



ThreeRivers

PARK DISTRICT

Adopted Operating Budgets 2012





Dear Board of Commissioners, Staff and
Constituents of Three Rivers Park District

It is my sincere pleasure to present the Three Rivers Park District 2012 Operating Budgets. These eight budgets show how the Park District will collect and spend over \$47 million to operate and maintain park facilities, programs and operations. They also describe the goals and objectives that are the basis of the budgets and will guide Park District operations for the 2012 year.

The single most significant issue facing the Park District for 2012 continues to be the economic slowdown that started in 2008. Economic conditions influence how our constituents spend their money and leisure time as demonstrated by the decrease in the percentage of property tax collections, fluctuations - both positive and negative - in park user revenues and a general increase in park users. In addition, the state of Minnesota continues to face budget questions that could reduce state aid received by the Park District and other governments in 2012 and beyond. The 2012 Operating Budgets anticipated these trends continuing and are well positioned to respond quickly should conditions merit.

The completion of the budgets presented here would not have been possible without the leadership and guidance of the Board of Commissioners. In addition, the dedication, creativity and help of the Superintendent, Associate Superintendents, Senior Managers and variety of Park District staff were invaluable during the budget preparation. My sincere thanks to all of you for your support and leadership in both preparing the 2012 Operating Budgets and in operating and leading the Park District on a daily basis.

Respectfully submitted,

A handwritten signature in cursive script that reads "Howard D. Koolick".

Howard D. Koolick
Chief Financial Officer

THREE RIVERS PARK DISTRICT 2012 REVENUE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Property Taxes	\$ 28,289,431	\$ --	\$ --	\$ 349,369
Park Use Revenue				
Program Fees	1,009,994	--	--	--
Reservations	221,755	--	--	--
Camping	270,000	--	--	--
Swimming Fees	460,000	--	--	--
Cross Country Ski Pass Fees	310,000	--	--	--
Special Use Fees	440,305	--	--	--
Green Fees	--	--	1,049,272	378,653
Driving Range	--	10,200	96,807	150,314
Lift Tickets	150,000	1,897,950	--	--
Lessons	137,300	896,000	70,000	89,000
Tube Rental	450,000	--	--	--
Concessions	149,500	656,825	200,000	40,000
Facility Rental	435,903	--	3,500	9,000
Equipment Rental	222,580	371,612	236,810	31,143
Other	416,112	185,163	178,020	87,700
Total Park Use Revenue	4,673,449	4,017,750	1,834,409	785,810
Intergovernmental Revenue				
State Operations and Maintenance Funding	722,126	--	--	--
Other	165,910	--	--	--
Total Intergovernmental Revenue	888,036	--	--	--
Interest Earnings	220,000	55,000	10,000	--
Charges for Services	74,000	7,000	--	--
Other Revenue	89,862	1,500	800	38,000
Operating Transfers	266,771	--	--	--
Total	\$ 34,501,549	\$ 4,081,250	\$ 1,845,209	\$ 1,173,179

	Glen Lake Golf	Scott Three Rivers Operating Fund	Equipment ISF Fund	Concession Fund	Total All Funds Budget
\$	--	\$ --	\$ --	\$ --	\$ 28,638,800
	--	31,600	--	--	1,041,594
	--	29,000	--	--	250,755
	--	5,000	--	--	275,000
	--	--	--	--	460,000
	--	--	--	--	310,000
	--	28,000	--	--	468,305
	438,816	283,000	--	--	2,149,741
	266,906	65,000	--	--	589,227
	--	--	--	--	2,047,950
	95,000	53,000	--	--	1,340,300
	--	--	--	--	450,000
	56,000	30,000	--	482,762	1,615,087
	1,000	15,000	--	--	464,403
	70,538	52,500	--	--	985,183
	61,876	19,700	--	--	948,571
	990,136	611,800	--	482,762	13,396,116
	--	69,076	--	--	791,202
	--	567,330	--	--	733,240
	--	636,406	--	--	1,524,442
	--	--	17,000	--	302,000
	--	--	2,647,186	--	2,728,186
	5,000	--	90,000	24,000	249,162
	--	128,846	--	--	395,617
\$	995,136	\$ 1,377,052	\$ 2,754,186	\$ 506,762	\$ 47,234,323

THREE RIVERS PARK DISTRICT 2012 EXPENDITURE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Parks and Natural Resources				
Maintenance	\$ 7,810,577	\$ 1,071,888	\$ 1,018,334	\$ 355,998
Wildlife	526,682	--	--	--
Forestry and Horticulture	1,612,337	--	--	--
Water Resources	478,698	--	--	--
Central Services	846,212	--	--	--
Public Safety	3,915,468	--	--	--
Other	537,547	--	--	--
Total Parks and Natural Resources	15,727,521	1,071,888	1,018,334	355,998
Recreation and Education				
Facility Operations	2,355,164	1,842,163	590,212	295,596
Nature Center Operations and Programming	2,334,095	--	--	--
Special Facilities	1,941,883	--	--	--
Recreation Programming	932,056	--	--	--
Lessons	--	378,512	60,163	154,234
Volunteers	291,402	--	--	--
Group and Visitor Services	636,155	--	--	--
Other	439,125	--	--	--
Total Recreation and Education	8,929,880	2,220,675	650,375	449,830
Administration				
Marketing and Communications	1,550,225	--	--	--
Research and Evaluation	292,726	--	--	--
Governmental Relations	182,239	--	--	--
Information Technology	1,209,094	--	--	--
Human Resources	1,494,002	--	--	--
Other	455,963	--	--	--
Total Administration	5,184,249	--	--	--

	Glen Lake Golf	Scott Three Rivers Operating Fund	Equipment ISF Fund	Concession Fund	Total All Funds Budget
	\$ 333,100	\$ 761,878	\$ --	\$ --	\$ 11,351,775
	--	--	--	--	526,682
	--	--	--	--	1,612,337
	--	--	--	--	478,698
	--	--	2,754,186	--	3,600,398
	--	58,738	--	--	3,974,206
	--	--	--	--	537,547
	333,100	820,616	2,754,186	--	22,081,643
	279,910	502,171	--	333,086	6,198,302
	--	--	--	--	2,334,095
	--	--	--	--	1,941,883
	--	--	--	--	932,056
	82,803	40,907	--	--	716,619
	--	--	--	--	291,402
	--	--	--	--	636,155
	--	--	--	--	439,125
	362,713	543,078	--	333,086	13,489,637
	--	--	--	--	1,550,225
	--	--	--	--	292,726
	--	--	--	--	182,239
	--	--	--	--	1,209,094
	--	--	--	--	1,494,002
	--	--	--	--	455,963
	--	--	--	--	5,184,249

THREE RIVERS PARK DISTRICT 2012 EXPENDITURE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Office of the Superintendent and Board of Commissioners				
Board of Commissioners	291,246	--	--	--
Office of the Superintendent	571,390	--	--	--
Development	1,417,655	--	--	--
Finance, Risk Management and Debt Administration	1,750,357	--	208,265	367,351
Total Office of the Superintendent and Board of Commissioners	4,030,648	--	208,265	367,351
Capital Outlay Equipment	225,000	--	--	--
Operating Transfers	154,251	380,562	--	--
Contingency/(Budget Shortfall)	250,000	408,125	(31,765)	--
Total	\$ 34,501,549	\$ 4,081,250	\$ 1,845,209	\$ 1,173,179

Glen Lake Golf	Scott Three Rivers Operating Fund	Equipment ISF Fund	Concession Fund	Total All Funds Budget
--	--	--	--	291,246
--	--	--	--	571,390
--	--	--	--	1,417,655
264,500	--	--	--	2,590,473
264,500	--	--	--	4,870,764
--	--	--	105,605	330,605
--	--	--	--	534,813
34,823	13,358	--	68,071	742,612
<u>\$ 995,136</u>	<u>\$ 1,377,052</u>	<u>\$ 2,754,186</u>	<u>\$ 506,762</u>	<u>\$ 47,234,323</u>

THREE RIVERS PARK DISTRICT 2012 FULL-TIME EQUIVALENT STAFFING

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Parks and Natural Resources				
Maintenance	70.68	8.28	5.15	1.70
Wildlife	4.80	--	--	--
Forestry and Horticulture	16.52	--	--	--
Water Resources	5.00	--	--	--
Central Services	8.70	--	--	--
Public Safety	42.25	--	--	--
Other	5.50	--	--	--
Total Parks and Natural Resources	153.45	8.28	5.15	1.70
Recreation and Education				
Facility Operations	19.85	5.20	1.60	1.70
Nature Center Operations and Programming	27.67	--	--	--
Special Facilities	18.50	--	--	--
Recreation Programming	10.20	--	--	--
Lessons	--	0.80	--	0.80
Volunteers	3.50	--	--	--
Group and Visitor Services	6.55	--	--	--
Other	5.00	--	--	--
Total Recreation and Education	91.27	6.00	1.60	2.50
Administration				
Marketing and Communications	10.00	--	--	--
Research and Evaluation	2.00	--	--	--
Information Technology	6.50	--	--	--
Human Resources	7.00	--	--	--
Other	6.00	--	--	--
Total Administration	31.50	--	--	--
Office of the Superintendent and Board of Commissioners				
Office of the Superintendent	5.20	--	--	--
Development	14.00	--	--	--
Finance Risk Management and Debt Administration	12.00	--	--	--
Total Office of the Superintendent and Board of Commissioners	31.20	--	--	--
Total	307.42	14.28	6.75	4.20

Glen Lake Golf	Scott Three Rivers Operating Fund	Equipment ISF Fund	Project Funded Positions	Total All Funds Budget
1.94	7.00	--	--	94.75
--	--	--	--	4.80
--	--	--	--	16.52
--	--	--	--	5.00
--	0.30	9.00	--	18.00
--	1.00	--	--	43.25
--	--	0.50	--	6.00
1.94	8.30	9.50	--	188.32
0.75	3.00	--	--	32.10
--	--	--	--	27.67
--	--	--	--	18.50
--	0.10	--	--	10.30
--	--	--	--	1.60
--	--	--	--	3.50
--	--	--	--	6.55
--	--	--	--	5.00
0.75	3.10	--	--	105.22
--	--	--	--	10.00
--	--	--	--	2.00
--	--	--	--	6.50
--	--	--	--	7.00
--	--	--	--	6.00
--	--	--	--	31.50
--	--	--	0.30	5.50
--	--	--	3.00	17.00
--	--	--	--	12.00
--	--	--	3.30	34.50
2.69	11.40	9.50	3.30	359.54



General Fund Operating Budget



Three Rivers

PARK DISTRICT

2012 GENERAL FUND OPERATING BUDGET

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Introduction

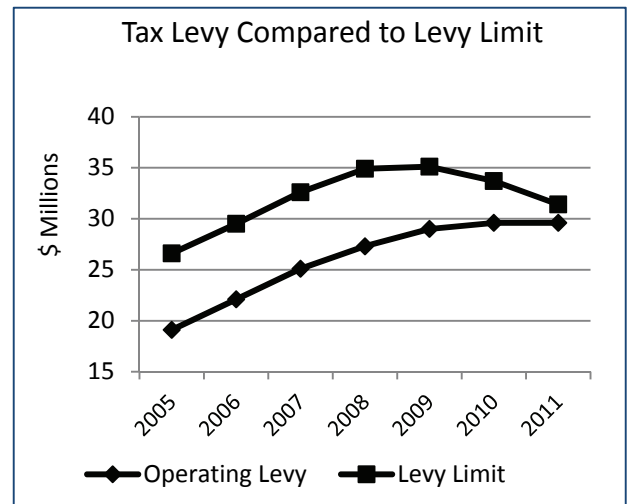
Three Rivers Park District faced a unique set of challenges while developing of the 2012 General Fund Operating Budget. The on-going trends of increased park usage and a decreasing tax base continued to put a strain on the available financial resources. By necessity, preparation of the 2012 General Fund Operating Budget was a balancing act between the Park District's desire to provide high quality recreational and educational opportunities, while managing and preserving natural resources, all within the limits of available financial resources to meet this desire. The staff and Board of Commissioners, through cooperation and a willingness to review the Park District's priorities and operational models, were able to realign financial resources to more effectively meet the Park District's goals. The challenges that faced the Park District in preparing this budget will continue to be at the center of decision making throughout 2012 and beyond.

At its core, a budget is a set of numbers showing what resources are available and how an organization is planning to use them. However, the real value of a budget comes from understanding the organization's goals and priorities that helped determine how the resources would be used, as well as how the organization is impacted and plans to react to various external factors. In other words, the budget should be considered a policy document defining how the organization will function. By viewing the Park District's 2012 General Fund Operating Budget as a policy document, the Park District hopes that readers of this budget will gain insight into what the Park District is attempting to accomplish and the challenges it faces.

Challenges Facing the Park District in 2012 and Beyond

Three Rivers Park District is responsible for managing almost 27,000 acres of parkland and hundreds of miles of trails within six counties. The Park District has to balance the interests of park users attracted to facilities by programs and activities they desire, while cooperating with the many cities served and protecting natural resources. An ever-increasing number of park and trail users, numbering more than 8 million in 2011, have impacted costs for public service and park maintenance. The Park District Mission and Vision Plan clearly state that increasing park visits and recreational opportunities are goals of the Park District. The 2012 budget provides for new recreational opportunities and the costs associated with them by reallocating existing budget dollars to these new needs.

The Park District continues to see its property tax base decline due to decreased real estate valuations and continued foreclosures. The Park District's ability to levy taxes for operations is limited to .03224% of this valuation, meaning that as the valuation decreases, the levy limit for the Park District also decreases. The gap between the actual levy and the levy limit has decreased from more than \$7.5 million in 2005 to less than \$2 million in 2011. With the tax base continuing to decline for 2012, the Park District has used the 2012 budget to begin the process of decreasing its levy by reducing costs. An early retirement incentive program combined with the elimination of several existing vacant positions, created savings that have allowed the 2012 levy for operations to be reduced by more than \$800,000 from the 2011 levy amount.



The Park District's levy compared to its levy limit will continue to be an issue for the Park District in future years as well. The staff reductions for 2012, which eliminated 19 full-time equivalent positions through retirement and existing vacancies, allowed the Park District to both reduce the property tax levy and reallocate some wages and benefits to higher priority needs. Wages and benefits, which account for 75% of the budget, will continue to be an area that will require constant review and monitoring.

Economic conditions continue to impact Minnesota state government. The state legislature spent much of the 2011 legislative session dealing with budget issues, eventually having to call a special session to complete the state's budget. The Park District, which receives over one million dollars in operating funds from the State, did see a slight reduction in state funding for 2011 and 2012. In addition, the State is already predicting a budget deficit for the next biennium. The Park District will need to closely watch the state's handling of this and future deficits to best manage the impact to operations.

In order to ensure that Three Rivers can focus on meaningful priorities as funding becomes more difficult, the Board of Commissioners adopted a vision plan in July of 2010 that outlines the Park District's commitment to maintain natural resources and promote recreation over the next ten years. The vision includes 31 specific actions that the Park District will undertake during the next decade, including both major construction and system-wide operational changes. The plan and its actions, which is an extension of the Park District's mission, are designed to guide future resource allocation decisions and ensure that funds are appropriated to activities and functions that further the Park District's mission.

Priorities of the 2012 General Fund Operating Budget

The Park District's 2012 General Fund Operating Budget totals \$34,501,549, which is a decrease of \$302,511, or 0.87%, from the 2011 budget. The 2012 General Fund budget provides funding for the priorities identified below through a combination of increased park guest fees, reprioritization of costs and other sources.

Maintain high standards for quality facilities, programs and recreational opportunities while decreasing property taxes levied within suburban Hennepin County.

The 2012 General Fund Operating Budget continues to provide the public with the high quality facilities, programs and recreational opportunities for which the Park District is known and respected. Accordingly, priority for funding in 2012 was given to those budget initiatives that maintain and support the level of service provided in past years. New initiatives and costs were reviewed and included in the budget, to the extent possible, when new non-tax revenues were available to fund these items. The elimination of 19 full-time equivalent (FTE) positions and several user fee increases were used to decrease the property tax levy and add budgeted amounts for capital equipment and the publication of the system map that were deleted in the 2011 budget.

Continue to support natural resource management priorities.

Management of open space and the natural resources contained in almost 27,000 acres is a primary function of the Park District. It is also an issue that continues to grow in importance to the public. The 2012 General Fund Operating Budget will continue to provide the resources necessary to fund water quality testing and studies, wildlife study and management, reforestation, prairie restoration and maintenance of landscaped areas.

Implement critical actions in the Park District's Vision Plan

The Park District's Vision Plan includes 31 policy, collaboration, education and development actions designed to meet the following goals:

- Protect the region's water and natural resources
- Inspire people to recreate
- Connect people to nature
- Create vibrant places
- Collaborate across boundaries

The 2012 General Fund Operating Budget includes funding to continue working on the highest priority actions and to gather the information necessary to better serve constituents.

Continue to coordinate with neighboring cities, townships and counties.

The Park District's Vision Plan includes a number of actions that are specifically focused on collaboration across boundaries. Insofar as the Park District's jurisdiction includes 45 cities and townships, coordination with these entities is required to efficiently and effectively operate and maintain the Park District's 20 regional parks and park reserves and more than 100 miles of regional trails. Efforts to coordinate and work together will continue to provide public benefits, including higher quality land and resource management and increased recreational and educational opportunities.

Promote the Park District's mission through programming and service to park guests.

Education and recreation experiences designed to promote increased knowledge and appreciation for nature along with environmental stewardship will continue to be the focus of programming in 2012. Demand for individual and group education remains strong and the Park District will continue to develop and expand program offerings to meet this demand.

