

# **2018 Metro Parks Budget Proposal**



**Board of Park Commissioners:**  
**Greg S. Lashutka**  
**Jim McGregor**  
**J.B. Hadden**

**Executive Director:**  
**Tim Moloney**

# **METRO PARKS 2018 BUDGET**

## **TABLE OF CONTENTS**

Letter of Transmittal.....	1
Budget Message.....	2
Executive Summary .....	3
Financial Summary .....	6
Projected Changes in Fund Balances .....	7
Sources of Revenue .....	8
Revenues and Combined Fund Balances .....	10
Summary Expenditures – Administrative and Park Operations .....	11
Expenditure Summary Comparison of Project Actual and Budget .....	13
Equipment Budget Highlights .....	14
Summary of Personnel Expenditures .....	15
Personnel Analysis .....	16
Proposed New Positions .....	17
Capital Improvement Projects .....	18
Land Acquisition .....	21
Blacklick Woods Golf Course Summary .....	22
Projected Income Statement - Enterprise Fund .....	23
Appropriations .....	24

**To:** BOARD OF PARK COMMISSIONERS

Gregory S. Lashutka

James McGregor

J.B. Hadden

**From:** Tim Moloney, Executive Director

**Re:** 2018 Proposed Budget

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In accordance with the Ohio Revised Code sections 5705.38 and 5705.39 and other applicable sections, and the fiscal policies of Metro Parks, the budget for fiscal year 2018 (January 1, 2018 through December 31, 2018) is hereby submitted for consideration by the Board of Park Commissioners of the Columbus and Franklin County Metro Parks. In accordance with state law, the Board of Park Commissioners shall adopt a budget by Resolution, appropriating funds for the fiscal year, and the budget shall then be filed with the Budget Commission of Franklin County.

In addition to satisfying the statutory obligation to adopt an annual appropriation measure in accordance with the Ohio Revised Code, the budget represents an important management tool. The budget allocates the financial resources required to ensure that Metro Parks can continue to provide high quality facilities and services to the citizens of Central Ohio in fulfillment of our mission and our levy commitments, and to accomplish Metro Parks' goals for the coming year.

Budget prepared and submitted by:

Tim Moloney                      Executive Director

Lawrence J. Peck              Deputy Director

William M. Ruff, Sr.          Finance Director and Treasurer

Renee Telfer                      Human Resources Director

With assistance and input from staff throughout the Metro Parks.

November 14, 2017

Gregory S. Lashutka  
James McGregor  
J.B. Hadden

BOARD OF PARK COMMISSIONERS,  
COLUMBUS AND FRANKLIN COUNTY METRO PARKS

Dear Park Commissioners:

A fundamental component of our mission is to maintain clean, safe parks. In addition to this primary goal, we were able to make substantial progress fulfilling other commitments that we made to the voters in 2009.

Our finances continue to be stable, but at levels lower than we anticipated when we passed the levy. A little over three million four hundred and seventy five thousand in grant revenue was received in 2017, and an additional nine hundred and thirty five thousand dollars was received from partners.

Personnel costs make up the vast majority of our expenditures. Our efforts to control these costs continue to produce results. These internal controls have allowed us to keep personnel cost growth to less than 4% annually over the past 5 years. Simultaneously, we have also been able to keep other operational costs steady over the same time period.

Maintaining clean and safe parks has become a minimum standard that we address in our work each and every day. In addition, we continued to work toward completion of the goals and objectives laid out in the 2009 levy campaign. Even though the goals of the campaign are nearing completion, our workload continues to expand our growth as the largest Metro Park system in Ohio.

Over the next several pages you will see our accomplishments in 2017, our goals for 2018, and a synopsis of where we are with the levy commitments we made in the 2009 campaign.

The staff of Metro Parks greatly appreciates the support and guidance provided by the Board of Park Commissioners throughout the years and looks forward to working with the Board to maintain and improve the Metro Parks system in the coming year. On behalf of the management team of Metro Parks, we respectfully submit the 2018 Budget for your consideration. With your support, Metro Parks will continue to provide safe, clean, well-managed parks for the citizens of Franklin County, and will continue to plan for the open space and outdoor recreation needs of the community for decades to come.

Respectfully submitted,  
Tim Moloney  
Executive Director

## 2017 EXECUTIVE SUMMARY

The mission of Metro Parks is to conserve open spaces, while providing places and opportunities that encourage people to discover and experience nature. While following that mission, 2017 was a year to remember. The tremendous growth and enduring popularity of Metro Parks is due to the strong support of the community – as voters, as volunteers and as visitors. Metro Parks' primary funding source is the 10-year, 0.75 mill levy approved by Franklin County voters in 2009. The levy provides a sound financial base for operating and improving existing parks, as well as acquiring additional land for future preservation. Below you will find just a snapshot of some of the fine and wonderful accomplishments of 2017.

**Showcase 18** – Beginning in the winter of 2017 all 19 of our parks undertook a process which not only involved peer audits, but they also developed detailed plans to take on any/all outstanding maintenance or possible customer service initiatives. To date, over 300 individual projects have been completed with the goal of having all identified projects completed before the end of 2018.

### Natural Play Area at Blendon Woods –

Working with the Friends of Metro Parks and a private donor, staff was able to complete a transformation of the existing Natural Play Area into a space never seen before in Metro Parks. In this space, children, as well as adults, are immersed in a world of natural play and exploration. Crossing creeks, building forts, and zipping through the tree canopy are just a few of what awaits our visitors. Since its opening in the Spring of 2017, rarely can you find an open parking space in this part of Blendon Woods.



**Smith Property** – In what could be considered the longest land acquisition project in the District's seventy plus year history, we were able to close on a 50 acre tract of land adjacent



to the Shaffer Property and along the banks of the Big Walnut Creek. This deep valley with a significant tributary feeding Big Walnut Creek has been a desired acquisition for the District since the early 1950's.

**Friends of Metro Parks** – 2017 was a milestone year for the Friends and their continued efforts in supporting the mission and programs of Metro Parks. Membership

in this organization has crossed over the 1,000 mark and growth continues climbing monthly. The Friends also established an endowment fund with the Columbus Foundation to build a sustainable base of funding to further the mission of Metro Parks.

