



City of Appleton

100 North Appleton Street
Appleton, WI 54911-4799
www.appleton.org

Meeting Agenda - Final-revised Parks and Recreation Committee

Monday, October 22, 2018

6:30 PM

Council Chambers, 6th Floor

1. Call meeting to order

2. Roll call of membership

3. Approval of minutes from previous meeting

[18-1499](#)

Minutes of the September 24, 2018 Parks & Recreation Committee Meeting

Attachments: [Minutes of the September 24, 2018 P & R Committee Meeting.pdf](#)

4. **Public Hearings/Appealances**

5. **Action Items**

6. **Information Items**

[18-1524](#)

Presentation of the 2019 Budgets for Parks & Recreation, Reid Golf Course and Special Revenue Funds

Attachments: [2019 Budget Park Recreation.pdf](#)

[2019 Budget Reid Golf.pdf](#)

[2019 Budget PR Special Revenue Funds.pdf](#)

[18-1527](#)

Reid Golf Course - September, 2018 Participation, Expense & Revenue Report

Attachments: [September, Reid Expense, Participation & Revenue Report.pdf](#)

[18-1500](#)

Informational: City of Appleton Trail Development Requirements

Attachments: [City of Appleton Trail Development Requirements.pdf](#)

[18-1531](#)

Park Pavilion Shelter & Restroom Facility Study

Attachments: [City of Appleton- Park Pavilion Study \(Final\).pdf](#)

7. Adjournment

Notice is hereby given that a quorum of the Common Council may be present during this meeting, although no Council action will be taken.

Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.

For questions on the agenda, please contact the Parks, Recreation & Facilities Management Department at 920.832.5514



City of Appleton

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Meeting Minutes - Final Parks and Recreation Committee

Monday, September 24, 2018

6:30 PM

Council Chambers, 6th Floor

1. Call meeting to order

The meeting was called to order at 6:43 p.m.

2. Roll call of membership

Others: Tom Flick, Parks, Recreation & Facilities Management; Jim Walsh,
Legal Services

Present: 3 - Dvorachek, Siebers and Meltzer

Excused: 2 - Martin and Spears

3. Approval of minutes from previous meeting

[18-1372](#)

Minutes of the September 10, 2018 Parks & Recreation Committee Meeting

Attachments: [Minutes of the September 10, 2018 P & R Meeting.pdf](#)

Aldersperson Meltzer moved, seconded by Aldersperson Siebers, that the Minutes of the September 10, 2018 Parks & Recreation Committee be approved. Roll Call. Motion carried by the following vote:

Aye: 3 - Dvorachek, Siebers and Meltzer

Excused: 2 - Martin and Spears

4. Public Hearings/Appealances

None

5. Action Items

[18-1377](#)

Action: Request Approval to Accept the Donation of \$100,000 from Principal for Jones Park Playground Equipment

Attachments: [Jones Park playground Document.pdf](#)

Aldersperson Meltzer moved, seconded by Aldersperson Siebers, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:

Aye: 3 - Dvorachek, Siebers and Meltzer

Excused: 2 - Martin and Spears

6. Information Items

[18-1374](#)

Parks Projects Updates

This item was presented

7. Adjournment

The meeting was adjourned at 6:53 p.m.

Aldersperson Siebers moved, seconded by Aldersperson Dvorachek, that the meeting be adjourned. Roll Call. Motion carried by the following vote:

Aye: 3 - Dvorachek, Siebers and Meltzer

Excused: 2 - Martin and Spears

CITY OF APPLETON 2019 BUDGET

**PARKS AND RECREATION
DEPARTMENT**

Director of Parks, Recreation & Facilities Management:

Dean R. Gazza, CPRE, LEED-AP

Deputy Director of Parks, Recreation & Facilities Management:

Thomas R. Flick, CPRP

CITY OF APPLETON 2019 BUDGET

PARKS, RECREATION AND FACILITIES MANAGEMENT DEPARTMENT

MISSION STATEMENT

Building communities and enriching lives where we live, work and play.

DISCUSSION OF SIGNIFICANT 2018 EVENTS

Parks and Recreation is a tangible reflection of the quality of life in a community. Together, they provide gathering places and opportunities for families and social groups, as well as for individuals of all ages and economic status. In 2018, many great projects were completed to preserve and extend the useful life of our parks as well as updates made to our recreational programming to meet the demands and needs of our community.

Parks and Grounds Management

The grounds division proactively managed 610 acres of grounds, 17 ball diamonds, 17 tennis courts, 11 basketball courts, 2 Frisbee golf courses, 1 skateboard park, 7 ice rinks, 11.5 miles of paved trails, an archery range and 20,100 sq. ft. of accessible playgrounds.

Significant projects included the construction of Jones Park which is slated to open in 2019. The parks experienced many improvements and maintenance projects including: the addition of a concrete accessible walkway, dugout and bleacher pads at Linwood Park; concrete walkway replacements at Hoover and Woodland Parks; the addition of the Lutz Park Trail; repair/replacement of the Vulcan Heritage walkways and parking lot; completion of phase three improvements at the Scheig Center; improvements to the skateboard park at Telulah Park; the addition of a soccer field at Kiwanis Park; and the addition of a scoreboard at diamond 5 and various ball diamond field improvements at Appleton Memorial Park. In addition, various ADA improvements, security improvements, playground equipment and surface repairs, park drainage improvements, invasive plant control, parking lot repairs, and general grounds maintenance were performed throughout the parks. Planning efforts included design of the Ellen Kort Peace Park, design of a new tennis and basketball court for Linwood Park, design of the Jones Building at Appleton Memorial Park, trail master planning, and planning for the development of lower Telulah Park.

Recreation Services

The recreation division continued to excel in their mission to provide recreational services by developing programs and activities that encourage community involvement and the well-being of our residents.

Erb Pool was open for an entire season and saw the highest participation in swim lessons to date. We also welcomed back the Fox Cities Classic and Bird Bath Invitational Swim Meets which drew approximately 1,500 swimmers between the two events. With the park being developed, the new skating rink and sled hill were open with the warming shelter being available seven days a week during the winter season.

Youth sports leagues continued to see great success. Contrary to national trends in youth sports, our leagues continued to see steady growth. Changing the Game Project contacted us to share our success in an article published in a national blog/website which showcased our youth sports program and our philosophies towards youth sports. It led to an article printed in the *New York Times*.

This year we saw the expansion of our Teen Core program and provided special events throughout the year to engage the teen demographic including a broomball event at the Erb Park skate rink and a new coed modified softball league which received great reviews.

New marketing strategies were used to help promote our programs and services. We started using Instagram more efficiently and timely to engage individuals through photos of our program participants and parks. We provided a live question and answer session with our Recreation Manager, a new "Would You Rather Wednesday" series, and some fun videos featuring our Recreation Division staff.

We rebranded our preschool program to the new Appletots Learning Center, a new logo was created and website materials were updated to better represent what our program can offer to preschool age participants.

A recreation center needs assessment was developed by the Recreation Division staff that evaluates the need for indoor recreational programming space in the City of Appleton in order to provide a consistent accessible location for program users. Currently programs are held at multiple random locations based on availability.

CITY OF APPLETON 2019 BUDGET

PARKS, RECREATION AND FACILITIES MANAGEMENT

MAJOR 2019 OBJECTIVES

Provide planning and project management services including construction oversight and representation related to projects outlined in the capital improvement plan.

Provide multi-use aquatic facilities that serves as a destination for residents of Appleton and surrounding communities at a reasonable cost for all ages and abilities while maintaining a welcoming and safe environment.

Implement the Parks and Recreation section of the Comprehensive Plan. Monitor trends in the community, changes in the Parks and Recreational industry and solicit and implement feedback to update the five-year plan annually.

Implement improvements as indicated in the ADA accessibility audit to ensure compliance with ADA Title II Section 35.150(d)(3) requirements.

Implement recommendations outlined in the Trails Master Plan.

Upgrade playground areas and equipment to obtain a 15 year life-cycle replacement schedule. We currently provide 46 playground structures, 81 swing sets and numerous other play equipment in 29 playground areas throughout the parks. When playground equipment exceeds its life expectancy, we replace it to ensure safety and that it meets the recreational needs of the users.

Continue to initiate an Adopt-A-Park program and volunteer programs for the Appleton Memorial Park Gardens.

Explore the launch of a special needs/unified sports program for youth.

Increase visibility of our Teen Core programs and continue to expand program offerings for this demographic.

Strengthen partnerships to become more responsive to community needs. Look to engage, leverage and develop community and corporate partners to optimize and broaden programs and services.

Serve an aging population with social, recreational, active and healthy opportunities.

Strengthen community image and sense of place through marketing efforts via our social media sites, website, mass email communication efforts, and recreation program book.

Provide efficient services to residents regardless of income, background and ability.

Develop a parking/safety plan for participants attending programs at the City Center Studios in anticipation of the blue ramp being removed.

Work internally to develop recruitment techniques to expand our candidate pool for quality seasonal staff.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			% Change *
Unit	Title	2016	2017	Adopted 2018	Amended 2018	2019	
Program Revenues		\$ 735,458	\$ 931,130	\$ 926,596	\$ 928,696	\$ 1,020,852	9.92%
Program Expenses							
16532	Grounds Maintenance	1,926,452	1,948,651	1,992,138	1,994,238	2,007,693	0.67%
16541	Recreation Programs	1,489,595	1,666,869	1,740,493	1,740,493	1,865,543	7.18%
Total Program Expenses		\$ 3,416,047	\$ 3,615,520	\$ 3,732,631	\$ 3,734,731	\$ 3,873,236	3.71%
Expenses Comprised Of:							
Personnel		1,800,326	1,879,475	1,983,107	1,983,107	1,989,210	0.31%
Administrative Expense		131,159	140,984	148,690	148,690	172,910	16.29%
Supplies & Materials		185,972	237,272	264,775	266,875	306,827	14.97%
Purchased Services		108,506	122,918	103,594	103,594	112,270	8.38%
Utilities		349,435	353,609	379,914	379,914	404,250	6.41%
Repair & Maintenance		840,649	881,262	852,551	852,551	887,769	4.13%
Capital Expenditures		-	-	-	-	-	N/A
Full Time Equivalent Staff:							
Personnel allocated to programs		16.62	16.39	16.39	16.39	16.39	

CITY OF APPLETON 2019 BUDGET

PARKS, RECREATION AND FACILITIES MANAGEMENT

Parks and Grounds Management

Business Unit 16532

PROGRAM MISSION

Develop, manage and maintain a high quality, diverse system of park land, athletic facilities, trails, open spaces and other City property in an environmentally conscious manner for the enjoyment and healthful recreation of the community.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy #1: "Prompt delivery of excellent services", #2: "Encourage active community participation and involvement".

Objectives:

To maintain the appropriate levels and quality of green space to increase health, social connection, aid the environment and have significant positive impacts on the local economy.

Proactively perform grounds preparation, planning and maintenance of open spaces, City-owned facilities, ball diamonds, trails, boulevards, triangles, ice rinks and playgrounds. Services provided to internal and external customers include, but are not limited to:

Asphalt/concrete maintenance	Landscaping	Spring and Fall cleanup
Fence/gate maintenance	Mowing	Snow removal/ice control
Fertilizing	Parking/sidewalks maint.	Turf management
Graffiti removal	Signage	Weed control

Recreational maintenance of playground equipment, ball fields, basketball courts, tennis courts, trails, x-country skiing and ice rink maintenance.

