



Three Rivers
PARK DISTRICT

Adopted Budgets 2024



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

It is my sincere pleasure to present the Three Rivers Park District 2024 Approved Budgets. These ten budgets show how the Park District will collect and spend \$91 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 2024 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 2024 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 2024 Adopted Budgets anticipate these trends continuing and are well positioned to respond quickly should conditions merit.

The completion of the budgets presented here would not have been possible without the leadership and guidance of the Board of Commissioners 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 2024 budgets and in operating and leading the Park District daily.

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 2024 REVENUE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Property Taxes	\$ 40,540,536	\$ --	\$ --	\$ --
Park Use Revenue				
Program Fees	1,091,715	--	--	--
Reservations	208,263	--	--	--
Overnight Camping	596,698	--	--	--
Swimming Fees	645,804	--	--	--
Cross Country Ski Pass Fees	827,052	--	--	--
Pet Exercise Area Pass Fees	326,300	--	--	--
Special Use Fees	369,220	--	--	--
Green Fees	--	--	1,450,000	580,000
Driving Range	--	--	200,000	245,000
Lift Tickets	217,599	3,100,000	--	--
Lessons	230,000	1,100,000	140,000	130,000
Tube Rental	628,403	--	--	--
Concessions	633,198	950,000	305,000	30,000
Facility Rental	724,103	145,000	--	12,000
Equipment Rental	461,477	680,000	465,000	90,000
Merchandise Sales	143,040	210,000	140,000	17,000
Other	267,750	254,500	71,000	14,000
Total Park Use Revenue	7,370,622	6,439,500	2,771,000	1,118,000
Intergovernmental Revenue				
State Operations and Maintenance Funding	671,470	--	--	--
State Lottery-in-lieu-of Funding	1,200,000	--	--	--
State 2023 Special Lottery-in- lieu-of Funding	400,000	--	--	--
Other State Grants	120,000	--	--	--
Federal Grant	--	--	--	--
Other	--	--	--	--
Total Intergovernmental Revenue	2,391,470	--	--	--
Interest Earnings	200,000	75,000	10,000	--
Charges for Services	106,836	25,000	--	--
Other Revenue	155,466	--	--	2,000
Operating Transfers	76,732	--	--	2,000
Bond Proceeds	--	--	--	--
Total	\$ 50,841,662	\$ 6,539,500	\$ 2,781,000	\$ 1,122,000

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
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$40,540,536
--	--	--	90,506	--	--	1,182,221
--	--	--	32,683	--	--	240,946
--	--	--	27,184	--	--	623,882
--	--	--	--	--	--	645,804
15,000	--	--	15,321	--	--	857,373
--	--	--	64,571	--	--	390,871
--	--	--	1,909	--	--	371,129
497,982	--	360,000	260,515	--	--	3,148,497
251,485	178,000	156,000	95,000	--	--	1,125,485
--	--	--	--	--	--	3,317,599
126,250	25,000	58,000	95,000	--	--	1,904,250
--	--	--	--	--	--	628,403
56,000	2,000	40,000	20,329	--	--	2,036,527
--	--	--	16,030	--	--	897,133
122,002	--	76,000	103,630	--	--	1,998,109
21,273	2,000	13,644	17,000	--	--	563,957
3,000	--	--	4,800	--	--	615,050
1,092,992	207,000	703,644	844,478	--	--	20,547,236
--	--	--	87,159	--	--	758,629
--	--	--	81,000	--	1,090,000	2,371,000
--	--	--	--	--	--	400,000
--	--	--	--	--	11,060,035	11,180,035
--	--	--	--	--	550,000	550,000
--	--	--	2,373,495	--	450,000	2,823,495
--	--	--	2,541,654	--	13,150,035	18,083,159
--	--	--	2,000	5,000	--	292,000
--	--	--	--	4,118,820	--	4,250,656
5,000	--	--	4,750	200,000	--	367,216
10,000	--	--	218,350	--	249,862	556,944
--	--	--	--	--	6,623,500	6,623,500
\$ 1,107,992	\$ 207,000	\$ 703,644	\$ 3,611,232	\$ 4,323,820	\$ 20,023,397	\$91,261,247

THREE RIVERS PARK DISTRICT 2024 EXPENDITURE BUDGET SUMMARY

	General Fund Operating Budget	Hyland Ski and Snowboard Area	Baker National Golf	Eagle Lake Golf
Park and Trail Maintenance				
Maintenance	\$ 12,573,713	\$ 1,988,125	\$ 1,342,353	\$ 486,347
Central Services	1,786,463	--	--	--
Total Park and Trail Operations	<u>14,360,176</u>	1,988,125	1,342,353	486,347
Public Safety	2,412,526	--	--	--
Recreation, Education and Natural Resources				
Facility Operations	5,301,059	2,966,989	961,755	374,204
Nature and Outdoor Education	8,509,024	--	--	--
Recreation Programming	988,127	--	--	--
Forestry and Horticulture	2,415,658	--	--	--
Wildlife	937,701	--	--	--
Water Resources	741,021	--	--	--
Lessons	--	604,418	140,009	214,362
Other	951,261	--	--	--
Total Recreation, Education and Natural Resources	<u>19,843,851</u>	3,571,407	1,101,764	588,566
Administration				
Board of Commissioners	156,142	--	--	--
Office of the Superintendent	1,105,675	--	--	--
Total Administration	<u>1,261,817</u>	--	--	--
Park Design and Planning				
Design	715,475	--	--	--
Planning	856,344	--	--	--
Research	370,757	--	--	--
Information Technology	2,684,487	--	--	--
Other	248,549	--	--	--
Total Park Design and Planning	<u>4,875,612</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
\$ 448,911	\$ 87,352	\$ 401,786	\$ 1,740,420	\$ --	\$ --	\$ 19,069,007
--	--	--	39,696	4,323,820	--	6,149,979
448,911	87,352	401,786	1,780,116	4,323,820	--	25,218,986
--	--	--	--	--	--	2,412,526
439,619	92,869	261,681	925,728	--	--	11,323,904
--	--	--	17,150	--	--	8,526,174
--	--	--	121,994	--	--	1,110,121
--	--	--	--	--	--	2,415,658
--	--	--	--	--	--	937,701
--	--	--	--	--	--	741,021
75,750	10,689	40,177	--	--	--	1,085,405
--	--	--	--	--	--	951,261
515,369	103,558	301,858	1,064,872	--	--	27,091,245
--	--	--	--	--	--	156,142
--	--	--	--	--	--	1,105,675
--	--	--	--	--	--	1,261,817
--	--	--	--	--	370,000	1,085,475
--	--	--	--	--	170,000	1,026,344
--	--	--	--	--	--	370,757
--	--	--	--	--	--	2,684,487
--	--	--	165,272	--	--	413,821
--	--	--	165,272	--	540,000	5,580,884

THREE RIVERS PARK DISTRICT 2024 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	1,839,474	379,600	--	--
Communications	1,403,866	--	--	--
Community Engagement	991,041	--	--	--
Human Resources	2,229,518	--	--	--
Guest Relations	997,594	--	--	--
Other	365,682	--	--	--
Total General Government Functions	7,827,175	379,600	--	--
Capital Outlay and Improvements				
Equipment	196,600	--	--	--
Capital Improvements	--	--	--	--
Capital Enhancement Program	--	200,000	50,000	--
Infrastructure Management Program Preservation and Rehabilitation Program	--	--	--	--
Information Technology Program	--	--	--	--
Natural Resources Management Program	--	--	--	--
Master Plans and Research Projects	--	--	--	--
Sustainability Projects	--	--	--	--
Total Capital Outlay	196,600	200,000	50,000	--
Operating Transfers	31,405	250,000	--	--
Contingency	32,500	150,368	286,883	47,087
Total	\$ 50,841,662	\$ 6,539,500	\$ 2,781,000	\$ 1,122,000

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
--	--	--	--	--	--	2,219,074
--	--	--	--	--	--	1,403,866
--	--	--	--	--	--	991,041
--	--	--	--	--	--	2,229,518
--	--	--	--	--	--	997,594
--	--	--	382,622	--	--	748,304
--	--	--	382,622	--	--	8,589,397
--	--	--	218,350	--	--	414,950
--	--	--	--	--	9,029,043	9,029,043
--	--	--	--	--	--	250,000
--	--	--	--	--	2,671,220	2,671,220
--	--	--	--	--	4,030,000	4,030,000
--	--	--	--	--	1,405,000	1,405,000
--	--	--	--	--	1,733,134	1,733,134
--	--	--	--	--	200,000	200,000
--	--	--	--	--	415,000	415,000.00
--	--	--	218,350.00	--	19,483,397	20,148,347
--	--	--	--	--	--	281,405
143,712	16,090	--	--	--	--	676,640
<u>\$1,107,992</u>	<u>\$ 207,000</u>	<u>\$ 703,644</u>	<u>\$ 3,611,232</u>	<u>\$ 4,323,820</u>	<u>\$ 20,023,397</u>	<u>\$ 91,261,247</u>

THREE RIVERS PARK DISTRICT 2024 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	15.25	--	--	--
Recreation, Education and Natural Resources				
Facility Operations	34.77	14.74	3.76	1.96
Nature and Outdoor Education	72.70	--	--	--
Recreation Programming	7.20	--	--	--
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	145.92	16.74	3.96	2.76
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	1.00	--	--	--
Total Park Design and Planning	26.00	--	--	--
General Government Functions				
Finance, Risk Management and Debt Administration	11.00	--	--	--
Communications	11.00	--	--	--
Community Engagement	9.00	--	--	--
Human Resources	8.00	--	--	--
Guest Relations	9.80	--	--	--
Total General Government Functions	48.80	--	--	--
Vacant Positions Awaiting Reallocation	3.00	--	--	--
Total Full-Time Equivalent Positions	334.17	26.19	9.11	4.56
Seasonal Employee Hours	246,557	86,546	28,184	13,148

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	12.00	0.50	--	115.00
--	--	--	0.30	10.00	--	21.00
2.05	0.25	2.05	12.30	10.50	--	136.00
--	--	--	--	--	--	15.25
3.10	0.05	1.10	7.40	--	--	66.88
--	--	--	0.30	--	--	73.00
--	--	--	0.80	--	--	8.00
--	--	--	--	--	--	16.00
--	--	--	--	--	--	6.00
--	--	--	--	--	--	5.00
--	--	--	--	--	--	3.00
--	--	--	2.50	--	--	6.75
3.10	0.10	1.10	11.00	--	--	184.63
--	--	--	--	--	--	--
--	--	--	--	--	0.25	3.00
--	--	--	--	--	0.25	3.00
--	--	--	--	--	5.00	10.00
--	--	--	1.00	--	0.50	7.00
--	--	--	--	--	--	2.00
--	--	--	--	--	--	12.50
--	--	--	--	--	--	1.00
--	--	--	1.00	--	5.50	32.50
--	--	--	--	--	--	11.00
--	--	--	--	--	--	11.00
--	--	--	--	--	--	9.00
--	--	--	--	--	--	8.00
--	--	--	--	--	--	9.80
--	--	--	--	--	--	48.80
--	--	--	--	--	--	3.00
5.15	0.35	3.15	24.30	10.50	5.75	420.18
11,005	5,200	8,961	26,612	--	--	426,213



ThreeRivers

PARK DISTRICT

**2024 General Fund
Operating Budget**

November 4, 2023



Three Rivers

PARK DISTRICT

2024 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 2024 General Fund Operating Budget is centered around its mission and System Plan and provides a road map for 2024 operations and how the Park District will manage 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 2024 General Fund Budget provides an outline of how the Park District intends to meet these conflicting goals.

Priorities of the 2024 General Fund Operating Budget

The Park District's 2024 General Fund Operating Budget totals \$50,841,662 and provides funding for the goals and priorities identified below through a combination of property taxes, Metropolitan Council grants, park guest fees, and other revenue sources.

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

The 2024 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 175 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 2024 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.

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 2024 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 implementation of the System Plan by providing a wide range of services to Park District users both within existing park locations and in resident's local communities.

The Park District's System Plan calls 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 Park District continues to invest 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, programs as part of school curriculums and collaborating with other partners to reach targeted populations. The 2024 budget funds these efforts through staff dedicated to offering these services and reaching out to new groups as they are identified.

Use non-property tax revenue to fund needed budget increases.

After a decade of little to no property tax increases, the Park District finds itself in a period of increasing total property tax levies. The Park District believes the total property tax increase, which includes both the operating and debt service levy, is what should be measured since this is the impact the property owner sees. The Park District is committed to using grants and user fees to maintain a low annual property tax increase.

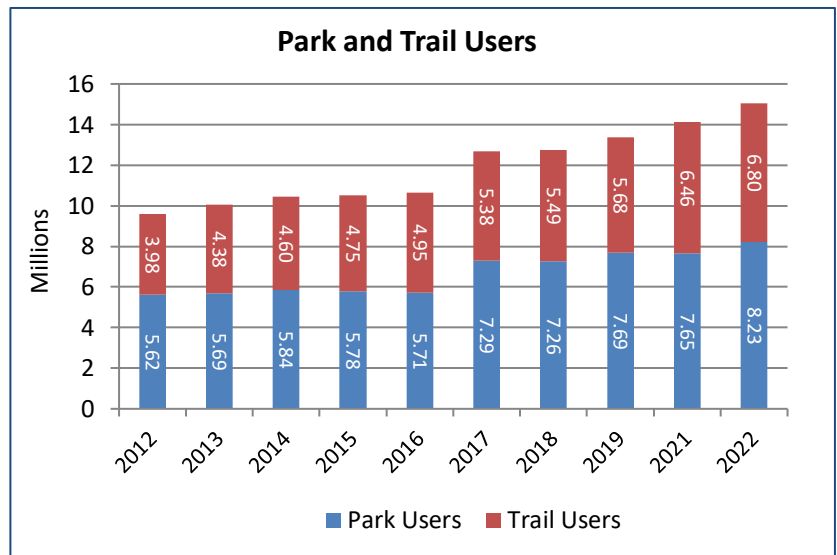
The 2024 budget uses \$1.16 million in increases from Metropolitan Council grants and park user revenue to fund fifty-five percent of the total budget increase.

