

2020 Metro Parks Budget



Board of Park Commissioners:
JB Hadden
Jim McGregor
George McCue

Executive Director:
Tim Moloney

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To: BOARD OF PARK COMMISSIONERS
COLUMBUS AND FRANKLIN COUNTY METROPOLITAN PARKS DISTRICT
JB Hadden
Jim McGregor
George McCue

From: Tim Moloney, Executive Director

Re: 2020 Proposed Budget

In accordance with applicable sections of the Ohio Revised Code and the fiscal policies of the Columbus and Franklin County Metropolitan Parks District (Metro Parks), the budget for fiscal year 2020 (January 1, 2020 through December 31, 2020) is hereby submitted for consideration by the Board of Park Commissioners. In accordance with state law, the Board of Park Commissioners shall adopt a budget by board 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 legal requirements, the Metro Parks budget is an important management tool, prioritizing the allocation of limited financial resources in accordance with its core convictions to *Put Customers First, Make Situations Better* and *Make Central Ohio Extraordinary*.

The mission of Metro Parks is: *To conserve open spaces, while providing places and opportunities that encourage people to discover and experience nature.* This mission encompasses a wide variety of efforts and initiatives undertaken by our dedicated employees. The budget for 2020 is our plan to accomplish that mission while being careful stewards of taxpayer funds.

Budget prepared and submitted by:

Tim Moloney	Executive Director
Lawrence J. Peck	Deputy Director
Rick McGivern	Finance Director and Treasurer
Renee Telfer	Human Resources Director

With considerable input from Metro Parks staff.

November 20, 2019

JB Hadden
Jim McGregor
George McCue

BOARD OF PARK COMMISSIONERS,
COLUMBUS AND FRANKLIN COUNTY METRO PARKS

Dear Park Commissioners:

On behalf of the staff and management of Metro Parks, we respectfully submit the 2020 Budget for your consideration. With your support, Metro Parks will continue to provide safe, clean, well-managed parks, and will continue to plan for the open space and outdoor recreation needs of the residents of Central Ohio. This document will expand upon our Levy Promises and make clear how we plan to allocate our resources to meet the multiple aspects of our mission.

The overall financial position of Metro Parks is strong, as the district is ever careful with expenses, conservative in projecting revenues, carries no debt and maintains reasonable fund balances to allow flexibility as circumstances change.

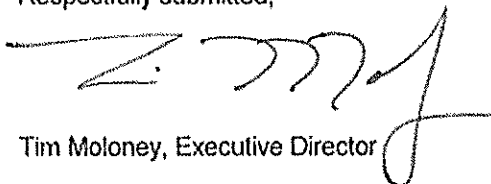
The current revenue position is stable due to the successful passage of our levy request in November, 2018. This property tax levy of 0.95 mills represents approximately 80 percent of the operating revenue of the district. Other sources of revenue, such as state-shared revenues and program fees, are forecasted to remain stable while we continue to benefit from periodic donations and bequests.

On the expenditure side, salaries and employee fringe benefits make up the majority of costs. Growth in new positions has been carefully limited to control costs. For 2020, health insurance rates are projected to remain unchanged per guidance from Franklin County, a positive development considering recent growth trends for this significant line-item cost.

Metro Parks continues to grow, in both land area and the offerings to our citizen-customers. We take pride in delivering outstanding value as the largest metropolitan parks system in Ohio. The remainder of this document will detail both our recent accomplishments and many of the challenges ahead.

The entire staff of Metro Parks is deeply appreciative of the careful guiding direction and spirit of stewardship provided by the Board of Park Commissioners. We look forward to 2020 as another wonderful opportunity to forward Metro Parks' vision to *Change Lives...Naturally*.

Respectfully submitted,



Tim Moloney, Executive Director

2019 YEAR IN REVIEW

Metro Parks began 2019 with the momentum of a successful levy campaign and wasted no time in delivering on its wide variety of Levy Promises. Some highlights of 2019 are below.

Winter Hikes: Attendance records for the Winter Hike series were shattered in 2019 as more than 26,000 hikers visited our parks on cold winter mornings, warmed by the camaraderie of friends (and bonfires, homemade soup and hot chocolate).



Photo: Visitors enjoy the snow-covered landscape during a Winter Hike

More than 4,700 lbs. of food and \$1,500 was raised for the Mid-Ohio Foodbank.

Metro Parks received an additional \$5,000 in donations and Friends of Metro Parks saw a surge in participation.

In all, winter hikes were hosted at more than half of our parks. A great start to 2019.



Photo: A golfer finds the bottom of the cup at the Blacklick Woods golf course

Blacklick Woods Golf Course: In spring, a host of new initiatives at the golf course were implemented, designed to get our customers outdoors and active.

New golf carts improved the customer experience while a new tee time and booking system processed transactions quickly and conveniently.

Free golf at the Learning Course was the biggest change and became a huge success, as the number of rounds played more than doubled from 2018.

However, revenues were also up as the surge in visitation increased rounds on the Championship Course, cart rentals and food and beverage sales.

Improvements at Parks: During 2019, Metro Parks kept a focus on the future by building much-needed capital improvements across our district. The Camp Chase Trail was moved off an existing roadway to its own trail, a great improvement to the Ohio to Erie Trail.

