

Date: July 26, 2016

FOR YOUR INFORMATION MEMO

To: Mayor and Members of City Council  
From: Harry Black, City Manager **HB**  
Subject: Parks Department Fiscal Review

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Late last year, at the request of Mayor Cranley, I initiated an independent fiscal review of the Parks Department and the Park Board including the Parks Foundation and all private endowments (attached).

Crowe Horwath LLP, a reputable CPA firm, has completed the fiscal review. The attached report outlines the scope of the review, observations and recommendations.

The City Administration has preliminarily reviewed these findings and intends to engage with Parks leadership in order to facilitate implementation of any and all recommendations stemming from this report. The audit has produced significant and helpful insights and some recommendations have already been implemented.

I am confident that this report, when acted upon, will strengthen financial operations and lead to more efficient and effective management of the Parks Department. As such, the Administration's focus will be on actively assisting with implementation of the recommendations.

At this time, no further review will be initiated by the Administration; however, as is current practice, we have shared copies of this report with the State Ethics Commission, the State Auditor and the Hamilton County Prosecutor. If interest exists in further pursuing any issues presented in this report, these entities should feel free to do so, and the Administration stands ready to assist and support as necessary.

I want to express my appreciation to the team at Crowe Horwath, as well as the current and past Parks employees, the Park Board, and the Parks Foundation for their cooperation and assistance with this review.

Attachments

Date: October 23, 2015

FOR YOUR INFORMATION MEMO

To: Mayor and Members of City Council  
From: Harry Black, City Manager **HB**  
Subject: Parks Department All Funds Audit

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At the request of the Mayor, the City Administration is initiating an independent audit of the Parks Department and the Park Board including the Parks Foundation and all private endowments.

The audit will include a detailed accounting of the Park Board finances and provide recommendations that deal with any internal control deficiencies, as well as any opportunities to strengthen existing financial operations.

The audit will be initiated as soon as possible and done by a reputable CPA Firm. Project management will be overseen directly by the Office of the City Manager. Any associated costs will be paid for with Parks' funds.

The Parks Department is aware of the audit and has offered full cooperation.

This is for informational purposes; no further action is required at this time.



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July 26, 2016

Mr. Harry Black  
City Manager  
City of Cincinnati  
801 Plum St., Suite 104  
Cincinnati, OH 45202

Re: Professional Services Contract Number 65X0002

Dear Mr. Black:

As outlined in the Professional Services Contract ("Contract") referenced above, the City of Cincinnati ("City") engaged Crowe Horwath LLP to provide consulting services to the City regarding the activities and interactions of the Cincinnati Board of Park Commissioners ("Park Board"), the Cincinnati Parks Department ("Parks Department") and affiliated entities and organizations, such as the Cincinnati Parks Foundation ("Foundation"), (collectively, "the Parties") that benefited the Cincinnati Parks.

### **Executive Summary**

As written in the contract, our services included the following:

*"The primary objective of Phase One financial analysis and advisory work will be to generate a current map ("Interconnectivity Map") of the financial relationships, activities, budget, and business processes and controls among the City, Board of Park Commissioners, Parks Department, Foundation, and any other organizations identified to have significant connectivity or impact. This will be accomplished primarily through a series of fact-finding interviews the Contractor will conduct with personnel from the aforementioned organizations and entities, with a focus on personnel involved with overseeing or performing the financial, contractual and accounting functions of the aforementioned organizations. The Contractor will work with the City to identify the appropriate individuals to interview and, where appropriate, assist with the communication around and scheduling of interviews.*

*Once the Contractor has an understanding of the nature of the business relationships, the Contractor will gather available financial reports to measure the volume of transactions and total amounts of activity over a fiscal year for each organization and between each organization. The Contractor will request various documentation from the appropriate organizations (e.g., written policies and procedures, organization charts, financial statements, significant contracts, general ledger reports) over the last fiscal year to perform a high level validation that what was represented in the interviews is supported by the underlying financial and business records.*

*Additionally, as the Contractor develops the Interconnectivity Map, the Contractor will work to identify and compile a sources and uses of funds schedule for monies:*

- 1) Sourced from the City or from non-City sources, including endowment funds managed by the Foundation, Park Board, Parks Department, or other affiliated entities, and*
- 2) Funds disbursed by or at the direction of the Park Board, Parks Department, the Foundation, or other affiliated entities. "*

Crowe met with Ms. Markiea Carter of the City Manager's office. Ms. Carter was our designated City contact who helped coordinate the interviews of the Parties and their designated representatives. Our services were primarily based on the in-person interviews listed below and the limited example documentation provided to us by City employees and representatives of the Parties. The following interviews were conducted:

Park Board, a special purpose entity created by the City and appointed by the Mayor whose purpose is to conserve, manage, sustain and enhance Cincinnati Parks

- Mr. Otto M. Budig – President of the Park Board

Parks Department, A Department of the City of Cincinnati

- Mr. Willie F. Carden, Jr. – Director of Parks Department
- Ms. Marijane Klug – Manager of Parks Department – Division of Financial Services
- Mr. Steve Schuckman – Superintendent of Parks Department - Division of Planning and Design / Program Services

Cincinnati Parks Foundation, a 501c3 Exempt Organization

- Ms. Jennifer Hafner-Speiser – Executive Director
- Mr. John Neyer – Executive Committee
- Interview of a representative of the Foundation's CPA firm
- Foundation Counsel accompanying the Executive Director, Executive Committee Member and the representative of the Foundation's CPA Firm in meetings

City of Cincinnati

- Ms. Markiea Carter – Assistant to the City Manager – City of Cincinnati
- Mr. Patrick Duhaney – Chief Procurement Officer – City of Cincinnati
- Mr. Mark Ashworth – Division Manager – City of Cincinnati Finance Department
- Ms. Paula Boggs – Solicitor's Office – City of Cincinnati

As applicable, Crowe conducted follow up discussions with the Parties about data and information provided by the Parties.