Funding for the 2012 General Fund Operating Budget

Funding for the 2012 General Fund Operating Budget, which totals \$34,501,549, is provided by property taxes, user fees, intergovernmental revenues and other miscellaneous revenues. The following table summarizes the sources of funding over the last 4 years:

Source of Revenue	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2012 Budget Over/(Under) 2011 Budget	
					Dollars	%
Property Taxes	\$28,763,269	\$29,446,666	\$29,101,148	\$28,289,431	(\$811,717)	(2.79%)
Park Use	4,149,296	4,776,344	4,089,243	4,673,449	584,206	14.29%
Grants-Met Council Operations and Maintenance	871,442	927,530	764,372	722,126	(42,246)	(4.54%)
Grants-Other	283,063	529,671	165,910	165,910	---	---
Interfund Transfers	305,305	295,347	299,525	266,771	(32,754)	(10.94%)
Interest Income	249,187	173,388	220,000	220,000	---	---
Other Revenue	365,088	332,786	163,862	163,862	---	---
Total Revenue	\$34,986,650	\$36,481,732	\$34,804,060	\$34,501,549	(\$302,511)	(0.87%)

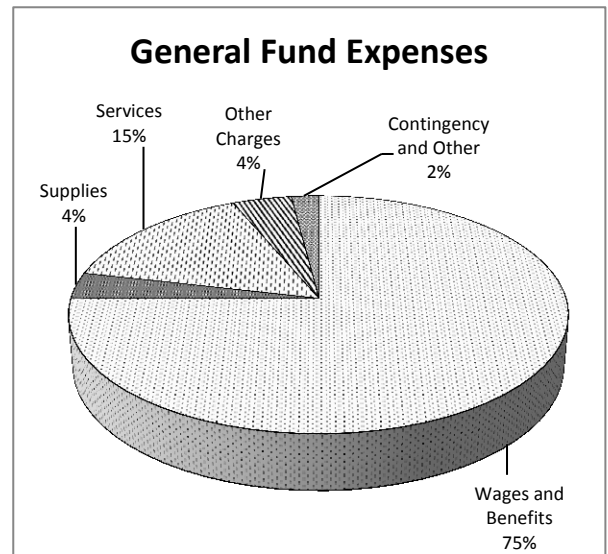
The Park District was able to decrease property tax revenue due to the success of its early retirement incentive program that resulted in just under \$800,000 in budget savings for 2012. The savings will continue to accrue in 2013 and beyond as the Park District does not intend to fill the positions that created the savings. The additional park use revenue is a combination of increased fees and changes to budgeted amounts based on past history. The most significant of the fee increases is a five dollar increase in the annual swimming pass fee.

A more detailed listing of revenues in the 2012 budget can be found on the Revenue Summary by Source table included in the following section on page 5.

Expenses Included in the 2012 General Fund Operating Budget

Expenses contained in the 2012 General Fund Operating Budget are related to the costs for staff wages and benefits, supplies, services and other charges required to carry out the Park District's day to day operations. Major changes from 2011 include the following:

- Elimination of 19 FTE positions.
- Hiring of two new naturalists to increase the number and type of educational offerings.
- Replacement of several positions with less expensive temporary seasonal staff.
- Decrease in health insurance premiums due to a change in health insurance carriers. The savings from this change was reinvested in a number of potential one-time budget items (including a budgeted contingency and capital outlay for small equipment) so that future premium increases can be absorbed without impacting service to the public.
- Publication and mailing of the Park District system map to all constituents.



Summaries of expenses by type and by function can be found in the following section starting on page 6.

**2012 GENERAL FUND OPERATING BUDGET
REVENUE SUMMARY BY SOURCE**

Source of Revenue	2009 Actual	2010 Actual	2011 Amended Budget	2012 Budget	2012 Budget Over/(Under) 2011 Budget	
					Dollars	%
Property Taxes						
Current	\$28,479,308	\$29,140,101	\$29,031,148	\$28,192,431	(838,717)	(2.89%)
Delinquent	283,961	306,565	70,000	97,000	27,000	38.57%
Total Property Taxes	28,763,269	29,446,666	29,101,148	28,289,431	(811,717)	(2.79%)
Park Use						
Special Use Fees	690,085	913,065	759,539	999,539	240,000	31.60%
Public Programming	429,318	553,776	502,124	584,040	81,916	16.31%
Group Education	406,975	406,286	413,511	425,954	12,443	3.01%
Reservations	213,253	213,353	219,755	221,755	2,000	.91%
Rental	213,104	251,236	222,980	222,580	(400)	(.18%)
Camping	265,807	291,280	250,000	270,000	20,000	8.00%
Tubing and Alpine Skiing	667,239	758,994	583,000	708,000	125,000	21.44%
Cross Country Ski Fees	324,109	424,892	240,000	310,000	70,000	29.17%
Facility Use Fees	380,748	442,623	412,056	435,903	23,847	5.79%
Other	558,658	520,839	486,278	495,678	9,400	1.93%
Total Park Use	4,149,296	4,776,344	4,089,243	4,673,449	584,206	14.29%
Grants						
Federal	10,688	9,313	--	--	--	--
State - Oper. & Maint	871,442	927,530	764,372	722,126	(42,246)	(5.53%)
State - PERA Aid	45,910	45,910	45,910	45,910	--	--
State - Public Safety	187,525	172,380	120,000	120,000	--	--
State - Historical Society	--	39,072	--	--	--	--
State - Pollution Control						
Agency	37,940	--	--	--	--	--
State - Department of						
Natural Resources	--	256,967	--	--	--	--
Other State Grants	1,000	6,029	--	--	--	--
Total Grants	1,154,505	1,457,201	930,282	888,036	(42,246)	(4.54%)
Transfers						
Operating Transfers From:						
Noerenberg Trust Fund	69,790	59,832	56,810	56,810	--	--
Enterprise Funds	35,887	35,887	43,087	10,333	(32,754)	(76.02%)
Park Maintenance Fund	199,628	199,628	199,628	199,628	--	--
Total Transfers	305,305	295,347	299,525	266,771	(32,754)	(10.94%)
Other						
Interest Income	330,581	232,415	220,000	220,000	--	--
Unrealized Gain/(Loss)						
on Investments	(81,394)	(150,027)	--	--	--	--
Charges for Services	164,743	244,412	74,000	74,000	--	--
Court Fines	103,725	108,685	69,000	69,000	--	--
Miscellaneous Revenue	96,620	70,689	20,862	20,862	--	--
Total Other	614,275	506,174	383,862	383,862	--	--
Total Revenue	\$34,986,650	\$36,481,732	\$34,804,060	\$34,501,549	(\$302,511)	(.87%)

**2012 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY TYPE**

Type of Expenditure	2009 Actual	2010 Actual	2011 Amended Budget	2012 Budget	2012 Budget Over (Under) 2011 Budget	
					Dollars	Percent
Personal Services	\$ 25,053,267	\$26,272,546	\$26,909,519	\$25,877,141	\$ (1,032,378)	(3.84%)
Commodities and Supplies	1,377,666	1,202,875	1,214,940	1,226,590	11,650	0.96%
Contracted Services	5,250,201	5,071,143	4,892,191	5,210,408	318,217	6.50%
Other Charges	1,605,664	1,516,015	1,633,159	1,558,159	(75,000)	(4.59%)
Capital Outlay	595,089	327,665	--	225,000	225,000	100.00%
Contingency	--	--	--	250,000	250,000	100.00%
Transfers to Other Funds	161,176	723,547	154,251	154,251	--	--
TOTAL	\$ 34,043,063	\$35,113,791	\$34,804,060	\$34,501,549	\$ (302,511)	(0.87%)

**2012 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY FUNCTION**

	2009 Actual	2010 Actual	2011 Amended Budget	2012 Budget	2012 Budget Over/(Under) 2011 Budget	
					Dollars	%
Office of the Board of Commissioners and Superintendent						
Board of Commissioners	\$ 323,984	\$ 308,270	\$ 294,545	\$ 291,246	\$ (3,299)	(1.12%)
Office of the Superintendent	614,362	750,137	585,413	571,390	(14,023)	(2.40%)
Finance	1,981,013	2,044,809	1,895,160	1,750,357	(144,803)	(7.64%)
Planning & Development	1,651,180	1,599,646	1,666,519	1,417,655	(248,864)	(14.93%)
Total Office of the Board Commissioners and Superintendent	<u>4,570,539</u>	<u>4,702,862</u>	<u>4,441,637</u>	<u>4,030,648</u>	<u>(410,989)</u>	<u>(9.25%)</u>
Recreation and Education						
Division Management	551,075	482,006	445,465	439,125	(6,340)	(1.42%)
Park Facility Mgmt.	341,113	319,913	383,726	259,899	(123,827)	(32.27%)
Park Facility Services	1,999,606	2,016,768	2,034,011	2,095,265	61,254	3.01%
Recreation						
Programming Management	120,348	124,133	153,095	152,092	(1,003)	(0.66%)
Recreation						
Programming & Baker Near Wilderness Settlement	723,759	733,471	723,814	779,964	56,150	7.76%
Cultural History Interpretation	--	127,423	81,780	82,210	430	0.53%
Outdoor Education						
Management	121,207	121,548	131,019	129,809	(1,210)	(0.92%)
Outdoor Education	2,039,833	2,090,569	2,161,181	2,122,076	(39,105)	(1.81%)
Special Facilities	1,474,136	1,795,882	1,930,473	1,941,883	11,410	0.59%
Volunteers	262,195	277,280	296,049	291,402	(4,647)	(1.57%)
Visitor Services	536,995	530,841	575,080	521,804	(53,276)	(9.26%)
Group Sales	197,404	207,436	208,420	114,351	(94,069)	(45.13%)
Total Recreation and Education	<u>8,367,671</u>	<u>8,827,270</u>	<u>9,124,113</u>	<u>8,929,880</u>	<u>(194,233)</u>	<u>(2.13%)</u>

**2012 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY FUNCTION**

	2009 Actual	2010 Actual	2011 Amended Budget	2012 Budget	2012 Budget Over/(Under) 2011 Budget	
					Dollars	%
Parks and Natural Resources						
Division Management	420,014	400,070	346,517	342,909	(3,608)	(1.04%)
Natural Resources						
Management	186,025	192,495	194,243	194,638	395	0.20%
Park Maintenance						
Management	181,306	190,072	227,242	324,402	97,160	42.76%
Park Maintenance	7,013,338	7,067,311	7,342,835	7,379,142	36,307	0.49%
Central Services						
Management	293,376	226,996	193,264	360,725	167,461	86.65%
Carpentry	637,922	604,603	680,913	485,487	(195,426)	(28.70%)
Administrative Center	103,153	100,996	111,050	107,033	(4,017)	(3.62%)
Horticulture	155,998	151,544	170,755	170,290	(465)	(0.27%)
Forestry	1,483,134	1,443,034	1,511,332	1,442,047	(69,285)	(4.58%)
Wildlife	536,043	495,863	516,084	526,682	10,598	2.05%
Water Quality	530,010	812,495	494,080	478,698	(15,382)	(3.11%)
Public Safety	3,755,155	3,893,039	4,119,805	3,915,468	(204,337)	(4.96%)
Total Parks and Natural Resources	15,295,474	15,578,518	15,908,120	15,727,521	(180,599)	(1.14%)
Administration						
Division Management	366,951	436,543	459,202	455,963	(3,239)	(0.71%)
Research & Evaluation	239,862	204,521	271,115	292,726	21,611	7.97%
Marketing & Communications	1,668,995	1,430,645	1,526,713	1,550,225	23,512	1.54%
Governmental Relations	157,530	166,649	180,714	182,239	1,525	0.84%
Information Technology	1,262,202	1,301,279	1,308,984	1,209,094	(99,890)	(7.63%)
Human Resources	1,239,012	1,290,936	1,298,038	1,351,873	53,835	4.15%
Training	118,562	123,356	131,173	142,129	10,956	8.35%
Total Administration	5,053,114	4,953,929	5,175,939	5,184,249	8,310	0.16%
Capital Outlay	595,089	327,665	--	225,000	225,000	100.00%
Operating Transfers	161,176	723,547	154,251	154,251	--	--
Contingency	--	--	--	250,000	250,000	100.00%
TOTAL EXPENDITURES	<u>\$34,043,063</u>	<u>\$35,113,791</u>	<u>\$34,804,060</u>	<u>\$34,501,549</u>	<u>\$(302,511)</u>	<u>(0.87%)</u>

THREE RIVERS PARK DISTRICT COMPARISON OF ACTUAL 2011 AND ESTIMATED 2012 PROPERTY TAX LEVY

	OPERATING BUDGET		DEBT SERVICE		TOTAL	
	2011	2012	2011	2012	2011	2012
Gross amount required from Property Tax	\$29,004,148	\$28,192,431	\$10,869,597	\$11,512,261	\$39,873,745	\$39,704,682
Percent Increase		-2.80%		0.00%		-0.42%
Divided by collection rate of 98.0% (Operating Budget only)	98%		N/A	N/A	N/A	N/A
Amount required from Property Tax Levy	\$29,596,069	\$28,767,787	\$10,869,597	\$11,512,261	\$40,465,666	\$40,280,048
(Operating Budget=71.42%) (Debt Service=28.58%)						
Less: Fiscal Disparities	(2,469,828)	(2,500,930)	(988,373)	(1,000,819)	(3,458,201)	(3,501,749)
LOCAL LEVY NEEDED	\$27,126,241	\$26,266,857	\$9,881,224	\$10,511,442	\$37,007,465	\$36,778,299
Value used for levy rate (x) Net Tax Capacity Rate	\$983,222,526 0.02760	\$936,535,602 0.02805	\$983,222,526 0.01005	\$936,535,602 0.01123	\$983,222,526 0.03765	\$936,535,602 0.03928
LEVY BY HENNEPIN COUNTY	\$27,136,942	\$26,269,824	\$9,881,386	\$10,517,295	\$37,018,328	\$36,787,118

Tax Levy for Operations Limit	
Total Market Value	\$93,748,902,100
Percentage	0.03224%
2012 Property Tax Levy	30,224,646
Unused Tax Levy Authority	28,767,787
	<u>\$1,456,859</u>

**THREE RIVERS PARK DISTRICT
COMPARISON OF 2011 AND ESTIMATED 2012 PROPERTY TAX AMOUNTS
FOR SELECTED RESIDENTIAL PROPERTIES**

	OPERATING BUDGET		DEBT SERVICE		TOTAL	
	2011	2012	2011	2012	2011	2012
If market value = \$250,000 in 2011	\$250,000	\$238,129	\$250,000	\$238,129	\$250,000	\$238,129
Market Value Exclusion	---	\$15,808	---	\$15,808	---	\$15,808
Tax Capacity @ 1.00%	\$2,500	\$2,224	\$2,500	\$2,224	\$2,500	\$2,224
(x) Net Tax Capacity Rate (decimal)	0.02760	0.02805	0.01005	0.01123	0.03765	0.03928
Three Rivers Park District Tax	\$69.00	\$62.38	\$25.13	\$24.98	\$94.13	\$87.36
If market value = \$325,000 in 2011	\$325,000	\$309,568	\$325,000	\$309,568	\$325,000	\$309,568
Market Value Exclusion	---	\$9,379	---	\$9,379	---	\$9,379
Tax Capacity @ 1.00%	\$3,250	\$3,002	\$3,250	\$3,002	\$3,250	\$3,002
(x) Net Tax Capacity Rate (decimal)	0.02760	0.02805	0.01005	0.01123	0.03765	0.03928
Three Rivers Park District Tax	\$89.70	\$84.21	\$32.66	\$33.71	\$122.36	\$117.92
If market value = \$400,000 in 2011	\$400,000	\$381,007	\$400,000	\$381,007	\$400,000	\$381,007
Market Value Exclusion	---	\$2,949	---	\$2,949	---	\$2,949
Tax Capacity @ 1.00%	\$4,000	\$3,781	\$4,000	\$3,781	\$4,000	\$3,781
(x) Net Tax Capacity Rate (decimal)	0.02760	0.02805	0.01005	0.01123	0.03765	0.03928
Three Rivers Park District Tax	\$110.40	\$106.06	\$40.20	\$42.46	\$150.60	\$148.52

For each example, it is assumed that the market value of the property from 2011 to 2012 will decrease by 4.7% which is the decrease in valuation for the Park District as a whole.

The State of Minnesota adopted the Market Value Exclusion to replace the Market Value Homestead Credit program that the State funded in 2011. In theory, the two programs should result in a similar tax amount for each property if all other factors are equal. The Market Value Exclusion is calculated as 40% of a homes value if the home is valued under \$76,000. For properties over \$76,000, the exclusion is \$30,400 minus 9% of the value over \$76,000.

**2012 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

BOARD OF COMMISSIONERS AND OFFICE OF THE SUPERINTENDENT		
Positions	Full-Time Equivalents	
	2011	2012
Superintendent (1)	1.00	1.00
Executive Assistant (1)	1.00	1.00
Secretary (2)	1.50	1.50
Senior Manager of Planning (1)	1.00	1.00
Legal Counsel (1)	0.70	0.70
Chief Financial Officer (1)	1.00	1.00
Finance Manager (1)	1.00	1.00
Accountant (1)	1.00	1.00
Accounting Technician (2)	2.00	2.00
Payroll Coordinator (1)	1.00	1.00
Revenue Manager (1)	1.00	1.00
Revenue Analysts (4)	4.30	3.50
Records Management Clerk (1)	1.00	1.00
Clerk Typist (1)	0.50	0.50
Director of Planning and Development (1)	1.00	1.00
Senior Manager of Civil Engineer (1)	1.00	1.00
Senior Engineering Technician (1)	1.00	1.00
Engineer (1)	1.00	1.00
Graduate Engineer (1)	1.00	1.00
Senior Manager of Landscape Architect (1)	1.00	1.00
Landscape Architect (2)	2.00	2.00
Designer (1)	1.00	0.00
Senior Manager of Planning (1)	1.00	1.00
Planner (1)	1.00	1.00
Intergovernmental Relations Manager	1.00	0.00
GIS Manager (1)	1.00	1.00
GIS Database Administrator (1)	1.00	1.00
GIS Technician (1)	1.00	1.00
Administrative Assistant (1)	1.00	0.50
Department Secretary (1)	1.00	0.50
Total – Regular Full Time Equivalent Positions	35.00	31.20
Total – Temporary/Intermittent Hours	3,158	3,158

Note: Positions shown are for the General Fund Operating Budget Only. Some positions may be funded by other sources or split between the General Fund Operating Budget and other budgets.

