

# JESTER PARK NATURE CENTER BUSINESS PLAN



11/19/2015

**Jester Park Nature Center  
Polk County Conservation Board  
Business Plan**

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**Attachments**

*Supporting Documents*

- Key Staff Biographies
- Conservation Dept. Organization Chart
- County Parks Map
- Jester Park Map

*Financial Documents*

- Pro Forma Tax Requirement Statement (FY16-FY21)
- Combined Expense & Revenue Summary (FY11-FY16)
- Expense Report (FY11-FY16)
- Revenue Report (FY11-FY16)

**Jester Park Nature Center  
Polk County Conservation Board  
Business Plan**

**Executive Summary**

This Business Plan presents Polk County Conservation Board's (PCCB) capacity for developing and managing the new Jester Park Nature Center (JPNC). JPNC is being developed by PCCB to enhance public environmental education programs, provide public interpretation of natural resources (including water quality), act as a "gateway to the outdoors" with a complete rental center for outdoor recreational pursuits, and provide offices for the current Polk County Conservation (PCC) administrative staff.

JPNC is one of the centerpiece projects funded by \$50 million in Polk County Water and Land Legacy (PCWLL) bond funds approved by the voters of Polk County in 2012 by a 72% majority of voters. JPNC is a \$10 million project that has \$5 million in bond proceeds allocated. An initial bond allocation of \$4 million was earmarked up front for this project and the PCC Board agreed to put forth an additional \$1 million if needed for a total of \$5 million. Grants and fundraising from corporations, individuals, and foundations will make up the balance of the funding required. This business plan will be used as part of the fundraising campaign. This plan will also provide documentation to the public and the Polk County Board of Supervisors of PCCB's management capacity and plan for its successful future.

PCCB is a semi-independent department of Polk County government. The 5-member Board is appointed by the Board of Supervisors and has independent authority within the budget approved by the Supervisors. The Conservation Department has 43 full time employees and over 60 seasonal, part-time, and temporary employees. The department manages 20+ county parks covering more than 14,000 acres, 45 miles of paved multi-use trails, 40+ miles of soft hiking trails, and various outdoor amenities including numerous campgrounds, picnic shelters, playgrounds, hunting and fishing amenities, and many others. PCCB leads or participates in numerous local initiatives involving water quality, conservation, recreation and other programs. A major focus of PCCB is on environmental education.

JPNC has been designed with PCCB's educational, environmental, recreational, and economic mission in mind. Located within the very popular Jester Park, the JPNC will be just inside a new park entrance. JPNC will be a portal that leads visitors outdoors. The site is on a restored prairie and wetland, overlooks mature woodland and the newly renovated Discovery Pond, and is connected to the nearby Saylorville Reservoir. A comprehensive nature trail system will connect the center to nearby popular attractions such as rental cabins, picnic shelters, bird blind, elk and bison exhibit, and a natural playscape. The building will offer many lessons in sustainable construction. It is designed to focus the eyes of visitors on the natural surroundings.

The two floors of the JPNC have complementary but different design approaches. The upper level will be more social & relaxed, with opportunities to display local art and areas of natural resources interpretation. The lower level will be more kid-focused, with exciting, hands-on interactive displays including a live animal exhibit area. The exhibits throughout the JPNC will be positive and inspirational, helping visitors forge an emotional link to Jester Park and its habitats.

The environmental exhibit will create a safe, durable environment for visitors to explore new activities and develop nature skills while building confidence and comfort with the outdoors. Immersive environments with natural materials will refresh and enliven the exhibit space. Bright but brief interpretive graphics will add visually inviting and stimulating views into Polk County's diverse habitats. Water quality and biodiversity are two of the central themes used throughout the building.

Upon passage of the PCWLL bond issue, PCC began development of the nature center. After making some progress, JPNC's plans were redirected. A revised design plan for the building is under development.

PCCB revised the budget in 2015 based on a realistic fundraising potential and a scaled-back design plan. This budget reflects the full cost of undertaking the project. The revised budget is summarized below.

Jester Park Nature Center Project Budget

Uses

Construction/Site work	8,087,000
Equipment/Demolition	755,000
Other costs	<u>1,533,000</u>
Total	\$10,375,000

Sources

Bond Proceeds	5,000,000
Grants & other financing	2,910,000
Donations & fundraising	<u>2,465,000</u>
Total	\$10,375,000

PCWLL bond funds will pay for most of the building cost, including infrastructure, office space, and equipment. The fundraising effort will generate the money needed for part of the cost of the nature center space devoted to exhibits, classrooms, and other amenities.

With the development of JPNC, PCC intends to strengthen its marketing program. A new marketing strategy is being planned that will better inform the public of the many recreational opportunities offered by Polk County, and will especially promote the new nature center.

The goals of the new marketing strategy include:

- Deploy a comprehensive, integrated marketing plan and campaign that intrigues, engages, and brings targeted visitors to the Jester Park Nature Center.
- Build key messages and milestones to increase Polk County Conservation's brand visibility and include measureable goals.
- Develop marketing goals for the first year of JPNC's operation based on key insights and the true understanding of the center's value

PCCB has a current budget of \$10.8 million. Deducting operating revenues (fees, grants, etc.) and bond funds, PCC will use about \$5 million in general county tax funds in FY 2015/2016. The Board of Supervisors is expected to continue this level of support with modest increases in operational funding. General operating costs are expected to increase as a result of increased visitors to the JPNC, and costs associated with improved environmental education programming and outdoor recreational opportunities. Due to design efficiencies, building operating cost increases should be minimal. Additional costs of approximately \$95,000 per year are expected for managing JPNC.

A capital campaign to raise funds for JPNC is being developed with the assistance of a professional firm, Funding Solutions, Inc. Based on a feasibility study conducted by Jerold Panas, Linzy, & Associates, PCCB has set a goal of raising over \$2 million in donations and sponsorships. This campaign is in the development stage. The PCC Director is leading the effort with substantial support from Funding Solutions, Inc. and other PCC staff.

## **The Nature Center Project**

### **Project Description**

Jester Park Nature Center is needed to serve a variety of conservation-oriented shortcomings in Polk County. The lack of such a facility in our urban area hinders the promotion and delivery of environmental education services to a large metropolitan population. The nature center will greatly enhance the quality of environmental education programming as well as provide year-round opportunities.

There are 99 county conservation boards in Iowa; 64 counties have a designated nature or conservation center. Of the urban centers in Iowa, Polk County is the only one that does not have such a facility. A nature center will enable Polk County to better organize and present environmental education opportunities. JPNC will provide the public with an exciting facility that will lead to increased outdoor recreational activity. It will offer innovative ways for nature and art to intermingle, and increase public interpretation of critical environmental topics such as water quality, invasive species such as Emerald Ash Borer, and biodiversity.

JPNC has been conceived and designed with PCCB's educational, environmental, recreational, and economic mission in mind. The nature center will be a new "front door" to Jester Park. The site is on a restored prairie and overlooks mature woodland and the newly renovated Discovery Pond. It is designed to focus the eyes of visitors on the natural surroundings. The building will offer lessons in sustainable construction.

The facility's focus on environmental education allows proximity of classroom settings to the surrounding natural habitats. The facility will be a portal of discovery to the outdoors and expand environmental educational opportunities. Naturalist-led trips to the adjacent prairie, woodland, wetlands, and pond will reinforce material introduced in the building.

Permanent and changing exhibits - including from local artists - will engage, entertain, and educate. Classrooms and spacious common areas create a welcoming environment for naturalists to capture the minds and imagination of visitors. The nature center provides a year-round learning facility that makes education possible regardless of the weather.

The exhibits will reach visitors with different learning styles, by incorporating multisensory displays. The environmental exhibit design approach will create a safe, durable environment for visitors to explore new activities and develop nature skills while building confidence and comfort with the outdoors. Immersive environments with natural materials will refresh and enliven the exhibit space. Bright but brief interpretive graphics will add visually inviting and stimulating views into Polk County's diverse habitats.

Outdoor natural contexts will be brought into the building to bring about a deeper level of learning. The experience of seeing tangible examples of previously learned material plays a major role in facilitating long-term learning. Exhibits will be changeable, allowing them to remain fresh and interesting to repeat visitors. They will be able to respond to

seasonal changes. PCC staff will be able to introduce new subjects into the displays, avoiding costly updating.

The overall experience of the nature center includes indoor interpretive displays & classrooms, outdoor habitats of wetlands & prairie, equipment rental space, and outdoor patio & fire pit. The building is a model of responsible construction with the use of geothermal heating & cooling and solar panels. The design takes advantage of natural light and air flow. Heating and air conditioning are eco-friendly, cutting the center's energy consumption up to 50%. A pond and streamscape have been designed and will be constructed as funding allows. The pond and streamscape will illustrate a water habitat. The pond is to be located in front of the building discharging to a stream meandering around and to the rear of the building. The stream will splash over numerous rocky terraces as it drops in elevation. This water habitat will create an exciting first experience for visitors as they enter the building. It will also allow visitors to directly experience the life that takes place in a stream.

The two floors of the nature center have complementary but different design approaches. The upper level is envisioned like a lounge: social, relaxed, leisurely; with opportunities to display local art. The lower level is less formal and more kid-focused, with exciting, hands-on interactive displays, including a live animal display area. The exhibits throughout the nature center will be positive and inspirational, helping visitors forge an emotional link to Jester Park and its habitats, including the historical development of the area.