**The Plan Updates** – While all of our parks and sections are taking the information and data provided by the Plan, several of these initiatives are already making differences in the parks. Utilizing this feedback, staff has created new structures and programs to directly respond. New restroom facilities at select parks, archery range and pedestrian crossing at Scioto Grove, better canoe access, and the opening of the River Bluff area are just a few of the capital initiatives guided by recommendations in the Plan.

**Education** – Environmental education still remains as one of the pillars of everything we do here in Metro Parks and 2017 has the numbers to prove it. We made considerable effort this year to provide more spontaneous programming opportunities throughout the District. Along with our naturalist led programs, we continue to see growth in our collaborative 5<sup>th</sup> grade educational outreach program. The Students Exploring Ecosystem Dynamics (SEED) is still growing throughout many of the Franklin County School Districts. In 2017, 8,500 5<sup>th</sup> graders from six school districts not only visited our parks but took place in a year-round curriculum based program of study.



**Special Events** – From huge events such as Wagfest and Red White and Boom to the smaller events like campouts and tailgate parties, our efforts into bringing people into the parks is nothing short of amazing. While we have consistent crowds exceeding 15,000 at both Wagfest and Red White and Boom, one of our newer events, Outdoor Adventure, is starting to grow to a comparable size. Without using our partners and supporters, events like these would not be possible.

## 2018 BUDGET MESSAGE

In keeping with our vision of clean and safe parks, our efforts will continue towards the overall customer satisfaction and experience. Within these parks the operational side of our budget will focus on park maintenance, patron safety, education, and the control of invasive species. Outside of operations we will continue looking at ways we can control costs while providing the proper level of support to the 19 parks. Listed below are just a few of the projects we are looking at in 2018.

Continuing in the 2018 fiscal year, all parks are going continue working on what staff has dubbed “Showcase 18.” This program is an effort for us to take a critical look at all of our



facilities and infrastructure and address any cosmetic or structural issues. Utilizing the 2016 strategic plan and a newly implemented peer review system, each park will have their version of a clean-up. Items to be covered in Showcase 18 will include but not be limited to: painting, restroom renovation, asphalt sealing and repairs, trail grooming and resurfacing, park entrances, updating of picnic areas, and the overall updating of our user amenities. The goal of this program is to have each and every area of the Park District touched over the next two years. In addition to the “peer review” system, the newly created Customer Service Manager will also be taking data and comments from our customers and incorporating them into these initiatives.

A wide variety of capital projects are being contemplated for this 2018. Priority will be given to those projects which either meet our mission and/or vision. A more complete list can be found in the Capital Projects section of the budget. Examples of these capital projects include:



***Scioto River Quarry Project*** – With the first of two land acquisitions scheduled to be complete by the end of 2017. We are concurrently developing plans for the second acquisition and the development of a public access point and scenic overlook at the waterfall.

***Burning Lake*** – The second phase of this multi-year project is scheduled for 2018. This phase will focus on user amenities such as trails, restrooms, boardwalks, shelter, and play features. Staff is currently working with the Knowlton School of Architecture on the creation of one of a kind features to encourage more outdoor play.

***Camp Chase Trail Improvements***– While 2017 was a year to celebrate the completion of the Ohio to Erie Trail through Central Ohio, in 2018 we will focus on a project to better connect a route through Battelle Darby Creek. A key funding grant of \$615,000 was awarded for this project through the Clean Ohio Trail Fund

***Battelle Darby Creek Bison Prairie/Wetland Observation Tower*** – To give the thousands of visitors to this area of the park, better views and accessibility to the bison and wetland area, we are planning to construct an observation tower. This tower will not only improve on the visibility of the bison herd, but also give visitors views of the Darby Creek corridor and a very unique vista of Western Franklin County

In conclusion, the 2018 proposed budget further completes our ongoing promises to the residents of Franklin County on the commitments we made in the 2009 levy and the commitment we make each and every day to provide the best park system for all to enjoy.

# **2018 Financial Summary** **Combined General, Capital and Enterprise Funds**

<b>ESTIMATED ENDING CASH BALANCE - 12/31/17</b>	<b>\$ 6,660,000</b>
<b>Add: New Revenues</b>	<b><u>\$ 27,115,700</u></b>
<b>Total Available Cash Resources</b>	<b>\$ 33,775,700</b>
<b>Less: Budgeted Expenses</b>	
Salaries and Benefits, excluding golf course	\$ 15,324,200
Operating and Administrative	\$ 5,708,050
Enterprise Fund - Golf Course	
Salaries and Benefits	\$ 885,800
Operating	\$ 279,950
Loan Payment	<u>\$ 10,000</u>
Total Operating Budget	\$ 22,208,000
Capital Improvement Projects	\$ 3,450,000
Capital Improvement Projects-Golf Course	\$ -
Land Acquisition	\$ 6,200,000
<b>Total Budgeted Expenses</b>	<b><u>\$ 31,858,000</u></b>
<b>ESTIMATED 12/31/18 CASH BALANCE, IF ALL APPROPRIATIONS ARE FULLY EXPENDED</b>	<b><u>\$ 1,917,700</u></b>