2012 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

DIVISION OF RECREATION AND EDUCATION		
Positions	Full-Time Equivalents	
	2011	2012
Associate Superintendent for Recreation and Education (1)	1.00	1.00
Administrative Assistant (1)	1.00	1.00
Director of Outdoor Education (1)	1.00	1.00
Cultural Resources Program Coordinator (1)	1.00	1.00
Program and Facility Coordinator (1)	1.00	1.00
Senior Manager of Facility Services	1.00	0.00
Senior Manager of Alpine Services (1)	0.35	0.35
Park Operation Supervisor (5)	4.60	4.60
Golf Operations Supervisor (1)	0.20	0.20
Facility Supervisor (7)	6.50	6.50
Facility Attendant (4)	4.89	2.25
Facility Coordinator (3)	2.75	2.75
Golf Program Supervisor (1)	0.20	0.20
Division Secretary (3)	3.00	3.00
Senior Manager of Outdoor Education (1)	1.00	1.00
Recreation Supervisor (1)	1.00	1.00
Recreation Program Specialist (4)	3.50	3.50
Program Secretary (1)	0.63	0.80
Receptionist/ Secretary (1)	0.50	0.50
Near Wilderness Supervisor (1)	1.00	1.00
Interpretive Naturalist (3)	1.80	2.40
Farm Operations Supervisor (1)	1.00	1.00
Specialist I - Farm Operator (1)	1.00	1.00
Farm Program Coordinator (1)	1.00	1.00
Farm Educator (2)	1.80	1.80
Community Supported Agriculture Coordinator (1)	0.80	0.80
Program/Facility Secretary (2)	1.80	1.80
Historic Murphy's Landing Supervisor (1)	1.00	1.00
Cultural Heritage Interpreter (2)	1.60	1.60
Historical Program Coordinator (1)	1.00	1.00
Program/Facility Secretary (2)	1.40	1.50
Silverwood Park Outdoor Education Supervisor (1)	1.00	1.00
Arts Educator (3)	1.80	2.40
Facility Supervisor (1)	1.00	1.00
Facility Coordinator (1)	0.60	0.60
Program/Facility Secretary (2)	1.00	1.00
Volunteer Services Manager (1)	1.00	1.00
Volunteer Coordinator (1)	1.00	1.00
Volunteer Services Assistant (1)	1.00	1.00
Receptionist/ Secretary (1)	0.50	0.50

Note: Positions shown are for the General Fund Operating Budget Only. Some positions may be funded by other sources or split between the General Fund Operating Budget and other budgets.

**2012 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

DIVISION OF RECREATION AND EDUCATION (Continued)		
Positions	Full-Time Equivalents	
	2011	2012
Senior Manager of Outdoor Education (1)	1.00	1.00
Outdoor Education Supervisor (4)	4.00	4.00
Interpretive Naturalist (22)	16.95	16.95
Nature Center Secretary/Receptionist (10)	5.72	5.72
Guest Services Manager (1)	1.00	1.00
Reservationist (3)	3.00	2.00
Receptionist/Switchboard Operator (3)	2.35	2.05
Group Program Sales Coordinator (2)	2.00	1.00
Group Sales Assistant (1)	0.50	0.50
Total – Regular Full Time Equivalent Positions	95.84	91.28
Total – Temporary/Intermittent Hours	125,175	140,610

DIVISION OF PARKS AND NATURAL RESOURCES		
Positions	Full-Time Equivalents	
	2011	2012
Associate Superintendent for Parks and Natural Resources (1)	1.00	1.00
Administrative Assistant (1)	1.00	1.00
Park and Natural Resources Coordinator (1)	1.00	1.00
Director of Maintenance (1)	0.50	0.50
Central Services Manager	1.00	0.00
Electric/Building Supervisor (1)	0.00	1.00
Central Services Coordinator (1)	1.00	1.00
Specialist II - Electrician (1)	1.00	1.00
Construction Services Supervisor (1)	1.00	1.00
Specialist II - Carpenter (5)	4.70	4.70
Senior Manager of Parks and Trails Maintenance (1)	1.00	1.00
Park Maintenance Supervisor (6)	6.00	6.00
Ski and Golf Maintenance Supervisor (1)	0.35	0.35
Golf Maintenance Supervisor (1)	0.20	0.20
Crew Chief (10)	8.10	8.10
Park Technician (14)	12.90	13.25
Park Keeper (10)	9.60	9.60
Park Worker (13)	13.37	13.00
Nursery Workers (1)	0.23	0.23
Specialist I – Coon Rapids Dam (1)	1.00	1.00
Specialist I - Golf (1)	0.20	0.20
Specialist I/Crew Chief – Swim Pond (2)	2.00	2.00
Specialist I/Crew Chief - Skiing (1)	1.00	1.00
Specialist I - Ski Hill (1)	0.65	0.65
Specialist II - Ski Hill (1)	0.25	0.00
Project Technician (1)	0.00	1.00
Golf Technician (2)	0.75	0.40
Custodian (14)	13.20	12.70

Note: Positions shown are for the General Fund Operating Budget Only. Some positions may be funded by other sources or split between the General Fund Operating Budget and other budgets.

2012 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

DIVISION OF PARKS AND NATURAL RESOURCES (Continued)		
Positions	Full-Time Equivalents	
	2011	2012
Director of Natural Resources Management (1)	1.00	1.00
Senior Manager of Forestry (1)	1.00	1.00
Horticulture Operations Supervisor (1)	1.00	1.00
Spec 1 Landscape Specialist (1)	1.00	1.00
Spec I Gardener (1)	1.00	1.00
Forestry Operations Manager (1)	1.00	1.00
Natural Resources Specialist – Forestry (1)	1.00	1.00
Spec I Forestry (1)	1.00	1.00
Spec I Nursery Operations (1)	1.00	1.00
Spec I Nursery Propagation (1)	1.00	1.00
Technicians (4)	4.00	4.00
Nursery Workers (4)	3.52	3.52
Senior Manager for Wildlife (1)	1.00	1.00
Natural Resources Specialist – Wildlife (2)	2.00	2.00
Natural Resources Technician – Wildlife (1)	0.80	0.80
Specialist I-Wildlife (1)	1.00	1.00
Senior Manager for Water Resources (1)	1.00	1.00
Natural Resources Specialist-Water Resources (2)	2.00	2.00
Natural Resources Technician–Water Resources (2)	2.00	2.00
Secretary	1.00	1.00
Director of Public Safety (1)	1.00	1.00
Administrative Assistant (1)	1.00	1.00
Public Safety Coordinator (1)	1.00	1.00
Park Police Lieutenant (1)	1.00	1.00
Investigator (1)	1.00	1.00
Sergeant (4)	4.00	4.00
Police Officers (19)	20.00	19.00
Park Service Officer Supervisor (1)	1.00	1.00
Park Service Officers (12)	15.00	12.00
Equine Worker (1)	0.75	0.75
Clerk Typist (1)	0.50	0.50
Total – Regular Full Time Equivalent Positions	157.57	153.45
Total – Temporary/Intermittent Hours	75,101	82,435

Note: Positions shown are for the General Fund Operating Budget Only. Some positions may be funded by other sources or split between the General Fund Operating Budget and other budgets.

2012 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

DIVISION OF ADMINISTRATION		
Positions	Full-Time Equivalents	
	2011	2012
Associate Superintendent for Administration (1)	1.00	1.00
Fundraising and Development Manager (1)	1.00	1.00
Administrative Assistant (1)	1.00	1.00
Secretary (1)	1.00	1.00
Intergovernmental Media Relations Coordinator (1)	1.00	1.00
Public Affairs Coordinator (1)	1.00	1.00
Senior Manager-Research and Evaluation (1)	1.00	1.00
Research Technician (1)	2.00	1.00
Director of Marketing and Communications	1.00	1.00
Communications Manager (2)	2.00	2.00
Senior Graphic Designer (1)	1.00	1.00
Graphic Designer (1)	1.00	1.00
Photographer (1)	1.00	1.00
Web Specialist (1)	1.00	1.00
Public Relations Copywriter (1)	1.00	1.00
Copy Writer (1)	1.00	1.00
Marketing and Communication Assistant	1.00	0.00
Administrative Assistant (1)	1.00	1.00
Director of Human Resources	1.00	1.00
Senior Human Resources Generalist (1)	1.00	1.00
Human Resources Generalist (1)	1.00	1.00
Human Resources Assistant (2)	2.00	2.00
Human Resources Specialist (1)	1.00	1.00
Human Resources Receptionist/Secretary (1)	1.00	1.00
Director of Information Technology	1.00	0.00
System Program Analyst (1)	1.00	1.00
Computer Network Manager (1)	1.00	1.00
Computer Network Technician (1)	1.00	1.00
Computer Operator (1)	1.00	1.00
Computer Help Desk/Trainer (1)	1.00	1.00
Computer Technician (1)	1.00	1.00
Clerk Typist (1)	0.50	0.50
Total – Regular Full Time Equivalent Positions	34.50	31.50
Total – Temporary/Intermittent Hours	3,041	3,041

TOTAL GENERAL FUND 2010 OPERATING BUDGET		
Total – Regular Full Time Equivalent Positions	322.61	307.43
Total – Temporary/Intermittent Hours	206,475	229,247

Note: Positions shown are for the General Fund Operating Budget Only. Some positions may be funded by other sources or split between the General Fund Operating Budget and other budgets.



Hyland Ski and Snowboard Area

THREE RIVERS PARK DISTRICT

Hyland Ski & Snowboard Area 2011-2012 Operating Budget

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**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
BUDGET OVERVIEW**

2010-2011 Season

The 2010-2011 Hyland Ski & Snowboard Area season opened November 26, 2010 and continued operation until March 20, 2011. Skier visits totaled 162,651 during the 115 day ski season. Skier visits totaled 3% more than the previous season of 157,688 and approximately 1.5% more than the three-year average of 160,278. The season can be characterized as "good but not great". While near record amounts of snow blanketed the area, some large storms occurred on weekends and actually softened sales and participation numbers due mostly to transportation issues. The HSSA experience was similar to other ski areas in the region.

Total season pass sales were 6.5% below last season but 4.3% above the five year average. Within those totals Value passes were down 28% and Unlimited season passes were up 2.8% over the 2009-2010 season. Daily lift ticket sales were up 5.8% due to a number of factors including an earlier season start (115 skier days vs. 99 skier days in 2009-2010), favorable amounts of snow created great snow surface conditions and enthusiastic participants.

The Board of Commissioners approved a budget for 2010-2011 that contained a contingency (net income) of \$401,388. As a result of the 2010-2011 operating season, the net income is projected to be \$97,000 higher than the projected contingency.

The results also include an additional \$36,410 expense to the 2010-2011 operating expenses for the shuttle bus purchase approved by the Board in July 2010.

The following is a summary for 2010-2011:

	Budgeted 2010-2011	Projected Actual 2010-2011	Positive/ (Negative) Variance
Operational Statistics			
Total Skier Visits	160,000	162,651	2,651
Ski School Lessons	33,500	35,337	1,837
Total Operating Revenue	\$3,958,833	\$4,040,195	\$81,362
Total Operating Expenses	\$3,228,301	\$3,173,648	\$54,653
Net Income from Operations	\$730,532	\$866,547	\$136,015
Non Operating Income/(Expense)			
Interest Revenue	\$54,950	\$51,909	(\$3,041)
Transfer to Lift Replacement	(\$120,000)	(\$120,000)	\$ -
Transfer to Cash Reserve for Future Improvements	(\$200,694)	(\$200,694)	\$ -
Lease Payment	(\$56,500)	(\$56,500)	\$ -
Capital Equipment Purchases	(\$7,000)	(\$42,827)	(\$ 35,827)
Net Income	\$401,388	\$498,435	\$97,097

Financial Business Plan

The Financial Business Plan model adopted by the Board of Commissioners in 2005 formed the basis of the 2011-2012 HSSA budget. The model, which has had a positive impact on strengthening the HSSA Fund, is based on the following components:

- A minimum cash flow balance of 10% of the annual operating budget is established with the available cash balance.
- Any debt service payments payable within the first 30 days of the fiscal year are added back to the minimum cash flow balance. (This is not applicable to HSSA at this time.)
- A cash reserve transfer equal to 5% of annual operating revenues is identified as a budgeted expense.
- A contingency equal to 10% of the annual operating budget is identified as a budgeted expense to protect against unforeseen circumstances.

As a result of the 2010-2011 operating season, it is anticipated the ski area will end the fiscal year with a cash balance of approximately \$3,582,000, which would be composed of the following:

10% Cash Flow Reserve	\$401,388
2011-2012 Revenues Collected in March 2011	\$67,748
Cash for 2010-2011 Expenses Estimated to Be Paid in July 2011	\$50,000
Cash Reserve for Improvements	\$3,062,766

In addition the lift replacement fund is projected to have a cash balance of approximately \$1,150,000. Scheduled replacement of the Center chairlift is planned for 2012 with a preliminary cost of \$900,000.

The ski area borrowed internally from the Maintenance and Rehabilitation Fund \$224,785 in 2008 to fund the purchase of a snow grooming machine. The current balance of this loan is slightly more than \$150,000. Staff recommends that this loan be paid off with funds from the HSSA Cash Reserve to avoid additional interest charges and to expedite a revised snow groomer purchase/lease program.

2011-2012 Budget Recommendation

A balanced budget is proposed for the 2011-2012 season with revenues and expenses (including a budgeted contingency/net profit) totaling \$4,081,250, representing a less than 2% increase over 2010-2011. The following is a summary of the recommended budget:

	2010-2011 Approved Budget	2011-2012 Recommended Budget	2011-2012 Budget Over/(Under) 2010-2011 Budget
Operational Statistics			
Total Skier Visits	160,000	160,200	200
Ski School Lessons	33,500	33,700	200
Total Operating Revenue	\$3,958,883	\$4,026,250	\$67,367
Total Operating Expenses	\$3,228,301	\$3,292,563	\$64,262
Net Income from Operations	\$730,582	\$733,687	\$3,105
Non Operating Income/(Expense)			
Interest Revenue	\$54,950	\$55,000	\$50
Transfer to Lift Replacement	(\$120,000)	(\$120,000)	\$ -
Transfer to Cash Reserved for Future Improvements	(\$200,688)	(\$204,062)	\$3,374
Lease Payment	(\$56,506)	(\$56,500)	(\$6)
Capital Equipment Purchases	(\$7,000)	\$0	(\$7,000)
Contingency/Net Income	\$401,338	\$408,125	\$6,787

The budgeted contingency/net income is \$408,125, or 10% of the budget as required by the Financial Business Plan.

Revenue estimates are based on a conservative three-year average of skier visits which takes into account the vulnerabilities of weather conditions and what the facility can reasonably accommodate. The 2011-2012 budget is based on a three year average of 160,200 skier visits and takes into account economic conditions.

The Park District expects households will continue to remain cautious in their spending. HSSA continues to take advantage of these economic conditions with pricing strategies, value oriented packages and programs including the continuation of HSSA's comprehensive range of lessons, programs, special events, snowboarding/skiing terrain-park and traditional downhill ski opportunities. Some programs and lessons have been reorganized to increase efficiency and reduce costs. Some new programs have been added. The 2011-2012 revenue projections are based on minor fee changes and increased revenue per skier over the 2010-2011 season.

2011-2012 Budget Highlights

- Continue implementation of the Financial Model, budgeting a contingency of \$408,125 and a contribution to the Cash Reserved for Future Improvements of \$204,062.
- Minor adjustments to fee structure.
- Continuation of wage freeze for temporary staff.
- Implement salary and benefits program adopted by the Board for 2011 (for planning purposes, this budget was prepared with a continuation of the existing compensation plan and estimated health insurance increases that would occur on 1/1/12).
- Implement strategies to market current value oriented programs and products.
- Continue partial ski & snowboard equipment inventory replacement on an annual basis (\$62,000 in 2011-2012).
- Contribution to Ski Lift Replacement Fund of \$120,000.
- Planning for replacement of Center chairlift due in 2012 with funding from the HSSA lift replacement fund.
- Increase in FTE's of .25 by changing the present Ski Hill Specialist II position from a split position with Elm Creek winter operations to a 1.0 position at HSSA to more accurately present current use of staff hours. This change will result in a reduction of .25 FTE's from the General Fund Budget. Adjustments to temporary hours include additional hours for terrain park maintenance.

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET**

BUDGET DETAIL AND SUPPORTING INFORMATION

2011-2012 Work Plan

HSSA continues to offer a wide range of lessons and programs designed to develop skier and snowboarder skills and meet or exceed guest expectations in customer service, product quality and programming. Budgeted labor costs in the 2011-2012 season reflect a reallocation and addition of temporary hours in some departments based on actual needs. It remains a priority to continue the high level of service expected by guests. Continual monitoring of labor costs will be essential.

It continues to be the goal of HSSA to raise revenues adequate to cover expenditures, allow the Park District to cover emergency costs associated with the area operations, finance capital improvements and if conditions permit, be a source of non-tax revenue to the Park District's General Fund. The overall financial condition of HSSA is crucial to the continued success of introducing life long skills in skiing and snowboarding and healthy lifestyles to the public.