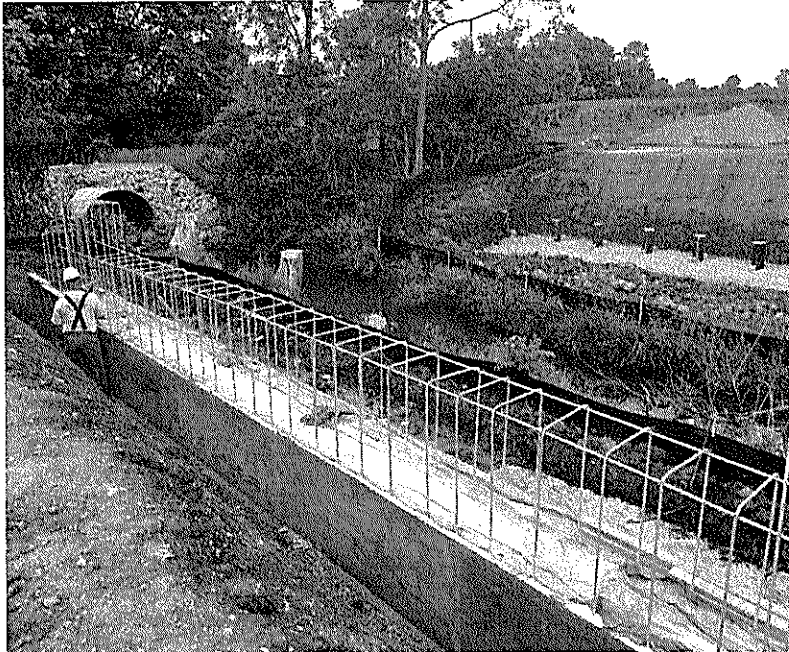


Photo: Roadway bridge construction at the Burning Lakes Area at Pickerington Ponds

Resource Management was also critical as stream erosion of Alum Creek at Three Creeks was mitigated by construction of a stream bank.

A mobile display was built and deployed to several events to provide an interactive educational experience for kids.

A playground replacement at Slate Run, construction of natural steps at Quarry Trails and the acquisition of 203 additional acres of land were other 2019 highlights.

Education: Environmental education remains a core focus of Metro Parks. Our Education staff engaged with 600,000 visitors through public programs, school visits, nature center visits and special events. Moreover, our SEED program (Students Exploring Ecosystem Dynamics) reached more than 8,000 students across 100 schools.



Photo: Area students enjoy nature activities during a SEED fieldtrip

Healthy living by staying active outdoors is also a focus through activities such as the YMCA Healthy Kids Day and Outdoor Adventure activities

Special Events: Special events were once again very special in 2019. Both well-established and new events were successful. Our popular Wagfest brought out more than 18,700 people and 12,000 dogs to participate in a free, day-long great time at the Prairie Oaks Metro Park. Also, Outdoor Adventures such as kayaking and paddle-boarding provided a new experience in 2019 for the visiting public.



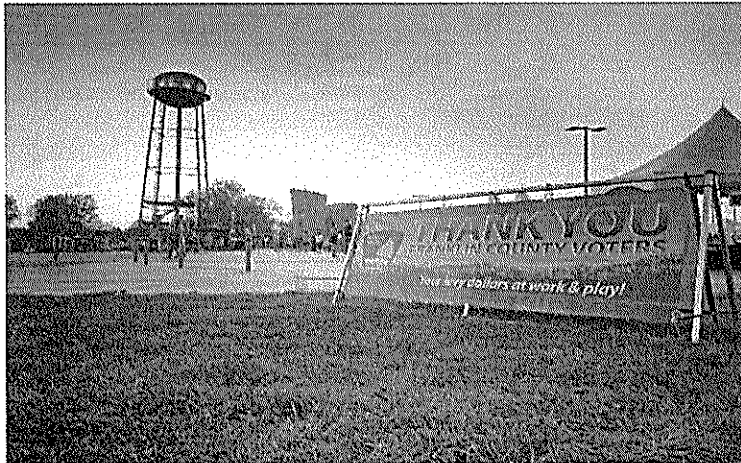


Photo: The sun sets on a day of fun at the first annual Scioto Fest

New events were also a big success. The first annual Scioto Fest brought more than 10,000 visitors to Scioto Audubon Metro Park for a three-day weekend of rock climbing, live music and overnight camping.

Great weather and incredible staff helped us reach new demographics in young professionals while providing plenty of fun for the family.

Branching out to find Metro Parks corporate partners was yet another great accomplishment at Scioto Fest. Metro Parks partnered with REI for climbing and camping gear and found a new friend in the Land Grant Brewing Company, which brewed a delicious Metro Parks Rustic Lager. In all, Scioto Fest was a wonderful celebration of the park's 10-year anniversary.

With all the change and activity in Metro Parks for 2019, we did not lose focus on the basics, such as the maintenance of our shelters and grills for family picnics, our pathways for walking and biking and our open space natural areas to simply enjoy. Most of all, we kept our core promise of ... *Clean, Safe Parks.*

2020 BUDGET PROCESS AND FOCUS

Developing the 2020 budget was a months-long process of communication across the Metro Parks organization to justify and prioritize the funding needs of the district. Budget center managers were required to complete the following budget request components:

1. Line-item operating budgets detailed all materials and supplies requests. Each park manager met with Operations and Finance to review all the details.
2. New position request forms justified any requests for staff growth. Recognizing the significant and long-term cost of expanding staff, these were carefully reviewed.
3. Information technology forms explained technology needs, ensuring Metro Parks has compatible, secure and competitively priced software and equipment.
4. Capital improvement plans projected the need for large projects over the next several years, allowing a long-term view of major expenses at the park level.
5. Levy promise statements explained how managers planned to meet the Levy Promises in their 2020 budget request, aligning efforts to priorities.

While the final budget represents the most critical current needs, many requests for funding could not be met due to budget constraints. However, the requests and the process itself is still vitally important as the prioritization process will continue in 2020 and beyond.

