

Fund 201 - Parks & Recreation

Fund Type	Parks & Recreation					Control	Special Revenue Funds				Budget Variance 2017-2018	% Change
	2015	2016	2017	2018	2018		Forecast					
	Actual	Actual	Amended Budget				06/30/17 Actual	Adopted Budget	2019	2020		
Revenue												
Property Taxes	7,487,554	7,902,995	8,900,000	4,976,456	8,943,000	9,044,000	8,602,000	8,774,000	8,900,000	43,000	0%	
Other Taxes	666,224	667,306	670,000	379,124	670,000	670,000	670,000	670,000	670,000	-	0%	
Grants/Intergovernmental	-	-	5,095,000	-	2,050,000	2,050,000	50,000	50,000	50,000	(3,045,000)	-60%	
Charges for Services	1,764,444	1,685,696	3,096,808	737,988	2,903,820	2,731,386	2,732,531	2,733,684	2,734,856	(192,988)	-6%	
Interest Earnings	8,547	23,779	31,730	11,598	24,996	25,000	25,000	25,000	25,000	(6,734)	-21%	
Donations	-	1,650	1,500	-	20,000	20,000	20,000	20,000	20,000	18,500	1233%	
Other Income	1,105,170	1,068,853	1,784,489	840,145	301,100	301,100	301,100	301,100	301,100	(1,483,389)	-83%	
Transfers In	-	-	625,347	200,000	1,287,600	1,485,406	2,063,648	1,953,379	1,699,014	662,253	106%	
Total Revenue	11,031,939	11,350,279	20,204,874	7,145,311	16,200,516	16,326,892	14,464,279	14,527,163	14,399,969	(4,004,358)	-20%	
Expenditures by Type												
Personnel												
Salaries & Wages	5,058,898	5,096,221	5,883,700	2,604,919	5,791,902	5,861,713	5,951,283	6,039,388	6,125,011	(91,798)	-2%	
Fringe Benefits	1,816,886	2,024,573	2,425,652	1,125,776	2,560,224	2,743,191	2,797,284	2,812,257	2,827,154	134,572	6%	
Total Personnel	6,875,784	7,120,794	8,309,352	3,730,695	8,352,126	8,604,904	8,748,568	8,851,645	8,952,165	42,774	1%	
Supplies	982,761	893,773	1,300,323	449,646	1,224,056	1,224,056	1,224,056	1,224,056	1,224,056	(76,267)	-6%	
Services & Charges												
Professional Services	782,692	735,360	1,636,413	633,909	1,073,178	1,102,524	702,524	702,524	702,524	(563,235)	-34%	
Printing & Advertising	19,229	30,619	107,978	21,626	117,766	117,767	117,767	117,767	117,767	9,788	9%	
Utilities	543,728	541,015	699,088	287,943	652,017	652,017	652,017	652,017	652,017	(47,071)	-7%	
Education & Training	5,449	4,381	12,047	5,312	8,600	8,600	8,600	8,600	8,600	(3,447)	-29%	
Travel	27,649	24,504	27,332	5,961	8,300	8,300	8,300	8,300	8,300	(19,032)	-70%	
Repairs & Maintenance	249,321	275,027	909,870	435,273	1,135,155	915,155	915,155	915,155	915,155	225,285	25%	
Other Interfund Allocations	363,599	419,598	1,100,786	544,926	941,238	941,238	941,238	941,238	941,238	(159,548)	-14%	
Debt Service												
Principal	292,172	189,341	265,434	131,827	317,042	374,756	378,318	347,870	128,825	51,608	19%	
Interest & Fees	7,686	5,725	20,302	10,372	29,257	34,950	25,157	15,400	6,719	8,955	44%	
Grants & Subsidies	-	-	21,471	15,000	31,060	31,060	31,060	31,060	31,060	9,589	45%	
Insurance	-	101,270	123,811	64,141	136,460	136,460	136,460	136,460	136,460	12,649	10%	
Transfers Out	-	-	102,850	-	104,850	104,850	104,850	104,850	104,850	2,000	2%	
Other Services & Charges	463,069	414,711	405,831	170,293	469,411	469,411	469,411	469,411	469,411	63,580	16%	
Total Services & Charges	2,754,594	2,741,551	5,433,213	2,326,583	5,024,334	4,897,088	4,490,857	4,450,652	4,222,926	(408,879)	-8%	
Capital	-	22,760	4,000,000	-	1,600,000	1,600,000	-	-	-	(2,400,000)	-60%	
Total Expenditures	10,613,139	10,778,878	19,042,888	6,506,923	16,200,516	16,326,048	14,463,481	14,526,353	14,399,147	(2,842,372)	-15%	
Net Surplus / (Deficit)	418,800	571,401	1,161,986	638,387	-	844	798	810	822			
Beginning Cash Balance	3,494,861	3,913,925	4,490,441		5,652,427	5,652,427	5,653,271	5,654,069	5,654,879			
Cash Adjustments	264	5,114	-		-	-	-	-	-			
Ending Cash Balance	3,913,925	4,490,441	5,652,427		5,652,427	5,653,271	5,654,069	5,654,879	5,655,701			
Cash Reserves Target	2,653,285	2,694,720	4,760,722		4,050,129	4,081,512	3,615,870	3,631,588	3,599,787			
										Cash Reserve	25% of Annual expenditures	