Challenges Facing the Park District in 2024 and Beyond

Increased Park Visitation

Park users continue to enjoy the District's parks and trails in record numbers. Visitation increased to more than 15.1 million in 2022 as the popularity of parks and trails continues to grow. The Park District anticipates annual visitation will continue to increase for the foreseeable future.

The Park District is one of ten park agencies that make up the Metropolitan Regional Park System (the "System"), which is monitored and partially funded by the Metropolitan Council. The Park District historically accounts for more than 20% of the System's total visitation and both the Park District's and System's usage increased by 6.4% in 2022.



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

Park staff and the services they provide play an important part in attracting and retaining park users. For that reason, the hiring and retaining of highly qualified, creative, and dedicated 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. Changes to compensation and benefits during 2023 has helped the Park District recruit and retain staff, but the District needs to continue to review and change budget parameters to remain competitive. The 2024 Budget contains additional increases in seasonal rates, wage adjustments for targeted positions where employee retention is an issue and benefit changes designed to keep the District competitive within the local economy.

Natural Resources Management

Natural resource management is a principal element of the District's mission. The District needs to be proactive in protecting natural resources from aquatic, forest and prairie invasive species in order to meet its mission and provide high quality natural resources experiences for park visitors. Meeting this need requires the ability to identify potential invasives, to control their spread, effectively treat the invasive and replace the invasive with native materials. In addition, since management practices within Park District properties and throughout the area have the ability to impact natural resources, working with and educating the public and cooperating with other interested groups is absolutely necessary to be successful in managing natural resources. The 2024 budget includes more than \$4.425 million dedicated to the management of natural resources. 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 2024 is \$57.6 million while the actual operating levy is \$41.2 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
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%
2024	49.33	3.5%

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 2014 and 2024, the annual tax levy increase has averaged \$903,000 (2.25%) with five years showing an increase of less than one percent. As the table shows, 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 3.5%

property tax increase for 2024 results in a \$1.77 per year increase in the taxes for a homeowner in suburban Hennepin County with a home valued at \$417,350 (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 3% and 5% 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.

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 2024 General Fund Operating Budget

Funding for the 2024 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	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024 Budget Over/(Under) 2023 Budget	
					Dollars	%
Property Taxes	\$35,937,829	\$38,036,512	\$39,589,211	\$40,540,536	\$ 951,325	2.40%
Park Use	7,129,004	7,529,268	7,345,406	7,370,622	25,216	0.34%
Grants-Met Council	1,163,924	1,168,043	1,139,146	2,271,470	1,132,324	99.40%
Grants-Other	234,796	297,648	120,000	120,000	---	---
Interfund Transfers	23,546	57,614	76,732	76,732	---	---
Interest Income	-93,487	-677,044	200,000	200,000	---	---
Other Revenue	300,767	291,679	255,302	262,302	7,000	2.74%
Total Revenue	\$44,696,379	\$46,703,720	\$48,725,797	\$50,841,662	\$2,115,865	4.34%

The increase in property tax revenue is due to the 3.5% property tax levy increase discussed above. The percentage shown is less than the 3.5% increase since the information in the above table only includes the operating portion of the levy, which accounts for 83.6% of the total levy.

The budget for park use revenue is increasing as a result of changes in the revenue estimates for a variety of park locations and revenue sources. The estimate changes include reductions in revenues at Mississippi Gateway Regional Park due to reconstruction of the park and its amenities that is occurring in 2024 and The Landing resulting from changes in operations.

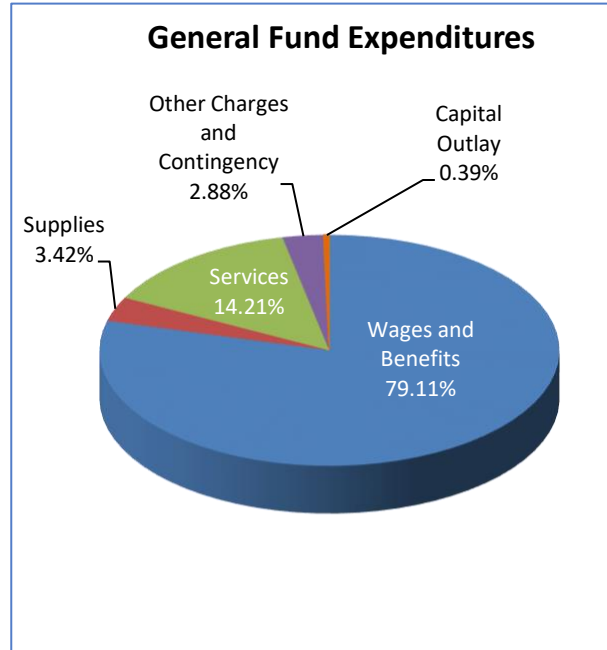
The increase in Met Council grants comes from an increase in annual funding of \$411,000, a repurposing of Lottery-in-Lieu-of funding from the Asset Management Program to the operating budget of \$321,000 and the first of four allocations from a new \$1.6 million state grant for operations.

A more detailed listing of revenues in the 2024 budget can be found on the Revenue Summary by Source table included on page 7.

Expenses included in the 2024 General Fund Operating Budget

Expenses contained in the 2024 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 2024 include the following:

- Increased wage costs due to 2024 salary adjustments including a 1.5% general wage increase, changes required by union contracts, and the continuation of performance and step-based pay systems (\$1,063,809).
- Increased seasonal staffing hourly rates based on economic conditions and union contract requirements (\$265,417).
- Increased health, life and dental insurance premiums that are shared between the Park District and its employees (\$372,508).
- Increased contribution from the General Fund to manage the costs of operating and maintaining the District's fleet of vehicles and equipment (\$104,000).
- Increased utility and contractual costs whose increases are based on rising prices and are beyond the District's control (\$157,532)
- Wage increases for selected positions that have been subject to repeated staff turnover due to lower than market wages (\$71,646)
- Increased contributions to health insurance costs for employees with high deductible plans to offset increases in the deductible maximum over the past four years (\$45,005).
- Increased operating costs required for Mississippi Gateway Regional Park (\$17,810).
- Increases in a variety of operating costs including training, supplies and contractual services (\$15,638).
- Maintain three vacant positions to allow the flexibility to react to staffing needs as 2024 unfolds.
- Increase the contingency in the budget to provide funds for unforeseen issues that may arise during 2024 (\$2,500).



**2024 GENERAL FUND OPERATING BUDGET
REVENUE SUMMARY BY SOURCE**

Source of Revenue	2021 Actual	2022 Actual	2023 Amended Budget	2024 Budget	2024 Budget Over/(Under) 2023 Budget	
					Dollars	%
Property Taxes						
Current	\$35,880,892	\$38,019,809	\$39,471,563	\$40,422,888	\$951,325	2.41%
Delinquent	56,937	16,703	117,648	117,648	--	--
Total Property Taxes	35,937,829	38,036,512	39,589,211	40,540,536	951,325	2.41%
Park Use						
Special Use Fees	1,311,975	1,123,700	1,340,324	1,341,324	1,000	.07%
Public Programming	746,974	873,713	734,003	699,722	(34,281)	(4.67%)
Group Education	268,750	393,725	421,843	391,993	(29,850)	(7.08%)
Reservations	277,686	256,563	193,163	208,263	15,100	7.82%
Equipment Rental	516,997	404,189	446,477	461,477	15,000	3.36%
Camping	658,497	689,696	581,798	596,698	14,900	2.56%
Tubing	342,457	630,474	628,403	628,403	--	--
Cross Country Ski Fees	941,527	888,648	827,052	827,052	--	--
Facility Use Fees	638,304	726,302	709,756	724,103	14,347	2.02%
Concessions	542,029	657,696	632,198	633,198	1,000	.16%
Other	884,223	884,562	830,389	858,389	28,000	3.37%
Total Park Use	7,129,419	7,529,268	7,345,406	7,370,622	25,216	.34%
Intergovernmental						
State - Oper. & Maint	685,834	689,953	661,056	671,470	10,414	1.58%
State - Public Safety	106,351	120,869	120,000	120,000	--	--
State - Lottery In Lieu of	478,090	478,090	478,090	1,200,000	721,910	151.00%
Other Grants	128,445	176,779	--	400,000	400,000	100.00%
Total Intergovernmental	1,398,720	1,465,691	1,259,146	2,391,470	1,132,324	89.93%
Transfers						
Operating Transfers From:						
Noerenberg Trust Fund	23,546	57,614	42,936	42,936	--	--
Donations Fund	--	--	33,796	33,796	--	--
Park Maintenance Fund	--	--	--	--	--	--
Total Transfers	23,546	57,614	76,732	76,732	--	--
Other						
Interest Income	46,233	171,743	200,000	200,000	--	--
Unrealized Gain/(Loss) on Investments	(139,720)	(848,787)	--	--	--	--
Charges for Services	136,203	127,311	106,836	106,836	--	--
Fines and Forfeitures	53,807	30,960	25,000	30,000	5,000	20.00%
Miscellaneous Revenue	110,757	133,408	123,466	125,466	2,000	1.62%
Total Other	207,280	(385,365)	455,302	462,302	7,000	1.54%
Total Revenue	\$44,696,794	\$46,703,720	\$48,725,797	\$50,841,662	\$2,115,865	4.34%

**2024 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY TYPE**

Type of Expenditure	2021 Actual	2022 Actual	2023 Amended Budget	2024 Budget	2024 Budget Over (Under) 2023 Budget	
					Dollars	Percent
Personal Services	\$ 34,148,409	\$ 35,291,815	\$ 38,394,931	\$ 40,218,756	\$ 1,823,825	4.75%
Commodities and Supplies	1,554,918	1,831,272	1,723,073	1,737,875	14,802	0.86%
Contracted Services	5,981,675	6,690,731	6,979,460	7,222,787	243,327	3.49%
Other Charges	1,224,052	1,301,958	1,370,328	1,401,739	31,411	2.29%
Capital Outlay	82,256	289,715	196,600	196,600	--	--
Contingency	--	--	30,000	32,500	2,500	8.33%
Transfers to Other Funds	19,650	30,412	31,405	31,405	--	--
TOTAL	<u>\$ 43,010,960</u>	<u>\$ 45,435,903</u>	<u>\$ 48,725,797</u>	<u>\$ 50,841,662</u>	<u>\$ 2,115,865</u>	4.34%

**2024 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY FUNCTION**

	2021 Actual	2022 Actual	2023		2024 Budget Over/(Under)	
			Amended Budget	2024 Budget	2023 Budget	
					Dollars	Percent
Park Maintenance						
Park and Trail Maintenance	\$10,332,967	\$10,875,762	\$ 11,775,898	\$ 12,073,611	\$ 297,713	2.53%
Park Maintenance Management	443,721	406,443	393,812	478,488	84,676	21.50%
Carpentry	751,994	780,801	791,086	865,867	74,781	9.45%
Central Services	774,269	819,596	877,390	916,904	39,514	4.50%
	12,302,951	12,882,602	13,838,186	14,334,870	496,684	3.59%
Public Safety	1,895,443	2,089,191	2,305,178	2,380,636	75,458	3.27%
Recreation, Education and Natural Resources						
Park Facility Services	3,458,433	3,529,820	4,145,632	4,383,468	237,836	5.74%
Park Facility Management	820,807	767,592	815,033	917,591	102,558	12.58%
Nature and Outdoor Education	6,406,889	7,106,784	7,658,451	7,958,728	300,277	3.92%
Outdoor Education Management	293,558	340,432	426,198	469,796	43,598	10.23%
Recreation Programming	933,427	827,320	1,104,187	1,064,488	(39,699)	(3.60%)
Forestry and Horticulture	2,045,019	2,215,126	2,340,759	2,454,317	113,558	4.85%
Wildlife	749,230	810,699	861,316	936,943	75,627	8.78%
Water Resources	632,525	595,262	723,817	746,251	22,434	3.10%
Natural Resources Management	194,167	254,456	277,550	291,043	13,493	4.86%
Division Administration	455,213	597,797	655,231	675,841	20,610	3.15%
Total Recreation, Education and Natural Resources	15,989,268	17,045,288	19,008,174	19,898,466	890,292	4.68%
Park Design, Planning and Technology						
Design/Development	772,859	833,565	680,213	715,845	35,632	5.24%
Planning	741,829	788,086	805,790	856,344	50,554	6.27%
Research	265,624	288,529	350,367	370,404	20,037	5.72%
Technology	2,339,333	2,404,432	2,548,778	2,685,626	136,848	5.37%
Division Administration	311,259	330,029	337,622	248,549	(89,073)	(26.38%)
Total Park Design and Planning	4,430,904	4,644,641	4,722,770	4,876,768	153,998	3.26%

**2024 GENERAL FUND OPERATING BUDGET
EXPENDITURE SUMMARY BY FUNCTION**

	2021 Actual	2022 Actual	2023 Amended Budget	2024 Budget	2024 Budget Over/(Under)	
					2023 Budget	
					Dollars	Percent
Administration						
Board of Commissioners	190,560	192,390	234,186	156,142	(78,044)	(33.33%)
Office of the Superintendent	853,365	881,940	766,996	1,105,675	338,679	44.16%
Total Administration	1,043,925	1,074,330	1,001,182	1,261,817	260,635	26.03%
General Government Functions						
Finance	2,381,055	2,356,036	1,813,126	1,839,474	26,348	1.45%
Communications Community Engagement/Outreach	1,084,442	1,071,426	1,337,829	1,403,866	66,037	4.94%
Guest Relations	748,428	859,119	954,085	992,466	38,381	4.02%
Human Resources	820,547	873,304	949,158	997,594	48,436	5.10%
Administration	1,770,184	1,758,698	2,194,700	2,229,518	34,818	1.59%
	441,907	461,141	343,404	365,682	22,278	6.49%
Total General Government Functions	7,246,563	7,379,724	7,592,302	7,828,600	236,298	3.11%
Capital Outlay	82,256	289,715	196,600	196,600	--	--
Operating Transfers	19,650	30,412	31,405	31,405	--	--
Contingency	--	--	30,000	32,500	2,500	8.33%
TOTAL EXPENDITURES	\$ 43,010,960	\$45,435,903	\$48,725,797	\$50,841,662	\$3,031,310	6.22%