JPNC will also house PCC's current administrative staff. The new space will provide more functionality and improve efficiency as well as upgrade the quality of the working environment. The nature center will include offices, conference room, storage and other related space for staff operations. Having administrative and naturalist staff located at the nature center provides a substantially more efficient operation. Semi-permanent displays will eliminate much of the environmental educational staff's current efforts to pack and cart displays and other materials.

A plan will be developed for the re-use of the existing office building. Preliminary ideas include offices for construction supervisors, volunteers, and maintenance shop. Also, the state headquarters for the Conservation Corps of Minnesota and Iowa, currently in Ames, is interested in moving its operations to this existing building, strengthening an already mutually beneficial partnership. JPNC funds will not be used for renovation of this existing building.

JPNC is a \$10,375,000 project. Approximately \$5 million in bond funds is to be used for construction, with the balance coming from grants and a fundraising campaign. The capital campaign is being organized and will get underway in by early 2016. Substantial grant funding has already been awarded. The project includes a new 18,000 square foot building, parking lot, and site improvements. The project cost includes equipment, environmental displays, architect fees, and other related costs. The project budget is presented on the following page.

<b>Jester Park Nature Center Project</b>				
<b>Project Budget-July 2015</b>				
<b><u>EXPENSE</u></b>				
<b>Construction</b>				
Building construction contract				6,800,000
Contingency @ 8.5%				575,000
Discovery stream & pond (\$450,000 estim cost)				0
Maintenance shed, trash containment, trans. pad				40,000
Landscaping, seeding, etc				142,000
Site Furnishings, monument				30,000
Utilities -septic, gas, elec, water, etc				500,000
			<b>Subtotal Construction</b>	<b>8,087,000</b>
<b>Equipment &amp; Demolition</b>				
Furniture, Fixtures & Equip				260,000
Interpretive Exhibit- (Split Rock Studios)				450,000
Telecomm/Data system				35,000
Maintenance Bldg demolition				10,000
			<b>Subtotal Equip/Demolition</b>	<b>755,000</b>
<b>Other Costs</b>				
Engineering/layout/site survey				35,000
Soil & concrete testing				25,000
Document printing, publication, other misc.				7,000
Design/Construction Adm-RDG Planning				1,050,000
Project Management-SPM				90,000
Other professional services				201,000
Other misc. charges				25,000
			<b>Subtotal Other Costs</b>	<b>1,433,000</b>
Non-construction contingency				100,000
			<b>Grand Total</b>	<b><u>\$10,375,000</u></b>
<b><u>REVENUE SOURCES</u></b>				
Bond Proceeds				5,000,000
CAT Grant				970,000
Other Grants-govt, corporate				940,000
Private Donations				340,000
Fundraising				2,125,000
Other Financing				1,000,000
			<b>Total</b>	<b><u>\$10,375,000</u></b>

The JPNC facility and site improvements have been designed by RDG Planning & Design of Des Moines. RDG is one of Iowa's largest and best known architectural firms, with a strong background in building and landscape design. Split Rock Studios, from St. Paul, Minnesota, has been engaged to design and produce environmental displays inside the nature center. Split Rock Studios specializes in creating cultural and natural history exhibits for nature centers, aquariums, and zoos. They are one of the premier display production firms in the Midwest.

PCCB has retained a consultant for project management. Stevens Public Management is an experienced project manager with extensive background in public projects and administration. Funding Solutions, Inc. has been retained to help lead capital campaign fundraising efforts. This firm has a strong background in local fundraising. On Point Strategies is another local firm that is assisting with the development of a strategic marketing plan for Jester Park and the center. Short-term engagements with other firms have been used for assistance in civil engineering, fundraising assessment, cost estimating, environmental review and for other project needs.

#### Nature Center Project Status

The project was fully designed and ready for construction bids in 2014. However, the project cost estimate exceeded the designated funding. The project was put on hold until a fundraising feasibility study was conducted by the firm Jerold Panas, Linzy & Partners. That report was presented to PCCB in May 2015 and indicated that the amount of fundraising would very likely be less than initially projected. As a result, PCCB determined in July 2015 that the project should be redesigned to reduce costs. PCCB also agreed to contribute additional funds of its own to ensure that the key elements of the project were continued, focusing on environmental education and natural resource interpretation including water quality.

As of September 2015, the following activities are underway:

- Development of a strong fundraising campaign, which is expected to start in the fall of 2015 and continue until late 2016
- The design team is going through an effort to modify building plans to reduce costs and improve operational efficiencies
- Environmental exhibit design work has slowed but not ceased
- PCC staff has started preparation of a detailed operations plan for post-occupancy of the new facility
- PCC and GOF have entered into a solid partnership to achieve fundraising efforts for JPNC

The following is a schedule of major planned activities for the Project:

## **2015**

August-September

- Complete Phase I construction of new Jester Park entrance

October-December

- Complete organization of fundraising campaign
- Conduct redesign meetings with architect/modify schematic design

## **2016**

January-March

- Develop construction bid documents
- Launch capital campaign in conjunction with PCCB's 60<sup>th</sup> anniversary
- Completion of detailed JPNC Operations Plan
- Develop bid specifications for furniture, fixtures & equipment
- Initiate work orders for site utility installation

April-June

- Continue fundraising campaign
- Site utility work begins

July-September

- Continue fundraising campaign
- Phase II construction of new entrance

October-December

- Complete fundraising

## **2017**

January-March

- Bid period for construction

April-May

- Construction commences
- Exhibit construction commences

## **2018**

April-June

- Construction complete

July-September

- Staff relocates to new facility
- Installation of environmental exhibits
- Building opens to public

## Polk County Conservation Board

### Description

Polk County Conservation Board is a governmental organization dedicated to the provision of conservation-related services within Polk County. County conservation boards are authorized by Chapter 350, *Code of Iowa*. A public vote in 1956 created the Conservation Board in Polk County.

PCCB is a department of Polk County Government. Polk County is a full-service, home rule County in Iowa. Polk is the largest county in the state with a population of 459,862 (2014 estimate). Des Moines, the capital city, is located within the county as well as 15 other cities. Polk County was formed in 1846 and operates under a Board/Administrator form of government. The 5-member Board has executive and legislative authority over County Government, except as limited by operation of certain elected officials and other legal limitations. The Conservation Board operates somewhat independently from the Board of Supervisors, in that full administrative control rests with the Conservation Board. The Board of Supervisors approves the budget for PCCB but has limited control over its other responsibilities.

PCCB is a 5-member Board appointed for 5-year terms by the Board of Supervisors. PCCB meets monthly to approve policies, contracts, budgets, projects, and other items. The Board employs the Director of Conservation who supervises the employees and is responsible for department operations.

The members of the Conservation Board are:

Connie Johnson (Board Chair)

Senior Associate, Business Systems Team Leader, Mercer Health & Benefits Administration, LLC

Lance Northway

Iowa Market Director, Lightedge

Jim Cataldo

Executive Hospital Sales Representative, Johnson & Johnson

Tom Levis

Attorney/Shareholder, Brick Gentry PC

Mike Smith

Retired Attorney, Iowa Attorney General's Office

The mission of PCCB is:

*Provide the citizens of Polk County with quality outdoor recreation, conservation education and the long-term protection of Polk County's natural heritage.*

In the latest strategic plan adopted by the Board in January 2014, seven initiatives were identified for pursuing in the near term. These initiatives are in addition to continuing existing services. The initiatives, in order of importance are:

Environmental Education  
Water Quality  
Public Awareness  
Natural Areas  
Outdoor Recreation  
Watershed Management  
Trails

In addition to the organizational relationships within county government, PCCB has strategic relationships with the Great Outdoors Foundation and Polk County Conservation Advisory Committee. PCCB is closely involved with regional planning efforts such as Capital Crossroads, The Tomorrow Plan, and numerous trails and greenways efforts. The Department also works on projects and initiatives with municipal Park & Recreation Departments, U.S. Fish and Wildlife Service, the Iowa Department of Natural Resources, and many other partners. These other entities provide support in the areas of expertise, programming, volunteers, and a number of other ways. PCCB intends to continue these relationships, and to expand strategic relations with these and other groups in the future.

Programming partnerships exist with numerous other state & local organizations, including:

Blank Park Zoo  
Central Iowa Tourism  
Cities of Grimes, Ankeny, Des Moines, West Des Moines, Urbandale, Johnston, Polk City, Granger, Pleasant Hill, Clive, and Windsor Heights  
Des Moines Area Community College  
Des Moines Izaak Walton League  
Des Moines Water Works  
Drake University  
Greater Des Moines Partnership (chamber of commerce & related organizations)  
Greater Des Moines Convention & Visitors Bureau  
Iowa Natural Heritage Foundation  
Iowa State University Program for Women in Science & Engineering  
Local Parent Teacher Associations  
Local Boy & Girl Scout Troops  
Metro Arts Alliance of Greater Des Moines  
Metro Waste Authority  
Metropolitan Planning Organization  
Numerous corporate partners  
Polk County's 10 public school districts, parochial schools & home school groups  
Polk County Soil & Water Conservation District  
U.S. Army Corps of Engineers  
UnityPoint Health of Des Moines

## Services

PCC provides public services through the availability of recreational resources such as parks, trails, shelters, and skilled staff. The 20+ park and wildlife areas managed by PCC are visited by more than 1.8 million people each year. These public recreation areas cover more than 14,000 acres in the state's most populous county.