**Limitations - Scope**

Our services were limited to the procedures in our Contract. The information presented in this letter documents Crowe's understanding of the activities and interaction of the Parties based on representations made by the Parties and the example documentation related to the fiscal year ended June 30, 2015 only. The Parties have communicated that activities, interactions and processes have been updated, or are in the process of being updated, after June 30, 2015. We have not performed detailed testing of the activities and processes to verify that they were designed and implemented as described.

This letter is intended for the City of Cincinnati's use only and is not intended for use or reliance by any other person or entity. Subject to your approval, we reserve the right to revise this letter should additional, pertinent information be made available to us or additional analyses/interviews are considered. The procedures we performed to date do not constitute an audit, examination, review, or compilation of financial statements in accordance with generally accepted auditing standards. None of the contents of this letter is intended to provide legal advice.

**Limitations – Interviews and Documents Provided**

Due to staff turnover, the Foundation did not have a representative who could describe the Foundation’s fundraising, expenditure and procurement processes that existed during the fiscal year ended June 30, 2015. Therefore, our understanding of these business process flows is based on our interviews of current Foundation personnel who did not conduct these processes during the fiscal year ended June 30, 2015 and based on our interview of the Foundation’s CPA firm representatives who conducted the most recent issued audit for the year ended December 31, 2013 about business processes that existed in 2013.

With regard to data and information provided by the Foundation through their legal counsel, the Foundation provided read-only access to any information that was provided to us during our meetings at the Foundation attorney’s office. These documents were marked as Confidential. We were not permitted to retain hard copies or electronic versions of any documentation provided. For purposes of this letter, we have only disclosed the total receipts and amount of expenditures which the Foundation reported as benefitting the Cincinnati Parks for the fiscal year ended June 30, 2015 and the available cash and investment balances. Scope limitations regarding the information made available by the Foundation are identified below:

- The Foundation was able to provide cash and investment account balances as of December 31, 2014. We were not able to obtain a complete listing of cash and investment balances at June 30, 2015.
- The Foundation provided a confidential summary of expenditures by Cincinnati Parks’ project by vendor. We were not provided enough information to disclose the natural classification of the expenditures by type made by the Foundation.
- We did not have access to Foundation credit card activity although during discussions with the Foundation, we noted that Park Department personnel had possession of a Foundation credit card.
- The Foundation stated that the construction contracts entered into by the Foundation on behalf of Cincinnati Parks have been provided to the City.

**Financial Resources and Interconnectivity Map**

For activities during the year ended June 30, 2015, Crowe developed an Interconnectivity Map describing the interactions and financial activities of the Parties and between the Parties, in attachments to this letter:

1. Interconnectivity Map Summary (*Interconnectivity Map 1*)
2. Interconnectivity Map Detail Flow Chart (*Interconnectivity Map 2*)

Based on documentation provided, Crowe also summarized receipts, expenditures and encumbrances benefitting the Cincinnati Parks for the year ending June 30, 2015 and cash and investment balances of the Parties as of June 30, 2015.

	<u>Receipts</u>	<u>Expenditures &amp; Encumbrances</u>	<u>Cash &amp; Investments</u>	<u>Reference</u>
Parks Department	\$5,823,208	\$25,034,427	\$7,323,250	(Sch 1, 2 & 3)
Park Board	507,765	902,996	21,331,476	(Sch 4 & 5)
Foundation (A)	3,250,788	19,209,860	16,025,460	NA
Total	<u>\$9,581,761</u>	<u>\$45,147,283</u>	<u>\$44,680,186</u>	

Notes:

- Parks Department receipts are self-generated revenues.
- Parks Board receipts are from outside parties, interest income and Gift Shop Activities, and do not include funds internally transferred from Park Board endowments to Park Board Operating Funds.
- (A) We have presented the total receipts, which includes contributions and investment income, for the year-ended June 30, 2015 and available cash and investment balances at December 31, 2014.

## **Observations and Opportunities for Enhancement - Activities and Interactions of the Parties**

Based on our understanding of the Interconnectivity Map (See *Interconnectivity Map 1 and 2*) and business process flows for the fiscal year ended June 30, 2015, we present the following observations and opportunities for enhancement of the existing activities and business processes and procedures:

### **Observation # 1: Memorandum of Understanding**

Based on our discussions with the Parties, there is no memorandum of understanding between the Park Board, the Parks Department and the Foundation which documents and governs a) the relationship between the Parties, b) the responsibilities of each Party and c) how transactions benefitting Cincinnati Parks will be authorized, procured, processed, reported and monitored by each Party. The primary risks associated with this observation are as follows:

- In the event there is a dispute between the Parties regarding transactions benefitting Cincinnati Parks, there is no governing document which clearly identifies the responsibilities of each Party which could result in a lack of accountability.
- An increased risk that key roles associated with transactions benefitting Cincinnati Parks are not properly addressed, such as potential conflicts of interest and proper segregation of duties for people conducting business activities on behalf of a Party or Parties.
- An increased risk that transactions are not authorized, procured, processed, reported and monitored in a manner consistent with the City of Cincinnati's policies and procedures. This could also increase the risk that the City of Cincinnati may not have the proper ownership of any asset acquired by the Park Board or the Foundation or that the City of Cincinnati has not identified any risk associated with the asset.
- An increased risk that all expenditures and encumbrances associated with Cincinnati Parks have been identified, approved, reported and monitored by the Parties.