## Projected Changes in 2018 Fund Balances

### BUDGET AMOUNTS:

	<b>FUND 27 GENERAL FUND Total</b>	<b>FUND 29 CAPITAL Total</b>	<b>FUND 30 ENTERPRISE Total</b>	<b>ALL FUNDS Total</b>
<b>Projected New Revenue</b>				
Public Sources:				
Tax Levy	20,435,500			20,435,500
Local Government Fund	2,342,000			2,342,000
Grants	8,000	2,366,000		2,374,000
<b>Total Public Sources</b>	<b>\$ 22,785,500</b>	<b>\$ 2,366,000</b>	<b>\$ -</b>	<b>\$ 25,151,500</b>
Earned Income from Operations:				
Golf Courses			979,000	979,000
Shelter Fees, Concessions & Special Events	407,200			407,200
Interpretive Program	200,800			200,800
House & Land Rental	166,200			166,200
<b>Total Earned Income</b>	<b>\$ 774,200</b>	<b>\$ -</b>	<b>\$ 979,000</b>	<b>\$ 1,753,200</b>
<b>Interest Income</b>	<b>\$ 82,700</b>	<b>\$ 12,600</b>		<b>\$ 95,300</b>
<b>Land Acquisition Municipal Contributions</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Donations &amp; Bequests</b>	<b>\$ 6,800</b>	<b>\$ -</b>		<b>\$ 6,800</b>
<b>Miscellaneous Receipts</b>	<b>\$ 108,900</b>	<b>\$ -</b>		<b>\$ 108,900</b>
<b>Total 2018 Projected Revenue by Fund</b>	<b>\$ 23,758,100</b>	<b>\$ 2,378,600</b>	<b>\$ 979,000</b>	<b>\$ 27,115,700</b>
<b>Projected Expenditures:</b>				
Salaries	10,618,322		634,610	\$ 11,252,932
Fringe Benefits	2,967,542		154,678	3,122,220
PERS	1,588,450		88,845	1,677,295
Medicare	149,886		7,667	157,553
<b>Salaries &amp; Benefits</b>	<b>\$ 15,324,200</b>		<b>\$ 885,800</b>	<b>\$ 16,210,000</b>
Admin	\$ 1,339,277		\$ 3,700	\$ 1,342,977
Education/Interpretive Operations	\$ 233,710			233,710
Park Maintenance	\$ 1,939,420		26,000	1,965,420
Promotion	\$ 687,700			687,700
Rental Properties	\$ 223,190			223,190
Natural Resource Management	\$ 215,675			215,675
Revenue Programs	\$ 61,890		250,250	312,140
Safety & Law Enforcement	\$ 208,387			208,387
Special Facilities	\$ 398,801			398,801
Renovations	\$ 400,000			400,000
<b>Operating Expenses</b>	<b>\$ 5,708,050</b>	<b>\$ -</b>	<b>\$ 279,950</b>	<b>\$ 5,988,000</b>
<b>Capital Improvement Projects</b>		<b>\$ 3,450,000</b>	<b>\$ -</b>	<b>\$3,450,000</b>
<b>Land Acquisition</b>		<b>\$ 6,200,000</b>		<b>\$ 6,200,000</b>
<b>2018 Projected Expenditures by Fund</b>	<b>\$ 21,032,250</b>	<b>\$ 9,650,000</b>	<b>\$ 1,165,750</b>	<b>\$ 31,848,000</b>
<b>CHANGES IN FUND BALANCES</b>	<b>\$ 2,725,850</b>	<b>\$ (7,271,400)</b>	<b>\$ (186,750)</b>	<b>\$ (4,732,300)</b>
<b>Projected Balance 12/31/2017</b>	<b>\$ 6,105,000</b>	<b>\$ 455,000</b>	<b>\$ 100,000</b>	<b>\$ 6,660,000</b>
<b>Loan Proceeds</b>				<b>\$ -</b>
<b>Loan Payment</b>			<b>\$ (10,000)</b>	<b>\$ (10,000)</b>
<b>Transfer to / (from) Fund</b>	<b>\$ (7,018,150)</b>	<b>\$ 6,821,400</b>	<b>\$ 196,750</b>	<b>\$ -</b>
<b>Estimated Balance 12/31/2018</b>	<b>\$ 1,812,700</b>	<b>\$ 5,000</b>	<b>\$ 100,000</b>	<b>\$ 1,917,700</b>

## Sources of Revenue

Metro Parks has three designated categories of revenue: public sources (taxes and government grants), operational fees (earned income) and other revenue (donations, interest income, etc.). The total new revenue estimated for 2018 is \$27,115,700. The following narratives provide an explanation for each source of revenue.

### PUBLIC SOURCES

Metro Parks' public source revenue for 2018 is projected to decrease 2.58% compared to 2017 projected actual revenues, this is due mainly to grant revenue. The Franklin County Auditor projects Metro Parks levy revenue based on the fair market value of the property in the county and the levy millage for Metro Parks. The Auditor is projecting a 1.8% increase for 2018. Local Government Funds have been funded for 2018 and has been projected to decrease compared to 2017 allocated funds.

Sources of revenue defined:

*Property Tax Levy* – A 0.75-mill levy on real and personal property passed in Franklin County in May 2009, with receipts to be received by Metro Parks in the ten-year period 2010 through 2019. Levy funds (\$20,435,500) will be deposited into the General Fund (Fund 27). Some of these funds will be transferred from the General Fund to the Capital Improvements Fund (Fund 29) (\$6,821,400) and to the Golf Course Enterprise Fund (Fund 30) (\$196,750).

*Local Government Fund (LGF)* - A portion of State of Ohio taxes are distributed to local governments pursuant to state law. The undivided Local Government Fund distribution is allocated among the political subdivisions located within Franklin County by the Franklin County Budget Commission. Metro Parks receives a 5.5% allocation of Franklin County's undivided LGF apportionment (\$2,342,000). Proceeds must be used for operational purposes and are deposited into the General Fund (Fund 27).

*Government Grants* – The Federal and State governments provide funding opportunities to assist local governments with projects and programs. Metro Parks has three grants in the approved for 2018, Metro Parks has been approved for a Clean Ohio grant for \$1,200,000, a State of Ohio Capital grant for \$500,000 and a trail grant for \$615,000.

### OPERATIONAL SOURCES

*Enterprise Fund Income* - Receipts generated in the operation of the Blacklick Woods Golf Courses, including, but not limited to, greens fees, cart rental, and the food and banquet facility are considered earned income and recorded in the Enterprise Fund of Metro Parks. Income from the golf course operations for 2018 is projected to be flat compared to 2017 projected revenue. The golf course has been making improvements and the Morty's Kids and First Tee programs have potential to increase the golf course revenue (Fund 30) \$979,000.

*Income from Other Operations* - The following activities generate revenues, which are intended to cover costs but are not operated as enterprise activities. We are anticipating an increase in revenue from these activities in 2018 due to increased shelter rental income and special events permit fees. Receipts are deposited into the General Fund (Fund 27) \$774,200.