Park operations are a central function of PCC. Maintaining park facilities for camping, boating, hiking, fishing and many other uses public uses require substantial resources. PCC operates the Jester Park Equestrian Center which provides riders with an indoor facility and woodland trails for horse riding. The Jester Park Golf Course boasts an 18 hole course, 9 hole par 3 course, practice facility, and is a designated Certified Audubon Cooperative Sanctuary. The golf facilities are managed privately by Green Golf Partners (from Indiana), which manages numerous golf courses in the U.S.

Throughout the past decade, PCCB has devoted increasingly greater resources toward environmental education. The environmental education staff presents conservation programs to more than 22,000 school children annually and offers more than 370 public educational and recreational programs that reach over 10,000 people.

Naturalists in the Environmental Education division average 42,500 contact hours per year providing environmental education and outdoor recreation opportunities. 77% of programming time is spent with school groups, 14% is with youth groups, 5% is family programming time and 4% of programming time is targeted to adults. Over an 8 year period from 2007 to 2015, PCC Naturalists have provided 11,463 environmental education programs for 276,757 participants. PCC Naturalists work to align classroom presentations and field trips with the Iowa Core Science Standards and STEM-based curriculum. PCC works with teachers and administration in all 10 school districts in Polk County as well as the private and home school groups in scheduling outdoor learning opportunities. Student fieldtrips provide outdoor experiences for discovery of wetlands, learning the importance of water quality and biodiversity, exploration of the prairie habitat, and hiking the woodland habitat.

Naturalists also promote conservation via social media on Facebook, Twitter, Pinterest, YouTube, and blog sites. PCC edits and publishes "Nature News" three times per year (which is distributed to 10,000+ households), PCC Family Flyers (bi-annual), and bi-monthly Ask the Naturalist news columns.

## **Administrative Plan**

### Location

PCC has its administrative offices located at Jester Park, in the northwest section of Polk County. Jester Park is a 1,675 acre natural area, adjacent to Saylorville Lake, a federally-controlled 26,000 acre reservoir and recreation area. Combined, the two areas present a significant recreation zone including forests, natural habitats, lake & marina, camping, and many other uses. Big Creek State Park is also nearby.

Over 460,500 people visited Jester Park in 2014. Families with younger children are the primary park users, although many seniors and young adults visit as well. Jester Park provides opportunities for camping, picnicking, birding, kayaking, hiking, boating, wildlife viewing, snowshoeing, and cross-country skiing. Jester Park has a nature playscape near the park's modest herds of bison and elk. The park also hosts numerous recreation and entertainment events throughout the year.

Within Jester Park, the existing offices house staff for PCC administration, environmental education, community outreach, and park rangers. The construction and maintenance and natural resources staff operate from other buildings at Jester Park. Park rangers are stationed at several parks within the system, including Jester Park.

Legal Structure

Similar to many other functions of county government, the legal structure of county conservation boards is outlined in state law. Section 350.1, *Iowa Code* states that the purpose of creating conservation boards is to:

“...authorize counties to acquire, develop, maintain, and make available to the inhabitants of the county, public museums, parks, preserves, parkways, playgrounds, recreational centers, county forests, wildlife and other conservation areas, and to promote and preserve the health and general welfare of the people, to encourage the orderly development and conservation of natural resources, and to cultivate good citizenship by providing adequate programs of public recreation.”

PCC is a tax-exempt governmental organization. The assets & liabilities of the organization are the property of the citizens of Polk County.

Management

PCC operates with a professional staff, including a director who is responsible for the daily management of the department's employees, facilities, operations, budget, and other components.

The department is organized into 8 divisions as follows:

<u>Division</u>	<u># of Employees</u>
Environmental Education	5
Natural Resource Conservation	8
Administration	7
Community Outreach	2
Parks Advocacy (park rangers)	6
Maintenance & Operations	11
Equestrian Center	4 +1 PT
Golf Course	<u>0</u> (private)
Total	43 full time 1 part time

As a department of county government, PCC uses the many administrative resources of the County. The County departments providing support include:

- County Attorney (legal advice & representation)
- County Auditor (accounting, payroll, accounts payable, financial management)
- General Services (purchasing, contracting, technology & phone systems)
- Board of Supervisors/Administrator (budgeting, financial assistance, advice, etc.)
- Risk Management (insurance & risk controls)

### Personnel

The Department has the following positions:

- Director
- Deputy Director
- Community Relations Coordinator
- Community Relations Technician
- Environmental Education Coordinator
- Naturalist (4)
- Accountant
- Administrative Supervisor
- Accounting Clerk (2)
- Parks & Natural Areas Planning Administrator
- Construction & Maintenance Manager
- Construction Maintenance Supervisor
- Special Services Technician
- Construction Technician (2)
- Maintenance Technician (3)
- Superintendent of Equipment Maintenance
- Mechanic (2)
- Natural Resource Manager
- Natural Resources Supervisor
- Natural Resource Technician (4)
- Natural Resource Worker
- Park Superintendent
- Ranger II
- Ranger I (2)
- Assistant Ranger (2)
- Equestrian Center Manager
- Equestrian Program Specialist
- Riding Instructor
- Barn Supervisor
- Stables Laborer (part-time)

Currently, no new positions are anticipated with the opening of the Nature Center. PCC will request that a current part-time office assistant be made into a full-time position. However, PCC administration intends to review the structure of the department in view

of future requirements. The current organization may be inadequate for assuming the additional responsibilities for managing additional properties and new facilities that are created from the PCWLL bond projects. PCC will develop a new organization plan in coordination with the Board of Supervisors and its' staff. The department will proceed with significant changes only upon support by the Board of Supervisors. PCC's partnership with GOF does present future funding opportunities for additional environmental education staff support.

### Financial Management & Controls

PCC annually prepares a budget for consideration by the Board of Supervisors. The Supervisors are required to certify the County budget, including Conservation, by March 15 of each year. The County fiscal year is July 1 through June 30. The Board of Supervisors appropriates funds to the department for its use. The annual budget provides on-going funding for operations, employees, capital equipment, land acquisition & development. In addition, PCCB has several types of funds over which it has virtually sole control. These include the Jester Park Golf Course enterprise fund, Jester Park cabins enterprise fund, a donated funds account, Recreation Enhancement and Protection (state allocation), and the Polk County Water and Land Legacy bond fund approved by the voters in 2012.

In November of 2012, Polk County voters authorized the County to issue its general obligation bonds in an amount not exceeding \$50,000,000 for the purpose of acquisition and development of land for public parks, or other recreation or conservation purposes to be managed by PCC, including protecting the water quality of rivers, lakes, and streams, including the Des Moines and Raccoon Rivers and their tributaries, protecting drinking water sources, wildlife habitat, and natural areas, prevention of flooding, and construction and improvement of trails and conservation facilities in Polk County. The referendum passed by a large margin of 72%, indicating substantial support for environmental projects within the County. One of the major projects intended to be undertaken with these bond funds is the establishment of the Jester Park Nature Center.

Financial activity of PCC is managed by the department's administrative staff. Transactions are entered in the county's financial management system, which is part of the organization-wide county system. This system is managed by the Accounting Division of the County Auditor's Office. The Auditor provides a system of checks & balances for all county financial activity. The county's financial transactions, including the Conservation Department, are audited annually by an independent auditing firm.

### **Marketing Plan**

PCC will be developing a new strategy for marketing itself to the public. It is understood that the general public is not as fully aware as desired of the wide variety of services available through PCC. Once the nature center opens, it will be even more necessary that the public be aware of services offered.

While marketing PCC's overall programs is important, it is believed that the new plan should provide particular attention to the new Jester Park Nature Center. This section outlines the steps that PCC intends to take in developing and implementing the new marketing strategy.

### Marketing Goals

- Deploy a comprehensive, integrated marketing plan & campaign that intrigues, engages, and brings targeted visitors to the Jester Park Nature Center.
- Build key messages and milestones to increase Polk County Conservation's brand visibility and include measureable goals.
- Develop marketing goals for the first year of the JPNC's operation based on key insights and the true understanding of the nature center's value.

### Market Analysis

#### Situation Analysis/Trends & Rankings

- The Des Moines Metro population is steadily growing each year. The latest U.S. Census estimates show that the estimated metro population is 611,549, up 7.4% from the 2010 Census.
- On a scale of 1-10 (0= not important & 10= extremely important), a median rating of 9 was recorded by Polk County residents asked how important it was that their children participate in outdoor activities. (2012 Polk County Statewide Comprehensive Outdoor Recreation Plan Survey)
- Visitor inquiry survey results from the Greater Des Moines Convention & Visitors Bureau indicate that 62% of respondents marked Outdoor Activities & Parks as a preferred interest of theirs.
- The Des Moines area has been consistently high in national rankings attributed to quality of life for young professionals, families, and senior adults. Outdoor recreation facilities and opportunities play a significant role in our region's ability to attain these rankings.