### ***Opportunity for Enhancement: Document the Relationship between the Park Board, Parks Department and the Foundation***

The Parties could draft and approve a memorandum of understanding outlining the relationship, responsibilities, processes and interaction between the Parties. A memorandum of understanding could clearly communicate a) the roles and responsibilities of each Party and their representatives b) which party is responsible for specific types of transactions related to Cincinnati Park activity, c) what specific processes and procedures each would follow for transactions benefitting Cincinnati Parks and d) how the transactions will be budgeted, monitored and reported to the Parties and the City of Cincinnati.

This memorandum of understanding could address specifically which revenue generated by Cincinnati Park activity will be recorded, managed and monitored by each of the Parties and which Party is responsible for the authorizing, procuring, recording, managing and monitoring of specific types of expenditures/encumbrances benefitting Cincinnati Parks.

When the Park Board is identified as the entity responsible for managing a grant funded or Park Board funded project or activity, we recommend that the Park Board utilize the City of Cincinnati Procurement Division for vendor or service provider relationships that would normally be used by the Parks Department. The City of Cincinnati could consider meeting with the Park Board and Parks Department to discuss their procurement needs and evaluate the procurement policies to help support the needs of the Park Board. This meeting could also consider the unique procurement situations that could potentially arise from funding received from the Foundation for restricted purposes. These considerations could be included in the memorandum of understanding. The memorandum of understanding could also include the guidelines for the processes and interactions associated with *Observation # 2 and # 3*.

Each of the Parties could approve the memorandum of understanding as the document governing the interaction of the Parties for future transactions benefitting Cincinnati Parks. The approved memorandum of understanding could be shared with the City of Cincinnati to ensure that the memorandum of understanding complies with the standards and procedures for the City of Cincinnati. Each Party could also attest that they have adhered to the guidelines established in the memorandum of understanding on at least an annual basis. The City of Cincinnati could also have internal audit conduct periodic internal audits in order to monitor that the provisions identified in the memorandum of understanding are properly followed.

**Observation # 2: Parks Department Employees Performing Duties for the Foundation and the Park Board**

Based on our analysis of the Parks Department, Park Board and Foundation processes, during the year ended June 30, 2015, Parks Department employees provided oversight, financial management and authorization duties for the Park Board and the Foundation (see *Flow Chart # 1 – 4*). Parks Department employees signed checks or electronically authorized checks on behalf of the Parks Board and Parks Foundation, used credit cards which enabled the Park Department employees to enter into transactions on behalf of the Park Board or Foundation, and performed other financial accounting and reporting activities for the Parties. These activities are characteristics associated with a risk the Parks Department may control primary activities of the Park Board and Foundation and direct activities or transactions with limited supervision or without pre-authorization. The primary risks associated with this observation are as follows:

- A risk that there is a conflict of interest in performing duties as Parks Department employees and duties performed for the Park Board and the Foundation.
- An increased risk that Parks Department employees are performing financial and management functions for the Park Board and the Foundation, with limited oversight and segregation of financial management and approval of activities.
- A risk that the employees are conducting regular business for other Parties, without a compensation agreement from the other Parties with the Parks Department/City.
- A risk that the employee's role in supporting the Park Board and Foundation are not clearly outlined in their City job descriptions, thus presenting potential risks related to human resource management, compensation and performance evaluations. For example, it appears that part of the employee's evaluations included performance feedback on their activities for the Foundation and Park Board as a basis for their overall performance ratings.

***Opportunity for Enhancement - Roles and Responsibilities of Parks Department Employees –***

**Foundation:** Parks Department employees should not perform managerial/oversight duties, authorization of transactions or other day-to-day operational activity for the Foundation. Parks Department employees should not have or use a Foundation credit card. If there are situations where the Foundation anticipates utilizing Parks Department employees to perform Foundation-related activities, a memorandum of understanding should include the nature of the activities and considerations as follows:

- The facts and circumstances around staff utilization should be clearly documented in the memorandum of understanding including the justification why the activity does not represent a conflict of interest, and the method for monitoring staff services.
- The Foundation and Parks Department could agree on a fair value compensation amount associated with staff utilization to reimburse the Parks Department.
- Any Parks Department employees utilized by the Foundation should have their job description and performance reviews updated to include these responsibilities.
- For oversight purposes, the Park Board could document, actively manage and monitor the Foundation's usage of Parks Department employees in accordance with the memorandum of understanding and provide a utilization report to the City of Cincinnati on a periodic basis.

It is our current understanding that Parks Department employees are no longer performing management or financial duties for the Foundation and no longer have access to Foundation credit cards.

**Park Board:** It is our current understanding that the Park Board continues to utilize Parks Department employees in the performance of Park Board management and financial accounting activities and that Parks Department employees have possession of Park Board credit cards. The Park Board could consider including the following in the memorandum of understanding between the Park Board and the Parks Department:

- Similar to the memorandum of understanding between the Foundation and Parks Department, the Park Board could identify the usage of Parks Department employees for Park Board purposes in the memorandum of understanding between the Park Board and the Parks Department including a description as to why the performance of these duties does not represent a conflict of interest.
- The Park Board and Parks Department could agree on a fair value compensation amount associated with such staff utilization to reimburse the Parks Department.
- Any Parks Department employees which may be utilized by the Park Board could have their job description and performance reviews updated to include these responsibilities.
- The Park Board could document, actively manage and monitor the Park Board's usage of Parks Department employees in accordance with the memorandum of understanding and provide a utilization report to the City of Cincinnati on a periodic basis.
- Similarly, the memorandum of understanding between the Park Board and the Parks Department could address whether Parks Department employees would retain a Park Board credit card and document the procedures for authorizing, documenting and monitoring these transactions.
- The City's internal audit department could conduct monitoring of Park Board activities to provide assurance that there is proper segregation of duties over financial management activities.