## Sources Of Revenue, continued

Shelter and room fees - Fees charged to cover the costs of cleaning and maintaining reservable picnic shelters, lodges, and meeting rooms.

Special Events - Receipts from businesses and entrepreneurs hosting a special event in a Metro Park for which participants pay a fee.

Interpretive receipts - Charges that cover the costs of materials and services used to provide nature education presentations. Also included are receipts from sales of items of interest to park visitors, made available as a convenience to them.

Rentals - House rental and agricultural land lease payments.

### OTHER SOURCES

*Governmental Partnership Contributions* – Contributions to Metro Parks by City of Dublin to off-set the cost of land acquisition for Glacier Ridge Metro Park and the Partnership with the City of Columbus, Plain Township, and New Albany for the development of the Rocky Fork Metro Park (Fund 29) \$0. Both of these agreements have reached the end of their terms and no funds are projected for 2018.

*Income From Investment* - Revenues earned on funds in various Metro Parks' bank accounts and investment securities. Permitted investments include STAR Ohio; U.S. Treasury Bills, Notes and Bonds; securities issued by federal agencies; bonds of the state of Ohio; certificates of deposit; and repurchase agreements with qualified banks. We are projecting a higher return based on 2017 projected revenue and projected higher interest rates for 2018. Income is recorded in both the General Fund (Fund 27) and Capital Improvements Fund (Fund 29) \$95,300.

*Donations and Bequests* - Bequests, which generate receipts on a regular basis, and one-time donations, are recorded here (Fund 27 or 29) \$6,800.

*Miscellaneous* - all other revenue and non-revenue receipts in small or unpredictable amounts. These include court fines, damage settlements, refunds on prior year payments, reimbursements, sales of salvage and fixed assets, sales of specifications and plans for Metro Parks' capital improvement projects. The on-line auction produce great results in 2017 and we are expecting similar results in 2018. (Fund 27 or 29) \$108,900.

### FIDUCIARY FUNDS

Four trust funds have been established in honor of Allen F. Beck, J.C. Hambleton, E.S. Thomas, and Marian K. and Albert H. Thomas, which are in the Metro Parks' treasury. The Beck Fund and the Marian K. and Albert H. Thomas are expendable (i.e. principal and earnings are expendable), while the other two trusts are classified as non-expendable (only interest earned on the principal may be spent). The aggregate balance of these trust funds is projected to be \$542,059 (excluding the funds managed by the Columbus Foundation, referenced below) by December 31, 2017. The trust funds projected increase for 2018 is \$31,000.

In addition, the Columbus Foundation manages the Inniswood Fund for Metro Parks. The focus of this fund was to support the operation of the Inniswood Metro Gardens. The fund will still support Inniswood, but earnings will be reinvested in the fund to increase the principle balance for future use as an endowment or emergency fund.

**REVENUES AND COMBINED FUND BALANCES**

	2016 Actual	2017 Projected Actual 10/31/2017	2017 Budget	2018 Budget	2017 Budget v. 2018 Budget Inc (Dec)	% Change Inc (Dec)
<b>NEW REVENUES: GOVT (27, 29) &amp; ENTERPRISE (30) FUNDS</b>						
Public Sources:						
Property Tax Levy - .75 mill	19,760,373	20,107,651	20,066,200	20,435,500	369,300	1.8%
LGF	2,301,376	2,235,148	2,700,000	2,342,000	(358,000)	-13.3%
Grants	578,831	3,475,944	79,200	2,374,000	2,294,800	2897.5%
<b>Total Public Sources</b>	<b>22,640,581</b>	<b>25,818,743</b>	<b>22,845,400</b>	<b>25,151,500</b> (0.0258)	2,306,100	10.1%
<b>Operational Sources:</b>						
Revenues from Golf Course Operations	925,595	979,134	950,000	979,000	29,000	3.1%
Revenues from Park Operations:						
Shelter Fees, Special Events & Concessions	373,917	369,991	355,300	407,200	51,900	14.6%
Interpretive Programs	114,270	180,705	114,200	200,800	86,600	75.8%
House & Land Rental	236,094	160,295	158,700	166,200	7,500	4.7%
<b>Total Income from Operational Sources</b>	<b>1,649,876</b>	<b>1,690,125</b>	<b>1,578,200</b>	<b>1,753,200</b>	175,000	11.1%
<b>Governmental Partnership Contributions</b>	<b>935,000</b>	<b>935,000</b>	<b>935,000</b>	-	(935,000)	-100.0%
<b>Income from Investment</b>	<b>50,672</b>	<b>77,507</b>	<b>40,900</b>	<b>95,300</b>	54,400	133.0%
<b>Wetlands Credits</b>	-	-	-	-	-	-
<b>Donations &amp; Bequests</b>	<b>110,043</b>	<b>18,664</b>	<b>5,000</b>	<b>6,800</b>	1,800	36.0%
<b>Miscellaneous Receipts (settlements,refunds,salvage sale)</b>	<b>304,718</b>	<b>62,154</b>	<b>24,700</b>	<b>108,900</b>	84,200	340.9%
<b>TOTAL NEW REVENUES</b>	<b>25,690,889</b>	<b>28,602,192</b>	<b>25,429,200</b>	<b>27,115,700</b>	1,686,500	6.6%
<b>LOAN PROCEEDS - Net</b>						
<b>BEG FUND BALANCES</b>	<b>11,432,129</b>	<b>12,798,809</b>	<b>12,798,809</b>	<b>6,660,000</b> proj. 12/31/2017	(6,138,809)	-48.0%
<b>FUND BALANCES PLUS NEW REVENUES</b>	<b>37,123,018</b>	<b>41,401,002</b>	<b>38,228,009</b>	<b>33,775,700</b>	(4,452,309)	-11.6%
<b>FIDUCIARY FUNDS PRIOR BALANCE</b>						
Expendable (Beck & Thomas)	381,760	341,179	341,179	341,179	-	0.0%
Expendable (E.Thomas, Hambleton)	99,762	103,084	103,084	103,084	-	0.0%
Non-Expendable (E.Thomas, Hambleton)	97,796	97,796	97,796	97,796	-	0.0%
Non-Expendable (Inniswood Fund-Cols Found.)	457,296	457,296	457,296	457,296	-	0.0%
<b>Add:</b>						
Current Year Projected Income	395	1,437	30	1,000	970	3233.3%
Donations & Bequests	35,372	35,298	30,000	30,000		
<b>GRAND TOTAL ALL FUNDS</b>	<b>37,158,785</b>	<b>41,437,736</b>	<b>38,258,039</b>	<b>33,806,700</b>	(4,451,339)	-11.6%