Major changes in Revenue, Expenditures, or Programs:

The increase in utilities costs is due to an anticipated raise in stormwater and waste removal rates.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Provide a proactive grounds program					
% of internal satisfied customers	99%	99%	100%	99%	100%
% of external satisfied customers	99%	99%	100%	99%	100%
Strategic Outcomes					
Services performed as scheduled:					
Work completed in time scheduled	98%	98%	100%	100%	100%
Quantity of code, safety, etc. citations	0	0	0	0	0
Work Process Outputs					
Cost of service					
Per Capita	\$26.18	\$26.48	\$26.73	\$26.73	\$26.91
Acres of parkland & trails maintained					
Parks (acres)	604.5	609.6	609.6	609.6	609.6
Trails (miles)	7.5	11.5	11.5	11.5	11.5

CITY OF APPLETON 2019 BUDGET

PARKS, RECREATION AND FACILITIES MANAGEMENT

Parks and Grounds Management

Business Unit 16532

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Revenues					
4801 Charges for Serv.- Nontax	\$ 15,510	\$ 7,553	\$ 10,000	\$ 10,000	\$ 10,000
4802 Charges for Serv. - Tax	61,303	68,790	60,000	60,000	68,000
5001 Fees & Commissions	1,480	27	1,000	1,000	-
5011 Misc. Revenue - Tax	308	694	250	250	250
5016 Lease Revenue	102,461	103,647	104,702	104,702	106,410
5020 Donations & Memorials	14,549	16,869	7,000	9,100	7,500
5030 Damage to City Property	191	313	-	-	-
Total Revenue	\$ 195,802	\$ 197,893	\$ 182,952	\$ 185,052	\$ 192,160
Expenses					
6101 Regular Salaries	\$ 553,235	\$ 545,968	\$ 550,667	\$ 550,667	\$555,796
6104 Call Time	1,401	1,628	1,595	1,595	1,598
6105 Overtime	9,125	6,877	8,500	8,500	8,514
6108 Part-Time	74,842	87,462	106,006	106,006	106,006
6150 Fringes	237,813	262,116	258,449	258,449	251,291
6201 Training/Conferences	2,433	1,059	2,000	2,000	2,000
6303 Memberships & Licenses	600	460	600	600	600
6305 Awards & Recognition	165	172	165	165	165
6306 Building Maint./Janitorial	290	30	-	-	-
6307 Food & Provisions	257	220	220	220	220
6308 Landscape Supplies	48,647	57,121	55,000	55,000	55,000
6309 Shop Supplies & Tools	4,496	4,995	5,000	5,000	5,000
6320 Printing & Reproduction	16	608	-	-	-
6321 Clothing	1,508	2,012	1,500	1,500	1,500
6322 Gas Purchases	15,631	15,890	17,000	17,000	17,000
6323 Safety Supplies	2,514	2,508	2,500	2,500	2,500
6327 Miscellaneous Equipment	33,026	15,224	25,000	27,100	25,000
6404 Consulting Services	11,700	12,000	12,000	12,000	12,000
6409 Collection Services	121	91	-	-	-
6413 Utilities	260,906	251,997	264,714	264,714	287,050
6415 Tipping Fees	379	1,647	500	500	1,000
6420 Facilities Charges	235,743	236,224	258,364	258,364	241,334
6425 CEA Equipment Rental	341,491	328,389	364,858	364,858	374,419
6429 Interfund Allocations	(17,550)	(32,598)	(30,000)	(30,000)	(30,000)
6440 Snow Removal Services	7,205	2,749	15,000	15,000	15,000
6454 Grounds Repair & Maint.	86,646	109,795	49,000	49,000	51,000
6503 Facility/Equipment Rental	266	-	500	500	500
6599 Other Contracts / Obligations	13,546	34,007	23,000	23,000	23,200
Total Expense	\$ 1,926,452	\$ 1,948,651	\$ 1,992,138	\$ 1,994,238	\$ 2,007,693

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

Landscape Supplies

Topsoil, sand, seed, fertilizer,
infield mix for ball diamonds, plant
material, herbicides/pesticides,
mulch, chips and other supplies

\$55,000

Gas Purchases

Fuel for small equipment

\$17,000

Misc. Equipment

Replacement of small motor equip.

\$25,000

Other Contracts/Obligations

Contracted pavilion/bathroom cleaning \$15,000
Reid maintenance bldg. rental \$3,500
Port-a-potty rental \$4,700

\$ 23,200

Grounds Repair & Maintenance

Weed cutting \$ 5,000
Fencing repair 6,000
Weed control 5,000
Playground equip. 10,000
Courts/fields upkeep 8,000
Signage upkeep 2,500
Exterior lighting repair 2,500
Stormwater pond maint. 5,000
Landscaping maint. 4,000
Other:
Scoreboards, gates, trails,
ice rinks, goose mgmt. \$ 3,000

\$ 51,000

CITY OF APPLETON 2019 BUDGET
PARKS, RECREATION AND FACILITIES MANAGEMENT

Recreation Services

Business Unit 16541

PROGRAM MISSION

To provide both structured and unstructured recreational services by developing diverse programs and activities that encourage community involvement while striving to enhance the social, cultural and physical well-being of our residents and visitors.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy #4: "Continually assess trends affecting the community and proactively respond" and #6: "Create opportunities and learn from successes and failures."

Objectives:

- Provide exceptional customer service through:
 - Promotion and support services for our online registration system and pass management system
 - Effective and efficient person to person customer service contacts
 - Utilization of social media including the e-newsletter, website, Facebook, Twitter and Instagram
 - Well trained staff and volunteers
- Provide diverse recreational opportunities for youth and adults (pre-school through older adult) that are cost-effective:

Active adult programs	Youth sports programs/leagues	Drop-in programs
Pre-school programs	Adult and older instructional programs	Special events/trips
Youth instructional programs	Adaptive programs	Teen programs
- Coordinate delivery of recreation programs, activities and facilities by:
 - Administration of agreements with existing partners
 - Collaboration with other government agencies
 - Coordination with community groups and organizations
- Maximize utilization of recreational facilities through:
 - Department programming of pools, athletic fields, tennis courts, studios, pavilions, etc.
 - Policies that promote and monitor community use
 - Customer friendly registration and reservation methods for park usage, sport fields/diamonds, pavilions
 - Collaboration of recreation services with community groups and other leisure service providers
- Recognize changing landscape of parks and recreation services in community by:
 - Developing strategic plan for delivery of recreation services
 - Annually updating the five year comprehensive plan
 - Engaging in community activities, groups and organizations

Major Changes in Revenue, Expenditures or Programs:

- The increase in licenses is due to the increase in license fees from the Health Department for both the 50 meter and leisure pool at Erb Park.
- The increase in concession supplies is due to the success of concession sales at Erb and Mead pools. With more sales comes the need for more food and related supplies.
- The increase in postage (\$13,100) and printing (\$28,000) is due to separating the recreation/parks information from the City Guide. A separate Recreation Program Guide will be published and mailed by the Parks & Recreation Department. This increase is partially offset by \$5,000 of anticipated advertising revenue.
- The increase in miscellaneous supplies and clothing is due to increased attendance in programs.
- The increase in rent is due to an increase in the lease for the dance studios and adding a site for the youth basketball program from the Appleton School District.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Timely and organized program delivery					
% of customers who were satisfied with the services provided	95%	96%	100%	96%	100%
Strategic Outcomes					
Customer experience					
% of program with >80% max. enrollment	95%	95%	100%	95%	100%
# of new programs offered	11	16	5	8	5
Work Process Outputs					
Number of recreational opportunities:					
# of programs offered	161	177	182	186	191
# of collaborations	92	99	99	103	103
Net cost of service					
Recreation (per capita)	\$ 12.79	\$ 12.57	\$ 13.36	\$ 13.36	\$ 13.90

CITY OF APPLETON 2019 BUDGET
PARKS, RECREATION AND FACILITIES MANAGEMENT

Recreation Services

Business Unit 16541

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Revenues					
4801 Charges for Serv.- Nontax	\$ 328,805	\$ 397,198	\$ 335,789	\$ 335,789	\$ 375,349
4802 Charges for Serv. - Tax	187,881	318,716	391,875	391,875	431,413
4850 Daily Entrance - Nontax	899	-	3,000	3,000	3,000
4877 Advertising/Promotion	-	-	-	-	5,000
5001 Fees & Commissions	2,394	1,231	980	980	980
5010 Misc. Revenue - Nontax	675	450	1,250	1,250	1,250
5015 Rental of City Property	12,007	6,324	6,000	6,000	6,000
5020 Donations & Memorials	7,000	9,353	4,750	4,750	5,700
5085 Cash Short or Over	(5)	(35)	-	-	-
Total Revenue	\$ 539,656	\$ 733,237	\$ 743,644	\$ 743,644	\$ 828,692
Expenses					
6101 Regular Salaries	\$ 376,600	\$ 386,880	\$ 398,282	\$ 398,282	409,975
6105 Overtime	327	148	-	-	-
6108 Part-Time	378,260	414,626	462,236	462,236	472,473
6150 Fringes	168,723	173,770	197,372	197,372	183,557
6201 Training/Conferences	3,615	5,401	4,810	4,810	6,320
6301 Office Supplies	2,283	2,615	2,725	2,725	2,775
6302 Subscriptions	349	-	300	300	300
6303 Memberships & Licenses	5,184	6,611	7,626	7,626	8,579
6304 Postage & Freight	228	310	500	500	13,600
6305 Awards & Recognition	1,967	2,171	3,443	3,443	3,893
6306 Building Maint./Janitorial	6	136	250	250	250
6307 Food & Provisions	2,958	4,424	4,585	4,585	4,695
6310 Chemicals	34,030	37,057	38,000	38,000	41,500
6314 Concession Supplies	4,394	51,459	44,765	44,765	52,605
6315 Books & Library Materials	34	307	750	750	750
6316 Miscellaneous Supplies	17,349	17,122	21,300	21,300	28,010
6320 Printing & Reproduction	2,553	3,438	6,950	6,950	34,950
6321 Clothing	20,680	16,889	25,010	25,010	29,620
6324 Medical/Lab Supplies	727	668	900	900	900
6327 Misc. Equipment	367	11,974	21,100	21,100	12,492
6403 Bank Services	15,637	22,140	17,000	17,000	22,500
6404 Consulting Services	660	660	700	700	700
6407 Collection Services	374	363	400	400	400
6409 Inspection Fees	-	-	200	200	200
6411 Temporary Help	5,512	3,600	5,600	5,600	5,600
6412 Advertising	4,823	4,297	3,925	3,925	4,500
6413 Utilities	88,529	101,612	115,200	115,200	117,200
6420 Facilities Charges	170,248	199,652	172,243	172,243	205,580
6424 Software Support	-	-	-	-	9,458
6425 CEA Equip. Rental	6,521	7,202	8,086	8,086	5,978
6431 Interpreter Services	-	214	200	200	200
6503 Rent	110,557	117,375	120,966	120,966	129,013
6599 Other Contracts/Obligations	66,100	73,748	55,069	55,069	56,970
Total Expense	\$ 1,489,595	\$ 1,666,869	\$ 1,740,493	\$ 1,740,493	\$ 1,865,543

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

<u>Clothing</u>		<u>Chemicals</u>	
Youth sport t-shirts	\$ 22,950	Chlorine, CO ₂ , stabilizer;	
Staff clothing	6,670	Mead & Erb pools	\$ 41,500
	<u>\$ 29,620</u>		
<u>Other Contracts/Obligations</u>		<u>Rent</u>	
City Band	\$ 14,000	City Center Studios	\$ 48,738
Playground fair rentals, Camp APRD		Appleton Schools	29,950
trips, contracted programs, recital tix	40,970	Appleton Schools (pools)	28,825
On the hill movies	2,000	Reid Golf Course	8,500
	<u>\$ 56,970</u>	USA Youth-soccer field use	7,500
		Equipment rental	5,500
<u>Miscellaneous Supplies</u>			<u>\$ 129,013</u>
Arts and crafts	\$ 1,725	<u>Concessions</u>	
Sports equipment	16,575	Food and beverage	\$ 50,305
Other misc. program supplies	9,710	Other concession supplies	2,300
	<u>\$ 28,010</u>		<u>\$ 52,605</u>
<u>Printing and Reproduction</u>			
City copy charges	3,300		
Outside printing (Rec guide, flyers etc)	31,650		
	<u>\$ 34,950</u>		