**Observation # 3: Foundation and Park Board Payments to Third-Party Vendors for Expenditures Benefiting Cincinnati Parks**

**Park Board and Foundation:** The Park Board and Foundation made payments directly to the third-party vendors for projects/services benefitting Cincinnati Parks as outlined in *Flow Chart 1-3*. The primary risks associated with this observation is a) an increased risk that procurement and expenditure processes may not adhere to the City of Cincinnati's procurement policies or may not comply with external regulations b) an increased risk that the City of Cincinnati may not establish proper ownership of an asset, rights or be afforded warranties on projects and services acquired by the Park Board or the Foundation and c) the City of Cincinnati has not identified any insurance coverage risk associated with the asset.

***Opportunity for Enhancement: Acceptance of Grants from the Foundation/Third Party Funders***

When the Parks Department and/or Park Board request Foundation funds or other third party funding for a project or activity benefitting Cincinnati Parks, the transaction could be in the form of a grant request and/or cost reimbursement agreement (it is our understanding this process has been implemented since the fiscal year ended June 30, 2015). The Foundation could then provide a grant award letter to the Park Board and/or Parks Department authorizing the request (it is our understanding that a grant letter was not provided by the Foundation during the fiscal year ended June 30, 2015 and is not currently being provided). The grant proceeds would be distributed to the Park Board or Parks Department; who then would be responsible for procuring a vendor and expending the funds for their intended purpose and reporting back to the funder (it is our understanding this procedure has been implemented since the fiscal year ended June 30, 2015).

A protocol should be developed to determine which entity (Park Board or Parks Department) should be the grant recipient and which entity will be responsible for obligating the use of funds, spending of funds and reporting to funders. Within this grant process, the Foundation would participate as a funder only, and not as project or activity manager. This process could be documented in the memorandum of understanding as outlined in *Observation # 1*.

**Park Board:** - Similarly, the Park Board could follow the same process (this process was not utilized by the Park Board either during the fiscal year ended June 30, 2015 or since the fiscal year ended June 30, 2015). Within this grant process, the Park Board would similarly participate as a funder only, and not as project or activity manager.

In the event the Park Board does not agree with *Observation # 3*, any funds expended by the Park Board or Parks Department should follow the City of Cincinnati's financial and procurement procedures.

#### **Observation # 4: Park Board Financial Accounting Records and Audit Oversight**

The Park Board does not utilize a double entry accounting system to track its activities and balances. In addition, the Park Board does not have an external audit of its activities on a stand-alone basis, nor has it been subject to City Internal Audit procedures.

Park Board activity and balances are currently tracked using Microsoft Excel and Access. The primary risks include the risk of undetected human error, risk of unapproved transactions, deleted transactions, lack of automated reconciliation systems to bank accounts, and lack of a permanent audit trail in the recording and reconciling of Park Board activity and balances. In addition, the current reporting lacks a traditional income statement reflecting the classification of revenues and expense categories and balance sheet showing assets and obligations of the organization, lacks of a formal purchase order and accounts payable system, and lacks an automated capital asset and inventory system.

#### ***Opportunity for Enhancement: Financial Accounting System***

The Park Board should set up a double-entry accounting software system process. This could be accomplished by utilizing the City of Cincinnati's accounting system by setting up unique accounts and funds for the Park Board whereupon the Park Board would authorize all investment of funds, maintenance of endowments and transact receipts and disbursement activity in these fund accounts. Therefore, the same basic City process for deposits, procurement and disbursements would apply to all Cincinnati Park-related activity. The Park Board could then review the activity recorded to ensure that activity impacting these accounts was properly authorized and accurately recorded in the Park Board accounts. This process would also simplify the monitoring of Park Board/Parks Department receipt and disbursement activity as well as the budget and budget-monitoring process since all of the activity would be in one financial record keeping system.

If the Park Board does not integrate their records into the City of Cincinnati's financial accounting system using unique funds, the Park Board could purchase their own double entry accounting system. Additional recommendations could also be considered such as:

- The Park Board could prepare a full-set of financial statements.
- The Park Board could have a CPA firm or State Auditor conduct an external audit of the financial statements including the tests already conducted in the Park Board's agreed-upon procedures engagement with the CPA Firm currently utilized by the Park Board to provide an additional level of assurance regarding Park Board financial statement activity.
- The Park Board could establish procedures to identify and quantify construction in progress-related activities which are funded through the Park Board or Foundation during each fiscal year so that the asset is adequately reported in the City of Cincinnati's asset register. The City of Cincinnati could also perform a fixed asset audit to ensure that expenditures/encumbrances related to fixed assets are properly recorded in the City of Cincinnati's fixed asset listing.

- The Park Board could review asset acquisition procedures for assets acquired for the benefit of Cincinnati Parks that were funded by the Park Board or the Foundation to determine that the City of Cincinnati has proper ownership of the asset and any risk associated with the asset is identified.
- The City of Cincinnati could conduct periodic internal audit procedures of the Park Board and Parks Department activities and business processes to ensure an adequate segregation of duties over financial transactions and documentation of account reconciliations.

**Observation # 5: Comprehensive Budget**

The Park Board does not prepare a comprehensive budget of expenditures to be incurred for the benefit of Cincinnati Parks and identification of the funding sources (whether sourced from the Parks Department, Park Board or Foundation) for the expenditure. As a result, the Park Board cannot provide on a periodic basis a comprehensive comparison of actual expenditures for all Cincinnati Park activity to the comprehensive budget. The primary risk is that a complete picture of all Cincinnati Park activity cannot be compiled and communicated to the Park Board or to the City of Cincinnati for monitoring purposes. Separate budgets and monitoring of activity is prepared for the Park Board and the Parks Department currently. This is displayed in the *Interconnectivity Map 2*.

