



ThreeRivers
PARK DISTRICT

Adopted Budgets 2023



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

It is my sincere pleasure to present the Three Rivers Park District 2023 Approved Budgets. These ten budgets show how the Park District will collect and spend \$82 million to operate, maintain and improve 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 2023 year.

Balancing the need to protect the region's natural resources while addressing the interests of park users remains a balancing act for the Park District. These two core values are included in the Park District's mission statement and are meant to ensure that both issues are considered equally as decisions are made. The 2023 budgets address the financial and philosophical issues associated with an increasing number of park users and the need to be proactive in protecting natural resources from contamination and degradation. Operations are also heavily impacted by the weather, both good and bad, as the past several years have shown. The 2023 Adopted Budgets anticipate these trends continuing along with impact of increased inflation 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 and the Superintendent. In addition, the dedication, creativity and help of the Associate Superintendents, Directors and a variety of Park District staff were invaluable during the budget preparation. My sincere thanks to everyone involved for your support and leadership in both preparing the 2023 budgets and in operating and leading the Park District on a daily basis.

Respectfully submitted,

A handwritten signature in black ink that reads "Howard D. Koolick".

Howard D. Koolick
Director of Finance/Chief Financial Officer

THREE RIVERS PARK DISTRICT 2023 REVENUE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Property Taxes	\$ 39,589,211	\$ --	\$ --	\$ --
Park Use Revenue				
Program Fees	1,155,846	--	--	--
Reservations	193,163	--	--	--
Overnight Camping	578,798	--	--	--
Swimming Fees	645,804	--	--	--
Cross Country Ski Pass Fees	827,052	--	--	--
Pet Exercise Area Pass Fees	326,300	--	--	--
Special Use Fees	368,220	--	--	--
Green Fees	--	--	1,400,000	570,000
Driving Range	--	--	150,000	234,000
Lift Tickets	202,599	2,800,000	--	--
Lessons	230,000	1,100,000	140,000	140,000
Tube Rental	628,403	--	--	--
Concessions	532,198	845,000	265,000	30,000
Facility Rental	571,756	110,000	--	12,000
Equipment Rental	446,477	640,000	435,000	82,000
Merchandise Sales	138,040	210,000	125,000	16,000
Other	500,750	219,500	61,000	12,000
Total Park Use Revenue	7,345,406	5,924,500	2,576,000	1,096,000
Intergovernmental Revenue				
State Operations and Maintenance Funding	661,056	--	--	--
State Lottery-in-lieu-of Funding	478,090	--	--	--
Other State Grants	120,000	--	--	--
Federal Grant	--	--	--	--
Other	--	--	--	--
Total Intergovernmental Revenue	1,259,146	--	--	--
Interest Earnings	200,000	--	10,000	--
Charges for Services	106,836	35,000	--	--
Other Revenue	148,466	--	--	2,000
Operating Transfers	76,732	--	--	2,000
Bond Proceeds	--	--	--	--
Total	\$ 48,725,797	\$ 5,959,500	\$ 2,586,000	\$ 1,100,000

Glen Lake Golf	Parker's Lake Golf Center	Hyland Greens Golf Center	Scott Three Rivers Partnership Budget	Equipment ISF Fund	Asset Management Program	Total All Funds Budget
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$39,589,211
--	--	--	90,506	--	--	1,246,352
--	--	--	32,683	--	--	225,846
--	--	--	32,000	--	--	610,798
--	--	--	--	--	--	645,804
15,000	--	--	15,321	--	--	857,373
--	--	--	64,571	--	--	390,871
--	--	--	1,909	--	--	370,129
464,897	--	350,000	245,515	--	--	3,030,412
236,424	150,000	156,000	85,000	--	--	1,011,424
--	--	--	--	--	--	3,002,599
126,250	27,000	58,000	95,000	--	--	1,916,250
--	--	--	--	--	--	628,403
56,000	2,000	40,000	20,329	--	--	1,790,527
500	--	--	16,030	--	--	710,286
112,341	--	66,000	103,630	--	--	1,885,448
21,273	2,000	14,618	17,000	--	--	543,931
5,000	--	--	4,800	--	--	803,050
1,037,685	181,000	684,618	824,294	--	--	19,669,503
--	--	--	82,159	--	--	743,215
--	--	--	81,000	--	1,090,000	1,649,090
--	--	--	--	--	1,431,919	1,551,919
--	--	--	--	--	2,500,000	2,500,000
--	--	--	1,903,066	--	684,500	2,587,566
--	--	--	2,066,225	--	5,706,419	9,031,790
--	--	--	2,000	5,000	--	217,000
--	--	--	--	3,940,353	--	4,082,189
5,000	--	--	4,750	200,000	--	360,216
10,000	--	--	--	--	120,000	208,732
--	--	--	--	--	8,820,497	8,820,497
\$ 1,052,685	\$ 181,000	\$ 684,618	\$ 2,897,269	\$4,145,353	\$ 14,646,916	\$81,979,138

THREE RIVERS PARK DISTRICT 2023 EXPENDITURE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Park and Trail Maintenance				
Maintenance	\$ 12,169,710	\$ 1,872,651	\$ 1,306,838	\$ 470,744
Central Services	1,668,476	--	--	--
Total Park and Trail Operations	13,838,186	1,872,651	1,306,838	470,744
Public Safety	2,305,178	--	--	--
Recreation, Education and Natural Resources				
Facility Operations	4,960,665	2,568,336	819,422	363,419
Nature and Outdoor Education	8,084,649	--	--	--
Recreation Programming	1,104,187	--	--	--
Forestry and Horticulture	2,340,759	--	--	--
Wildlife	861,316	--	--	--
Water Resources	723,817	--	--	--
Lessons	--	603,576	128,928	199,420
Other	932,781	--	--	--
Total Recreation, Education and Natural Resources	19,008,174	3,171,912	948,350	562,839
Administration				
Board of Commissioners	234,186	--	--	--
Office of the Superintendent	766,996	--	--	--
Total Administration	1,001,182	--	--	--
Park Design and Planning				
Design	680,213	--	--	--
Planning	805,790	--	--	--
Research	350,367	--	--	--
Information Technology	2,548,778	--	--	--
Other	337,622	--	--	--
Total Park Design and Planning	4,722,770	--	--	--

Glen Lake Golf	Parker's Lake Golf Center	Hyland Greens Golf Center	Scott Three Rivers Partnership Budget	Equipment ISF Fund	Asset Management Program	Total All Funds Budget
\$ 430,605	\$ 85,046	\$ 391,958	\$ 1,380,202	\$ --	\$ --	\$ 18,107,754
--	--	--	35,995	4,145,353	--	5,849,824
430,605	85,046	391,958	1,416,197	4,145,353	--	23,957,578
--	--	--	--	--	--	2,305,178
420,792	85,403	252,482	810,236	--	--	10,280,755
--	--	--	17,281	--	--	8,101,930
--	--	--	126,798	--	--	1,230,985
--	--	--	--	--	--	2,340,759
--	--	--	--	--	--	861,316
--	--	--	--	--	--	723,817
75,750	7,459	40,178	--	--	--	1,055,311
--	--	--	--	--	--	932,781
496,542	92,862	292,660	954,315	--	--	25,527,654
--	--	--	--	--	--	234,186
--	--	--	--	--	--	766,996
--	--	--	--	--	--	1,001,182
--	--	--	--	--	170,000	850,213
--	--	--	--	--	170,000	975,790
--	--	--	--	--	--	350,367
--	--	--	--	--	--	2,548,778
--	--	--	149,760	--	--	487,382
--	--	--	149,760	--	340,000	5,212,530

THREE RIVERS PARK DISTRICT 2023 EXPENDITURE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
General Government Functions				
Finance, Risk Management and Debt Administration	1,813,126	382,750	--	--
Communications	1,337,829	--	--	--
Community Engagement	954,085	--	--	--
Human Resources	2,194,700	--	--	--
Guest Relations	949,158	--	--	--
Other	343,404	--	--	--
Total General Government Functions	7,592,302	382,750	--	--
Capital Outlay and Improvements				
Equipment	196,600	--	--	--
Amer. With Disabilities Act Compliance	--	--	--	--
Capital Enhancement Program	--	100,000	50,000	--
Infrastructure Management Program	--	--	--	--
Preservation and Rehabilitation Program	--	--	--	--
Information Technology Program	--	--	--	--
Natural Resources Management Program	--	--	--	--
Partnership Projects	--	--	--	--
Sustainability Projects	--	--	--	--
Total Capital Outlay	196,600	100,000	50,000	--
Operating Transfers	31,405	250,000	--	--
Contingency	30,000	182,187	280,812	66,417
Total	<u>\$ 48,725,797</u>	<u>\$ 5,959,500</u>	<u>\$ 2,586,000</u>	<u>\$ 1,100,000</u>

Glen Lake Golf	Parker's Lake Golf Center	Hyland Greens Golf Center	Scott Three Rivers Partnership Budget	Equipment ISF Fund	Asset Management Program	Total All Funds Budget
--	--	--	--	--	--	2,195,876
--	--	--	--	--	--	1,337,829
--	--	--	--	--	--	954,085
--	--	--	--	--	--	2,194,700
--	--	--	--	--	--	949,158
--	--	--	376,997	--	--	720,401
--	--	--	376,997	--	--	8,352,049
--	--	--	--	--	--	196,600
--	--	--	--	--	20,000	20,000
--	--	--	--	--	265,000	415,000
--	--	--	--	--	2,085,000	2,085,000
--	--	--	--	--	2,945,000	2,945,000
--	--	--	--	--	1,170,000	1,170,000
--	--	--	--	--	1,206,000	1,206,000
--	--	--	--	--	6,530,916	6,530,916
--	--	--	--	--	85,000	85,000.00
--	--	--	--	--	14,306,916	14,653,516
--	--	--	--	--	--	281,405
125,538	3,092	--	--	--	--	688,046
<u>\$ 1,052,685</u>	<u>\$ 181,000</u>	<u>\$ 684,618</u>	<u>\$ 2,897,269</u>	<u>\$ 4,145,353</u>	<u>\$ 14,646,916</u>	<u>\$ 81,979,138</u>

THREE RIVERS PARK DISTRICT 2023 FULL-TIME EQUIVALENT STAFFING

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Park and Trail Maintenance				
Maintenance	81.75	9.45	5.15	1.80
Central Services	10.70	--	--	--
Total Park and Trail Operations	92.45	9.45	5.15	1.80
Public Safety	15.05	--	--	--
Recreation, Education and Natural Resources				
Facility Operations	33.77	13.24	3.26	2.01
Nature and Outdoor Education	73.00	--	--	--
Recreation Programming	8.00	--	--	--
Forestry and Horticulture	16.00	--	--	--
Wildlife	6.00	--	--	--
Water Resources	5.00	--	--	--
Lessons	--	2.00	0.20	0.80
Other	4.25	--	--	--
Total Recreation, Education and Natural Resources	146.02	15.24	3.46	2.81
Administration				
Board of Commissioners	--	--	--	--
Office of the Superintendent	2.75	--	--	--
Total Administration	2.75	--	--	--
Park Design and Planning				
Design	5.00	--	--	--
Planning	5.50	--	--	--
Research	2.00	--	--	--
Information Technology	12.50	--	--	--
Other	2.00	--	--	--
Total Park Design and Planning	27.00	--	--	--
General Government Functions				
Finance, Risk Management and Debt Administration	11.00	--	--	--
Communications	11.00	--	--	--
Community Engagement	9.00			
Human Resources	9.00		--	--
Guest Relations	9.80	--	--	--
Total General Government Functions	49.80	--	--	--
Total Full-Time Equivalent Positions	333.07	24.69	8.61	4.61
Seasonal Employee Hours	248,415	86,546	28,048	12,743

Glen Lake Golf	Parker's Lake Golf Center	Hyland Greens Golf Center	Scott Three Rivers Partnership Budget	Equipment ISF Fund	Asset Management Program	Total All Funds Budget
2.05	0.25	2.05	10.00	0.50	--	113.00
--	--	--	0.30	10.00	--	21.00
2.05	0.25	2.05	10.30	10.50	--	134.00
--	--	--	--	--	--	15.05
3.10	0.05	1.10	5.40	--	--	61.93
--	--	--	0.30	--	--	73.30
--	--	--	0.80	--	--	8.80
--	--	--	--	--	--	16.00
--	--	--	--	--	--	6.00
--	--	--	--	--	--	5.00
--	--	--	--	--	--	3.00
--	--	--	2.50	--	--	6.75
3.10	0.05	1.10	9.00	--	--	180.78
--	--	--	--	--	--	--
--	--	--	--	--	0.25	3.00
--	--	--	--	--	0.25	3.00
--	--	--	--	--	3.00	8.00
--	--	--	1.00	--	0.50	7.00
--	--	--	--	--	--	2.00
--	--	--	--	--	--	12.50
--	--	--	--	--	--	2.00
--	--	--	1.00	--	3.50	31.50
--	--	--	--	--	--	11.00
--	--	--	--	--	--	11.00
--	--	--	--	--	--	9.00
--	--	--	--	--	--	9.00
--	--	--	--	--	--	9.80
--	--	--	--	--	--	49.80
5.15	0.30	3.15	20.30	10.50	3.75	414.13
11,005	5,200	8,961	25,902	--	--	426,820



ThreeRivers
PARK DISTRICT

**2023 General Fund
Operating Budget**
November 4, 2022



Three Rivers

PARK DISTRICT

2023 GENERAL FUND OPERATING BUDGET

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Introduction

An annual budget is often viewed as 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, priorities and planned actions that helped determine the budget amounts. The Park District's 2023 General Fund Operating Budget is centered around its mission and System Plan and provides a road map for 2023 operations and how the Park District will handle the challenges it faces.

Three Rivers Park District was created in 1957 and is responsible for managing approximately 27,000 acres of parkland and hundreds of miles of trails in the suburbs of Minneapolis. The Park District's mission is to "promote environmental stewardship through recreation and education in a natural resource-based park system." This mission requires the Park District to consider how best to manage and preserve natural resources while providing unique recreational and educational opportunities. Inclusion of these two core values in the mission statement is meant to ensure the Park District considers both issues financially and philosophically as decisions are made. The 2023 General Fund Budget provides an outline of how the Park District intends to meet these conflicting goals.

Priorities of the 2023 General Fund Operating Budget

The Park District's 2023 General Fund Operating Budget totals \$48,725,797 and provides funding for the goals and priorities identified below through a combination of property taxes, park guest fees, and other revenue sources.

Continue to provide high quality facilities, programs, and recreational opportunities.

The 2023 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. The Park District's facilities, including visitor centers, nature centers, play areas, picnic shelters and trails, provide users with unique opportunities to learn about and interact with their surroundings. Educational programs led by highly skilled naturalists and recreation staff provide wonderful opportunities to recreate and/or learn about the natural world. And, through a variety of casual recreation opportunities, including picnicking surrounded by nature, biking, and hiking on more than 167 miles of regional trails, swimming in a lake or a chlorinated swim pond, and cross-country skiing just to name a few, the Park District is dedicated to meeting the desires of its users.

Priority for funding in 2023 was given to those budget initiatives that maintain and support the level of service provided in past years including increased funding for regular and seasonal staff wages and benefits and funding for increased costs of goods and services resulting from higher inflation.

Continue to manage natural resources, be a leader in natural resource management issues and educate the public on natural resource management issues.

Management of open space and natural resources and the education of natural resources issues continues to grow in importance. Invasive species, both aquatic and land based, continue to impact natural resources and the Park District maintains its leadership role and works closely with state and local partners in managing and controlling these threats. The 2023 General Fund Operating Budget will continue to provide the resources necessary for water quality testing and studies, wildlife study and management, forest and prairie restoration and maintenance of landscaped areas by funding the hiring and retention of highly

qualified staff, many of whom are viewed as experts in their fields and providing them with the funding needed to efficiently and effectively do their jobs.

Continue to provide services to Park District users both within existing park locations and in resident's local communities.

The Park District serves 44 municipalities and has long identified the need to provide services in the communities lacking regional parks. Over the last several years, the Park District has invested in programs and partnerships to increase our presence in many communities through visits to community festivals and parks, collaborative educational programming at a variety of sites outside of our parks, development of recreation and educational nodes along regional trails, programs as part of school curriculums and working with other partners to reach targeted populations. The ultimate goal is for Park District facilities and programs to be welcoming, provide a variety of activities throughout the recreation spectrum and reach out to underrepresented communities and groups. The 2023 budget funds these efforts through staff dedicated to offering these services and reaching out to new groups as they are identified.

Position the Park District to meet the challenges and unknowns associated with current economic conditions.

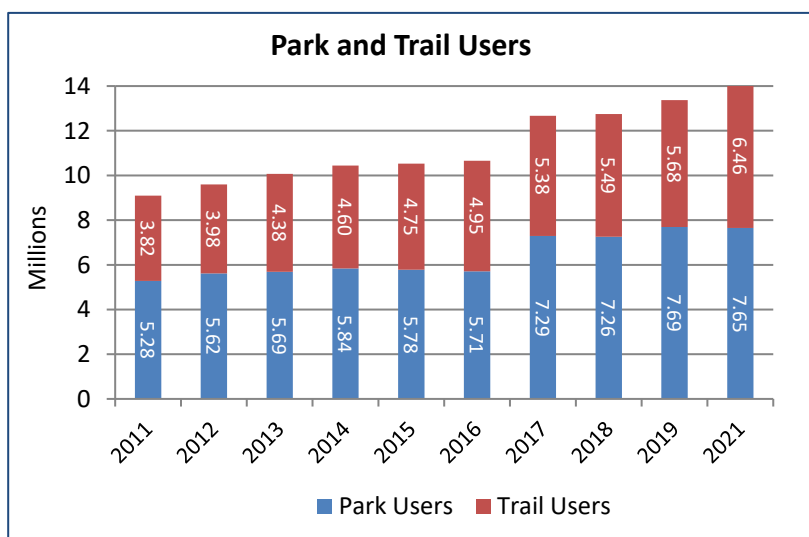
Over the past 18 months the economy has gone through drastic changes. The combination of high inflation, rising salaries, and record low unemployment has required the Park District to make changes to its compensation program for both regular and seasonal employees. In addition, increasing costs for supplies and services have put a strain on budgets and operational plans. These conditions are expected to continue for the remainder of 2022 and into at least the first half of 2023. By adjusting compensation for regular and seasonal staff, including inflationary increases in supply and service accounts, and re-establishing the budget contingency to handle unforeseen issues as they arise during 2023, the Park District believes that future inflation and the continued strain on employment costs can be handled within budgeted amounts.