**2020 Financial Summary
Combined General, Capital and Golf Course Funds**

ESTIMATED ENDING CASH BALANCE - 12/31/19	\$8,873,083
Add: New Revenues	<u>\$36,447,462</u>
Total Available Cash Resources	\$ 45,320,545
 Less: Budgeted Expenses	
Salaries and Benefits, excluding golf course	\$ 16,670,101
Operating and Administrative	\$ 6,321,669
Enterprise Fund - Golf Course	
Salaries and Benefits	\$ 867,894
Operating	\$ 385,150
Loan Payment	\$ -
Total Operating Budget	\$ 24,244,815
Capital Improvement Projects	\$ 8,897,000
Capital Improvement Projects-Golf Course	\$ -
Land Acquisition	\$ 2,500,000
 Total Budgeted Expenses	 <u>\$ 35,641,815</u>
 ESTIMATED 12/31/20 CASH BALANCE, IF ALL APPROPRIATIONS ARE FULLY EXPENDED	 <u>\$ 9,678,730</u>

Projected Changes in 2020 Fund Balances

BUDGET AMOUNTS:

	FUND 27 GENERAL FUND <u>Total</u>	FUND 29 CAPITAL <u>Total</u>	FUND 30 ENTERPRISE <u>Total</u>	ALL FUNDS <u>Total</u>
Projected New Revenue				
Public Sources:				
Tax Levy Revenues	28,903,215			28,903,215
Local Government Fund	2,570,763			2,570,763
Grants	-	2,512,915		2,512,915
Total Public Sources	\$ 31,473,977	\$ 2,512,915	\$ -	\$ 33,986,892
Income from Operations:				
Golf Courses			961,120	961,120
Shelter Fees, Concessions & Special Events	425,000			425,000
Interpretive Program	240,000			240,000
House & Land Rental	112,000			112,000
Total Operational Income	\$ 777,000	\$ -	\$ 961,120	\$ 1,738,120
Interest Income	\$ 218,000	\$ 66,000		\$ 284,000
Land Acquisition Municipal Contributions		\$ -		\$ -
Donations & Bequests	\$ 12,000	\$ 300,000		\$ 312,000
Miscellaneous Receipts	\$ 126,450	\$ -		\$ 126,450
Total 2020 Projected Revenue by Fund	\$ 32,607,427	\$ 2,878,915	\$ 961,120	\$ 36,447,462
Projected Expenditures:				
Salaries	11,687,502		625,242	\$ 12,312,745
Fringe Benefits	3,081,102		148,756	3,229,858
PERS	1,734,568		85,983	1,820,551
Medicare	166,929		7,913	174,842
Salaries & Benefits	\$ 16,670,101		\$ 867,894	\$ 17,537,996
Admin	\$ 1,507,648		\$ 3,450	\$ 1,511,098
Education/Interpretive Operations	\$ 309,580			309,580
Park Maintenance	\$ 2,467,329		92,600	2,559,929
Promotion	\$ 489,838			489,838
Rental Properties	\$ 213,190			213,190
Natural Resource Management	\$ 213,275			213,275
Revenue Programs	\$ 65,435		289,100	354,535
Safety & Law Enforcement	\$ 267,434			267,434
Special Facilities	\$ 363,540			363,540
Renovations	\$ 424,400			424,400
Operating Expenses	\$ 6,321,669	\$ -	\$ 385,150	\$ 6,706,819
Capital Improvement Projects		\$ 8,897,000	\$ -	\$8,897,000
Land Acquisition		\$ 2,500,000		\$ 2,500,000
2020 Projected Expenditures by Fund	\$ 22,991,770	\$ 11,397,000	\$ 1,253,044	\$ 35,641,815
CHANGES IN FUND BALANCES	\$ 9,615,657	\$ (8,518,085)	\$ (291,924)	\$ 805,647
Projected Balance 12/31/2019	\$ 6,197,132	\$ 2,578,324	\$ 97,627	\$ 8,873,083
Loan Proceeds				\$ -
Loan Payment			\$ -	\$ -
Transfer to / (from) Fund	\$ (6,300,000)	\$ 6,000,000	\$ 300,000	\$ -
Estimated Balance 12/31/2020	\$ 9,512,788	\$ 60,239	\$ 105,703	\$ 9,678,730

Sources of Revenue

Metro Parks receives revenue from multiple sources, which can be generally classified under three categories: public sources such as property tax levies and governmental grants, operational fees such as golf course revenues and fees for programs, and other sources such as donations and interest income. Total new revenue estimated for 2020 for Funds 27, 29 and 30 is \$36,447,462. This amount does not include any carryover cash at year-end 2019. An explanation of the primary sources of revenue is below.

PUBLIC SOURCES

Property Tax Levy: The 0.95 mill property tax levy is the primary source of revenue for Metro Parks. Approved by Franklin County voters in November, 2018 this levy is in place through 2029. Revenue is projected at \$28,903,215 for 2020.

Local Government Fund: This allocation from the State of Ohio to Franklin County is determined by formula per the Ohio Revised Code. Metro Parks in turn receives 5.5% of the total Franklin County allocation. The amount budgeted to be received in 2020 is \$2,570,763 per official estimates.

Governmental Grants: Metro Parks projects to receive \$2,512,915 in grants for 2020 as of the date of the budget submission. These funds are allocated to the Capital Improvements and Land Acquisition Fund (Fund 29). Should additional grant funding become available in 2020, the budget can be amended accordingly.

OPERATIONAL FEES

Golf Course receipts generated from the operation of the Blacklick Woods Golf Courses include: greens fees, cart rentals, food and beverage sales and the operation of the Eagleview rental facility. Total revenues for the golf course are projected at \$961,120 for 2020. This is approximately the same level as projected 2019 revenues, as a conservative measure to allow for fluctuations in golf course revenues caused by extended periods of inclement weather.

Metro Parks has several other fee-based revenue sources, including:

- Reservable facility fees to cover the cost of maintaining picnic shelters, lodges and meeting rooms
- Special Event fees for events in the parks for which participants pay a fee
- Interpretive receipts to cover costs of providing nature education presentations
- Rental income for various properties and agricultural lease payments

Total General Fund fee-based revenues for 2020 are projected at \$777,000.