The primary objective in the 2011-2012 work plan is to maximize resources, grow participation in skiing and snowboarding, maintain user satisfaction and increase off-season revenue. Specific goals include:

- Provide for skier/snowboarder expectations pertaining to challenge, safety, and enjoyment through design and maintenance of hill features.
- Clearly communicate to guests, skill and behavior expectations required to use freestyle terrain through signage, printed information, snowboard advisory committee, and staff monitoring. Continue initiatives to enhance safety education and improve "ski area etiquette".
- Continue freestyle terrain management and education systems.
- Implementation of approved HSSA rehabilitation projects to continue to make HSSA a "favorite place" to visit.
- Develop and implement new lease/purchase program for snow grooming machines.
- Develop phased snowmaking system upgrade plan utilizing 2004 water distribution recommendations. The plan involves increasing capacity of snowmaking system and replacing older underground pipe to insure quality snow conditions, early season coverage, and increased efficiency to decrease amount of time needed to provide adequate snow coverage. Primary components of the project are a new underground pipe, additional hydrants and electrical stations and new snow making machines.
- Evaluate programs and services to maximize efficiencies in labor costs while maintaining high levels of guest satisfaction.
- Explore promotional efforts to increase off-season revenue from disc golf course, and facility rental.
- Continued implementation of source-separated organics program.

A Look to the Future

The Three Rivers Park District Board has recognized the success of the Hyland Ski and Snowboard Area in attracting youth to outdoor recreation. The Board has acknowledged that the product of this success has created a facility that operates at capacity on a regular basis during the winter season. If the high-quality visitor experience is to be maintained into the future, the significant over-crowding condition must be addressed. The Board has identified the need to develop a comprehensive physical site assessment, a business plan, and economic analysis for all current and potential operations at HSSA.

In order to meet the Board's request to develop HSSA to the highest and best use, a Request for Proposal (RFP) was issued for the development of a Strategic Business Plan for HSSA. The Board awarded a consultant agreement in October 2010 to the team of SE Group, with RRC Associates and Partners & Sirny to provide expertise in the ski area industry, related market research, strategic analysis and land planning, and architectural planning and design.

Financing for these professional services is from the 2007 Bond Fund in the amount of \$68,884 and the 2010 Bond Fund in the amount of \$50,000 as identified in the 2008 and 2010 Asset Management Plans.

The board is scheduled to hear the consultant's proposal beginning in June of 2011.

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
SEASON PASS SALES HISTORY**

PASS TYPE	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Unlimited	393	1139	1759	1605	1759	1831	1940	1797	1481	1523
Night	256	*	*	*	*	*	*	*	*	*
Day	86	*	*	*	*	*	*	*	*	*
Golden	65	65	69	55	59	59	64	63	75	61
Value	767	1155	1270	997	1375	1439	1601	1833	1930	1507
Gilboa/GTeam	280	392	387	366	352	422	535	477	488	528
Freestyle	37	40	30	39	41	46	56	63	99	118
High Schools	382	403	367	406	402	430	416	522	536	588
TOTAL	2266	3194	3882	3468	3886	4227	4612	4755	4609	4325

*NOTE: Pass type discontinued.

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
LOCAL SKI AREA LIFT RATE COMPARISON
2010-2011 Rate Comparisons
(Changes in bold)**

	<u>Adult Day</u>	<u>Adult Night</u>	<u>Adult Weekend</u>	<u>Youth / Adult Season Pass</u>
Welch	\$42.00	\$37.00	\$42.00	\$249.00/399.00
Trollhaugen	41.00	28.00	41.00	400.00/400.00
Wild Mountain	41.00	29.00	41.00	260.00/400.00
Buck Hill	26.00	26.00	38.00	295.00/385.00
Afton Alps	30.00	28.00	41.00	319.00/439.00
Powder Ridge	28.00	28.00	36.00	229.00/319.00
Mount Kato	27.00	25.00	34.00	299.00/369.00
Hyland	29.00	27.00	29.00	289.00/389.00

Hyland Ski & Snowboard Area 2011-2012

	<u>Day</u>	<u>Night</u>	<u>All Day</u>	<u>Youth / Adult Season Passes</u>
Adult Regular	\$29.00	\$29.00	\$31.00	\$289.00/\$389.00

NOTES:

- HSSA daily pass price is valid seven days per week.
- Season Pass prices do not include tax.
- Children under 4 - free lift with paid adult.
- There is a wide range of season pass pricing by each area. Most areas have a multitude of pricing strategies for season passes. Youth age varies by area. This chart shows the basic prices by area. Some areas include sales tax in pricing and others add tax to basic prices. The continuing trend in season pass pricing is to offer heavy preseason discounts with the best discounts at the end of the current season.

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
RECOMMENDED FEE SCHEDULE
(Changes in bold)**

Season Passes

	2009-10	2010-11	2011-12
<u>Regular Unlimited (12 and up)</u>			
Early Buy	\$349.00 (\$374.39)	\$349.00 (\$374.39)	\$349.00 (\$374.39)
Regular	\$369.00 (\$395.84)	\$389.00 (\$417.30)	\$389.00 (\$417.30)
<u>Youth Unlimited (11 and Under)</u>			
Early Buy	\$259.00 (\$277.84)	\$259.00 (\$277.84)	\$259.00 (\$277.84)
Regular	\$279.00 (\$299.30)	\$289.00 (\$310.02)	\$289.00 (\$310.02)
<u>Family Unlimited Season Pass</u>			
Early Buy	\$999.00 (\$1071.68)	\$999.00 (\$1071.68)	\$999.00 (\$1071.68)
Regular	\$1199.00 (1286.22)	\$1199.00 (1286.22)	\$1199.00 (1286.22)
Each additional family member	\$150.00 (160.91)	\$159.00 (163.37)	\$159.00 (163.37)
<u>Specialty Passes</u>			
Senior (age 60+)	\$99.00 (\$106.20)	\$99.00 (\$106.20)	\$99.00 (\$106.20)
Ski Rental (10 rentals)	\$140.00 (\$150.19)	\$140.00 (\$150.19)	\$140.00 (\$150.19)
Snowboard Rental (10 rentals)	\$190.00 (\$203.82)	\$190.00 (\$203.82)	\$190.00 (\$203.82)
Value Punch Pass (10 Lift Tickets)	\$190.00 (\$203.82)	\$200.00 (\$214.55)	\$200.00 (\$214.55)
Value Punch Pass (6 Lift Tickets)	\$131.00 (\$140.53)	\$131.00 (\$140.54)	\$131.00 (\$140.54)

Daily Lift Rates

	Adult			Youth		
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
9AM – 10PM	\$27.03 (\$29)	\$27.03 (\$29)	\$28.89 (\$31)	\$24.24 (\$26)	\$24.24 (\$26)	\$26.10 (\$28)
Noon – 6PM	\$25.17 (\$27)	\$25.17 (\$27)	\$27.03 (\$29)	\$22.37 (\$24)	\$22.37 (\$24)	\$24.23 (\$26)
9AM-3PM	\$25.17 (\$27)	\$25.17 (\$27)	\$27.03 (\$29)	\$22.37 (\$24)	\$22.37 (\$24)	\$24.23 (\$26)
3PM – 10PM	\$25.17 (\$27)	\$25.17 (\$27)	\$27.03 (\$29)	\$22.37 (\$24)	\$22.37 (\$24)	\$24.23 (\$26)
Sat/Sun PM	-	-	-	-	\$13.98 (\$15)	\$13.98 (\$15)
Mon-Fri PM	-	-	-	-	-	\$13.98 (\$15)

Alpine Ski Rental Package

	Adult & Youth		
	2009-10	2010-11	2011-12
9AM – 10PM	\$18.64 (\$20)	\$18.64 (\$20)	\$18.64 (\$20)
Noon – 6PM	\$18.64 (\$20)	\$18.64 (\$20)	\$18.64 (\$20)
9AM-3PM	\$18.64 (\$20)	\$18.64 (\$20)	\$18.64 (\$20)
3PM – 10PM	\$18.64 (\$20)	\$18.64 (\$20)	\$18.64 (\$20)

Snowboard Rental Package

	Adult & Youth		
	2009-10	2010-11	2011-12
9AM – 10PM	\$26.10 (\$28)	\$26.10 (\$28)	\$26.10 (\$28)
Noon – 6PM	\$26.10 (\$28)	\$26.10 (\$28)	\$26.10 (\$28)
9AM-3PM	\$26.10 (\$28)	\$26.10 (\$28)	\$26.10 (\$28)
3PM – 10PM	\$26.10 (\$28)	\$26.10 (\$28)	\$26.10 (\$28)

NOTE: Prices are pre-tax and total fees in parentheses are tax included.

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
RECOMMENDED FEE SCHEDULE (cont.)
(Changes in bold)**

Ski\Snowboard Tuning Rates:

Basic tune and wax \$21.00 + tax

Partial services for tuning, parts, hot wax, etc. will be pro-rated.

<u>Season Locker Rentals</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>
Small	\$80.00 (\$85.52)	\$80.00 (\$85.82)	\$80.00 (\$85.82)
Large	\$99.00 (\$105.83)	\$99.00 (\$106.20)	\$99.00 (\$106.20)
<u>Range Balls</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>
½ Bucket	\$3.72 (\$4.00)	\$4.15 (\$4.50)	\$4.15 (\$4.50)
Full Bucket	\$5.61 (\$6.00)	\$5.59 (\$6.00)	\$5.59 (\$6.00)
<u>Disc Golf</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>
Full Round	\$2.81 (\$3.00)	\$2.78 (\$3.00)	\$2.78 (\$3.00)
Season Pass	\$27.96 (\$30.00)	\$32.63 (\$35.00)	\$32.63 (\$35.00)

<p>NOTE: Prices are pre-tax and total fees in parentheses are tax included.</p>
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**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
RECOMMENDED GROUP FEE SCHEDULE
(Changes in bold)**

Note: Prices do not include tax

	<u>2010-11</u>	<u>2011-12</u>
After 4:00 p.m. Saturday & Sunday		
Lift ticket	\$12.00	\$12.00
Ski Rental	\$12.00	\$12.00
Snowboard	\$15.00	\$15.00

Daily		
Lift Ticket	\$15.00	\$16.00
Ski Rental	\$15.00	\$15.00
Snowboard	\$20.00	\$20.00

Lessons (Weekdays only)		
Ski	\$10.00	\$10.00
Snowboard	\$10.00	\$10.00
Telemark	\$10.00	\$10.00

School Programs*		
4 th -12 th Grades	\$14.00	\$14.00

Special High School Programs (3 Hours – 4 Times no-lessons)		
	\$15.00	\$16.00

*School programs include lift, rental and lesson Monday through Friday. December discount \$1.00/student

Special Programs
Such as: Courage Center, Adaptive Learning Exchange, Deaf and Hard of Hearing Programs-- \$8.00 for lift tickets.

Youth Organization Nights
Such as: Girl, Boy and Cub Scouts, Big Brother & Sister -- **\$13.00 lift**, \$12.00 rental, \$8.00 lesson.

Home School Days
Includes immediate family members - **\$18 lift**, lesson and rental (per person).

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2010-2011 OPERATING BUDGET
RECOMMENDED FEE SCHEDULE
SNOWSPORTS ACADEMY & COMPETITION FEES
(Changes in bold)**

Program	2008-09	2009-10	2010-11	2011-12
Private Lesson	\$42.00 (42.00)	\$42.00 (42.00)	\$42.00 (42.00)	\$42.00 (42.00)
Semi Private Lesson	28.00 (28.00)	28.00 (28.00)	28.00 (28.00)	28.00 (28.00)
Jr. Instructor Lesson	280.00 (280.00)	280.00 (280.00)	280.00 (280.00)	280.00 (280.00)
Hyland Stars Program	280.00 (280.00)	280.00 (280.00)	280.00 (280.00)	280.00 (280.00)
Skids Program	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)
Holiday Skids Program	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)
Hot Cocoa Club-Full Program	197.62 (199.00)	197.62 (199.00)	197.62 (199.00)	197.62 (199.00)
Hot Cocoa Club-Mini Program	167.62 (169.00)	167.62 (169.00)	167.62 (169.00)	167.62 (169.00)
Parent Skids/Board Program	87.62 (89.00)	87.62 (89.00)	87.62 (89.00)	87.62 (89.00)
Adult Learn Program	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)
40 + Program	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)
Women's Edge Program	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)
Super Skids Program	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)
Snowboard Jam Program	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)	147.62 (149.00)
Telemark Program	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)	97.62 (99.00)
Lift	17.77 (19.00)	17.71 (19.00)	17.71 (19.00)	17.71 (19.00)
Rental	17.77 (19.00)	17.71 (19.00)	17.71 (19.00)	17.71 (19.00)
Rescheduling Fee	37.42 (40.00)	37.29 (40.00)	37.29 (40.00)	37.29 (40.00)
Jr. Race/X-Team	495.00 (495.00)	495.00 (495.00)	595.00 (595.00)	595.00 (595.00)

Notes: Lesson program participants receive a free lift ticket & rental for their use after lesson completion.
Price in parenthesis are amount plus tax for comparisons – Lesson portion of programs are non taxable, only lift and rental portion are taxable

Competition Fees

Type	2008-09	2009-10	2010-11	2011-12
Race Unlimited Pass	\$269.00 (287.56)	\$269.00 (288.57)	\$299.00 (320.75)	\$299.00 (320.75)
Race Youth Unlimited Pass	179.00 (191.35)	179.00 (192.02)	199.00 (213.48)	199.00 (213.48)
Race High School Pass	269.00 (287.56)	269.00 (288.57)	299.00 (320.75)	299.00 (320.75)
Timing (per event)	35.00 (37.42)	35.00 (37.55)	35.00 (37.55)	35.00 (37.55)
Gate Box Rental	50.00 (53.45)	50.00 (53.64)	50.00 (53.64)	50.00 (53.64)
Event Ticket	20.58 (22.00)	20.51 (22.00)	20.51 (22.00)	23.30 (25.00)
Additional Use (per hr.)	35.00 (37.42)	35.00 (37.55)	35.00 (37.55)	35.00 (37.55)
Additional Maintenance	25.00 (26.73)	25.00 (26.82)	25.00 (26.82)	25.00 (26.82)

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
REVENUE SUMMARY**

	Approved Budget 2010-11	FYTD 4/30/11	Budget 2011-12
Alpine Area Tickets	\$1,882,800	\$1,837,084	\$1,897,950
Alpine Ski School Fees	\$847,000	\$960,773	\$896,000
Alpine Ski Rental	\$371,612	\$375,432	\$371,612
Food & Beverage	\$664,708	\$658,779	\$656,825
Merchandise Sales	\$148,000	\$156,536	\$155,100
Other Charges/Rental	\$13,500	\$13,416	\$13,500
Driving Range	\$10,200	\$8,369	\$10,200
Other Charges	\$21,063	\$29,806	\$25,063
Investment Earnings	\$55,000	\$51,909	\$55,000
Total	\$4,013,883	\$4,092,104	\$4,081,250

NOTES: Revenues for 2011-2012 are based on 160,200 visitor occasions.

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
2005-2011 OPERATING SUMMARY & COMPARISON**

TYPE OF VISIT	2005 2006	2006 2007	2007 2008	2008 2009	2009 2010	2010 2011
WALK IN	48,084	41,333	30,373	31,583	28,199	29,837
SKI SCHOOL	35,969	35,668	36,235	33,744	32,433	35,337
GROUP	13,000	12,085	16,091	13,645	13,465	13,231
SEASON PASS	77,250	85,338	97,438	89,603	90,742	92,043
GROUP(SKI SCHOOL)	-9,000	-9,648	-10,013	-8,080	-7,151	-7,797
TOTAL:	164,655	164,766	170,124	160,495	157,688	162,651
	2005 2006	2006 2007	2007 2008	2008 2009	2009 2010	2010 2011
OPERATIONS						
DAYS OPEN	113	110	114	114	99	115
DAYS AT FULL PRICE	101	101	106	113	96	100
SNOWFALL	44.4	44.7	34.6	56.0	40.5	92.0
OPEN DATE	Nov. 25	Nov. 22	Nov. 24	Nov. 22	Dec. 5	Nov. 26
CLOSE DATE	Mar.19	Mar.18	Mar. 16	Mar. 15	Mar. 14	Mar. 20
	2005 2006	2006 2007	2007 2008	2008 2009	2009 2010	2010 2011
REVENUES/EXPENSES						
OPERATING REVENUE	\$3,652,491	\$3,698,816	\$4,075,165	\$3,960,085	\$3,853,572	\$4,040,195
OPERATING EXPENSE	\$3,084,041	\$2,840,623	\$2,996,036	\$3,102,439	\$3,153,420	\$3,173,648
NET OPERATING INCOME	\$568,450	\$858,193	\$1,079,129	\$857,646	\$700,152	\$866,547
NON-OPERATING REVENUES/(EXPENSES)	\$31,400	\$15,283	\$68,003	\$33,028	(\$1,797)	\$9,082
NET TRANSFERS	(\$4,596)	(\$314,836)	(\$321,672)	(\$324,978)	(\$318,900)	\$377,194
NET INCOME	\$595,254	\$558,640	\$825,460	\$565,696	\$379,455	\$498,435
REVENUE PER SKIER	\$22.17	\$22.45	\$23.95	\$24.67	\$24.45	\$25.16

NOTES: 2010-2011 is projected end of fiscal year as of April 30, 2011 – unaudited
Snow totals are during operating season measured at the ski area

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2010-2011 OPERATING BUDGET
REVENUE AND EXPENDITURE BUDGET COMPARISON**