Challenges Facing the Park District in 2023 and Beyond

Increased Park Visitation

Park users continue to enjoy the District's parks and trails in record numbers. Visitation continues to increase, and the Park District anticipates annual visitation increases to continue for the foreseeable future.

Official park and trail counts are done by the Metropolitan Council in conjunction with the Park District. Due to COVID-19, no official park counts were done in 2020. Counts for 2021 continue to show an increase in trail usage with park usage remaining steady. Park and trail usage has increased each year for more than a decade and it appears that this trend will continue for the foreseeable future.



Increased visitation, combined with the high quality of service the District provides, will continue to impact the costs of operating and maintaining both parks and trails. Increased visitation requires more maintenance costs, increased cleaning costs and ultimately, additional staff to meet park user's needs.

Wages and Benefits

The Park District competes to attract users with other recreational and entertainment options. Park staff and the services they provide play a key component in attracting and retaining park users. For that reason, the hiring and retaining of highly qualified and creative staff is an annual priority. Wages and benefits account for 79% of the General Fund Budget. Increases in wages and benefits are influenced by internal factors (such as contracts, insurance premiums etc.) and external factors (labor market, wages offered by others, etc.) making it an annual challenge to stay competitive in the labor market. The 2023 budget was exceptionally challenging as rapid growth in seasonal wage rates, inflation driven wage growth from other employers and record low unemployment required the Park District to take extraordinary steps to remain competitive. The 2023 Budget contains major increases in seasonal rates, wage adjustments for all employees in lower pay grades and higher than usual growth in all pay grades to respond to the wage pressures that are being experienced. The District expects these challenges to continue when developing future budgets and how the District reacts will impact future operations.

Natural Resources Management

The increased need to be proactive in protecting natural resources from invasive species and contamination continues to grow. Aquatic invasive species have infiltrated many water bodies in the Park District's jurisdiction. Treatment to eliminate invasives along with efforts to prevent their spreading can be effective but are also expensive. Forest and prairie invasive species also continue to need attention to preserve those ecosystems. While the Park District can be a leader in controlling invasive species, educating the public and cooperating with other interested groups is absolutely necessary to be successful. The 2023 budget addresses these issues and contains plans to engage the public and other partners. Future budgets will need to continue to include these efforts and the costs associated with them.

Property Taxes

The Park District's largest revenue stream comes from the property tax levied against all property in suburban Hennepin County. The property tax levy has two components; an operating levy and a debt service levy. The operating levy is used to fund daily operations and the Board of Commissioners has the responsibility for setting the operating levy each year. The operating levy is limited by state statute to .03224% of taxable market value. The Park District monitors its levy compared to this limit annually, but has always been well below the limit. The levy limit for 2023 is \$46.2 million while the actual operating levy is \$40.3 million. The second component, the debt service levy, must be used to pay the principal and interest on debt issued for park acquisition and improvements. This amount can be decreased if adequate funds are on hand to help pay principal and interest costs.

Property Tax Levy History		
Year	Levy Amount (in millions)	Percent Change
2013	40.28	--
2014	40.30	--
2015	41.21	2.3%
2016	41.47	0.6%
2017	41.46	--
2018	41.44	--
2019	41.43	--
2020	42.63	2.9%
2021	43.74	2.6%
2022	45.47	4.0%
2023	47.66	4.8%

The combined impact of the two components of the tax levy are what the taxpayer sees and hence, the overall tax levy is the amount the Park District has worked to control. As the table to the left shows, the Park District has avoided large annual tax increases. During the same period, the District has continued to provide core services while adding trails and new services. Decreases to the debt service levy have often resulted in corresponding changes to the operating levy in an effort to not increase the tax burden of suburban Hennepin County residents. In fact between 2013 and 2023, the annual tax levy increase has averaged \$738,000 (1.83%) with five years showing no increase at all. The ability to convert debt service levy decreases into operating levy increases is no longer a mechanism available to continue to fund operational increases. The 4.8% property tax increase for 2023

results in a \$4.14 per year increase in the taxes for a homeowner in suburban Hennepin County with a home valued at \$403,000 (the median residential value for suburban Hennepin County).

In an effort to plan for the future, the Park District has used a model which projects potential property tax increases five years into the future. The model, which allows for operational growth and anticipated future debt service costs, projects property tax increases for the next 5 years to be between 4% and 6% each year. This model provides a starting point for future budgets and the actual tax levy increase will be determined annually based on priorities and the District's ability to use other strategies to balance the budget including reallocating resources to higher priority activities and increasing user fees.

Economic Conditions

Economic conditions have changed drastically over the last 18 months as record inflation combined with rapid wage growth and record low unemployment has driven operating costs substantially higher than usual. These conditions, which began in early 2022, have forced the Park District to focus all of its budget discussions on maintaining existing levels of service. Over the past decade most budget discussions have included funding on-going operations and either improving services or adding new services for park guests. This was not true for the 2023 budget as all new funding is associated with maintaining existing service levels and customer expectations.

Park District System Plan

The Park District System Plan identifies the Park District's vision and goals for the future and will guide decision making and budget priorities. The vision of the 2040 System Plan is to make nature easily accessible for all people to experience and appreciate on a regular basis, foster connections to nature through high quality education programs and recreational offerings and inspire curiosity, promote stewardship, and improve the quality of life while preserving natural resources for future generations.

Achieving this vision will require the Park District to continue looking at how and where recreational services are provided and will need to include searching for partners to help provide services. Currently the Park District partners with a number of cities, school districts and other organizations to provide recreational and educational services. Future partnerships will be needed if the Park District is to continue to meet the user's and taxpayer's recreational

and educational needs and desires while facing increasing costs driven by market conditions and continued increase in the number of park visits and requested services.

Funding for the 2023 General Fund Operating Budget

Funding for the 2023 General Fund Operating Budget 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	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Budget Over/(Under) 2022 Budget	
					Dollars	%
Property Taxes	\$34,458,155	\$35,937,829	\$37,629,011	\$39,589,211	\$1,960,200	5.21%
Park Use	4,873,842	7,129,004	6,614,013	7,345,406	731,393	11.06%
Grants-Met Council	1,154,893	1,168,043	1,139,146	1,139,146	---	---
Grants-Other	1,440,744	230,677	120,000	120,000	---	---
Interfund Transfers	33,697	23,546	76,732	76,732	---	---
Interest Income	126,241	-93,487	200,000	200,000	---	---
Other Revenue	331,864	300,767	255,302	255,302	---	---
Total Revenue	\$42,419,436	\$44,696,379	\$46,032,704	\$48,725,797	\$2,693,093	5.85%

The increase in property tax revenue is due to the 4.8% property tax levy increase discussed above. The percentage shown is more than the 4.8% increase since the information in the above table only includes the operating portion of the levy, which accounts for 84% of the total levy.

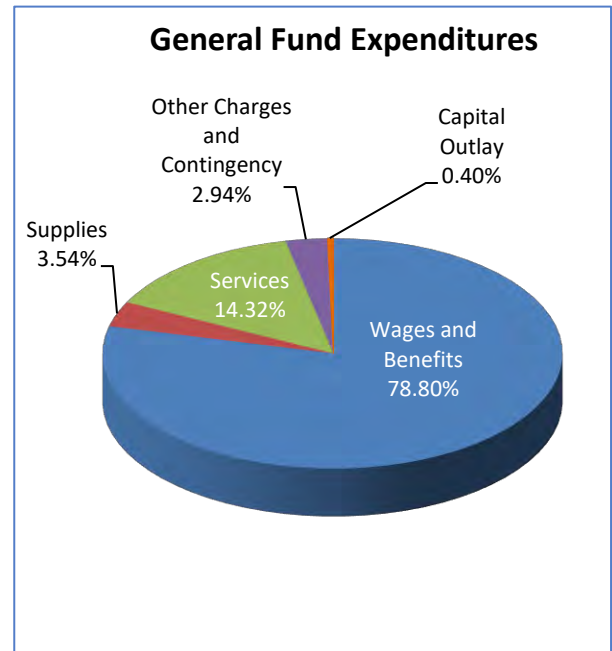
The budget for park use revenue includes both fee increases and revenue estimate increases. Fee increases are planned for daily and annual permits, equipment rental and individual and group camping. These fee increases are the first major increases since 2016. Generally, daily permits are increasing by \$1 to \$2, annual passes are increasing \$5, equipment rental is increasing \$2, individual camping is increasing by \$3 per day and group camping is increasing by \$10 per day. Fees for all the above items can be found on the Park District's website.

A more detailed listing of revenues in the 2023 budget can be found on the Revenue Summary by Source table included on page 7.

Expenses included in the 2023 General Fund Operating Budget

Expenses contained in the 2023 General Fund Operating Budget are related to the costs for wages and benefits, supplies, services, and other charges required to conduct the Park District's day to day operations. Major changes from 2023 include the following:

- Increased wage costs due to 2023 salary adjustments including a 1.5% general wage increase, changes required by union contracts, and the continuation of performance and step-based pay systems (\$1,320,015).
- Elimination of two vacant positions whose workload has been reassigned resulting in a savings of \$188,499 which is being used to fund other changes in wages and benefits.
- Increased hourly rates for most employees whose primary responsibility is serving the public to help with retention and recruitment (\$127,754).
- Increased seasonal staffing hourly rates based on economic conditions and union contract requirements (\$684,294).
- Increased health, life and dental insurance premiums that are shared between the Park District and its employees (\$371,176).
- Increased contribution from the General Fund to manage the costs of operating and maintaining the District's fleet of vehicles and equipment (\$125,000).
- Increased costs for a variety of operating expenses that are increasing due to inflation (\$199,726)
- Reallocation of 2022 one-time costs for a new programming van and park police safety equipment to fund a variety of non-staff budget requests designed to fund initiatives that are already in place or will be started to improve customer service.
- Re-established the contingency in the budget to provide funds for unforeseen issues that may arise during 2023 (\$30,000).



2023 GENERAL FUND OPERATING BUDGET REVENUE SUMMARY BY SOURCE

Source of Revenue	2020 Actual	2021 Actual	2022 Amended Budget	2023 Budget	2023 Budget Over/(Under) 2022 Budget	
					Dollars	%
Property Taxes						
Current	\$34,379,753	\$35,880,892	\$37,511,363	\$39,471,563	\$1,960,200	5.23%
Delinquent	78,402	56,937	117,648	117,648	--	--
Total Property Taxes	34,458,155	35,937,829	37,629,011	39,589,211	1,960,200	5.22%
Park Use						
Special Use Fees	1,070,344	1,311,975	1,174,568	1,340,324	165,756	14.11%
Public Programming	237,296	746,974	730,294	734,003	3,709	.51%
Group Education	96,163	268,750	416,843	421,843	5,000	1.20%
Reservations	72,971	277,686	215,007	193,163	(21,844)	(10.16%)
Equipment Rental	419,700	516,997	356,723	446,477	89,754	25.16%
Camping	448,071	658,497	473,100	581,798	108,698	22.98%
Tubing	538,746	342,457	567,409	628,403	60,994	10.75%
Cross Country Ski Fees	813,852	941,527	575,000	827,052	252,052	43.84%
Facility Use Fees	178,292	638,304	664,482	709,756	45,274	6.81%
Concessions	379,700	542,029	652,198	632,198	(20,000)	(3.07%)
Other	618,707	883,808	788,389	830,389	42,000	5.33%
Total Park Use	4,873,842	7,129,004	6,614,013	7,345,406	731,393	11.06%
Intergovernmental						
Federal - CARES Act	1,021,168	--	--	--	--	--
State - Oper. & Maint	676,803	685,834	661,056	661,056	--	--
State - PERA Aid	22,955	--	--	--	--	--
State - Public Safety	114,311	106,351	120,000	120,000	--	--
State - Lottery In Lieu of	478,090	478,090	478,090	478,090	--	--
Other Grants	282,310	128,445	--	--	--	--
Total Intergovernmental	2,595,637	1,398,720	1,259,146	1,259,146	--	--
Transfers						
Operating Transfers From:						
Noerenberg Trust Fund	33,697	23,546	42,936	42,936	--	--
Donations Fund	--	--	33,796	33,796	--	--
Park Maintenance Fund	--	--	--	--	--	--
Total Transfers	33,697	23,546	76,732	76,732	--	--
Other						
Interest Income	112,665	46,233	200,000	200,000	--	--
Unrealized Gain/(Loss) on Investments	13,576	(139,720)	--	--	--	--
Charges for Services	116,858	136,203	106,836	106,836	--	--
Fines and Forfeitures	26,787	53,807	25,000	25,000	--	--
Miscellaneous Revenue	188,219	110,757	123,466	123,466	--	--
Total Other	458,105	207,280	455,302	455,302	--	--
Total Revenue	\$42,419,436	\$44,696,379	\$46,034,204	\$48,725,797	\$2,691,593	5.85%

**2023 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY TYPE**

Type of Expenditure	2020 Actual	2021 Actual	2022 Amended Budget	2023 Budget	2023 Budget Over (Under) 2022 Budget	
					Dollars	Percent
Personal Services	\$ 31,930,511	\$ 34,148,409	\$ 36,083,431	\$ 38,394,931	\$ 2,311,500	6.41%
Commodities and Supplies	1,688,350	1,554,918	1,673,467	1,723,073	49,606	2.96%
Contracted Services	6,067,781	5,981,675	6,664,541	6,979,460	314,919	4.73%
Other Charges	1,173,741	1,224,052	1,374,760	1,370,328	(4,432)	(0.32%)
Capital Outlay	157,859	82,256	206,600	196,600	(10,000)	(4.84%)
Contingency	--	--	--	30,000	30,000	100.00%
Transfers to Other Funds	422,075	19,650	31,405	31,405	--	--
TOTAL	<u>\$ 41,440,317</u>	<u>\$ 43,010,960</u>	<u>\$ 46,034,204</u>	<u>\$ 48,725,797</u>	<u>\$ 2,691,593</u>	5.85%

2023 GENERAL FUND OPERATING BUDGET EXPENDITURE SUMMARY BY FUNCTION

	2020 Actual	2021 Actual	2022 Amended Budget	2023 Budget	2023 Budget Over/(Under)	
					2022 Budget	
					Dollars	Percent
Park Maintenance						
Park and Trail Maintenance	\$ 9,465,796	\$10,332,967	\$ 10,927,883	\$ 11,775,898	\$ 848,015	7.76%
Park Maintenance Management	475,032	443,721	377,625	393,812	16,187	4.29%
Carpentry	751,624	751,994	744,829	791,086	46,257	6.21%
Central Services	784,622	774,269	838,704	877,390	38,686	4.61%
	11,477,074	12,302,951	12,889,041	13,838,186	949,145	7.36%
Public Safety	1,920,680	1,895,443	2,301,127	2,305,178	4,051	0.18%
Recreation, Education and Natural Resources						
Park Facility Services	2,963,248	3,458,433	3,784,600	4,145,632	361,032	9.54%
Park Facility Management	817,795	820,807	815,631	815,033	(598)	(0.07%)
Nature and Outdoor Education	5,716,589	6,406,889	7,033,860	7,658,451	624,591	8.88%
Outdoor Education Management	136,652	293,558	382,834	426,198	43,364	11.33%
Recreation Programming	900,166	933,427	1,047,873	1,104,187	56,314	5.37%
Forestry and Horticulture	1,907,645	2,045,019	2,198,111	2,340,759	142,648	6.49%
Wildlife	636,910	749,230	802,627	861,316	58,689	7.31%
Water Resources	638,261	632,525	693,238	723,817	30,579	4.41%
Natural Resources Management	243,331	194,167	264,015	277,550	13,535	5.13%
Division Administration	800,713	455,213	636,954	655,231	18,277	2.87%
Total Recreation, Education and Natural Resources	14,761,310	15,989,268	17,659,743	19,008,174	1,348,431	7.64%
Park Design, Planning and Technology						
Design/Development	739,124	772,859	636,938	680,213	43,275	6.79%
Planning	692,565	741,829	758,220	805,790	47,570	6.27%
Research	242,559	265,624	313,234	350,367	37,133	11.85%
Technology	2,367,229	2,339,333	2,470,004	2,548,778	78,774	3.19%
Division Administration	296,308	311,259	314,124	337,622	23,498	7.48%
Total Park Design and Planning	4,337,785	4,430,904	4,492,520	4,722,770	230,250	5.13%

**2023 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY FUNCTION**

	2020 Actual	2021 Actual	2022 Amended Budget	2023 Budget	2023 Budget Over/(Under)	
					2022 Budget	
					Dollars	Percent
Administration						
Board of Commissioners	188,677	190,560	222,980	234,186	11,206	5.03%
Office of the Superintendent	778,783	853,365	833,124	766,996	(66,128)	(7.94%)
Total Administration	967,460	1,043,925	1,056,104	1,001,182	(54,922)	(5.20%)
General Government Functions						
Finance	2,521,275	2,381,055	1,726,839	1,813,126	86,287	5.00%
Communications	980,060	1,084,442	1,272,363	1,337,829	65,466	5.15%
Community Engagement/Outreach	636,914	748,428	867,112	954,085	86,973	10.03%
Guest Relations	643,592	820,547	893,145	949,158	56,013	6.27%
Human Resources	2,165,105	1,770,184	2,227,439	2,194,700	(32,739)	(1.47%)
Administration	449,128	441,907	410,766	343,404	(67,362)	(16.40%)
Total General Government Functions	7,396,074	7,246,563	7,397,664	7,592,302	194,638	2.63%
Capital Outlay	157,859	82,256	206,600	196,600	(10,000)	(4.84%)
Operating Transfers	422,075	19,650	31,405	31,405	--	--
Contingency	--	--	--	30,000	30,000	100.00%
TOTAL EXPENDITURES	<u>\$ 41,440,317</u>	<u>\$43,010,960</u>	<u>\$46,034,204</u>	<u>\$48,725,797</u>	<u>\$2,691,593</u>	5.85%