## **Summary of Expenditures Administrative and Park Operations**

The non-personnel and administrative expenditures comprise the operations budget and these expenditures are allocated to accomplish Metro Parks' goal of providing clean, safe parks for the residents of Franklin County and Central Ohio. The operations budget has two components, the park operations which cover all of the parks' budgets and budget centers that relate directly to park operations, and administrative budget centers that have district wide responsibilities.

The 2018 budget for operations is \$5,708,050. This includes all operating costs except the Golf Course and personnel costs. The Operations budget is appropriated under the general fund (Fund 27). The budget for the Golf Course operations is \$279,950, which is appropriated under the Enterprise Fund (Fund 30).

Metro Parks will continue to work closely with partners in pursuit of our mission. Funds are allocated to continue partnering with the Ohio Wildlife Center (\$18,000) and the Mid-Ohio Regional Planning Commission (up to \$40,000).

Equipment purchases are included in the operating budget, and will be approved by Resolution of the Board of Park Commissioners prior to purchase if the cost is \$50,000 or greater. A list of the largest budgeted equipment items, with a \$25,000 threshold, is presented later in this document. Equipment is classified according to the program in which it is utilized to be in conformance with the way equipment is reported on our accrual basis financial statements. For example, if a piece of equipment is utilized for park maintenance it is classified in the park maintenance program category.

The budget is prepared with a philosophy of request what you believe you need to operate your budget center, but only spend what is necessary.

The new program implemented in 2017 called "Showcase 2018" will continue in 2018. This program is an opportunity for park managers to take an outsiders view of their park and tweak the things that may be missed when you view something every day. To accomplish this, renovation funds were increased to \$400,000. To improve efficiency and to maintain Metro Parks high standards the equipment budget was also increased.

## **Summary of Expenditures Administrative and Park Operations**

The 2018 budget reflects the continuing desire of Metro Parks to meet or exceed the existing standards of service to the community that we have established in terms of administration, maintenance, programming, customer service, law enforcement and natural resource management.

**Expenditure Summary**  
**Comparison of 2017 Projected Actual and 2018 Budget**

CATEGORY	2016 Actual	2017 Projected Actual	2017 Budget	2018 Budget	% Change
		projected from 10/31/17 actual			Budget to Budget
<b><u>Personnel (from Fund 27)</u></b>					
Salaries (including merit increases)	9,306,098	9,740,000	10,299,000	10,618,322	3.10 %
Employee Benefits	2,317,204	2,718,000	2,739,500	2,967,542	8.32 %
PERS	1,369,756	1,400,000	1,540,240	1,588,450	3.13 %
Medicare	123,211	128,000	142,960	149,886	4.84 %
<b>Total Benefits</b>	<b>3,810,172</b>	<b>4,246,000</b>	<b>4,422,700</b>	<b>4,705,878</b>	<b>6.40 %</b>
<b>Subtotal</b>	<b>13,116,269</b>	<b>13,986,000</b>	<b>14,721,700</b>	<b>15,324,200</b>	<b>4.09 %</b>
<b><u>Park Ops &amp; Admin (from Fund 27)</u></b>					
Admin	921,354	1,011,000	1,368,695	1,339,277	(2.15) %
Education/Interpretive Operations	183,806	187,000	243,235	233,710	(3.92) %
Park Maintenance	1,721,752	1,607,000	1,802,254	1,939,420	7.61 %
Promotion	524,517	437,000	606,523	687,700	13.38 %
Rental Properties	171,175	210,000	223,190	223,190	- %
Natural Resource Management	127,428	104,000	178,125	215,675	21.08 %
Revenue Programs	37,347	61,890	68,290	61,890	(9.37) %
Safety & Law Enforcement	407,585	386,000	382,320	208,387	(45.49) %
Special Facilities	167,160	165,000	348,368	398,801	14.48 %
Renovations	155,845	280,000	325,000	400,000	23.08 %
Other - Prior Year	93,296	151,834	-	-	- %
<b>Subtotal</b>	<b>4,511,264</b>	<b>4,600,724</b>	<b>5,546,000</b>	<b>5,708,050</b>	<b>2.92 %</b>
<b><u>Capital Improvement Projects (Fund 29)</u></b>					
<b><u>Capital Improvement Projects</u></b>			5,600,000	3,450,000	(38.39) %
Miscellaneous	828	2,000			
Building Construction	1,580,652	154,000			
Facility Improvements	98,973	122,000			
Natural Resource Improvements	-	-			
Planning	29,357	7,000			
Site Improvements	1,879,231	4,865,000			
Utilities	-	-			
Other - Prior Year	1,289,854	5,453,916	-	-	-
<b>Subtotal</b>	<b>4,878,894</b>	<b>10,603,916</b>	<b>5,600,000</b>	<b>3,450,000</b>	<b>(38) %</b>
Land Acquisition	775,256	3,237,000	1,675,000	6,200,000	
Other - Prior Year	-	-	-	-	-
<b><u>Land Acquisition (from Fund 29)</u></b>	<b>775,256</b>	<b>3,237,000</b>	<b>1,675,000</b>	<b>6,200,000</b>	<b>270.15 %</b>
<b>TOTAL ANTICIPATED EXPENDITURES - FUNDS 27&amp; 29</b>	<b>23,281,683</b>	<b>32,427,640</b>	<b>27,542,700</b>	<b>30,682,250</b>	<b>11.40 %</b>
<b>ENTERPRISE FUND EXP. - Golf Course</b>					
<b><u>Personnel</u></b>					
Salaries (including merit increases)	558,756	589,000	559,658	634,610	13.39 %
Employee Benefits	128,906	146,000	147,471	154,678	4.89 %
PERS	78,052	82,000	78,352	88,845	13.39 %
Medicare	6,399	7,000	6,619	7,667	15.84 %
<b>Total Benefits</b>	<b>213,357</b>	<b>235,000</b>	<b>232,442</b>	<b>251,190</b>	<b>8.07 %</b>
<b>Subtotal</b>	<b>772,113</b>	<b>824,000</b>	<b>792,100</b>	<b>885,800</b>	<b>11.83 %</b>
Operations	263,812	279,000	333,000	289,950	(12.93) %
Capital Improvement Projects	6,600	-	-	-	- %
Other - Prior Year	-	-	-	-	-
<b>TOTAL ENTERPRISE FUND FUND 30</b>	<b>1,042,525</b>	<b>1,103,000</b>	<b>1,125,100</b>	<b>1,175,750</b>	<b>4.50 %</b>
<b>TOTAL ANTICIPATED EXPENDITURE ALL FUNDS</b>	<b>24,324,208</b>	<b>33,530,640</b>	<b>28,667,800</b>	<b>31,858,000</b>	<b>11.13 %</b>



