing brown Park signs
- Created and promoted highly successful new winter rental program for Party Room
- Created and promoted successful “Easter Bunny Express” events at both trains
- Purchased and installed new fax line and scanner software at both trains
- Designed and implemented monthly track inspection with TRAC contractor
- Created new email accounts for all seasonal managers for improved communications
- Transferred majority of preventative maintenance duties for trains and carousel to Facilities Management, with support from respective Maintenance Yard mechanics
- Issued Home Depot purchase cards to managers and established petty cash accounts to expedite repairs

Overall FY12 Plans

- Perform off-season preventative maintenance on all train cars
- Research costs and viability of installing televisions near boarding platforms for customers
- Work with Park Exhibit Shop to create additional displays for both facilities’ Halloween events
- Offer longer operating hours and light refreshments for sale at both facilities’ Halloween events

Cabin John Miniature Train

FY11 Noteworthy Events

- “Eye Spy” Halloween Train event more successful than ever (every boarding time, every day sold out)
- Created and promoted highly successful new winter rental program for Party Room
- Commissioned design/construction of new plywood standup characters and displays for 2012 “Eye Spy” Halloween Train event
- Designed and installed prominent new “CP Huntington” train graphic atop existing brown Park sign
- Removed old carpeting and installed new rubber matting in Party Room after July 2010 flood
- Purchased and installed new security system and second phone line for train station
- Installed additional electrical outlets on facility exterior for events and possible vending machines
- Constructed backstop in train tunnel to prevent extra train cars from backing into storage closet

FY12 Plans

- Paint train
- Install new seat slats
- Offer M-NCPPC Employee Night at Cabin John as well as Wheaton Train for Halloween Events
- Offer “Howl-o-Ween” train rides for dogs (dogs ride free; humans pay)

Wheaton Miniature Train and Ovid Hazen Wells Carousel

FY11 Noteworthy Events

- Hosted successful “Haunted Train and Creepy Carousel!” Event, running 13 nights in October
- Completed extensive emergency track repairs in June 2010 after derailment and railroad tie deterioration
- Repaired extensive track damage sustained due to major storms and flash flooding in August 2010
- Repaired train’s derailed handicapped-accessible car and put back in service in September 2010
- Painted train cars and removed, sanded, stained and re-installed train seat slats in winter 2010
- Installed new garage doors on both ends of train tunnel
- Painted Carousel Party Room and exterior building doors
- Acquired Gator utility vehicle from Volunteer Services Office
- Transferred Enterprise pool car #68 temporarily to Wheaton Train manager for use in season

Wheaton Train and Carousel (cont.)

FY12 Plans

- Work to resolve ongoing connectivity problems with Citrix
- Replace boardwalk to boarding platform and train station
- Paint trestle bridge over train tracks
- Install door in Party Room
- Install speaker system on boarding platform
- Install additional electrical outlets on Carousel building, boarding platform and walkway for use during Halloween and other special events

OLNEY MANOR SKATE PARK

FY11 Noteworthy Events

- Assumed management from Montgomery County Recreation Department November 2011
- Opened under new Parks management April 2011
- Hosted Grand Re-Opening Celebration Saturday, April 23, 2011.
 - Partnered with local and national skateboard apparel and equipment vendors as well as local high-end grocery store to help promote event and provide entertainment and giveaways for public.
 - Despite inclement weather, 95+ people enjoyed free skating as 80+ spectators looked on.
- Installed lights in response to long-standing customer requests
- Offered extended hours beginning second week of June (another positive response to customer requests)
- Reduced operating costs with shortened operating hours during periods of extreme summer heat/lower attendance
- Installed WiFi connectivity for customer convenience (especially waiting parents)
- Developed new Volunteer Skate Park Bowl? Monitor position in cooperation with Montgomery Parks Volunteer Service Department to help lower operational/personnel costs in coming years
- Hosted first two Skateboarding Summer Camps in FY11 with 20 total participants
 - (FY12: Hosted six camps in July and August 2011 with 59 total participants)

FY12 Plans

- Host new “Back to School” and Halloween special events
- Contract with local merchants to provide retail skating merchandise and food sales at Skate Park (requires development and approval of Special Events Vendor contract).
- Explore possibilities of Skate Park sponsorship packages to offer to Olney area businesses
- Decrease operating expenses with help from new Volunteer Skate Park Monitors
- Install shade structure
- Expand evening Adult skating sessions

South Germantown Driving Range

FY11 Noteworthy Events

- Assumed management responsibilities for Driving Range from concession vendor date
- Renovated tee boxes, landscaped, created and installed new signage, installed and decorated new mobile Clubhouse at South Germantown Driving Range
- Planned, promoted and hosted successful re-opening of Driving Range on June 12, 2011 with “Spring Party & NIKE Golf Demo Day” (more than 100 in attendance)
- Hosted golf summer camps, clinics and programs
- Created new “Early Bird” and lunchtime special promotions
- Purchased new ball dispensing machine, and created price schedule and discount cards for buckets of balls

FY12 Plans

- Install water and sewer (Facilities Management) lines and restroom facilities
- Add additional elevated targets for golfers
- Continue to upgrade Clubhouse interior
- Increase usage during early weekend hours with complimentary coffee and donuts for golfers
- Renovate short game area

South Germantown Splash Playground & Miniature Golf

FY11 Noteworthy Events

- Demolished one of two miniature golf courses to make way for Splash Playground renovations
- 192 Party Tent rentals in Summer 2011, with total revenues of \$15,222
- Completed temporary repairs to broken pipes throughout Summer 2011 to slow or stop multiple leaks
- Hosted three special events for children with autism

FY12 Plans

- Complete Phase 1 of Splash Playground expansion by target date Spring 2012 (new shade areas, walkways and three new pads for rental Party Tents)
- Repair Splash Playground waterfall (locate leak, excavate concrete, repair pipe, replace concrete).
- Remove existing two large rock attractions and replace with slide

Little Bennett Campground

FY11 Noteworthy Events

- Created and promoted new “Let’s Go Camping” program to increase usage during slower camping times, and hosted nine “Let’s Go Camping” events on Friday nights in April, May and June
- Hosted “Klondike Derby” in January with 860 scouts and leaders in attendance
- Hosted “Great American Backyard Campout” event in June 2011, in cooperation with national event sponsored by National Wildlife Federation
- Re-instituted the campfire program for Little Bennett campers
- Hosted a live musical performance in the Amphitheatre over Memorial Day weekend for campers
- Installed new 50-amp electric service on nine select campsites in Loop D, in response to requests from customers with larger RVs equipped with more high-tech amenities.
- Designed plans and acquired permits for new parking lot for relocated Group Camping Area

FY12 Plans

- Complete construction of parking lot for the relocated Group Camping Area in time for 2012 camping season
- Convert old Group Camping Area off of Clarksburg Road to “hike-in only” camping. This will reduce vehicular traffic and increase air quality within Little Bennett Regional Park.
- Continue campfire program in July, September and October
- Investigate possibilities of more live music and other performances for campers in season