#### Target Market Analysis

- The Target Market for the nature center is a 60 mile radius from Jester Park which consists of 800,000+ people
- The Target Audience for the nature center is seen as:
  - Primary: School age children in Polk County
  - Secondary: Adults and families with small children
  - Others: Senior adults and young adults

### Brand Strategy

#### Position, Brand, Image

- Position the JPNC's focus on citizen engagement with diverse natural systems through quality environmental education and outdoor recreation. The nature center will serve as a discovery portal where people of all ages can experience Iowa's natural heritage.

- A recognizable logo and tagline will be crafted to give the JPNC an identifiable brand
- Place emphasize on the following Brand Key Messages:
  - Water Quality & Watershed Education
  - Natural Systems & Ecological Diversity Education
  - Sustainability
  - Outdoor Recreation & Health

## Marketing Strategy

### Public Relations

- Launch appealing and informational website for the Jester Park Nature Center that attracts visitors and provides up-to-date programming information.
- Develop an electronic media kit that is eye-catching and easily accessible.
- Host a series of public events that bring exposure and media attention to the various aspects of the facility such as art, youth education, adult education, sustainability, and seasonal programming.
- Incorporate staff and visitor media interviews into public events to deliver compelling stories and information.
- Develop an aggressive online strategy for exposure and promotional purposes using mediums such as Blogger, Facebook, YouTube, and Twitter.

### Networking & Partnerships

- Work side by side with Iowa Tourism, Greater Des Moines Convention & Visitors Bureau, local chambers and cities, businesses, and other entities that can provide exposure for the JPNC.
- Develop exciting and innovative partnerships with schools and colleges, businesses, municipalities, non-profits, and other organizations that strengthen the mission and goals of the nature center and offer outreach strategies in Central Iowa.
- Launch a comprehensive volunteer program that results in daily operational assistance and advocacy for the JPNC and education, training, and experience for students and adults interested in conservation and outdoor recreation.
- Launch a Jester Park Nature Center Friends program with GOF to develop long-term relationships with nature center patrons.

### Social Media

- Develop a comprehensive social media campaign that promotes the JPNC's brand and connects visitors through an intimate social platform.
- Launch a Facebook page, Twitter feed, Pinterest Page, YouTube Channel, and Blog for the Jester Park Nature Center that creates better identity, educates and informs, and engages/excites the public.

### Database Marketing

- Establish monthly e-blasts to JPNC patrons and Friends announcing upcoming programming, special events, and newsworthy information in conjunction with GOF.

- Establish an email strategy to communicate with educators about field trips, new programs and opportunities, and general JPNC information.
- Incorporate target marketing strategies for nature center programming and special events from PCC's Customer Relationship Management database system.
- Conduct periodic database surveys to determine customer characteristics, preferences, etc.

## Advertising

### Print Materials

- Develop a JPNC brochure that will be distributed to select locations in and out of central Iowa where visitors will be inclined to pick up destination information such as hotels, welcome centers, libraries, airport, etc.
- Advertise facility, programming, and special events in central Iowa travel publications such as Catch Des Moines Travel Guide, Central Iowa Trail Guide, Our Iowa, The Iowan, etc. Utilize partner cooperative advertising opportunities.
- Advertise facility, programming, and special events in central Iowa newspapers and magazines such as Cityview, Des Moines Register, Living, Des Moines Business Record, Ames Tribune, etc.
- Conduct periodic direct mail campaigns to targeted zip codes in our 60-mile target market radius to increase facility exposure and reach new audiences.

### Digital, Television, & Radio

- Develop a strategic digital marketing plan that will attract facility visitors. Target geographically and demographically when available.
- Allocate advertising dollars to television and radio marketing campaigns surrounding high profile events and messaging.

## **Financial Section**

### Financial Plan

As a long-time department of Polk County government, PCC has stable on-going funding from the Board of Supervisors. General county taxes comprise most of the operating revenue used by PCC. Tax funds are supplemented by department-generated receipts and enterprise net revenues.

PCC has a budget of \$10.8 million. Approximately \$5.2 million in revenue is received from fees & other operating sources and from bond funds. With an annual Enterprise Fund tax offset transfer, the Department will use about \$5.0 million in general county taxes for operations and projects in FY 2015/2016. The Board of Supervisors is expected to continue this level of support and provide limited increases based on inflation and growth in operating costs due to the PCWLL-funded projects. PCC also intends to better utilize the Great Outdoors Foundation (GOF) in raising funds which will be used to absorb some of the additional operating costs of the JPNC. GOF will serve

as a mechanism to receive dollars generated from special events and on-going new revenue sources. Some of these costs may be paid directly by GOF rather than paid through PCC.

JPNC may require modest increases in PCC operational funding but the amount is expected to be minimal. The new building is larger than the current offices, primarily due to the addition of exhibit space and classrooms. However, the design incorporates energy efficient components that will reduce utility expenses over time. General operating costs are expected to increase due to the number of visitors to the JPNC and costs associated with improved environmental education programming and outdoor recreational opportunities. A part-time office assistant position will be changed to full-time to assist with the handling of more visitors. Additional building operational costs for custodial services, utilities, and supplies are expected as well. These costs will first occur in Fiscal Year 2019 when the building is expected to open. The estimated additional costs for operating the JPNC are:

Office Assistant	45,000
Building operations	<u>50,473</u>
Total	\$95,473

Other costs beyond those indicated above are planned to be paid through the GOF.

The Board of Supervisors and the County's financial staff work with PCC each year on the use of Enterprise Fund dollars to reduce PCC's tax requirement. Through the budget process and as the year progresses, an amount is identified to transfer from PCC's Enterprise Fund. In FY 16, \$200,000 is budgeted for this transfer. This tax offset transfer is expected to continue in the future.

The PCWLL bond funds described earlier are generated through several public bond offerings by county finance staff over a period of about three years. The allocation of these funds to projects is controlled by the PCCB with input from the Board of Supervisors. The PCWLL bond funds are held by the County Treasurer in interest-bearing accounts, which are drawn by PCC when expenses are incurred. As of September 1, 2015, the county has issued \$29,941,000 in bonds for various projects; approximately \$14,000,000 has been expended.

PCCB has developed a plan for the PCWLL bond funds. The plan calls for the dollars to be used throughout the park system for numerous purposes and projects. PCCB may reallocate funds if it determines that priorities or needs have changed. For many projects, the full amount of funding is derived from PCWLL bond funds. Other projects, such as the nature center, are being funded by a combination of bond funds and other sources. Some of the larger bond-funded projects to-date include:

- Chichaqua Valley Trail Connector
- Jester Park Nature Center
- Mark C. Ackelson Trail construction (Easter Lake Park)

- Fort Des Moines park & pond improvements
- Yellow Banks Park dam repairs
- Land acquisition-multiple locations
- Jester Park cabin construction
- Thomas Mitchell Park- Camp Creek stabilization & park improvements
- Easter Lake Watershed Project
- Brown's Woods Trail Expansion

#### Jester Park Nature Center Capital Campaign

The JPNC project is one of the major projects to be paid from the PCWLL bond fund. However, the bond funds will provide only about 50% of the needed revenue for the full cost of the \$10,375,000 project. After receiving grants and other donations, \$2-3 million is targeted to finish the fundraising campaign. Jerold Panas, Linzy, and Associates provided this estimate in their feasibility study as the realistic amount that could be raised. While it is hoped that the potential is greater, PCCB has set this amount in its finance plan. If additional funds are raised, the amount of other financing & use of PCWLL bond funds will be reduced or enhancements to the facility/site will be undertaken.

PCWLL bond funds will pay for the cost of providing offices & equipment for PCC staff, plus a portion of the cost of the infrastructure needed to support the nature center. PCCB decided that a fundraising campaign should be undertaken to fund the cost of the environmental education space and exhibits, plus amenities. The campaign will also serve to publicize the nature center and engender public support for the facility.

The dollars to be raised from fundraising are critical to making the project a success. Project construction will not commence until adequate funds have been secured to enable the project to meet the primary purposes of its design.

## **Key Staff Biographies**

Richard Leopold, Director  
Polk County Conservation

Richard A. Leopold is the Director of the Polk County Conservation Department. He has held a variety of natural resource positions, most notably the Director of the Iowa Department of Natural Resources from 2007 to 2010. Following the Iowa DNR, he served as the Assistant Regional Director for Science Applications of the Midwest Region of the U.S. Fish and Wildlife Service. Prior to joining Polk County Conservation, he was the Director of Dickinson County Conservation Department in northwest Iowa.

Over his career, he has held a variety of biologist, naturalist, and administrative positions within the Iowa Environmental Council, U.S. Forest Service, the National Park Service, the Minnesota and Iowa Departments of Natural Resources and served as the coordinator for IOWATER, Iowa's statewide volunteer water-quality monitoring program.

Richard holds a Master of Science in Animal Ecology from Iowa State University. He obtained undergraduate degrees in biology from Minnesota State University and natural resources technology from Central Lakes College in Brainerd, MN.