## Equipment Budget Highlights

The following is a list of equipment items that are budgeted at amounts over \$25,000. Purchases over \$50,000 must be approved by resolution by the Board of Park Commissioners. Additional pieces of equipment totaling \$312,834 are budgeted, but did not meet the large item cost threshold.

<b>Park</b>	<b>Item Description</b>	<b>Budgeted</b>
<b>Sharon Woods</b>	Mowers (2)	26,000.00
<b>Pickerington Ponds</b>	Tractor (replacement)	40,000.00
<b>Pickerington Ponds</b>	Truck (replacement)	40,000.00
<b>Three Creeks</b>	Ranger Truck	35,000.00
<b>Glacier Ridge</b>	Ranger Truck	35,000.00
<b>Roving Crew</b>	48" Dual Drum Compactor (roller)	40,500.00
<b>Resource Management</b>	3/4 Ton WD Heavy Duty Pickup Truck	30,000.00
<b>Finance</b>	Color Copier	25,000.00
<b>Information Systems</b>	Backup Storage Array	65,000.00
<b>Information Systems</b>	Replacement Workstations	30,000.00
	Equipment budget items under \$25,000	312,834.00
	<b>Total 2018 Equipment Budget:</b>	<b>679,334.00</b>

## Summary of Personnel Expenditures

Wellness initiatives and health insurance program costs were the focus throughout 2017. In an attempt to control health care costs, wellness initiatives were implemented that offered incentives to those covered by the program. Cash incentives for obtaining proper age/gender exams were provided. In addition, covered employees and their spouses/domestic partners had the opportunity to participate in a series of steps to receive a reduced deductible in their coverage during 2018. When beginning this initiative, the County was striving for a 60% participation rate. This goal was exceeded, with 71% participating. The wellness initiatives for 2018 are increasing and employees and their spouses/domestic partners will need to participate in more steps in order to receive a reduced deductible in 2019.

In regard to staffing, seven employees retired in 2017, two of which had over 45 years of service to Metro Parks. While this is a loss of great experience, these employees provided substantial notification and allowed the necessary time to pass along their historical knowledge and expertise to others within their work units. With each vacancy that occurred throughout the year, retirement or otherwise, a review was conducted to evaluate and assess the work unit structures, operational needs, and functionality of the positions. Where needed, changes were made with little impact on the personnel budget.

Employees receiving awards through the recognition program increased in 2017 by 20% with over 130 nominations made by employees at all levels within the organization. This program provides employees both the ability to nominate and be recognized for high level work in a more timely manner than the merit program allows. Service Awards, another recognition program, was revamped in 2017. In the past, a pin which displayed various gems was awarded every five years. Since most employees are uniformed and pins are not part of the uniform, it was decided to offer employees a selection of awards through an online catalog that increase in value based on their years of service. The feedback on this program has been extremely positive.

The Labor Agreement between Metro Parks and the Fraternal Order of Police, Ohio Labor Council representing the full-time Park Rangers was ratified in 2017 and is in place through January 31, 2020.

The proposed 2018 Personnel Budget includes:

- \$171,925 for 2018 merit, skill based, and intermittent/seasonal/intern pay increases.
- 217,290 of the personnel budget will be reserved to award the additional merit provided through the recognition program.

An analysis of the inflation rate, consumer price index, projected pay increases granted by other local agencies, and general economic conditions will be conducted to determine the forthcoming pay range and merit/pay increase recommendations.

## Personnel Analysis

### Budget vs Budget

TOTAL PERSONNEL COSTS:	2018	2017 Budget	% Change	\$ Change
<b>EXCLUDING NEW POSITIONS</b>	16,087,737	14,938,704	7.69%	1,149,032
<b>INCLUDING NEW POSITIONS</b>	16,210,000	15,513,800	4.49%	696,200

### Projected Actual vs Budget

	2018 Proposed Budget	2017 Projected Actual	% Change #	2017 Budget	% Change ##
<b><u>PERSONNEL COSTS:</u></b>					
Staffing/FT & PT positions:					
Salaries	10,864,554	\$ 10,216,500	6.34%	\$ 10,377,873	4.69%
New Positions	122,263			259,608	
Health Care Benefits	2,952,292	2,748,697	7.41%	2,767,774	6.67%
PERS	1,667,343	1,482,000	12.51%	1,551,282	7.48%
Medicare	156,522	135,000	15.94%	143,203	9.30%
Salaries and Benefits Total	15,762,974	14,582,197	8.10%	15,099,739	4.39%
<b><u>OTHER APPROPRIATIONS:</u></b>					
Merit	217,290			239,288	-9.19%
Uniform Allowance	5,000			2,000	150.00%
<b><u>Claims-based Expenses:</u></b>					
Retirements*	100,000	112,500	-11.11%	76,200	31.23%
Unemployment	26,965	17,188	56.88%	3,500	670.43%
Workers Comp	97,771	97,771	0.00%	93,073	5.05%
<b>Total Other Appropriations</b>	447,026	227,459	96.53%	414,061	7.96%
<b>TOTAL PERSONNEL</b>	\$16,210,000	\$ 14,809,656	9.46%	\$ 15,513,800	4.49%

\* (Accrued vacation / sick leave payments)

# % Change is showing the change from 2018 proposed budget to the 2017 projected actual

## % Change is showing the change from 2018 proposed budget to the 2017 Budget

## **Proposed Positions FY 2018 Budget**

Throughout 2017 the focus was on hiring individuals in capacities that met the operational and project needs of Metro Parks. This resulted in increased hiring for seasonal positions, thus providing services when the visitation, weather dependent projects, and operational needs are the greatest.