***Opportunity for Enhancement - Comprehensive Budgeting***

The Park Board could align the current year Master Plan initiatives and operating needs of the Cincinnati Parks with the current year budget and actual results including identification of the funding sources used to pay for the current year needs (whether funded by the Parks Department, Park Board or Foundation) and communicate these timely to the City of Cincinnati throughout the fiscal year. This will enable the Park Board to prepare a comprehensive budget and management reports which outline all budgeted and actual receipts, expenditures and encumbrances for the benefit of Cincinnati Parks regardless of what Party is funding the activity. These comprehensive reports could be prepared and presented to the Park Board Finance Committee, at Park Board meetings and provided to the City of Cincinnati on a periodic basis.

\* \* \* \* \*

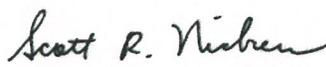
The professional services contract states that:

*“Following the completion of Phase One, the Contractor will present the City with its recommendations for additional analysis or procedures that the Contractor would perform in a second phase of work (“Phase Two”), accompanied by a corresponding work plan and fee estimate.”*

At this time, we do not have any specific recommendations for additional analysis or procedures other than the Parties’ specific follow-up on our observations and opportunities for enhancement.

If you have any questions, please contact me at (317) 706-2693.

Very truly yours,



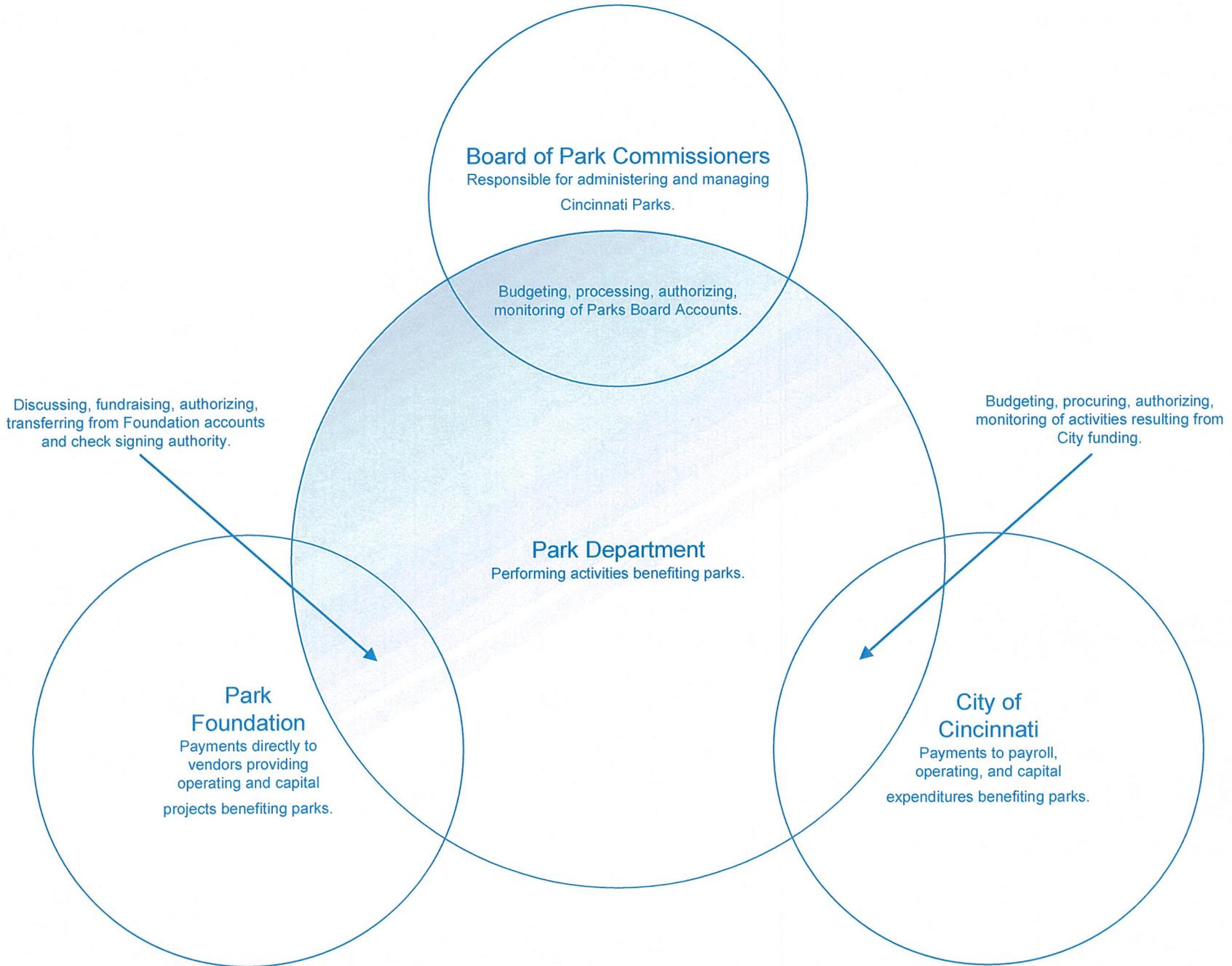
Scott R. Nickerson, Partner

Attachments

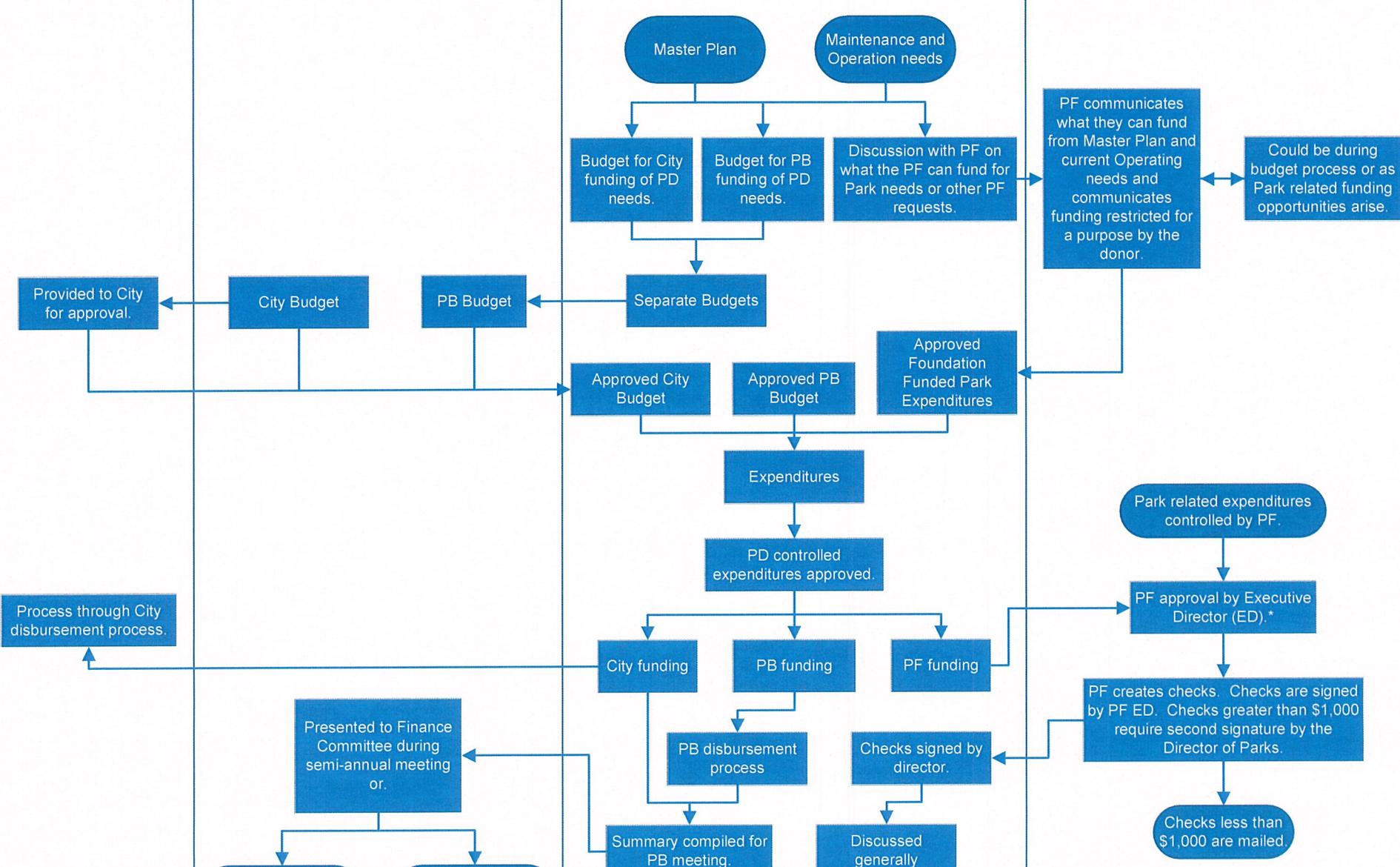
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# City of Cincinnati Parks Interconnectivity Summary