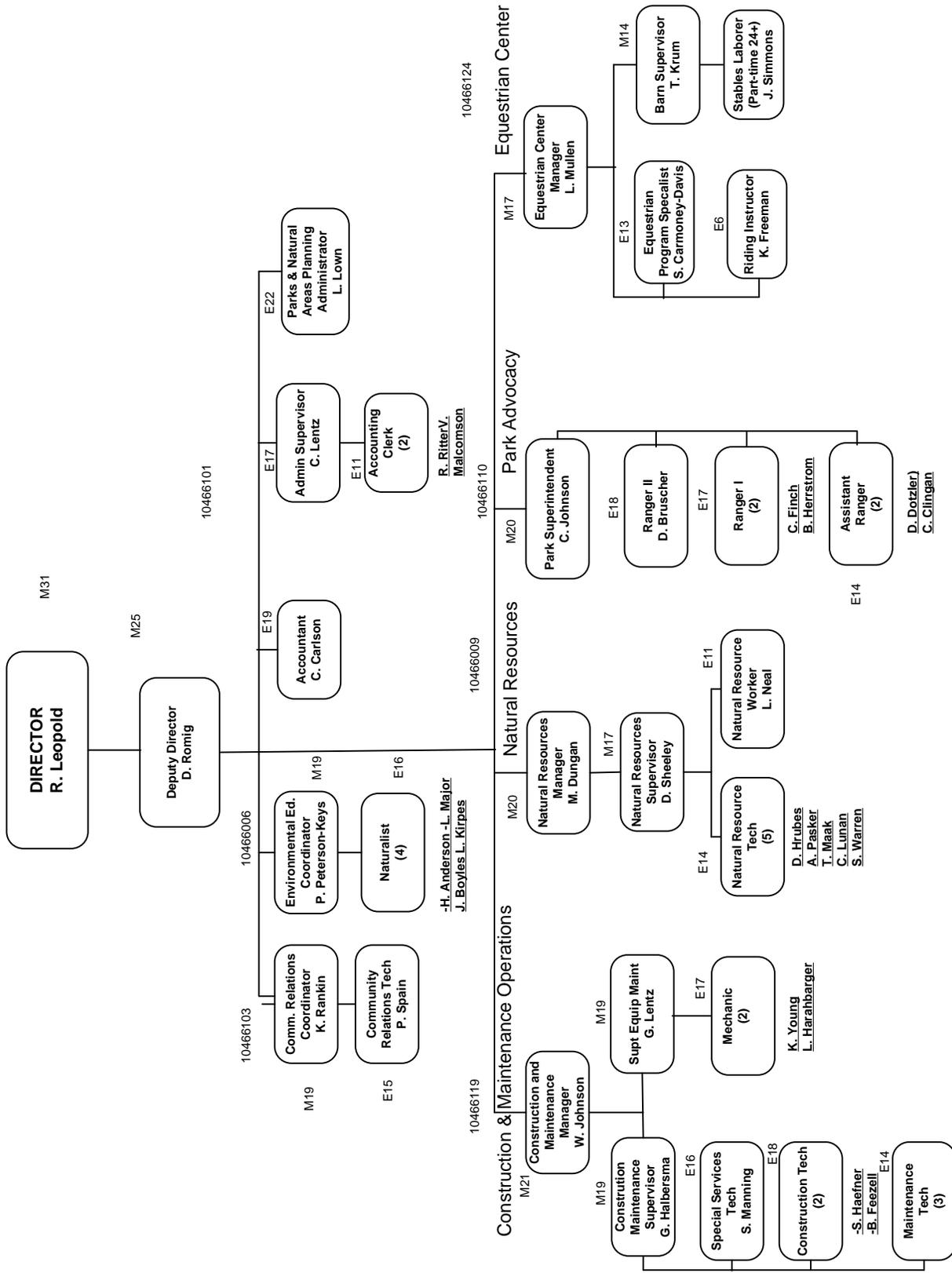
Douglas Romig, Deputy Director  
Polk County Conservation

Douglas Romig has over 25 years of experience within the City of Des Moines in Parks & Recreation, and Housing Services. As the City's Recreation & Parks Manager, Douglas oversaw an \$18 million operating budget and coordinated park maintenance, building management, cemeteries, golf courses, community centers, aquatic facilities, beach operations and sports programming. He supervised many large scale projects for the city including the development of Gray's Lake Park, James W. Cownie Soccer Park, Greater Des Moines Softball Park, and a large network of wading pools.

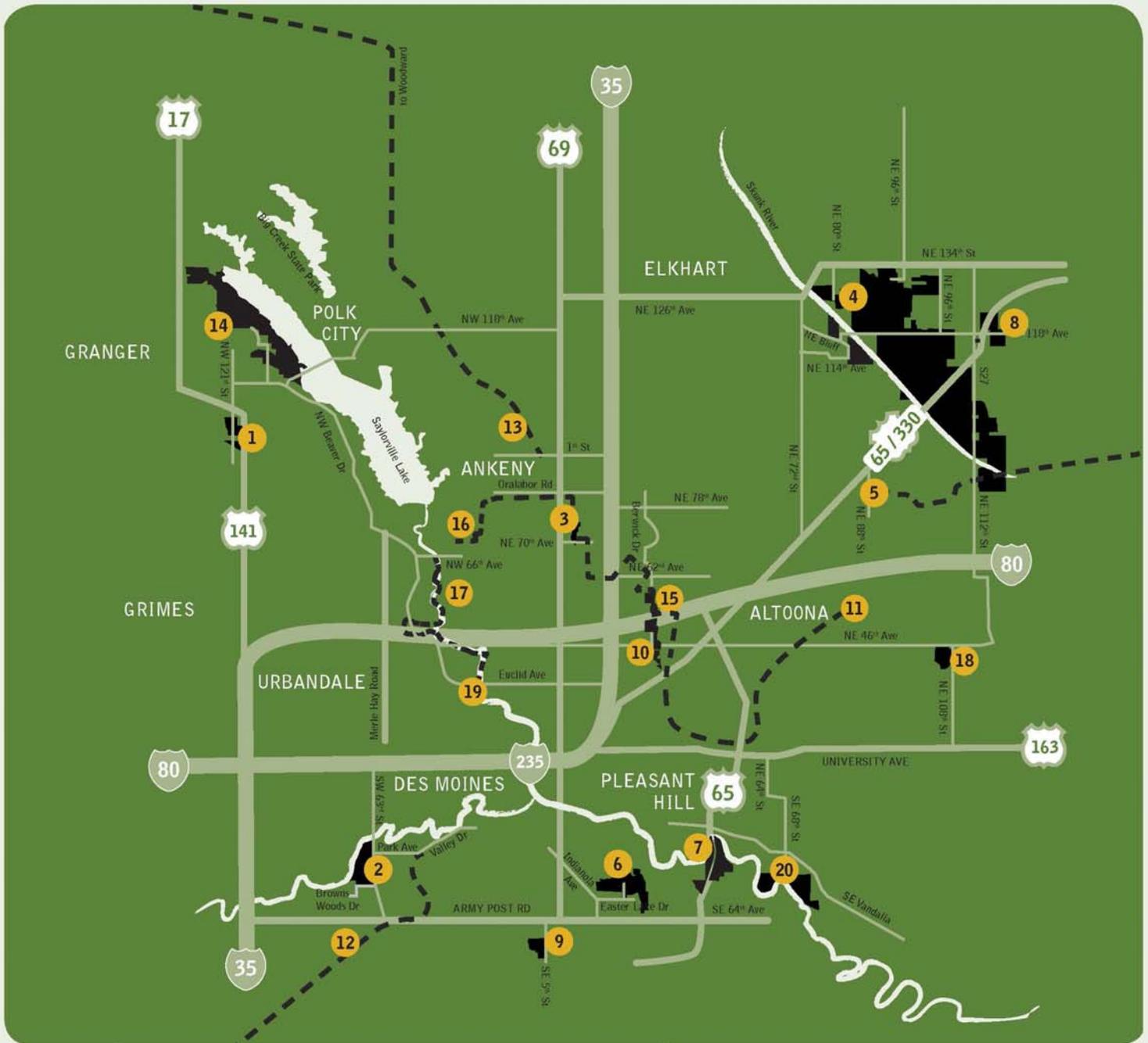
For the past 5 years, Douglas served as Housing Services Director, overseeing the US Dept. of Housing & Urban Development (HUD) public housing, Section 8 rental assistance and US Health & Human Services Community Action Agency operations.

Douglas holds a Bachelor's Degree in Leisure Studies with an emphasis in Community and Therapeutic Recreation from Iowa State University.