THREE RIVERS PARK DISTRICT COMPARISON OF ACTUAL 2023 AND 2024 PROPERTY TAX LEVY

	OPERATING BUDGET		DEBT SERVICE		TOTAL	
	2023	2024	2023	2024	2023	2024
Gross amount required from Property Tax	\$39,471,563	\$40,422,888	\$7,382,389	\$8,081,772	\$46,853,952	\$48,504,660
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	\$40,277,105	\$41,247,845	\$7,382,389	\$8,081,772	\$47,659,494	\$49,329,617
Percent Increase						3.50%
Less: Fiscal Disparities	(2,943,445)	(2,716,422)	(539,504)	(532,234)	(3,482,949)	(3,248,656)
LOCAL LEVY NEEDED	<u>\$37,333,660</u>	<u>\$38,531,423</u>	<u>\$6,842,885</u>	<u>\$7,549,538</u>	<u>\$44,176,545</u>	<u>\$46,080,961</u>
Value used for levy rate	\$1,786,736,647	\$1,924,258,481	\$1,786,736,647	\$1,924,258,481	\$1,786,736,647	\$1,924,258,481
(x) Net Tax Capacity Rate	0.02089	0.02002	0.00383	0.00392	0.02472	0.02394
LEVY BY HENNEPIN COUNTY	<u>\$37,324,929</u>	<u>\$38,523,655</u>	<u>\$6,843,201</u>	<u>\$7,543,093</u>	<u>\$44,168,130</u>	<u>\$46,066,748</u>

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Tax Levy for Operations Limit	
Total Market Value	\$178,820,081,588
Percentage	0.03224%
	57,651,594
2024 Property Tax Levy	41,247,845
Unused Tax Levy Authority	<u>\$16,403,749</u>

**THREE RIVERS PARK DISTRICT
COMPARISON OF 2023 AND 2024 PROPERTY TAX AMOUNTS
FOR SELECTED RESIDENTIAL PROPERTIES**

	OPERATING BUDGET		DEBT SERVICE		TOTAL	
	2023	2024	2023	2024	2023	2024
If market value = \$300,000 in 2023	\$300,000	\$314,400	\$300,000	\$314,400	\$300,000	\$314,400
Market Value Exclusion	\$10,240	\$8,944	\$10,240	\$8,944	\$10,240	\$8,944
Tax Capacity @ 1.00%	\$2,898	\$3,055	\$2,898	\$3,055	\$2,898	\$3,055
(x) Net Tax Capacity Rate (decimal)	0.02090	0.02002	0.00383	0.00392	0.02473	0.02394
Three Rivers Park District Tax	\$60.57	\$61.16	\$11.10	\$11.98	\$71.67	\$73.14
If market value = \$400,000 in 2023	\$400,000	\$419,200	\$400,000	\$419,200	\$400,000	\$419,200
Market Value Exclusion	\$1,240	\$0	\$1,240	\$0	\$1,240	\$0
Tax Capacity @ 1.00%	\$3,988	\$4,192	\$3,988	\$4,192	\$3,988	\$4,192
(x) Net Tax Capacity Rate (decimal)	0.02090	0.02002	0.00383	0.00392	0.02473	0.02394
Three Rivers Park District Tax	\$83.35	\$83.92	\$15.27	\$16.43	\$98.62	\$100.35
If market value = \$500,000 in 2023	\$500,000	\$524,000	\$500,000	\$524,000	\$500,000	\$524,000
Market Value Exclusion	\$0	\$0	\$0	\$0	\$0	\$0
Tax Capacity @ 1.00%	\$5,000	\$5,240	\$5,000	\$5,240	\$5,000	\$5,240
(x) Net Tax Capacity Rate (decimal)	0.02090	0.02002	0.00383	0.00392	0.02473	0.02394
Three Rivers Park District Tax	\$104.50	\$104.90	\$19.15	\$20.54	\$123.65	\$125.44

For each example, it is assumed that the market value of the property from 2023 to 2024 will increase by 4.8% 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 homes value if the home is valued under \$76,000. For properties over \$76,000, the exclusion is \$30,400 minus 9% of the value over \$76,000.

2024 GENERAL FUND OPERATING BUDGET FULL TIME EQUIVALENT POSITIONS

PARK AND TRAIL MAINTENANCE		
Positions	Full-Time Equivalents	
	2023	2024
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)	12.00	12.00
Park Technician (20)	17.35	17.35
Park Keeper (13)	13.00	13.00
Park Worker (14)	14.00	14.00
Dam Operations Specialist (1)	1.00	1.00
Golf Specialist (1)	0.20	0.20
Ski Area 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	
	2023	2024
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)	11.25	11.25
Total – Regular Full Time Equivalent Positions	15.25	15.25
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.

**2024 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

DIVISION OF RECREATION, EDUCATION AND NATURAL RESOURCES		
Positions	Full-Time Equivalents	
	2023	2024
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)	3.00	3.00
Recreation Supervisor (1)	1.00	1.00
Recreation Program Specialist (5)	3.90	3.90
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
Nursery 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 (0)	1.00	0.00
Wildlife Specialist (3)	2.00	3.00
Senior Manager of Water Resources (1)	1.00	1.00
Water Resources Supervisor (1)	1.00	1.00
Water Resources Specialist (2)	2.00	2.00
Water Resources Technician (1)	1.00	1.00
Office Support Assistant (1)	1.00	1.00

Note: Positions shown are for the General Fund Operating Budget Only.

**2024 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

DIVISION OF RECREATION, EDUCATION AND NATURAL RESOURCES (Continued)		
Positions	Full-Time Equivalents	
	2023	2024
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)	25.25	25.25
Naturalist Programmer (1)	0.50	0.50
Environmental Educator (2)	1.70	1.70
Historical Interpreter (4)	2.90	2.90
Recreation Specialist (1)	1.00	1.00
Office Support Assistant (8)	6.05	6.05
Administrative Assistant (1)	1.00	1.00
Food Service Supervisor (1)	0.60	0.60
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)	4.60	4.60
Interpretive Naturalist (2)	1.50	1.50
Event Host (1)	0.60	0.60
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
Farm Educator (5)	4.80	4.80
Historical Interpreter (1)	1.00	1.00
Garden Operations Coordinator (1)	0.80	0.80
Office Support Assistant (3)	1.80	1.80
Total - Regular Full Time Equivalent Positions	145.92	145.92
Total - Temporary/Intermittent Hours	176,431	175,323

Division of Administration		
Positions	Full-Time Equivalents	
	2023	2024
Commissioners (7)		
Superintendent (1)	1.00	1.00
Executive Assistant (1)	1.00	1.00
Legal Counsel (1)	0.75	0.75
Vacant Position on Hold		
Historical Program Supervisor	1.00	1.00
Administrative Assistant-Planning, Design and IT	1.00	1.00
Organizational Development Coordinator	1.00	1.00
Total - Regular Full Time Equivalent Positions	5.75	5.75
Total - Temporary/Intermittent Hours	0.00	0.00

**2024 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

DIVISION OF PARK DESIGN AND PLANNING		
Positions	Full-Time Equivalents	
	2023	2024
Associate Superintendent for Design, Planning and IT (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	26.00	26.00
Total – Temporary/Intermittent Hours	4,012	4,012
GENERAL GOVERNMENT FUNCTIONS		
Positions	Full-Time Equivalents	
	2023	2024
Chief Financial Officer (1)	1.00	1.00
Senior Finance Manager (1)	1.00	1.00
Accountant II (1)	1.00	1.00
Accountant I (2)	2.00	2.00
Treasury Manager (1)	1.00	1.00
Accountant III (1)	1.00	1.00
Accountant II (1)	1.00	1.00
Accountant I (1)	1.00	1.00
Accountant I - Insurance (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.

**2024 GENERAL FUND OPERATING BUDGET
FULL TIME EQUIVALENT POSITIONS**

GENERAL GOVERNMENT FUNCTIONS - Continued		
Positions	Full-Time Equivalents	
	2023	2024
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 Coordinator (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 Retlations 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
Organizational Development Manager (1)	1.00	1.00
Total – Regular Full Time Equivalent Positions	48.80	48.80
Total – Temporary/Intermittent Hours	5,327	4,577

TOTAL GENERAL FUND 2024 OPERATING BUDGET		
Positions	Full-Time Equivalents	
	2023	2024
Total – Regular Full Time Equivalent Positions	334.17	334.17
Total – Temporary/Intermittent Hours	248,415	246,557



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Three Rivers

PARK DISTRICT

2024 Operating Budget
Hyland Hills Ski Area
November 2023

**Three Rivers Park District
Hyland Hills Ski Area
2024 Operating Budget**

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Prepared by:

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- 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 2022 and 2023

While Hyland Hills budgets and reports on a calendar year, operations are easier to review on a seasonal basis. Snowmaking for the 2022-23 ski season started on November 11th, 2022, with favorable conditions allowing Hyland Hills to open for the ski season on November 22nd, slightly earlier than our 25-year opening average. Hyland Hills' snowmaking crew, through a combination of favorable conditions, an efficient snowmaking system, and employee skill and expertise were able to open the 2022-23 ski season with enough skiable terrain to open all 3 chairlifts on opening day, a feat which may have never occurred in Hyland Hills' 70-year history.

The lead up to winter break 2022 was strong, with continued elevated interest in lessons, season passes, and lift tickets. Hyland Hills experienced the 3rd snowiest winter that has been recorded, with several well-timed snow events getting guests in the mood to ski and snowboard. The weather wasn't all favorable, as extreme cold led Hyland Hills to close for 3 days leading up to Christmas and a period in late January that diminished traffic temporarily. Hyland Hills also experienced a rain event on Martin Luther King Jr. Day, traditionally one of the busiest days of the entire ski season.

The remainder of the ski season was consistently busy, with several more well-timed snow events. The ski hill closed for the season on March 26th, marking the latest closing date in ski hill history. Hyland Hills finished with 118 ski days, substantially more than our 25-year average of 109. Sales of concessions, merchandise, rentals, lessons, tickets, and season passes were all strong throughout the 2022-23 season and are projected to remain strong through the remainder of the 2023 budget year. Ongoing challenges include the rising cost of staffing and operating seen in every industry, as well as a tight job market, particularly for hiring shuttle drivers and chair lift operators.

Summer of 2023 saw continued brisk off-season rental business, with the Hyland Hills chalet being a well-regarded venue for weddings, meetings, class reunions, celebrations of life, and more. Hyland Hills also hosted weekly happy hours, which included live music, movies on the hills, and concerts. During the summer Wednesdays at Hyland Hills have become a popular community event. Fall chairlift rides were once again sold out well in advance of the event and were a huge hit with attendees.

2023 Budget

The 2023 operating budget, which covers January 1, 2023 to December 31, 2023, includes revenues of \$5,959,500 and expenditures of \$5,959,500, including 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.

2024 Budget Highlights

The 2024 budget, covering January 1, 2024, through December 31, 2024, includes the latter portion of the winter 2023-24 season, all the 2024 summer activities and the first part of the 2024-2025 winter season.

Revenues for 2024 are budgeted at \$6,539,500, an increase of \$580,000 over the 2023 budget. This increase is based on the 5-year average of revenues and trends since completion of the new chalet (4 of the past 5 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 \$300,000 due to increased sales in daily lift tickets, group tickets and season passes over the past four seasons.
- ◆ Rental Equipment and Helmets – An increase of \$70,000 due to increased daily visits, group sales and lesson participants.
- ◆ Daily Paid Parking – An increase of \$25,000 due to increased use and the new pricing structure of \$3.00/hour and \$12.00 maximum per day implemented in 2023.
- ◆ Food and Beverage Sales – An increase of \$105,000 due to increased skier visits over the past 4 seasons.

Expenditures for 2024 are budgeted at \$6,539,500 including a contingency (net income) of \$170,368. The major increases in expenses include:

- ◆ Personal Services – An increase of approximately \$270,000 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. The Ski Hill is also adding funds to support Public Safety and additional supervisory staff.
- ◆ Ski Hill Improvements – An increase of \$100,000 for light replacement on the hill.
- ◆ Commodities – An increase of \$115,000 in food and merchandise for resale due to increased quantities needed to generate additional revenue combined with increased cost for these items.
- ◆ Contracted Services – An increase of \$32,000 in various utility costs based on the rising cost of utility services.
- ◆ Other Charges – An increase of \$55,000 in credit card fees based on the increased usage of credit cards.

Hyland Hills Ski Area 2024 Operating Budget Revenue Summary

Description	2022 Actual Revenue	2023 Budgeted Revenue	2024 Budgeted Revenue
Rental Lockers	42,843	30,000	35,000
Merchandise Sales	246,090	210,000	210,000
Daily Parking	243,528	175,000	200,000
Ski Tickets/Fees	3,689,560	2,800,000	3,100,000
Disc Golf Fees	4,972	5,000	5,000
Other Charges	4,160	0	0
PARK USE REVENUE	4,231,153	3,220,000	3,550,000
Handling Fees	1,815	4,500	4,500
Ski School Fees	1,298,382	1,100,000	1,100,000
SKI SCHOOL REVENUE	1,300,197	1,104,500	1,104,500
Alpine Ski Rental	706,477	550,000	600,000
Helmet Rental	107,551	60,000	80,000
Sale of Equipment	0	0	0
RENTAL REVENUE	814,028	610,000	680,000
Food and Beverage Sales	1,050,386	715,000	820,000
FOOD SERVICE REVENUE	1,050,386	715,000	820,000
Admission Fees	15,807	10,000	10,000
Catering Fees	27,552	25,000	25,000
Other Rental	5,759	0	0
Food and Beverage	66,720	30,000	50,000
Beer/Wine	87,423	100,000	80,000
Facility Use	117,074	110,000	120,000
Security Service Fee	12,000	0	0
Other Service Charges	24,435	35,000	25,000
SUMMER REVENUE	356,770	310,000	310,000
Interest Earnings	44,353	0	75,000
NON-OPERATING REVENUE	44,354	0	75,000
TOTAL FACILITY REVENUE	7,796,888	5,959,500	6,539,500

Hyland Hills Ski Area 2024 Operating Budget Recommended Fee Changes

Lift Tickets & Equipment

- ◆ No proposed fee increases.