THREE RIVERS PARK DISTRICT COMPARISON OF ACTUAL 2022 AND 2023 PROPERTY TAX LEVY

	OPERATING BUDGET		DEBT SERVICE		TOTAL	
	2022	2023	2022	2023	2022	2023
Gross amount required from Property Tax	\$37,511,563	\$39,471,563	\$7,195,069	\$7,382,389	\$44,706,632	\$46,853,952
Divided by collection rate of 98.0% (Operating Budget only)	98%	98%	N/A	N/A	N/A	N/A
Amount required from Property Tax Levy	\$38,277,105	\$40,277,105	\$7,195,069	\$7,382,389	\$45,472,174	\$47,659,494
Percent Increase						4.80%
Less: Fiscal Disparities	(2,986,009)	(2,943,194)	(561,290)	(539,458)	(3,547,299)	(3,482,652)
LOCAL LEVY NEEDED	\$35,291,096	\$37,333,911	\$6,633,779	\$6,842,931	\$41,924,875	\$44,176,842
Value used for levy rate	\$1,504,374,911	\$1,788,912,475	\$1,504,374,911	\$1,788,912,475	\$1,504,374,911	\$1,788,912,475
(x) Net Tax Capacity Rate	0.02346	0.02087	0.00441	0.00383	0.02787	0.02470
LEVY BY HENNEPIN COUNTY	\$35,292,635	\$37,334,603	\$6,634,293	\$6,851,535	\$41,926,929	\$44,186,138

Tax Levy for Operations Limit	
Total Market Value	\$143,368,415,507
Percentage	0.03224%
	46,221,977
2022 Property Tax Levy	40,277,105
Unused Tax Levy Authority	\$5,944,872

THREE RIVERS PARK DISTRICT

COMPARISON OF 2022 AND 2023 PROPERTY TAX AMOUNTS

FOR SELECTED RESIDENTIAL PROPERTIES

	OPERATING BUDGET		DEBT SERVICE		TOTAL	
	2022	2023	2022	2023	2022	2023
If market value = \$250,000 in 2022	\$250,000	\$290,000	\$250,000	\$290,000	\$250,000	\$290,000
Market Value Exclusion	\$14,740	\$11,140	\$14,740	\$11,140	\$14,740	\$11,140
Tax Capacity @ 1.00%	\$2,353	\$2,789	\$2,353	\$2,789	\$2,353	\$2,789
(x) Net Tax Capacity Rate (decimal)	0.02346	0.02087	0.00441	0.00383	0.02787	0.02470
Three Rivers Park District Tax	\$55.20	\$58.21	\$10.38	\$10.68	\$65.58	\$68.89
If market value = \$325,000 in 2022	\$325,000	\$377,000	\$325,000	\$377,000	\$325,000	\$377,000
Market Value Exclusion	\$7,990	\$3,310	\$7,990	\$3,310	\$7,990	\$3,310
Tax Capacity @ 1.00%	\$3,171	\$3,737	\$3,171	\$3,737	\$3,171	\$3,737
(x) Net Tax Capacity Rate (decimal)	0.02346	0.02087	0.00441	0.00383	0.02787	0.02470
Three Rivers Park District Tax	\$74.39	\$77.99	\$13.98	\$14.31	\$88.37	\$92.30
If market value = \$400,000 in 2021	\$400,000	\$464,000	\$400,000	\$464,000	\$400,000	\$464,000
Market Value Exclusion	\$1,240	\$0	\$1,240	\$0	\$1,240	\$0
Tax Capacity @ 1.00%	\$3,988	\$4,640	\$3,988	\$4,640	\$3,988	\$4,640
(x) Net Tax Capacity Rate (decimal)	0.02346	0.02087	0.00441	0.00383	0.02787	0.02470
Three Rivers Park District Tax	\$93.56	\$96.84	\$17.59	\$17.77	\$111.15	\$114.61

For each example, it is assumed that the market value of the property from 2022 to 2023 will increase by 16% which is the increase in valuation for the Park District as a whole.

The Market Value Exclusion is a method used by the state to subsidize residential property taxes by decreasing their taxable value. It is a graduated system providing greater relief for lower valued properties. It is calculated as 40% of a home's 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.

2023 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

PARK AND TRAIL MAINTENANCE		
Positions	Full-Time Equivalents	
	2022	2023
Director of Maintenance (1)	0.50	0.50
Senior Manager of Parks and Trails Maintenance (1)	1.00	1.00
Park Maintenance Supervisor (6)	6.00	6.00
Golf Maintenance Supervisor (1)	0.20	0.20
Crew Chief (12)	11.00	11.00
Park Technician (20)	17.35	18.35
Park Keeper (14)	13.00	13.00
Park Worker (15)	15.00	14.00
Dam Operations Specialist (1)	1.00	1.00
Golf Specialist (1)	0.20	0.20
Ski Hill Specialist - (1)	1.00	1.00
Senior Project Technician (1)	1.00	1.00
Custodian (14)	13.50	13.50
Administrative Specialist (1)	1.00	1.00
Central Services Coordinator (1)	1.00	1.00
Electric/Building Supervisor (1)	1.00	1.00
Electrician (1)	1.00	1.00
HVAC Specialist - (1)	1.00	1.00
Construction Services Supervisor (1)	1.00	1.00
Carpenter (6)	5.70	5.70
Total – Regular Full Time Equivalent Positions	92.45	92.45
Total – Temporary/Intermittent Hours	62,645	62,645

PUBLIC SAFETY		
Positions	Full-Time Equivalents	
	2022	2023
Director of Public Safety (1)	1.00	1.00
Administrative Assistant (1)	1.00	1.00
Sergeant (2)	2.00	2.00
Police Officers (18)	11.05	11.05
Total – Regular Full Time Equivalent Positions	15.05	15.05
Total – Temporary/Intermittent Hours	0	0

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

2023 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

DIVISION OF RECREATION, EDUCATION AND NATURAL RESOURCES		
Positions	Full-Time Equivalents	
	2022	2023
Associate Superintendent for Recreation, Education and Natural Resources (1)	1.00	1.00
Golf Operations Supervisor (1)	0.25	0.25
Program and Facility Coordinator (1)	1.00	1.00
Director of Facility Services (1)	1.00	1.00
Park Operations Supervisor (5)	5.00	5.00
Alpine Patrol Supervisor (1)	0.10	0.10
Golf Operations Supervisor (1)	0.20	0.20
Facility Supervisor (6)	5.75	5.75
Shift Leader (3)	1.55	1.55
Lead Facility Attendant (3)	1.80	1.80
Facility Attendant (1)	0.67	0.67
Facility Coordinator (4)	4.00	4.00
Ski School Supervisor (1)	1.00	1.00
Golf Program Supervisor (1)	0.20	0.20
Food Service Supervisor (1)	0.70	0.70
Public Service Supervisor (1)	1.00	1.00
Park Service Assistant (8)	7.80	7.80
Park Security Supervisor (1)	1.00	1.00
Division Office Assistants (3)	2.00	2.00
Recreation Supervisor (1)	1.00	1.00
Outdoor Recreation Coordinator (1)	1.00	1.00
Recreation Program Specialist 56)	3.70	3.70
Outdoor Recreation Educator (2)	1.30	1.30
Office Support Assistant (1)	1.00	1.00
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
Garden Operations Specialist (1)	1.00	1.00
Landscape Specialist (1)	1.00	1.00
Forestry Operations Manager (1)	1.00	1.00
Natural Resources Supervisor – Forestry (1)	1.00	1.00
Forestry Operations Specialist (1)	1.00	1.00
Nursery Operations Specialist (1)	1.00	1.00
Propagation Specialist (1)	1.00	1.00
Technicians (4)	4.00	4.00
Forestry Keepers (3)	3.00	3.00
Senior Manager of Wildlife (1)	1.00	1.00
Natural Resources Supervisor – Wildlife (1)	1.00	1.00
Invasive Species Coordinator (1)	1.00	1.00
Wildlife Biologist (1)	1.00	1.00
Wildlife Specialist (2)	2.00	2.00
Senior Manager of Water Resources (1)	1.00	1.00
Water Resources Supervisor (1)	1.00	1.00
Water Resources Specialist (3)	2.00	2.00
Water Resources Technician (1)	1.00	1.00
Office Support Assistant (1)	1.00	1.00

**2023 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

DIVISION OF RECREATION, EDUCATION AND NATURAL RESOURCES (Continued)		
Positions	Full-Time Equivalents	
	2022	2023
Director of Outdoor Education (1)	1.00	1.00
Program and Facility Coordinator (1)	1.00	1.00
Outdoor Education Supervisor (5)	5.00	5.00
Education Coordinator (1)	1.00	1.00
Interpretive Naturalist (28)	25.75	25.75
Naturalist Programmer (1)	0.50	0.50
Environmental Educator (1)	1.70	1.70
Office Support Assistant (8)	6.05	6.05
Administrative Assistant (1)	1.00	1.00
Food Service Supervisor (1)	0.60	0.60
Historical Program Supervisor (1)	1.00	1.00
Historical Interpreter (5)	3.90	3.90
Office Support Assistant (1)	1.00	1.00
Silverwood Park Supervisor (1)	1.00	1.00
Facility Supervisor (1)	1.00	1.00
Café Supervisor (1)	0.60	0.60
Lead Barista (5)	3.00	3.00
Art Program Coordinator (1)	1.00	1.00
Art Educator (6)	4.40	4.40
Interpretive Naturalist (2)	1.50	1.50
Office Support Assistant (1)	1.00	1.00
Gale Woods Farm Supervisor (1)	1.00	1.00
Farm Operators Specialist (1)	1.00	1.00
Farm Program Coordinator (1)	1.00	1.00
Event Host (1)	0.60	0.60
Farm Educator (4)	3.80	3.80
Community Supported Agriculture Coordinator (1)	0.80	0.80
Office Support Assistant (3)	1.80	1.80
Total - Regular Full Time Equivalent Positions	146.02	146.02
Total - Temporary/Intermittent Hours	172,776	176,431

Division of Administration		
Positions	Full-Time Equivalents	
	2022	2023
Commissioners (7)		
Superintendent (1)	1.00	1.00
Executive Assistant (1)	1.00	1.00
Administrative Assistant (1)	1.00	0.00
Legal Counsel (1)	0.75	0.75
Total - Regular Full Time Equivalent Positions	3.75	2.75
Total - Temporary/Intermittent Hours	0.00	0.00

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

2023 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

DIVISION OF PARK DESIGN AND PLANNING		
Positions	Full-Time Equivalents	
	2022	2023
Associate Superintendent for Design, Planning and IT (1)	1.00	1.00
Administrative Assistant (1)	1.00	1.00
Director of Design (1)	1.00	1.00
Senior Manager of Engineering (1)	1.00	1.00
Project Manager (2)	2.00	2.00
Senior Engineering Technician (1)	1.00	1.00
Director of Planning (1)	1.00	1.00
Principal Planner (1)	1.00	1.00
Associate Planner (1)	0.50	0.50
Landscape Architect (1)	1.00	1.00
Senior Manager of Regional Trails (1)	1.00	1.00
Senior Manager of Research (1)	1.00	1.00
Research and Evaluation Analyst (1)	1.00	1.00
Planning and Research Coordinator (1)	1.00	1.00
Director of Information Technology (1)	1.00	1.00
Senior Manager of Technology Infrastructure (1)	1.00	1.00
IT Network Administrator (1)	1.00	1.00
Senior Manager of GIS/ Business Applications (1)	1.00	1.00
GIS Technician (2)	2.00	2.00
Enterprise Applications Administrator (2)	2.00	2.00
IT Support Analyst (2)	2.00	2.00
IT Support Technician (2)	2.00	2.00
Office Support Assistant (1)	0.50	0.50
Total – Regular Full Time Equivalent Positions	27.00	27.00
Total – Temporary/Intermittent Hours	4,012	4,012
GENERAL GOVERNMENT FUNCTIONS		
Positions	Full-Time Equivalents	
	2022	2023
Chief Financial Officer (1)	1.00	1.00
Senior Finance Manager (1)	1.00	1.00
Accountant I (1)	1.00	1.00
Accounting Technician (2)	2.00	2.00
Treasury Manager (1)	1.00	1.00
Senior Revenue Analyst (2)	2.00	2.00
Revenue Analysts (1)	1.00	1.00
Accountant II (1)	1.00	1.00
Records Management Technician (1)	1.00	1.00

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

2023 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

GENERAL GOVERNMENT FUNCTIONS - Continued		
Positions	Full-Time Equivalents	
	2022	2023
Director of Marketing and Community Engagement (1)	1.00	1.00
Media and Intergovernmental Relations Specialist (1)	1.00	1.00
Communications Manager (1)	1.00	1.00
Marketing Coordinator (1)	1.00	1.00
Senior Graphic Designer (2)	2.00	2.00
Photo/Video Media Specialist (1)	1.00	1.00
Marketing Specialist (1)	1.00	1.00
Web Coordinator (1)	1.00	1.00
Digital Marketing Assistant (1)	1.00	1.00
Media Relations Specialist (1)	1.00	1.00
Community Engagement Supervisor (1)	1.00	1.00
Community Engagement Coordinator 3)	3.00	3.00
Volunteer and Donor Relations Supervisor (1)	1.00	1.00
Volunteer Resources Coordinator (2)	2.00	2.00
Office Support Assistant (2)	2.00	2.00
Guest Services/Events Manager (1)	1.00	1.00
Guest Services Sales and Event Specialist (1)	1.00	1.00
Guest Services Representative (5)	3.80	3.80
Event and Sponsorship Coordinator (1)	1.00	1.00
Event Specialist (2)	2.00	2.00
Office Support Assistant (1)	1.00	1.00
Director of Human Resources (1)	1.00	1.00
Human Resources Manager (1)	1.00	1.00
Human Resources Generalist (1)	1.00	1.00
Human Resources Partner (3)	3.00	3.00
Payroll and Benefits Coordinator (1)	1.00	1.00
Safety Videographer/Producer (1)	1.00	0.00
Organizational Development Manager (1)	1.00	1.00
Organizational Development Coordinator (1)	1.00	1.00
Total – Regular Full Time Equivalent Positions	50.80	49.80
Total – Temporary/Intermittent Hours	5,327	5,327

TOTAL GENERAL FUND 2023 OPERATING BUDGET		
Positions	Full-Time Equivalents	
	2022	2023
Total – Regular Full Time Equivalent Positions	335.07	333.07
Total – Temporary/Intermittent Hours	244,760	248,415



ThreeRivers
PARK DISTRICT

2023 Operating Budget
Hyland Hills Ski Area
November 2022

**Three Rivers Park District
Hyland Hills Ski Area
2023 Operating Budget**

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Prepared by:

Howard Koolick, Chief Financial Officer
Jeff May, Director of Enterprise Operations
Doug Berens, Director of Maintenance
Brad Chock, Parks and Trails Maintenance Manager
Andrew Berns, Operations Supervisor
Damon Johnson, Ski Maintenance Supervisor

Hyland Hills Ski Area

Executive Summary

Overview of 2021 and 2022

While Hyland Hills budgets and reports on a calendar year, operations are easier to review on a seasonal basis. The 2021-22 ski season began “on schedule” with maintenance staff working hard to make enough snow to open on November 26th (Black Friday). An on time opening and good weather during the important holiday break was good with only 1 day of poor weather enabling the 21-22 ski season to get off to a terrific start.

The remainder of the season saw great weather for skiing, snowmaking and snow conditions. The weather along with the push to outdoor activities during COVID continuing, kept interest in skiing and snowboarding high. Hyland Hills finished the year with a solid 113 ski days (109 being the 20-year average and 123 being the record) in the 21-22 winter season. The season ended on March 20th.

The long season, good snow conditions and good weather resulted in strong daily ticket, merchandise, rental, lesson, and parking revenue. Ski class sizes were returned to pre-COVID numbers and Hyland Ski School Staff were able to hire enough instructors to accommodate the high demand. School groups and food sales also returned to pre-COVID levels along with inside access to the building.

The summer of 2022 accommodated over 100 bookings and events including chalet rentals, movie nights, happy hours, and concerts. Fall Chairlift Rides were a big hit and very well attended due to perfect weather and outstanding food options provided by Hyland Hills staff.

Hyland Hills is projected to finish 2022 with revenues exceeding budget by \$1.4 million. Expenses are expected to exceed budget by \$325,000 due to increased seasonal wages and costs of snowmaking chemicals. Overall, Hyland Hills is projected to show a net income of more than \$1 million for the year.

2023 Budget

The 2023 operating budget includes revenues of \$5,959,500 and expenditures of \$5,959,500, with a budgeted contingency (net income) of \$182,187. The budgeted contingency does not cover the financial business model goal of 10% of budget expenditures. The financial business model requires that funds for any principal and interest payments be available before attempting to meet the ten percent contingency goal. The 2023 budget does provide for the debt service payments of \$382,750 and the transfer to the Chairlift Replacement Fund of \$250,000. Annual budgets will need to continue to ensure the funds for the bond payments are available before attempting to meet the other requirements of the financial business model.