	2010-2011 Adopted Revenue	2010-2011 Adopted Expense	2011-2012 Adopted Revenue	2011-2012 Adopted Expense
9210 Area Mgmt	\$1,602,000	\$721,565	\$1,609,100	\$713,588
9220 Ski School	\$866,800	\$374,529	\$898,950	\$378,512
9230 Outside Oper.	-	\$993,879	-	\$1,071,888
9240 Rental/Chalet	\$227,112	\$277,485	\$229,112	\$261,410
9250 Food Services	\$577,883	\$409,406	\$570,000	\$411,964
9260 Lift Operations	-	\$223,050	-	\$241,001
9270 Group Sales	\$233,500	\$16,286	\$233,500	\$16,286
9280 Special Projects	\$331,500	\$28,848	\$365,500	\$39,383
9285 Summer Ops	\$120,088	\$183,253	\$120,088	\$158,531
9290 Non-Operating	\$55,000	\$384,194	\$55,000	\$380,562
9290 Contingency	-	\$401,388	-	\$408,125
TOTAL	\$4,013,883	\$4,013,883	\$4,081,250	\$4,081,250

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
FTE POSITIONS
&
TEMPORARY HOURS SUMMARY
(Changes in bold)**

<u>Position Description</u>	<u>2010-11</u>	<u>2011-12</u>
<u>REGULAR</u>		
Alpine Services Manager	.65	.65
Ski Operations Supervisor	1.00	1.00
Operations Supervisor	.25	.25
Food Service Supervisor	1.00	1.00
Ski Services Supervisor	1.00	1.00
Facility Supervisor	.30	.30
Ski School Supervisor	.80	.80
Alpine Services Coordinator	1.0	1.0
Ski /Golf Maintenance Supervisor	.65	.65
Ski Patrol Supervisor	1.00	1.00
Ski Hill Maintenance Specialist II	.75	1.00
Ski Hill Maintenance Specialist I	.35	.35
Ski Hill Technician	1.00	1.00
Golf Course Technician	.40	.40
Park Keeper	1.00	1.00
Park Keeper	.40	.40
Custodian	1.30	1.3
Park Workers	1.18	1.18
Total Regular FTE Complement	14.03	14.28
<u>TEMPORARY HOURS</u>	88,186	88,615

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
SUMMARY SHARED REGULAR POSITIONS**

Position	Assignment Shared
Park Worker	.4 HSSA .6 BNGC
Park Keeper	.4 HSSA .6 Hyland
Custodian	.3 HSSA .7 Hyland
Park Worker	.3 HSSA .7 BNGC
Park Worker	.23 HSSA .77 Carver
Park Worker	.25 HSSA .75 NRM
Operations Supervisor	.25 HSSA .75 Glen Lake
Crewchief/Specialist	.35 HSSA .65 Bryant
Golf Technician	.4 HSSA .6 Glen Lake
Facility Supervisor	.3 HSSA .7 BNGC
Alpine Services Manager	.65 HSSA .35 Elm Creek
Ski/Golf Maint. Supvsr.	.65 HSSA .35 Elm Creek

**THREE RIVERS PARK DISTRICT
HYLAND SKI & SNOWBOARD AREA
2011-2012 OPERATING BUDGET
REHABILITATION, PROJECTS, SPECIALTY SUPPLIES
AND CAPITAL PROJECTS**

Projects to be funded from HSSA operating budget

Rehabilitation Projects	
Miscellaneous Small Equipment Replacement	\$28,120
Snowmaking Electrical Outlet Replacement	\$10,000
Lift Replacement Parts	\$23,500
Total	\$61,620

Projects to be funded from HSSA operating budget

Improvement Projects	
Conveyor Heater Upgrade	\$2,000
Additional Recycle/Compost Waste Stations	\$5,267
Total	\$7,267

NOTE: Regular HSSA building preservation and rehabilitation maintenance activities will be scheduled and funded through the Park District's Preservation and Rehabilitation Program (PRP) consistent with all other Park District building structures.



Baker National Golf Course

THREE RIVERS PARK DISTRICT

**Baker National Golf Course
2012 Operating Budget**

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BAKER NATIONAL GOLF COURSE

2011 Season Overview & 2012 Work Program Highlights

OVERVIEW OF 2011 SEASON

Baker National Golf Course (BNGC) is a popular, well-respected course due to its design, natural scenic beauty, pricing, course conditions, quality clubhouse facilities, attentive customer service, and amenities such as the 60-station natural turf driving range. Baker National, much like the entire golf industry, has been affected by the economic conditions over the past few years (especially weekday rounds).

The 2011 season started on April 13, one week later than the average opening date and three weeks later than 2010. Coupled with the late start, early season weather was cold and wet especially on weekends throughout April and May. The golf course opened in good condition due to the protection provided by green covers purchased in the fall of 2009. The covers will continue to enable Baker National to start the golf season in better shape in future seasons.

The Evergreen Course continues to be well received but is still has capacity. The course design is well-suited for beginning, junior and senior players. Those that play the course appreciate it as a great place for family-play, quick rounds and small outings, but rounds continue to fall short of a long-term goal of 20,000. Continued marketing and new mowing practices (enlarging fairways) will be implemented in 2012 in an effort to keep existing and recruit new players.

Staff has also resumed aggressive maintenance practices aimed at accomplishing an overall rehabilitation program for the tees, greens, and bunkers. A new tee box was constructed on hole 13 replacing a teeing area that was small, uneven and disease prone. A fertilization program was developed based on soil test results and new products were used to provide a healthier turf, while maintaining environmental stewardship considerations. A walk-mowing program on the greens during the summer months has been in place for several years, resulting in a smoother, more consistent, and healthier putting surface.

Baker National has been successfully recruiting small group outings over the past few seasons. Groups of 12-40 players in the form of company outings, neighborhood parties or wedding parties have taken advantage of the program. The package price of \$55/player including golf, cart and range balls has been well-received. This program has helped keep the course busy during non-peak times of the week. Filling these times is extremely important for the financial success of the course.

Golf teaching professionals Laura Patrick and Charlie Levis provided excellent instruction for golfers of all ages and abilities in 2011. The Park District offers a wide variety of lesson opportunities including: Women's Golf Schools, Never Ever adult group lessons, and Lesson Leagues (new for juniors in 2010 and was expanded to seniors in 2012. Marketing "The Golf Academy of Three Rivers Park District" has led to brand recognition for the Park District. The reputation of the Three Rivers Park District brand is associated with quality programs taught by certified, experienced staff.

Baker National's instructional program continues to be active; the number of group lessons increased in 2011 although private lessons decreased at Baker National for the third year in

a row. Group lessons offer a better value and are the preferred choice of golfers in this economy. More customers are using the website to register each year, and call-in group golf lesson registrations were primarily taken through central reservations. Both methods of registration have been well received and contribute to better customer service. New programs added this season included the Senior Lesson League and Supervised Practice, both of which will be continued in 2012.

With respect to junior leagues, the Evergreen and 9 hole junior leagues continue to be heavily attended at Baker National while the 18 hole league has seen a drop in participation levels in recent years. Focusing on Baker National's future players continues to be a priority. Currently, there are seven junior league offerings with enrollment of 350 at Baker National in 2011.

The 2011 Baker National operating budget projected a shortfall of \$42,019. Based on year-to-date numbers and end of year estimates, actual revenues will fall short of projections and expenditures will also come in under budget resulting in an estimated shortfall of \$39,994. The Baker National Fund Balance was designed to protect the operating budget from unexpected financial impacts, such poor course conditions and the continued economic downturn. The estimated deficit will be covered by the fund balance leaving the 2011 year-end cash balance at a projected \$375,215.

Other area golf courses have also experienced significant round and revenue reductions consistently over the past few seasons. Courses with existing debt service payments are also covering budget shortages through refinancing, existing fund balances, or other funding means.

The Baker National financial business model is based on the following components:

- A minimum cash flow balance of 10% of the annual operating budget
- Any debt service payments payable within the first 30 days of the fiscal year are added to the minimum cash flow balance
- Annual contribution to the cash reserve equal to 5% of the operating budget, within five years
- Establishing a contingency expense in the budget equal to 10% of the annual operating budget within five years

The long term goal of this financial business plan is to increase the cash reserve while accruing funds for future capital improvements and to guard against budget shortfalls due to an economic downturn or poor weather years. Due to the adverse economic climate facing the golf industry, implementation of this model had been postponed until the debt service is paid off and the operation can once again operate profitably.

2012 REVENUES AND EXPENDITURES

The 2012 operating budget projects revenues of **\$1,845,209**, a decrease of \$1,156 from the 2011 budget of **\$1,846,365**, and recommends expenditures of **\$1,876,974**, a decrease of \$11,410 from the 2011 budget of **\$1,888,384**. The **\$31,765** projected deficit is proposed to be covered by the Baker Golf Fund which has a projected balance at year-end of **\$375,215**. Until the debt service is retired in 2014 the Baker Golf Fund may need to be used to cover additional shortages.

Revenue

The 2012 revenue projection reflects estimates based on historic averages and current trends. **There are no proposed fee increases for 2012.**

Expenditures

The 2012 budget includes the reduction of .7 FTE in maintenance with an increase in temporary maintenance staffing. Wage and benefit increases for 2012 are consistent to the program recommended for all Park District employees. The staffing complement for 2011 and 2012 is shown on page 13.

Significant changes in Personal Services, commodities, contracted services, and other charges are as follow:

- Personal Services budgeted to decrease by \$4,487 due to decrease of .7 FTE.
- Utilities - Costs for electricity and propane are budgeted to decrease \$6,000.
- Fuel and maintenance costs for equipment - The costs to operate and maintain the golf course equipment and vehicles are estimated to increase \$3,577.
- First Aid supplies budget increased by \$500.
- Merchandise for resale budget decreased by \$5,000.

2012 WORK PLAN HIGHLIGHTS

The 2012 work plan places a strong focus on maintaining the commitment to excellent course conditions and sustaining the long-term health of the Baker National Facility.

A concerted effort will be made to maintain communications between clubhouse staff, maintenance staff, and customers so that accurate information can be shared with league and event coordinators and individual golfers. Communications strategies such as clubhouse notice postings, cart and course signs, and shared maintenance/operations calendars will be used.

A key component in the future success of the Park District's golf facilities remains the design and implementation of a targeted; creative marketing program. With competition at an all-time high the Park District needs to position its golf facilities as the courses and programs of choice for new and returning golfers. Also, the Park District needs to dramatically increase public awareness of Three Rivers Golf facilities as exceptional facilities offering competitive prices. The trend in the golf business has been to discount rates through coupons and price reduction during slow times in hopes to increase play. The Three Rivers' golf staff has resisted this trend in the belief that a quality experience at a fair price is the best way to create a loyal customer base and maintain revenues. Customer retention and recruitment is the most important component in ensuring successful financial results for the future. The Evergreen Course at Baker in particular holds tremendous potential for increasing play through effective marketing.

Golf promotions through websites, e-marketing and print will again be targeted to promote the facility and increase visitors and revenue. E-marketing, allows for more timely promotions and communications with customers on a regular basis. The Golf Academy of Three Rivers Park District Program Guide will be used again as the primary registration tool for Baker and all Park District golf facility lesson programs.

A LOOK TO THE FUTURE

Restoring and increasing the amount of play remains an important task for the future. Strategies to maintain and increase customer loyalty are important. Golf staff and the Marketing/Communication section must continue to identify ways to attract golfers to Baker National. Revenue generation goals should be considered in terms of providing an affordable, high-quality and challenging golf experience to the general public. There is more competition than ever before in golf which increases the need for Baker National staff to offer programs aimed at developing and retaining golfers. Barriers to golf participation such as time, comfort, and difficulty should be continually assessed and addressed in program, management and maintenance practices. A concentrated effort at increasing use of the Evergreen Course and Driving Range is very important to building number of rounds and untapped revenue potential.

Continued efforts to maximize efficiency and reduce costs while increasing revenue are primary considerations of the golf operations staff. Improving course conditions, including correcting construction deficiencies, searching for technological changes that may aid in better weather proofing the golf course, and performing work more efficiently with less labor will be important considerations for future budgets.

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Annually, as part of the budget preparation, staff reviews future needs for Baker National, including rehabilitation, capital improvements and new capital equipment purchases. This recommended 5-year CIP (Page 14) is for information only. Operating budget approval does not include approval of recommended capital improvements; however, if the annual approved budget and staffing permit; some improvements, as noted, may be implemented by maintenance staff during the season. Baker National's significant capital improvements and rehabilitation activities will be coordinated as part of the Park District's overall Asset Management Program.

**BAKER NATIONAL GOLF COURSE
2012 OPERATING BUDGET
REVENUE SUMMARY**

Description	2010 Actual Rounds or Revenue	2011 Budgeted Rounds	2012 Projected Rounds	2012 Fees	2012 Projected Revenue	Total (Less Taxes)
Regulation 18						
18 holes Regular	12,875	12,800	12,800	\$38	\$486,400	
18 holes Tour Card	6,061	6,100	6,100	\$32	\$195,200	
18 Senior	1,071	950	950	\$34	\$32,300	
18 holes Junior	332	350	350	\$21	\$7,350	
9 holes Regular	4,891	4,400	4,400	\$21	\$92,400	
9 holes Tour Card	3,906	4,100	4,100	\$18	\$73,800	
9 holes Senior	287	200	200	\$19	\$3,800	
9 holes Junior	1,119	1,000	1000	\$13	\$13,000	
					\$904,250	\$842,927
Evergreen Course						
9 holes Regular	4,626	5,400	5,400	\$15	\$81,000	
9 holes Tour Card	1,739	1,800	1,800	\$12	\$21,600	
9 holes Senior	1,219	1,100	1,100	\$13	\$14,300	
9 holes Junior	2,817	3,000	3,000	\$8	\$24,000	
					\$140,900	\$131,345
Tournament/Outing Revenue	\$62,930	\$64,365	64,365		\$64,365	\$60,000
Season Pass Revenue	\$18,375	\$16,091	16,091		\$16,091	\$15,000
Total Green Fees						\$1,049,272
Junior League						
18 holes	24	25	25	\$170	\$4,250	
9 holes	60	75	75	\$110	\$8,250	
Evergreen	256	230	230	\$95	\$21,850	
Total					\$34,350	\$32,020
Golf Cars						
18 holes	6,250	6,000	6,100	\$30	\$183,000	
9 holes	3,355	3,000	6,150	\$18	\$56,700	
Total					\$239,700	\$223,444

Description	2010 Actual Rounds or Revenue	2011 Budgeted Rounds	2012 Projected Rounds	2012 Fees	2012 Projected Revenue	Total (Less Taxes)
Pull Carts						
9 Holes	1,696	1,850	1,700	\$3	\$5,100	
18 Holes	826	1,000	850	\$5	\$4,250	
Total					\$9,350	\$8,716
Club Rental						
Regular	160	200	160	\$15	\$2,400	
Premium	93	80	90	\$25	\$2,250	
Total					\$4,650	\$4,650
Driving Range/Practice Area						
Small Bucket	3,923	3,400	3,400	\$3	\$10,200	
Medium Bucket	3,583	3,300	3,300	\$5	\$16,500	
Large Bucket	4,662	4,300	4,300	\$8	\$34,400	
Jumbo Bucket	2,254	2,500	2,500	\$12	\$30,000	
Range Pass	134	50	50	\$45	\$2,250	
Range Pass Tour Card	232	150	150	\$40	\$6,000	
Range Season Pass	\$5,100	\$4,500	\$4,500		\$4,500	
					\$103,850	\$96,807
Food & Beverage	\$192,078	\$200,000	\$200,000			\$200,000
Pro Shop	\$89,211	\$100,000	\$95,000			\$95,000
Merchandise Sales						
Lessons	\$68,963	\$70,000	\$70,000			\$70,000
Interest Earnings	\$6,546	\$10,000	\$10,000			\$10,000
Facility Rental	\$2,640	\$3,500	\$3,500			\$3,500
Golf Handicap Service	\$7,784	\$6,000	\$6,000			\$6,000
Golf Loyalty Card	\$46,081	\$45,000	\$45,000			\$45,000
ATM Trans. Fees	\$479	\$800	\$800			\$800
Total Revenue(less taxes)						\$1,845,209

**BAKER NATIONAL GOLF COURSE
2012 OPERATING BUDGET
EXPENDITURE SUMMARY**

Description	2010 Actual	2011 Budget	2012 Request
General Operations (9110)			
Personnel Services	\$301,499	\$290,069	\$291,962
Commodities	8,494	10,150	10,150
Contractual Services	86,823	95,800	95,800
Other Charges	35,548	35,700	35,700
Total	431,364	431,719	433,612
Driving Range (9115)			
Commodities	2,939	5,000	5,000
Total	2,939	5,000	5,000
Maintenance (9120)			
Personnel Services	541,292	564,933	558,553
Commodities	124,855	134,400	134,900
Contractual Services	326,402	325,354	322,931
Other Charges	2,218	1,950	1,950
Total	994,767	1,026,637	1,018,334
Concessions (9125)			
Commodities	75,508	75,000	75,000
Other Charges	35	600	600
Contractual Services	1,254	500	500
Total	76,797	76,100	76,100
Merchandise (9130)			
Commodities	71,872	80,500	75,500
Total	71,872	80,500	75,500
Lessons (9140)			
Personnel Services	61,051	52,463	52,463
Commodities	6,086	4,100	4,100
Contractual Services	578	3,550	3,550
Other Charges	0	50	50
Total	67,715	60,163	60,163
Non-Operating Expenses (9150)			
Commodities	0	0	0
Contractual Services	4,354	0	0
Capital Outlay	0	0	0
Other Charges	430,821	208,265	208,265
Total	436,506	208,265	208,265
TOTAL	2,080,629	1,888,384	1,876,974