Fund Purpose:

This fund accounts for the operation of the Venues Parks & Arts (VPA) that are predominantly taxpayer funded. The purpose is to provide quality spaces, places and experiences within the City of South Bend. There are six divisions within the department: Administration, Maintenance, Golf, Recreation, Graffiti, and Experience.

Explain Significant Revenue, Expenditure and Staffing Changes/Variations Below:

Potawatomi Zoo will cease having personnel costs as the last remaining employee will become a Zoo employee in June 2018.

In 2017 VPA was awarded a Regional Cities grant of \$5 million that is funded via the Northern Indiana Regional Development Authority.

On the revenue lines "Other Income and Transfers In" there were some internal accounting changes and less reliance on additional transfers in due to cost savings.



Fund 201 - Parks & Recreation

Accomplishments, Goals, KPI's

2017 Accomplishments & Outcomes

- More than \$100,000 in efficiencies with consolidated contracts throughout Venues Parks & Arts Department
- Transitioned branding to South Bend Venues, Parks and Arts
- Established "My SB Parks and Trails" plan to accomplish identified needs throughout the entire park system.
- The Experience Lodge will be inhabited by fall; began with an unused building and restored it back to useful space at Howard Park
- By the end of 2017, the main building at Howard Park will have been demolished in order to make way for the new structures
- The addition of a Development Director has increased sponsorship and donations by more than \$100,000 so far this year
- Consolidated marketing purchases have realized discounts and greater clout with advertisers and partners.
- Implementation of new software has improved registrations and ticket sales at some venues
- \$5 Million Regional Cities Grant Award. \$1 Million Notre Dame Hydro Project Partnership at Seitz Park.

2018 Department Goals & Objectives and Linkage to City Results

Thriving Public Spaces and Culture

Priority Based Budgeting Result: Provides a diverse mix of affordable, secure and convenient recreational and leisure-time venues and programs that meet the interests and needs of a multi-generational community

- Recreation Everywhere - the addition of the Mobile Recreation Vehicle can make a pop-up park or special event occur anywhere
Priority Based Budgeting Result: Preserves and enhances its parks, trails, green spaces and public spaces, ensuring they are safe, accessible, attractive, engaging and well-maintained
- Facilities & Grounds to upgrade all restroom facilities with a goal of ADA compliance and better service
- Installation of a Rum Village dog park
Priority Based Budgeting Result: Develops and maintains a fully integrated walking and biking trail network that connects the community and promotes a healthy lifestyle
- The Riverfront Parks and Trails project will lay the foundation for major renovations along the St. Joseph river.
Priority Based Budgeting Result: Sustains and invests in a visually appealing, clean, healthy and well-kept community
- Continue repairs and upgrades of neighborhood parks.
- Improve the flow of traffic and beautify entrance at City Cemetery, restore headstones

Key Performance Indicators (KPI's)

Measure	Type	Long Term Goal	2016 Actual	2017 Estimated	2018 Target
- Program Attendance	Output	800,000	725,000	745,000	775,000
- Fee Based Revenue	Output	\$1.5 M	\$934K	\$1.25M	\$1.39 M
- Volunteer Hours / Value	Outcome	20K/\$500K	15K/\$327K	18K/\$420K	20K/\$500K
- Customer Service Scores	Quality	5	4.8	4.8	4.8
- Cost Recovery	Outcome	40%	19%	28%	34%

Types: output, efficiency, effectiveness, quality, outcome, technology

2018 Significant Changes/Challenges/Opportunities

- Implement My SB Parks & Trails Improvements throughout entire city
- Final phase of VPA Realignment - Venue Operations
- The negotiation of Energy Savings contracts for various locations will help defray operating expenditures
- Efficiencies with Venues, Parks & Arts consolidation continue to return savings



Fund 201 - Parks & Recreation

Staffing (Full-Time Employees only)