Sources of Revenue, continued

OTHER SOURCES

Investment Income: Due to changes in investment procedures made in early 2019, Metro Parks saw a significant increase in investment income, from \$189,846 in 2018 to a projected \$284,480 in 2019, an increase of approximately 50 percent. The projection for 2020 is for flat returns. Although increased property tax revenues will result in larger account balances for investment purposes, a declining interest rate environment may impact returns. Allowable investments are dictated by the Ohio Revised Code.

Miscellaneous: Other revenues of an unpredictable nature include, but are not limited to: court fines, damage settlements, refunds on prior year payments of property taxes, reimbursements, and sales of salvage and fixed assets.

Donations and Bequests: Metro Parks receives donations of varying amounts from many sources with various levels of restrictions upon those receipts. Unrestricted donations are recorded in the General Fund and originate from events such as our Winter Hikes.

Four special revenue 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 funds are expendable (i.e. principal and earnings are expendable), while the other two funds are classified as non-expendable (only interest earned on the principal may be spent).

Additionally, the Columbus Foundation manages the investment of assets of the *Inniswood Fund of Metro Parks*. The focus of this fund is to support the cost of capital improvements and the maintenance of the Inniswood Metro Gardens. Total assets of this fund as of year-end 2019 were approximately \$562,000. For 2020, planned expenses of approximately \$250,000 are planned from this source for a replacement irrigation system at the Inniswood Gardens.

REVENUES AND COMBINED FUND BALANCES

	2018 Actual	2019 Projected Actual 11/17/2019	2019 Budget	2020 Budget	2019 Budget v. 2020 Budget Inc (Dec)	% Change Inc (Dec)
NEW REVENUES: GOVT (27, 29) & ENTERPRISE (30) FUNDS						
Public Sources:						
Property Tax Levy - 0.75 mill, 0.95 as of 2020	20,431,598	20,481,092	20,491,700	28,903,215	8,411,515	41.05%
LGF	2,436,629	2,529,898	2,473,000	2,570,763	97,763	3.95%
Grants	3,999,487	1,704,603	2,704,400	2,512,915	(191,485)	-7.08%
Total Public Sources	26,867,713	24,715,592	25,669,100	33,986,892	8,317,792	32.40%
Operational Sources:						
Revenues from Golf Course Operations	850,252	953,376	869,800	961,120	91,320	10.50%
Revenues from Park Operations:						
Shelter Fees, Special Events & Concessions	420,950	405,424	477,600	425,000	(52,600)	-11.01%
Interpretive Programs	222,471	240,000	230,000	240,000	10,000	4.35%
House & Land Rental	112,422	123,486	133,800	112,000	(21,800)	-16.29%
Total Income from Operational Sources	1,606,095	1,722,286	1,711,200	1,738,120	(64,400)	1.57%
Governmental Partnership Contributions	-	-	-	-	-	-
Income from Investment	189,846	284,480	228,800	284,000	55,200	24.13%
Wetlands Credits	176,000	26,000	-	-	-	-
Donations & Bequests	1,628,573	281,698	13,700	312,000	298,300	2177.37%
Miscellaneous Receipts (settlements, refunds, salvage sale)	158,995	354,176	125,500	126,450	950	0.76%
TOTAL NEW REVENUES	30,627,221	27,384,232	27,748,300	36,447,462	8,699,162	31.35%
LOAN PROCEEDS - Net						
BEG FUND BALANCES	12,417,059	11,354,102	9,726,800	8,873,083	(853,717)	-8.78%
				proj 12/31/19		
FUND BALANCES PLUS NEW REVENUES (exc. interfund transfers)	43,044,280	38,738,333	37,475,100	45,320,545	7,845,445	20.94%
OTHER FUNDS PRIOR BALANCE						
Expendable (Beck & Thomas)	373,381	406,821	301,855	446,534		
Expendable (E.S. Thomas, Hambleton)	108,042	114,381	106,542	122,588		
Non-Expendable (E.S. Thomas, Hambleton)	97,796	97,796	97,796	97,796		0.00%
Columbus Foundation Inniswood Fund	457,296	497,003	457,296	497,003		8.68%
Plus: Current Year Projected Income	4,319	11,900	1,000	7,000		600.00%
Plus: Donations & Bequests	35,459	36,020	30,000	34,000		13.33%
GRAND TOTAL ALL FUNDS	44,120,573	39,902,254	38,469,889	46,525,466	7,845,445	20.94%

Summary of Expenditures Administrative and Park Operations

The non-personnel portion of the budget includes all of the operating expenses required to maintain the park district, exclusive of employee salary and benefits costs and those large dollar items classified as capital improvement projects.

The total 2020 non-personnel budget is \$6,706,819, of which \$6,321,669 is allocated to the General Fund (Fund 27) and \$385,150 to the Golf Course (Fund 30).

Specifically, this portion of the budget contains: materials and supplies, contracted services, equipment, renovations, information technology items, community partnership expenses and other miscellaneous costs. These budget items are carefully reviewed annually during budget meetings with a focus on achieving Metro Parks' goals.

The materials and supplies request includes: vehicle fuel, building and grounds maintenance materials, office supplies, uniform expenses, housekeeping items, educational supplies for programs, and minor equipment and tools for all of the district's park locations and programs. From road salt and grass seed to light bulbs and paint, this category captures all the district's operating supplies costs.

The services category includes: utilities, trash removal, vehicle maintenance, telephone and internet access, equipment rental and other necessary items. Whether a regular expense like the electricity bill or a special need such as rental equipment, this category captures required outside services items.