**BAKER NATIONAL GOLF COURSE
2012 OPERATING BUDGET
Comparative Rates**

REGULATION COURSE/RANGE GOLF FEES COMPARATIVE RATE SURVEY						
Golf Course	Green Fees 18/9 Holes Regulation	Green Fees 9 Holes Executive	Cars-18	Cars-9	Range Balls-(Medium)	Range Balls-(Large)
Baker National	\$38/\$21 Reg \$32/\$18 Tour Card	\$15 Reg \$12 Tour Card \$8 Youth	\$30	\$18	\$5 45 balls	\$8 80 balls
Cleary		\$14 Reg \$12 Tour Card \$10 Youth		\$12	\$3.50 35 balls	\$6.25 75 Balls
Eagle Lake		\$15.50 Reg \$13.50 Tour Card \$10.00 Youth		\$14 Reg \$10 Sr 1/2 cart \$9	\$4 Reg \$3 Youth 35 balls	\$8 70 balls
Glen Lake		\$14.50 Reg \$15.50 Wkend \$11 Sr \$10 Youth		\$14 Reg	\$5/ token 35 balls	\$8 75 balls
Braemar	\$37/\$19 Reg \$29/\$15 Pat	\$14 Reg \$11 Pat \$9 Youth	\$30	\$18	\$5	\$7.50
Brookview	\$35/\$19 Reg \$28/\$16 Pat	\$12.50 \$9.00 Pat	\$30	\$20	\$5	\$7
Bunker Hills	\$43/\$22 Reg \$33/\$17 Pat	\$13 Reg \$9 Pat	\$30	\$20	\$4/token	
Deer Run	\$54/30 Wkend \$43/29 Wkday		\$30		\$3	\$5
Eagle Valley	\$43/24 Wkend \$38/24 Wkday		\$33	\$21	\$4	\$8

REGULATION COURSE/RANGE GOLF FEES COMPARATIVE RATE SURVEY						
Golf Course	Green Fees 18/9 Holes Regulation	Green Fees 9 Holes Executive	Cars-18	Cars-9	Range Balls- (Medium)	Range Balls- (Large)
Edinburgh	\$54/\$26 Wkend \$46/\$24 Wkday		\$34	\$18	\$4	\$8
Fox Hollow	\$43 Wkend \$38 Wkday 9-holes \$23		\$32	\$16	\$3-small \$6-large	
Keller	\$36/\$20		\$28	\$19		\$7
Links @ Northfork	\$42/\$37 9 Holes \$21		\$30	\$18	\$3.50	\$6
Minneapolis	\$32/\$18 Reg \$25/\$16 Pat Wkend \$28/\$28 Reg \$21/\$16 Pat Wkday	\$11	\$30	\$20	\$4.50	\$9
Pioneer Creek	\$37/\$32 9-holes \$20		\$30	\$18	\$5	\$8
River Oaks	\$33/19.50 Wkend \$30.50/19.50 Wkday		\$31	\$22	\$6.50	\$8.50
Rush Creek	\$109/\$79		\$38	\$18	\$6	\$9
Wild Marsh	\$38/\$22 Reg \$30/\$20 Pat		\$32	\$16		
Willingers	\$48 Wkend \$43 Wkday		\$32	\$16	\$3.50/ token	

Three Rivers Park District golf courses reflect 2012 rates; all other courses reflect 2011 rates

**BAKER NATIONAL GOLF COURSE
2012 STAFFING PLAN**

	<u>2011</u>	<u>2012</u>	<u>Change</u>
<u>Golf Operations</u>			
Golf Services Manager (1)	.90 FTE	.90 FTE	0
Facility Coordinator (2)	.7 FTE	.7 FTE	0
Subtotal:	1.6 FTE	1.60 FTE	
Attendant-Temporary	11,000 hours	11,000 hours	0
Site Coordinator	2,000 hours	2,000 hours	0
Instructors	700 hours	700 hours	0
Golf Instructor Assistant	200 hours	200 hours	0
Temporary Clubhouse	13,900 Hours	13,900 Hours	0
<u>Maintenance</u>			
Golf Maintenance Supervisor	1.0 FTE	1.0 FTE	0
Specialist I Golf	2.0 FTE	2.0 FTE	0
Golf Technician (3)	1.65 FTE	1.65 FTE	0
Park Worker (4)	.7 FTE	0	(.7)
Custodian (5)	.5 FTE	.5 FTE	0
Mechanic*			
Subtotal:	5.85 FTE	5.15 FTE	
Temporary Maintenance	14,500 hours	16,500 hours	2000
Total Regular FTE	7.45 FTE	6.75 FTE	(.7)

1. Shared with Eagle Lake
2. Shared position with HSSA.
3. One position shared with Elm Creek Winter Operations.
4. One position shared with HSSA.
5. Shared with Baker Park Operations.

*Golf Course receives mechanic services from the district-wide mechanical services program funded through the Internal Services Fund at approximately 1.0 FTE.

**Baker National Golf Course
2012-2014 Proposed
Course/Capital Improvement Program Plan**

Clubhouse/Clubhouse Grounds				
Project Year	Item	Reason	Est. Cost	Funding
2012-13	Clubhouse Interior Painting, (every 4-5 yrs.)	Routine Maintenance	TBD	PRP
Championship Course				
2012-14	Landscape beautification ongoing	Rehab/Aesthetics	\$2,000	Operating Budget
2012-13	Push-up practice putting green by #10 tee	Rehab/Playability	\$10,000	Operating Bud (in-house labor)
2012-13	Tee boxes Rebuilt #9, #11, #16	Maintenance/Playability	\$30,000	Operating Budget
(TBD)	Plan Irrigation System - Pump Station Renovation	Renovation	\$3,000	Operating Budget
(TBD)	Irrigation System - Pump Station Renovation	Renovation	\$1.1 mil	TBD
Driving Range				
2012-13	Driving range targets and yardage markers improved	Customer Service	\$10,000	Operating Budget (in-house labor)
Capital Equipment				
2012-14	Irrigation software support	Needed every 5 yrs.	\$12,000	Operating Budget



Eagle Lake Youth Golf Center

THREE RIVERS PARK DISTRICT

Eagle Lake Youth Golf Center 2012 Operating Budget

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Eagle Lake Youth Golf Center 2011 Season Overview and 2012 Work Program

Eagle Lake Regional Park is comprised of golf services operations and general park operations. The golf operations include the driving range, 9-hole golf executive course, 9-hole pitch and putt course, 18 holes of mini-golf and extensive First Tee and lesson programs. Park operations include year-round trail activity, winter golf lessons and special winter uses. Facilities and staff support both operations. Golf services operate a separate fund, while park operations costs are included in the Park District's General Fund budget. This review and 2012 budget are for Eagle Lake Regional Park Golf Services operations.

Eagle Lake is the home of The First Tee of Three Rivers Park District. The mission of The First Tee is to impact the lives of young people by providing learning facilities and educational programs that promote character-development and the life-enhancing values through the game of golf. Participants learn the importance of maintaining a positive attitude, how to make decisions by thinking about the possible consequences, how to define and set goals, and how to transfer values such as responsibility, honesty, integrity, respect, confidence and sportsmanship from the golf course to everyday life. The First Tee is for all kids, with priority given to underrepresented populations including girls, young golfers with disabilities, minorities and those with financial need.

OVERVIEW OF 2011 SEASON

The Eagle Lake customer base continues to grow in its ninth full year of operation. Since this facility opened, there has been a significant increase in visitor occasions. Park use from golf activities has exceeded over 70,000 visitor occasions the last four years, ranking in the top ten each year for most popular recreation activity by location within the Park District. Overall, Eagle Lake has continued a strong upward trend in customer awareness, play and customer satisfaction. Eagle Lake has become a leader in the area in youth programming, play and leagues.

2011 was one of the worst weather years of the past decade for golf courses. The course opened later than expected, and had very poor golf weather in April and May. Weekends were especially affected by cold, wet weather resulting in the canceling and rescheduling of many programs.

The lighted driving range, Birdie Course and Mini-golf continue to bring in customers after dark. Approximately 6% of the rounds on the Birdie & Mini-golf Courses have been played under the lights. The driving range continued to show strong use when the weather was nice. The growth at Eagle Lake has been especially apparent among young golfers. Youth rounds have again accounted for over 40% of the total rounds on the Eagle Course. These results are consistent with Three Rivers Park District's objective of serving youth.

The First Tee program at Eagle Lake has continued to expand. District-wide in 2011, over 4,000 youth were enrolled in First Tee programs. To date over 29,000 youth have participated in First Tee programs through Three Rivers Park District, with 35% being girls. Continued expansion of the junior league program, which serves as a retention avenue for developing golfers, is again planned for 2012. It is projected that over 560 kids will participate in one of the 11 junior leagues. The environment that has been created at Eagle

Lake provides an educational yet fun and safe opportunity for youth to learn both golf and life skills that will make a difference in their lives, families and communities. In 2011, golferships (scholarships of approximately \$125) were distributed to over 125 youth in The First Tee programs throughout the Park District.

To support the mission of The First Tee of Three Rivers Park District, an Advisory Committee helps raise program awareness in the community and generates funds to support program priorities. Approximately \$100,000 was raised through private, corporate grants and special event fundraising. The First Tee Charity Open was again held at Baker National generating \$17,000 for The First Tee program. Staff continues to work hard in the area of grant writing and developing relationships with corporate and private donors.

The golf lesson programs were again successful with revenues projected to be \$100,000. This is up from the 2010 amount and more than projected total. The lesson program continues to be primarily youth based with an estimated 75% of lesson revenue coming from youth programs. There were also over 200 adults in the lesson programs of which more than 70% were women. Eagle Lake continues to have a cooperative lessons partnership with the city of Maple Grove; this partnership will continue in 2012.

The miniature golf course continues to be a success after two complete seasons, with revenues again ahead of projections despite the poor weather. Positive feedback and word of mouth promotion have allowed the course to exceed projections. Birthday and corporate events have more than doubled due to the new Miniature golf option and special package pricing.

2012 BUDGET SUMMARY

Revenues: Revenues are projected at \$1,173,179 which compares to the 2011 budget of \$1,209,939. No major changes in revenues are proposed and there are no fee increases recommended for the 2012 budget.

Expenditures: Expenditures are projected at \$1,173,179 compared to \$1,209,939 in 2011. The only major change in expenses for 2012 is an increase in the ISF budget of \$9,000.

Contingency: The contingency has been eliminated along with the corresponding property tax revenue for the 2012 budget. The contingency in the 2011 Budget was \$36,653. Since this budget is in part supported by property taxes, the contingency was eliminated so that the property tax levy could be reduced by \$40,760.

Bond Call: In 2005, the Park District issued bonds to refund the bonds issued in 2000 to finance the construction of the course and park amenities. The proceeds from the refunding bonds were placed in an escrow account until the bonds were eligible to be called (paid off) on January 1, 2009. On that date, the escrowed funds were used to pay off the \$3,625,000 remaining from the 2000 bond issue. The refunding results in lower bond interest costs of approximately \$22,750 from 2009 to 2022.

2012 WORK PROGRAM

The future success and profitability of Eagle Lake is dependent on golf course quality, vigilant budget management and overall customer experience. Facility awareness and customer service will be important considerations in gaining new and retaining current customers.

Golf facilities, including Eagle Lake, will benefit from a comprehensive Park District marketing and advertising program and web-site redesign. E-marketing and social media will continue to be used as a way of effectively communicating with customers to promote off peak times at Park District golf facilities.

Staff will continue to monitor the budget on an ongoing basis to ensure that revenues and expenditures are consistent with the budget. Adjustments will be made to address revenue shortfalls or expenditure overages, as they become apparent.

Coordination between maintenance and clubhouse staff will increase the public's awareness of golf course maintenance practices and procedures. Signs will be used in the clubhouse and on the tees to alert players of maintenance practices. This coordination is imperative to the enjoyment of the golfer and improves the working relationship between staff members. Continued communication will occur through a calendar that includes scheduled routine maintenance and events.

The First Tee Program is targeted to expand to over 1,000 junior golf lesson participants, including 125 funded by golferships. Eagle Lake will continue to be designated as the Chapter Facility with programs also implemented at Baker National, Glen Lake and Cleary Lake. Staff will continue to work with The First Tee Advisory Committee to maintain and establish relationships that will continue to support and fund golferships, related program expenses, and provide experiences for participants. More kids will be certified in programs with a special emphasis on retaining program participants and moving them through the Life Skills program. Staff will continue to strive to make The First Tee of Three Rivers Park District among the best in the nation.

**EAGLE LAKE YOUTH GOLF CENTER
2012 OPERATING BUDGET
REVENUE SUMMARY**

Description	2010 Actual Rounds or Rev	2011 Budget Rounds or Rev	2012 Proj. Rounds	2012 Rec. Fees	2012 Proj. Revenue	Total (Less Taxes)
Eagle Course						
9 holes Regular	12,786	10,200	11,000	\$15.50	\$170,500	
9 holes tour card	4,366	5,400	3,400	13.50	45,900	
9 holes Junior	2,615	4,000	4,000	11.00	44,000	
Adult Season Pass			90	350.00	31,500	
Adult Second pass			50	75.00	3,750	
Junior Season Pass			30	275.00	8250	
Mini Golf						
Adult	6,098	2,000	2,000	\$6.00	\$12,000	
Junior	5,189	3,000	3,000	5.00	15,000	
Birdie Course						
Regular	3,927	3,500	4,400	\$8.00	\$35,200	
Tour Card		2,200	1,000	6.50	6,500	
Junior	2,660	4,500	4,200	6.00	25,200	
Regular Pass		5	2	325.00	650	
Less Sales Tax					(27,021)	
Total Green Fees						\$371,429
Driving Range						
Regular	30,163	32,000	32,000	\$4.00	\$128,000	
Junior	3,706	2,000	2,000	3.50	7,000	
Regular Range Pass	802	750	750	35.00	26,250	
Less Sales Tax					(10,936)	
Total Range Fees						\$150,314
Golf Cars						
Regular	1,278	800	875	\$14.00	\$12,250	
1/2 cart	170	150	175	9.00	1,575	
Senior	546	400	475	10.00	4,750	
Less Sales Tax					(1,260)	
Total Golf Cars						\$17,315
Pull Carts						
Regular	2,040	2,100	2,400	\$3.00	\$7,200	
Less Sales Tax					(489)	
Total Pull Carts						\$6,711

Description	2010 Actual Rounds or Rev	2011 Budget Rounds or Rev	2012 Proj. Rounds	2012 Rec. Fees	2012 Proj. Revenue	Total (Less Taxes)
Club Rental						
Regular	198	300	300	\$7.00	\$2,100	
Junior	77	50	52	4.00	208	
Less Sales Tax					(156)	
Total						\$2,152
Lessons	\$91,455	\$89,000			\$89,000	
Total						\$89,000
Grants	\$453	\$16,000			\$6,000	
Total						\$6,000
First Tee Transfer	\$0	\$32,000			\$32,000	
Total						\$32,000
Food & Beverage	\$38,264	\$42,660			\$42,760	
Less Sales Tax					(2,760)	
Total						\$40,000
Misc Revenue						
Shelter/Range	\$8,000	\$5,000	50	\$100	\$5,000	
League Fees	\$1,124	\$1,100	100	11	\$1,100	
Total						\$6,100
Junior League	\$59,174	\$57,591			\$62,000	
Total						\$62,000
Merchandise Sales	\$17,427	\$20,000			\$20,000	
Total						\$20,000
Property Tax Revenue	\$382,648	\$407,000			\$341,888	
Total						\$341,888
Tour Card Revenue	\$3,539	\$4,600			\$4,600	
Total						\$4,600
Total Revenue						\$1,173,179

**EAGLE LAKE YOUTH GOLF CENTER
2012 OPERATING BUDGET
EXPENDITURE SUMMARY**

Description	2010 Actual	2011 Budget	2012 Request
General Operations (9710)			
* Personnel Services	\$191,820	\$200,787	\$201,696
* Commodities	11,225	10,000	8,500
* Contractual Services	16,292	24,200	21,200
* Other Charges	14,369	12,700	12,700
* Other Financing	-		
TOTAL	\$233,706	\$247,687	\$244,096
Driving Range (9715)			
* Commodities	15,368	14,000	20,000
TOTAL	\$15,368	\$14,000	\$20,000
Maintenance (9720)			
* Personnel Services	\$175,583	\$174,511	\$175,017
* Commodities	34,119	48,200	49,200
* Contractual Services	124,573	121,434	130,881
* Other Charges	686	900	900
TOTAL	\$334,961	\$345,045	\$355,998
Merchandise/Concessions (9725)			
* Commodities	\$25,282	\$31,000	\$31,000
TOTAL	\$25,282	\$31,000	\$31,000
Leagues (9730)			
* Commodities	\$705	\$500	\$500
TOTAL	\$705	\$500	\$500
Lessons (9740)			
* Personnel Services	\$148,952	\$137,303	\$137,834
* Commodities	9,277	12,500	11,500
* Contractual Services	2,132	4,900	3,900
* Other Charges	752	1,000	1,000
TOTAL	\$161,113	\$155,703	\$154,234
Debt Service and other charges	\$361,593	\$379,351	\$367,351
Contingency	63,822	36,653	0
TOTAL	\$425,415	\$416,004	\$367,351
TOTAL EXPENDITURES	\$1,196,550	\$1,209,939	\$1,173,179

**EAGLE LAKE YOUTH GOLF CENTER
GREEN FEES CART RENTAL AND DRIVING RANGE
COMPARATIVE RATES and RATE ADJUSTMENTS**

COURSE	GREEN FEES	CART FEES	RANGE	
			SMALL	LARGE
EAGLE LAKE Eagle Course Par 31	15.50 Regular 13.50 Golf Tour Card 11.00 Junior	14.00 Regular 10.00 Senior 9.00 ½ cart	\$4.00 35 balls	\$8.00 75 balls
BAKER Evergreen Par 30	15.00 Regular 12.00 Golf Tour Card 8.00 Junior	18.00 Regular 9.00 ½ cart	\$5.00 bucket 40 balls	\$8.00 75 balls
GLEN LAKE Par 31	14.50 Regular 10.00 Junior 15.50 weekend	14.00 Regular	\$5.00 per token 35 balls	\$8.00 75 balls
CLEARY LAKE Par 27	14.00 Regular 12.00 Golf Tour Card 8.00 Junior	\$12.00	\$3.50 per token 35 balls	\$6.25 70 balls
BEGIN OAKS Par 34	19.00	15.00	5.50 45 balls	8.50 90 balls
BRAEMAR Par 30	13.00	13.00	4.75 37 balls	9.50 74 balls
BROOKVIEW Par 27	11.50	13.00	5.00 42 balls	7.00 62 balls
BUNKER HILLS Par 32	13.00	14.00	4.00	8.00
RUSH CREEK			5.00 70 balls	7.50 110 balls
INVERWOOD Par 30	15.00	12.00	3.50	6.25
THE BRIDGES	Closed			
NEW HOPE Par 27	14.00	11.50	N/A	N/A
PARKERS LAKE	N/A	N/A	4.00 30 balls	7.50 60 balls

Three Rivers Park District golf courses reflect 2012 fees; all other courses show 2011 rates.