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
REVENUES							
Charges for Services	594,399	792,257	823,826	800,664	800,664	842,724-	892,762
Other Revenues	141,059	138,873	100,251	125,932	128,032	128,090-	128,090
TOTAL REVENUES	735,458	931,130	924,077	926,596	928,696	970,814-	1,020,852
EXPENSES BY LINE ITEM							
Regular Salaries	603,556	593,317	488,547	948,949	948,949	965,771	965,771
Labor Pool Allocations	229,859	231,946	113,421	0	0	0	0
Call Time	1,401	1,628	1,301	1,595	1,595	1,598	1,598
Overtime	9,452	7,025	8,007	8,500	8,500	8,514	8,514
Part-Time	453,103	502,088	505,395	568,242	568,242	645,490	578,479
Other Compensation	942	1,630	1,523	0	0	0	0
Sick Pay	2,530	6,187	1,846	0	0	0	0
Vacation Pay	92,947	99,768	65,940	0	0	0	0
Fringes	406,536	435,886	264,768	455,821	455,821	438,402	434,848
Salaries & Fringe Benefits	1,800,326	1,879,475	1,450,748	1,983,107	1,983,107	2,059,775	1,989,210
Training & Conferences	6,048	6,460	1,957	6,810	6,810	7,570	8,320
Office Supplies	2,283	2,615	1,362	2,725	2,725	2,775	2,775
Subscriptions	349	0	242	300	300	300	300
Memberships & Licenses	5,784	7,071	7,039	8,226	8,226	9,929	9,179
Postage & Freight	228	310	252	500	500	13,600	13,600
Awards & Recognition	2,132	2,343	1,167	3,608	3,608	4,058	4,058
Building Maintenance/Janitor.	296	166	22	250	250	250	250
Food & Provisions	3,216	4,644	1,616	4,805	4,805	4,915	4,915
Rent	110,823	117,375	86,513	121,466	121,466	129,513	129,513
Administrative Expense	131,159	140,984	100,170	148,690	148,690	172,910	172,910
Landscape Supplies	48,647	57,121	20,041	55,000	55,000	55,000	55,000
Shop Supplies & Tools	4,496	4,995	4,702	5,000	5,000	5,000	5,000
Chemicals	34,030	37,057	38,262	38,000	38,000	41,500	41,500
Concession Supplies	4,394	51,460	33,059	44,765	44,765	58,605	52,605
Books & Library Materials	34	307	0	750	750	750	750
Miscellaneous Supplies	17,349	17,122	21,991	21,300	21,300	28,010	28,010
Printing & Reproduction	2,569	4,045	3,135	6,950	6,950	34,950	34,950
Clothing	22,188	18,901	12,491	26,510	26,510	31,120	31,120
Gas Purchases	15,631	15,890	11,870	17,000	17,000	17,000	17,000
Safety Supplies	2,514	2,508	1,533	2,500	2,500	2,500	2,500
Medical & Lab Supplies	727	668	1,903	900	900	900	900
Miscellaneous Equipment	33,393	27,198	22,405	46,100	48,200	45,750	37,492
Supplies & Materials	185,972	237,272	171,392	264,775	266,875	321,085	306,827
Bank Services	15,637	22,140	24,776	17,000	17,000	22,500	22,500
Consulting Services	12,360	12,660	8,795	12,700	12,700	12,700	12,700
Collection Services	495	454	223	400	400	400	400
Inspection Fees	0	0	264	200	200	200	200
Temporary Help	5,512	3,600	4,383	5,600	5,600	5,600	5,600
Advertising	4,823	4,297	3,503	3,925	3,925	4,500	4,500
Tipping Fees	379	1,647	73	500	500	1,000	1,000
Interfund Allocations	17,550-	32,598-	17,473-	30,000-	30,000-	30,000-	30,000-
Interpreter Services	0	214	0	200	200	200	200
Snow Removal Services	7,205	2,749	6,338	15,000	15,000	15,000	15,000
Other Contracts/Obligations	79,645	107,755	83,937	78,069	78,069	96,370	80,170
Purchased Services	108,506	122,918	114,819	103,594	103,594	128,470	112,270
Electric	126,364	117,617	82,203	135,500	135,500	130,000	130,000
Gas	12,199	15,294	9,752	19,500	19,500	20,000	20,000
Water	44,528	41,599	34,512	51,000	51,000	47,000	47,000
Waste Disposal/Collection	16,025	19,320	14,922	18,214	18,214	21,000	21,000
Stormwater	137,238	144,280	95,529	139,500	139,500	169,700	169,700
Telephone	5,389	6,905	4,161	7,000	7,000	7,200	7,200
Cellular Telephone	7,692	8,594	5,699	9,200	9,200	9,350	9,350
Utilities	349,435	353,609	246,778	379,914	379,914	404,250	404,250

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
Equipment Repair & Maintenan	25	0	0	0	0	0	0
Facilities Charges	405,966	435,876	291,042	430,607	430,607	446,914	446,914
Software Support	0	0	0	0	0	0	9,458
CEA Equipment Rental	348,012	335,591	249,426	372,944	372,944	380,397	380,397
Grounds Repair & Maintenance	86,646	109,795	28,942	49,000	49,000	86,000	51,000
Repair & Maintenance	840,649	881,262	569,410	852,551	852,551	913,311	887,769
Capital Expenditures	0	0	0	0	0	0	0
TOTAL EXPENSES	3,416,047	3,615,520	2,653,317	3,732,631	3,734,731	3,999,801	3,873,236

<p align="center">CITY OF APPLETON 2019 BUDGET</p> <p align="center">PARKS, RECREATION AND FACILITIES MANAGEMENT</p>	
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CITY OF APPLETON 2019 BUDGET

REID GOLF COURSE

**Director of Parks, Recreation & Facilities Management:
Dean R. Gazza, CPRE, LEED-AP**

**Deputy Director of Parks, Recreation & Facilities Management:
Thomas R. Flick, CPRP**

CITY OF APPLETON 2019 BUDGET REID GOLF COURSE

MISSION STATEMENT

Reid Golf Course is dedicated to growing the game of golf by providing competitive rates, a golf course conforming to high standards, quality facilities and sincere customer service to golfers at all skill levels.

DISCUSSION OF SIGNIFICANT 2018 EVENTS

Continued improvement of all clubhouse services to increase revenue, consistencies and improve future financial sustainability of the golf course including the expansion of breakfast service on weekend mornings.

Expanded the use of the GolfNow marketing, social media marketing and constant contact for marketing and golfer communications. Facebook Likes increased from 3040 to 3154.

Expanded our efforts to maximize rounds played by using GolfNow.com, Teeoff.com and social media as real-time marketing to fill gaps during slow periods. This included the development of Reid's own Instagram account.

Continue to adjust Reid's tee sheet towards 9-hole availability. This maximizes daylight, rounds and revenues while shifting towards the trends of today's golfer.

Worked closely with league representatives to accommodate all golf leagues that committed to returning and joining the course in 2018. This includes the recruitment of three new afternoon/evening leagues, filling in players for existing leagues and expanding Reid's couple league.

Continued the traditions of two long running stroke play tournaments at Reid; the City Tournament and the Fox Cities Amateur (formerly Post Crescent) and continuing Reid's traditional fun events, 3-4-5 and Two Pin Challenge. The City Tournament expanded from 48 players to 60 in 2018 and the spring's 3-4-5 nearly doubled to 30 two person teams from 16 in 2017.

Developed and implemented a marketing plan for the 2018 golf season that included regular email messages, promotional materials, radio ads, printed media, increased social media presence, brochures and flyers. New for the 2018 golf season, TV ads were produced and run during select PGA Tour events and ads specifically targeting businesses to try and expand our corporate pass sales.

Created daily food specials and rotated monthly to encourage golfers to stay and eat after their rounds and introduced taco night.

Established rates and fees for 2019 golf season.

Corporate pass sales increased by one, three of which were new businesses, for a total of eight passes. Our goal is to sell ten passes annually.

Junior lessons reached capacity of 72 and the Mary Beth Clinic Series, consisting of five individual clinics, were completely sold out.

Hosted the high school golf regionals, the City junior high cross country meet, and Lawrence University Club Golf used Reid as their home course. All of which generated new sources of revenue.

CITY OF APPLETON 2019 BUDGET REID GOLF COURSE

MAJOR 2019 OBJECTIVES

Hire and train staff to operate the golf course. Develop operational and marketing plans to maximize revenues.

Develop and implement a plan to provide clubhouse services that consider changing golf trends, available City resources and program direction to maximize revenues and meet current and future community interests and needs.

Continue to expand the use of the GolfNow and Teeoff reservations system and associated marketing modules to:

- Maximize the financial potential of "prime time" tee times and expand utilization of "non-prime time" tee times
- Increase electronic marketing and golfer communications
- Improve administration of tee times, tournaments, outings and league play
- Improve accounting methods and procedures for all clubhouse sales
- Improve data collection of golfer information

Market the golf course through available media.

Work with golf course superintendent and clubhouse supervisor to explore opportunities for reductions in expenses, alternative staffing levels and work plans, new equipment, etc. to meet challenges of the ever-changing golf industry.

Maintain the golf course, including the treatment of pesticides and fertilizers, irrigation and mowing of turf and the upkeep of bunkers, water hazards and other vegetation. Continue to evolve the agronomic program at Reid by introducing lower environmental impact quotient pesticides as budget allows.

Maintain the clubhouse, the maintenance shop and all golf course equipment.

Work closely with Parks and Recreation Division to implement new program opportunities and expand on existing programs.

Continue to expand our two historical stroke play competitions, City Tournament and Fox Cities Amateur, and our new fun 3-4-5 and 2-Pin Challenge.

Target new businesses to expand corporate pass sales.

Continue efforts of increasing the number of youth golfers visiting the course for both instruction and play while creating new opportunities for adults to participate in similar means.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget		%
Unit	Title	2016	2017	Adopted 2018	Amended 2018	Change *
Program Revenues		\$ 875,842	\$ 860,977	\$ 866,864	\$ 866,864	\$ 875,800 1.03%
Program Expenses						
5630	Operations	813,480	799,097	864,667	864,667	950,004 9.87%
TOTAL		\$ 813,480	\$ 799,097	\$ 864,667	\$ 864,667	\$ 950,004 9.87%
Expenses Comprised Of:						
	Personnel	352,776	364,932	375,523	375,523	386,629 2.96%
	Administrative Expense	142,831	139,894	141,447	141,447	137,116 -3.06%
	Supplies & Materials	117,270	115,315	123,150	123,150	127,250 3.33%
	Purchased Services	30,058	46,864	33,900	33,900	30,310 -10.59%
	Utilities	45,015	46,534	50,159	50,159	51,483 2.64%
	Repair & Maintenance	125,530	105,307	140,488	140,488	136,024 -3.18%
	Capital Expenditures	-	(19,749)	-	-	81,192 N/A
Full Time Equivalent Staff:						
Personnel allocated to programs		2.67	2.62	2.70	2.70	2.70

CITY OF APPLETON 2019 BUDGET

REID GOLF COURSE

Operations

Business Unit 5630

PROGRAM MISSION

Manage and maintain the Reid Golf Course facilities and grounds in a fiscally and environmentally responsible manner, consistent with quality municipal golf courses, for the benefit of the users.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy #4: "Continually assess trends affecting the community and proactively respond" and #6: "Create opportunities and learn from successes and failures".

Objectives:

- To provide a golfing experience that is welcoming to all people regardless of skill or ability.
- Grow the game of golf by providing various opportunities including instruction, outings, leagues and special events.
- To enhance the quality of life in our community by providing golf as a recreational amenity at a great value.
- Operate the golf course in an environmentally responsible manner to sustain the green space for future generations.
- Maintain the course in the best condition possible to meet the recommendations of the United States Golf Association.
- Work closely with CEA to coordinate repairs and provide equipment to maintain high quality playing conditions.
- Work closely with the Recreation Division to implement new program opportunities targeting youth.

Major Changes in Revenue, Expenditures, or Programs:

The increase in revenue is a result of aggressive marketing, the effort to provide exceptional customer service and pricing and promotion strategies to sell golf during non-peak times and maximization of guaranteed revenue opportunities including leagues and outings. Efforts included the utilization of social media and internet reservations to increase exposure.

The increase in miscellaneous equipment is due to the purchase of two utility vehicles coming off lease with Reid's rental fleet, one cart to be utilized by grounds and the other will continue to be used for range and rangering.

The amount included in the infrastructure construction account (\$56,192) represents special assessment charges for storm sewer reconstruction slated for Carpenter Street in 2019. Additionally, \$25,000 is included in capital outlay for initial planning and design costs related to future reconstruction of the clubhouse parking lot.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Recreational opportunities					
Rounds of golf played annually	35,888	34,351	36,000	33,500	36,000
Annual youth pass holders	44	57	100	33	75
Family pass holders	17	12	15	10	15
Business pass holders	3	7	10	8	10
Strategic Outcomes					
Electronic communication with golfers					
# of emails receiving bi-weekly message	2,667	2,926	3,500	3,265	3,750
% of golfers who rate conditions at good or better	98%	98%	98%	98%	98%
% of golfers who rate clubhouse services at good or better	New Measure	98%	98%	98%	98%
Work Process Outputs					
% of time:					
Greens are mowed daily	97%	97%	95%	99%	98%
Tees and fairways - mowed 2 times per week (May-Aug.)	95%	95%	95%	100%	100%
Rough - mowed weekly	100%	100%	100%	100%	100%
Bunkers - raked weekly (Summer)	100%	100%	100%	100%	100%
Tees and fairways - mowed 2 times per week (Spring/Fall)	90%	90%	95%	99%	95%

