

## Fund 203 - Recreation Non-Reverting

Fund Type	Recreation Non-Reverting					Control	Special Revenue Funds				Budget Variance 2017-2018	%
	2015 Actual	2016 Actual	2017		2018 Adopted Budget		Forecast					
			Amended Budget	06/30/17 Actual			2019	2020	2021	2022		
<b>Revenue</b>												
Charges for Services	944,718	934,733	1,081,212	568,947	1,392,436	1,392,436	1,396,436	1,396,436	1,446,000	311,224	29%	
Interest Earnings	5,004	8,093	10,200	4,112	6,000	6,000	6,000	6,000	6,000	(4,200)	-41%	
Donations	-	-	55,000	-	120,000	120,000	120,000	120,000	120,000	65,000	118%	
Other Income	58,416	576	11,356	1,356	5,000	5,000	5,000	5,000	5,000	(6,356)	-56%	
Transfers In	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>1,008,138</b>	<b>943,402</b>	<b>1,157,768</b>	<b>574,415</b>	<b>1,523,436</b>	<b>1,523,436</b>	<b>1,527,436</b>	<b>1,527,436</b>	<b>1,577,000</b>	<b>365,668</b>	<b>32%</b>	
<b>Expenditures by Type</b>												
<b>Personnel</b>												
Salaries & Wages	473,660	351,612	508,295	146,000	444,463	445,217	445,985	446,574	447,171	(63,832)	-13%	
Fringe Benefits	32,880	32,242	48,098	14,146	56,185	58,769	61,722	61,831	61,942	8,087	17%	
<b>Total Personnel</b>	<b>506,540</b>	<b>383,854</b>	<b>556,393</b>	<b>160,146</b>	<b>500,648</b>	<b>503,986</b>	<b>507,708</b>	<b>508,405</b>	<b>509,112</b>	<b>(55,745)</b>	<b>-10%</b>	
<b>Supplies</b>	<b>241,910</b>	<b>164,693</b>	<b>318,589</b>	<b>72,535</b>	<b>275,561</b>	<b>276,428</b>	<b>277,313</b>	<b>280,735</b>	<b>283,071</b>	<b>(43,028)</b>	<b>-14%</b>	
<b>Services &amp; Charges</b>												
Professional Services	-	102,210	154,674	47,209	142,090	142,234	142,380	144,516	146,684	(12,584)	-8%	
Printing & Advertising	20,454	11,466	45,242	1,848	38,900	39,411	39,932	40,531	41,139	(6,342)	-14%	
Education & Training	6,830	7,537	17,355	2,130	15,200	15,230	15,261	15,490	15,722	(2,155)	-12%	
Travel	12,842	10,844	40,394	2,396	20,000	60,396	60,396	61,302	62,221	(20,394)	-50%	
Repairs & Maintenance	-	-	8,450	500	13,500	13,500	13,500	13,703	13,908	5,050	60%	
Other Interfund Allocations	44,003	68,964	86,680	43,338	110,146	112,349	114,596	116,315	118,060	23,466	27%	
Grants & Subsidies	-	-	-	-	73,885	73,905	73,925	75,034	76,160	73,885	-	
Transfers Out	3,550	-	-	-	-	-	-	-	-	-	-	
Other Services & Charges	164,213	164,129	256,906	73,546	282,300	284,074	285,884	290,142	294,465	25,394	10%	
<b>Total Services &amp; Charges</b>	<b>251,892</b>	<b>365,150</b>	<b>609,701</b>	<b>170,967</b>	<b>696,021</b>	<b>741,099</b>	<b>745,875</b>	<b>757,033</b>	<b>768,358</b>	<b>86,320</b>	<b>14%</b>	
<b>Capital</b>												
Land Improvements	-	-	85,000	-	125,000	125,000	125,000	125,000	125,000	40,000	47%	
Machinery & Equipment	-	41,299	30,000	-	-	-	-	-	-	(30,000)	-100%	
<b>Total Capital</b>	<b>-</b>	<b>41,299</b>	<b>115,000</b>	<b>-</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>10,000</b>	<b>9%</b>	
<b>Total Expenditures</b>	<b>1,000,342</b>	<b>954,996</b>	<b>1,599,683</b>	<b>403,648</b>	<b>1,597,230</b>	<b>1,646,513</b>	<b>1,655,896</b>	<b>1,671,173</b>	<b>1,685,542</b>	<b>53,292</b>	<b>3%</b>	
<b>Net Surplus / (Deficit)</b>	<b>7,796</b>	<b>(11,594)</b>	<b>(441,915)</b>	<b>170,767</b>	<b>(73,794)</b>	<b>(123,077)</b>	<b>(128,460)</b>	<b>(143,737)</b>	<b>(108,542)</b>			
Beginning Cash Balance	813,708	821,640	808,692	-	366,777	292,983	169,906	41,446	(102,291)			
Cash Adjustments	137	(1,354)	-	-	-	-	-	-	-			
<b>Ending Cash Balance</b>	<b>821,640</b>	<b>808,692</b>	<b>366,777</b>	<b>292,983</b>	<b>292,983</b>	<b>169,906</b>	<b>41,446</b>	<b>(102,291)</b>	<b>(210,833)</b>			
Cash Reserves Target	200,068	238,749	399,921	-	399,308	411,628	413,974	417,793	421,386			
										<b>25% of Annual expenditures</b>		