City of Cincinnati (City)	Board of Park Commissioners (PB)	Parks Department (PD)	Parks Foundation (PF)
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\*Please note, during the fiscal year ended June 30, 2015. If the PF Executive Director role was open, the approval and first signature on the PF check was the

City of Cincinnati				
Parks Department Expenditures & Encumbrances				
Fiscal Year Ended June 30, 2015				
Parks Department FY 2015 Expenditures & Encumbrances Breakdown by Fund				
Fund Name	Fund No.	Total Original Appropriation	Adjusted Authorization	Total Expenditures & Encumbrances
General	050	\$ 8,329,400	\$ 8,750,889	\$ 8,744,605
Stormwater Management	107	870,500	870,500	870,500
Street Construction Maintenance	301	359,600	362,770	362,769
Income Tax-Infrastructure	302	1,648,350	1,683,090	1,683,089
Sawyer Point	318	1,113,850	1,116,230	650,688
Park Donations / Special Activities	326	402,990	1,313,699	465,057
W.M. Ampt Free Concerts	327	15,000	59,017	-
Groesbeck Endowments	328	15,000	94,858	10,080
Park Lodge / Pavilion Deposits	330	308,240	1,073,197	324,140
Krohn Conservatory	332	495,040	1,597,290	696,736
Krohn Conservatory Trustee	333	40	228,377	59,968
Income Tax-Transit	759	28,960	28,960	19,750
Forestry Assessments	792	1,836,390	3,245,783	2,813,464
	Total	\$ 15,423,360	\$ 20,424,659	\$ 16,700,847
Capital Appropriations		6,000,000	6,000,000	5,309,767
		\$ 21,423,360	\$ 26,424,659	\$ 22,010,614
Additions				
Smale	329	-	3,800,299	2,624,610
Urban Forestry	428	-	213,814	10,578
Park Board	752	-	2,091,183	388,626
Total Expenditures and Encumbrances		\$ 21,423,360	\$ 32,529,955	\$ 25,034,427
Less: Net Self-Generated Revenue (Sch 2)				\$ (5,823,208)
Expend. and Encum. Funded from General Fund or Existing Restricted Fund Balances.				\$ 19,211,219