CITY OF APPLETON 2019 BUDGET

REID GOLF COURSE

Operations

Business Unit 5630

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Revenues					
4710 Interest on Investments	\$ (535)	\$ 579	\$ 1,000	\$ 1,000	\$ 1,000
4801 Charges for Serv.- Nontax	5,621	8,000	7,250	7,250	7,500
4802 Charges for Serv. - Tax	793,306	770,133	780,000	780,000	787,500
4850 Daily Entrance - Nontax	3,150	4,250	3,750	3,750	4,250
5015 Rental of City Property	14,500	14,900	15,400	15,400	14,900
5016 Lease Revenue	57,122	57,696	57,464	57,464	58,650
5020 Donations & Memorials	707	3,195	-	-	-
5035 Other Reimbursements	2,159	2,200	2,000	2,000	2,000
5085 Cash Short or Over	(188)	24	-	-	-
Total Revenue	\$ 875,842	\$ 860,977	\$ 866,864	\$ 866,864	\$ 875,800
Expenses					
6101 Regular Salaries	\$ 158,404	\$ 159,204	\$ 169,352	\$ 169,352	\$ 173,965
6105 Overtime	131	572	533	533	552
6108 Part-Time	115,881	119,717	120,367	120,367	123,351
6150 Fringes	78,360	85,439	85,271	85,271	88,761
6201 Training/Conferences	285	447	1,000	1,000	1,000
6301 Office Supplies	480	343	600	600	600
6303 Memberships & Licenses	1,040	1,554	1,659	1,659	1,659
6306 Building Maint./Janitorial	1,003	986	2,000	2,000	2,000
6307 Food & Provisions	100	100	50	50	50
6308 Landscape Supplies	34,177	34,491	36,900	36,900	36,900
6314 Pro Shop/Concession Supplies	60,658	60,403	61,000	61,000	60,850
6316 Miscellaneous Supplies	2,034	2,084	2,750	2,750	2,000
6320 Printing & Reproduction	1,870	1,504	2,250	2,250	2,000
6321 Clothing	527	60	750	750	500
6322 Gas Purchases	12,165	12,381	12,350	12,350	13,500
6327 Miscellaneous Equipment	5,839	4,392	7,150	7,150	11,500
6401 Accounting/Audit	2,599	2,709	2,800	2,800	2,210
6403 Bank Services	11,651	12,527	13,000	13,000	13,000
6404 Consulting Services	2,290	-	3,500	3,500	1,000
6407 Collection Services	1,013	998	1,100	1,100	1,100
6408 Contractor Fees	2,310	20,659	1,000	1,000	1,000
6412 Advertising	10,007	9,971	10,500	10,500	10,000
6413 Utilities	45,015	46,534	50,159	50,159	51,483
6418 Equip. Repairs & Maint	4,501	3,583	5,000	5,000	5,000
6420 Facilities Charges	29,262	19,837	36,632	36,632	32,284
6424 Software Support	2,450	2,045	1,860	1,860	1,860
6425 CEA Equip. Rental	89,318	79,842	96,996	96,996	96,880
6426 Other Interfund Charges	188	-	2,000	2,000	2,000
6501 Insurance	6,780	7,786	7,685	7,685	7,485
6503 Rent	30,542	29,771	30,861	30,861	30,861
6601 Depreciation Expense	67,707	67,859	63,936	63,936	63,936
6720 Interest Payments	13,793	13,148	12,556	12,556	11,625
6809 Infrastructure Construction	-	-	-	-	56,192
6899 Other Capital Outlay	-	(19,749)	-	-	25,000
7911 Trans Out - General Fund	17,900	17,900	17,900	17,900	17,900
7921 Trans Out - Capital Projects Fund	3,200	-	3,200	3,200	-
Total Expense	\$ 813,480	\$ 799,097	\$ 864,667	\$ 864,667	\$ 950,004

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

<u>Landscape Supplies</u>		<u>Rent</u>	
Topsoil, sand & gravel	\$ 3,400	Carts	\$ 29,361
Flowers	500	Maintenance operations	1,500
Seed & fertilizers	9,000		<u>\$ 30,861</u>
Pesticides/herbicides	24,000		
	<u>\$ 36,900</u>	<u>Infrastructure Construction</u>	
<u>Pro Shop/Concession Supplies</u>		Storm Sewers - Carpenter St	<u>\$ 56,192</u>
Food & beverages	\$ 46,050	<u>Other Capital Outlay</u>	
Merchandise/range balls	14,800	Parking lot design	<u>\$ 25,000</u>
	<u>\$ 60,850</u>		

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
REVENUES							
Interest Income	535-	579	1,032	1,000	1,000	1,000-	1,000
Charges for Services	802,077	782,382	640,616	791,000	791,000	799,250-	799,250
Other Revenues	74,300	78,016	39,429	74,864	74,864	75,550-	75,550
TOTAL REVENUES	875,842	860,977	681,077	866,864	866,864	875,800-	875,800
EXPENSES BY LINE ITEM							
Regular Salaries	111,774	115,839	88,374	169,352	169,352	173,965	173,965
Labor Pool Allocations	33,640	31,173	25,606	0	0	0	0
Overtime	131	572	117	533	533	552	552
Part-Time	115,881	119,717	88,726	120,367	120,367	123,351	123,351
Other Compensation	2,820	10	219	0	0	0	0
Vacation Pay	10,169	12,182	4,638	0	0	0	0
Fringes	71,822	71,003	49,238	85,271	85,271	89,633	88,761
Unemployment Compensation	3,596	3,122	2,062	0	0	0	0
Pension expense / Revenue	2,942	11,314	0	0	0	0	0
Salaries & Fringe Benefits	352,775	364,932	258,980	375,523	375,523	387,501	386,629
Training & Conferences	285	447	116	1,000	1,000	1,000	1,000
Office Supplies	480	343	295	600	600	600	600
Memberships & Licenses	1,040	1,554	1,669	1,659	1,659	1,659	1,659
Building Maintenance/Janitor.	1,003	986	1,129	2,000	2,000	2,000	2,000
Food & Provisions	100	100	0	50	50	50	50
Insurance	6,780	7,786	5,445	7,685	7,685	7,485	7,485
Rent	30,543	29,771	16,415	30,861	30,861	30,861	30,861
Depreciation Expense	67,706	67,859	48,726	63,936	63,936	63,936	63,936
Interest Payments	13,793	13,148	9,414	12,556	12,556	11,625	11,625
Trans Out - General Fund	17,900	17,900	13,425	17,900	17,900	17,900	17,900
Trans Out - Capital Projects	0	0	0	3,200	3,200	0	0
Trans Out - Internal Svc.	3,200	0	0	0	0	0	0
Administrative Expense	142,830	139,894	96,634	141,447	141,447	137,116	137,116
Landscape Supplies	34,177	34,491	31,085	36,900	36,900	36,900	36,900
Concession Supplies	60,658	60,403	50,164	61,000	61,000	60,850	60,850
Miscellaneous Supplies	2,034	2,084	1,233	2,750	2,750	2,000	2,000
Printing & Reproduction	1,870	1,504	981	2,250	2,250	2,000	2,000
Clothing	527	60	0	750	750	500	500
Gas Purchases	12,165	12,381	11,513	12,350	12,350	13,500	13,500
Miscellaneous Equipment	5,839	4,392	7,351	7,150	7,150	11,500	11,500
Supplies & Materials	117,270	115,315	102,327	123,150	123,150	127,250	127,250
Accounting/Audit	2,599	2,709	0	2,800	2,800	2,210	2,210
Bank Services	11,651	12,527	8,635	13,000	13,000	13,000	13,000
Consulting Services	2,290	0	1,651	3,500	3,500	1,000	1,000
Collection Services	1,013	998	649	1,100	1,100	1,100	1,100
Contractor Fees	2,310	20,659	560	1,000	1,000	1,000	1,000
Advertising	10,007	9,971	5,895	10,500	10,500	10,000	10,000
Other Interfund Charges	188	0	3,955	2,000	2,000	2,000	2,000
Other Contracts/Obligations	0	0	475	0	0	0	0
Purchased Services	30,058	46,864	21,820	33,900	33,900	30,310	30,310
Electric	21,651	20,231	16,055	22,233	22,233	22,233	22,233
Gas	3,421	3,749	3,741	6,500	6,500	5,000	5,000
Water	2,015	3,068	1,326	2,100	2,100	2,200	2,200
Waste Disposal/Collection	1,575	1,979	1,215	1,974	1,974	2,100	2,100
Stormwater	11,706	11,516	8,545	11,516	11,516	13,450	13,450
Telephone	2,837	3,306	2,842	3,000	3,000	3,500	3,500
Cellular Telephone	952	894	663	936	936	1,000	1,000
Other Utilities	859	1,791	1,243	1,900	1,900	2,000	2,000
Utilities	45,016	46,534	35,630	50,159	50,159	51,483	51,483
Equipment Repair & Maintenanc	4,501	3,583	4,119	5,000	5,000	5,000	5,000
Facilities Charges	29,262	19,837	15,496	36,632	36,632	32,284	32,284

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
Software Support	2,450	2,045	1,860	1,860	1,860	1,860	1,860
CEA Equipment Rental	89,318	79,842	67,595	96,996	96,996	96,880	96,880
Repair & Maintenance	125,531	105,307	89,070	140,488	140,488	136,024	136,024
Infrastructure Construction	0	0	0	0	0	0	56,192
Other Capital Outlay	0	19,749-	0	0	0	0	25,000
Capital Expenditures	0	19,749-	0	0	0	0	81,192
TOTAL EXPENSES	813,480	799,097	604,461	864,667	864,667	869,684	950,004
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CITY OF APPLETON 2019 BUDGET
REID GOLF COURSE
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget
Revenues					
Charges for Services	\$ 802,077	\$ 782,382	\$ 791,000	\$ 790,800	\$ 799,250
Miscellaneous	17,178	20,319	15,400	15,400	14,900
Lease Revenue	57,122	57,696	59,464	58,000	60,650
Total Revenues	<u>876,377</u>	<u>860,397</u>	<u>865,864</u>	<u>864,200</u>	<u>874,800</u>
Expenses					
Operation and Maintenance	710,880	700,186	767,075	755,000	831,543
Depreciation	67,707	67,859	63,936	67,500	63,936
Total Expenses	<u>778,587</u>	<u>768,045</u>	<u>831,011</u>	<u>822,500</u>	<u>895,479</u>
Operating Income (Loss)	97,790	92,352	34,853	41,700	(20,679)
Nonoperating Revenues (Expenses)					
Interest Income	(535)	578	1,000	500	1,000
Interest Expense	(13,793)	(13,148)	(12,556)	(12,556)	(11,625)
Total Non-Operating	<u>(14,328)</u>	<u>(12,570)</u>	<u>(11,556)</u>	<u>(12,056)</u>	<u>(10,625)</u>
Net Income (Loss) Before Transfers	83,462	79,782	23,297	29,644	(31,304)
Contributions and Transfers In (Out)					
Capital Contributions	-	-	-	-	-
Operating Transfers out	<u>(21,100)</u>	<u>(17,900)</u>	<u>(21,100)</u>	<u>(21,100)</u>	<u>(17,900)</u>
Change in Net Assets	62,362	61,882	2,197	8,544	(49,204)
Net Assets - Beginning	<u>793,937</u>	<u>856,299</u>	<u>918,181</u>	<u>918,181</u>	<u>926,725</u>
Net Assets - Ending	<u>\$ 856,299</u>	<u>\$ 918,181</u>	<u>\$ 920,378</u>	<u>\$ 926,725</u>	<u>\$ 877,521</u>

SCHEDULE OF CASH FLOWS

Cash - Beginning of Year	\$ 262,930	\$ 273,974
+ Change in Net Assets	8,544	(49,204)
- Capital Contributions	-	-
+ Depreciation	67,500	63,936
- Fixed Assets	-	(25,000)
- Principal Repayment	<u>(65,000)</u>	<u>(65,000)</u>
Working Cash - End of Year	<u>\$ 273,974</u>	<u>\$ 198,706</u>

**CITY OF APPLETON 2019 BUDGET
REID GOLF COURSE
OPERATING PROJECTIONS**

	2017 Actual	2018 Projected	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected
Revenues							
Charges for Services	\$ 782,382	\$ 790,800	\$ 799,250	\$ 815,235	\$ 831,540	\$ 848,171	\$ 865,134
Miscellaneous	20,319	15,400	14,900	15,198	15,502	15,812	16,128
Lease Revenue	57,696	58,000	60,650	60,650	60,650	60,650	60,650
Total Revenues	<u>860,397</u>	<u>864,200</u>	<u>874,800</u>	<u>891,083</u>	<u>907,692</u>	<u>924,633</u>	<u>941,912</u>
Expenses							
Operating Expenses	700,186	755,000	831,543	794,735	814,603	834,968	855,842
Depreciation	67,859	67,500	63,936	60,139	59,355	56,510	53,666
Total Expenses	<u>768,045</u>	<u>822,500</u>	<u>895,479</u>	<u>854,874</u>	<u>873,958</u>	<u>891,478</u>	<u>909,508</u>
Operating Income	92,352	41,700	(20,679)	36,209	33,734	33,155	32,404
Non-Operating Revenues (Expenses)							
Interest Income	578	500	1,000	1,000	900	750	500
Interest Expense	(13,148)	(12,556)	(11,625)	(10,432)	(8,625)	(6,300)	(3,975)
Total Non-Operating	<u>(12,570)</u>	<u>(12,056)</u>	<u>(10,625)</u>	<u>(9,432)</u>	<u>(7,725)</u>	<u>(5,550)</u>	<u>(3,475)</u>
Net Income Before Transfers	79,782	29,644	(31,304)	26,777	26,009	27,605	28,929
Contributions and Transfers In (Out)							
Capital Contributions	-	-	-	-	-	-	-
General Fund/CEA	(17,900)	(21,100)	(17,900)	(17,900)	(17,900)	(17,900)	(17,900)
Change in Net Assets	61,882	8,544	(49,204)	8,877	8,109	9,705	11,029
Total Net Assets - Beginning	<u>856,299</u>	<u>918,181</u>	<u>926,725</u>	<u>877,521</u>	<u>886,398</u>	<u>894,507</u>	<u>904,212</u>
Total Net Assets - Ending	<u>\$ 918,181</u>	<u>\$ 926,725</u>	<u>\$ 877,521</u>	<u>\$ 886,398</u>	<u>\$ 894,507</u>	<u>\$ 904,212</u>	<u>\$ 915,241</u>

SCHEDULE OF CASH FLOWS

Cash - Beginning of the Year	\$ 262,930	\$ 273,974	\$ 198,706	\$ 197,722	\$ 190,186	\$ 176,401
+ Change in Net Assets	8,544	(49,204)	8,877	8,109	9,705	11,029
- Capital Contributions	-	-	-	-	-	-
+ Depreciation	67,500	63,936	60,139	59,355	56,510	53,666
+ Long Term Debt	-	-	-	-	-	-
- Fixed Assets	-	(25,000)	-	-	-	-
- Principal Repayment	(65,000)	(65,000)	(70,000)	(75,000)	(80,000)	(75,000)
Working Cash - End of Year	<u>\$ 273,974</u>	<u>\$ 198,706</u>	<u>\$ 197,722</u>	<u>\$ 190,186</u>	<u>\$ 176,401</u>	<u>\$ 166,096</u>
25% Working Capital Reserve (prior year's audited expenses)	\$ 197,164	\$ 215,267	\$ 205,767	\$ 210,282	\$ 214,792	
Coverage Ratio	1.41	0.58	1.21	1.12	1.05	1.10

ASSUMPTIONS:

Rounds of golf played @ projected 2017 levels and then increasing slightly for estimated increase in rounds

2% overall revenue increase in 2019 and beyond

Operating expenses to increase 2.5% per year after 2018; 2019 included special assessment of \$56,192 which was removed from future years.