Moving into 2018, an analysis has been conducted on currently vacant full-time and part-time positions. The proposed positions are minimal and focus mainly on converting existing positions and/or vacancies to needed classifications:

Park Technician 1 – This full-time position would be added to the staffing level at Glacier Ridge/Homestead Metro Parks. After evaluating functions and needs for the past year, it has been determined that the volume of maintenance duties at Homestead necessitates a full-time position. Adding a “skills course” and dog park, as well as more focused efforts on invasive species control each year at Glacier Ridge will increase the maintenance workload for the park.

Park Technician 1 – This full-time position would be added to the staffing level at Slate Run Metro Park. Two years ago, the Park Manager recommended converting a full-time position to an intermittent position, which was approved. After evaluating needs, it is proposed to re-convert the intermittent position back to a full-time Park Technician. Several priorities have not been adequately addressed by the intermittent position, particularly in the area of resource management (wetland maintenance/succession mowing) and repairs and upgrades to various historical farm structures.

Part-Time Park Technician – This proposed position would be a conversion of an existing seasonal position to part-time status at Battelle Darby Creek Metro Park. The various year-round projects and work with the bison necessitates a position that works outside the summer months when seasonals are employed.

Seasonal Ranger – In order to address the high volume of visitation at Homestead Metro Park, this position would be added to the Glacier Ridge/Homestead Metro Parks staffing levels. Rangers are involved on a regular basis with traffic and parking issues primarily during weekends, but also including weekdays and special events.

Current vacancies outside the proposed adjustments listed above will be analyzed for operational necessity, proper classification, and location. Where needed, changes will be made or positions eliminated.

## 2018 CAPITAL IMPROVEMENT PROGRAM

### 2018 Capital Improvement Budget Available Funds \$3.45 million

The following projects compose the 2018 Capital Improvement Budget. Figures associated with each project are the amount of Park District Funds that will be allocated initially to each project. Several projects will also include grants and other external funds that require appropriation authority from the Board—this information is provided in the narrative for each project which this may be applicable.

#### **Total Metro Parks Capital Improvement Budget: \$3,150,000**

**Quarry.** Assuming acquisition of 220 acres of the Marble Cliff Quarry occurs, funds will be allocated to provide initial public access/use of a portion of our holdings. It is anticipated we will build a roadway access, small scale parking lot, and a few amenities for the public to enjoy (i.e. primitive trail, mountain bike trail, observation deck, etc.). Funds will also be used to promote the safety of park visitors (i.e. fencing and signage). Additionally, funds will be used to continue the planning process, with full scale develop occurring in the early years of our next levy. Funds provided by the State of Ohio (\$500,000) will be utilized along with Metro Parks funds (\$500,000) for these efforts.

#### **Metro Parks Budget: \$500,000 (Total Budget \$1,000,000).**

**Camp Chase Trail Development.** Currently the Camp Chase Trail (and simultaneously the Ohio to Erie Trail) are aligned through the Indian Ridge Picnic Area and make use of an access trail to Big Darby Creek as well as the Indian Ridge Area Roadway. The roadway was designed for vehicles and in places is very steep and difficult to navigate with a bicycle. Because of topography and other constraints, this will be a challenging portion of the trail to construct. A grant in the amount of \$615,000 was received from the Clean Ohio Trail Fund to help replace this portion of the trail with a dedicated, direct trail that doesn't go through the picnic area. Completion of this project will require additional Metro Park Funds in the amount of \$425,000.

#### **Metro Parks Funds \$ 425,000 (Total Budget \$1,040,000).**

**Burning Lake Development.** Phase 1 of this project is underway as a 2017 CIP budget. 2018 funds will be used to install a bridge over George's Creek, to pave the roadway and parking lot installed by Metro Parks' Roving Construction Crew in 2017, and to install amenities for the public including trails, boardwalks, displays, shelters, and restrooms.

#### **Metro Parks Funds/Total Budget: \$950,000**

**Paving Roadways, Parking Lots and Trails.** As the park district has expanded, the traditional response to paving roadways and parking lots through biennial ODOT funds has proven not to be enough and in the last couple of budgets we have allocated Metro Park funds for paving projects. In 2018 we would like to address the following roadways/trails: Heritage Trail, Glacier Ridge Wetland Roadway and Parking Lot, Blacklick Ashton Pond parking lot, Chestnut Ridge picnic area, and Battelle Darby Creek parking lots.

#### **Metro Parks Funds/Total Budget \$250,000.**

## **2018 CAPITAL IMPROVEMENT PROGRAM**

**Slate Run Buzzard's Roost Playground and Safety Surface.** The existing playground and safety surface will be replaced as each currently is outdated and in bad condition.

**Metro Parks Funds/Total Budget: \$150,000.**

**Scioto Grove Riverview Deck/Overflow Parking Area.** A deck overlooking the Scioto River immediately adjacent to "The Grove Lodge" will be constructed. This will be a substantial deck and will likely be used to a large degree by The Grove rentals including weddings. As the archery course, disc golf course, and trail system becomes more popular we need overflow parking in that area of Scioto Grove to address peak flow visitation.