Season Passes

- ◆ No proposed fee increases.

Parking

- ◆ No proposed fee increases.

Hyland Hills Ski Area 2024 Operating Budget Expenditure Summary

Description	2022 Actual	2023 Budget	2024 Budget
Area Management (9210)			
Personnel Services	757,331	706,447	918,096
Commodities	204,059	181,000	201,000
Contracted Services	74,223	40,500	31,500
Other Charges	192,356	139,200	194,200
Total	1,227,969	1,067,147	1,344,796
Maintenance (9220)			
Personnel Services	1,048,323	1,086,468	1,126,836
Commodities	115,511	130,650	137,650
Contracted Services	622,058	654,783	702,889
Other Charges	312	750	750
Total	1,786,204	1,872,651	1,968,125
Rental & Lifts (9230)			
Personal Services	592,546	553,963	558,283
Commodities	93,834	82,000	82,000
Contracted Services	0	0	0
Other Charges	4,846	0	0
Total	691,226	635,963	640,283
Ski School (9240)			
Personal Services	555,121	578,076	584,418
Commodities	12,782	16,000	16,000
Contracted Services	1,005	4,500	2,000
Other Charges	1,994	5,000	2,000
Total	570,902	603,576	604,418
Food Service (9250)			
Personal Services	337,419	386,251	389,746
Commodities	487,260	323,000	416,000
Contracted Services	30,159	6,000	14,500
Other Charges	1,028	0	0
Total	855,866	715,251	820,246

(continued on page 8)

(continued from page 7)

Description	2022 Actual	2023 Budget	2024 Budget
Summer Use (9260)			
Personnel Services	76,206	119,475	123,264
Commodities	36,221	30,000	35,000
Contracted Services	4,079	500	2,900
Other Charges	425	0	500
Total	116,931	149,975	161,664
Non-Operating Expenses (9190)			
Improvements	185,078	100,000	200,000
Bond Principal and Interest	374,454	382,750	379,600
Contingency	0	182,187	170,368
Transfer to Lift Replacement Fund	130,000	250,000	250,000
Total	689,532	914,937	999,968
GRAND TOTAL	5,928,630	5,959,500	6,539,500

Hyland Hills Ski Area 2024 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	\$99.00	\$70.00	\$50.00	n/a
Buck Hill	\$515.00	\$415.00	\$59.00	\$49.00	\$34.00	\$25.00
Powder Ridge	\$545.00	\$365.00	\$56.00	\$42.00	\$36.00	\$27.00
Trollhaugen	\$525.00	\$425.00	\$65.00	\$55.00	\$42.00	\$25.00
Welch Village	\$500.00	\$420.00	\$80.00	\$70.00	\$59.00	\$38.00
Wild Mountain	\$459.00	\$349.00	\$59.00	\$59.00	\$39.00	\$39.00

Hyland Hills Ski Area 2024 Operating Budget-Staffing Plan

Ski Operations	2023	2024	Change
Director of Enterprise Op. (1)	.50 FTE	.50 FTE	-
Operations Supervisor	1.00 FTE	1.75 FTE	.75
Facility Supervisor (2)	.25 FTE	.0 FTE	-.25
Facility Supervisor	1.00 FTE	1.00 FTE	-
Facility Coordinator (4)	.33 FTE	0 FTE	-33
Shift Leader (changed to FT) (4)	.66 FTE	.99 FTE	.33
Park Police Officer	0	1.0 FTE	1.0
Service and Security Assistant	1.40 FTE	1.40 FTE	-
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	1.40 FTE	1.40 FTE	-
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	.70 FTE	.70 FTE	-
Subtotal:	15.24 FTE	16.74FTE	1.5 FTE
Maintenance			
Ski Maintenance Supervisor	1.00 FTE	1.00 FTE	-
Ski Maintenance Specialist	2.00 FTE	2.00 FTE	-
Park Technician (5)	2.75 FTE	2.40 FTE	-.35
Park Keeper (6)	.7 FTE	0 FTE	-.7
Greenskeeper	0	1.05 FTE	1.05
Custodian	3.00 FTE	3.00 FTE	-
Subtotal:	9.45 FTE	9.45 FTE	-
Total FTEs	24.69 FTE	26.19 FTE	1.5 FTE
Seasonal Staff Hours			
Operations	8,700	8,700	-
Maintenance	10,837	10,837	-
Rental and Lifts	30,900	30,900	-
Ski School	24,944	24,944	-
Food Service	8,105	8,105	-
Summer Use	3,060	3,060	-
Total Seasonal Staff Hours	86,546	86,546	-
<p>(1) Shared with Eagle Lake and Baker National.</p> <p>(2) Shared position with Baker National.</p> <p>(3) Shared with Elm Creek.</p>			

- (4) Shared with Baker National.
- (5) Shared with Carver Work Cluster.
- (6) Shared with Glen Lake Golf Center and Hyland Greens Golf Course.



ThreeRivers

PARK DISTRICT

2024 Operating Budget
Baker National Golf Course
November 2023

**Three Rivers Park District
Baker National Golf Course
2024 Operating Budget**

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Program Plan 10**

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Baker National Golf Course

Executive Summary

Overview of the 2023 Season

The 2023 season at Baker National Golf Course (BNGC) started on April 14th 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, 2022 and 2023 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 the summer.

The Evergreen Course continues to be popular and had another fantastic year with rounds exceeding our goal of 20,000 for the fourth 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 #16 and #12. 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 that started in August of 2022 was completed this summer with new irrigation on both courses and around the clubhouse. The response has been very positive as players appreciate the reinvestment in the golf course even though it meant a few months of construction over the past two seasons.

Revenues are projected to approach \$3.2 million for the year, which is more than \$600,000 greater than budgeted. Expenditures, excluding the costs associated with the irrigation project, are estimated to be 2.38 million, which is \$202,000 less than budgeted, resulting in an estimated net profit of \$809,000.

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 2023 season, it is estimated that the golf course will have a cash balance of approximately \$1,037,000 comprised of the following:

⇒ 10% Cash Flow Reserve	\$278,100
⇒ Cash Reserve for Improvements	\$758,900

The 2024 budget includes a 10.3% contingency and no budgeted contribution to future improvements.

2024 Budget

The 2024 operating budget projects revenues of \$2,781,000 and expenditures of \$2,781,000. A projected net operating income of \$286,883 is shown as the budgeted contingency.

The 2024 budgeted revenue is an increase over the 2023 budget of \$195,000. 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 five seasons.

Expenditures for 2023 include wage and benefit increases consistent with the program recommended for all Park District employees. The staffing complement for 2023 and 2024 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
2024 Operating Budget
Revenue Summary**

Description	2022 Actual Revenue	2023 Budgeted Revenue	2024 Budgeted Revenue
Green Fees	\$1,707,874	\$1,400,000	\$1,450,000
Golf Carts	\$488,411	\$420,000	\$450,000
Pull Carts/Club Rental	\$22,010	\$15,000	\$15,000
Driving Range/Practice Area	\$214,156	\$150,000	\$200,000
Food & Beverage	\$398,356	\$265,000	\$305,000
Pro Shop	\$189,631	\$125,000	\$140,000
Lessons	\$184,753	\$140,000	\$140,000
Interest Earnings	\$24,232	\$10,000	\$10,000
Facility Rental	\$0	\$0	\$0
Golf Loyalty Card	\$68,474	\$50,000	\$60,000
Handling Fees	\$23,720	\$11,000	\$11,000
Other Revenue	\$5,959	\$0	\$0
Total Revenue (less taxes)	\$3,327,576	\$2,586,000	\$2,781,000

**Baker National Golf Course
2024 Operating Budget
Recommended Fee Changes**

Green Fees

⇒ No recommend fee changes.

Driving Range

⇒ No recommend fee changes.

Power Carts

- ⇒ \$2.00 increase to 18-Hole cart rate.
- ⇒ \$1.00 Increase to the 9-hole cart rate.

Other Fees

⇒ No recommend fee changes.

**Baker National Golf Course
2024 Operating Budget
Expenditure Summary**

Description	2022 Actual	2023 Budget	2024 Request
General Operations (9110)			
Personnel Services	\$429,732	\$412,122	\$481,455
Commodities	\$205,631	\$133,000	\$162,000
Contractual Services	\$104,140	\$110,300	\$112,300
Other Charges	\$92,569	\$54,000	\$69,000
Total	\$832,072	\$709,422	\$824,755
Maintenance (9120)			
Personnel Services	\$729,525	\$725,632	\$753,455
Commodities	\$213,746	\$197,000	\$204,000
Contractual Services	\$366,090	\$382,256	\$382,948
Other Charges	\$2,634	\$1,950	\$1,950
Total	\$1,311,995	\$1,306,838	\$1,342,353
Lessons (9140)			
Personnel Services	\$151,842	\$123,428	\$134,509
Commodities	\$1,481	\$4,500	\$4,500
Contractual Services	\$382	\$1,000	\$1,000
Other Charges	\$15	\$0	\$0
Total	\$153,720	\$128,928	\$140,009
Food Service (9150)			
Commodities	\$146,255	\$100,000	\$125,000
Contractual Services	\$725	\$10,000	\$10,000
Other Charges	\$3,324	\$0	\$2,000
Total	\$150,304	\$110,000	\$137,000
Non-Operating Expenses (9190)			
Improvements	\$97,804	\$50,000	\$50,000
Contingency	\$0	\$280,812	\$286,883
Total	97,804	\$330,812	\$336,883
GRAND TOTAL	\$2,54995	\$2,586,000	\$2,781,000

Baker National Golf Course - 2024 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	\$38	\$24	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	\$63/\$35 Reg \$48/\$29 Pat	\$19 Reg \$16 Pat \$12 Youth	\$33	\$20	\$6	\$11
Brookview	\$43/\$34 Reg \$33/\$19 Pat	\$13.50 Reg \$10 Pat	\$34	\$22	\$6	\$8
Bunker Hills	\$51/\$26 Reg \$41/\$21 Pat	\$14 Reg \$10 Pat	\$44	\$24	\$8	\$11
Chaska Town	\$80/\$41 \$53/\$35 Reg		\$42	\$22	\$6	\$12
Deer Run	\$59/\$40 Weekend		\$34	\$20	\$5	\$10
Eagle Valley	\$46/\$35 Weekend \$36/\$22 Pat		\$32	\$20	\$5	\$10
Edinburgh	\$60/\$35 Weekend \$50 Res		\$40	\$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 2024 proposed rates: all others reflect 2023 published rates

**Baker National Golf Course
2024 Operating Budget
Staffing Plan**

Golf Operations	2023	Proposed 2024	FTE Change
Director of Enterprise Op. (1)	.50 FTE	.50 FTE	-
Golf Operations Supervisor (3)	.75 FTE	.75 FTE	-
Enterprise Facility Supervisor (3)	-	.50 FTE	.50
Golf Instruction Supervisor (2)	.20 FTE	.20 FTE	-
Facility Coordinator (3)	.67 FTE	.67 FTE	-
Shift Leader (3)	.67 FTE	.67 FTE	-
Shift Leader (3)	.67 FTE	.67 FTE	-
Subtotal:	3.46 FTE	3.96 FTE	.50
Temporary Clubhouse	9,124 Hours	9,124 Hours	-
Instructors	1,300 hours	1,436 Hours	
Golf Instructor Assistant	625 hours	625 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	8.61 FTE	9.11 FTE	.50

(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
2024-2026 Proposed
Course/Capital Improvement Program Plan**

Championship Course				
Project Year	Item	Reason	Est. Cost	Funding
2024-2026	Tee boxes rebuild/Leveling	Maintenance/Playability	\$30,000	Operating Budget
Driving Range				
2024-2026	Driving range targets, turf and yardage markers improved	Customer Service	\$8,000	Operating Budget (in-house labor)
Capital Equipment				
2025	Irrigation software support	Needed every 5 years	\$12,000	Operating Budget



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PARK DISTRICT

2024 Operating Budget
Eagle Lake Youth Golf Center
November 2023

**Three Rivers Park District
Eagle Lake Youth Golf Center
2024 Operating Budget**

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Eagle Lake Youth Golf Center 2024 Operating Budget Executive Summary

INTRODUCTORY INFORMATION

Eagle Lake Regional Park is comprised of golf services operations and general park operations. The golf operations include the driving range, 9-hole golf executive course, 9-hole pitch and putt course, 18 hole mini-golf course and extensive First Tee and lesson programming. 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 operation costs are included in the Park District's General Fund budget. This review and proposed 2024 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 2023, over 3,000 youth were enrolled in First Tee programs at Three Rivers golf facilities. To date over 80,000 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.

2023 SEASON OVERVIEW

The Eagle Lake customer base continues to be among the most diverse in golf and continues to grow as we celebrated our 22nd anniversary this year. Since this facility opened, there has been a significant increase in visitor occasions. Annual Park use from golf activities has exceeded 90,000 visitor occasions in the last two years, ranking in the top ten each year for most popular recreation activity by location within the Park District. Overall, Eagle Lake has continued a strong upward trend in customer awareness, play and customer satisfaction. Eagle Lake has become a leader in the area in youth programming, play and leagues.

The First Tee Program continues to serve over 1,500 junior golf lesson participants at Eagle Lake, including many funded by golferships (scholarships). Approximately 500 kids participated in one of the 11 junior leagues at Eagle Lake. The Park District had another successful fundraising year to help support our Special Olympics, Courage Center and golfership programs.