None of the costs identified in the Reid Golf Course CIP for 2020 and beyond are included in this projection

Strive to maintain a level of 25% working capital reserve and 1.25 coverage ratio.

CITY OF APPLETON 2019 BUDGET
REID GOLF COURSE
LONG-TERM DEBT

Year	2002 General Fund Advance		
	Principal	Interest	Total
2019	\$ 5,000	\$ -	\$ 5,000
2020	-	-	-
2021	-	-	-
2022	-	-	-
2023	-	-	-
2024	-	-	-
2025	60,000	-	60,000
2026	80,000	-	80,000
	<u>\$ 145,000</u>	<u>\$ -</u>	<u>\$ 145,000</u>

Year	2012 Taxable General Obligation Refunding Bonds		
	Principal	Interest	Total
2019	\$ 60,000	\$ 11,625	\$ 71,625
2020	70,000	10,432	80,432
2021	75,000	8,625	83,625
2022	80,000	6,300	86,300
2023	75,000	3,975	78,975
2024	75,000	1,725	76,725
2025	20,000	300	20,300
2026	-	-	-
	<u>\$ 455,000</u>	<u>\$ 42,982</u>	<u>\$ 497,982</u>

Year	Total		
	Principal	Interest	Total
2019	\$ 65,000	\$ 11,625	\$ 76,625
2020	70,000	10,432	80,432
2021	75,000	8,625	83,625
2022	80,000	6,300	86,300
2023	75,000	3,975	78,975
2024	75,000	1,725	76,725
2025	80,000	300	80,300
2026	80,000	-	80,000
	<u>\$ 600,000</u>	<u>\$ 42,982</u>	<u>\$ 642,982</u>

CITY OF APPLETON 2019 BUDGET

SPECIAL REVENUE FUNDS

Union Spring Park

Business Unit 7110

PROGRAM MISSION

To account for funding received from private donations to finance the maintenance of the well at Union Spring Park and the corresponding expenditures.

PROGRAM NARRATIVE

Objectives:

Provide funds to make necessary minor repairs to the site as needed.

Major changes in Revenue, Expenditures or Program:

No major changes.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 10	\$ 18	\$ 20	\$ 20	\$ 20
Expenses					
Program Costs	-	-	-	-	-
Revenues over (under) Expenses	10	18	20	20	20
Fund Balance - Beginning	2,519	2,529	2,547	2,547	2,567
Fund Balance - Ending	\$ 2,529	\$ 2,547	\$ 2,567	\$ 2,567	\$ 2,587

**CITY OF APPLETON 2019 BUDGET
SPECIAL REVENUE FUNDS**

Peabody Estate

Business Unit 7130

PROGRAM MISSION

To account for funding received from a private donation to finance the acquisition and development of Peabody Park and the corresponding expenditures for such purposes.

PROGRAM NARRATIVE

Objectives:

Provide funds to acquire land and/or develop facilities for Peabody Park.

Major changes in Revenue, Expenditures or Programs:

No major changes.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 266	\$ 456	\$ 800	\$ 500	\$ 800
Expenses					
Program Costs	-	-	-	-	-
Revenues over (under) Expenses	266	456	800	500	800
Fund Balance - Beginning	65,191	65,457	65,913	65,913	66,413
Fund Balance - Ending	\$ 65,457	\$ 65,913	\$ 66,713	\$ 66,413	\$ 67,213

CITY OF APPLETON 2019 BUDGET SPECIAL REVENUE FUNDS

Balliet Locomotive

Business Unit 7140

PROGRAM MISSION

To account for funding provided by private donations to finance the maintenance of a locomotive located in Telulah Park, and the corresponding expenditures for such purposes.

PROGRAM NARRATIVE

Objectives:

Provide funds to make necessary minor repairs to the locomotive as needed.

Major changes in Revenue, Expenditures or Programs:

The locomotive was repainted in 2016, thereby depleting the balance of this fund.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 113	\$ -	\$ -	\$ -	\$ -
Expenses					
Program Costs	11,500	-	-	-	-
Revenues over (under) Expenses	(11,387)	-	-	-	-
Fund Balance - Beginning	11,387	-	-	-	-
Fund Balance - Ending	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF APPLETON 2019 BUDGET
SPECIAL REVENUE FUNDS**

Lutz Park Recreation

Business Unit 7150

PROGRAM MISSION

To account for funding received from private donations to finance the construction and preservation of the recreational facilities at Lutz Park and the corresponding expenditures for such purposes.

PROGRAM NARRATIVE

Objectives:

Provide funds to finance major maintenance and development of Lutz Park

Major changes in Revenue, Expenditures or Programs:

No major changes.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 555	\$ 950	\$ 1,500	\$ 1,000	\$ 1,000
Donations & Memorials	-	-	-	-	-
Total Revenue	555	950	1,500	1,000	1,000
Expenses					
Program Costs	-	-	-	-	-
Revenues over (under) Expenses	555	950	1,500	1,000	1,000
Fund Balance - Beginning	135,841	136,396	137,346	137,346	138,346
Fund Balance - Ending	\$ 136,396	\$ 137,346	\$ 138,846	\$ 138,346	\$ 139,346

CITY OF APPLETON 2019 BUDGET SPECIAL REVENUE FUNDS

Park Open Space

Business Unit 7160

PROGRAM MISSION

Provide a funding mechanism to account for moneys received from subdivision developers to finance acquisition of new park land and development of new parks and facilities.

PROGRAM NARRATIVE

Objectives:

Acquisition of park land and/or trail corridors identified in the Parks, Recreation and Facilities Management Department Comprehensive Plan.

Development of new parks and trails that would include: expenses associated with appraisals, title searches, surveys, wetland delineation, environmental impact studies, legal fees, counsel fees and debt issuance costs.

Development of recreation facilities and associated facilities identified in the approved master plan for the new park or trail.

Major changes in Revenue, Expenditures and Programs:

The projected expenditure for 2018 is for property taxes and demolition costs related to two homes that were purchased in 2017 adjacent to Memorial Park.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 1,293	\$ 2,446	\$ 3,340	\$ 400	\$ 100
Zoning & Subdivision Fees	5,400	-	-	5,100	-
Total Revenue	6,693	2,446	3,340	5,500	100
Expenses					
Program Costs	-	240,090	-	83,304	-
Revenues over (under) Expenses	6,693	(237,644)	3,340	(77,804)	100
Fund Balance - Beginning	317,839	324,532	86,888	86,888	9,084
Fund Balance - Ending	\$ 324,532	\$ 86,888	\$ 90,228	\$ 9,084	\$ 9,184

**CITY OF APPLETON 2019 BUDGET
SPECIAL REVENUE FUNDS**

Project City Park

Business Unit 7170

PROGRAM MISSION

To account for funding received from private donations to finance the maintenance of City Park and the corresponding expenditures.

PROGRAM NARRATIVE

Objectives:

Provide funds for major maintenance issues related to the central plaza in City Park donated by Appleton Papers in 2007.

Major changes in Revenue, Expenditures or Programs:

No major changes.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 24	\$ 41	\$ 75	\$ 50	\$ 50
Expenses					
Program Costs	-	-	-	-	-
Revenues over (under) Expenses	24	41	75	50	50
Fund Balance - Beginning	5,924	5,948	5,989	5,989	6,039
Fund Balance - Ending	\$ 5,948	\$ 5,989	\$ 6,064	\$ 6,039	\$ 6,089

CITY OF APPLETON 2019 BUDGET

SPECIAL REVENUE FUNDS

Universal Playground

Business Unit 7180

PROGRAM MISSION

To account for funding received from private donations to finance the maintenance of the Universal Playground at Memorial Park and the corresponding expenditures.

PROGRAM NARRATIVE

Objectives:

Provide funds for major maintenance issues related to the Universal Playground at Appleton Memorial Park

Major changes in Revenue, Expenditures or Programs:

This fund terminated at the conclusion of 2016 as the funds were fully expended.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 2	\$ -	\$ -	\$ -	\$ -
Expenses					
Program Costs	360	-	-	-	-
Revenues over (under) Expenses	(358)	-	-	-	-
Fund Balance - Beginning	358	-	-	-	-
Fund Balance - Ending	\$ -	\$ -	\$ -	\$ -	\$ -

CITY OF APPLETON 2019 BUDGET SPECIAL REVENUE FUNDS

Miracle League Field

Business Unit 7190

PROGRAM MISSION

To account for funding received from private donations to finance the maintenance and upgrade costs of the Miracle League Field and its associated amenities and the corresponding expenditures.

PROGRAM NARRATIVE

Objectives:

Provide funds for major maintenance and/or upgrading of the Miracle League Field and its associated amenities.

Examples include:

- Equipment upgrades to meet code or safety guidelines outlined by the Consumer Product Safety Commission and/or American Society for Testing and Materials.
- Repairs and/or replacement of existing facilities, materials, equipment damaged by storms or acts of vandalism not covered by insurance.
- Repairs and/or replacement of resilient surfacing materials.
- Future site grading, roadways, sidewalks, utilities, etc. not included in original construction, but identified in the project plan.
- Additional security and/or area lighting, accessible parking, etc. beyond current code requirements that directly or indirectly benefit the Miracle League Field and associated amenities.
- Construction and/or renovations to shelters/restrooms and other park amenities in the immediate vicinity of the Miracle League Field.

Major changes in Revenue, Expenditures or Program:

No major changes.