There are no fee increases proposed for 2012.

**EAGLE LAKE REGIONAL PARK
2012 STAFFING PLAN**

Regular Position:	Golf			Park		
	2011	2012	Change	2011	2012	Change
Golf Operations Supervisor	.8	.8	.0	.2	.2	0
Golf Professional/ Program Supervisor	.8	.8	.0	.2	.2	0
Golf Instructor Supervisor	.8	.8	.0			
Golf Course Specialist	.8	.8	0	.2	.2	0
Golf Operations Manager	.1	.1	0	-	-	-
Golf Technician	.6	.6	0	.4 (split EL and French)	.4 (split EL and French)	.0
Golf Maintenance Supervisor	.3	.3	0	.2	.36	.16
Total Regular FTE:	4.2	4.2	.0	1.0	1.0	0
Temporary Positions:						
Maintenance Worker	3300 hrs.	3800 hrs.	500	423 hrs.	423 hrs.	0
Attendant	9750 hrs	9750 hrs.		400 hrs.	400 hrs.	0
Golf Assistant	550 hrs.	0	(550)	-	-	-
Golf Instructor	850 hrs.	350 hrs.	(500)	-	-	-



Glen Lake Golf and Practice Center

THREE RIVERS PARK DISTRICT
Glen Lake Golf and Practice Center
2012 Operating Budget

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GLEN LAKE GOLF AND PRACTICE CENTER

2012 OPERATING BUDGET

The Glen Lake Golf and Practice Center continues to be a popular and well used facility when the weather cooperates. However, weather patterns this season produced a cold and wet spring followed by a hot and humid summer significantly limiting both rounds and range use. The state of the economy may also have played a role in declining revenues. Glen Lake Golf and Practice Center remains an affordable and convenient golf venue; the facility is operated at a high level and still receives a lot of praise from park guests.

Two major indicators of use are rounds played/green fee revenue and driving range revenue. As of the end of July 2011, approximately 17,650 rounds have been played with revenues of \$214,005. This compares to 21,600 rounds played by the end of July 2010. Driving range revenue of \$140,418 has been generated as of July 31st with the 2011 budgeted revenue at \$266,906. This figure is approximately 53% of the projected revenue, which compares to 70% of revenue achieved as of July 2010. Other Park District golf facilities, as well as other area public courses, have similarly been affected by the weather and economic uncertainties.

The instructional staff has been busy teaching golf lessons and First Tee Values in 2011. As of June 30th lessons revenue is at \$73,286, which is 77% of the projected budget. This revenue is approximately \$2,000 more than 2010 through the same period, mainly due to a slight increase in group lesson registrations. In this economy, the demand for group lessons has remained strong while private lessons have not been as popular. In an effort to increase private lesson participation, the cost of private lessons was reduced for the 2011 season. At seasons end, the results will be evaluated and a determination made on the new pricing structure's effect on the bottom line.

The 2012 Budget is recommended at revenues of **\$995,136** and expenditures of **\$995,136** with **\$34,823** in contingency expense (net revenues). This compares to the 2011 budget of revenues at **\$1,005,143** and expenses at **\$1,005,143**, with a contingency amount of **\$10,259**.

The following information highlights the key factors affecting revenues and expenditures.

REVENUES

The recommended 2012 golf operations revenue budget is projected at **\$995,136**.

Golf is an extremely price sensitive business with green fee value being one of the primary reasons for course selection. In this competitive environment, staff believes it is in the best interest of the Glen Lake operation to retain a fee that is within the range of its closest competitors. As shown on the Fee Comparison Chart (page 8), Glen Lake green fees are near the top of the range for this market.

Revenue projections are based on trends and the five year average for rounds and revenue. The Glen Lake operation has seen an overall decrease in total rounds over the past few seasons; however, while there has been a decrease in regular weekday and weekend rate play, trends also show an increase in senior and junior play.

EXPENDITURES

Expenditures are budgeted at **\$995,136** which includes a contingency (net profit) of **\$34,823**. This amount is an increase of **\$24,564** from the 2011 budget contingency of \$10,259. *An expenditure detail summary is found on pages 8-12.*

The changes in personal services are comprised of the following:

- No Cost of Living Adjustment (COLA) for employees.
- Merit and step increases in accordance with the Park District's revised compensation plan and union contracts
- No increase in the Park District's contribution towards health insurance.

**GLEN LAKE GOLF AND PRACTICE CENTER
2012 GOALS AND OBJECTIVES**

GOAL: **DELIVER A QUALITY GOLF EXPERIENCE THAT IS CONSISTENT WITH THE MISSION OF THE PARK DISTRICT AND EXPECTATIONS OF HENNEPIN COUNTY, AND IS CONSIDERATE OF ENTERPRISE FUND FINANCIAL GOALS, BEST GOLF BUSINESS PRACTICES, AND GOLFER SAFETY.**

- OBJECTIVES:**
- Rebuild golf course usage of 30,000-32,000 rounds.
 - Develop and implement marketing strategies to continue to build golf course and driving range use.
 - Continue to train staff and implement strategies to promote food and beverage sales to increase revenue.
 - Continue to build interest in lesson programming and offer high quality of service, while achieving a profit margin of approximately 10-15%.
 - Closely monitor revenue and expense progress with the objective of achieving or exceeding budget net revenue projections and progressively rebuilding the minimum fund balance.

GOAL: **CONTINUE TO ACHIEVE A HIGH LEVEL OF QUALITY, FRIENDLY SERVICE AND CUSTOMER SATISFACTION.**

- OBJECTIVES:**
- Provide ongoing and consistent training of staff, with a strong emphasis on customer service.
 - Solicit customer feedback through development and use of a customer comment form.
 - Provide mid-season and end of season feedback to seasonal employees regarding performance.
 - Develop and implement recruitment and retention strategies for good staffing, especially during spring and fall seasons.
 - Work with shift leaders to ensure supervision and direction to staff on an ongoing basis to provide better customer service through observation.
 - Offer expanded line of merchandise for general sales and tournament prizes.

GOAL: **CONTINUE TO IMPROVE PACE OF PLAY DURING PEAK TIMES.**

- OBJECTIVES:**
- Inform golfers of pace of play policies.
 - Have starters continue to keep groups at 8-9 minute intervals.
 - Use of volunteers to help ranger the course during peak playing times.

**GLEN LAKE GOLF AND PRACTICE CENTER
2012 OPERATING BUDGET SUMMARY**

	REVENUE		EXPENDITURES	
	2011 Budgeted	2012 Budgeted	2011 Budgeted	2012 Budgeted
Golf Operations	\$525,361	\$515,354	\$258,522	\$258,914
Driving Range	266,906	266,906	13,500	13,500
Maintenance			332,048	333,100
Snack Bar and Merchandise	75,376	75,376	36,950	36,950
Special Programs (Leagues)	42,500	42,500	3,300	3,300
Lessons	95,000	95,000	82,803	82,803
Interest Earnings				
Non Operating (Capital, Debt Service, Depreciation and Contingency)			278,020	266,569
	\$1,005,143	\$995,136	\$1,005,143	\$995,136

**GLEN LAKE GOLF & PRACTICE CENTER
2012 OPERATING REVENUE PROJECTION**

Description	2011 Budgeted Rounds/Use	2012 Projected Rounds/Use	2012 Fees	2012 Projected Revenue	Total (Less Taxes)
Green Fees Total (after tax)				\$470,740	\$438,816
Weekday 9 holes	12,500	12,000	\$15.50	\$186,000	\$173,386
Weekend 9 holes	11,750	11,000	\$16.50	\$181,500	\$169,191
SR Weekday	3,100	3,500	\$12.00	\$42,000	\$39,152
JR Weekday	1,300	1,300	\$11.00	\$14,300	\$13,330
SR Weekend 9	2,150	2,500	\$13.00	\$32,500	\$30,296
JR Weekend 9	1,200	1,200	\$12.00	\$14,440	\$13,423
Rental Total (after tax)				\$75,452	\$70,538
Golf Cars - 9 holes-Reg	4,450	4,450	\$14.00	\$62,300	\$58,278
Clubs/Pull Cart Rental				\$13,152	\$12,260
Driving Range Total				\$285,250	\$266,906
Token (1)	10,450	10,450	\$5.00	\$52,250	\$48,707
Token (2)	17,000	17,000	\$9.00	\$153,000	\$142,624
Range Punch Card	2,000	2,000	\$40.00	\$80,000	\$75,575
Golf Merchandise (Total)				\$20,104	\$19,376
Taxable				\$10,728	
Non-taxable				\$9,376	
Concessions				\$60,074	\$56,000
Food/Bev				\$42,000	
Beer				\$18,074	
Miscellaneous				\$47,500	\$47,500
Adult League Handling Fees	250	250	\$20.00	\$5,000	
Junior League Fees	250	250	\$150	\$37,500	
Private Grants				\$5,000	
Lessons	95,000	95,000		\$95,000	\$95,000
Facility Use with event	500	500		\$1,000	\$1,000
Interest Earnings (will be monitored and added to revenues)					
Total Revenue				\$1,055,120	\$995,136

GLEN LAKE GOLF AND PRACTICE CENTER
GREEN FEES CART RENTAL AND DRIVING RANGE
2011-2012 COMPARATIVE RATES

2011 COURSE	GREEN FEES	CART FEES	SMALL BUCKET	LARGE BUCKET
GLEN LAKE Par 31	15.50 Wkday 16.50 Wkend	14.00	5.00	9.00
2010 COURSE	GREEN FEES	CART FEES	RANGE	
HALLA GREENS Par 29	15.00 Weekday 16.00 Weekend	14.00	5.00	8.00
BAKER Par 30	15.00	18.00	4.00	7.00
BEGIN OAKS Par 34	20.00	17.00	4.50	9.50
BRAEMAR Par 30	14.00	14.00	5.00	7.50
BROOKVIEW Par 27	12.50	15.00	4.00	7.00
BUNKER HILLS Par 32	13.00	16.00	4.00	7.00
CLEARY LAKE Par 28	14.50	13.00	3.50	6.25
EAGLE LAKE Par 31	15.50	14.00	4.00	8.00
Fred Richards Par 29	14.00	14.00	N/A	N/A
INVERWOOD Par 30	16.00	12.00	4.25	6.75
NEW HOPE Par 27	14.00	12.00	4.00	7.00

***ALL RATES ARE BASED ON JULY 2011 FEES**

DRIVING RANGE BUCKET SIZE VARY BETWEEN SITES, (The average size for a small bucket is 34 balls.)

Glen Lake Golf and Practice Center
2012 OPERATING BUDGET
Recommended Fee Changes

Green Fees

No recommended changes

Driving Range

No recommended changes

Power Carts

No recommended changes

Golf Lessons

No recommended changes

**GLEN LAKE GOLF AND PRACTICE CENTER
2012 OPERATING BUDGET
EXPENDITURES**

ITEM	2011 Budget	2012 Budget
GOLF OPERATIONS		
Personal Services		
<u>Regular</u>	\$54,465	\$55,341
Golf Operations Supervisor (.75 FTE)		
Mileage	400	400
<u>Temporary/Seasonal</u>	87,593	87,593
Attendants		
Starter/Monitor		
Site Coordinator		
Benefits (Regular and Temporary Staff)	21,370	20,886
Sub-Total	163,828	164,220
Commodities		
Office Supplies (paper, forms, pens, pencils, etc.)	500	500
Film, Photographic, Video (promotional materials)	100	100
General Supplies (rental clubs, pull carts, computer supplies)	4,000	4,000
Clothing (staff clothing)	1,500	1,500
Cleaning Supplies (custodial supplies for clubhouse, bathrooms, etc.)	200	200
First Aid/Safety Supplies (first aid kits for clubhouse, monitors)	100	100
Signs (building, ADA, info signs)	500	500
Sub-Total	6,900	6,900
Contractual Services		
Maintenance & Repair-Bldg.	200	200
Maintenance & Repair - Equipment (computer, food service)	1,000	1,000
Maintenance & Repair-Other (miscellaneous repairs costs other than building, AES contract)	500	500
Janitorial and Waste (waste hauling)	900	900
Communications (telephone)	500	500

Rental Other (caged range picker; monitor/ beverage cart; electric carts - all for full year)	22,000	22,000
Advertising (newspaper, yellow pages)	1,000	1,000
Postage/Courier Services (promotional mailings, armored car)	4,000	4,000
Printing (brochure, scorecard, forms, range pass)	1,500	1,500
Protective (security, fire alarm)	250	250
Other Services (Tee Master/Pest Control)	5,470	5,470
Sub-total	37,320	37,320
Other Charges		
Bank Charges (based on anticipated volume)	15,000	15,000
Insurance (Dram shop)	700	700
Licenses, Taxes and Fees (Hennepin County Health	1,500	1,500
Department Food Service, Minnetonka Liquor license)		
Membership Dues (MGA, USGA, NGF, Audubon, Chambers of Commerce, Midwest Public Golf Managers Association)	520	520
Transfer to Other Funds-Administrative Services. Cash Receipts System.	32,754	0
Sub-total	50,474	17,720
TOTAL GOLF OPERATIONS	258,522	226,160
DRIVING RANGE		
Commodities		
General Supplies (2,000 dozen range balls, tokens, tees, Range mat replacement, etc)	10,000	10,000
Tools, Equipment & Furnishings	500	500
Contractual Services		
Services-Other (cost of contracting with Home School)	3,000	3,000
TOTAL DRIVING RANGE	13,500	13,500

MAINTENANCE		
Personal Services		
Regular	\$120,166	\$121,082
Golf Course Maintenance Supervisor (.34 FTE) Golf Maintenance Specialist (1.0 FTE) Golf Technician (.6 FTE)		
Temporary Seasonal Maintenance	31,988	31,988
Benefits (Regular & Temporary Staff)	46,021	46,157
Sub-total	198,175	199,227
Commodities		
Office Supplies	200	200
Tools (rakes, shovels, etc.)	1,000	1,000
General Supplies (irrigation and drainage system materials; safety supplies).	4,500	4,500
Clothing (staff clothing)	500	500
First Aid Supplies	400	400
Cleaning Supplies	800	800
Aggregate (bunker sand, class 5)	4,600	4,600
Chemical (pesticides, wetting agents)	8,500	8,500
Landscape Materials (Sod, soils, fertilizer, seed)	20,000	20,000
Building Materials	500	500
Sub-total	41,000	41,000
Contractual Services		
Consulting	500	500
Communications (phone, cell phone)	500	500
Electricity (shop, irrigation well)	14,500	14,500
Maintenance and Repair Building	1,000	1,000
Water and Sewer (city charges for shop)	3,500	3,500
ISF (maintenance, operation, depreciation and replacement charges for fleet)	64,073	64,073
Natural Gas	5,000	5,000
Rental-Other (utility vehicles, floormats)	1,000	1,000
Protective (security system)	300	300

Other Services (irrigation system blowout; other contracted work, goose control dog, etc).	1,500	1,500
Sub-Total	91,873	91,873
Other Charges		
License	200	200
Membership Dues	800	800
Sub-Total	1,000	1,000
TOTAL MAINTENANCE	332,048	333,100
MERCHANDISE/SNACK BAR		
Commodities		
General Supplies (cups, paper products, display materials, etc.)	1,800	1,800
Food and Beverages (food for sale to public)	22,000	22,000
Merchandise for Resale (golf supplies, clothing, etc.)	12,250	12,250
Kitchen and Dining	200	200
Maintenance & Repair Equipment	700	700
TOTAL SNACK BAR/RESALE	36,950	36,950
LEAGUES & SPECIAL PROGRAMS		
Commodities		
General Supplies (supplies for junior program)	300	300
Contractual Services		
Printing	500	500
Other Services (GHIN Handicaps)	2,500	2,500
TOTAL SPECIAL PROGRAMS	3,300	3,300
LESSONS		
Personal Services		
Regular Salaries	0	0
Temporary Salaries (wages for instructors, offset by fees)	70,532	70,532
Benefits	5,396	5,396
Sub-Total	75,928	75,928

Commodities		
General/Office Supplies	500	500
Tools Equipment/Furnishings	2,300	2,300
General Supplies	800	800
Food and Beverage	375	375
Clothing	1,200	1,200
Contractual Services		
Advertising	500	500
Printing	500	500
Sub-Total	6,175	6,175
Other Charges		
Membership Dues	700	700
TOTAL LESSONS	82,803	82,803
NON-OPERATING EXPENDITURES		
Furnishings and Equipment		
Interest Expense (debt service for bonds)	267,761	264,500
Contingency (includes net revenue)	10,259	34,823
TOTAL NON-OPERATING	278,020	299,323
TOTAL EXPENDITURES	1,005,143	995,136

**GLEN LAKE GOLF AND PRACTICE CENTER
STAFFING SUMMARY
2012 Operating Budget**

REGULAR PERSONNEL			
	POSITION	2011 FTE	2012 FTE
Operations	Golf Facility Supervisor (shared with HSSA)	.75	.75
Instruction	Golf Instruction Program Supervisor		
Maintenance	Golf Course Specialist I	1.0	1.0
	Technician (shared with HSSA)	.6	.6
	Golf Maintenance Supervisor (shared w/Eagle Lake)	.5	.34
	Maintenance Administrator		
	Central Services Park Operations Coord.		
TOTAL FTE		2.85	2.69
TEMPORARY PERSONNEL			
	POSITION	2011 hours	2012 hours
Operations	Clubhouse Attendant	6,630	6,630
	Monitor and Beverage Cart Attendant	1,772	1,772
Maintenance	Seasonal Maintenance	2,908	2,908
Lessons	Golf Instructor	1,089	1,089
Lessons	Golf Assistant	120	120
TOTAL HOURS		12,519	12,519



Scott-Three Rivers Operating Fund

THREE RIVERS PARK DISTRICT

SCOTT-THREE RIVERS PARTNERSHIP

2012 BUDGET

On December 16, 2010, the Park District and Scott County entered into a joint powers agreement that defines the roles and responsibilities for operations and maintenance of all regional park facilities in Scott County. The agreement requires the preparation and adoption of an annual budget. Park District and Scott County staff have been meeting over the last several months to complete the budget.