The golf lesson programs are seeing small drops in sign-ups with revenues projected to be close to \$130,000. The lesson program continues to be primarily youth based with an estimated 75% of lessons revenue coming from youth programs. We are seeing an uptick in adults wanting lessons as we served 200 adults in the lesson programs of which over 70% were women. 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 got new turf and edging in 2023 and was closed for most of the year along with the picnic shelter. The parking lot and paved surfaces project started in July. These projects were much needed but did have a negative impact on 2023 revenues. Eagle Lake closed for the Season on October 8th to accommodate the parking lot resurfacing and driving range netting replacement projects. Even though the course opened late and closed early, Eagle Lake will still make the budgeted amount for revenues in 2023.

2024 Budget Summary

Revenues: Revenues are budgeted for 2024 at \$1,122,000 compared to the 2023 budget of \$1,100,000.

Expenditures: Expenditures are budgeted at \$1,122,000 including a budgeted contingency of \$47,087, compared to the 2023 budget of \$1,100,000. Increased expenditures include increased staffing costs for seasonal staff as well as fulltime staff based on the Park District's compensation plan.

**Eagle Lake Youth Golf Center
2024 Operating Budget
Revenue Summary**

Description	2022 Actual Revenue	2023 Budgeted Revenue	2024 Budgeted Revenue
Total Green Fees	\$601,367	\$570,000	\$580,000
Range Fees	\$265,808	\$234,000	\$245,000
Golf Cars	\$72,185	\$65,000	\$70,000
Pull Carts and Club Rental	\$20,489	\$17,000	\$20,000
Lessons	\$147,828	\$140,000	\$130,000
Grants	\$833	\$2,000	\$2,000
First Tee Transfer		\$2,000	\$2,000
Food and Beverage	\$33,414	\$30,000	\$30,000
Miscellaneous Revenue	\$16,576	\$15,000	\$15,000
Merchandise Sales	\$18,109	\$16,000	\$17,000
Property Tax Revenue	\$0	\$0	\$0
Tour Card Revenue	\$11,826	\$9,000	\$11,000
Interest Earnings	\$0	0	0
Revenue Total	\$1,186,312	\$1,100,000	\$1,122,000

**Eagle Lake Youth Golf Center
2024 Operating Budget
Recommended Fee Changes**

Green Fees – No Increase

Carts – No Increase

Driving Range – No Increase

Eagle Lake Youth Golf Center 2024 Operating Budget Expenditure Summary

Description	2022 Actual	2023 Budget	2024 Budget
General Operations (9110)			
Personnel Services	\$277,211	\$238,419	\$245,204
Commodities	\$36,157	\$37,000	\$35,000
Contractual Services	\$33,614	\$32,000	\$36,000
Other Charges	\$25,524	\$21,000	\$23,000
Total	\$372,506	\$328,419	\$339,204
Maintenance (9120)			
Personnel Services	\$202,897	\$248,655	\$258,418
Commodities	\$54,394	\$53,500	\$58,500
Contractual Services	\$164,364	\$167,589	\$168,429
Other Charges	\$1,085	\$1,000	\$1,000
Total	\$420,740	\$470,744	\$486,347
Lessons (9140)			
Personnel Services	\$193,365	\$180,920	\$195,862
Commodities	\$6,900	\$16,500	\$16,500
Contractual Services	900	\$1,000	\$1,000
Other Charges	2	\$1,000	\$1,000
Total	\$201,167	\$199,420	\$214,362
Food Service (9150)			
Commodities	\$29,629	\$35,000	\$35,000
Total	\$29,629	\$35,000	\$35,000
Other Financing			
Debt Services & Other Charges	\$343,400	0	0
Contingency	\$0	\$66,417	\$47,087
Total	\$343,400	\$66,417	\$47,087
GRAND TOTAL	\$1,367,442	\$1,100,000	\$1,122,000

Eagle Lake Youth Golf Center 2024 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 \$15.00 Tour Card \$14.00 Junior	\$18.00 Regular \$16.00 Senior \$9.00 1/2 Cart	\$8.00 35 Balls	\$13.00 75 Balls
Baker Evergreen Par 30	\$18.00 Regular \$14.00 Tour Card \$11.00 Junior	\$17.00 Regular \$11.00 1/2 Cart		\$11.00 for 1 hour
Glen Lake Par 31	\$18.50 Regular \$14.50 Junior	\$20.00 Regular	\$7.00 per Token 34 Balls	\$11.00 68 Balls
Cleary Lake Par 27	\$16.00 Regular \$13.00 Tour Card \$14.00 Junior	\$14.00	\$5.00 per Token 35 Balls	\$8.00 70 Balls
Hyland Greens Par 27	\$18.00 Regular \$14.00 Senior \$14.00 Junior	\$18.00	\$7.00 40 Balls	\$12.00 80 Balls
Braemar Par 27	\$19.00 Regular \$12.00	\$16.00	\$6.50	\$11.00
Brookview -LF Par 27	\$15.25 Regular \$12.00 Junior	\$15.00	\$8.00 42 Balls	\$8.00 42 Balls
Bunker Hills Par 32	\$15.00 Regular \$8.00 Junior	\$24.00	\$8.00	\$11.00
Rush Creek-LF	\$15.00 Mac Nine \$10.00 Junior	none	\$10.00	\$15.00
Inverwood Par 30	\$23.00 Regular \$14.00 Junior	\$14.00	\$9.00	\$12.00
Shamrock-LF	\$27.00	\$16.00 per player	\$10.00	\$14.00
New Hope Par 27	\$16.00 Regular \$9.50 Junior	\$15.00	n/a	n/a
Parkers Lake	closed	n/a	\$8.00	\$13.00

Comparative Rates Eagle Lake is 2024 proposed pricing - others are 2023 actual prices.

Eagle Lake Youth Golf Center 2024 Operating Budget Staffing Plan

Regular Position:	2023	Golf 2024	Change	2023	Park 2024	Change
Golf Operations Supervisor	0.75	0.70	-.05	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
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	0.4	0.4	0
Total Regular FTE:	4.61	4.56	-.05	1.2	1.2	0
Temporary Positions:						
Maintenance Workers Hours	4,100	4,100	0	450	450	0
Attendant Hours	8,215	8,500	285	409	409	0
Golf Assistant Hours	200	200	0	na	na	na
Golf Instructor Hours	228	348	120	na	na	na
Total Temporary Hours	12,743	13,148	0	859	859	0



ThreeRivers

PARK DISTRICT

2024 Operating Budget
**Glen Lake Golf and
Practice Center**
August 2023

THREE RIVERS PARK DISTRICT
GLEN LAKE GOLF AND PRACTICE CENTER
2024 OPERATING BUDGET

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GLEN LAKE GOLF AND PRACTICE CENTER 2024 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 and is a leader in growing the game through programs, lessons and leagues including First Tee programming.

The 2024 budget recommends revenues of **\$1,107,992** and expenditures of **\$1,107,992** with a contingency of **\$138,712** (net revenues). This compares to 2023 budgeted revenues of **\$1,052,685** and operating expenses of **\$1,052,685** with a contingency amount of **\$125,538**.

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

REVENUES

The recommended 2024 golf operations revenue budget is projected at **\$1,107,992**.

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 four seasons. This increase is the result of the post COVID-19 pandemic and its carryover into 2023. Golf has continued to boom nationwide, and the Glen Lake golf course and range continue to be very busy.

EXPENDITURES

Expenditures are budgeted at **\$1,107,992**, which is an increase of \$55,307. This increase/decrease is a combination of regular staffing cost increases and the increased prices for goods and services caused by inflation and supply change issues. *An expenditure detail summary is found on pages 8-10.*

The expenditure increase is 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
- ◆ Increased costs of course maintenance supplies and services.

**GLEN LAKE GOLF AND PRACTICE CENTER
2024 OPERATING BUDGET SUMMARY**

	REVENUE		EXPENDITURES	
	2023 Budgeted	2024 Budgeted	2023 Budgeted	2024 Budgeted
Golf Operations	\$577,238	\$619,984	\$395,292	\$419,119
Driving Range	\$236,424	\$251,485	\$0 Moved to Operations	\$0 Moved to Operations
Maintenance			\$430,605	\$448,911
Concessions and Merchandise	\$77,273	\$77,273	\$25,500	\$25,500
Special Programs (League Fees/Private Grants)	\$35,000	\$33,000	\$0 Moved to Operations	\$0 Moved to Operations
Lessons	\$126,250	\$126,250	\$75,750	\$75,750
Facility Use Revenue	\$500	\$0		
Interest Earnings				
Non-Operating Contingency			\$125,538	\$138,712
	\$1,052,685	\$1,107,992	\$1,052,685	\$1,107,992

GLEN LAKE GOLF AND PRACTICE CENTER 2024 PROPOSED REVENUE/RECOMMENDED FEES

Description	2023 Budgeted Rounds/Use	2024 Projected Rounds/Use	2024 Proposed Fees	2024 Projected Revenue	Total (less taxes)
Green Fees Total (after tax)				\$535,455	\$497,982
Regular 9 holes	15,575	16,575	\$20.00	\$331,500	\$308,300
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)				\$131,183	\$122,002
Golf Cars-9 holes	5,529	5,914	\$20.00	\$118,280	\$110,002
Clubs/Pull Cart Rental				\$12,903	\$12,000
Driving Range Total				\$270,532	\$251,485
Token Small Bucket	6,430	6,430	\$7.00	\$45,010	\$41,747
Token Large Bucket	11,456	11,456	\$12.00	\$137,472	\$127,851
Range Punch Card (10 token)	1,611	1,176	\$50.00	\$88,050	\$81,887
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				\$33,000	\$33,000
Adult League Handling Fees	250	150	\$20.00	\$3,000	
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	\$0		\$0	\$0
Interest Earnings (will be monitored and added to revenues)					
Total Revenue				\$1,178,937	\$1,107,992

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

2024 COURSE	GREEN FEES	CART FEES	SMALL BUCKET	LARGE BUCKET
Glen Lake Par 31	\$20.00	\$20.00	\$7.00	\$12.00
2023 COURSE	GREEN FEES	CART FEES	RANGE	
HALLA GREENS Par 29	\$22.00	\$18.00	\$7.50	\$13.00
BAKER Par 30	\$18.00	\$22.00	N/A	\$11/visit
BRAEMAR Par 27	\$19.00	\$16.00	\$6.50	\$11.00
BROOKVIEW Par 27	\$14.50	\$18.00	\$6.00	\$8.00
HYLAND GREENS Par 27	\$18.00	\$18.00	\$7.00	\$12.00
CLEARY LAKE Par 28	\$16.00	\$14.00	\$5.00	\$8.00
EAGLE LAKE Par 31	\$18.00	\$18.00	\$8.00	\$13.00
INVERWOOD Par 30	\$19.00	\$18.00	\$9.00	\$12.00
NEW HOPE Par 27	\$16.00	\$15.00	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
2024 OPERATING BUDGET
RECOMMENDED FEE CHANGES**

Green Fees:

\$1 increase to Regular rate

Driving Range:

\$1 increase to two token large bucket

Power Carts:

No recommended changes

Golf Lessons:

No recommended changes

GLEN LAKE GOLF AND PRACTICE CENTER 2024 OPERATING BUDGET EXPENDITURES

ITEM	2023 BUDGET	2024 BUDGET
GOLF OPERATIONS		
Personal Services		
Regular:		
Golf Operations Supervisor (.50 FTE)		
Facility Supervisor (.50 FTE)	\$73,316	\$82,074
Benefits (Regular and Temporary Staff)	\$45,399	\$53,632
Temporary/Seasonal/PTNB Attendants/Starters	\$169,187	\$176,023
Mileage	\$100	\$100
Sub-Total	\$288,002	\$311,829
Commodities		
Office Supplies	\$250	\$250
Videos	\$100	\$100
Tools and Small Equipment	\$500	\$500
General Supplies	\$15,500	\$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	\$31,700	\$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	\$500	\$500
Postage/Courier Services	\$2,200	\$2,200
Printing	\$1,000	\$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)	\$28,000	\$28,000
Professional Training/Development	\$250	\$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	2023 BUDGET	2024 BUDGET
GOLF OPERATIONS (continued)		
Membership Dues (MGA, USGA, NGF, Audubon, Chamber of Commerce, Midwest Public Golf Managers Association)	\$520	\$520
Sub-Total	\$31,470	\$31,470
TOTAL GOLF OPERATIONS	\$395,292	\$419,119
MAINTENANCE		
Personal Services		
Regular Golf Course Maintenance Supervisor. (.25 FTE) Golf Maintenance Specialist (1.0 FTE) Greenskeeper (.65 FTE) Greenskeeper (.15 FTE)	\$149,913	\$157,358
Temporary Seasonal Maintenance	\$40,000	\$42,000
Benefits	\$74,603	\$66,730
Overtime	\$2,500	\$2,500
Other Pers. Serv. Reimb.	\$500	\$500
Sub-Total	\$267,516	\$269,088
Commodities		
Office Supplies	\$200	\$200
Tools	\$1,000	\$1,000
General Supplies	\$10,000	\$12,000
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)	\$13,000	\$13,000
Landscape Materials (sod, soils, fertilizer, seed)	\$20,000	\$20,000
Building Materials	\$1,000	\$1,000
Sub-Total	\$51,500	\$53,500
Contractual Services		
Consulting	\$500	\$500
Communications	\$500	\$500
Electricity	\$17,500	\$18,300
Maintenance & Repair Building	\$1,000	\$1,000
Janitorial	\$750	\$750
Water & Sewer	\$3,700	\$3,700
ISF (maintenance, operation, depreciation & replacement charges for fleet)	\$76,252	\$90,186
Portable Toilet Rental	\$3,787	\$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	\$108,865	\$125,023

ITEM	2023 BUDGET	2024 BUDGET
MAINTENANCE <i>(continued)</i>		
Other Charges		
License	\$500	\$500
Membership dues	\$800	\$800
Sub-Total	\$1,300	\$1,300
TOTAL MAINTENANCE	\$430,605	\$448,911
MERCHANDISE/SNACK BAR		
Commodities		
General Supplies	\$500	\$500
Food & Beverages (food for resale)	\$22,000	\$22,000
Kitchen & Dining	\$0	\$0
Maintenance & Repair Equipment	\$2,000	\$2,000
Licenses Taxes/fees	\$1,000	\$1,000
TOTAL SNACK BAR/RESALE	\$25,500	\$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	\$500	\$500
Sub-Total	\$14,175	\$14,175
Contractual Services		
Communication	\$900	\$900
Advertising	\$500	\$500
Printing	\$500	\$500
Sub-Total	\$1,900	\$1,900
Other Charges		
Membership Dues	\$700	\$700
TOTAL LESSONS	\$75,750	\$75,750
NON-OPERATING EXPENDITURES		
Furnishings & Equipment		
Interest Expense (debt service for bonds)	\$0	\$0
Contingency (includes net revenue)	\$125,538	\$138,712
TOTAL NON-OPERATING	\$125,538	\$138,712
TOTAL EXPENDITURES	\$1,052,685	\$1,107,992

**GLEN LAKE AND PRACTICE CENTER
STAFFING SUMMARY
2024 BUDGET**

2024 BUDGET REGULAR PERSONNEL			
	POSITION	2023 FTE	2024 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	1.20
	Attendants	.90	.90
Maintenance	Golf Course Specialist I	1.0	1.0
	Greenskeeper (shared with Eagle Lake, Parker's Lake, Hyland Greens and Hyland Hills Ski Area)	.15	.15
	Greenskeeper (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	2023 HOURS	2024 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



Three Rivers

PARK DISTRICT

2024 Operating Budget
Parker's Lake Golf Center
November 2023

Three Rivers Park District Parkers Lake Golf Center 2024 Operating Budget

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Parkers Lake Golf Center 2024 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.