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

	2016 Actual	2017 Actual	2018 Adopted Budget	2018 Projected	2019 Budget
Revenues					
Interest Income	\$ 105	\$ 179	\$ 300	\$ 180	\$ 200
Expenses					
Program Costs	-	-	-	-	-
Revenues over (under) Expenses	105	179	300	180	200
Fund Balance - Beginning	25,690	25,795	25,974	25,974	26,154
Fund Balance - Ending	\$ 25,795	\$ 25,974	\$ 26,274	\$ 26,154	\$ 26,354

**City of Appleton - Reid Golf Course
2018 Revenues - September 30, 2018**

	2017		2018	
	2017 Y-T-D	Total	2018 Y-T-D	Total
<u>Green Fees</u>	<u>Rounds</u>	<u>Revenue</u>	<u>Rounds</u>	<u>Revenue</u>
Weekday-18 Holes	1,771	\$34,220.55	1,962	\$37,450.36
Weekday-9 Holes	9,939	\$146,295.32	10,374	\$151,716.70
Weekend - 18-Holes	1,721	\$45,938.34	1,414	\$39,424.04
Weekend - 9 Holes	2,917	\$46,728.47	2,246	\$37,858.21
Twilight Golf	2,954	\$30,777.34	2,803	\$29,252.47
Passholder Rounds	7,860		6,362	
Promo Rounds				
Coupon Rounds	525	\$0.00	413	
Outing/Tournament Rounds	513	\$12,903.04	427	\$8,705.27
Other	2,230	\$44,625.05	2,342	\$41,885.64
High School Rounds	690		513	
Sub-Totals	31,120	\$361,488.11	28,856	\$346,292.69
<u>Pass/Coupon/Discount Card Sales</u>	2017 Y-T-D	Total	2018 Y-T-D	Total
	<u>Sales</u>	<u>Revenues</u>	<u>Sales</u>	<u>Revenues</u>
Pass Sales	123	\$59,602.72	108	\$55,908.31
Corporate Pass Sales	7	\$17,500.00	7	\$16,238.10
Coupon Sales	77	\$6,695.00	91	\$8,279.99
Discount Cards	120	\$3,600.00	150	\$4,500.00
<u>Cart Revenue</u>	2017 Y-T-D	Total	2018 Y-T-D	Total
	<u>Cart Sales</u>	<u>Revenues</u>	<u>Cart Sales</u>	<u>Revenues</u>
Cart Fee	9,793	\$101,331.54	9,745	\$101,197.39
Annual Cart Passes	28	\$13,510.00	29	\$14,185.00
<u>Practice Range</u>	2017 Y-T-D	Total	2018 Y-T-D	Total
	<u>Sales</u>	<u>Revenues</u>	<u>Sales</u>	<u>Revenues</u>
Driving Range	3,455	\$20,879.68	3,484	\$22,296.77
Annual Range Pass	13	\$3,215.00	16	\$4,849.94
<u>Golf Shop Merchandise</u>	2017 Y-T-D	Total	2018 Y-T-D	Total
	<u>Sales</u>	<u>Revenues</u>	<u>Sales</u>	<u>Revenues</u>
Balls/Assessorries/Apparel/Misc.		\$20,117.18		\$19,181.98
Gift Cards	216	\$8,841.56	245	\$13,300.25
Lessons*	177	\$8,150.00	186	\$9,194.00
Other Rentals**	724	\$4,507.15	594	\$3,570.25
<u>Food and Beverage</u>	2017 Y-T-D	Total	2018 Y-T-D	Total
	<u>Sales</u>	<u>Revenues</u>	<u>Sales</u>	<u>Revenues</u>
Food		\$15,693.21		\$15,494.90
Beverage		\$18,675.16		\$18,685.65
Alcohol Sales		\$66,132.54		\$66,203.97
Catering/Banquet	851	\$4,461.75	415	\$3,181.42
Raincheck Redeemed		-\$3,875.59		-\$1,389.29
Total Revenue (All Categories)		\$730,525.01		\$721,171.32

*Lessons include private, group and juniors

**Other rentals include additional revenue club rentals, pull carts & locker rentals.

Reid Golf Course Budget September 30th Expense Report

Description	Budget	End of September Expenses	Available
Regular Salaries	\$164,468	(\$127,585)	\$36,883
Overtime	\$533	(\$120)	\$413
Part-Time	\$121,367	(\$95,123)	\$26,244
Fringes	\$84,250	(\$52,388)	\$31,862
Training and Conferences	\$1,000	(\$397)	\$603
Office Supplies	\$600	(\$295)	\$305
Memberships & Licenses	\$1,659	(\$1,669)	(\$10)
Food & Provisions	\$50	\$0	\$50
Printing & Reproduction	\$2,250	(\$981)	\$1,269
Clothing	\$750	(\$281)	\$469
Accounting/Audit	\$2,800	\$0	\$2,800
Bank Services	\$13,000	(\$8,635)	\$4,365
Consulting Services	\$3,500	(\$1,651)	\$1,849
Advertising	\$10,500	(\$6,175)	\$4,325
Insurance	\$7,685	(\$5,445)	\$2,240
Rent	\$30,861	(\$18,622)	\$12,239
Depreciation Expense	\$63,936	(\$48,726)	\$15,210
Facilities Charges	\$36,632	(\$15,496)	\$21,136
CEA Equipment Rental	\$96,996	(\$74,808)	\$22,188
Software Support	\$1,860	(\$1,860)	\$0
Interest Payments	\$12,556	(\$9,414)	\$3,142
General Fund	\$17,900	(\$13,425)	\$4,475
Internal Services	\$3,200		\$3,200
Bldg Maintenance/Janitorial	\$2,000	(\$1,129)	\$871
Landscape Supplies	\$36,900	(\$31,085)	\$5,815
Concession Supplies	\$61,000	(\$53,219)	\$7,781
Miscellaneous Supplies	\$2,750	(\$1,233)	\$1,517
Gas Purchases	\$12,350	(\$11,513)	\$837
Miscellaneous Equipment	\$7,150	(\$7,351)	(\$201)
Collection Services	\$1,100	(\$649)	\$451
Contractor Fees	\$1,000	(\$560)	\$440
Equipment Repair & Maintenance	\$5,000	(\$4,456)	\$544
Other Interfund Charges	\$2,000	(\$3,955)	(\$1,955)
Electric	\$22,233	(\$16,055)	\$6,178
Gas	\$6,500	(\$3,741)	\$2,759
Water	\$2,100	(\$1,326)	\$774
Waste Disposal/Collection	\$1,974	(\$1,215)	\$759
Stormwater	\$11,516	(\$8,545)	\$2,971
Telephone	\$3,000	(\$2,842)	\$158
Cellular Telephone	\$936	(\$663)	\$273
Other Utilities (DirecTV)	\$1,900	(\$1,243)	\$657
	\$859,762	(\$633,876)	\$225,886



"...meeting community needs...enhancing quality of life."

**PARKS, RECREATION & FACILITIES
MANAGEMENT**

Dean R. Gazza, Director

1819 East Witzke Boulevard
Appleton, Wisconsin 54911-8401
(920) 832-5572 FAX (920) 993-3103
Email - dean.gazza@appleton.org

TO: Parks & Recreation Committee

FROM: Dean R. Gazza

DATE: 10-22-18

RE: Informational: City of Appleton Trail Development Requirements

The City of Appleton, when possible, is proactive in ensuring our riverfront is preserved for general public access and enjoyment. In addition, when a development occurs the City of Appleton requires that the Development Agreement include terms requiring the developer to provide a public trail along the riverfront with a permanent easement at the developer's expense.

To provide the developers with a consistent set of standards and to ensure that trails are constructed to standards as outlined in our Trails Master Plan, we have developed City Trail Development Requirements. Please refer to the attached City Trail Development Requirements document. Departments involved in this process were the Department of Public Works, Community & Economic Development, Legal Services Office, Mayor's Office and Parks, Recreation and Facilities Management. These standards are those that will be utilized for all trails constructed either by the City of Appleton or developers.

Recent trails include those constructed at the River Heath and Eagle Point developments. These trail segments allow the City of Appleton to continue the loop of trails outlined in the Trail Master Plan.

Please feel free to contact me at 832-5572 or at dean.gazza@appleton.org with any questions.

City Trail Development Requirements

Trail Construction

Per the City of Appleton Trails Master Plan – January 2017 all trails are to conform to the guidelines as indicated in the Trail Design Best Practices. It is the intent of the City of Appleton to provide trails for multi-modal transportation that is safe and enjoyable for all users. These guidelines follow the AASHTO Standards. The Developer will provide and pay to implement these requirements prior to occupancy permit being issued.

Construction:

- a. The Trail will be constructed in either asphalt or concrete. Depending on the development and the adjoining trails/walk-ways it is the intent to maintain similar hard surfaces.
- b. The thickness of the asphalt or concrete and the depth of the trail base will be determined prior to construction by a qualified engineering firm whom will perform soils tests and which will conform to trail design best practices. The surface and base need to be constructed to support vehicles and equipment required for trail maintenance and access to other amenities requiring access via the trail. Vehicle sizes are typical pick-up trucks, but in special circumstances may need to accommodate larger vehicle sizes such as fire trucks. The cost of such analysis will be paid for by the Owner.
- c. The minimum width of the base must be fourteen (14) feet. Narrower widths may be accepted by the Parks, Recreation and Facilities Management Department (PRFMD) depending on the construction constraints. Clearances on sides of the trail must follow AASHTO Standards. Clearances are for items such as signage, benches, fences, lighting, etc.
- d. Width of the paved/poured trail must be a minimum of twelve (12) feet which is considered a standard for public trails. Narrower widths may be accepted by the PRFMD based on reasons outlined by AASHTO Standards.
- e. Lighting will be installed along the trail including separate metering. Owner shall pay utility costs for lighting. Lighting shall be provided utilizing bollards and/or light poles as determined by the PRFMD. Please contact PRFMD early in the process to provide guidance on lighting needs. Lighting needs may vary depending on the specific location and consider light trespass, security, aesthetics and other considerations. Final spacing and heights will be determined based on testing light levels based on the fixtures approved by the PRFMD. The Owner will be responsible for hiring an electrical engineer and provide photometric readings to determine appropriate lighting levels as required per the specific environment as determined by the PRFMD.
- f. Wayfinding signage and traffic/regulatory signage will be incorporated. City will provide requirements after reviewing proposed trail location.
- g. Fixtures, such as waste containers, benches, shade structures, artwork, etc. will also be utilized along the trail system as determined by the PRFMD to maximize the potential of the trail for users of all types. City will provide requirements after reviewing proposed trail location.
- h. The owner agrees to provide all necessary easements for the above and compliance with the Trail Maintenance Plan.
- i. Upon construction of the trail, if the PRFMD determines the trail was not constructed per the site plans, the owner will reconstruct the trail per plans at their own cost.

**Park Pavilion
Shelter and Restroom Facility Study
Site-Built vs. Pre-Fabricated
Structure Comparison**

For:
**City of Appleton
Parks, Recreation and Facilities Management
1819 Witzke Boulevard
Appleton, Wisconsin 54911**

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October 10, 2018

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1. **Background / Overview:**

Chet Wesenberg Architect, LLC was initially contacted by the City of Appleton in regards to developing Design Concepts for a Park Pavilion Prototype to be considered in Appletons' neighborhood parks. Currently, there are eight parks in the city lacking permanent restroom facilities. The designs were primarily tailored for Summit Park, with the thought that the selected design, or a variation of it, can easily be adapted for use in other neighborhood parks.

Through discussions with Parks, Recreation and Facilities Management, and considering the size and frequency of use of the parks presently lacking facilities, it was determined that a facility with two water closets for each the Mens' and Womens' toilet rooms would be appropriate. Two fixtures, in addition to handling the anticipated use, allows for continued use of the facility in the event that one of the fixtures requires maintenance. Since parks are typically frequented by families with young children whom often require assistance, options to include a family-use toilet room have also been considered. In addition to restroom facilities, the pavilion program includes an exterior sheltered area which would provide the city with rentable space for private functions.

To accompany the aforementioned design presentation, CWA has conducted this study to compare the benefits of Pre-Fabricated Restroom Facilities to those of Traditional Site-Built Construction.

Comparing the benefits of installing a pre-fabricated structure to those of a traditional site-built facility requires an understanding of the design and construction processes of each, and of the design criteria regarding Park Pavilions.

2. Design and Construction Methods:

Site-Built Process:

The traditional site-built process begins with acquiring an architect. Services normally provided by the architect include preliminary design, design development, construction documentation, bidding and construction administration. For each phase, the typical responsibilities of the architect include:

- Preliminary Design / Design Development:
 - Collaborate with client to establish a design program, requested design criteria and construction budget.
 - Analyze the project priorities based on building function, aesthetics, and site related conditions.
 - Create design customized to specific criteria formulated by the combination of client, site and building priorities.
 - Provide probable construction cost for implementation of the design.
- Construction Documentation:
 - Create drawing set and project manual for purposes of ensuring sound and proper construction, soliciting multiple competitive bids for construction, and submitting building documentation to the state governing authority for plan review approval as required to obtain a building permit.
- Bidding Administration:
 - Provide the aforementioned construction documents to various contractors to obtain bids.
 - Clarify/answer contractor questions regarding the project and document set.
 - Obtain construction bids and make contractor recommendation based on qualifications and bid results.
- Construction Administration:
 - Administer periodic construction progress meetings with contractor and client to aid in maintaining proper construction.
 - Review materials and equipment submitted by the contractor to ensure compliance with standards set by construction documents.
 - Review and process contractor requests for payment. Evaluate construction progress and quality to date prior to authorizing periodic payments.
 - Evaluate project to verify completion prior to releasing final payment.

Commonly, the processes are aided and guided by contract documents developed by the American Institute of Architects to define the responsibilities of each party. These documents were developed based on experiences of countless past projects and formulated to both reduce potential problems and to provide means to resolve conflicts.

Pre-Fabricated Process:

There are several companies that offer Pre-Fabricated Restroom Structures, including:

- Green Flush Technologies
- CXT, Inc.- an LB Foster Company
- Public Restroom Company
- Quality Precast, Inc.- an Easi-Set Builders Company
- CorWorth Innovative Buildings

For the purposes of this study, most research was based on correspondence with Green Flush Technologies, CXT Inc, and Quality Precast Inc.

The process to install a Pre-Fabricated Structure is typically done via direct owner/client contact with a selected Structure Manufacturer. Once a manufacturer has been selected, the client coordinates directly with the company to establish a building design, along with fixture, material and equipment selections.