Position (* New title or additional position)	2017			2018	Forecast			
	2016 Actual	Amended Budget	06/30/17 Actual	Proposed Budget	2019	2020	2021	2022
Non-Bargaining								
ADMINISTRATION (1100)								
Executive Director - VPA	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Financial Services	1.0	-	-	-	-	-	-	-
Financial Specialist IV	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Financial Specialist III	1.0	-	-	-	-	-	-	-
Financial Specialist II	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Administrative Assistant I	1.0	1.0	-	-	-	-	-	-
Executive Assistant *	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Office Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
MAINTENANCE (1101)								
Administrative Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Park Police II	2.0	-	-	-	-	-	-	-
Custodian (MPAC)	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent IV	2.0	2.0	-	-	-	-	-	-
Foreman IV	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Foreman V	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
Horticulturalist Tech	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
HVAC Technician	-	1.0	-	-	-	-	-	-
Manager - Asst Facility Ops (MPAC)	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Facilities	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Facility Ops (MPAC)	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Operations	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Operations - Forester	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Park Grounds	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Suprintendent - Park Maintcnance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent III	1.0	-	1.0	1.0	1.0	1.0	1.0	1.0
GOLF DIVISION (1102)								
Club Pro Municipal Golf Course	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Director Of Golf Operations	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Assistant Facility Operations	-	-	-	1.0	1.0	1.0	1.0	1.0
Manager - Concessions	-	1.0	1.0	-	-	-	-	-
Foreman V	-	-	1.0	-	-	-	-	-
Golf Course/Rink Manager	1.0	-	-	-	-	-	-	-
Superintendent V	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
RECREATION (1103)								
Assistant Director Of Recreation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Director of Parks	-	1.0	-	-	-	-	-	-
Director Of Recreation	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Fitness Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Naturalist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator	8.0	8.0	8.0	7.0	7.0	7.0	7.0	7.0
Supervisor - Administrative Asst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Supervisor - Asst Program	2.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Supervisor - Athletic	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Supervisor - Center	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Supervisor - Program	2.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Supervisor - Youth	1.0	1.0	-	-	-	-	-	-
Supervisor - Rum Village Park	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

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Staffing (Full-Time Employees only)

Position (* New title or additional position)	2017			2018	Forecast			
	2016 Actual	Amended Budget	06/30/17 Actual	Proposed Budget	2019	2020	2021	2022
GRAFFITI REMOVAL (1108)								
Foreman V	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
MARKETING & EVENTS (1110)								
Director of Development - VPA	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Marketing & Promotions	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Graphic Designer	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager - Events	-	1.0	-	-	-	-	-	-
Manager - Interactive Marketing	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NEW - Communications Coordinator	-	-	-	1.0	1.0	1.0	1.0	1.0
NEW - Volunteer Coordinator	-	-	-	1.0	1.0	1.0	1.0	1.0
Program Coordinator	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Project Manager	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Supervisor - Program	-	1.0	-	-	-	-	-	-
Supervisor - Administrative Asst	-	1.0	1.0	-	-	-	-	-
Supervisor - Special Events	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Total Non-Bargaining	50.0	59.0	61.0	60.0	60.0	60.0	60.0	60.0
Bargaining								
Arborist I	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Arborist II	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Arborist-Weed Control	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Athletic Field Maintenance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bldg Maint Custodian & Labor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building & Structure Maint I	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Building & Structure Maint II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Constr Maint Carpenter II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Constr Maint Carpenter III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Constr Maint Mason	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Electrician	1.0	1.0	-	-	-	-	-	-
Equipment Operator II	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Group Leader	6.0	6.0	5.0	6.0	6.0	6.0	6.0	6.0
Head Custodian	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Heavy Equipment Operator I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Job Leader	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Job Leader - Mower Shop	1.0	-	1.0	1.0	1.0	1.0	1.0	1.0
Mechanic IV	3.0	2.0	3.0	1.0	1.0	1.0	1.0	1.0
Operator I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Painter IV	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Plumber IV-Park	2.0	2.0	1.0	2.0	2.0	2.0	2.0	2.0
Park Rangers	-	2.0	-	-	-	-	-	-
Total Bargaining	38.0	38.0	35.0	35.0	34.0	34.0	34.0	34.0
Total Full-Time Employees	88.0	97.0	96.0	95.0	94.0	94.0	94.0	94.0

Explain Significant Staffing Changes Below:

Differences between the 2017 and 2018 Budgets: the two Park Ranger positions became Park Ambassador positions through Block By Block. The Electrician will be filled as a contract worker instead of a City employee. One Part-time Communications Coordinator moved to full-time.