2023 Budget Highlights

The 2023 budget, covering January 1, 2023, through December 31, 2023, includes the latter portion of the winter 2022-23 season, all the 2023 summer activities and the first part of the 2023-2024 winter season.

Revenues for 2023 are budgeted at \$5,959,500, an increase of \$765,000 over the 2022 budget. This increase is based on the 5-year average of revenues and trends since completion of the new chalet (3 of the past 4 seasons being record years both in terms of skier visits, length of season and revenues). The major changes in revenues include:

- ◆ Lift Tickets – An increase of \$520,000 due to increased fees for 2023 and sales in daily lift tickets, group tickets and season passes over the past three seasons.
- ◆ Rental Equipment and Helmets – An increase of \$60,000 due to increased fees for 2023 and rental sales due to increased daily visits, group sales and lesson participants.
- ◆ Daily Paid Parking – An increase of \$25,000 due to increased use new pricing structure of \$3.00/hour and \$12.00 maximum per day.

Expenditures for 2023 are budgeted at \$5,959,500 including a contingency (net income) of \$182,187. The major increases in expenses include:

- ◆ Personal Services – An increase of approximately \$362,000 resulting from inflationary adjustments, merit and step increases consistent with the program recommended for all Park District employees, increased costs of health insurance and increases to seasonal staffing and hourly pay. Two part time non benefitted positions were also changed to 1.0 FTE positions to help cover the increased use at HHSA and BNGC.
- ◆ ISF Charges – An increase of \$62,199 which cover equipment costs including fuel, maintenance, and future replacement.
- ◆ Bond Payment and Interest – An increase of \$6,850.
- ◆ Ski Hill Improvements – An increase of \$10,000.
- ◆ Contingency (net income) – \$52,741.
- ◆ Chair Lift Replacement – An increase of \$120,000 to fund future chairlift replacement.

Hyland Hills Ski Area 2023 Operating Budget Revenue Summary

Description	2021 Actual Revenue	2022 Budgeted Revenue	2023 Budgeted Revenue
Rental Lockers	36,707	30,000	30,000
Merchandise Sales	249,443	210,000	210,000
Daily Parking	194,306	150,000	175,000
Ski Tickets/Fees	3,648,220	2,280,000	2,800,000
Disc Golf Fees	5,937	5,000	5,000
Other Charges	3,153	0	0
PARK USE REVENUE	4,137,766	2,675,000	3,220,000
Handling Fees	2,591	4,500	4,500
Ski School Fees	1,346,818	950,000	1,100,000
SKI SCHOOL REVENUE	1,349,409	954,500	1,104,500
Alpine Ski Rental	662,170	490,000	550,000
Helmet Rental	99,673	60,000	60,000
Sale of Equipment	6,248	0	0
RENTAL REVENUE	768,091	550,000	610,000
Food and Beverage Sales	622,292	715,000	715,000
FOOD SERVICE REVENUE	622,292	715,000	715,000
Admission Fees	13,623	0	10,000
Catering Fees	24,977	25,000	25,000
Other Rental	4,128	0	0
Food and Beverage	52,687	30,000	30,000
Beer/Wine	76,443	100,000	100,000
Facility Use	111,200	110,000	110,000
Security Service Fee	9,840	0	0
Other Service Charges	23,345	35,000	35,000
SUMMER REVENUE	316,243	300,000	310,000
NON-OPERATING REVENUE	(47,643)	0	0
TOTAL FACILITY REVENUE	7,146,481	5,194,500	5,959,500

Hyland Hills Ski Area

2023 Operating Budget

Recommended Fee Changes

Lift Tickets & Equipment

- ♦ \$2.00 increase on Lift Tickets.
- ♦ \$1.00 increase on Rental Equipment

Season Passes

- ♦ \$25.00 increase to Season Passes.

Parking

- ♦ \$1.00/hour increase, daily max increased from \$10.00 to \$12.00.

Hyland Hills Ski Area 2023 Operating Budget Expenditure Summary

Description	2021 Actual	2022 Budget	2023 Request
Area Management (9210)			
Personnel Services	716,623	583,939	706,447
Commodities	203,946	181,000	181,000
Contracted Services	56,647	40,500	40,500
Other Charges	155,390	139,200	139,200
Total	1,132,606	944,639	1,067,147
Maintenance (9220)			
Personnel Services	945,200	977,546	1,086,468
Commodities	119,036	120,200	130,650
Contracted Services	532,463	587,880	654,783
Other Charges	18,502	750	750
Total	1,615,201	1,86,376	1,872,651
Rental & Lifts (9230)			
Personal Services	558,955	447,369	553,963
Commodities	125,859	82,000	82,000
Contracted Services	210	0	0
Other Charges	0	0	0
Total	685,024	529,369	635,963
Ski School (9240)			
Personal Services	510,089	444,292	578,076
Commodities	21,745	16,000	16,000
Contracted Services	5,589	4,500	4,500
Other Charges	319	5,000	5,000
Total	537,742	469,792	603,576
Food Service (9250)			
Personal Services	300,907	410,551	386,251
Commodities	275,612	323,000	323,000
Contracted Services	14,743	6,000	6,000
Other Charges	415	0	0
Total	591,677	739,551	715,251

(continued on page 8)

(continued from page 7)

Description	2021 Actual	2022 Budget	2023 Request
Summer Use (9260)			
Personnel Services	64,853	89,207	119,475
Commodities	35,966	30,000	30,000
Contracted Services	1,656	500	500
Other Charges	251	0	0
Total	102,726	119,707	149,975
Non-Operating Expenses (9190)			
Improvements	31,169	90,000	100,000
Bond Principal and Interest	375,271	375,900	382,750
Contingency	0	129,466	182,187
Transfer to Lift Replacement Fund	555,000	130,000	250,000
Total	961,440	725,366	914,937
GRAND TOTAL	6,252,650	5,194,500	5,959,500

Hyland Hills Ski Area 2023 Operating Budget Comparative Rates

Season Pass/Daily Lift Ticket - Comparative Rate Survey						
Facility	Season Pass	Youth Season Pass	Full Day Weekend	Full Day Weekday	½ Day	Evening Special
Hyland Hills Ski Area	\$479.00	\$379.00	\$42.00	\$42.00	\$36.00	\$23.00
Afton Alps	\$479.00	\$379.00	\$89.00	\$58.00	\$50.00	n/a
Buck Hill	\$499.00	\$399.00	\$54.00	\$49.00	\$34.00	\$25.00
Powder Ridge	\$535.00	\$355.00	\$55.00	\$41.00	\$36.00	\$27.00
Trollhaugen	\$500.00	\$400.00	\$63.00	\$55.00	\$41.00	\$24.00
Welch Village	\$500.00	\$420.00	\$74.00	\$64.00	\$59.00	\$37.00
Wild Mountain	\$459.00	\$349.00	\$59.00	\$59.00	\$39.00	\$39.00

Hyland Hills Ski Area 2023 Operating Budget-Staffing Plan

Ski Operations	2022	2023	Change
Director of Enterprise Op. (1)	.40 FTE	.50 FTE	.10
Operations Supervisor	1.00 FTE	1.00 FTE	-
Operations Supervisor (2)	.25 FTE	.25 FTE	-
Facility Supervisor	1.00 FTE	1.00 FTE	-
Facility Coordinator (4)	.33 FTE	.33 FTE	-
Shift Leader (changed to FT) (4)	1.59 FTE	.66 FTE	-.93
Service and Security Assistant	0.00 FTE	1.40 FTE	1.40
Cashier	.70 FTE	.70 FTE	-
Food and Beverage Coordinator	1.00 FTE	1.00 FTE	-
Food Services Coordinator	1.40 FTE	1.40 FTE	-
Food Service Assistant	2.10 FTE	1.40 FTE	-.70
Ski Services Supervisor	1.00 FTE	1.00 FTE	-
Ski Patrol Supervisor (3)	.90 FTE	.90 FTE	-
Ski School Supervisor	1.00 FTE	1.00 FTE	-
SnowSports Academy Coordinator	1.00 FTE	1.00 FTE	-
Sales and Event Coordinator	1.00 FTE	1.00 FTE	-
Sales and Event Assistant	.70FTE	.70 FTE	-
Subtotal:	15.37 FTE	15.24 FTE	-.13
Maintenance			
Ski Maintenance Supervisor	1.00 FTE	1.00 FTE	-
Ski Maintenance Specialist	2.00 FTE	2.00 FTE	-
Park Technician (5)	3.45 FTE	2.75 FTE	-.7
Park Keeper (6)	0.00 FTE	.7	.7
Custodian	3.00 FTE	3.00 FTE	-
Subtotal:	9.45 FTE	9.45 FTE	0.00
Total FTEs	24.82 FTE	24.69 FTE	-.13
Seasonal Staff Hours			
Operations	4,873	8,700	3,827
Maintenance	9,772	10,837	1,065
Rental and Lifts	30,966	30,900	-66
Ski School	23,776	24,944	1,168
Food Service	9,388	8,105	-1,283
Summer Use	3,060	3,060	-
Total Seasonal Staff Hours	81,835	86,546	4,711
(1) Shared with Eagle Lake and Baker National. (2) Shared position with Baker National. (3) Shared with Elm Creek. (4) Shared with Baker National. (5) Shared with Carver Work Cluster, Parkers Lake, Hyland Greens, and Glen Lake. (6) Shared with Glen Lake Golf Center and Hyland Greens Golf Course.			



ThreeRivers

PARK DISTRICT

2023 Operating Budget
Baker National Golf Course
November 2022

**Three Rivers Park District
Baker National Golf Course
2023 Operating Budget**

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Prepared by:

**Howard Koolick, Chief Financial Officer
Jeff May, Director of Enterprise Operations
Kent Kloster, Golf Operations Supervisor
Doug Berens, Director of Maintenance
Kyle Stirn, Golf Maintenance Supervisor**

Baker National Golf Course

Executive Summary

Overview of the 2022 Season

The 2022 season at Baker National Golf Course (BNGC) started on April 8th and was again extremely busy for the entire season almost regardless of weather. The significant increase in people playing golf that started during the peak of the 2020 COVID pandemic continued throughout the 2021 and 2022 seasons. Maintenance staff did an incredible job of keeping the courses in excellent shape, especially given the added pressure of increased rounds, cart use and the drought that Minnesota sustained throughout late summer and fall.

The Evergreen Course continues to be popular and had another fantastic year with rounds exceeding our goal of 20,000 for the third year in a row. Families, new golfers and those looking for a quick round find the Evergreen Course perfect for their needs.

On the Championship Course, aggressive maintenance practices continued the overall rehabilitation effort on tees, greens, bunkers, and drainage. Maintenance continues to enhance the course when time permits, this season they re-built and enlarged the tee box on #8 and added a new tee box on #14. This will be a theme over the next few seasons as we try to improve the course and make it more able to sustain the increased rounds and cart use.

In addition, marketing "The Golf Academy of Three Rivers Park District" has established brand recognition and a solid reputation for the Park District's lessons and league opportunities. Recent closings and renovations at several nearby courses have and will continue to result in additional rounds and revenue at Baker National.

The irrigation replacement project started in August and has continued throughout the fall. The response has been very positive as players appreciate the reinvestment in the golf course even though it meant a few months of construction this fall.

Revenues are projected to exceed \$3.22 million for the year, which is slightly more than \$1 million more than budgeted. Expenditures, excluding the costs associated with the irrigation project are estimated to exceed the \$2.2 million dollar budget by \$174,000 resulting in an estimated net profit of \$840,000.

The Park District's Financial Management Plan includes cash reserve goals for golf and ski operations designed to provide financial stability to the operations. Specifically, the Plan calls for a balance to fund cash flow needs equal to 10% of the subsequent year's budget, a 10% contingency in the annual budget as well as a 5% contribution to future improvements in the annual budget as their fee structure allows. At the conclusion of the 2022 season, it is estimated that the golf course will have a cash balance of approximately \$2,120,170 comprised of the following:

- ⇒ 10% Cash Flow Reserve \$258,600
- ⇒ Cash Reserve for Improvements \$1,861,570 (a portion of which will be used to finish paying for the irrigation system improvements.

The 2023 budget includes a 7% contingency and no budgeted contribution to future improvements. The cash reserve will be continue to be used in 2023 for the upgrade to the

irrigation system. It is estimated the cash reserve will have a balance of \$500,000 once the irrigation system is complete.

2023 Budget

The 2023 operating budget projects revenues of \$2,586,000 and expenditures of \$2,586,000. A projected net operating income of \$287,560 is shown as the budgeted contingency.

The 2023 budgeted revenue is an increase over the 2022 budget of \$385,000. This is due to increased golf course and driving range use in-line with the 5-year average and trending revenues. Increased driving range revenues are based on continuing the new driving range business model from a per bucket sales approach to a "visit" fee approach and including range balls with all green fee sales. Baker National has one of the best driving ranges in the state with a large hitting area, downhill landing area and fantastic view. This new approach has increased range use significantly over the past four seasons. Increases range visits and green fees are also budgeted for 2023.

Expenditures for 2023 include wage and benefit increases consistent with the program recommended for all Park District employees. The staffing complement for 2022 and 2023 is shown on page 9.

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. The recommended 5-Year CIP (shown on page 10) 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
2023 Operating Budget
Revenue Summary

Description	2021 Actual Revenue	2022 Budgeted Revenue	2023 Budgeted Revenue
Green Fees	\$1,763,678	\$1,200,000	\$1,400,000
Golf Carts	\$504,608	\$320,000	\$420,000
Pull Carts/Club Rental	\$21,537	\$15,000	\$15,000
Driving Range/Practice Area	\$234,280	\$135,000	\$150,000
Food & Beverage	\$357,631	\$235,000	\$265,000
Pro Shop	\$160,788	\$125,000	\$125,000
Lessons	\$184,173	\$110,000	\$140,000
Interest Earnings	\$7,098	\$10,000	\$10,000
Facility Rental	\$320	\$0	\$0
Golf Loyalty Card	\$60,971	\$40,000	\$50,000
Handling Fees	\$14,504	\$11,000	\$11,000
Other Revenue	(\$9,587)	\$0	\$0
Total Revenue (less taxes)	\$3,300,001	\$2,201,000	\$2,586,000

**Baker National Golf Course
2023 Operating Budget
Recommended Fee Changes**

Green Fees

- ⇒ \$2.00 increase to 18-hole rounds.
- ⇒ \$1.00 increase to 9-hole rounds.

Driving Range

- ⇒ \$1.00 increase per visit.

Power Carts

- ⇒ No recommend fee changes.

Other Fees

- ⇒ No recommend fee changes.

Baker National Golf Course
2023 Operating Budget
Expenditure Summary

Description	2021 Actual	2022 Budget	2023 Request
General Operations (9110)			
Personnel Services	\$443,443	\$364,670	\$412,122
Commodities	\$133,600	\$133,000	\$133,000
Contractual Services	\$125,424	\$110,300	\$110,300
Other Charges	\$77,612	\$54,000	\$54,000
Total	\$780,079	\$661,970	\$709,422
Maintenance (9120)			
Personnel Services	\$615,141	\$644,303	\$725,632
Commodities	\$181,998	\$178,000	\$197,000
Contractual Services	\$348,262	\$354,174	\$382,256
Other Charges	\$2,315	\$1,950	\$1,950
Total	\$1,147,716	\$1,178,427	\$1,306,838
Lessons (9140)			
Personnel Services	\$150,241	\$89,551	\$123,428
Commodities	\$7,203	\$4,500	\$4,500
Contractual Services	\$903	\$1,000	\$1,000
Other Charges	\$194	\$0	
Total	\$158,541	\$95,051	\$128,928
Food Service (9150)			
Commodities	\$124,174	\$90,000	\$100,000
Contractual Services	\$775	\$10,000	\$10,000
Other Charges	\$1,151	\$0	\$0
Total	\$126,100	\$100,000	\$110,000
Non-Operating Expenses (9190)			
Commodities	\$5,683	\$0	\$0
Improvements	\$35,189	\$30,000	\$50,000
Contingency	\$0	\$135,552	\$280,812
Transfer to Equipment ISF	\$10,702		
Total	51,574	\$165,552	\$330,812
GRAND TOTAL	\$2,264,010	\$2,201,000	\$2,586,000

Baker National Golf Course - 2023 Operating Budget

Comparative Rates

Golf Courses	Green Fees 18/9-holes Regulation	Green Fees 9-holes Executive	Carts 18-holes	Carts 9-holes	Range Balls (medium)	Range Balls (large)
Baker National	\$49/\$28 Reg \$38/\$21 Tour Card	\$18 Reg \$14 Tour Card \$10 Youth	\$34	\$22	Included with paid round	\$11/hour
Cleary		\$15 Reg \$13 Tour Card \$13 Youth		\$14	\$4.00 35 Balls	\$6.50
Eagle Lake		\$17.50 Reg \$14 Tour Card \$14 Tour Card		\$18 Reg \$15 Senior \$9 Half Cart	\$6 Reg 35 Balls	\$10 Reg 75 Balls
Glen Lake		\$18 Reg \$13 Youth		\$20 Reg	\$6 Token 35 Balls	\$11 75 Balls
Hyland Greens		\$17 Reg		\$18	\$6 40 Balls	\$12 80 Balls
Braemar	\$61/\$34 Reg \$46/\$24 Pat	\$19 Reg \$16 Pat \$12 Youth	\$33	\$20	\$6	\$10
Brookview	\$43/\$21.50 Reg \$33/\$18 Pat	\$13.50 Reg \$10 Pat	\$34	\$22	\$6	\$8
Bunker Hills	\$49/\$25 Reg \$39/\$20 Pat	\$14 Reg \$10 Pat	\$44	\$24	\$8	\$11
Chaska Town	\$78/\$41 \$53/\$33 Reg		\$42	\$22	\$6	\$12
Deer Run	\$59/\$40 Weekend		\$34	\$20	\$5	\$10
Eagle Valley	\$45/\$26 Weekend \$36/\$22 Pat		\$32	\$20	\$5	\$10
Edinburgh	\$60/\$35 Weekend \$50 Res		\$38	\$19	\$6	\$12
Keller	\$49/18-holes \$25/9-holes		\$34	\$24	\$4.25	\$8.50
Links at Northfork	\$50/18-holes \$26/9-holes		\$40	\$20	\$4	\$7.50
Minneapolis	\$40/\$22 Reg \$29/\$18 Pat	\$13	\$36	\$22	\$8	\$12
Pioneer Creek	\$48/18-holes \$28/9-holes		\$36	\$24	\$6	\$10
Rush Creek	\$125/\$69	\$15 Reg \$10 Youth	\$40	\$24	\$10	\$15

Three Rivers golf courses reflect 2023 proposed rates: all others reflect 2022 published rates

Baker National Golf Course
2023 Operating Budget
Staffing Plan

Golf Operations	2022	2023	Change
Director of Enterprise Op. (1)	.50 FTE	.50 FTE	-
Golf Operations Supervisor (3)	.75 FTE	.75 FTE	-
Golf Instruction Supervisor (2)	.20 FTE	.20 FTE	-
Facility Coordinator (3)	.67 FTE	.67 FTE	-
Shift Leader (3) Changed from PTNB to FT	.53 FTE	.67 FTE	.14
Shift Leader (3) Changed from PTNB to FT	.53 FTE	.67 FTE	.14
Subtotal:	3.18 FTE	3.46 FTE	.28
Temporary Clubhouse	9,124 hours	9,124 Hours	-
Instructors	926 hours	1,300 hours	374 hours-
Golf Instructor Assistant	450 hours	625 hours	175 hours-
Maintenance			
Golf Maintenance Supervisor	1.0 FTE	1.0 FTE	-
Golf Specialist	2.0 FTE	2.0 FTE	-
Technician (4)	1.65 FTE	1.65 FTE	-
Custodian (5)	.50 FTE	.50 FTE	-
Mechanic*	-	-	-
Subtotal:	5.15 FTE	5.15 FTE	
Temporary Maintenance	16,999 hours	16,999 hours	-
Total Regular FTE	7.27 FTE	8.61 FTE	1.34
Total PTNB FTE	1.06 FTE	0 FTE	-1.06

(1) Shared with Hyland Hills Ski Area.