The company then creates the documents necessary for submittals to, and approvals from, the state to obtain applicable permits. The building is subsequently fabricated by the company, usually within a controlled warehouse environment. When fabrication is complete, the pre-fabricated unit is delivered via truck to the site for installation. Utilities and excavation required prior to the structure's arrival are typically arranged by the client and outsourced to a separate contractor. The structure, upon arrival, is then normally placed via crane into the designated location. Generally, for the final building installation, the pre-fabricated structure company has a crew on site to set the facility into a site that has been previously prepared.

In both the site-built and pre-fabricated structure process, neither the architect or pre-fabricated building manufacturer services typically include site surveying, utility design to the building, or if required, stormwater management design. These services would be obtained by the client as needed under separate contracts. If requested by the client, in the site-built process, the architect can obtain the services of a civil engineer to include the utility and storm water management design.

3. Pavilion Design Criteria:

Public Parks provide valuable open green spaces in urban areas that neighborhood residents would not otherwise have access to. Their facilities offer gathering spaces for families and social groups of all ages, cultures and economic status. Park spaces have positive recreational, environmental and social impacts critical to the welfare of communities.

Unfortunately, while these vast and largely unrestricted open spaces impart intrinsic benefits, these same traits create challenges. Two primary criteria to be addressed in Pavilion design include safety/security and cost.

Safety / Security:

Open spaces that have limited access restrictions foster ideal conditions to harbor negative activities such as vandalism, lewd and lascivious behavior, harassment and other unlawful acts. Establishing a constant law enforcement presence to monitor and discourage adverse activities can be over-bearing and not economically practical. Due to this, Pavilions should be designed with a reasonable effort to avoid contributing to conditions conducive to detrimental conduct. Three elements to be considered to promote a safe environment include visibility, access, and notification.

- Visibility:
Pavilion layout, orientation, and location in a park should minimize areas hidden from visibility. Areas visible from public sidewalks and streets not only help deter unlawful acts but contribute to a perceived sense of security from park users to promote a more comfortable and relaxed experience. Also, areas visible from other locations within the park help caretakers monitor children.
- Access:
As stated earlier, one of the primary purposes of a park is to offer usage and amenities to everyone. Though access should be available to all, most constructive park activities occur during certain time frames of each day. Negative activities are more likely to occur at times when the park is less frequently used and offers less surveillance. Concealed interior rooms of a park pavilion do not allow for visibility by others as a means to deter improper conduct. Due to the size of a park, it is difficult to completely restrict access, but it is not difficult to restrict access to the Park Pavilion restrooms. For these difficult to monitor areas, locking the building and preventing use should be considered for the less frequently used time periods.
- Notification / Surveillance:
In addition to maintaining site lines for visible areas as a deterrent, cameras can also be located to monitor activity. Much like maintaining visibility, the presence of cameras not only act to deter unlawful activities but also contribute to a perceived sense of security for the park users. In addition to cameras, an emergency call system can be installed with a direct connection to security companies or the police department.

Cost:

Being a government-owned amenity made available to promote the overall welfare of the community, parks do not typically generate revenue to sustain themselves, but rather rely on the tax base. When evaluating the cost of park pavilions, criteria to be considered includes:

- Design Cost
- Construction Cost
- Durability
- Maintenance

The initial short-term design and construction fees associated with erecting a Park Pavilion are apparent, but maintenance and upkeep costs need to be considered as well. Making a sheltered area of a Pavilion available for rent can contribute to its financial sustainability, but the long-term benefits of designing durable and easily-maintained construction materials and equipment should not be overlooked.

For increased durability, both Pre-Fabricated and Site-Built Facilities are capable of concrete wall construction in lieu of wood frame stud framing.

Regarding maintenance and upkeep, both facility types can include a vault- or tank- in lieu of connection to a municipal sanitary system. Some pre-fab manufacturers offer additional options for waterless facilities, with an additional option to utilize solar panels to omit the need for an electrical feed. While these amenities have advantages that are especially useful in remote locations that do not have utility infrastructure nearby to support the building, Appleton parks are typically within reasonable proximity to utilities. Due to the availability of municipal utilities, and the desire to reduce maintenance costs incurred with the occasional need to empty the vault, we concluded the non-vaulted restroom facilities which utilize available utilities to be more maintenance free.

4. **Comparison: Site-Built vs. Pre-Fabricated Structures**

Design Phase Comparison:

Design Fee and Contractor Selection:

The Site-Built process consists of the acquisition of an architect for design services. Standard Architectural Fees typically range from 5% to 8% of the cost of construction. A contractor is not selected to construct the approved design until it is completed and issued for bids. The contract for construction is normally awarded to the lowest bid from a qualified company.

The process for a Pre-Fabricated structure differs in that the selected Pre-Fabricated Building Manufacturer coordinates directly with the client to finalize the design prior to construction. This process eliminates the need for an architect's design services. The design fee is included as part of the fee for the overall building project; therefore, it is difficult to distinguish the exact design cost incurred. Note that the design process typically does not proceed until a contract is entered between the client and contractor for the overall value of the entire design and construction of the project.

Where the pre-fabricated design process is streamlined by entering into a contract with one entity for both design and construction, eliminating an architect from the design process also removes the competitive bidding process to select a contractor. It also forces a long-term commitment with one entity.

Design Flexibility:

Design of a traditional site-built facility is only restricted by the project budget. Plan variations, materials, equipment, finishes, and other building systems are not limited by the method of construction.

Opposingly, pre-fab structures need to be designed in a manner which allows the structure to be transported via truck from the location of fabrication to the final building destination. For this reason, prefab units are restricted to approximately 11 to 12 feet in width. Facilities beyond those parameters are possible if specifically designed to be delivered in segments to be assembled on site after delivery. Due to this circumstance, most manufacturers have predesigned select building layout variations to select from to begin the design process. Utilizing those models as a basis- materials, finishes and equipment modifications are often offered and can be developed based on client requests. By beginning the process with a predesigned building model, much of the design process is omitted. The facility becomes more standardized and less customized to its specific requirements. The repetitive manufacturing of predesigned modular structures in a controlled environment has advantages to increase efficiency and reduce costs; however, as a project design develops and becomes more unique and customized, these advantages are diminished.

Of particular interest for the City of Appleton Pavilion program is the request for an extended roof to form a rentable sheltered area. While some manufacturers offer limited shelter options, our discussions with prefab representatives indicate that combining

restroom facilities with an extended shelter area does not conform to their typical pre-assembled fabrication process. In this case, if the overall facility dimensions exceed those able to be transported on a truck, the sheltered portion of the facility is anticipated to be assembled on site.

Design Schedule:

Overall, with pre-fab structures, if the final developed design closely matches one of the manufacturer's pre-designed standardized restrooms, the design and construction timeline will be condensed. As a design becomes more customized and less standardized, the benefits of the pre-fabricated process are reduced to a timeline more resembling that of the site-built process. For a traditional site-built structure, we anticipate the schedule for design and construction documentation to span approximately four months.

Bidding Phase Comparison:

As stated previously, in the traditional on-site building process, an architect creates a detailed construction document set that is issued to qualified contractors for bidding. There is no previously arranged commitment for construction. The solicitation of competitive bids from area contractors, as opposed to a commitment to a contractor before design, diminishes the risk of potential artificially inflated costs from a guaranteed contract.

In the case of Appleton Neighborhood Parks, to achieve a common pavilion theme for several parks, the commitment to a pre-fabricated manufacturer extends beyond one project, but to future park projects as well. Conversely, with the site-built process, details and customized construction documents for each project can be utilized to obtain competitive bidding on a case by case basis.

Anticipate three to four weeks duration to implement bidding by contractors for a site-built structure. Whereas the bidding process, and thus the bidding time period, is omitted for a standardized pre-fabricated building.

Construction Phase Comparison:

Construction Schedule:

Regarding the length of time required for construction, the pre-fab process has two noteworthy benefits:

- Most pre-fab manufacturers assemble structures within a controlled warehouse environment; therefore, the construction progress is not as contingent on weather conditions. After fabrication, risks exist for time delays due to weather and traffic conditions while the structure is in transit. Those risks take place over a short duration of time as compared to the entire construction period.
- On-site construction can disrupt normal park functions and at times cause disruptions such as noise and traffic hinderances to the adjacent area.

Since pre-fab structures are assembled in an off-site warehouse, rather than on-site, the time required for on-site disruptions is minimized.

- Quality Control:

1. Architect's Role: The pre-fab process is more streamlined due to the direct relationship between the client and the manufacturer for the design and fabrication of the facility, thereby eliminating an architect from the process. By eliminating one of the entities of the traditional site-built process, a seemingly simpler more condensed process is formulated. While reviewing the pros and cons of a condensed process, it is important to consider the value of what is being eliminated from the process- the role of the architect in the traditional site-built building process. The architect:
 - a. Creates construction documents for contractor bidding which are referenced in the construction contract. This holds the contractor accountable and ensures that construction is done to meet the standards set forth.
 - b. In the traditional site-built construction process, the contractor submits materials and equipment documents to the architect for approval prior to installation. The architect reviews the submitted documents and rejects them if they do not meet the standards set forth in the construction documents.
 - c. Periodically observes construction and conducts construction progress meetings.
 - d. Reviews contractor pay requests as construction proceeds. Observes construction and ensures pay request to be representative of the construction progress before authorizing payment.
 - e. Observes construction at project completion and ensures project to be satisfactorily completed prior to authorizing final payment.

By following the construction process indicated in American Institute of Architects contract documents for site-built construction, responsibilities including those listed above create a system of checks and balances amongst the entities involved, thus holding the contractor to a standard of accountability to promote sound construction.

If the pre-fabricated structure process is utilized, due to the absence of the architect's role and AIA contracts, past manufacturer project references should be requested and scrutinized prior to entering an agreement. The client should negotiate a contract which enables substantial contract balance retainage until after the facility is completed in full to an acceptable quality.

2. Off-Site Construction: Pre-fabricated construction has advantages and disadvantages to consider.
 - a. Fabricating within a warehouse with a controlled environment optimizes conditions conducive to quality construction, whereas site-built construction fosters potential construction challenges due to temperature variations, rain and humidity, and wind.
 - b. While operating in a warehouse offers a controlled environment which reduces construction challenges possibly encountered with on-site construction, it also eliminates the ability of the client, or architect, to observe the construction. During fabrication, the fabricators are only accountable to themselves. Conditions concealed by building finishes will not be observed by any outside party.

Again, for this reason, past manufacturer project references should be scrutinized prior to entering an agreement.

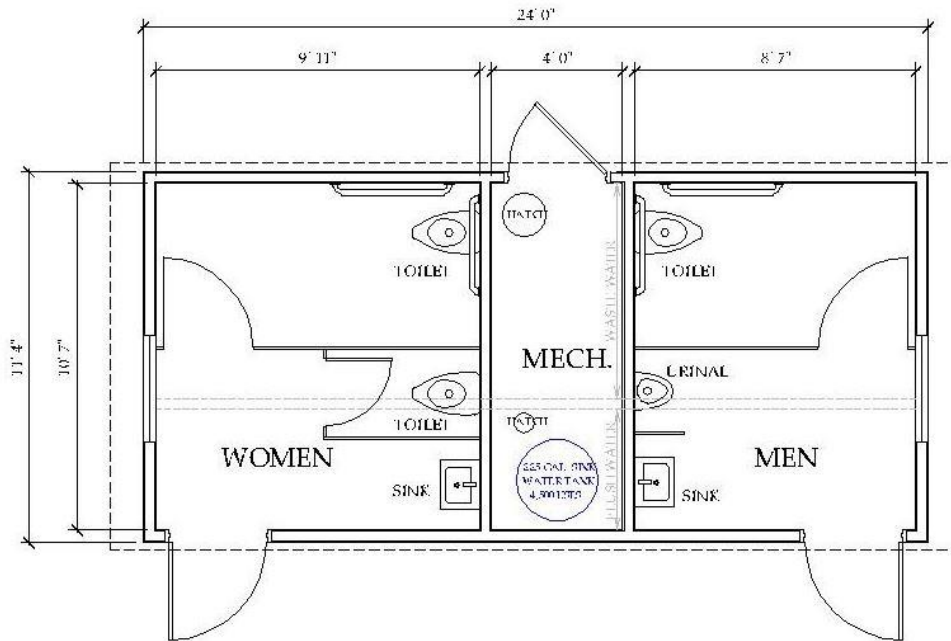
5. **Probable Construction Costs:**

To compare construction costs of a Pre-Fabricated Structure to that of a Site-Built Structure, probable costs were developed. Since durable construction is desired to reduce operation and maintenance costs, manufacturers capable of providing either precast concrete or concrete masonry unit structures were identified.