**Metro Parks Funds/Total Budget: \$150,000.**

**Resource Management Invasive Species Control/Reforestation and Tree Planting.** Funds will be provided to assist with large scale removal of invasive species like callery pear, fragmytes, and other challenging invasives through the use of contractors.

**Metro Parks Funds/Total Budget: \$150,000.**

**Upgrades at Homestead Metro Park and Blendon Woods Metro Park.** Significant face-lifts are needed at these parks in terms of upgrading facilities, replacing aged playground equipment, and creating special venues for the public to enjoy themselves.

**Metro Parks Funds/Total Budget: \$200,000**

**Complete Blacklick Woods Golf Course Rental Facility.** The rental facility at the Blacklick Woods Metro Park Golf Course is primarily funded/encumbered in 2017 funds. The final phase of the project will be completed in 2018 and includes furnishings for the building and improvements to both pedestrian and vehicular access to the building. Existing cart paths will need realigned. Much of this work may be done by the Metro Parks roving crew with some effort provided by contractors.

**Metro Parks Funds/Total Budget: \$80,000.**

**Battelle Darby Creek Observation Deck/Tower(s).** One or more observation decks/towers will be constructed at Battelle Darby to enhance public viewing of the bison and also the Kuhlwein Road wetland and associated birds.

**Metro Parks Funds/ Total Budget: \$75,000.**

**Demolition/Signage District-Wide.** We will use these funds to demolish structures that we have inherited or that have fallen into disrepair and for which there is no public use throughout Metro Parks. We will also continue to upgrade signage for orientation and interpretation at various parks.

**Metro Parks Funds/ Total Budget: \$100,000.**

## **2018 CAPITAL IMPROVEMENT PROGRAM**

**Sharon Woods Apple Ridge Picnic Area Shelter.** An additional picnic shelter will be constructed at the Apple Ridge Picnic Area at Sharon Woods. This shelter will allow us to accommodate more groups and also help address crowding and parking issues within the Maple Grove Picnic Area.

**Metro Parks Funds/Total Budget: \$40,000.**

**Three Creeks Heron Ponds Bridge Abutments/Blacklick Greenway Trail Fence Replacement.** These funds will be used to protect bridge abutments in Alum Creek from erosion problems. In addition, funds will be used to replace a large amount of existing fencing along the Blacklick Greenway Trail that needs replaced.

**Metro Parks Funds/Total Budget: \$80,000.**



## **Land Acquisition**

The 2018 budget proposal allocates \$6.2 million for land acquisition. These funds will allow Metro Parks to pursue strategic land acquisition opportunities and to participate in grant programs that require matching funds.

We will be applying for grants to support acquisitions. These applications, if they are successful, have the potential to increase the amount of funding available for land acquisition or other purposes.

No properties will be purchased unless specific authorization for each property is received from the Park Board and funds are available.

## **Blacklick Woods Golf Course Summary**

### **2018 GOLF COURSE BUDGET**

**Revenues.** We are projecting revenues derived from greens fees, rental of the activity building, resale of merchandise and food, cart rental, etc. to be flat for 2018 at \$979,000. We are continuing to work on increasing revenue with our partnership between First Tee and Morty's Kids, and exploring league play with the local school systems.

**Expenditures.** The golf course is still working on streamlining its operation to align with the revenue it is generating. It made more progress in 2017, but there is still work to be done. The golf course continues to look at creative ways to maintain the quality of the course while reducing cost.

For reference, a transfer budgeted up to \$196,750 from the General Fund to the golf course in 2018. This is will be needed until we achieve a balanced and eventually profitable golf course operation.

## Projected Income Statement - Enterprise Fund

	2017 Projected Actual	2018 Budget
<b><u>REVENUES</u></b>		
Golf fees, cart rental, merchandise, concessions	\$ 979,134	\$ 979,000
<b><u>EXPENSES</u></b>		
<b>Personnel:</b>		
Salaries	589,000	634,610
Benefits, PERS, Medicare	235,000	251,190
<b>Total Personnel Costs</b>	<b>\$ 824,000</b>	<b>\$ 885,800</b>
 Operating Costs (non-personnel)	 279,000	 279,950
Capital Improvement Projects		
Loan Payment		\$ 10,000
 TOTAL EXPENSES	 <u><u>\$ 1,103,000</u></u>	 <u><u>\$ 1,175,750</u></u>
 NET INCOME	 <u><u>\$ (123,866)</u></u>	 <u><u>\$ (196,750)</u></u>
ENTERPRISE FUND BALANCE-PROJ. 12/31/17		\$ 100,000
TRANSFER FROM OTHER FUNDS		\$ 196,750
ENTERPRISE FUND BALANCE-PROJ. 12/31/18		\$ 100,000

Transfer to the Golf Course will only be made if necessary for cash flow

# APROPRIATIONS

## Based on 2018 Budget Proposal

The proposed budget for Metro Parks for the the fiscal year 2018 is summarized below. The total budget is appropriated by fund, and the amount to be appropriated by each fund is listed below. The appropriation for Fund 27 includes an interfund transfer amount which is the movement of monies between Funds, but not an expense paid to others. Any disbursement of funds, including transfers between Funds, must be an approved appropriation. These appropriations are being recommended for approval by the Board of Park Commissioners.

<b><u>TOTAL NEW</u></b>	
<b><u>APPROPRIATIONS</u> (1)</b>	
Personnel	15,324,200
Non-Personnel	5,708,050
Inter Fund Transfer	<u>7,018,150</u>
<b>Fund 27 Total</b>	<b>\$ 28,050,400</b>
Capital Projects & Land Acquisition	<u>\$ 9,650,000</u>
<b>Fund 29 Total</b>	<b>\$ 9,650,000</b>
Golf Course Personnel	\$ 885,800
Non-Personnel	<u>\$ 289,950</u>
<b>Fund 30 Total</b>	<b>\$ 1,175,750</b>
<b>Grand Total</b>	<b><u>\$ 38,876,150</u></b>

(1) The total budget for 2018 excluding interfund transfers is \$31,858,000.

(2) 2017 encumbrances will be identified and carried forward as of 12/31/2017 and are not included above. The 2017 encumbrances will be charged against the 2017 budget.