(2) Shared position with Eagle Lake.

(3) Shared with Hyland Hills Ski Area.

(4) One position shared with Elm Creek Winter Operations.

(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
2023-2025 Proposed
Course/Capital Improvement Program Plan

Championship Course				
Project Year	Item	Reason	Est. Cost	Funding
2023-2025	Landscape beautification ongoing	Rehab/ Aesthetics	\$2,000	Operating Budget
2023-2025	Tee boxes rebuild/Leveling	Maintenance/ Playability	\$30,000	Operating Budget
Driving Range				
2023-2025	Driving range targets, turf and yardage markers improved	Customer Service	\$10,000	Operating Budget (in-house labor)
Capital Equipment				
2025	Irrigation software support	Needed every 5 years	\$12,000	Operating Budget



ThreeRivers
PARK DISTRICT

2023 Operating Budget
Eagle Lake Youth Golf Center
November 2022

**Three Rivers Park District
Eagle Lake Youth Golf Center
2023 Operating Budget**

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Prepared by:

**Howard D. Koolick, Chief Financial Officer
Jeff May, Director of Enterprise Operations
Doug Berens, Director of Maintenance
Troy Nygaard, Golf Operations Supervisor
Bill Vollbrecht, Golf Maintenance Supervisor**

Eagle Lake Youth Golf Center 2023 Operating Budget Executive Summary

INTRODUCTORY INFORMATION

Eagle Lake Regional Park is comprised of golf service 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 2023 budget pertain only to the Eagle Lake Regional Park golf service 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. The First Tee program at Eagle Lake and Three Rivers Park District has continued to be a leader nationwide. District-wide in 2022, over 3,000 youth were enrolled in First Tee programs. To date over 75,000 youth have participated in First Tee programs through Three Rivers Park District, with 38% being girls.

Youth rounds account for around 40% of the rounds on the Eagle Course. The Park District's objective of serving youth and encouraging them to make outdoor recreation a lifelong activity is at the core the golf operations. 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.

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. The First Tee plans to host its 21st annual First Tee fundraiser at Baker National in June of 2023.

2022 SEASON OVERVIEW

The Eagle Lake customer base continues to grow as we celebrated our 21st anniversary this year. Since this facility opened, there has been a significant increase in visitor occasions. Annual use from golf activities has exceeded over 90,000 visitor occasions in the last two

years. 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.

The First Tee Program continues to serve over 1,500 junior golf lesson participants at Eagle Lake, including over 100 funded by golferships (scholarships). Approximately 500 kids participated in one of the 11 junior leagues at Eagle Lake. Eagle Lake will continue to be designated as the Chapter Facility with programs also implemented at Baker National, Glen Lake, Parkers Lake, Hyland Greens, 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.

The three major revenue sources (green fees, driving range and lessons) are projected to exceed budgeted amounts for the year by a combined \$143,000. Other revenue streams are expected to add an additional \$27,000 to this amount. Expenditures are projected to end the year close to budget meaning the fund balance is expected to increase by \$170,000.

The golf lesson programs were again successful with revenues projected to be close to \$150,000. The lesson program continues to be primarily youth based with an estimated 75% of lessons revenue coming from youth programs. There were also over 200 adults in the lesson programs of which over 70% were women. Supervised practice continues to be a great success with most days filled. Eagle Lake continues to have a cooperative lesson and league partnership with the City of Maple Grove, which will continue in 2023.

The mini-golf course has continued to do well but needs new carpeting. Staff plans to undertake that project in October of 2023. Eagle Lake is projected to close on October 9th, 2023, for an extensive parking lot and trail renovation, this closure will have a small impact on 2023 revenues.

2023 Budget Summary

Revenues: Revenues are projected to end the year near \$1,100,000 compared to the 2022 budget of \$1,592,362. Revenues are budgeted lower than past years since the tax levy and its associated bond costs expired in 2022. Revenues for all golf related revenues are based on historical usage and current trends.

Expenditures: Expenditures are projected at \$1,100,000 compared to a budget of \$1,336,400. Expenditures include the staff required to operate the golf course and the budget includes increased costs for staff based on the Park District's compensation plan that includes an inflationary increase, and elimination of the debt service payment. The budget also includes a contingency of over \$66,000.

**Eagle Lake Youth Golf Center
2023 Operating Budget
Revenue Summary**

Description	2021 Actual Revenue	2022 Budget	2023 Budget
Green Fees	\$657,455	\$520,000	\$570,000
Range Fees	\$271,129	\$190,000	\$234,000
Golf Cars	\$75,492	\$60,000	\$65,000
Pull Carts and Club Rental	\$20,729	\$15,000	\$17,000
Lessons	\$149,504	\$130,000	\$140,000
Tour Card Sales	\$10,349	\$7,000	\$9,000
Merchandise Sales	\$18,184	\$16,000	\$16,000
Food and Beverage	\$31,275	\$30,000	\$30,000
Grants	\$833	\$5,000	\$2,000
First Tee Transfer	\$0	\$10,000	\$2,000
Miscellaneous	\$12,317	\$10,000	\$15,000
Property Tax Revenue	\$360,570	\$343,400	\$0
Interest Earnings	\$1,511	0	0
Revenue Total	\$1,609,348	\$1,336,400	\$1,100,000

Eagle Lake Youth Golf Center 2023 Operating Budget Recommended Fee Changes

Green Fees

- ♦ Birdie course up \$1.00

Driving Range

- ♦ Small, Jr and large buckets each up \$1.00/\$2.00 respectively

Power Carts

- ♦ No recommended changes

Other Fees

- ♦ Increases to Tour Cards and Season Passes

Eagle Lake Youth Golf Center 2023 Operating Budget Expenditure Summary

Description	2021 Actual	2022 Budget	2023 Budget
General Operations (9110)			
Personnel Services	\$282,855	\$249,522	\$238,419
Commodities	\$28,212	\$30,500	\$37,000
Contractual Services	\$33,547	\$29,000	\$32,000
Other Charges	\$25,732	\$22,000	\$21,000
Total	\$370,346	\$331,022	\$328,419
Maintenance (9120)			
Personnel Services	\$179,611	\$232,962	\$248,655
Commodities	\$37,353	\$47,000	\$53,500
Contractual Services	\$149,456	\$157,111	\$167,589
Other Charges	\$903	\$900	\$1,000
Total	\$367,323	\$437,973	\$470,744
Lessons (9140)			
Personnel Services	\$181,781	\$171,391	\$180,920
Commodities	\$16,775	\$18,500	\$16,500
Contractual Services	\$986	\$1,000	\$1,000
Other Charges	\$815	\$1,000	\$1,000
Total	\$200,357	\$191,891	\$199,420
Food Service (9150)			
Commodities	\$27,010	\$27,000	\$35,000
Total	\$27,010	\$27,000	\$35,000
Other Financing			
Debt Services & Other Charges	\$336,800	343,400	\$0
Contingency	\$0	\$5,114	\$66,417
Total	\$336,800	\$348,514	\$66,417
GRAND TOTAL	\$1,301,836	\$1,336,400	\$1,100,000

Eagle Lake Youth Golf Center 2023 Operating Budget Comparative Rates

Green Fees, Cart Rental & Driving Range Comparative Rates				
Course	Green Fees	Cart Fees	Range	
			Small	Large
Eagle Course Par 31	\$18.00 Regular \$14.00 Tour Card \$13.00 Junior	\$18.00 Regular \$15.00 Senior \$9.00 1/2 Cart	\$8.00 35 Balls	\$13.00 75 Balls
Baker Evergreen Par 30	\$17.00 Regular \$13.00 Tour Card \$10.00 Junior	\$20.00 Regular \$10.00 1/2 Cart		\$10.00 for 1 hour
Glen Lake Par 31	\$18.50 Regular \$14.00 Junior	\$20.00 Regular	\$6.00 per Token 34 Balls	\$12.00 68 Balls
Cleary Lake Par 27	\$15.00 Regular \$13.00 Tour Card \$13.00 Junior	\$14.00	\$4.00 per Token 35 Balls	\$6.50 70 Balls
Hyland Greens Par 27	\$17.00 Regular \$13.00 Tour Card \$10.00 Junior	\$18.00	\$6.00 40 Balls	\$12.00 80 Balls
Braemar Par 27	\$19.00 Regular \$12.00	\$20.00	\$8.00	\$10.00
Brookview Par 27	\$13.50 Regular \$10.50 Junior	\$15.00	\$6.00	\$8.00
Bunker Hills Par 32	\$14.00 Regular \$7.00 Junior	\$18.00	\$8.00	\$11.00
Rush Creek	\$15.00 Mac Nine \$10.00 Junior	none	\$10.00	\$15.00
Inverwood Par 30	\$19.00 Regular \$12.00 Junior	\$14.00	\$6.00	\$12.00
Shamrock	\$21.00	\$10.00 per player	\$9.00	\$13.00
New Hope Par 27	\$15.00 Regular \$9.50 Junior	\$13.00	n/a	n/a
Parkers Lake	n/a	n/a	\$8.00	\$13.00

Comparative Rates Eagle Lake are 2023 pricing - others are 2022 actual prices.

Eagle Lake Youth Golf Center 2023 Operating Budget Staffing Plan

Regular Position:	2022	Golf 2023	Change	2022	Park 2023	Change
Golf Operations Supervisor	0.75	0.75	0	0.2	0.2	0
Golf Professional Program Supervisor	0.8	0.8	0	0.2	0.2	0
Golf Instructor Supervisor	0.8	0.8	0	0	0	0
Shift Leader	0.46	0.46	0	0	0	0
Director of Enterprise Operations	0.1	0.0	-.10	0	0	0
Golf Maintenance Supervisor	0.25	0.25	0	0.2	0.2	0
Golf Specialist	0.8	0.8	0	0.2	0.2	0
Technician	0.75	0.75	0.00	0.4	0.4	0
Total Regular FTE:	4.71	4.61	-0.10	1.2	1.2	0
Temporary Positions:						
Maintenance Workers Hours	4,100	4,100	0	450	450	0
Attendant Hours	8,215	8,215	0	409	409	0
Golf Assistant Hours	200	200	0	na	na	na
Golf Instructor Hours	228	228	0	na	na	na
Total Temporary Hours	12,743	12,743	0	859	859	0



ThreeRivers
PARK DISTRICT

2023 Operating Budget
Glen Lake Golf and
Practice Center
August 2022

THREE RIVERS PARK DISTRICT
GLEN LAKE GOLF AND PRACTICE CENTER
2023 PROPOSED OPERATING BUDGET

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Prepared By

Howard D. Koolick, Chief Financial Officer
Doug Berens, Director of Maintenance
Jeff May, Director of Enterprise Operations
Mark Hill, Golf Operations Supervisor
Bill Vollbrecht, Golf Maintenance Supervisor

GLEN LAKE GOLF AND PRACTICE CENTER 2023 PROPOSED OPERATING BUDGET

Glen Lake Golf and Practice Center Opened in 1997 and is owned by Hennepin County. The county selected the Park District to operate the facility under a cooperative agreement as a self-supporting facility. The Glen Lake Golf and Practice Center continues to be a popular and well used facility, it is also a leader in growing the game through programs, lessons and leagues including First Tee programming.

The proposed 2023 budget recommends revenues of **\$1,052,685** and expenditures of **\$1,052,685** with a contingency of **\$125,538** (net revenues). This compares to 2022 budgeted revenues of **\$1,022,442** and operating expenses of **\$1,022,442** with a contingency amount of **\$145,707**.

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

REVENUES

The recommended 2023 golf operations revenue budget is projected at **\$1,052,685**.

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 believe 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 6), Glen Lake green fees are near the top of the range for this market. Glen Lake prices are based on golf industry standards and best practices. The main objectives are to compete successfully in the local market, provide great customer service and efficiently operate the facility.

Revenue projections are based on trends and the three year average for rounds and revenue. The Glen Lake operation has experienced an increase in rounds and range over the past three seasons. This increase is the result of the COVID-19 pandemic in 2020 and its carryover into 2021 as well as 2022. Golf has continued to bloom nationwide and the Glen Lake golf course and range continue to be very busy.

EXPENDITURES

Expenditures are proposed at **\$1,052,685**, which is an increase of \$30,243. This increase is a combination of regular staffing cost increases and the increased prices for some goods and services caused by inflation and supply change issues. *An expenditure detail summary is found on pages 8-10.*

The proposed expenditure increases are comprised of the following:

- ◆ Staffing and benefit costs in accordance with the Park District's compensation plan and Union Contracts
- ◆ Hourly rates for seasonal staffing as needed based on market conditions
- ◆ Course maintenance supplies
- ◆ Credit card processing fees due to increased use of credit cards

**GLEN LAKE GOLF AND PRACTICE CENTER
2023 OPERATING BUDGET SUMMARY**

	REVENUE		EXPENDITURES	
	2022 Budgeted	2023 Proposed	2022 Budgeted	2023 Proposed
Golf Operations	\$549,450	\$577,238	\$363,029	\$395,292
Driving Range	\$233,969	\$236,424	\$0 Moved to Operations	\$0 Moved to Operations
Maintenance			\$411,957	\$430,605
Concessions and Merchandise	\$77,273	\$77,273	\$26,200	\$25,500
Special Programs (League Fees/Private Grants)	\$35,000	\$35,000	\$0 Moved to Operations	\$0 Moved to Operations
Lessons	\$126,250	\$126,250	\$75,549	\$75,750
Facility Use Revenue	\$500	\$500		
Interest Earnings				
Non-Operating (Capital, Depreciation & Contingency)			\$145,707	\$125,538
	\$1,022,442	\$1,052,685	\$1,022,442	\$1,052,685

GLEN LAKE GOLF AND PRACTICE CENTER 2023 PROPOSED REVENUE/RECOMMENDED FEES

Description	2022 Budgeted Rounds/Use	2023 Projected Rounds/Use	2023 Proposed Fees	2023 Projected Revenue	Total (less taxes)
Green Fees Total (after tax)				\$496,880	\$464,897
Regular 9 holes	15,575	15,575	\$19.00	\$292,925	\$275,215
Senior 9 holes	10,380	10,380	\$15.00	\$155,700	\$144,804
Junior 9 holes	3,217	3,217	\$15.00	\$48,255	\$44,878
Rental Total (after tax)				\$120,795	\$112,341
Golf Cars-9 holes	5,364	5,529	\$20.00	\$110,580	\$102,841
Clubs/Pull Cart Rental				\$10,215	\$9,500
Driving Range Total				\$251,576	\$236,424
Token Small Bucket	7,500	6430	\$7.00	\$45,010	\$41,747
Token Large Bucket	12,600	11,456	\$11.00	\$126,016	\$119,764
Range Punch Card (10 token)	875	1611	\$50.00	\$80,550	\$74,913
Range Punch Card (20 token)	515	Removed in 2022			
Golf Merchandise (total)				\$22,443	\$21,273
Taxable				\$10,728	
Non-taxable				\$11,715	
Concessions				\$60,074	\$56,000
Food/Beverage				\$42,000	
Beer				\$18,074	
Miscellaneous				\$35,000	\$35,000
Adult League Handling Fees	250	250	\$20.00	\$5,000	
Private Grants				\$5,000	
Cross Country Ski				\$15,000	
Transfer from other funds				\$10,000	
Lessons Revenue				\$126,250	\$126,250
Facility Use Revenue		\$500		\$500	\$500
Interest Earnings (will be monitored and added to revenues)					
Total Revenue				\$1,113,518	\$1,052,685

**GLEN LAKE GOLF AND PRACTICE CENTER
GREEN FEES, CART RENTAL, AND DRIVING RANGE
2023 COMPARITIVE RATES**

2023 COURSE	GREEN FEES	CART FEES	SMALL BUCKET	LARGE BUCKET
Glen Lake Par 31	\$19.00	\$20.00	\$6.00	\$10.00
2022 COURSE	GREEN FEES	CART FEES	RANGE	
HALLA GREENS Par 29	\$22.00	\$18.00	\$7.00	\$12.00
BAKER Par 30	\$17.00	\$22.00	N/A	\$10/visit
BRAEMAR Par 27	\$19.00	\$16.00	\$6.00	\$10.00
BROOKVIEW Par 27	\$14.50	\$18.00	\$6.00	\$8.00
HYLAND GREENS Par 27	\$17.00	\$14.00	\$6.00	\$12.00
CLEARY LAKE Par 28	\$15.00	\$15.00	\$4.00	\$6.50
EAGLE LAKE Par 31	\$18.00	\$18.00	\$7.00	\$11.00
INVERWOOD Par 30	\$16.50	\$16.00	\$9.00	\$12.00
NEW HOPE Par 27	\$15.50	\$14.00	N/A	N/A

Driving range bucket sizes vary course to course; the average size for a small bucket is 34 balls.