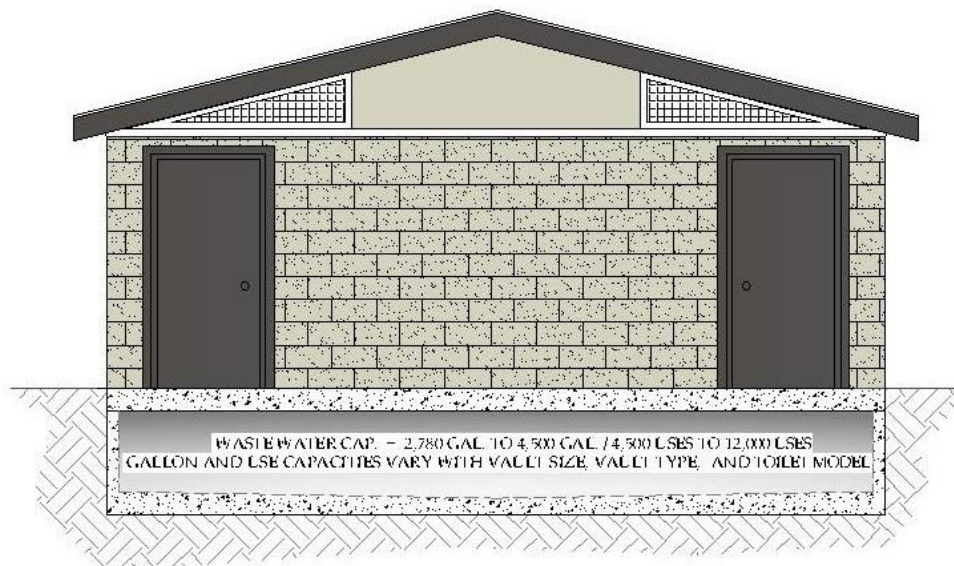
Standardized designs offered by each of the three aforementioned manufacturers were selected based on similarities to the Appleton Neighborhood Park design criteria. The manufacturer of each was then contacted to obtain a probable cost for their respective structure. Similar finish materials were requested for each to base the results on similar construction qualities.

Probable costs for each structure are provided based on similar construction and finishes; however, the facility plan layouts are not identical. To account for the difference, the probable cost for each is also presented as a cost per square foot of structure to achieve a more comparable assessment.

Pre-Fabricated Model 1:



FLOOR PLAN



EXTERIOR ELEVATION

The plan and elevation shown are representative of the “Snowmass” model offered by Green Flush Technologies. This Facility consists of concrete masonry walls with split-faced exterior finish texture along with an asphalt shingle finished roof.

*Probable Cost = \$139,900

Probable Cost / Square Foot = \$514.34

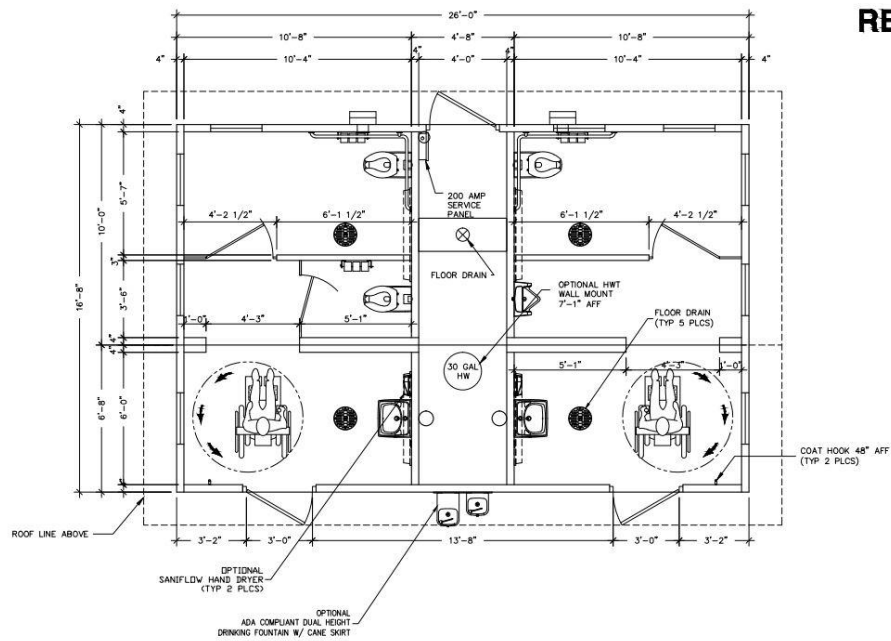
*Probable Cost includes structure fabrication and delivery. Does not include installation, site work, utility connections or sales tax.

The model reflected in this Probable Cost includes:

- Concrete masonry unit walls with split-faced exterior texture
- Asphalt shingled roof
- Electric hand dryer in each restroom
- Baby-changing table in each restroom
- Window in each restroom

Pre-Fabricated Model 2:

**FOR
REFERENCE
ONLY**



FLOOR PLAN



EXTERIOR AXONOMETRIC RENDERING

The plan and axonometric rendering shown are representative of the “Montrose” model offered by CXT, Inc (an LB Foster Company). This Facility consists of precast concrete walls with split-faced exterior veneer finish wainscoting with horizontal lap siding above, along with a corrugated metal finished roof.

*Probable Cost = \$123,900

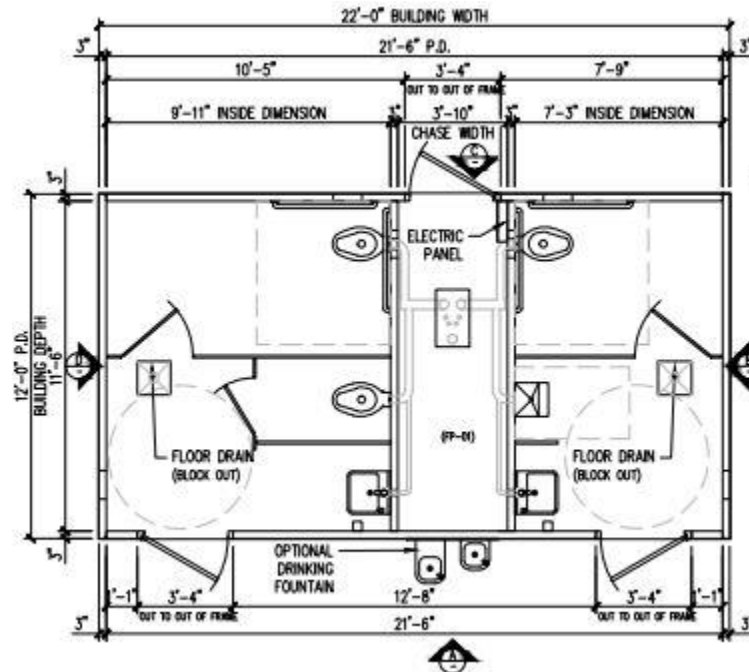
Probable Cost / Square Foot = \$284.50

*Probable Cost includes structure fabrication, delivery and installation. Site work, utility connections and sales tax not included.

The model reflected in this Probable Cost includes:

- Precast concrete exterior walls
- Split-faced concrete masonry veneer exterior wainscoting with horizontal lap siding above
- Prefinished ribbed metal roof
- Motion and photocell controlled interior lights
- Hose bib in plumbing chase area
- Five windows in each restroom
- Exhaust fan in each restroom

Pre-Fabricated Model 3:



FLOOR PLAN



EXTERIOR AXONOMETRIC RENDERING

The plan and axonometric rendering shown are representative of the "Skyline Series" model offered by Quality Precast, Inc. This Facility consists of precast concrete walls and roof. Walls include a decorative split-faced block veneer exterior.

*Probable Cost = \$80,250.00

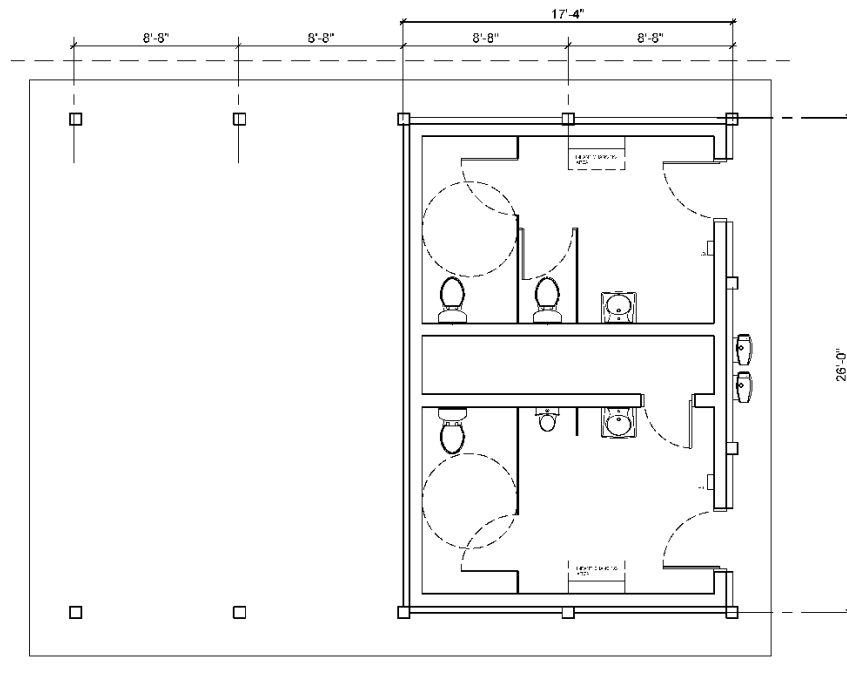
Probable Cost / Square Foot = \$303.98

*Probable Cost includes structure fabrication and delivery. Does not include installation, site work, utility connections or sales tax. This price is based on the customer having a level compacted stone base per the companies requirements.

The model reflected in this Probable Cost includes:

- Easi-Brick or Split-Face block exterior.
- interior and exterior with Graffiti Control Coated finishes.
- Electric hand dryer in each restroom
- Baby-changing table in each restroom
- Motion activated toilet flush valves in each restroom
- Electronic strikes integrated with time clock control restroom access
- window in each restroom
- Hose bib in plumbing chase area
- 1800 watt instant hot water heater
- LED wall packs on outside
- LED strip lights on interior
- Drinking Fountain

Site-Built Facility:



FLOOR PLAN



EXTERIOR ELEVATION

The Probable Construction Cost for a comparable Site-Built Facility has been developed based on a combination of costs of recently completed similar projects and by utilization of RS Means Building Construction Cost Data publications. For costs to be comparable to those indicated for the Prefabricated Restroom Facilities, the anticipated cost to run utilities to the shelter, to excavate to prepare for the facility, to connect utilities, and to provide and install the sheltered exterior area portion of the facility have been deducted from the final probable cost.

*Probable Cost = \$192,095

Probable Cost / Square Foot = \$426.88

*Probable Cost does not include site work, illustrated exterior sheltered roof area, and sales tax.

The model reflected in this Probable Cost includes:

- Concrete Masonry unit constructed walls
- Split-faced concrete masonry veneer exterior wainscoting with horizontal lap siding above
- Asphalt shingled roof
- Exterior Hose bib and outlets
- Electronic strikes integrated with time clock to control restroom access
- Motion and photocell controlled interior lights
- Epoxy finished floor with integral wall base in each restroom
- Hose Bib in each restroom
- Baby changing table in each restroom
- Electric hand dryer in each restroom
- Exhaust fan in each restroom
- Two skylights in each restroom
- Motion activated toilet flush valves and lavatory faucet operation in each restroom
- Drinking Fountain

6. Summary:

For any particular use, whether a Site-Built Facility or a Pre-Fabricated Structure is the ideal solution depends highly on the amount of unique customization desired. It is difficult to make an accurate comparison to various project type costs due to the variation within standard design options amongst the pre-fabricated structure manufacturers; regardless, the study reveals potential cost savings with Pre-Fab Construction if the design is done within the limits of standard options provided by the manufacturer. Even with the additional cost of transporting a facility to its destination, the cost savings associated with repetitive construction of standardized restrooms is apparent.

With pre-fab restroom facilities, manufacturers may offer skylights combined with integrated and controlled lights to limit energy use during daylight hours, some offer exterior drinking fountains and electric hand dryers. Whether a standard option or not, most will take extra steps to accommodate special client requests when possible- such as by providing electronically controlled and programmed locking functions on restroom access doors. As stated previously, as a design becomes customized, whether due to accommodating a specific site condition, or based on particular client requests, the benefits of the standardized construction process are diminished. In our opinion, the cost benefits will be reduced proportionally as a design becomes less standardized and more catered to specific client design needs.

If the goal is to quickly and economically upgrade park amenities with a functional restroom, a pre-fabricated restroom structure will satisfy that purpose. However, if the goal is to develop a design orientated for its site without restrictions, and with specific amenities to optimize the building's potential, a site-built facility will be more equipped to meet those needs.

The exterior sheltered area, in particular, is not an element most pre-fabricated manufacturers integrate into their facilities. The shelter, even if pre-fabricated, is required to be assembled on site. If a sheltered area is determined to be an imperative need of the Pavilion, and the sheltered area is by necessity assembled on-site, then by definition, the pre-fab process has become a site-built process. Integrating on-site assembly with pre-fabricated components minimizes the benefits of the, seemingly simpler process.