2023 SEASON OVERVIEW

The 2023 season at Parkers Lake was the third full season of operation by Three Rivers Park District (in 2020 the facility didn't open until August); as of late August, revenues were approximately \$200,000. 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.

2024 BUDGET SUMMARY

Revenues: Revenues are budgeted at \$207,000 compared to \$181,000 in 2023.

Expenditures: Expenditures are budgeted at \$207,000 including a contingency of \$16,090. 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
2024 Operating Budget
Revenue Summary**

Description	2022 Actual Revenue	2023 Budgeted Revenue	2024 Budgeted Revenue
Range Fees	\$151,731	\$150,000	\$178,000
Lessons	\$30,894	\$27,000	\$25,000
Food and Beverage	\$1,717	\$2,000	\$2,000
Merchandise Sales	\$1,454	\$2,000	\$2,000
Interest Earnings	-	-	-
Revenue Total	\$185,796	\$181,000	\$207,000

**Parkers Lake Golf Center
2024 Operating Budget
Recommended Fees**

Driving Range

⇒ Large - \$13

⇒ Medium - \$8

Punch Passes

⇒ 10 Large - \$110

⇒ 10 Medium - \$70

Parkers Lake Golf Center 2024 Operating Budget Expenditure Summary

Description	2023 Budget	2024 Request
General Operations (9110)		
Personnel Services	\$52,403	\$61,389
Commodities	\$21,000	\$20,000
Contractual Services	\$5,000	\$4,000
Other Charges	\$4,000	\$4,500
Total	\$82,403	\$89,869
Maintenance (9120)		
Personnel Services	\$39,864	\$40,790
Commodities	\$14,700	\$14,700
Contractual Services	\$30,182	\$31,862
Other Charges		
Total	\$85,046	\$87,352
Lessons (9140)		
Personnel Services	\$6,459	\$9,689
Commodities	\$1,000	\$1,000
Contractual Services	-	-
Other Charges	-	-
Total	\$7,459	\$10,689
Food Service and Resale(9150)		
Commodities	\$3,000	\$3,000
Total	\$3,000	\$3,000
Other Financing		
Debt Services & Other Charges	-	-
Contingency	\$3,092	\$16,090
Total	\$3,096	\$16,090
GRAND TOTAL	\$181,000	\$207,000

Parkers Lake Golf Center 2024 Operating Budget Comparative Rates

Course	Range	
	Medium	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	\$7.00	\$11.00
	34 Balls	68 Balls
Cleary Lake Par 27	\$5.00	\$8.00
	35 Balls	70 Balls
Hyland Greens	\$6.00	\$12.00
	40 Balls	80 Balls
Braemar Range	\$6.50	\$11.00
Brookview-Limited Flight	\$8.00	\$8.00
Bunker Hills	\$8.00	\$11.00
Rush Creek - Limited Flight	\$10.00	\$15.00
Pheasant Acres-Limited Flight	\$6.00	\$12.00
Shamrock-Limited Flight	\$10.00	\$14.00

Three Rivers golf courses reflect 2024 proposed pricing.
Others are 2023 published prices.

Parkers Lake Golf Center 2024 Operating Budget Staffing Plan

Regular Positions:	2023	2024	Change
Golf Operations Supervisor	0.05	0.10	.05
Golf Maintenance Supervisor	0.05	0.05	-
Greenskeeper	.20	.20	-
Total Regular FTE	0.3	0.35	+.05
Temporary Positions:			
Maintenance Workers Hours	903	903	-
Attendant Hours	3,897	3,897	-
Golf Program Instructor Hours	400	400	-
Total Temporary Hours	5,200	5,200	-



ThreeRivers

PARK DISTRICT

2024 Operating Budget
Hyland Greens Golf Course
November 2023

**THREE RIVERS PARK DISTRICT
HYLAND GREENS GOLF COURSE
2024 OPERATING BUDGET**

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Hyland Greens Golf Course 2024 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.

2023 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 2023 due to a combination of strong promotion by the Park District and word of mouth with guests. Being a Youth on Course facility has also benefitted higher rounds with junior players. Revenues and expenditures should come close to the budget amount and profit margin should come relatively close to breaking even.

2024 BUDGET SUMMARY

In year four 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 proposed 2024 budget recommends revenues of **\$703,644** and expenditures of **\$703,644**.

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 2024.

Hyland Greens Golf Course 2024 Operating Budget Revenue & Expenditures Summary

	REVENUE		EXPENDITURES	
	2023 Budgeted	2024 Budgeted	2023 Budgeted	2024 Budgeted
Golf Operations	\$416,000	\$436,000	\$237,482	\$246,681
Driving Range	\$156,000	\$156,000		
Maintenance			\$391,958	\$401,786
Snack Bar and Merchandise	\$54,618	\$53,644	\$15,000	\$15,000
Lessons	\$58,000	\$58,000	\$40,178	\$40,177
TOTALS	\$684,618	\$703,644	\$684,618	\$703,644

Hyland Greens Golf Course 2024 Operating Budget Projected Revenue

Description	2022 Actual Revenue	2023 Budget	2024 Budget
Green Fees Total	\$329,534	\$350,000	\$360,000
Carts/Club Fees	\$66,255	\$66,000	\$76,000
Driving Range	\$128,919	\$156,000	\$156,000
Golf Merchandise	\$8,700	\$14,618	\$13,644
Concessions	\$25,918	40,000	\$40,000
Lessons Revenue	\$57,838	\$60,000	\$58,000
Total Revenue	\$617,164	\$686,618	\$703,644

**Hyland Greens Golf Course
2024 Operating Budget
Green Fees-Cart Rental-Driving Range
Comparative Rates**

2023 COURSE	GREEN FEES	CART FEES	SMALL BUCKET	LARGE BUCKET
HYLAND GREENS Par 27	\$18.00	\$18.00	\$7.00	\$12.00
GLEN LAKE Par 31	\$19.00	\$20.00	\$7.00	\$12.00
HALLA GREENS Par 29	\$22.00	\$18.00	\$7.50	\$13.00
BAKER Par 30	\$18.00	\$22.00	N/A	\$11/visit
BRAEMAR Par 27	\$19.00	\$16.00	\$6.50	\$11.00
BROOKVIEW Par 27	\$14.50	\$18.00	\$6.00	\$8.00
CLEARY LAKE Par 28	\$16.00	\$14.00	\$5.00	\$8.00
EAGLE LAKE Par 31	\$18.00	\$18.00	\$8.00	\$13.00
INVERWOOD Par 30	\$19.00	\$18.00	\$9.00	\$12.00
NEW HOPE Par 27	\$16.00	\$15.00	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
2024 Operating Budget
Recommended Fee Changes**

Green Fees: \$1 increase to all rounds

Driving Range: No proposed changes

Power Carts: No proposed changes

Golf Lessons: No proposed changes

Hyland Greens Golf Course 2024 Operating Budget Expenditure Summary

ITEM	2023 BUDGET	2024 BUDGET
GOLF OPERATIONS:		
Personal Services	\$154,482	\$163,681
Commodities	\$30,500	\$30,500
Contractual Services	\$37,500	\$37,500
Other Charges	\$15,000	\$15,000
TOTAL GOLF OPERATIONS	\$237,482	\$246,681
MAINTENANCE:		
Personal Services	\$257,181	\$256,989
Commodities	\$36,200	\$36,200
Contractual Services	\$97,577	\$107,597
Other Charges	\$1,000	\$1,000
TOTAL MAINTENANCE	\$391,958	\$401,786
CONCESSIONS:		
Commodities	\$15,000	\$15,000
TOTAL CONCESSIONS	\$15,000	\$15,000
LESSONS:		
Personal Services	\$37,678	\$37,677
Commodities	\$1,500	\$1,500
Other Charges	\$1,000	\$1,000
TOTAL LESSONS	\$40,178	\$40,177
TOTAL EXPENDITURES	\$684,618	\$703,644

Hyland Greens Golf Course 2024 Operating Budget Staffing Summary

2024 PROPOSED BUDGET REGULAR PERSONNEL			
	POSITION	2023 FTE	2024 FTE
Operations	Golf Operations Supervisor (shared with Glen Lake and the General Fund)	0.25	0.25
	Golf Facility Supervisor (shared with Glen Lake)	0.50	0.50
	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
	Greenskeeper (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	2023 HOURS	2024 HOURS
Operations	Clubhouse Attendants	5,000	5,000
Maintenance	Seasonal Maintenance	3,000	3,000
Lessons	Golf Instructor	841	841
Lessons	Golf Assistant	120	120
TOTAL HOURS		8,961	8,961



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PARK DISTRICT

**Scott-Three Rivers
Partnership Budget**

THREE RIVERS PARK DISTRICT
SCOTT-THREE RIVERS PARTNERSHIP
2024 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 September 6, 2023. 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 19, 2023.

The 2024 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 2024 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.

2024 Budget Overview

The 2024 Scott County-Three Rivers Partnership budget strives to continue to provide the high-quality services while funding new and expanded services at Doyle Kennefick Regional Park (hiking trails), Spring Lake Regional Park (lakefront and Cedar Lake Farm Regional Park). 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 2024 Scott County-Three Rivers Park District Partnership budget totals \$3,611,232, an increase of \$713,963 from the 2022 budget with \$106,931 relating to continuing operations and \$607,032 relating to expanded operations. These increased costs are being funded by increases in all three revenue streams listed above.

Budget Changes

The 2024 budget continues to build upon the partnership's past progress. The budget includes funding to maintain existing programs and service levels as well as the new costs associated with expanding services and recreation opportunities. The following is a summary of the major components of the \$713,963 increase:

- Wage and benefit increases for existing staff - \$45,566
- Increased vehicle and equipment operating costs for existing operations- \$25,000
- Increased utility and operating supplies for existing operations - \$36,365

- Four new positions for expanded operations - \$296,132
- New seasonal staffing for expanded services - \$36,170
- New supply and services costs associated with expanded services - \$56,380
- Four new pieces of equipment to maintain and manage expanded services - \$218,350

These increased costs are being funded by increases in all three major revenue streams.

- The contribution from Scott County is the largest revenue source within the budget. The 2024 budget includes an increase in the contribution of \$470,429 which brings the total contribution to \$2,373,495.
- The budgeted amount for Met Council grants is being increased by \$5,000 based on the amount received in the past.
- Park user fees are budgeted to increase \$20,184, which is a combination of the following:
 - An increase in golf revenues of \$25,000 based on amounts collected in past years.
 - A decrease in camping revenues of \$20,000 since part of the campground at Cleary Lake Regional Park will be under construction in 2024.
 - New revenue of \$15,184 from camper cabins being added to Cedar Lake Farm Regional Park. This estimate is based on a partial year of usage since the exact date that the cabins will be available is not yet known.

Expenditures

As is true with other budgets, staffing costs are the largest part of the budget. For 2024, wages and benefits for all positions are estimated based on the District's compensation plan that includes merit increases for non-union employees and grade step increases based on the District's contract with the Maintenance union. In addition, health insurance costs are budgeted to increase 9.5% for 2024.