**GLEN LAKE GOLF AND PRACTICE CENTER
2023 OPERATING BUDGET
RECOMMENDED FEE CHANGES**

Green Fees:

\$1 increase to Junior/Senior rate

Driving Range:

\$1 increase to one and two token sales. \$5 increase to range punch card

Power Carts:

No Recommended changes

Golf Lessons:

No recommended changes

GLEN LAKE GOLF AND PRACTICE CENTER 2023 PROPOSED OPERATING BUDGET EXPENDITURES

ITEM	2022 BUDGET	2023 PROPOSED
GOLF OPERATIONS		
Personal Services		
Regular: Golf Operations Supervisor (.50 FTE) Facility Coordinator (.50 FTE)	\$70,163	\$73,316
Benefits (Regular and Temporary Staff)	\$41,925	\$45,399
Temporary/Seasonal/PTNB Attendants/Starters	\$156,301	\$169,187
Mileage	\$100	\$100
Sub-Total	\$268,489	\$288,002
Commodities		
Office Supplies	\$250	\$250
Videos	\$100	\$100
Tools and Small Equipment	\$500	\$500
General Supplies	\$13,500	\$15,500
Merchandise for Resale	\$12,500	\$12,500
Clothing (staff clothing)	\$1,500	\$1,500
Cleaning Supplies	\$650	\$650
First Aid/Safety Supplies	\$200	\$200
Signs	\$500	\$500
Sub-Total	\$29,700	\$31,700
Contractual Services		
Maintenance & Repair - Bldg.	\$200	\$200
Maintenance & Repair - Equipment (computer, food service)	\$1,000	\$1,000
Maintenance & Repair - Other (miscellaneous repair costs other than building, AES contract)	\$500	\$500
Communications	\$500	\$500
Rental Other (caged range picker, monitor/beverage cart, electric carts-all for a full year)	\$30,000	\$30,000
Advertising	\$1,000	\$500
Postage/Courier Services	\$2,200	\$2,200
Printing	\$500	\$1,000
Protective (security & fire alarm)	\$250	\$250
Other Services (tee master/pest control)	\$7,970	\$7,970
Sub-Total	\$44,120	\$44,120
Other Charges		
Bank Charges (Credit Card Fees)	\$17,000	\$28,000
Professional Training/Development	\$500	\$250
Insurance (Dram Shop)	\$1,200	\$1,200
Licenses, Taxes, and Fees (Hennepin Co Health) Dept. Food Service, Minnetonka Liquor License	\$1,500	\$1,500

ITEM	2022 BUDGET	2023 PROPOSED
GOLF OPERATIONS (continued)		
Membership Dues (MGA, USGA, NGF, Audubon, Chamber of Commerce, Midwest Public Golf Managers Association)	\$520	\$520
Sub-Total	\$20,720	\$31,470
TOTAL GOLF OPERATIONS	\$363,029	\$395,292
MAINTENANCE		
Personal Services		
Regular Golf Course Maintenance Supervisor. (.25 FTE) Golf Maintenance Specialist (1.0 FTE) Golf Technician (.65 FTE) Park Technician (.15 FTE)	\$148,345	\$149,913
Temporary Seasonal Maintenance	\$38,000	\$40,000
Benefits	\$71,433	\$74,603
Overtime	\$2,500	\$2,500
Other Pers. Serv. Reimb.	\$500	\$500
Sub-Total	\$260,778	\$267,516
Commodities		
Office Supplies	\$200	\$200
Tools	\$1,000	\$1,000
General Supplies	\$10,000	\$10,000
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)	\$11,000	\$13,000
Landscape Materials (sod, soils, fertilizer, seed)	\$17,500	\$20,000
Building Materials	\$1,000	\$1,000
Sub-Total	\$47,000	\$51,500
Contractual Services		
Consulting	\$500	\$500
Communications	\$500	\$500
Electricity	\$15,500	\$17,500
Maintenance & Repair Building	\$1,000	\$1,000
Janitorial	\$750	\$750
Water & Sewer	\$3,500	\$3,700
ISF (maintenance, operation, depreciation & replacement charges for fleet)	\$74,828	\$76,252
Portable Toilet Rental		\$3,787
Natural Gas	\$3,500	\$3,500
Rental-Other (utility vehicles, floor mats)	\$1,000	\$1,000
Protective	\$300	\$300
Other Services	\$1,500	\$1,500
Sub-Total	\$102,878	\$110,289

ITEM	2022 BUDGET	2023 PROPOSED
MAINTENANCE <i>(continued)</i>		
Other Charges		
License	\$500	\$500
Membership dues	\$800	\$800
Sub-Total	\$1,300	\$1,300
TOTAL MAINTENANCE	\$411,956	\$430,605
MERCHANDISE/SNACK BAR		
Commodities		
General Supplies	\$1,800	\$500
Food & Beverages (food for resale)	\$22,000	\$22,000
Kitchen & Dining	\$200	\$0
Maintenance & Repair Equipment	\$1200	\$2,000
Licenses Taxes/fees	\$1000	\$1,000
TOTAL SNACK BAR/RESALE	\$26,200	\$25,500
LESSONS		
Personal Services		
Temp Salaries	\$54,784	\$54,784
Benefits	\$4,191	\$4,191
Sub-Total	\$58,975	\$58,975
Commodities		
General /Office Supplies	\$500	\$500
Tools Equipment/Furnishings	\$800	\$800
General Supplies	\$12,000	\$12,000
Food & Beverage	\$375	\$375
Clothing	\$300	\$500
Communication	\$900	\$900
Sub-Total	\$14,875	\$15,075
Contractual Services		
Advertising	\$500	\$500
Printing	\$500	\$500
Sub-Total	\$1,000	\$1,000
Other Charges		
Membership Dues	\$700	\$700
TOTAL LESSONS	\$75,550	\$75,750
NON-OPERATING EXPENDITURES		
Furnishings & Equipment		
Interest Expense (debt service for bonds)	\$0	\$0
Contingency (includes net revenue)	145,707	\$125,538
TOTAL NON-OPERATING	\$145,707	\$125,538
TOTAL EXPENDITURES	\$1,022,442	\$1,052,685

**GLEN LAKE AND PRACTICE CENTER
STAFFING SUMMARY
2023 PROPOSED BUDGET**

2023 PROPOSED BUDGET REGULAR PERSONNEL			
	POSITION	2022 FTE	2023 FTE
Operations	Golf Operations Supervisor (shared with General Fund Operating Budget and Hyland Greens)	.50	.50
	Golf Facility Coordinator (shared with Hyland Greens)	.50	.50
	Shift Leaders	1.20	1.2
	Attendants	.90	.90
Maintenance	Golf Course Specialist I	1.0	1.0
	Park Technician	.15	.15
	Technician (share with Hyland Hills)	.65	.65
	Golf Maintenance Supervisor (shared with Eagle Lake, Parkers Lake and Hyland Greens)	.25	.25
TOTAL FTE		5.15	5.15
TEMPORARY/ PERSONNEL			
	POSITION	2022 HOURS	2023 HOURS
Operations	Clubhouse Attendants	5,027	5,027
	Starter/Monitor & Beverage Cart Attendant	1,817	1,817
Maintenance	Seasonal Maintenance	3,200	3,200
Lessons	Golf Instructor	841	841
Lessons	Golf Assistant	120	120
TOTAL HOURS		11,005	11,005



ThreeRivers

PARK DISTRICT

2023 Operating Budget
Parker's Lake Golf Center
November 2022

Three Rivers Park District Parkers Lake Golf Center 2023 Operating Budget

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Prepared by:

Howard D. Koolick, Chief Financial Officer
Jeff May, Director of Enterprise Operations
Doug Berens, Director of Maintenance
Troy Nygaard, Golf Operations Supervisor
Bill Vollbrecht, Golf Maintenance Supervisor

Parkers Lake Golf Center 2023 Operating Budget Executive Summary

INTRODUCTORY INFORMATION

Parkers Lake Golf Center had been operated by Hennepin County since 1998. In fall of 2019 the County approached the Park District about an operating agreement similar to the Glen Lake Golf Center agreement. The Park District would run the operation through an operating agreement, expenses would be paid through revenues, a fund balance of \$25,000 would be established to cover upgrades to the facility and offset poor revenue years. After the \$25,000 fund balance is established, the revenues will be split 50/50 with the County. The agreement is a 3-year term that automatically renews unless 180 days' notice is given by either party.

2022 SEASON OVERVIEW

The 2022 season at Parkers Lake was the second full season of operation by Three Rivers Park District (in 2020 the facility didn't open until August); as of the end of September, revenues were approximately \$184,000. It has been a long process getting the facility back up and running at the level of other Three Rivers facilities. Maintenance staff has done an amazing job getting the range tee and practice green back to a usable condition. Customers are very happy with the improvements and to have Three Rivers Park District operating the facility.

In the future if we can take payment via credit card at the range servant machine it could help increase revenue and decrease expenses.

2023 BUDGET SUMMARY

Revenues: Revenues are projected at \$181,000 compared to \$174,000 in 2022.

Expenditures: Expenditures are projected at \$181,000 with a contingency of \$3,092. Expenditures include the staff required to operate the facility and the budget includes increased costs for staff based on the Park District's compensation plan that includes an inflationary increase and either merit or step increases.

**Parkers Lake Golf Center
2023 Operating Budget
Revenue Summary**

Description	2022 Actual Revenue Thru 9/30	2022 Budgeted Revenue	2023 Budget
Range Fees	\$149,797	\$143,000	\$150,000
Lessons	\$30,894	\$27,000	\$27,000
Food and Beverage	\$1,705	\$2,000	\$2,000
Merchandise Sales	\$1,442	\$2,000	\$2,000
Interest Earnings	\$75	-	-
Revenue Total	\$183,913	\$174,000	\$181,000

**Parkers Lake Golf Center
2023 Operating Budget
Recommended Fees**

Driving Range

- ⇒ Large - \$13
- ⇒ Medium - \$8

Punch Passes

- ⇒ 10 Large - \$110
- ⇒ 10 Mediums - \$70

Parkers Lake Golf Center 2023 Operating Budget Expenditure Summary

Description	2022 Budget	2023 Budget
General Operations (9110)		
Personnel Services	\$53,339	\$53,403
Commodities	\$20,000	\$20,000
Contractual Services	\$5,000	\$5,000
Other Charges	\$4,000	\$4,000
Total	\$82,339	\$82,403
Maintenance (9120)		
Personnel Services	\$38,130	\$39,864
Commodities	\$13,500	\$14,700
Contractual Services	\$26,617	\$30,482
Other Charges		
Total	\$78,247	\$85,046
Lessons (9140)		
Personnel Services	\$6,459	\$6,459
Commodities	\$1,000	\$1,000
Contractual Services	-	-
Other Charges	-	-
Total	\$7,459	\$7,459
Food Service and Resale (9150)		
Commodities	\$3,000	\$3,000
Total	\$3,000	\$3,000
Other Financing		
Debt Services & Other Charges	-	-
Contingency	\$1,955	\$3,092
Total	\$1,955	\$3,092
GRAND TOTAL	\$173,000	\$181,000

Parkers Lake Golf Center 2023 Operating Budget Comparative Rates

Course	Range	
	Small	Large
Parkers Lake	\$8.00	\$13.00
	35 Balls	75 Balls
Eagle Course Par 31	\$8.00	\$13.00
	35 Balls	75 Balls
Baker National		\$11.00
		Visit
Glen Lake Par 31	\$6.00	\$11.00
	34 Balls	68 Balls
Cleary Lake Par 27	\$4.00	\$6.50
	35 Balls	70 Balls
Hyland Greens	\$6.00	\$12.00
	40 Balls	80 Balls
Braemar Range	\$6.00	\$10.00
Brookview	\$6.00	\$8.00
Bunker Hills	\$8.00	\$11.00
Rush Creek - Limited Flight	\$10.00	\$15.00
Pheasant Acres	\$5.00	\$10.00
Shamrock	\$9.00	\$12.00

Three Rivers golf courses reflect 2023 pricing. Others are 2022 published prices.

**Parkers Lake Golf Center
2023 Operating Budget
Staffing Plan**

Regular Position	2022	2023	Change
Golf Operations Supervisor	0.05	0.05	-
Golf Maintenance Supervisor	0.05	0.05	-
Golf Technician	.20	.20	-
Total Regular FTE:	0.3	0.3	-
Temporary Positions:			
Maintenance Workers Hours	760	903	143
Golf Instructor Hours		400	400
Attendant Hours	4,000	3,897	-103
Total Temporary Hours	4,760	5,200	440



ThreeRivers
PARK DISTRICT

2023 Operating Budget
Hyland Greens Golf Course
November 2022

**THREE RIVERS PARK DISTRICT
HYLAND GREENS GOLF COURSE
2023 OPERATING BUDGET**

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Prepared by:

Howard D. Koolick, Chief Financial Officer

Doug Berens, Director of Maintenance

Jeff May, Director of Enterprise Operations

Mark Hill, Golf Operations Supervisor

Bill Vollbrecht, Golf Maintenance Supervisor

Hyland Greens Golf Course 2023 Operating Budget Executive Summary

INTRODUCTORY INFORMATION

Hyland Greens is owned by the City of Bloomington and operated by Three Rivers Park District under a three-year operating agreement that is automatically renewable for one three-year term unless terminated by either party. The facility is comprised of a nine-hole par three golf course and driving range. All expenses of the course, including start-up costs incurred by the Park District are repayable from golf revenues. Once all expenses are repaid and the course begins to be profitable, a fund balance of \$150,000 will be established to fund minor improvements and to offset poor revenue years. Once the \$150,000 balance is established, excess revenues will be split 70/30 between the Park District and the City. Funding for significant capital improvements will be handled through an amendment to the operating agreement.

2022 SEASON OVERVIEW

The Park District assumed operation of the course and driving range in late March of 2021. Maintenance staff has continued a wonderful job of improving the course and driving range. Use has been higher in 2022 due to a combination of strong promotion by the Park District and word of mouth with guests. Revenues will fall short of budget, but the facility will also be under in expenses. Rounds have increased by more than 3,000 compared to 2021 and hopefully will continue that trend.

2023 BUDGET SUMMARY

In year three of the agreement the Park District's goal is to continue to heavily promote the course, range, and lesson programming with an emphasis on First Tee programming to re-establish it as a great golf option in the Bloomington area and grow the game through new golfers as well as established players.

The 2023 budget recommends revenues of **\$684,618** and expenditures of **\$684,131** with a positive net revenue of **\$487**.

Expenditures are expected to increase as staffing costs continue to rise. Regular staff are compensated based on the Park District's compensation plan and union contracts. Seasonal staff costs are being driven by a difficult labor market that will continue into 2023.

Hyland Greens Golf Course

2023 Operating Budget

Revenue & Expenditures Summary

	REVENUE			EXPENDITURES		
	2021 Actual	2022 Budgeted	2023 Budgeted	2021 Actual	2022 Budgeted	2023 Budgeted
Golf Operations	\$335,682	\$ 430,618	\$ 430,618	\$173,204	\$217,712	\$237,482
Driving Range	\$119,145	\$156,000	\$156,000			
Maintenance	\$0			\$361,032	\$369,931	\$391,958
Snack Bar	\$15,427	\$ 40,000	\$40,000	\$13,851	\$25,000	\$15,000
Lessons	\$8,554	\$50,000	\$58,000	\$9,269	\$63,975	\$40,178
Other	\$5,972			\$762		
TOTALS	\$484,780	\$676,618	\$684,618	\$558,118	\$676,618	\$684,618

**Hyland Greens Golf Course
2023 Operating Budget
Projected and Budgeted Revenue**

Description	2022 Projected Revenue	2022 Budget	2023 Budget
Green Fees Total	\$323,553	\$350,000	\$350,000
Carts/Club Fees	\$55,691	\$66,000	\$66,000
Driving Range	\$127,165	\$156,000	\$156,000
Golf Merchandise	\$8,400	\$14,618	\$14,618
Concessions	\$25,175	40,000	\$40,000
Lessons Revenue	\$57,023	\$50,000	\$58,000
Total Revenue	\$597,007	\$676,618	\$684,618

**Hyland Greens Golf Course
2023 Operating Budget
Green Fees-Cart Rental-Driving Range
Comparative Rates**

2023 COURSE	GREEN FEES	CART FEES	SMALL BUCKET	LARGE BUCKET
HYLAND GREENS Par 27	\$17.00	\$14.00	\$7.00	\$12.00
GLEN LAKE Par 31	\$19.00	\$20.00	\$7.00	\$12.00
HALLA GREENS Par 29	\$22.00	\$18.00	\$7.00	\$12.00
BAKER EVERGREEN Par 30	\$18.00	\$22.00	N/A	\$11/visit
BRAEMAR Par 27	\$19.00	\$20.00	\$6.00	\$10.00
BROOKVIEW Par 27	\$14.50	\$22.00	\$6.00	\$8.00
CLEARY LAKE Par 28	\$15.00	\$14.00	\$4.00	\$6.50
EAGLE LAKE Par 31	\$18.00	\$18.00	\$7.00	\$12.00
INVERWOOD Par 30	\$16.50	\$16.00	\$9.00	\$12.00
NEW HOPE Par 27	\$15.50	\$14.00	N/A	N/A

Driving range bucket sizes vary course to course; the average size for a small bucket is 34-40 balls.

