2015 Administrative Report

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Executive Director

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Mill Creek MetroParks strives to fulfill our mission by being **Organized, Efficient, Proactive** and **Sustainable**. The following presentation outlines;

- **How are we Organized?**
  - Our Mission Statement
  - Our Strategic Master Plan
  - Our Action Plan Summary
  - Our Staff
  - Our Facilities

- **How are we Efficient?**
  - We are Organized
  - We are Planned
  - We Control Costs

- **How are we Proactive?**
  - We Continue to be Organized
  - We Continue to be Efficient
  - We Continue to Demonstrate Results
  - We Look to Improve
  - We Actively Promote

- **How are we Sustainable?**
  - Then vs. Now
  - Levy
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**How are we Organized?**

millcreekmetroparks.org
The Mission of Mill Creek MetroParks is to provide park, recreational, and open space facilities of regional significance. In fulfilling this mission our objectives are:

- **To be responsive to community needs**
  *Studies and surveys direct the MetroParks to preserve appropriate natural and cultural areas, make improvements to MetroParks facilities, develop additional recreational opportunities, and continue to strengthen activity and public information programming*

- **To be environmentally sound**
  *Stewardship strategies will be dictated by the intrinsic nature of the land.*

- **To be adaptable**
  *The only certainty in our world is that change is occurring at an increasing rate. To respond, the MetroParks must maintain strong public information and involvement programs and form new kinds of creative liaisons to meet changing needs.*

- **To be economically feasible**
  *The MetroParks has finite resources that are not guaranteed in perpetuity. It must constantly work to broaden its base, especially through new partnerships. Revenue generating programs and facilities must be a key element in the overall funding picture.*
The success of an organization can be directly linked to the existence of a comprehensive plan.

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1) Executive Summary
2) Community Input
3) Park and Facilities Development
4) Operational and Programming Plan
5) Financial and Cost of Service Analysis
6) Policy Development
7) Implementation Plan
8) Conclusion

How are we Organized? – Strategic Plan
- **8 Departments:**
  - Administrative Services/Finance
  - Police
  - Human Resources
  - Operations
  - Planning & Natural Resources
  - Community Engagement
  - Horticulture
  - Golf

- **270 Staff Members** *(at time of presentation)*
  - 63 Full Time Staff (23%):
    - Non-Union: Management & PT Staff
    - AFSCME Union: American Federation of State, County and Municipal Employees
    - FOP Union: Fraternal Order of Police
  - 97 Part Time Staff (36%)
  - 110 Seasonal Staff (41%)

- **Assisted by Hundreds of Volunteers**
  - Individuals
  - Organizations

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*How are we Organized? - Staff*
Our Facilities:
- 5,008.25 Total Acres Managed
  - 4,481.24 Owned Acres
  - 527.01 Easement Acres
- Within 8 Townships and 4 Cities/Villages
- 20.37 Miles of Roads
- 20.92 Acres of Parking
- 44.76 Miles of Hiking Trails
  - 17.59 mi improved & 27.17 mi unimproved
- 225,677 sf of Building Structures
- Notable Facilities
  - Mill Creek Park
    - Mill Creek Golf Course
    - Fellows Riverside Gardens
    - Lanterman’s Mill
    - Wick Recreation Area
    - Morley Pavilion
    - Lily Pond
    - Ford Nature Center
    - Lake Glacier, Cohasset & Newport
  - MetroParks Bikeway
  - MetroParks Farm
  - McGuffey Wildlife Preserve
  - Yellow Creek Park
  - Vickers Nature Preserve/Buckeye Horse Park
  - Sebring Woods
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**We are Organized:**
- Mission Driven Entity
- Strategic Master Plan: Acts as Our Guide
- Action Plan Summary: Goals & Objectives