The 2024 budget, along with historical operating data, is shown below:

	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2024 Budget Over/(Under) 2023	
					Dollars	%
Revenues:						
Park Use						
Golf	\$ 620,050	\$ 586,905	\$ 467,515	\$ 492,515	\$ 25,000	5.08%
Other	354,752	342,354	356,779	351,963	(4,816)	(1.37%)
Met Council Operations and Maintenance Grant	51,175	61,940	52,000	57,000	5,000	8.77%
Met Council Equity Grant	--	--	30,159	30,159	--	---%
State Lottery-in-Lieu-of Grant	108,790	81,000	81,000	81,000	--	---%
Contribution from Scott County	1,710,435	1,852,811	1,903,066	2,373,495	470,429	19.82%
Other Revenue	3,581	(27,978)	6,750	225,100	218,350	97.00%
Total Revenue	\$ 2,848,783	\$ 2,897,032	\$ 2,897,269	\$ 3,611,232	\$ 713,963	24.64%
Expenditures						
Park Maintenance						
Personal Services	\$ 894,824	\$ 1,001,434	\$ 1,076,856	\$ 1,344,280	\$ 267,424	19.89%
Supplies, Services & Other	394,328	398,492	339,341	435,836	96,495	22.14%
Total Park Maintenance	1,289,152	1,399,926	1,416,197	1,780,116	363,919	25.70%
Facility Operations						
Personal Services	460,806	474,330	533,098	605,271	72,173	13.54%
Supplies, Services & Other	96,752	88,645	167,715	173,115	5,400	3.22%
Total Facility Operations	557,558	562,975	700,813	778,386	77,573	11.07%
Public Safety						
Personal Services	81,556	51,008	103,923	136,092	32,169	30.95%
Supplies, Services & Other	4,081	1,923	5,500	11,250	5,750	104.55%
Total Public Safety	85,637	52,931	109,423	147,342	37,919	34.65%
Recreation and Outdoor Education						
Personal Services	123,629	136,740	137,339	132,404	(4,935)	(3.59%)
Supplies, Services & Other	2,834	17	6,740	6,740	--	---%
Total Recreation and Outdoor Education	126,463	136,757	144,079	139,144	(4,935)	(3.43%)
Natural Resources Management						
Personal Services	107,124	115,545	137,760	143,172	5,412	3.93%
Supplies, Services & Other	1,209	10,222	12,000	22,100	10,100	84.17%
Total Natural Resources Management	108,333	125,767	149,760	165,272	15,512	10.36%
Administration						
Personal Services	352,134	336,285	372,245	377,870	5,625	1.51%
Supplies, Services & Other	88,482	17,612	4,752	4,752	--	---%
Total Administration	440,616	353,897	376,997	382,622	5,625	1.49%
Capital Outlay-Equipment	0	0	0	218,350	218,350	100.00%
Total Expenditures	\$ 2,607,759	\$ 2,632,253	\$ 2,897,269	\$ 3,611,232	\$ 713,963	24.64%
Excess of Revenues Over/(Under) Expenditures	\$ 241,024	\$ 264,779	\$ - 0 -	\$ - 0 -	\$ - 0 -	

Staffing

The 2024 budget includes four new full-time positions to maintain and manage the new/expanded services being offered in 2024. Seasonal staffing has been increased by 1,976 hours to meet the maintenance and customer service needs associated with the expanded services. A portion of this increase has been offset by reallocating some preexisting hours to fund the new Park Service Assistant position. The following is a summary of the budgeted full-time equivalent positions and temporary hours:

Positions	Full-Time Equivalents	
	2023	2024
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 (4)	3.00	4.00
Park Keeper (2)	1.00	2.00
Park Worker (1)	1.00	1.00
Custodian (1)	1.00	1.00
Park Operations Supervisor (1)	1.00	1.00
Facility Supervisor (3)	2.00	3.00
Facility Attendant (2)	1.40	1.40
Recreation Program Specialist (1)	0.80	0.80
Interpretive Naturalist (1)	0.30	0.30
Park Service Liaison (1)	1.00	1.00
Park Service Assistant (1)	0.00	1.00
Total Full Time Equivalent Positions	20.30	24.30
Temporary/Intermittent Hours	25,902	26,612

LOTTERY-IN-LIEU-OF MAINTENANCE AND REHABILITATION PROGRAM

The 2024 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 \$164,517. 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.



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PARK DISTRICT

**Equipment Internal
Services Fund**

**INTERNAL SERVICES FUND (ISF)
2024 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 fleet. The General Fund, Special Revenue Funds, and Scott/Three Rivers Operations are charged costs associated with assigned and shared 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 2024 ISF Operating Budget is \$4,323,820, an increase of \$178,467 over the 2023 approved budget of \$4,145,353. The proposed budget includes increased costs for the regular salary and benefit program as recommended for all District operations.

Equipment replacement purchases funded by the ISF program are made separate from the ISF Operating Budget. The 2024 recommended Equipment Replacement program totals \$1,400,900.

The Board-approved Financial Management Plan requires a minimum undesignated, unreserved year-end ISF cash balance of \$500,000. The projected 2023 year-end cash balance (including the \$500,000 minimum) is \$879,380. The proposed 2024 ISF budget and Equipment Replacement recommendation does include a \$140,819 draw from the fund balance. Unexpended operating and equipment replacement funds are retained in the Internal Services Fund balance for future use.

2024 Budget Summary

Revenues:

Major Revenue Type	2023 Budget	2024 Budget	Increase (Decrease)
Equipment Rental	3,940,353	4,118,820	178,467
Sale of Equipment	200,000	200,000	0
Interest Earnings	5,000	5,000	0
Total	4,145,353	4,323,820	178,467

Expenditures:

Major Expenditure Type	2023 Budget	2024 Budget	Increase (Decrease)
Personal Services	1,252,359	1,286,751	34,392
Commodities / Services	2,892,994	3,037,069	144,075
Capital Outlay	0	0	0
Total	4,145,353	4,323,820	178,467

Commodities, Services and Other Charges include calculated amounts for vehicle and 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	2023 Budget	2024 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 \$1,400,900. 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

2019	2020	2021	2022	2023	2024
929,000	1,127,000	1,294,000	1,599,900	1,400,300	1,400,900

2024 Proposed ISF Equipment Replacement

No.	Year	Description	Est. Cost	Replace With
Baker Golf				
0234	1997	Tractor	\$ 43,700	Similar
1110	2011	Reel Mower	\$ 53,450	Similar
1215	2012	Reel Mower	\$ 53,450	Similar
1507	2015	Reel Mower	\$ 55,700	Similar
1619	2016	Rotary Mower	\$ 37,500	Similar
1814	2018	Rotary Mower	\$ 37,500	Similar
Design				
2909	2009	Sedan	\$ 35,000	Similar
Eagle Lake Golf				
1111	2011	Reel Mower	\$ 55,700	Similar
Glen Lake Golf				
2723	2007	Reel Mower	\$ 36,200	Similar
Hyland Greens Golf				
1114	2011	Rotary Mower	\$ 37,500	Similar
NA	NA	Aerifier	\$ 27,500	Similar
Hyland Hills				
2224	2022	ATV	\$ 7,000	Similar
2225	2022	ATV	\$ 7,000	Similar
Natural Resources				
2813	2008	Pickup	\$ 46,250	Similar
2814	2008	Pickup	\$ 43,950	Similar
2905	2009	Brush Mower Attachment	\$ 42,100	Similar
Park Maintenance				
1053	2010	Mower Attachment	\$ 25,500	Similar
1080	2011	Snowblower Attachment	\$ 6,900	Similar
1125	2011	Dump Truck	\$ 100,000	Similar
1201	2012	Dump Truck	\$ 90,000	Similar
1217	2012	Reel Mower	\$ 55,700	Similar
1318	2013	Rotary Mower	\$ 25,000	Similar
1401	2014	Dump Truck	\$ 100,000	Similar
1660	2016	Heavy Duty Utility Vehicle	\$ 67,250	Similar
1711	2017	ATV	\$ 7,000	Similar
1712	2017	ATV	\$ 7,000	Similar
2438	2004	Utility Vehicle	\$ 30,000	Similar
2686	2006	Rake Attachment	\$ 16,000	Similar
2701	2007	Utility Vehicle	\$ 36,800	Similar with Tracks
2721	2007	Reel Mower	\$ 55,600	Similar
2836	2009	Utility Vehicle	\$ 36,800	Similar
2845	2008	Pickup	\$ 43,950	Similar
2862	2009	Rake Attachment	\$ 16,000	Similar

No.	Year	Description	Est. Cost	Replace With
2920	2009	Rotary Mower	\$ 25,000	Similar
Public Safety				
1523	2015	SUV Squad	\$ 67,000	Similar
			\$1,400,900	



ThreeRivers

PARK DISTRICT

Asset Management Program

THREE RIVERS PARK DISTRICT

2024 ASSET MANAGEMENT PROGRAM

The approved 2024 Asset Management Program (AMP) totals \$20,023,397. This amount finances 76 projects throughout the Park District. The 2024 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 six 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 two project areas either improve existing facilities and operations or add new facilities.

Program Area	Program Purpose	Examples of Projects
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
Planning	Complete/Update information that guides future park development	<ul style="list-style-type: none"> • Park District Master Plans • Major District-wide research activities
Commitments	Projects for which the Park District has agreements or outside funding already in place.	<ul style="list-style-type: none"> • Connections between local and regional trails • Trail and park improvements
Discretionary Projects	Projects that the Park District chooses to construct because they will enhance the park guest experiences	<ul style="list-style-type: none"> • Park facility improvements • Signage improvements • New trail and park improvements

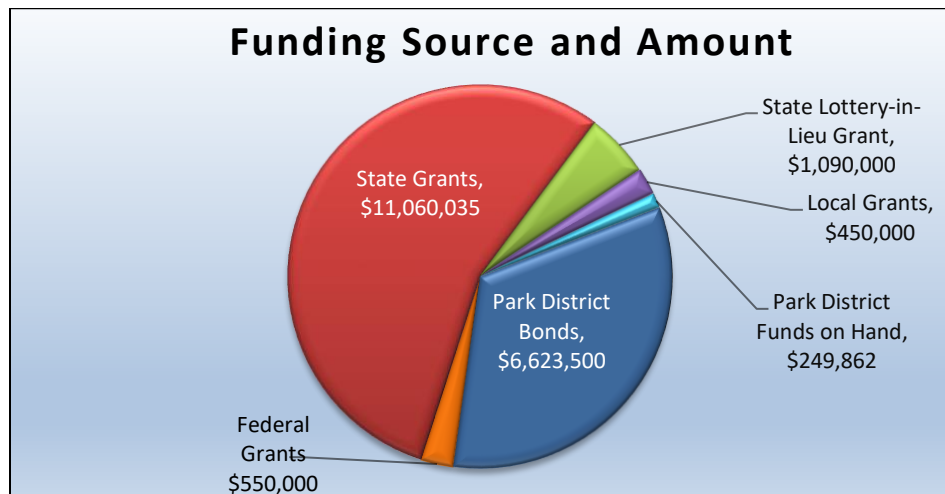
The projects contained in the 2024 AMP were originally included in the 2024 portion of the Five-Year Capital Improvement Plan that was adopted by the Board of Commissioners in the late fall of 2023. Some project amounts were modified slightly based on changes in project scope or funding availability.

Subtotals by Program	Projected Cost
Stewardship	\$10,454,354
Preservation and Rehabilitation	\$ 4,030,000
Infrastructure Management	\$ 2,671,220
Natural Resources Management	\$ 1,733,134
Information Management	\$ 1,405,000
Sustainability	\$ 415,000
Planning	\$ 200,000
Commitments	\$ 5,675,000
Discretionary Projects	\$3,354,043
Administrative Costs	\$ 540,000
TOTAL	\$20,023,397

The largest project in the 2024 AMP is the phase 1 improvements at Sohacki Park which includes both water quality and educational improvements. The 2024 Asset Management Program includes costs of \$2.2 million for this project with funding from federal, state and local governments funding the entire cost.

Funding

The 2024 AMP is proposed to be funded by a variety of sources, with 33 percent of funding from Three Rivers Park District and 67 percent of funding from outside sources.



Three Rivers Park District Sources of Funding

- Park District Bonds: \$6,623,500
 - The Park District has historically issued eight 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: \$249,862
 - Funding for improvements at Mississippi Gateway Regional Park.

Funding from Outside Sources

- Federal Grants - \$550,000
 - Two federal grants to fund improvements at Sochacki Park (\$400,000) and shoreline improvements at Mississippi Gateway Regional Park (\$150,000).
- State Grants - \$11,060,035
 - State Legacy Grants - \$3,765,303
 - ❖ Rush Creek Regional Trail Underpass at West River Road - \$1,500,000
 - ❖ Mississippi Gateway Regional Park Improvements - \$1,335,811
 - ❖ Roof Replacements at Hyland and the Administrative Center - \$900,000
 - ❖ Dakota Rail Regional Trail Crossing at County State Aid Highway 15 - \$29,492
 - Modernization Grant - \$3,333,370
 - ❖ Baker Campground Electrical Upgrade - \$1,378,370
 - ❖ Hyland Park Boat Ramp and ADA improvements - \$525,000
 - ❖ Luce Line Regional Trail Boardwalk Redecking - \$500,000
 - ❖ Gale Woods Solar Roof - \$400,000
 - ❖ District-wide Information Kiosks - \$300,000
 - ❖ Carver Park Boat Ramp and Shoreline improvements - \$150,000
 - ❖ Interpretive Sign Design and Installation - \$80,000
 - Conservation Legacy Partnership Program - \$1,910,000
 - ❖ Sochacki Park Water Quality and Education Improvements - \$1,500,000
 - ❖ Mississippi Gateway Shoreline and Fishing Access - \$410,000
 - State Bonding Funds - \$1,160,728
 - ❖ Elm Creek Trail and Parking Reconstruction - \$675,220
 - ❖ Nine Mile Creek Regional Trail Improvement - \$330,000
 - ❖ Dakota Rail Regional Trail Crossing at County State Aid Highway 15 - \$155,508
 - Department of Natural Resources Grant - \$450,000
 - ❖ Carver Park Boat Ramp and Shoreline improvements - \$450,000
 - Hazard Tree Grant- \$328,134
 - ❖ Ash Tree Management and Removal - \$328,134
 - Metropolitan Council Acquisition Grant - \$112,500
 - ❖ Basset Creek Regional Trail Connection - \$112,500
- State Lottery-in-Lieu-of Grant: \$1,090,000
 - These state funds, provided through Met Council, have been received in 2023 for application to the 2023 Preservation and Rehabilitation Program.
- Local Grants: \$450,000
 - Basset Creek Water Management Organization – Sochacki Park Water Quality and Education Improvements - \$300,000
 - City of Golden Valley – Basset Creek Regional Trail Connection - \$150,000