City of Cincinnati				
Parks Department City Revenue				
Fiscal Year Ended June 30, 2015				
Parks Department FY 2015 Budget Breakdown by Fund				
Fund Name	Fund No.	Gross Revenue	Reductions	Net Self-Generated Revenue (A)
General	050	\$ 18,514	\$ 6	\$ 18,508
Stormwater Management	107	-	-	-
Street Construction Maintenance	301	-	-	-
Income Tax-Infrastructure	302	-	-	-
Sawyer Point	318	1,404,710	6,264	1,398,447
Park Donations / Special Activities	326	541,470	15,534	525,937
W.M. Ampt Free Concerts	327	-	-	-
Groesbeck Endowments	328	-	-	-
Smale	329	522,704	-	522,704
Park Lodge / Pavilion Deposits	330	289,045	12,200	276,845
Krohn Conservatory	332	715,404	11,935	703,469
Krohn Conservatory Trustee	333	22,423	-	22,423
Urban Forestry	428	122,188	-	122,188
Park Board	752	237,527	3,922	233,605
Income Tax-Transit	759	-	-	-
Forestry Assessments	792	2,540,834	541,751	1,999,083
	Total	\$ 6,414,820	\$ 591,611	\$ 5,823,208
Footnote:				
(A) Revenue is budgeted for self-generating park revenue. Other revenue from the funds of the City of Cincinnati or existing Park Department fund balances are utilized to pay the remaining expenditures and encumbrances.				

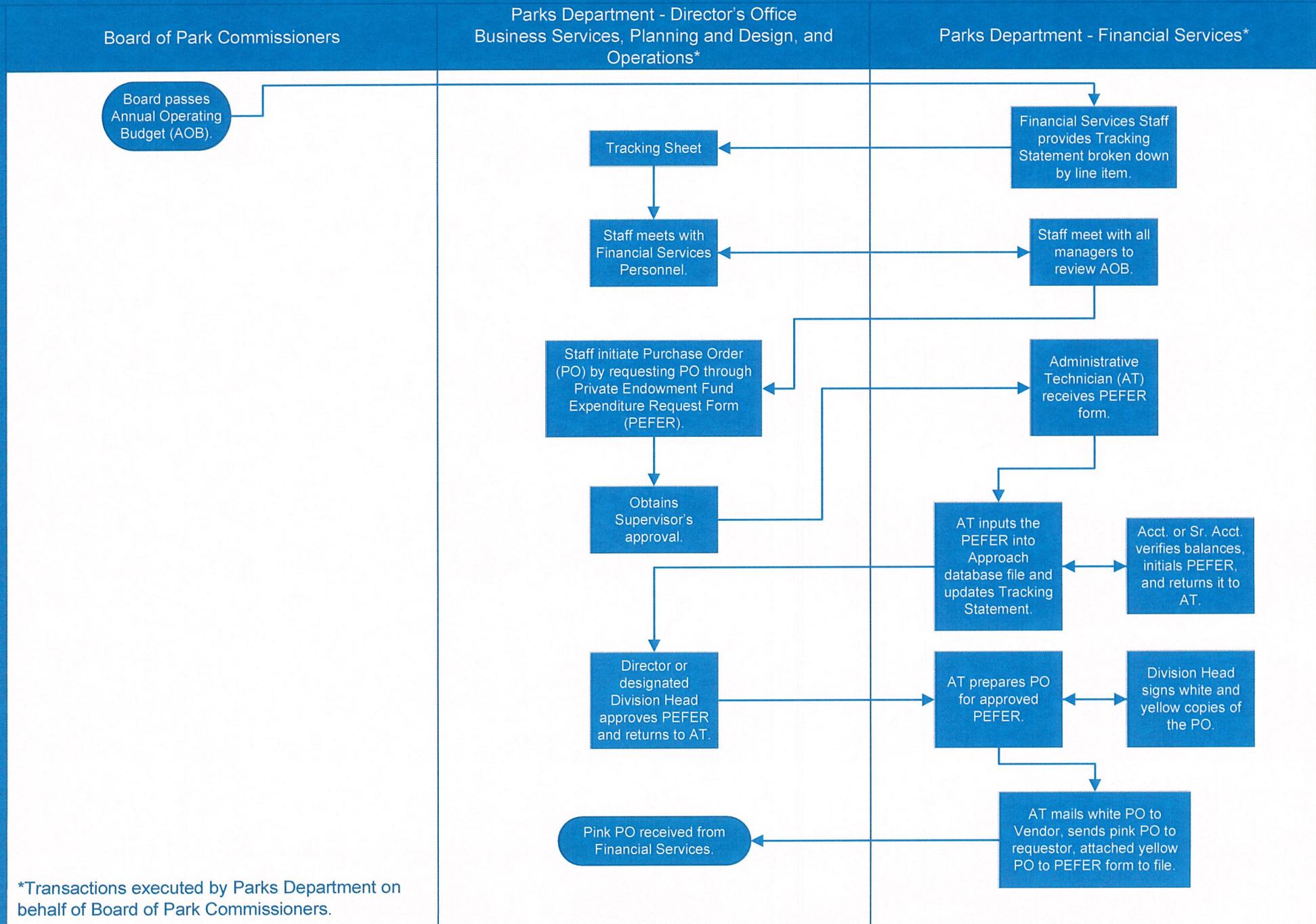
<b>City of Cincinnati</b>		
<b>Parks Department Restricted Fund Balances</b>		
<b>Fiscal Year Ended June 30, 2015</b>		
<b>Fund Description</b>	<b>Fund #</b>	<b>Amount</b>
Fountain Square Pavillion	315	\$74,392
Park Donations / Special Activities	326	848,642
W.M. Ampt Free Concerts	327	59,017
Groesbeck Endowments	328	104,590
Smale	329	1,175,689
Park Lodge / Pavilion Deposits	330	749,056
Krohn Conservatory	332	900,554
Krohn Conservatory Trustee	333	168,409
Columbia Parkway Greenway Fund	334	34,031
Yeatman's Cove Park Trust Fund	403	651,733
Urban Forestry	428	203,236
W.M. Ampt Endowment Fund	706	129,124
Groesbeck Endowment Fund	707	39,273
Schmidlapp Prk Music Fund	708	50,627
Park Board	752	1,702,557
Forestry Assessments	792	432,319
Park Improvements Fund	872	1
		<b>\$7,323,250</b>