# POLK COUNTY CONSERVATION BOARD



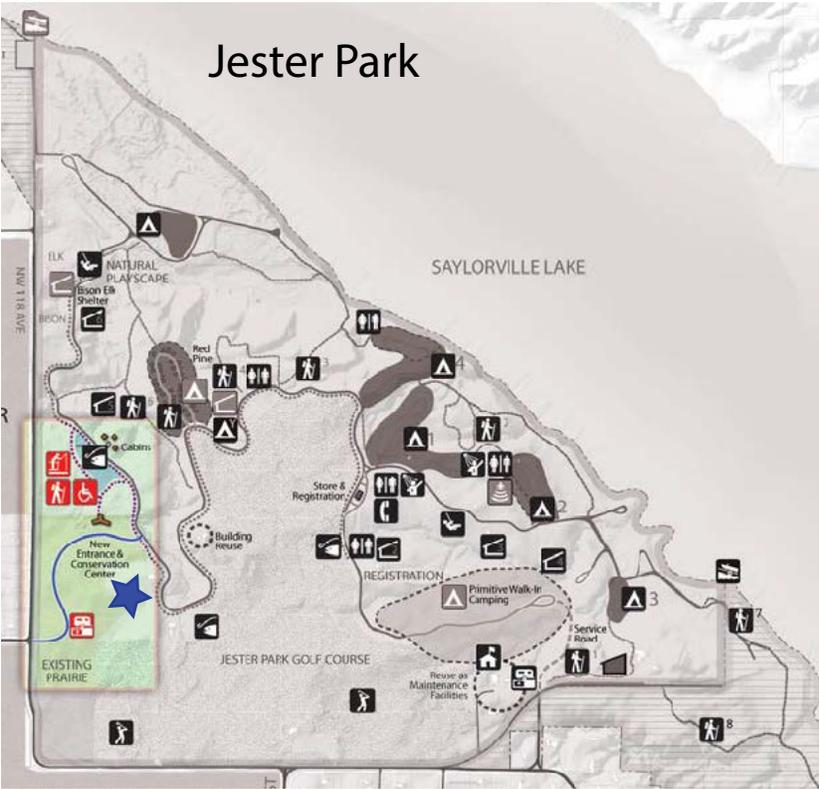
Reflects permanent full time and part time positions (excludes pool/seasonal)



- 1. Beaver Creek Greenbelt
- 2. Brown's Woods
- 3. Carney Marsh
- 4. Chichaqua Bottoms Greenbelt
- 5. Chichaqua Valley Trail
- 6. Easter Lake Park
- 7. Eagle Roost Wildlife Area
- 8. Engeldinger Marsh
- 9. Fort Des Moines Park
- 10. Four Mile Creek Greenbelt

- 11. Gay Lea Wilson Trail
- 12. Great Western Trail
- 13. High Trestle Trail
- 14. Jester Park
- 15. Mally's Weh Weh Neh Kee Park
- 16. Oralabor Gateway Trail
- 17. Sycamore Trail
- 18. Thomas Mitchell Park
- 19. Trestle to Trestle Trail
- 20. Yellow Banks Park

# Jester Park



**Polk County Conservation Dept.  
Pro Forma Tax Requirement Statement  
FY 16 Budget thru FY 21 Estimate**

**SUMMARY**

	FY 16 Budget	FY 17	FY 18	FY 19	FY 20	FY 21
<b><u>Statutory (Operating) Funds Expense</u></b>						
Personal Services	3,263,773.00	3,394,324	3,530,097	3,716,301	3,864,953	4,019,551
Employee Benefits	1,083,343.00	1,170,010	1,263,611	1,364,700	1,473,876	1,591,786
Supplies & Other Services & Charges	3,200,742.00	3,264,757	3,330,052	3,447,126	3,516,069	3,586,390
Capital Outlays (except Nature Center)	2,511,500.00	2,750,000	3,000,000	3,000,000	3,000,000	3,500,000
Nature Center Project	750,000.00	2,161,500	4,500,000	1,750,000	0	0
Subtotal	10,809,358.00	12,740,591	15,623,760	13,278,127	11,854,898	12,697,727
Less:						
Operating Revenues	3,766,260.00	3,750,000	3,850,000	3,950,000	4,000,000	4,125,000
Bond Funds Used	1,820,500	4,000,000	3,250,000	3,650,000	3,000,000	3,500,000
Nature Center Grants & Fundraising	0	375,000	4,000,000	1,000,000	0	0
Net Operating Expense	5,222,598	4,615,591	4,523,760	4,678,127	4,854,898	5,072,727
Enterprise Fund tax offset transfers	200,000	175,000	175,000	175,000	200,000	200,000
Combined Statutory Funds Tax Required	\$5,022,598	\$4,440,591	\$4,348,760	\$4,503,127	\$4,654,898	\$4,872,727

**Notes:**

Inflationary increases for operations: Personal Services-4%; Employee Benefits-8%  
Supplies & other services-2%

FY 19-Nature Center opens on July 1

Costs of position upgrade (45,000) in Pers. Svcs.& oper expense (50,473) in Supplies & Other added to FY 19

Polk County Conservation Dept.  
 Combined Expense & Revenue  
 FY 10/11 thru 14/15 Actual & FY 15/16 Budget

SUMMARY

Object Account	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Actual	FY 16 Budget
<b><u>Statutory (Operating) Funds</u></b>						
Operating Expense	8,816,396.09	6,936,049.79	8,216,614.14	16,687,098.07	12,222,816.74	10,809,358.00
Operating Revenue	-3,602,924.85	-3,268,434.56	-1,696,408.18	-3,856,454.07	-3,777,340.00	-3,766,260.00
Oper. Expense Less Revenues	5,213,471.24	3,667,615.23	6,520,205.96	12,830,644.00	8,445,476.74	7,043,098.00
Less: Bond Funds Used	0.00	0.00	1,754,353.62	8,749,918.71	3,491,466.91	1,820,500.00
Net Operating Expense	5,213,471.24	3,667,615.23	4,765,852.34	4,080,725.29	4,954,009.83	5,222,598.00
Enterprise Fund Tax Offset Transfers	405,000.00	0.00	117,168.00	188,320.00	132,404.00	200,000.00
Combined Funds						
Net Tax Required	4,808,471.24	3,667,615.23	\$4,648,684.34	\$3,892,405.29	\$4,821,605.83	\$5,022,598.00

**Polk County Conservation Dept.  
Expense Report  
FY 10/11 thru 14/15 Actual & FY 15/16 Budget**

Object Account	Actual FY 10/11	Actual FY 11/12	Actual FY 12/13	Actual FY 13/14	Actual FY 14/15	Budget 15/16
<u>0213 - CONSERVATION EQUIPMENT</u>						
Total 0213 - CONSERVATION EQUIPMENT	129,706.28	107,839.46	134,655.07	162,200.00	168,832.56	158,500.00
<u>6006 - INTERPRETATIVE EDUCATION</u>						
01 PERSONAL SERVICES	303,810.04	308,350.13	317,193.62	325,780.21	330,276.98	334,772.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	95,640.51	101,404.40	104,613.87	107,294.41	113,898.64	118,976.00
06 SUPPLIES/OTHER SERVICES & CHARGES	57,759.88	53,006.72	49,274.50	58,232.04	56,433.33	57,550.00
Total 6006 - INTERPRETATIVE EDUCATION	<b>457,210.43</b>	<b>462,761.25</b>	<b>471,081.99</b>	<b>491,306.66</b>	<b>500,608.95</b>	<b>511,298.00</b>
<u>6009 - NATURAL RESOURCE CONSERVATION</u>						
01 PERSONAL SERVICES	610,231.54	634,676.07	622,734.68	647,755.45	577,159.76	591,554.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	197,257.13	209,619.11	212,331.55	210,434.96	189,502.78	218,672.00
06 SUPPLIES/OTHER SERVICES & CHARGES	52,719.70	63,964.46	38,063.04	59,775.41	80,118.44	76,275.00
Total 6009 - NATURAL RESOURCE CONSERVATION	<b>860,208.37</b>	<b>908,259.64</b>	<b>873,129.27</b>	<b>917,965.82</b>	<b>846,780.98</b>	<b>886,501.00</b>
<u>6101 - ADMINISTRATION</u>						
01 PERSONAL SERVICES	349,512.91	349,204.88	379,883.57	468,251.37	576,469.30	581,043.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	102,355.15	112,589.80	120,271.80	137,373.04	147,293.86	185,590.00
06 SUPPLIES/OTHER SERVICES & CHARGES	367,053.08	420,644.85	404,816.41	496,853.79	471,949.90	498,352.00
09 MISCELLANEOUS	1,006.00	1,262.00	4,228.00	3,103.00	0.00	6,000.00
Total 6101 - ADMINISTRATION	<b>819,927.14</b>	<b>883,701.53</b>	<b>909,199.78</b>	<b>1,105,581.20</b>	<b>1,195,713.06</b>	<b>1,270,985.00</b>
<u>6103 - COMMUNITY OUTREACH</u>						
01 PERSONAL SERVICES	131,427.38	134,200.51	144,093.37	148,827.65	153,969.64	155,183.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	34,869.42	37,188.30	39,258.58	50,043.75	52,392.33	56,079.00
06 SUPPLIES/OTHER SERVICES & CHARGES	47,643.12	47,920.98	52,679.81	68,163.50	52,166.88	64,525.00
Total 6103 - COMMUNITY OUTREACH	<b>213,939.92</b>	<b>219,309.79</b>	<b>236,031.76</b>	<b>267,034.90</b>	<b>258,528.85</b>	<b>275,787.00</b>
<u>6104 - CONSERVATION GRANTS</u>						
Total 6104 - CONSERVATION GRANTS	<b>467,980.69</b>	<b>519,551.23</b>	<b>663,176.10</b>	<b>9,035.86</b>	<b>122,112.67</b>	<b>0.00</b>
<u>6110 - PARKS ADVOCACY</u>						
01 PERSONAL SERVICES	398,246.76	408,922.41	418,259.52	437,000.09	372,791.66	425,478.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	133,643.64	147,257.91	144,406.24	143,665.10	124,409.26	152,529.00
06 SUPPLIES/OTHER SERVICES & CHARGES	39,286.18	46,860.76	38,529.47	33,465.96	46,385.43	51,490.00
09 MISCELLANEOUS	-171.90	-686.76	-157.94	-152.26	92.19	0.00
Total 6110 - PARKS ADVOCACY	<b>571,004.68</b>	<b>602,354.32</b>	<b>601,037.29</b>	<b>613,978.89</b>	<b>543,678.54</b>	<b>629,497.00</b>