Summary of Bond Status

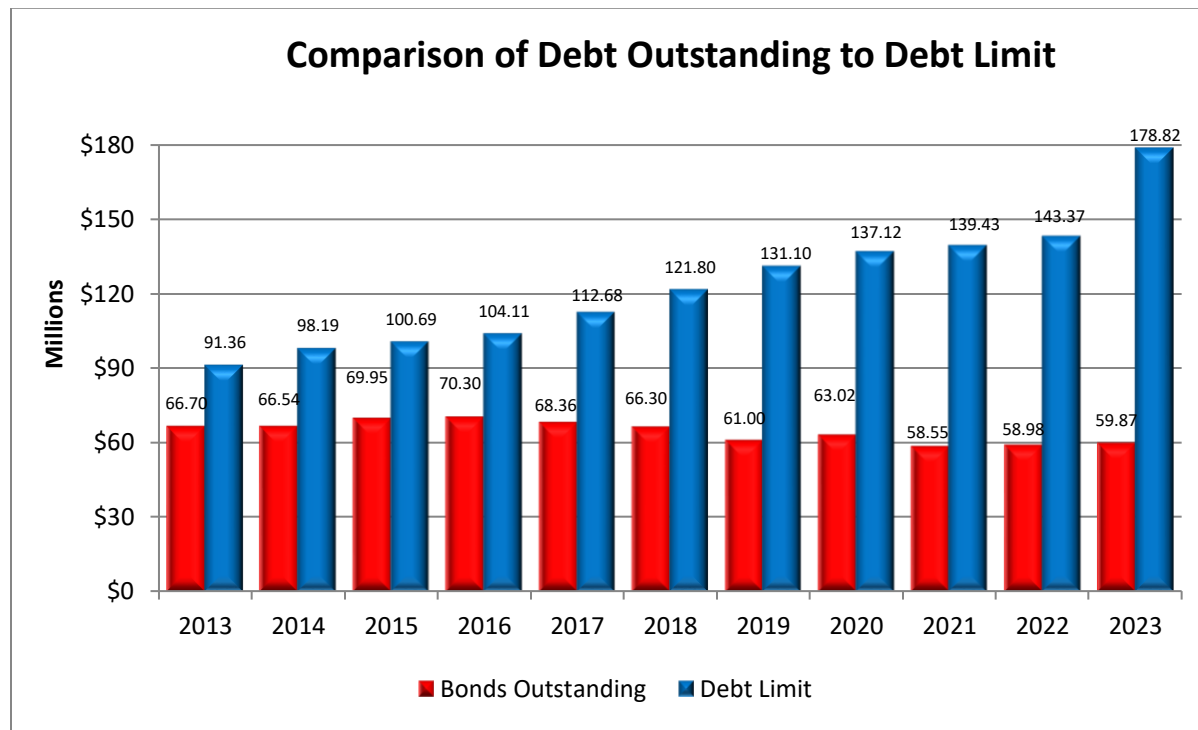
The Park District has been issuing bonds annually to finance the construction of various projects. As a result, the Park District currently has \$59,870,000 in general obligation bonds outstanding.

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:

2024	\$5,525,000	
2025	\$5,990,000	
2026	\$5,610,000	
2027	\$5,810,000	
2028	\$6,040,000	
<u>Total</u>	<u>\$28,975,000</u>	(48.4% of outstanding debt)

These amounts do not include any bonds that may be issued in 2024 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 \$894,100,407 as of December 31, 2023. 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 \$178,820,081 as of December 31, 2023, is the limit that needs to be monitored and has the potential to constrain future debt issuance.



2024 Asset Management Program: Project List & Funding Sources

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
1	IMP	District Wide	Pavement & structure preventative maintenance	\$971,000		<i>Bundled Total</i>
1.01		<i>District-wide</i>	<i>General trail/road segments as needed</i>	<i>\$725,000</i>		<i>Bundled</i>
1.02		<i>District-wide</i>	<i>Utility locates and other preliminary construction services</i>	<i>\$30,000</i>		<i>Bundled</i>
1.03		<i>District-wide</i>	<i>Pedestrian bridge, underpass and retaining wall, boardwalk repairs</i>	<i>\$62,000</i>		<i>Bundled</i>
1.04		<i>District-wide</i>	<i>Sewer and water inspection and repairs</i>	<i>\$38,000</i>		<i>Bundled</i>
1.05		<i>District-wide</i>	<i>Certified inspections of engineered structures</i>	<i>\$26,000</i>		<i>Bundled</i>
1.06		<i>District-wide</i>	<i>Consultant AutoCAD, PM, and Technical Support</i>	<i>\$50,000</i>		<i>Bundled</i>
1.07		<i>Hyland PR</i>	<i>Hyland ski jump inspection</i>	<i>\$40,000</i>		<i>Bundled</i>
8	IMP	Hyland PR	Boat ramp access road and ADA improvements	\$525,000	\$525,000	State Modernization Grant
9	IMP	Luce Line RT	LLRT: Boardwalk redecking - two boardwalks south of Medicine Lake	\$500,000	\$500,000	State Modernization Grant
10	IMP <i>IMP</i> <i>IMP</i> <i>Discretionary</i>	Elm Creek PR	Horizontal Infrastructure Improvements: Phase 1 <i>1) South trail loop microsurfacing 2) All road and parking lot mill and overlay-engineering & reconstruction (engineering) 3) Elm Creek overflow parking pavement at the Chalet and Eastman (engineering).</i>	\$675,220	\$675,220	2023 State Bond <i>(bundled for grant purposes)</i>

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
11	PRP	District-wide	Building Materials	\$150,000		
12	PRP	District-wide	Burg, Fire, Security	\$150,000		
13	PRP	District-wide	Carpentry Rehab Projects	\$317,500		
14	PRP	District-wide	Concrete	\$97,000		
15	PRP	District-wide	Electrical	\$215,000		
16	PRP	District-wide	Elevators	\$40,000		
17	PRP	District-wide	Furniture	\$8,000		
18	PRP	District-wide	General Rehab Baker	\$120,500		
19	PRP	District-wide	General Rehab Carver	\$101,000		
20	PRP	District-wide	General Rehab Elm Creek	\$177,700		
21	PRP	District-wide	General Rehab French	\$76,000		
22	PRP	District-wide	General Rehab Hyland	\$290,900		
23	PRP	District-wide	General Rehab Mississippi	\$118,700		
24	PRP	District-wide	General Rehab Parks & Trails	\$343,000		
25	PRP	District-wide	General Rehab Regional Trails	\$120,000		
26	PRP	District-wide	HVAC	\$125,000		
27	PRP	District-wide	Paint	\$269,500		
28	PRP	District-wide	Plumbing	\$125,000		
29	PRP	District-wide	PRP Contingency	\$155,200		
30	PRP	District-wide	Roofs	\$20,000		
31	PRP	District-wide	Small Infrastructure	\$80,000		
32	PRP	District-wide	Building demolition at 4 sites: the Landing, Gale Woods, Kingswood & Crow	\$30,000		
33	PRP	Admin Center	Administration Center roof replacement	\$550,000	\$550,000	2024 Parks Legacy Grant
34	PRP	Hyland	Hyland Operations Center & cold storage roofs	\$350,000	\$350,000	2024 Parks Legacy Grant
35	ITP	District-wide	Infrastructure Maintenance	\$78,750		
36	ITP	District-wide	Network Hardware	\$183,750		
37	ITP	District-wide	Cloud Infrastructure and Licensing	\$315,000		
38	ITP	District-wide	Desktop/Multimedia/End User Solutions	\$315,000		
39	ITP	District-wide	Data Center Maintenance	\$355,000		
40	ITP	District-wide	Security and Compliance	\$105,000		
41	ITP	District-wide	GIS/GPS Mapping and Hardware	\$52,500		

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
42	NRM	District-wide	Aquatic Vegetation Management	\$45,000		
43	NRM	District-wide	CCM, Contracts, etc. to Support Forestry-Horticulture Operations	\$380,000		
44	NRM	District-wide	Compost for Amending Soils	\$17,500		
45	NRM	District-wide	Forest Exclosures	\$25,000		
46	NRM	District-wide	Fisheries Management	\$20,000		
47	NRM	District-wide	Invasive Species Management and Control	\$80,000		
48	NRM	District-wide	Landscape Maintenance - Horticulture	\$82,500		
49	NRM	District-wide	Landscape Maintenance - Nursery	\$85,000		
50	NRM	District-wide	NRM Projects to Enhance Forest Habitat Communities	\$95,000		
51	NRM	District-wide	NRM Projects to Enhance Open Habitat Communities	\$130,000		
52	NRM	District-wide	Water Quality Improvements	\$210,000		
53	NRM	District-wide	Tree Trimming - Contracted	\$50,000		
54	NRM	District-wide	Water Structure Repair/Replacement	\$105,000		
55	NRM	District-wide	CPL/BWSR Grant Match	\$50,000		
56	NRM	District-wide	Culvert Replacement Design/Permitting	\$30,000		
57	NRM	District-wide	Hazard Tree removal/Ash Tree Mgmt. State Grant Program	\$328,134	\$328,134	2023 State Hazard Tree Program
58	SUS	Gale Woods	Gale Woods Farm Solar Roof Installation	\$400,000	\$400,000	State Modernization Grant
59	SUS	Districtwide	Building Efficiency Upgrades	\$15,000		
60	Planning	District-wide	Updates of existing park Master Plans	\$75,000		
61	Planning	District-wide	Regional Trails Master Plans	\$75,000		
62	Planning	District-wide	Regional Trail - Federal Grant Applications	TBD		
63	Planning	District-wide	5-year Visitor Studies (trail visitors in 2024, park visitors and general population study in 2028)	\$50,000		

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
64	Commitment	Carver PR	Boat ramp, ADA improvements, shoreline stabilization project with DNR @ Lake Auburn	\$600,000	\$450,000 \$150,000	DNR Grant State Modernization Grant
65	Commitment	Mississippi Gateway	Shoreline stabilization & fishing access (scalable to outside funding)	\$560,000	\$150,000 \$410,000	NPS Shoreline restoration grant Conservation Legacy Partnership Program (Tentative)
66	Commitment	Sochacki	Sochacki: Water Quality Project: WQ construction/activities and env education amenities: classroom area soil remediation, boardwalks, learning stations. Scalable to outside funding secured	\$2,200,000	\$400,000 \$1,500,000 \$300,000	Congressional Designated Spending (tentative) Conservation Legacy Partnership Program (Tentative) Bassett Creek Watershed Mgmt. Organization (BWCMO)
67	Commitment	Dakota Rail RT	CSAH 15 redesign to improve crossing safety in downtown Mound. Project led by Hennepin County. Cost share with County and City.	\$185,000	\$155,508 \$29,492	2023 State Bond 2024 Parks Legacy Grant
68	Commitment	Rush Ck RT	Design and construct regional trail segment from Hindu Temple to I-494 in Maple Grove. Project led by the City.	\$-		Per agreement no cost to Park District.
69	Commitment	Bassett Creek RT	Construction of the Bassett Creek Regional Trail and local connector trail in Golden Valley	\$300,000	\$112,500 \$150,000	Met Council acquisition Grant City of Golden Valley

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
70	Commitment	Nine Mile RT	Design and reconstruct regional trail along 11th Ave in Hopkins	\$330,000	\$330,000	2023 State Bond
71	Commitment	Rush Creek RT/MGRP	Advance funding to construct Rush Creek Underpass of W River Rd Pedestrian Underpass. Reimbursed by Feds in 2026. Reimbursement assigned as funding in 2027.	\$1,500,000	\$1,500,000	2024 Parks Legacy Grant
72	Discretionary	District-wide	Interpretive Signage Program: develop and produce interpretive signage focusing on self-directed learning at locations throughout the district-wide	\$80,000	\$80,000	State Modernization Grant
73	Discretionary	District-wide	Welcome/Information Kiosk Program: Kiosks target new visitors and include general information, high-level wayfinding and interpretation @ 10 locations based on visitation and research.	\$300,000	\$300,000	State Modernization Grant
74	Discretionary	Baker Campground	Campground Updates: electrical upgrades on existing loops, add electric to F Loop, add Wi-Fi and charging stations	\$1,378,370	\$1,378,370	State Modernization Grant
75	Discretionary	Mississippi Gateway	Previously unfunded improvements (Considered all one project) <i>Upper Rec Picnic Shelters</i> <i>Electrical for Upper Rec Area</i> <i>Electrical for Tree Top Trail</i> <i>South Pond Lab & Site</i> <i>Boardwalk</i> <i>River Flats Picnic Development</i> <i>Trails in Floodplain Forest & Along Wetland</i>	\$1,585,673 <i>\$377,636</i> <i>\$62,303</i> <i>\$67,628</i> <i>\$278,301</i> <i>\$269,100</i> <i>\$243,205</i> <i>\$287,500</i>	\$1,335,811 <i>\$249,862</i>	2024 Parks Legacy Grant MGRP base budget - unallocated funds
76	Discretionary	District-wide	Education shelter needs and standards analysis	\$10,000		

ID	Program	Location	Project Title	Amount	Other Funding ¹	Funding Notes
77	Admin	District-wide	Capital Administration	\$540,000	\$1,090,000	Unallocated Lottery-in-Lieu
			EXPENSE TOTALS	\$20,023,397	\$13,399,897	

Funding

Source	Funding program	Amount
Fed	NPS Shoreline restoration grant	\$150,000
Fed	Congressional Designated Spending (tentative)	\$400,000
State	State Lottery-in-lieu	\$1,090,000
State	State Modernization Grant	\$3,333,370
State	2023 State Bond	\$1,160,728
State	2024 Parks Legacy Grant	\$3,765,303
State	DNR Grant	\$450,000
State	Conservation Legacy Partnership Program (Tentative)	\$1,910,000
State	2023 State Hazard Tree Program	\$328,134
State	Met Council acquisition Grant	\$112,500
Local	City of Golden Valley	\$150,000
Local	Bassett Creek Watershed Mgmt. Organization (BWCMO)	\$300,000
TRPD	MGRP base budget - unallocated funds	\$249,862
TRPD	Estimated Bonding Need	\$6,623,500
	TOTAL FUNDING	\$20,023,397



Three Rivers

PARK DISTRICT

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