It should be noted that the 2012 Three Rivers Park District/Scott County Partnership operating budget reflects only one component of the cost of providing park services in Scott County. The second component is the Park District's Lottery-in-lieu-of maintenance and rehabilitation program, which is included in the requested action. The third component is the costs incurred by Scott County, including their two full-time park staff, which is part of the approved 2012 County Budget.

The 2012 Three Rivers Park District/Scott County Partnership budget strives to continue to enhance services through efficiency without adding additional costs. The budget accounts for changes in state funding, staffing, wages and benefits while expanding operations at existing parks and opening two new regional facilities. The ability to expand operations and open two new facilities while facing increasing costs and decreasing state revenues is a testament to the creativity and out-of-the box thinking of the budget team. More detail regarding the budget can be found in the following sections.

Budget Overview:

The 2012 Three Rivers Park District/Scott County Partnership budget totals \$1,377,052, a \$513 decrease from the 2011 budget. While the total budget change is small, the forces driving this change are anything but small. The 2012 budget includes:

- A \$19,323 reduction in Operations and Maintenance Funding from the State of Minnesota
- A \$7,500 increase in funding from Scott County for supplies and maintenance activities at Cedar Lake Farm.
- An \$11,310 increase in park use revenues through a combination of more realistic revenue projections and increasing programming at facilities in Scott County.
- Funding for the currently vacant full-time Park Service Officer and additional temporary salaries to expand hours of coverage.
- Funding for the currently vacant full-time facility coordinator with added responsibilities outside of Cleary Lake Regional Park.
- Elimination of one FTE Park Police Officer with funding reinvested into other areas of the budget including:
 - Increased fuel costs
 - Armored car services to replace services previously performed by the Park Police Officer
 - Increased seasonal staffing to handle the maintenance and operation as needed at various park sites throughout Scott County

- A contingency in the amount of \$13,358 that can be used for unforeseen costs or emergencies and provides a buffer should revenues not reach budget.

Operational Enhancements and Efficiency Gains

The 2012 Budget provides expanded programming and services at Cedar Lake Farm. This facility saw limited use last year as the partnership was beginning. With the facility fully integrated into our operations and marketing, it is expected that use and revenue will increase in 2012. In addition, the partnership will begin to offer limited services at Spring Lake Regional Park and Blakely Bluffs Park Reserve. Along with these limited services, Park District staff will perform limited maintenance at these two new facilities. Scott County has budgeted \$38,000 for the start-up costs at Blakely Bluffs, while operational costs at Blakely Bluffs and Spring Lake will be covered by reallocation and reprioritization of existing funds. In addition, every effort will be made to integrate County and Park District maintenance functions and projects.

The Scott County Sheriff's office and local public safety agencies will provide emergency response and investigation along with patrols in Scott County facilities. In 2011, the Park District's Park Police provided these services. The Park District's Park Service Officer (PSO) will act as the liaison between park staff and the Sheriff's office staff, and will be directly linked into the Scott County dispatch service.

The 2012 budget, along with historical operating data, is shown below.

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2012 Budget Over/Under 2011	
					Dollars	%
Revenues:						
Park Use						
Golf	\$ 499,210	\$ 445,449	\$ 463,000	\$ 430,800	\$ (32,200)	(7.47%)
Other	76,351	102,516	137,490	181,000	43,510	24.04%
Met Council Operations and Maintenance Grant	93,315	84,546	88,399	69,076	(19,323)	(27.97%)
Contribution from Three Rivers Park District	128,846	128,846	128,846	128,846	--	0.00%
Scott County	532,230	532,230	557,630	565,130	7,500	1.33%
Other Revenue	(5,411)	(2,092)	2,200	2,200	--	100.00%
Total Revenue	\$ 1,324,541	\$ 1,291,495	\$ 1,377,565	\$ 1,377,052	\$ (513)	(0.04%)
Expenditures						
Park Maintenance						
Personal Services	\$ 563,274	\$ 572,986	\$ 554,492	\$ 550,071	\$ (4,421)	(0.80%)
Supplies, Services & Other	204,757	196,668	181,800	211,807	30,007	14.17%
Total Park Maintenance	768,031	769,654	736,292	761,878	25,586	3.47%
Facility Operations						
Personal Services	419,607	408,178	411,658	408,261	(3,397)	(0.83%)
Supplies, Services & Other	78,950	93,870	124,817	134,817	10,000	8.01%
Total Facility Operations	498,557	502,048	536,475	543,078	6,603	1.23%
Public Safety						
Personal Services	103,736	133,419	101,812	58,738	(43,074)	(42.31%)
Supplies, Services & Other	3,133	3,133	--	--	--	0.00%
Total Public Safety	106,869	136,552	101,812	58,738	(43,074)	(42.31%)
Contingency	--	--	2,986	13,358	10,372	347.35%
Total Expenditures	\$ 1,373,457	\$ 1,408,254	\$ 1,377,565	\$ 1,377,052	\$ (513)	(0.04%)
Excess of Revenues Over/(Under) Expenditures	\$ (48,916)	\$ (116,759)	\$ --	\$ --	\$ --	

Staffing

With a number of the facilities operating year around, several positions are shared between the Scott County properties and other operations throughout the Park District. The following is a summary of the budgeted full time equivalent positions and temporary hours:

Positions	Full-Time Equivalents	
	2011	2012
Park Maintenance Supervisor (1)	1.00	1.00
Crew Chief (1)	0.90	0.90
Carpenter (1)	0.30	0.30
Golf Specialist (1)	1.00	1.00
Park Technician (2)	1.10	1.10
Park Keeper (1)	1.00	1.00
Park Worker (2)	2.00	2.00
Park Operations Supervisor (1)	1.00	1.00
Facility Supervisor (2)	2.00	2.00
Recreation Program Specialist (1)	0.00	0.10
Park Police Officer	1.00	0.00
Park Service Officer	1.00	1.00
Total Full Time Equivalent Postiions	12.30	11.40
Temporary/Intermittent Hours	17,219	23,616

LOTTERY-IN-LIEU-OF MAINTENANCE AND REHABILITATION PROGRAM

The 2012 Lottery-in-lieu-of Maintenance and Rehabilitation Program is budgeted at \$136,500, with funding from the lottery-in-lieu-of proceeds scheduled to be received in 2012 along with unspent funds from prior years. The budget reflects items eligible for funding under the lottery-in-lieu-of guidelines, including special maintenance activities, rehabilitation, small equipment, tools and supplies. The following is a summary of the planned expenditures:

Tools and Supplies	\$ 15,505
Landscaping and Maintenance	34,120
Signs	2,000
Equipment Repair	7,575
Other Services	12,000
Equipment	54,650
Boat Rental Improvements	6,500
Retaining Wall and Sidewalk Repairs	<u>4,150</u>
Total	\$136,500



Equipment Internal Service Fund

THREE RIVERS PARK DISTRICT

Equipment Internal Service Fund 2012 Operating Budget and Equipment Replacement Plan

The Internal Services Fund (ISF) is a separate fund established to support the operation, maintenance, repair, and replacement of vehicles and other major pieces of Park District equipment. The General Fund and Special Revenue Facility Funds are charged costs associated with operating and maintaining equipment and for equipment depreciation, and replacement. Expenditure funding is annually appropriated in these Funds and transferred to the ISF.

The ISF Operating Budget supports equipment replacement fuel, and mechanic services managed on a district-wide priority basis. The mechanic work program is predicated on preventative maintenance and service of the fleet, as well as necessary repairs. Seven mechanics perform work at four primary locations and are dispatched for field repair on an as-needed basis. Mechanics also provide district-wide metal fabrication services.

The 2012 budget includes increased costs for the regular salary and benefit program as approved for all District operations, as well as for contracted services, parts, and fuel. The budget estimates fuel costs at an average of \$3.50 per gallon at an estimated annual amount of 192,000 gallons used. The 2011 budget was based on an average cost of \$2.75 per gallon, and an estimated use of 200,000 gallons. The estimated reduction in fuel use is a reflection of Park District sustainability efforts. Efforts to further improve fuel efficiency and reduce use are ongoing. The Park District purchases fuel through the State of Minnesota Cooperative Purchasing Venture (State Contract).

The 2012 ISF Operating Budget is \$2,754,186, an increase of \$26,112 (1%) over the 2011 approved budget of \$2,728,074. The 2012 budget does not include any capital equipment expenditures as compared to the 2011 budget which included \$95,000 to upgrade the computerized fuel management system.

The Replacement equipment funded by the ISF program is purchased separate from the ISF Operating Budget. The Equipment Replacement program total is \$660,900, an increase of \$7,200 over the approved amount for 2011. As a budget management strategy, 25% of authorized equipment replacement funding is held until September 1 of each year to cover higher than anticipated operating expenditures that can't be accommodated within the approved budget. Unexpended equipment replacement funds are retained in the Internal Services Fund balance.

The Board-approved Financial Management Plan requires a minimum undesignated, unreserved year-end ISF cash balance of \$500,000. The 2011 year-end cash balance is projected to be \$1,595,323. The net effect of the 2012 budget and equipment replacement program is a projected net decrease of \$17,084 to the Internal Services Fund balance at year's end. As budgeted, the 2012 year-end spendable cash balance would be approximately \$1,578,239, which is \$1,078,239 over the minimum requirement.

2012 Budget Summary

Revenues:

Major Revenue Type	2011 Budget	2012 Budget	Increase/ (Decrease)	% Diff
Equipment Rental	2,513,074	2,647,186	134,112	5.3
Gain(Loss) on Equip.	90,000	90,000	0	0
Interest Earnings	30,000	17,000	(13,000)	(43.3)
One-time use of Fund Balance	95,000	0	(95,000)	100.0
Total	2,728,074	2,754,186	26,112	1.0

Expenditures:

Major Expenditure Type	2011 Budget	2012 Budget	Increase/ (Decrease)	% Diff
Personal Services	759,844	767,770	7,926	1.0
Commodities / Services	1,873,230	1,986,416	113,186	6.0
Capital Outlay	95,000	0	(95,000)	(100.0)
Total	2,728,074	2,754,186	26,112	1.0

Staffing:

Position Description	2012 Recommendation
Director of Maintenance	0.5 FTE
Equipment Services Supervisor	1.0 FTE
Secretary	1.0 FTE
Specialist II Mechanic	6.0 FTE
Specialist I Light Equipment Mechanic	1.0 FTE
Total	9.50 FTE

Staff complement is proposed to remain the same as approved for 2011.

Commodities, Services and Other Charges include calculated amounts for equipment depreciation and replacement. Replacement charges are inflationary factors built into rental rates, taking into account the estimated increase in the cost to replace the piece at the end of its anticipated life.

2012 Work Plan Highlights

In addition to performing preventative maintenance, scheduled service, as well as other repair work, the following are priority work projects for 2012.

- Timely procurement of replacement equipment.
- Continue to evaluate mechanic needs and maximize efficiency in order to accommodate increased number of vehicles and other pieces of equipment added in recent years.
- Continue to monitor and research changes in the vehicle and equipment industry as especially related to fuel economy and alternate fuel use.

2012 Equipment Replacement Recommendation

The list of ISF equipment recommended for replacement is included and represents the highest priority needs. Purchases will be funded from contributions for depreciation and replacement, as well as proceeds from the sale of equipment and interest earnings. The estimated cost for the designated replacement equipment is \$660,900.

Equipment Replacement

2008 Approved	2009 Approved	2010 Approved	2011 Approved	2012 Approved
802,500	745,000	642,700	653,700	660,900

2012 ISF Equipment Replacement

Equip. No.	Year	Description	Est. Cost To ISF	Recommended Replacement
Baker Golf				
2124	2001	Rotary Mower 10'	48,000	Similar
2142	2001	Reel Mower	23,700	Similar
2247	2002	Reel Mower	38,500	Similar
Eagle Lake				
2042	2000	Pickup Mid-size 2wd	18,000	Similar
2063	2000	Rotary Mower 10'	46,400	Similar
Facilities				
2238	2002	Utility Cart	7,400	Similar except electric powered
Forestry				
1034	1999	Pickup 3/4T 4wd	33,900	Pickup 1T
5018	1990	Cargo Trailer	5,500	Similar
HSSA				
1008	2010	ATV	7,200	Similar
1009	2010	ATV	7,200	Similar
Park Maintenance				
TBD		Grooming Snowmobiles	39,000	Similar (4 units)
0235	1997	Tractor	46,000	Similar with 4wd
0241	1999	Skid Steer	41,400	Similar
0259	1984	Tucker Sno-Cat	16,000	Tiller attachment for Pisten Bully
2021	2000	Utility Cart	16,600	Similar
2022	2000	Utility Cart	17,900	Utility ATV
2107	2001	Dump Truck 1T 4wd	47,500	Similar including plow and sander
2202	2002	Cargo Van	19,700	Small pickup 4wd with topper
2236	2002	Utility Cart	17,700	Small pickup 4wd
2248	2002	Reel Mower	23,600	Similar
2260	2002	Utility ATV	12,000	Similar except electric powered
2261	2002	Utility ATV	12,000	Similar except electric powered
2334	2003	Utility ATV	19,200	Similar
2340	2003	Rotary Mower (walk-behind)	7,000	Similar
2541	2005	Rotary Mower	18,800	Similar
2614	2006	Rotary Mower	18,900	Similar with rear discharge deck
2652	2006	Rotary Mower	18,800	Similar
2673	2006	Blower (pull-behind)	7,000	Similar
Wildlife				
2208	2002	Pickup 3/4T 4wd	26,000	Similar

Total 660,900



Concession Fund

THREE RIVERS PARK DISTRICT

Food and Beverage Concession Fund 2012 Operating Budget

The Food and Beverage Concession Fund includes expenses and revenues associated with food and beverage sales at all Park District facility operations. The golf courses and Hyland Ski and Snowboard Area are not included in this fund. The Concession Fund includes: expenses for labor; product purchase; equipment replacement; equipment repair and maintenance; and yearly food licenses. In addition, the concession fund is the funding source for the purchase of recreational rental equipment such as canoes, kayaks, paddleboats and cross-country skis.

The 2012 Food and Beverage Concession Fund Budget proposes revenues of \$506,762, and expenditures of \$438,691 with a net income of \$68,071. The projected expense total represents a \$24,418 increase from 2011, largely due to the need to replace more food service equipment (ice machines, freezers, refrigerators, etc.) and rental recreation equipment (skis, paddleboats, canoes, etc.) The anticipated revenue represents a \$75,294 increase from the 2011 budget resulting from increased food and beverage sales at most park locations.

REVENUE	2011	2012
Food and Beverage Sales		
Elm Creek	\$ 208,500	\$ 235,062
Lake Minnetonka Beach	35,000	35,000
French	38,800	43,000
Hyland	66,000	91,500
Bryant	13,620	14,000
Fish	3,615	3,700
Baker	20,000	22,000
Cleary	35,433	38,500
Total Food & Beverage Sales	420,968	482,762
Used Rental Equipment Sales	10,500	24,000
TOTAL REVENUE	\$ 431,468	\$ 506,762
EXPENSES		
Labor		
Elm Creek	\$ 53,530	\$ 53,530
Lake Minnetonka Beach	12,800	12,800
French	9,580	9,580
Hyland	9,880	9,880
Bryant	4,800	4,800
Cleary	7,583	7,583
Total Labor Expense	98,173	98,173

	2011	2012
Product		
Elm Creek	101,500	102,444
Lake Minnetonka Beach	14,000	14,000
French	16,000	16,000
Hyland	25,000	30,409
Bryant	4,400	4,500
Fish	1,000	1,000
Baker	11,000	6,000
Cleary	17,500	19,000
Total Product Expense	<u>190,400</u>	<u>193,353</u>
Other Expenses		
General Supplies	6,500	6,500
Tools & Equipment	5,350	17,560
Maintenance and Repair	4,000	4,500
License, Taxes, & Fees	4,000	5,000
Kitchen & Dining	8,000	8,000
Rental Rec Equipment Purchase	97,850	105,605
Total Other Expense	<u>125,700</u>	<u>147,165</u>
TOTAL EXPENSES	\$ 414,273	\$ 438,691
BUDGETED NET INCOME	\$ 17,195	\$ 68,071



ThreeRivers
PARK DISTRICT

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