**Hyland Greens Golf Course
2023 Operating Budget
Recommended Fee Changes**

Green Fees: \$1.00 increase to all green fees.

Driving Range: \$1.00 increase for one token.

Power Carts: \$2.00 increase (\$1.00/rider).

Hyland Greens Golf Course 2023 Operating Budget Expenditure Summary

ITEM	2021 Actual	2022 Budget	2023 Budget
GOLF OPERATIONS:			
Personal Services	\$106,875	\$149,712	\$154,482
Commodities	\$31,488	\$23,000	\$30,500
Contractual Services	\$25,341	\$30,000	\$37,500
Other Charges	\$9,500	\$15,000	\$15,000
TOTAL GOLF OPERATIONS	\$173,204	\$217,712	\$237,482
MAINTENANCE:			
Personal Services	\$143,050	\$245,814	\$257,181
Commodities	\$43,834	\$32,200	\$36,200
Contractual Services	\$46,686	\$90,917	\$97,577
Other Charges - (2021 includes \$127,000 for start-up equip replacement)	\$128,224	\$1,000	\$1,000
TOTAL MAINTENANCE	\$361,794	\$369,931	\$ 391,958
CONCESSIONS:			
Commodities	\$9,468	\$25,000	\$15,000
Contractual Services	\$3,187		
Other Charges	\$1,196		
TOTAL CONCESSIONS	\$13,851	\$25,000	\$15,000
LESSONS:			
Personal Services	\$7,791	\$58,975	\$37,678
Commodities	\$1,427	\$4,000	\$1,500
Other Charges	\$51	\$1,000	\$1,000
TOTAL LESSONS	\$9,269	\$63,975	\$40,178
TOTAL EXPENDITURES	\$558,118	\$676,618	\$684,618

Hyland Greens Golf Course 2023 Operating Budget Staffing Summary

2023 BUDGET REGULAR PERSONNEL			
	POSITION	2022 FTE	2023 FTE
Operations	Golf Operations Supervisor (shared with Glen Lake)	0.25	0.25
	Golf Facility Coordinator (shared with Glen Lake)	0.5	0.5
	Shift Leader (shared with Glen Lake)	0.35	0.35
Maintenance	Golf Course Specialist	1.00	1.00
	Greenskeeper (shared with Hyland Hills)	0.65	0.65
	Technician (shared with Glen Lake, Eagle Lake, Parker's Lake and Hyland Hills)	0.15	0.15
	Golf Maintenance Supervisor (shared with Glen Lake, Eagle Lake and Parkers Lake)	0.25	0.25
TOTAL FTE		3.15	3.15
TEMPORARY/ PERSONNEL			
	POSITION	2022 HOURS	2023 HOURS
Operations	Clubhouse Attendants	5,000	5,000
Maintenance	Seasonal Maintenance	3,000	3,000
Lessons	Golf Instructor	401	841
Lessons	Golf Assistant	40	120
TOTAL HOURS		8,441	8,961



ThreeRivers
PARK DISTRICT

**Scott-Three Rivers
Partnership Budget**

THREE RIVERS PARK DISTRICT
SCOTT-THREE RIVERS PARTNERSHIP
2023 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. The staff listed above, along with Tom Balk and Justin Markeson (supervisors for the parks in Scott County) and other staff reviewed operational needs and compiled a draft 2023 budget.

The budget was presented to both the Three Rivers Park District Board and the Scott County Board at a joint meeting on July 14, 2022. This meeting resulted in general agreement on the recommended budget. The Scott County Board approved its contribution as part of their overall County Budget on December 20, 2022. The last step in the process is for the Three Rivers Board to approve the budget.

The 2023 Scott County-Three Rivers Partnership operating budget reflects only one component of the cost of providing park services in Scott County. The second component is the Partnership's Lottery-in-lieu-of maintenance and rehabilitation program, which is funded by Lottery-in-lieu-of funding received from the State of Minnesota. The third component is the costs incurred by Scott County, which are part of the 2023 County Budget. No Park District funds are used to support the direct operating costs in Scott County; all direct costs for the regional park and trail operations in Scott County are paid for by operating revenue, regional funding, and Scott County's contribution. The Park District does support operations in Scott County through a variety of in-kind services including natural resource management and general government functions.

2023 Budget Overview

The 2023 Scott County-Three Rivers Partnership budget strives to continue to provide the high-quality services while funding increased operating costs. The budget includes staffing, supplies and services for operations in Scott County and is funded primarily by a contribution from Scott County, park user fees and grants from Metropolitan Council. The budget includes increased costs for staffing and benefits while responding to the unique challenges facing all governments in the current economy. These challenges include the need to increase seasonal wages, properly compensate existing staff and increase supply and services amounts due to inflation. These needs are being funded by increases in all three major revenue sources.

The 2023 Scott County-Three Rivers Park District Partnership budget totals \$2,897,269, a \$178,326 increase from the 2022 budget.

The 2023 budget includes:

- Continued operations at three regional parks (Cleary Lake, Spring Lake Park and Cedar Lake Farm), one park reserve (Murphy Hanrehan) and 8.4 miles of regional trails.

- Continued natural resources management and maintenance at Doyle-Kennefick Regional Park and Blakely Bluffs Park Reserve while they are in their acquisition phase.
- Continued options for park guests to enjoy a wide variety of park experiences including hiking, biking, picnicking, golfing, camping and group and public programming.

Budget Changes

The 2023 budget continues to build upon the partnership's past progress. The budget includes funding for existing programs and service levels. Increased costs associated with wages and benefits, seasonal wages and the impact of inflation on operating costs are funded by a combination of fee increases, park use revenue estimate increases, Met Council grant increases, and an increase in the County's contribution.

Revenues

The contribution from Scott County is the largest revenue source within the budget. The 2023 budget includes an increase in the contribution of \$79,296 to bring the total contribution to \$1,903,066.

The budgeted amount for Met Council grants is being increased by \$19,936 which is a combination of a \$10,223 decrease in the regular grant allocation offset by a \$30,159 increase for the Met Council's equity grant costs included in the 2023 budget.

The amount budgeted for park user fees is increasing by \$79,094 due to increases in fees for annual and daily passes, equipment rental and camping. In addition, golf and other park use revenues are increasing based on historical collections over the past five years.

Expenditures

As is true with other budgets, staffing costs are the largest part of the budget. For 2023, wages and benefits for all positions are estimated based on the District's compensation plan that includes merit increases for non-union employees, grade step increases based on the District's contract with the Maintenance union, and a one-time increase for all non-union employees below pay grade 7. The budget for seasonal wages is also increasing to recognize the changing market for seasonal staff. While the increases will help the Park District be more competitive, the budgeted rates will still lag behind the market.

The only major change for employee benefits is an increase in health insurance premiums of 9.5%.

The 2023 budget, along with historical operating data, is shown below:

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023 Budget Over/(Under) 2022	
					Dollars	%
Revenues:						
Park Use						
Golf	\$ 534,976	\$ 620,050	\$ 413,516	\$ 467,515	\$ 53,999	11.55%
Other	210,608	354,752	331,484	356,779	25,295	7.09%
Met Council Operations and Maintenance Grant	66,306	51,175	62,223	52,000	(10,223)	(19.66%)
Met Council Equity Grant	--	--	--	30,159	30,159	100.00%
State Lottery-in-Lieu-of Grant	108,791	108,790	81,000	81,000	--	---%
Contribution from Scott County	1,592,438	1,710,435	1,823,770	1,903,066	79,296	4.17%
Other Revenue	21,412	3,782	6,950	6,750	(200)	(2.96%)
Total Revenue	\$ 2,534,531	\$ 2,848,984	\$ 2,718,943	\$ 2,897,269	\$ 178,326	6.56%
Expenditures						
Park Maintenance						
Personal Services	\$ 873,534	\$ 894,824	\$ 1,002,929	\$ 1,076,856	\$ 73,927	6.87%
Supplies, Services & Other	348,532	394,328	351,259	339,341	(11,918)	(3.51%)
Total Park Maintenance	1,222,066	1,289,152	1,354,188	1,416,197	62,009	4.58%
Facility Operations						
Personal Services	388,482	460,806	491,748	533,098	41,350	8.41%
Supplies, Services & Other	83,065	96,752	171,715	167,715	(4,000)	(2.33%)
Total Facility Operations	471,547	557,558	663,463	700,813	37,350	5.63%
Public Safety						
Personal Services	146,723	81,556	106,045	103,923	(2,122)	(2.00%)
Supplies, Services & Other	3,413	4,081	5,500	5,500	--	---%
Total Public Safety	150,136	85,637	111,545	109,423	(2,122)	(1.90%)
Recreation and Outdoor Education						
Personal Services	68,070	123,629	114,501	137,339	22,838	19.95%
Supplies, Services & Other	1,728	2,834	6,740	6,740	--	---%
Total Recreation and Outdoor Education	69,798	126,463	121,241	144,079	22,838	18.84%
Natural Resources Management						
Personal Services	54,787	107,124	114,169	137,760	23,591	20.66%
Supplies, Services & Other	434	1,209	12,000	12,000	--	---%
Total Natural Resources Management	55,221	108,333	126,169	149,760	23,591	18.70%
Administration						
Personal Services	336,666	352,134	337,585	372,245	34,660	10.27%
Supplies, Services & Other	362	88,482	4,752	4,752	--	---%
Total Administration	337,028	440,616	342,337	376,997	34,660	10.12%
Total Expenditures	\$ 2,305,796	\$ 2,607,759	\$ 2,718,943	\$ 2,897,269	\$ 178,326	6.56%
Excess of Revenues Over/(Under) Expenditures	\$ 228,735	\$ 241,225	\$ - 0 -	\$ - 0 -	\$ - 0 -	

Staffing

The 2023 budget includes no new full-time or part-time staff. A slight increase in seasonal hours is budgeted based on need. The following is a summary of the budgeted full-time equivalent positions and temporary hours:

Positions	Full-Time Equivalents	
	2022	2023
General Manager (1)	1.00	1.00
Planner (1)	1.00	1.00
Parks and Natural Resources Coordinator (1)	1.00	1.00
Park Wellness Programmer (1)	0.50	0.50
Park Maintenance Supervisor (1)	1.00	1.00
Crew Chief (2)	2.00	2.00
Carpenter (1)	0.30	0.30
Golf Specialist (1)	1.00	1.00
Park Technician (3)	3.00	3.00
Park Keeper (1)	1.00	1.00
Park Worker (1)	1.00	1.00
Custodian (1)	1.00	1.00
Park Operations Supervisor (1)	1.00	1.00
Facility Supervisor (2)	2.00	2.00
Facility Attendant (2)	1.40	1.40
Recreation Program Specialist (1)	0.80	0.80
Interpretive Naturalist (1)	0.30	0.30
Park Service Assistant (1)	1.00	1.00
Total Full Time Equivalent Positions	20.30	20.30
Temporary/Intermittent Hours	25,827	25,902

LOTTERY-IN-LIEU-OF MAINTENANCE AND REHABILITATION PROGRAM

The 2022 Lottery-in-lieu-of Maintenance and Rehabilitation Program is funded by the part of Lottery-in-lieu-of funds in excess of the amount allocated to the operating budget. Staff estimates this amount to be \$100,674. These funds, along with any unspent funds from prior years, will be used for park maintenance and rehabilitation, special maintenance projects, natural resource projects and small equipment as needed.



ThreeRivers
PARK DISTRICT

2023 Budget
Internal Services Fund

**INTERNAL SERVICES FUND (ISF)
2023 OPERATING BUDGET
& EQUIPMENT REPLACEMENT RECOMMENDATION**

The Internal Services Fund (ISF) is a separate fund used to support the operation, maintenance, repair, and replacement of vehicles and other equipment in the Park District's diverse and extensive fleet. The General Fund, Special Revenue Funds, and Scott/Three Rivers Operations are charged costs associated with assigned equipment.

Eight mechanics, working out of five locations provide most of the routine service, preventative maintenance, and repair of the fleet. Some highly specialized work, such as body work is outsourced.

The 2023 ISF Operating Budget is \$4,145,353, an increase of \$195,336 over the 2022 approved budget of \$3,950,017. The budget includes increased costs for the regular salary and benefit program as recommended for all District operations, as well as an increase of \$220,000 for fuel and \$40,000 for parts, as well as some other less significant adjustments.

Equipment replacement purchases funded by the ISF program are made separate from the ISF Operating Budget. The 2023 recommended Equipment Replacement program totals \$1,400,300.

The Board-approved Financial Management Plan requires a minimum undesignated, unreserved year-end ISF cash balance of \$500,000. The 2022 year-end cash balance (including the \$500,000 minimum) is expected to be approximately \$1,000,000. The 2023 ISF budget and Equipment Replacement recommendation does include a \$93,656 draw from the fund balance. Unexpended operating and equipment replacement funds are retained in the Internal Services Fund balance for future use.

2023 Budget Summary

Revenues:

Major Revenue Type	2022 Budget	2023 Budget	Increase (Decrease)
Equipment Rental	3,740,017	3,940,353	200,336
Gain on Sale of Equipment	200,000	200,000	0
Interest Earnings	10,000	5,000	(5,000)
Total	3,950,017	4,145,353	195,336

Expenditures:

Major Expenditure Type	2022 Budget	2023 Budget	Increase (Decrease)
Personal Services	1,178,642	1,252,359	73,717
Commodities / Services	2,771,375	2,892,994	121,619
Capital Outlay	0	0	0
Total	3,950,017	4,145,353	195,336

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

The increase in the budget for personal services is a result of salary increases in accordance with the Park District's compensation plan and union contracts

Staffing:

Position Description	2022 Budget	2023 Budget
Director of Maintenance	0.5 FTE	0.5 FTE
Equipment Services Supervisor	1.0 FTE	1.0 FTE
Fleet Specialist	1.0 FTE	1.0 FTE
Trades-Mechanic	7.0 FTE	7.0 FTE
Light Equipment Mechanic Specialist	1.0 FTE	1.0 FTE
Total	10.50 FTE	10.50 FTE

Equipment Replacement:

The list of ISF equipment recommended for replacement is included and represents the highest priority needs. Vehicles and other equipment are replaced based on their condition, not a pre-determined life expectancy. Purchases will be funded from contributions for depreciation and replacement, proceeds from the sale of equipment and interest earnings. The estimated cost for the designated replacement equipment is \$1,400,300. This list of equipment will be adjusted throughout the year if higher priority needs arise as a result of unanticipated mechanical issues, as well as replacement equipment availability.

Equipment Replacement History

2018	2019	2020	2021	2022	2023
900,150	929,000	1,127,000	1,294,000	1,599,900	1,400,300

2023 ISF Equipment Replacement

No.	Year	Description	Est. Cost	Replace With
Baker Golf				
1619	2016	Rotary Mower	36,100	Similar
2926	2009	Utility Cart	28,000	Similar
Central Services				
1333	2013	Cargo Van	63,500	Similar
Eagle Lake Golf				
1219	2012	Rotary Mower	73,000	Similar
Glen Lake Golf				
2058	2000	Reel Mower	48,500	Similar
Hyland Greens Golf				
NA	NA	Aerifier	24,000	Similar
Hyland Hills				
2063	2021	ATV	7,000	Similar
2812	2008	Utility Snowcat	285,000	Similar
Natural Resources				
0211	1995	Tractor	13,000	Similar
2602	2006	1T Dump Truck	65,000	Similar
2813	2008	Pickup	42,100	Similar
2815	2008	Pickup	51,000	Similar
Outdoor Education				
2747	2008	Passenger Van	35,000	Similar
Park Maintenance				
1053	2010	Mower	18,500	Similar
1119	2011	Skid Loader	72,500	Similar
1125	2011	1.5T Truck	86,000	Similar
1217	2012	Reel Mower	40,000	Similar
1224	2012	Skid Loader	57,400	Similar
1223	2012	Utility ATV	35,500	Similar with Tracks
1421	2014	Grooming Snowmobile	14,000	Similar
1620	2016	Utility Machine	68,700	Similar
1708	2017	Utility ATV	15,000	Similar
1741	2017	Grooming Snowmobile	14,000	Similar
2686	2006	Rake Attachment	11,000	Similar
2742	2008	Utility Cart	35,500	Utility ATV
2845	2008	Pickup	49,000	Similar
2862	2009	Rake Attachment	11,000	Similar
2932	2009	Utility ATV	35,500	Similar
2948	2009	Mower Attachment	15,500	Similar
Public Safety				
1417	2014	Pickup	50,000	Similar

1,400,300



ThreeRivers
PARK DISTRICT

Asset Management Program

THREE RIVERS PARK DISTRICT

2023 ASSET MANAGEMENT PROGRAM

The approved 2023 Asset Management Program (AMP) totals \$14,646,916. This amount finances 78 projects throughout the Park District. The 2023 AMP is funded by a variety of federal, state, and local grants, local cooperative agreements, dedicated funds collected in prior years and Park District General Obligation Bonds.

Asset Management Program Process: The goal of the Park District's Asset Management Program is to provide a sound, comprehensive, fiscally responsible methodology for managing capital development, maintenance, rehabilitation, information technology and other capital-intensive activities at a District-wide level. This is accomplished through the efforts of several staff committees that review and recommend projects for funding. Recommended projects are then reviewed by senior management to ensure the projects are aligned with the Park District's mission and system plan and potential funding sources are identified prior to being presented for consideration by the Board of Commissioners.