Equipment purchases for 2020 are budgeted to meet the most immediate needs of the district and will be approved by Resolution of the Board of Park Commissioners prior to purchase if the cost exceeds \$50,000. This category includes items such as trucks and grounds maintenance equipment along with safety items such as surveillance cameras and radio equipment. Page 14 details the equipment requests for 2020.

Renovations for 2020 (\$424,400) are also incorporated into this portion of the budget to maintain, improve and expand the wide variety of facilities and structures across the district.

Summary of Expenditures Administrative and Park Operations

Specific areas of renovation expenditures include:

- Repairs, refurbishing and upgrades to buildings and shelters (\$193,500)
- Trail, bridge and walkway repairs or improvements (\$85,500)
- New or replacement drinking fountains, benches and picnic tables (\$20,600)
- Various replacement items, repairs and upgrades for needs such as drainage, landscaping, playgrounds and general recreation activities (\$124,800)

Among the many types of renovations expenses for 2020 are improvements to restrooms, repairs to roofs, painting projects, boat ramp improvements, carpeting installation and improving paved surfaces.

The expenses of the Information Systems budget center are part of both the materials and supplies and contracted services categories for budgeting purposes, but were singled out in the budget process to maintain information systems that are integrated district-wide while meeting applicable security and compatibility standards. Software, hardware and technical support contracts are increasingly being budgeted within this budget center rather than at the park level.

The 2020 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 2019 Projected Actual and 2020 Budget

CATEGORY	2018 Actual	2019 Projected Actual	2019 Budget	2020 Budget	% Change Budget to Budget
Personnel (from Fund 27)					
Salaries (including merit increases)	9,566,174	10,405,059	11,261,300	11,687,502	3.78
Employee Benefits	2,726,533	2,938,176	3,044,600	3,081,102	1.20
PERS	1,420,105	1,533,836	1,684,500	1,734,568	2.97
Medicare	130,145	141,614	159,700	166,929	4.53
Total Benefits	<u>4,276,783</u>	<u>4,613,627</u>	<u>4,888,800</u>	<u>4,982,599</u>	<u>1.92</u>
Subtotal	<u>13,842,958</u>	<u>15,018,685</u>	<u>16,150,100</u>	<u>16,670,101</u>	<u>3.22</u>
Park Ops & Admin (from Fund 27)					
Admin	1,048,189	1,312,315	1,395,415	1,507,648	8.04
Education/Interpretive Operations	204,988	283,418	368,990	309,580	(16.10)
Park Maintenance	1,804,686	2,080,414	1,995,928	2,467,329	23.62
Promotion	642,494	602,117	511,860	489,838	(4.30)
Rental Properties	167,998	194,395	223,190	213,190	(4.48)
Natural Resource Management	171,375	202,497	177,475	213,275	20.17
Revenue Programs	41,025	42,243	134,085	65,435	(51.20)
Safety & Law Enforcement	230,672	280,232	187,592	267,434	42.56
Special Facilities	283,336	252,707	369,715	363,540	(1.67)
Renovations	291,999	350,837	341,400	424,400	24.31
Other - Prior Year	190,616	213,164	-	-	-
Subtotal	<u>5,077,377</u>	<u>5,814,338</u>	<u>5,705,650</u>	<u>6,321,669</u>	<u>10.80</u>
Capital Improvement Projects (Fund 29)					
Capital Improvement Projects			6,250,000		(100.00)
Miscellaneous	1,442	1,573			
Building Construction	190,463	182,681	-	3,500,000	
Facility Improvements	128,268	29,992	-	1,390,000	
Natural Resource Improvements	73,324	68,880	-	380,000	
Planning	139,241	1,416,399	-		
Site Improvements	1,534,471	2,331,680	-	2,927,000	
Utilities	-	64,260	-	700,000	
Other - Prior Year	2,279,912	1,424,804	-		
Subtotal	<u>4,347,120</u>	<u>5,520,269</u>	<u>6,250,000</u>	<u>8,897,000</u>	<u>42</u>
Land Acquisition	5,273,368	2,123,711	3,000,000	2,500,000	
Other - Prior Year	2,070,905	-	-	-	
Land Acquisition (from Fund 29)	<u>7,344,274</u>	<u>2,123,711</u>	<u>3,000,000</u>	<u>2,500,000</u>	<u>(16.67)</u>
TOTAL ANTICIPATED EXPENDITURES - FUNDS 27 & 29					
	<u>30,611,729</u>	<u>28,477,004</u>	<u>31,105,750</u>	<u>34,388,770</u>	<u>10.55</u>
ENTERPRISE FUND EXP. - Golf Course					
Personnel					
Salaries (including merit increases)	545,760	578,762	668,500	625,242	(6.47)
Employee Benefits	138,507	150,148	147,400	148,756	0.92
PERS	76,060	80,649	93,600	85,983	(8.14)
Medicare	6,876	7,320	9,000	7,913	(12.08)
Total Benefits	<u>221,443</u>	<u>238,117</u>	<u>250,000</u>	<u>242,652</u>	<u>(2.94)</u>
Subtotal	<u>767,203</u>	<u>816,879</u>	<u>918,500</u>	<u>867,894</u>	<u>(5.51)</u>
Operations	280,783	571,369	314,850	385,150	22.33
Capital Improvement Projects	30,463	-	-	-	
Other - Prior Year	-	-	-	-	
TOTAL ENTERPRISE FUND FUND 30	<u>1,078,450</u>	<u>1,388,248</u>	<u>1,233,350</u>	<u>1,253,044</u>	<u>1.60</u>
TOTAL ANTICIPATED EXPENDITURE ALL FUNDS					
	<u>31,690,178</u>	<u>29,865,252</u>	<u>32,339,100</u>	<u>35,641,815</u>	<u>10.21</u>

Equipment Budget Highlights

Below is the recommended 2020 equipment budget, with items equal to or exceeding \$25,000 listed with a brief item description.