**Polk County Conservation Dept.  
Expense Report  
FY 10/11 thru 14/15 Actual & FY 15/16 Budget**

Object Account	Actual FY 10/11	Actual FY 11/12	Actual FY 12/13	Actual FY 13/14	Actual FY 14/15	Budget 15/16
<b><u>6119 - CONSTRUCTION MAINT. &amp; OPERATIONS</u></b>						
01 PERSONAL SERVICES	660,103.77	706,365.18	721,750.94	807,455.30	831,913.04	837,366.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	200,971.18	214,390.81	218,048.60	239,758.06	249,058.41	271,419.00
06 SUPPLIES/OTHER SERVICES & CHARGES	377,916.51	407,690.72	260,464.99	312,766.52	352,008.54	286,600.00
<b>Total 6119 - MAINTENANCE &amp; OPERATIONS</b>	<b>1,238,991.46</b>	<b>1,328,446.71</b>	<b>1,200,264.53</b>	<b>1,359,979.88</b>	<b>1,432,979.99</b>	<b>1,395,385.00</b>
<b><u>6124 - RECREATION/EQUESTRIAN CENTER</u></b>						
01 PERSONAL SERVICES	247,471.55	273,144.20	307,226.87	282,651.53	380,336.12	270,726.00
01 EMPLOYEE BENEFITS-INSUR, FICA/IPERS	76,500.80	80,109.28	82,921.67	70,241.61	77,974.87	80,078.00
06 SUPPLIES/OTHER SERVICES & CHARGES	123,868.87	137,833.11	138,754.92	205,016.80	249,940.70	153,550.00
09 MISCELLANEOUS	3,969.50	3,762.10	-15.50	0.00	-10.00	100.00
<b>Total 6124 - RECREATION/EQUESTRIAN CENTER</b>	<b>451,810.72</b>	<b>494,848.69</b>	<b>528,887.96</b>	<b>557,909.94</b>	<b>708,241.69</b>	<b>504,454.00</b>
<b><u>6100 - SELF INSURANCE RESERVE</u></b>						
<b>Total 6100 - ADMINISTRATION</b>	<b>213,546.52</b>	<b>115,104.89</b>	<b>158,657.53</b>	<b>116,119.90</b>	<b>122,655.08</b>	<b>96,300.00</b>
<b><u>0211 - REAP</u></b>						
01 PERSONAL SERVICES	119,728.23	52,500.34	107,030.06	48,893.04	43,549.05	67,651.00
06 SUPPLIES/OTHER SERVICES & CHARGES	23,523.02	52,569.82	20,444.59	72,398.50	93,103.98	50,000.00
08 CAPITAL OUTLAYS	0.00	57,615.96	7,926.35	26,177.50	16,240.00	10,000.00
<b>Total 0211 - REAP</b>	<b>143,251.25</b>	<b>162,686.12</b>	<b>135,401.00</b>	<b>147,469.04</b>	<b>152,893.03</b>	<b>127,651.00</b>
<b><u>0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</u></b>						
<b>Total 0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</b>	<b>2,882,280.58</b>	<b>264,056.91</b>	<b>285,608.38</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b><u>0214 - CONSERVATION SPECIAL PROJ</u></b>						
06 SUPPLIES/OTHER SERVICES & CHARGES	192,630.89	59,483.90	121,140.19	18,287.82	11,624.13	490,000.00
08 CAPITAL OUTLAYS	173,907.16	807,645.35	143,989.67	7,662.83	44,413.64	30,000.00
<b>Total 0214 - CONSERVATION SPECIAL PROJ</b>	<b>366,538.05</b>	<b>867,129.25</b>	<b>265,129.86</b>	<b>25,950.65</b>	<b>56,037.77</b>	<b>520,000.00</b>
<b><u>0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</u></b>						
06 SUPPLIES/OTHER SERVICES & CHARGES	0.00	0.00	427,738.62	3,311,464.92	4,246,104.72	2,120,000.00
08 CAPITAL OUTLAYS	0.00	0.00	1,326,615.00	7,601,100.41	1,867,648.85	2,313,000.00
<b>Total 0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</b>	<b>0.00</b>	<b>0.00</b>	<b>1,754,353.62</b>	<b>10,912,565.33</b>	<b>6,113,753.57</b>	<b>4,433,000.00</b>
<b>GRAND TOTAL</b>	<b>8,816,396.09</b>	<b>6,936,049.79</b>	<b>8,216,614.14</b>	<b>16,687,098.07</b>	<b>12,222,816.74</b>	<b>10,809,358.00</b>

**Conservation Dept  
Revenue Report**

FY 11-15 Actual & FY 16 Budget

Object Account	YTD June Actual 10/11	YTD June Actual 11/12	YTD June Actual 12/13	YTD June Actual 13/14	YTD June Actual 14/15	Budget 15/16
<b>00001 - GENERAL BASIC</b>						
<b>0213 - CONSERVATION EQUIPMENT</b>						
59300 - FIXED ASSETS SOLD	-9,156.47	-4,049.45	-15,593.70	-7,696.87	-20,601.28	-5,000.00
<b>Total 0213 - CONSERVATION EQUIPMENT</b>	<b>-9,156.47</b>	<b>-4,049.45</b>	<b>-15,593.70</b>	<b>-7,696.87</b>	<b>-20,601.28</b>	<b>-5,000.00</b>
<b>6006 - INTERPRETATIVE EDUCATION</b>						
55200 - RECREATIONAL FEES	-1,105.00	-66.00	-1,672.00	-768.00	-678.00	-1,000.00
55490 - PROGRAM REVENUE	-58,983.54	-61,837.70	-58,860.99	-55,129.00	-57,239.00	-55,000.00
56200 - COMMISSIONS	-1,488.35	-2,268.50	-2,136.50	0.00	0.00	0.00
58190 - MISC CONTRIBUTIONS & DONATIONS	-16,694.17	-779.00	0.00	0.00	0.00	0.00
58320 - MISC SALES OF COMMODITIES	0.00	-20.00	-30.00	-10.00	0.00	0.00
58510 - MISC RECEIPTS / REIMBURSEMENTS	0.00	0.00	0.00	0.00	-2,500.00	0.00
<b>Total 6006 - INTERPRETATIVE EDUCATION</b>	<b>-78,271.06</b>	<b>-64,971.20</b>	<b>-62,699.49</b>	<b>-55,907.00</b>	<b>-60,417.00</b>	<b>-56,000.00</b>
<b>6009 - NATURAL RES CONSERVATION</b>						
52790 - MISC-CONTRIB/REIMB OTHR GOVTS	-8,200.00	-1,140.00	0.00	-3,630.00	-3,640.00	0.00
55100 - MISCELLANEOUS FEES	0.00	-4,995.72	0.00	0.00	0.00	0.00
56100 - LAND RENT	-66,880.00	-112,315.20	-64,055.75	-103,901.60	-45,278.47	-75,710.00
58320 - MISC SALES OF COMMODITIES	-1,056.15	-356.75	-904.10	-1,569.95	-1,973.35	-1,000.00
58510 - MISC RECEIPTS / REIMBURSEMENTS	-1,523.50	0.00	0.00	0.00	0.00	0.00
<b>Total 6009 - NATURAL RES CONSERV</b>	<b>-77,659.65</b>	<b>-118,807.67</b>	<b>-64,959.85</b>	<b>-109,101.55</b>	<b>-50,891.82</b>	<b>-76,710.00</b>
<b>6101 - ADMINISTRATION</b>						
55050 - GENERAL ADMINISTRATIVE FEES	-12,000.00	-11,000.00	-13,000.00	-12,000.00	-12,000.00	-12,000.00
55200 - RECREATIONAL FEES	-798.00	-1,026.00	-114.00	0.00	0.00	0.00
56110 - BUILDING RENT	-8,400.00	-32,925.00	-35,950.00	-109,280.00	-58,675.00	-57,750.00
56200 - COMMISSIONS	0.00	0.00	0.00	-2,051.88	-1,574.19	-2,000.00
56210 - EASEMENTS	0.00	0.00	0.00	-80,296.08	0.00	0.00
56220 - CONCESSIONS	-44,937.16	-46,761.22	-61,064.65	-62,691.76	-54,885.21	-60,000.00
57010 - RETURNED CHECK FEES	-100.00	-625.00	-545.00	-210.00	-100.00	-500.00
58190 - MISC CONTRIBUTIONS & DONATIONS	-2,500.00	-36.00	-20.00	0.00	0.00	0.00
58210 - UNCLAIMED PROPERTY	-120.00	0.00	-300.00	0.00	0.00	0.00
58320 - MISC SALES OF COMMODITIES	0.00	-312.65	0.00	0.00	0.00	0.00
58430 - MOTOR VEHICLE FUEL REFUNDS	-6,245.43	-8,393.28	-7,126.73	-4,182.36	-9,190.23	-10,000.00
58440 - EMPLOYEE JURY DUTY	0.00	-194.80	0.00	0.00	0.00	0.00
58510 - MISC RECEIPTS / REIMBURSEMENTS	-636.47	-350.00	-375.01	-490.00	-620.00	-300.00
59320 - RECOVERIES ON LOSSES	-110,966.05	-8,335.45	0.00	0.00	0.00	0.00
<b>Total 6101 - ADMINISTRATION</b>	<b>-186,703.11</b>	<b>-109,959.40</b>	<b>-118,495.39</b>	<b>-271,202.08</b>	<b>-137,044.63</b>	<b>-142,550.00</b>