**We are Planned:**
- Managing Today with an eye for Tomorrow
- The Next 15 Years: 2016-2030
- Capital Improvement Needs: $29,000,000
  - Road & Bridge Improvements
  - Parking & Signage Improvements
  - Trail Improvements
  - Ford Nature Center Renovation
  - Lanterman’s Mill Wheel Restoration
  - Lily Pond Improvements
  - MetroParks Bikeway-Phase III
  - Wick Recreation Area Master Plan
  - Fellows Riverside Gardens Master Plan
  - Mill Creek Golf Course Improvements
  - MetroParks Farm Improvements
  - Volney Rogers Field Improvements
  - Yellow Creek Lodge Renovation Plan
  - Pioneer Pavilion Improvement Plan
  - Wildlife & Habitat Management

*How are we Efficient? – Planned*
Mill Creek MetroParks is Debt Free!

We Control Costs:

- Reduced Administrative Operating Expenses
  - 2015: Cuts totaling $144,661
  - 77% of Staff are Part-Time or Seasonal
  - Utilize Dedicated Volunteers
  - Currently Multiple Full-Time Positions Vacant
  - No Annual Raises since 2009
    - Social Security COL Adjustment: 1.7%

- History of Successfully Leveraging Tax Dollars
  - 2015: Over 50% of all Capital Improvement Projects were paid for utilizing other funding sources
  - Maintain Consistent Foundation Support
    - Mill Creek MetroParks Foundation
    - Friends of Fellows Riverside Gardens

- Phased Implementation of Plans
  - Balance short needs & long term goals

- Park Activities Reduce Tax Dollar Dependency
  - 2015: Park Activities to Generate $2,092,400 (est.)
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How are we Proactive? – Continue

- We Continue To Be Organized:
  - Remain Mission Focused
  - Update Strategic Master Plan
  - Adjust Action Plan Summary

- We Continue To Be Efficient:
  - Planning For The Future
    - Balancing Short Needs & Long Term Success
  - Utilizing Proven Cost Control Measures
    - Reduced Operating Expenses
    - Leveraged Tax Dollars
    - Phased Implementation of Park Master Plans

- We Continue To Demonstrate Results:
  - Ohio Auditor of State Award
    - Exemplary Financial Reporting 2012-2013
  - History of Successful Grant Acquisition
  - Highly Attended Programs & Special Events
  - Maintained Historical Park Features for Generations
We Actively Look To Improve:

- Evaluate & Modify Our Internal Structure
  - Negotiate FOP Union Contract: 05-31-15
  - Negotiate AFSCME Union Contract: 12-31-15
  - Review Potential Contracted Services
- Revise Budget Development Process
  - Schedule: Reduce Temporary Budget Use
  - Departmental Ownership: APO Link
- Conduct IT Analysis
  - Contracted Virtual Information Officer
  - Current Efficiency Potential is Limited to our Technological Capabilities
- Balance Cost Recovery & Program Offerings
  - 2015: Park Activities (23%) $2,092,400 (est.)
  - Golf Course Changes: Food & Beverage
  - Wick Recreation Area: Future F&B Potential
  - Morley Pavilion: Potential Partnerships
- Explore Alternative Recreational Opportunities
  - Communities Changing Needs
  - Cost Benefit Analysis: Short & Long Term
We Actively Promote:

- Our Storied Past
  - A Reintroduction Is Needed to Serve All
- Our Present
  - Our Variety of Offerings
    - Choice of Recreational Opportunity
  - Our Value to the Residents
    - Free Programs & Events
    - Cost Effective Alternative
  - Our Impact on the Region
    - Quality of Life Contributions
    - Neighborhood Connections
- Our Future
  - Maintain the Integrity of What We Already Have
  - Meeting the Needs of a Changing Community
    - Additional Links & Partnerships
  - Acknowledging our Preservation Responsibility

How are we Proactive? – Promote
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How are we Sustainable?

millcreekmetroparks.org
- We Have To Continue To Be **Organized**
- We Have To Continue To Be **Efficient**
- We Have To Continue To Be **Proactive**
- We Have To Maintain Levy Support
  - What are the Current Levy Facts?
    - Based Upon 2001 Property Values
    - Expires in 2016
    - Provides Approx. 72% of General Fund
    - The Only Operating Levy