While not listed individually below, a total of \$304,250 is also allocated for equipment items at locations across the district with unit costs below \$25,000 each.

Purchases over \$50,000 must be approved by resolution by the Board of Park Commissioners.

Park Location	Item Description	Budget for 2020
Battelle Darby Creek	Dump truck with plow	\$80,000
Roving Crew	Crew cab truck	\$70,000
Blendon Woods	Tractor loader with backhoe	\$65,000
Glacier Ridge	Crew cab truck with plow	\$65,000
Scioto Audubon/Greenways	Polar track	\$60,000
Slate Run	1-ton dump truck	\$45,000
Audubon/Greenways	Truck with plow	\$40,000
Highbanks	Maintenance truck with plow	\$37,500
Slate Run	Truck	\$30,000
Clear Creek	Truck	\$30,000
Operations	Mobile Display Terminals	\$30,000
Operations	Surveillance cameras	\$30,000
Battelle Darby Creek	UTC replacement	\$25,000
Sharon Woods	Toro workman	\$25,000
Sharon Woods	Small truck	\$25,000
Blacklick Golf Course	Triplex mower	\$25,000
Quarry Trails	800 MHZ radios	\$25,000
Multiple Park locations	Includes: Grounds maintenance, recreation and safety equipment, grills, water fountains, generators and other miscellaneous items	\$304,250
	Total 2020 Equipment Budget	\$1,011,750

Summary of Personnel Expenditures

Metro Parks is proud of its merit-based pay system and continues to reward employees for performance. This pay system will continue in 2020 with merit pay increases for full-time, part-time, and intermittent/seasonal/intern positions. Additionally, Metro Parks uses its employee recognition program to reward employees in a timely manner for significant contributions in meeting the district's goals and objectives. Funds are allocated in 2020 for both merit-pay increases and employee recognition awards for excellent service. Other methods of compensating employees for excellence, such as a conversion of unused sick leave for those employees with excellent attendance, will be reviewed for feasibility in 2020.

Continuing to recruit, develop, and retain skilled employees is a major priority in 2020. Metro Parks regularly develops employees through training opportunities to both meet the needs of our customers and cultivate the needed talent to fill management level positions as openings occur, due to retirements or as changing needs dictate. Opportunities to streamline and efficiently organize our personnel assets are constantly being reviewed.

The wellness initiatives implemented as part of the health benefits program through the Franklin County Consortium have put a major emphasis on early detection of potential health concerns through an increase in age/gender appropriate preventive exams. This results in healthier employees and reduced claims costs. As evidence, Franklin County, and thus Metro Parks and its employees, will have no increase in premiums for 2020.

The Collective Bargaining Agreement between Metro Parks and the Fraternal Order of Police/Ohio Labor Council representing the full-time Park Rangers will expire on January 31, 2020. It is anticipated a new agreement will be ratified by the expiration date of the current contract.

A significant additional budgeted expense for Metro Parks in 2020 will be a 27th pay period, which occurs approximately every 11 years for organizations with bi-weekly pay periods. The budgeted expense is \$498,083.

The personal services and fringe benefits budget for 2020 is based on a series of assumptions for remaining 2019 costs (using actual expenditures through October, 2019), anticipated start dates for filling currently vacant and new positions and other assumptions for merit-based pay increases, programmatic changes and structural reorganization within business units. It is anticipated that any time gaps in filling vacancies as they occur in 2020 (vacancy credit), will allow Metro Parks to stay within budgeted levels for personal services and fringe benefits costs in 2020.

Proposed Positions FY 2020 Budget

In 2019, Metro Parks continued its focus on utilizing seasonal positions as a cost-effective means to accommodate the surge in programs, activities and services offered in the summer months, while maintaining our commitment to *Clean, Safe Parks*.

Full-time positions are continually reviewed for operational necessity, proper classification and location, and maximum efficiency. As positions become vacant through retirements or otherwise, opportunities for streamlined service delivery is carefully considered.

For 2020, a summary of all the proposed full-time, part-time and seasonal positions are provided below, along with their respective total salary and benefits costs.

Six New Full-Time Positions (Total cost: \$465,917)

The budget includes six additional full-time staff additions, including a third Manager of Park Operations to manage district-wide programs, coordinate resource management functions and to supervise specific parks.

A Human Resources Specialist is also proposed to focus on recruitment, employee relations, FMLA notifications and reporting, and service awards. This will allow management the opportunity for more focus on matters such as employee development programs.

Glacier Ridge has requested a full-time Ranger position to cope with growing needs at Glacier Ridge, Homestead and the Heritage Trail locations. These parks are in the midst of rapidly growing population areas and the distance between park locations is a strain for current staff. The current ratio is approximately one FT Ranger to every 700,000 visitors. This will allow the extension of hours of operation from a half hour after dark until 8 or 10 pm, depending upon seasonal conditions.

Prairie Oaks now has attendance exceeding 500,000 visitors annually and has requested a Park Ranger to manage the growing population in the area and the growing use of the Darby Creek watershed. The park has more than 3,000 acres, with five entrances and a growing list of activities. This will allow the extension of hours of operation from a half hour after dark until 8 or 10 pm, depending upon seasonal conditions.

A full-time maintenance technician is requested for Greenways for general maintenance to park trails and facilities. Duties include grounds maintenance, basic repairs and maintaining the general cleanliness of park trails and facilities. More than 90 miles of Greenway Trails are now maintained. As trails are increasingly used for both recreation and daily commuting, this position will assist in achieving the proper standard of care.

Proposed Positions FY 2020 Budget

A trade technician position is requested to be assigned to Blacklick Woods Metro Park but will serve multiple roles in the district, particularly building maintenance and repairs, HVAC systems and general appearance. The primarily preventative maintenance functions of this position will be focused on golf course facilities initially but will perform facilities maintenance tasks elsewhere in the district, with a focus on extending the useful life of existing facilities.