**Conservation Dept  
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FY 11-15 Actual & FY 16 Budget

Object Account	YTD June Actual 10/11	YTD June Actual 11/12	YTD June Actual 12/13	YTD June Actual 13/14	YTD June Actual 14/15	Budget 15/16
<b><u>6103 - COMMUNITY OUTREACH</u></b>						
58190 - MISC CONTRIBUTIONS & DONATIONS	-4,005.00	0.00	0.00	0.00	0.00	0.00
58510 - MISC RECEIPTS / REIMBURSEMENTS	0.00	0.00	0.00	0.00	-250.00	0.00
<b>Total 6103 - COMMUNITY OUTREACH</b>	<b>-4,005.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-250.00</b>	<b>0.00</b>
<b><u>6104 - CONSERVATION GRANTS</u></b>						
52290 - MISC STATE GRANTS/REIMB	-54,524.90	-219,538.75	-52,060.78	-64,024.52	-10,000.00	0.00
52430 - FEMA	-189,195.12	-74,133.05	-132,983.24	-206,952.25	0.00	0.00
52490 - MISC FED GRANTS/ENTITLEMENTS	0.00	-35,346.08	-79,372.01	-14,281.91	0.00	0.00
52790 - MISC-CONTRIB/REIMB OTHR GOVTS	0.00	-5,000.00	0.00	0.00	0.00	0.00
58190 - MISC CONTRIBUTIONS & DONATIONS	0.00	0.00	-3,000.00	0.00	0.00	0.00
<b>Total 6104 - CONSERVATION GRANTS</b>	<b>-243,720.02</b>	<b>-334,017.88</b>	<b>-267,416.03</b>	<b>-285,258.68</b>	<b>-10,000.00</b>	<b>0.00</b>
<b><u>6110 - PARKS ADVOCACY</u></b>						
53390 - MISC BUS PERMITS AND LICENSES	-650.00	-125.00	-1,020.00	-150.00	-1,060.00	-600.00
55200 - RECREATIONAL FEES	-271,053.07	-312,934.10	-264,852.80	-334,649.75	-378,431.00	-345,000.00
56110 - BUILDING RENT	-99,960.00	-47,966.50	-40,205.00	-51,882.50	-53,572.50	-50,000.00
56120 - EQUIPMENT AND MACHINERY RENT	-973.50	-1,900.50	-763.50	-1,540.00	-1,665.00	-1,500.00
58190 - MISC CONTRIBUTIONS & DONATIONS	-1,000.00	0.00	0.00	0.00	0.00	0.00
58310 - FIREWOOD SALES	-13,550.00	-16,188.00	-13,648.00	-17,361.00	-18,234.00	-17,000.00
58320 - MISC SALES OF COMMODITIES	0.00	0.00	0.00	0.00	0.00	0.00
58510 - MISC RECEIPTS / REIMBURSEMENTS	-1,482.10	-1,988.35	-1,698.50	-1,661.75	-1,520.26	-2,000.00
<b>Total 6110 - PARKS ADVOCACY</b>	<b>-388,668.67</b>	<b>-381,102.45</b>	<b>-322,187.80</b>	<b>-407,245.00</b>	<b>-454,482.76</b>	<b>-416,100.00</b>
<b><u>6119 - CONSTRUCTION MAINT AND OPNS</u></b>						
52790 - MISC-CONTRIB/REIMB OTHR GOVTS	-18,000.00	-21,800.00	0.00	0.00	0.00	0.00
58190 - MISC CONTRIBUTIONS & DONATIONS	-5,000.00	0.00	0.00	0.00	0.00	0.00
58320 - MISC SALES OF COMMODITIES	-1,208.50	-5,283.00	-934.60	-511.65	-203.00	-1,000.00
<b>Total 6119 - MAINT AND OPERATIONS</b>	<b>-24,208.50</b>	<b>-27,083.00</b>	<b>-934.60</b>	<b>-511.65</b>	<b>-203.00</b>	<b>-1,000.00</b>
<b><u>6124 - RECREATION/EQUESTRIAN CENTER</u></b>						
55200 - RECREATIONAL FEES	-290,983.65	-292,552.69	-286,241.89	-278,423.27	-235,051.78	-300,000.00
56110 - BUILDING RENT	-35.00	-60.00	0.00	0.00	0.00	0.00
56200 - COMMISSIONS	-330.00	-503.25	-468.00	-324.00	0.00	0.00
57000 - FINES, FORFIET AND DEFAULTS	0.00	0.00	0.00	0.00	-34.00	0.00
58190 - MISC CONTRIBUTIONS & DONATIONS	-15,155.87	-132.00	0.00	0.00	0.00	0.00
58320 - MISC SALES OF COMMODITIES	-70.20	-62.40	0.00	0.00	0.00	0.00
<b>Total 6124 - RECREATION/EQUESTRIAN CENTER</b>	<b>-306,574.72</b>	<b>-293,310.34</b>	<b>-286,709.89</b>	<b>-278,747.27</b>	<b>-235,085.78</b>	<b>-300,000.00</b>

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Object Account	YTD June Actual 10/11	YTD June Actual 11/12	YTD June Actual 12/13	YTD June Actual 13/14	YTD June Actual 14/15	Budget 15/16
<b><u>00026 - REAP</u></b>						
<b><u>0211 - REAP</u></b>						
52290 - MISC STATE GRANTS/REIMB	-140,323.00	-106,027.00	-97,628.00	-156,461.00	-166,018.00	-156,200.00
56000 - INTEREST ON INVESTMENTS	-455.71	-108.74	-217.12	-140.36	-59.09	-200.00
58190 - MISC CONTRIBUTIONS & DONATIONS	0.00	-275.00	-4,735.00	-5,271.68	-20,000.00	0.00
<b>Total 0211 - REAP</b>	<b>-140,778.71</b>	<b>-106,410.74</b>	<b>-102,580.12</b>	<b>-161,873.04</b>	<b>-186,077.09</b>	<b>-156,400.00</b>
<b><u>00050 - CONS LAND ACQUISITION &amp; DEV</u></b>						
<b><u>0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</u></b>						
52290 - MISC STATE GRANTS/REIMB	-644,569.29	-994,646.33	-107,642.72	-25,962.70	0.00	0.00
52410 - DEPARTMENT OF TRANSPORTATION	-1,498,509.65	-377,555.33	-347,185.75	-90,301.61	0.00	0.00
56000 - INTEREST ON INVESTMENTS	0.00	0.00	-2.84	0.00	0.00	0.00
58190 - MISC CONTRIBUTIONS & DONATIONS	-100.00	-448,917.80	0.00	0.00	0.00	0.00
<b>Total 0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</b>	<b>-2,143,178.94</b>	<b>-1,821,119.46</b>	<b>-454,831.31</b>	<b>-116,264.31</b>	<b>0.00</b>	<b>0.00</b>
<b><u>0214 - CONSERVATION SPECIAL PROJ</u></b>						
58510 - MISC RECEIPTS / REIMBURSEMENTS	0.00	-7,602.97	0.00	0.00	0.00	0.00
<b>Total 0214 - CONSERVATION SPECIAL PROJ</b>	<b>0.00</b>	<b>-7,602.97</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b><u>00051 - CONSERVATION WATER &amp; LAND IMPR</u></b>						
<b><u>0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</u></b>						
52290 - MISC STATE GRANTS/REIMB	0.00	0.00	0.00	-1,644,386.65	-827,670.50	-750,500.00
52410 - DEPARTMENT OF TRANSPORTATION	0.00	0.00	0.00	-379,186.72	-1,249,748.45	-1,200,000.00
52490 - MISC FED GRANTS/ENTITLEMENTS	0.00	0.00	0.00	0.00	0.00	0.00
52790 - MISC-CONTRIB/REIMB OTHER GOVTS	0.00	0.00	0.00	0.00	-312,649.38	-462,000.00
58190 - MISC CONTRIBUTIONS & DONATIONS	0.00	0.00	0.00	-139,073.25	-232,218.33	-200,000.00
<b>Total 0210 - CONS WATER &amp; LAND DEV &amp; TRAILS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-2,162,646.62</b>	<b>-2,622,286.66</b>	<b>-2,612,500.00</b>
<b>GRAND TOTAL</b>	<b>-3,602,924.85</b>	<b>-3,268,434.56</b>	<b>-1,696,408.18</b>	<b>-3,856,454.07</b>	<b>-3,777,340.02</b>	<b>-3,766,260.00</b>