**How are we Sustainable? – Do It All**

[Logo and Images]

[Website: millcreekmetroparks.org]
General Fund 2005:
- General Property Taxes: $6,834,168
- Local Government Fund: $671,272
- Park District Activities: $2,080,501
- Total: $9,585,941

General Fund 2015:
- General Property Taxes: $6,576,258
- Net decrease (3.8%): $257,910
- Local Government Fund: $305,361
- Net decrease (54.5%): $365,911
- Park District Activities: $2,092,400
- Net increase (0.6%): $11,899
- Total: $8,974,019
- Net decrease (6.4%): $611,922

2016-2030: Planned Improvements
- Estimated: $29,000,000
- 50% Leverage History: $14,500,000
- Shortfall Balance: $14,500,000
- Total Shortfall Balance: $15,111,922

Note: The above comparison does not include all general fund categories or amounts and the 2015 Tax values are estimated.

How are we Sustainable? – Then vs. Now
Current Levy: 1.75 mills
- Term: 15 years
- Millage: 1.75 mills (at 2001 property values)
- Revenue: $6,527,006
- Reductions: Residential properties receive a 10% rollback & a 2.5% owner occupied rollback.
- Example: $100,000 assessed property value equals (=) approx. $50.24 per year in taxes. This equates to a $0.00 increase in yearly taxes.

Proposed Levy: 1.75 Renewal with .25 Additional
- Term: 15 years
- Millage: 1.75 mills (at 2001 property values) and .25 mills (at 2015 property values)
- Revenue: $7,599,144 ($1,072,138 in additional funding)
- Reductions: Current levy rollbacks would remain for the 1.75 mills; Residential properties would still receive a 10% rollback & a 2.5% owner occupied rollback. Current levy rollbacks would not be applicable to the .25 additional mills.
- Example: $100,000 assessed property value equals (=) approx. $58.99 per year in taxes. This equates to an $8.75 increase in yearly taxes.

Note: The above revenue projections are estimated.
15 Year Projections: Additional Revenue

- **Current Levy:** 1.75 Renewal: (15 years) x ($0.00 per year) = $0.00
  - $100,000 assessed property value equals (=) approximately $50.24 per year in taxes.

- **Proposed Levy:** 1.75 Renewal w/ .25 Additional: (15 years) x ($1,072,138) = $16,080,570
  - $100,000 assessed property value equals (=) approximately $58.99 per year in taxes.

General Fund: 2005 vs. 2015 and 2016-2030 Planned Improvements

- Net decrease (6.4%): $611,922
- Shortfall Balance: $14,500,000
- Total Shortfall Balance: $15,111,922

Why this Option?:

- This option provides the best BALANCE of providing MCMP with adequate long term sustainability potential while minimizing the financial impact to residents? (2030)
- Allows us to be **Sustainable**, but requires us to continue to be **Organized, Efficient & Proactive**
  - Assumes Maintaining Leveraging History of 50% Acquired Via Grants, Foundations, Etc.

*Note: The above revenue projections are estimated.*
15 Year Projections: Additional Revenue

- Option #1: 1.75 Renewal: (15 years) x ($0.00 per year) = $0.00
  o $100,000 assessed property value equals (=) approximately $50.24 per year in taxes.

- Option #2: 1.75 Replacement: (15 years) x ($381,920 per year) = $5,728,800
  o $100,000 assessed property value equals (=) approximately $61.26 per year in taxes.

- Option #3: 1.75 Renewal w/.25 Additional: (15 years) x ($1,072,138 per year) = $16,082,070
  o $100,000 assessed property value equals (=) approximately $58.99 per year in taxes.

- Option #4: 2.0 Replacement: (15 years) x ($1,368,910 per year) = $20,533,650
  o $100,000 assessed property value equals (=) approximately $70.00 per year in taxes.

General Fund: 2005 vs. 2015 and 2016-2030 Planned Improvements

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Recommendation:

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