The proposed projects have been divided into eight distinct program areas. The first five program areas are responsible for sustaining existing service levels, infrastructure and facilities. They play a critical role in the function of the Park District and are strongly considered for funding prior to the construction of new or expanded facilities. The final three project areas either improve existing facilities and operations or add new facilities.

Program Area	Program Purpose	Examples of Projects
Americans with Disability Act Compliance	Provide accessibility to facilities and programs	<ul style="list-style-type: none"> Restroom reconstructions Grade appropriate trails
Infrastructure Management Program (IMP)	Inventory, catalog and prioritize major infrastructure improvements	<ul style="list-style-type: none"> Pavement Management Program Bridge inspections and repairs
Information & Technology Program (ITP)	Maintain technology and office systems	<ul style="list-style-type: none"> Computer acquisition and replacement Software purchases Equipment purchases and replacement
Natural Resources Management (NRM)	Prioritize and implement projects to maintain or protect natural resources	<ul style="list-style-type: none"> Water quality projects Reforestation
Preservation & Rehabilitation Program (PRP)	Inventory, catalog and prioritize maintenance and rehabilitation requirements	<ul style="list-style-type: none"> Building maintenance Roof replacement Mechanical system replacements
Sustainability Program	Evaluate and recommend projects that will help meet future sustainability goals	<ul style="list-style-type: none"> Lighting and mechanical improvements utilizing more energy efficient equipment
Capital Projects	Functional redesign of existing facilities and construction of new facilities	<ul style="list-style-type: none"> Trail amenity construction Building reconstruction/addition Major park and trail projects
Partnerships	Projects done in conjunction with other government entities	<ul style="list-style-type: none"> Connections between local and regional trails Trail and road crossing improvements

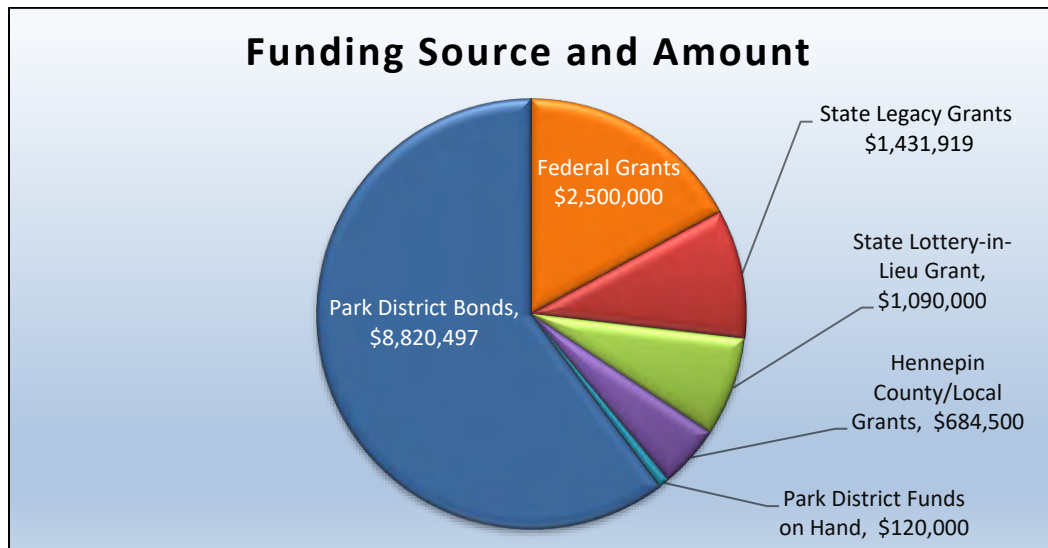
The projects contained in the 2023 AMP were originally included in the 2023 portion of the Five-Year Capital Improvement Plan that was adopted by the Board of Commissioners in the late fall of 2022. Some project amounts were modified slightly based on changes in project scope or funding availability.

Subtotals by Program	Projected Cost
Stewardship	\$7,511,000
Preservation and Rehabilitation	\$ 2,945,000
Infrastructure Management	\$ 2,085,000
Natural Resources Management	\$ 1,206,000
Information Management	\$ 1,170,000
ADA Compliance	\$ 20,000
Sustainability	\$ 85,000
Capital Projects	\$ 265,000
Partnerships	\$6,530,916
Administrative Costs	\$ 340,000
TOTAL	\$14,646,916

The largest project in the 2023 AMP is the West River Road Underpass which will connect the two halves of Mississippi Gateway Regional Park through a grade separated crossing. The 2023 Asset Management Program includes construction costs of \$2.5 million with two Federal grants funding the entire cost.

Funding

The 2023 AMP is proposed to be funded by a variety of sources, with 61 percent of funding from Three Rivers Park District and 39 percent of funding from outside sources.



Three Rivers Park District Sources of Funding

- Park District Bonds: \$8,820,497
 - The Park District has historically issued five to fifteen year general obligation bonds to provide the balance of the funding necessary to implement the Asset Management Program. The amount of each bond issue has depended on the size of the Asset Management Program and other available funding sources.
- Park District Funds on Hand: \$120,000
 - Funding for ADA improvements and inspections of the Coon Rapids Dam located in Mississippi Gateway Regional Park.

Funding from Outside Sources

- Federal Grants - \$2,500,000
 - Two federal grants to fund the West River Road Underpass construction.
- State Legacy Grants - \$1,431,919
 - Mississippi Gateway Regional Park Improvements - \$1,431,919
- State Lottery-in-Lieu-of Grant: \$1,090,000
 - These state funds, provided through Met Council, have been received in 2022 for application to the 2023 Preservation and Rehabilitation Program.
- Hennepin County/Local Grants: \$440,000
 - Hennepin County and local grants for the Basset Creek Regional Trail design.

Summary of Bond Status

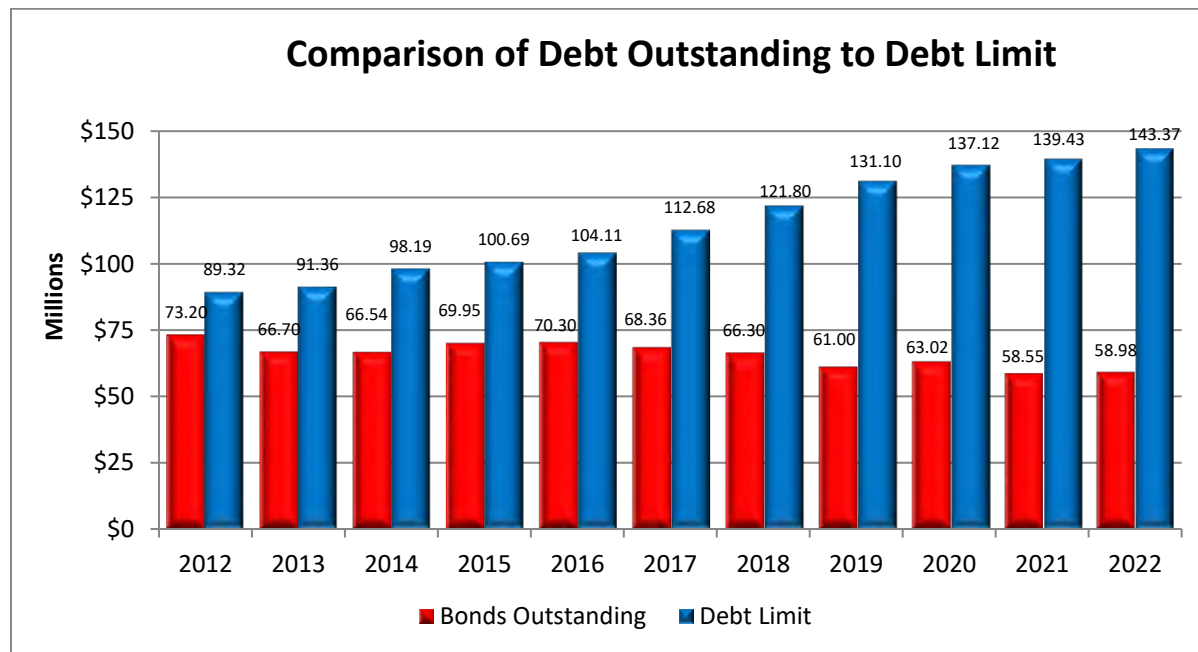
The Park District has been issuing bonds annually since 2001 (except for 2002) to finance the construction of various projects. In addition, the Park District has refunded (refinanced) all eligible bonds and defeased (set funds aside in an escrow account) to pay a large portion of the 2013 bonds. As a result, the Park District currently has \$58,975,000 in general obligation bonds outstanding.

Each year, the Park District repays a portion of the principal amount on each bond. The annual amount that will be repaid over the next 5 years is as follows:

2023	\$6,405,000	
2024	\$5,525,000	
2025	\$5,735,000	
2026	\$5,285,000	
2027	\$5,465,000	
<u>Total</u>	<u>\$28,415,000</u>	(48.2% of outstanding debt)

These amounts do not include any bonds that may be issued in 2023 or thereafter.

The Park District's enabling legislation created a limit on the total net debt that can be outstanding. That limit, which is 0.5% of market value, is \$716,842,077 as of December 31, 2022. State Statute also set a limit on the debt that could be issued without voter approval. That limit, which is 0.1% of market value or \$143,368,415 as of December 31, 2022, is the limit that needs to be monitored and has the potential to constrain future debt issuance.



2023 Asset Management Program: Project List

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
1	IMP	District Wide	Pavement & structure preventative maintenance	\$2,020,000		<i>This serves as a master category for internal funding purposes. The amount is the sum of the individual projects in the category.</i>
1.01		District-wide	General segments as needed	\$895,000		
1.02		District-wide	Utility Locates and other preliminary construction services	\$30,000		
1.03		District-wide	Pedestrian bridge, underpass and retaining wall, Boardwalk repairs	\$60,000		
1.04		Lake Rebecca PR	Microsurface Park Trails	\$275,000		
1.05		Luce Line RT	Microsurface RT from Hwy 55 to Theodore Wirth Parkway	\$175,000		
1.06		Luce-Line RT	Repair CR 61 Bridge abutment (engineering and construction)	\$170,000		
1.07		Nine Mile Creek RT	Microsurface Edina Segment and Hopkins Segment from Cedar Lake RT to Westbrooke Way in Hopkins	\$125,000		
1.08		Crystal Lake RT	Microsurface Segment adjacent to CSAH 81	\$120,000		
1.09		District-wide	Comprehensive Park and Regional Trail Crossing Reassessment	\$70,000		
1.10		Mississippi Gateway RP	Dam Maintenance for Inspection Items	\$100,000	\$100,000	CRD Trust Fund
2	IMP	District Wide	Park Pavement Rehabilitation (Engineering and Construction)	\$65,000		<i>This serves as a master category for internal funding purposes. The amount is the sum of the individual projects in the category.</i>
2.11		Hyland PR	Hyland K70 Ski Jump Redecking (analysis, cost estimate & Safety assessment)	\$20,000		
2.12		Anderson Lakes PR	Road and Parking Lot Mill and Overlay (engineering & construction)	\$45,000		

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
13	PRP	District-wide	Building Materials	\$150,000		
14	PRP	District-wide	Burg, Fire, Security	\$165,000		
15	PRP	District-wide	Carpentry Labor	-		
16	PRP	District-wide	Carpentry Rehab Projects	\$287,200		
17	PRP	District-wide	Concrete	\$75,500		
18	PRP	District-wide	Electrical	\$193,000		
19	PRP	District-wide	Elevators	\$80,000		
20	PRP	District-wide	Furniture	\$8,000		
21	PRP	District-wide	General Rehab Baker	\$70,000		
22	PRP	District-wide	General Rehab Carver	\$112,500		
23	PRP	District-wide	General Rehab Elm Creek	\$175,600		
24	PRP	District-wide	General Rehab French	\$44,000		
25	PRP	District-wide	General Rehab Hyland	\$166,100		
26	PRP	District-wide	General Rehab Mississippi	\$32,500		
27	PRP	District-wide	General Rehab Parks & Trails	\$394,000		
28	PRP	District-wide	General Rehab Reg. Trails	\$140,000		
29	PRP	District-wide	HVAC	\$190,000		
30	PRP	District-wide	Paint	\$193,000		
31	PRP	District-wide	Plumbing	\$110,000		
32	PRP	District-wide	PRP Contingency	\$84,900		
33	PRP	District-wide	Roofs	\$53,000		
34	PRP	District-wide	Signs	8,500		
35	PRP	District-wide	Small Infrastructure	182,200		
36	PRP	District-wide	Building demolition	30,000		
37	ITP	District-wide	Infrastructure Maintenance	\$75,000		
38	ITP	District-wide	Network Hardware	\$203,000		
39	ITP	District-wide	Cloud Infrastructure and Licensing	\$300,000		
40	ITP	District-wide	Desktop/Multimedia/End User Solutions	\$170,000		
41	ITP	District-wide	Data Center Maintenance	\$130,000		
42	ITP	District-wide	Security and Compliance	\$242,000		
43	ITP	District-wide	GIS/GPS Mapping and Hardware	\$50,000		

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
44	NRM	District-wide	Aquatic Vegetation Management	\$40,000		
45	NRM	District-wide	CCM, Contracts, etc. to Support Forestry-Horticulture Operations	\$290,000		
46	NRM	District-wide	Compost for Amending Soils	\$11,000		
47	NRM	District-wide	Fisheries Management	\$20,000		
48	NRM	District-wide	Invasive Species Management and Control	\$75,000		
49	NRM	District-wide	Landscape Maintenance - Horticulture	\$82,500		
50	NRM	District-wide	Landscape Maintenance - Nursery	\$82,500		
51	NRM	District-wide	NRM Projects to Enhance Forest Habitat Communities	\$130,000		
52	NRM	District-wide	NRM Projects to Enhance Open Habitat Communities	\$115,000		
53	NRM	District-wide	Water Quality Improvements	\$200,000		
54	NRM	District-wide	Wildlife Habitat Source/Sink Study	\$50,000		
55	NRM	District-wide	Tree Trimming - Contracted	\$35,000		
56	NRM	District-wide	Water Structure Repair/Replacement	\$50,000		
57	NRM	District-wide	Culvert Replacement Design/Permitting	\$25,000		
58	SUS	Baker or the Nursery	Water Conservation: Surface Water Reuse Feasibility Study	\$60,000		
59	SUS	Districtwide	Pilot Program: Small Projects to Increase Sustainable Practices	\$25,000		
60	ADA	Anderson Lakes	ADA improvements - site work: Parking lots, curbs, paths and facility access points	\$20,000	\$20,000	Prior years ADA funding
61	Capital	District-wide	Fishing Pier Installation & Shoreline Fishing Signage Program	\$20,000		
62	Capital	District-wide	Welcome/Information Kiosk Program	\$75,000		
63	Capital	District-wide	Interpretive Signage Program	\$20,000		
64	Capital	Elm Creek	Chalet Overflow Parking Lot design	\$150,000		

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
65	P -Trails	District-wide	Regional Trails Master Plans	\$75,000		
66	P -Trails	District-wide	Regional Trail - Federal Grant Applications	\$45,000		
67	P -Trails	W. Miss. RT	Cost Share: Culvert /ravine stabilization, trail development on TRPD property	\$182,000		
68	P -Trails	Lake Minnetonka LRT RT	Cost Share: Trailhead and access trail development at Freeman Park	\$365,000		
69	P -Trails	W Miss River RT	Cost Share: Regional trail construction in Else Stevens Park	\$300,000		
70	P -Trails	Baker/Carver RT	Cost-Share: Reimbursement for trail development from Hwy 7 to Lake Minnetonka RP.	\$145,000		
71	P -Trails	Bassett Creek RT	Bassett Creek RT on Golden Valley Rd – final design	\$375,000	\$187,500	Hennepin County (tentative)
72	P -Trails	Bassett Creek RT	Bassett Creek RT Local Trail construction on Golden Valley Rd/Duluth St – final design	\$437,000	\$437,000	Hennepin County/City of Golden Valley (tentative)
73	P -Trails	Bassett Creek RT	Bassett Creek RT: Extension from Bonnie Lane to Wirth Parkway - complete design	\$60,000	\$60,000	Hennepin County/Metropolitan Council (tentative)
74	P -Parks	District-wide	Minnetonka/Minnehaha Creek RP Master Plan (System Plan directive)	\$75,000		
75	P -Parks	District-wide	5-year General population Study (2023), Park Visitor Study (2023), R Trail study (2024)	\$110,000		
76	P -Parks	Sochacki Park	Classroom/restroom(s), drinking water - inflation adjustment	\$105,000		
77	P -Parks	Sochacki Park	Water Quality Project: Design and engineering	\$225,000		
78	P -Parks	Taft Park	Cost Share: Taft Park mountain bike skills park	\$100,000		
79	P -Parks	Mississippi Gateway	Three Rivers components of MG: Construction	\$1,431,916	\$1,431,919	\$1,131,916 – FY 2024 State Legacy Funds \$300,000 previous Legacy fund balances
80	P -Parks	Mississippi Gateway	W River Rd Underpass: Construction	\$2,500,000	\$2,500,000	\$1,250,000 Fed Congressionally designated funding (HUD Grant); \$1,250,000 FLAP Grant

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
81	Admin	District-wide	Capital Administration	\$340,000		
			State Lottery-in-lieu		\$1,090,000	Unassigned outside funding
		TOTALS:	Project costs	\$14,646,916		
			Other Funding		\$5,826,419	
			Estimated Bonding need			\$8,820,497

¹ Other funding is secured unless otherwise noted as tentative.



ThreeRivers

PARK DISTRICT

3000 Xenium Lane North, Plymouth, MN 55441

ThreeRiversParks.org | 763-559-9000