Six Part-Time Positions (Total cost: \$62,742)

Six part-time positions are requested to be added across the district.

A gardener and a maintenance technician position are requested at Inniswood for the maintenance of the gardens and grounds.

A part-time ranger and trade technician are budgeted at Pickerington Ponds for the fourth quarter of 2020 to address expanded facilities at the Burning Lake location which is targeted for opening in late 2020.

A technician at Scioto Grove will assist with growing maintenance needs as a new multi-use trail, archery course, disc golf facility and other features in recent years require additional attention.

A park technician and a ranger position are budgeted for Quarry Trails to manage growing needs at that location as facilities begin to open to the public.

Five other currently vacant part-time positions, which were budgeted in 2019, are also budgeted for 2020.

One Seasonal Position (Total cost: \$8,936)

One seasonal maintenance technician is budgeted at Inniswood to perform general maintenance tasks during busy summer months.

Personnel Analysis

Budget vs Budget

TOTAL PERSONNEL COSTS:	2020	2019 Budget	%	\$	Notes
			Change	Change	
EXCLUDING NEW POSITIONS	16,676,564	16,941,000	-1.56%	(264,436)	1
INCLUDING NEW POSITIONS	17,537,996	17,068,600	2.75%	469,396	2

Notes

1

This includes a 27th pay period in 2020

2

This incorporates several current budgeted vacancies

Projected Actual vs Budget

	2020 Proposed Budget	2019 Projected Actual	%	2019 Budget	%
			Change #		Change ##
PERSONNEL COSTS:					
Staffing/FT & PT positions:					
Salaries	10,899,711	\$ 10,851,245	0.45%	\$ 11,435,900	-4.69%
New Positions and Current Vacancies	861,431			127,600	
Health Care Benefits	3,086,808	2,891,318	6.76%	3,026,400	2.00%
PERS	1,820,551	1,614,485	12.76%	1,726,800	5.43%
Medicare	174,842	148,934	17.40%	163,300	7.07%
Salaries and Benefits Total	16,843,343	15,505,982	8.62%	16,480,000	2.20%
OTHER APPROPRIATIONS:					
Merit	388,803	-		267,100	45.56%
Uniform Allowance	36,800	-		40,000	-8.00%
Claims-based Expenses:					
Retirements*	105,000	126,363	-16.91%	155,900	-32.65%
Unemployment	21,000	6,213	238.00%	21,500	-2.33%
Workers Comp	143,050	197,006	-27.39%	104,100	37.42%
Total Other Appropriations	694,652	329,582	110.77%	588,600	18.02%
TOTAL PERSONNEL	\$17,537,996	\$ 15,835,564	10.75%	\$ 17,068,600	2.75%

* (Accrued vacation / sick leave payments)

% Change is showing the change from 2020 proposed budget to the 2019 projected actual

% Change is showing the change from 2020 proposed budget to the 2019 Budget

2020 CAPITAL IMPROVEMENT PROGRAM

The total amount allocated to the 2020 Capital Improvements budget is \$11,397,000. Figures associated with each project are the amount of park district funds that will be allocated initially to each project. As with all capital projects and land acquisition efforts, supporting funds through grants or other means will be sought.

Blacklick Nature Center (\$3,500,000): To replace the oldest nature center in the district and a restroom facility. A site has been identified near existing parking in a scenic area overlooking a pond. Architectural design has commenced on this project.

Land Acquisition (\$2,500,000): To continue the growth of Metro Parks, these funds are allocated for strategic land acquisition as opportunities arise. As in years past, Metro Parks is actively pursuing grant opportunities to support land acquisition, potentially increasing this item in 2020.

Quarry Trails Development (\$2,500,000): As planning and design continue for facilities development, several projects have been identified for 2020 to include: hydrologic connections of ponds with the Scioto River, redirecting Milikin Ditch, a single-track bike area, roadway access, utilities, and a small parking lot and observation deck at the waterfall site. Environmental remediation continues with \$500,000 programmed for this year.

Homestead Park Improvements (\$1,000,000): The completion of an updated master plan has identified several opportunities and upgrades for this popular park. Projects include: improved vehicle circulation and parking, upgraded trails, additional restrooms and shelters, a redesigned play area and a better connection to Heritage Trail.

District-wide fiber connectivity (\$700,000): In 2019, Metro Parks completed a district-wide assessment of internet, phone and alarm systems across all park locations. Legacy communications systems often fail to provide basic connectivity and cannot offer reliable, high-speed services that are increasingly expected. These funds will allow for fiber optic deployment and service at Battelle Darby Creek, Blacklick Woods and Golf Course, and Highbanks. These locations are among the largest and most visited parks, allowing Metro Parks to both improve service for internal and external customers and subsequently determine the best path forward for improved connectivity at the remaining parks.

District-wide resource management (\$350,000): Priorities in resource management include invasive species removal, tree removals and plantings, and development of prairies and wetlands. Projects include the Alum Creek bank stabilization and the creation of vernal pools and tree plantings at Battelle Darby Creek. Grant funding is also being pursued to support resource management activities.

District-wide Paving projects (\$197,000): Several existing park roadways and trails need repairs and improvements.

Blendon Woods waterline replacement (\$100,000): This request is to replace the water distribution system at the park as the original system dates to 1975.

2020 CAPITAL IMPROVEMENT PROGRAM

Scioto Grove Canoe Access Road (\$50,000): Improvements to the south canoe access road will provide for a safer and more easily accessible river-side location for canoers and kayakers to enter and exit the river. Access road improvements include installation of culverts and a gravel base in areas that are frequently saturated.