**Fund Purpose:**

This fund comprises programs that are expected to recover most if not all of their costs through fee collections. Camps, leagues, fitness center, special events, and other activities.

**Explain Significant Revenue and Expenditure Changes/Variations Below:**

-Donations previously only accounted in Park Foundation account, will be transferred to 203 to track expenditures via city budget.  
 -\$73,000 in youth scholarship fund, approximately \$35,000 more than 2017 (new line item, previously not accounted in this manner). Accounted for in Revenues and Expenses.  
 -2017 saw major personnel increase due to \$10.10 minimum wage strategy, but this was slightly reduced in 2018 due to better management of part-time staffing needs, increased reliance on volunteers.  
 -Spending some reserves to restore athletic and recreation equipment in neighborhood parks (soccer, tennis, basketball, pickleball, etc.).



Staffing (Full-Time Employees only)	2017			2018 Proposed Budget	Forecast			
	2016 Actual	Amended Budget	06/30/17 Actual		2019	2020	2021	2022
<b>Non-Bargaining</b>								
Fitness Supervisor	1.0	1.0	0.0	1.0	1.0	1.0	1.0	
<b>Total Non-Bargaining</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	

## Fund 203 - Recreation Non-Reverting

### Accomplishments, Goals, KPI's

#### 2017 Accomplishments & Outcomes

- The programs funded here have been self-sustaining for the year
- Youth scholarship programmed increased by \$10,000 - fundraising efforts.
- Inaugural Best. Week. Ever. celebration major city-wide success: ~50,000 attendees, \$115K budget (privately fundraised)
- Working to translate all program guides, websites and forms to be available in Spanish.
- Lifeguards & part-time employees now on "WhenIWork" software, making schedule adjustments and shift modifications much easier
- Ball field rentals now available online, saving staff time and improving the user experience
- East Race open for longer season
- MADE program had record attendance, received "Best In State" program award from the Indiana Park and Recreation Association (IPRA)
- Experience division recreating collateral and image for entire department
- Increased reliance on volunteers

#### 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*

- Acquisition of Mobile Recreation Vehicle to impact and reach more of the community in each neighborhood.
- Continue to lean on empowerment model, as opposed to strictly programming model
- Director of Business Operations to improve customer experience and business models (starts September 2017)

#### 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

- Improve and Expand Impact of Best. Week. Ever.
- Promote, communicate and engage throughout all upcoming park improvements.
- Continue to leverage the Experience Division for marketing, volunteers, fundraising, and placemaking.