Scioto Audubon climbing wall refurbishment (\$50,000): The climbing wall at Scioto Audubon is a primary attraction as climbing gains in popularity, but will be ten years old in 2020. This planned overhaul includes replacement and painting of fiberglass on the exterior of the wall. The interior metal girder support system has accumulated rust, which will be removed and any necessary maintenance performed. An interior painting with marine paint will protect against future corrosion.

District-wide demolition: (\$50,000): These funds are dedicated to demolishing structures that were inherited or which have fallen into disrepair and for which the district has no public use.

Repairs and painting of Nature Center at Highbanks (\$30,000): This structure built in 1994 is a popular attraction but needs repairs to stucco walls, windows, window sills and exterior doors. The exterior also needs to be power-washed and painted.

Powell Road Barn Improvements at Highbanks (\$30,000): This four-level barn was built in 1904, is one of the largest barns in Delaware County and a highly visible feature for Metro Parks. Repairs are needed for exterior walls, interior floors, and the roof. Windows are to be replaced with glass block as a security and aesthetic enhancement. The entire structure will also be painted. This work will be performed in part by park staff.

New windows at Sharon Woods HQ (\$30,000): Thirty windows in the center section of the headquarters building are in need of replacement as they are original to the building, which was a residential home. Due to poor insulation, storm windows and increasing need for repairs, this expense is determined to be a necessary expense to significantly extend the life of the building.

Bradley Lake culvert at Prairie Oaks (\$30,000): This 38-foot by 5-foot culvert had major erosion issues when initially purchased. Drainage water continues to erode around the pipe. The integrity of this lake now requires repair to this structure.

District-wide signage: (\$30,000): Metro Parks will continue to upgrade signage for visitor orientation and interpretation at various parks.

Irrigation System at Inniswood (\$250,000): A request was received from Inniswood Metro Park for a replacement irrigation system at an estimated cost of \$250,000. This project is seen as a proper match to the intent of the *Inniswood Fund of Metro Parks*, with assets held by the Columbus Foundation. A resolution will be presented to the Board of Park Commissioners at a later date to formally initiate this transfer of funds.

Land Acquisition

The 2020 Metro Parks budget proposal allocates \$2,500,000 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.

The land acquisition budget supports several of the Levy Promises outlined in the 2018 levy campaign, including:

Levy Promise #2: Open three new parks (in various areas of Franklin County)

Levy Promise #4: Reforest 1,000 acres and foster wetlands and native prairie

Levy Promise #6: Create 50 miles of new trails

Levy Promise #11: Link parks to other points of interest via Greenway trails

Metro Parks will continue to apply for grants to support land acquisition whenever possible.

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

Blacklick Woods Golf Course

2020 GOLF COURSE BUDGET

Revenues. Golf course revenues are projected to increase from an actual amount of \$850,252 in 2018 to \$953,376 in 2019, an increase of approximately 12 percent from 2018 to 2019, due to several new initiatives, including: increased promotional activities, free golf at the Learning Course, 35 new golf carts (half the fleet of 70), a new tee time and revenue management system (TeeSnap), a simplified pricing structure and new revenues from the Eagleview rental facility.

For 2020, golf course revenues are projected to remain fairly flat as compared to 2019, as a conservative measure to allow for inclement weather. According to golf course staff, the 2019 weather patterns, particularly on the weekends during the busy summer months were better than average. However, Eagleview rental revenues are anticipated to increase slightly as it is now a better-known rental option.

Expenditures. No additional staff are budgeted at the golf course for 2020 and equipment requests have been limited to necessary maintenance equipment, including mowers and greens maintenance equipment. While a major funding of half the golf cart fleet (35 carts) was funded in 2019, no additional carts are funded in 2020. In 2021 and beyond, the golf course should be on a more limited but consistent pattern of purchasing replacement golf carts, to complete the phase out of all electric carts and maintain a sustainable annual capital equipment replacement schedule.

The projected net of all golf course revenues and expenditures for 2020 results in a budgeted transfer amount \$300,000 from the General Fund.

Golf Course Projected Income

	2019 Projected Actual	2020 Budget
<u>REVENUES</u>		
Golf fees, cart rental, merchandise, concessions	\$ 953,376	\$ 961,120
<u>EXPENSES</u>		
Personnel:		
Salaries	578,762	625,242
Benefits, PERS, Medicare	238,117	242,652
Total Personnel Costs	\$ 816,879	\$ 867,894
 Operating Costs (non-personnel)	 571,369	 385,150
 Capital Improvement Projects		
 Loan Payment	 \$ -	 \$ -
 TOTAL EXPENSES	 \$ 1,388,248	 \$ 1,253,044
 NET INCOME	 \$ (434,872)	 \$ (291,924)
ENTERPRISE FUND BALANCE-PROJ. 12/31/19		\$ 97,627
TRANSFER FROM OTHER FUNDS		\$ 300,000
ENTERPRISE FUND BALANCE-PROJ. 12/31/19		\$ 105,703

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

APROPRIATIONS
Based on 2020 Budget Proposal

The proposed budget for Metro Parks for the the fiscal year 2020 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.

		TOTAL NEW	
		APPROPRIATIONS	(1)
Personnel		16,670,101	
Non-Personnel		6,321,669	
Inter Fund Transfer		6,300,000	
Fund 27 Total	\$	29,291,770	
Capital Projects & Land Acquisition	\$	11,397,000	
Fund 29 Total	\$	11,397,000	
Golf Course Personnel	\$	867,894	
Non-Personnel	\$	385,150	
Fund 30 Total	\$	1,253,044	
Grand Total	\$	41,941,815	

(1) The total budget for 2020 excluding interfund transfers is \$35,641,815

(2) 2019 encumbrances will be identified and carried forward as of 12/31/2019 and are not included above. The 2020 budget may be amended accordingly.