City Of Cincinnati						
Summary of Cincinnati Park Board Non-Endowment Account Activity						
Activity by Park Board Park Account						
Non-Endowment Account Fund Category	Budgeted Revenue	Budgeted Expenditures	Beginning Balance 7/1/14	Plus	Minus	Ending Balance 6/30/15
Admin Ov	\$45,000	\$45,000	\$17,424	\$60,875	\$16,554	\$61,744
Advisory Council		0	1,027	4	15	1,017
Alms Park		0	17,697	73	254	17,516
Annwood Park		0	9,962	41	143	9,860
Arboretum		0	11,003	45	158	10,890
Art Works		0	5,202	21	75	5,149
Ault Park	5,700	5,700	161,707	0	3,202	158,505
Avon Woods		0	502	2	7	497
Bettman Operating	40,000	40,000	224,802	45,982	14,308	256,476
Bonsai Room		0	1,109	5	16	1,098
Burnet Wds Music		0	284	1	4	281
Calif Wds		0	2,225	9	32	2,202
Carousel Gift Shop		0	0	63,946	5,004	58,942
City Gard Cent Pky	8,000	8,000	83,889	12,000	3,643	92,245
City Gard Ft Wash		0	100,013	413	1,438	98,988
City Gard Saw Pt		0	201	1	3	199
City Gard Torr Pky	2,565	2,565	33,400	5,027	5,638	32,790
Clifton Fountain		0	7,984	33	115	7,902
Commis Donation		0	15,711	10,423	270	25,864
Concerts & Events		13,500	32,372	106	7,858	24,620
Court Street		0	30,632	0	439	30,194
Curran		0	1,489	6	21	1,473
Daisy Jones	475	475	7,487	31	108	7,410
Deupree		0	5,769	24	83	5,710
Dog Parks		0	1,078	4	16	1,067
Dornette	1,500	1,500	145,006	599	13,303	132,302
Drabner	20,425	20,425	196,529	30,220	9,350	217,399
Drake		0	1,170	5	17	1,158
Energy		0	68,430	283	1,546	67,167
EP Tower LP	950	950	5,577	23	490	5,110
Fechhelmer			139	1	2	137
Fleischmann	87,500	87,500	508,161	102,547	66,940	543,768
Fountain Square	33,000	33,000	339,884	36,472	28,761	347,595
French Park	950	950	66,696	275	959	66,012
Geier	20,000	20,000	333,084	26,828	10,113	349,799
Gift Shop	200,000	200,000	360,199	259,236	163,188	456,247
Green Up Day			8,930	37	128	8,839
Greeno	8,550	8,550	358,905	1,482	5,160	355,226
Greenspace			169,934	40,411	2,813	207,532
Helton		0	5,113	21	75	5,060
Hoffner Park		0	2,499	10	36	2,473
IFP		0	8,980	37	129	8,888
Interest Income		0	9,613	36,427	46,040	0
Jacobs	570	570	12,579	52	181	12,450
Jergens			1,427	6	21	1,413
John Smale		0	23,319	96	335	23,080
Kapela	2,375	2,375	9,555	39	836	8,759
Kilgour Fountain			50,508	209	726	49,991
Krohn Adm		0	129,284	534	1,859	127,959
KZ Cart	400	400	3,974	16	57	3,933
Larz Anderson	2,500	2,500	7,754	28	3,473	4,310
Lazarow Fountain			1,597	7	23	1,581
Lazarus	1,000	1,000	38,584	156	1,260	37,480
Levy Clock	665	665	33,790	1,211	501	34,499
Lytle Park	17,100	17,100	126,495	949	11,920	115,523
Magrish			5,603	23	81	5,545
Meyer	126,800	346,800	779,540	139,777	276,242	643,075
Miles-Edwards	58,000	58,000	298,366	73,646	47,950	324,062
Mt. Echo			32,043	132	461	31,714
Mt. Storm			23,810	98	342	23,566
Nature Next Door	10,000		30,803	0	8,094	22,709
Neighborhood Parks			100,679	416	1,448	99,647
OTR			943	4	14	934

City Of Cincinnati						
Summary of Cincinnati Park Board Non-Endowment Account Activity						
Activity by Park Board Park Account						
Non-Endowment Account Fund Category	Budgeted Revenue	Budgeted Expenditures	Beginning Balance 7/1/14	Plus	Minus	Ending Balance 6/30/15
PBV Gardens	8,550	8,550	64,497	3,918	3,700	64,715
Piatt Park	38,250	38,250	156,728	26,909	22,675	160,961
Prog Sponsors	15,000	35,000	71,522	6,769	18,602	59,689
Rapid Run			2,590	11	37	2,564
Rawson Woods			2,683	11	39	2,656
Sayler Park			8,780	36	126	8,690
Schriber	500	500	45,432	187	801	44,819
Seasongood			1,936	8	28	1,916
Show Sponsors	10,000	75,000	43,772	96,395	11,364	128,803
Sooty Acres	11,500	11,500	109,946	15,469	7,468	117,947
Spring Releaf			29,222	121	420	28,923
Tree House Fund			84	0	1	83
UF Board			1,653	7	24	1,636
Vasey	5,700	5,700	79,215	5,131	2,598	81,747
Washington Park			2,193	9	32	2,170
Westhelmer			10,138	42	146	10,034
Wilson Wild Flower	475	475	10,145	42	1,233	8,954
Explore Nature		10,000	0	0	0	0
Krohn Capital		50,000	0	0	0	0
	\$784,000	\$1,152,500	\$5,713,011	\$1,106,450	\$833,567	\$5,985,894
				(147,301)	(156,915)	
				959,149	676,653	
					226,343	
				\$959,149	\$902,996	
				\$451,384		
				\$507,765		

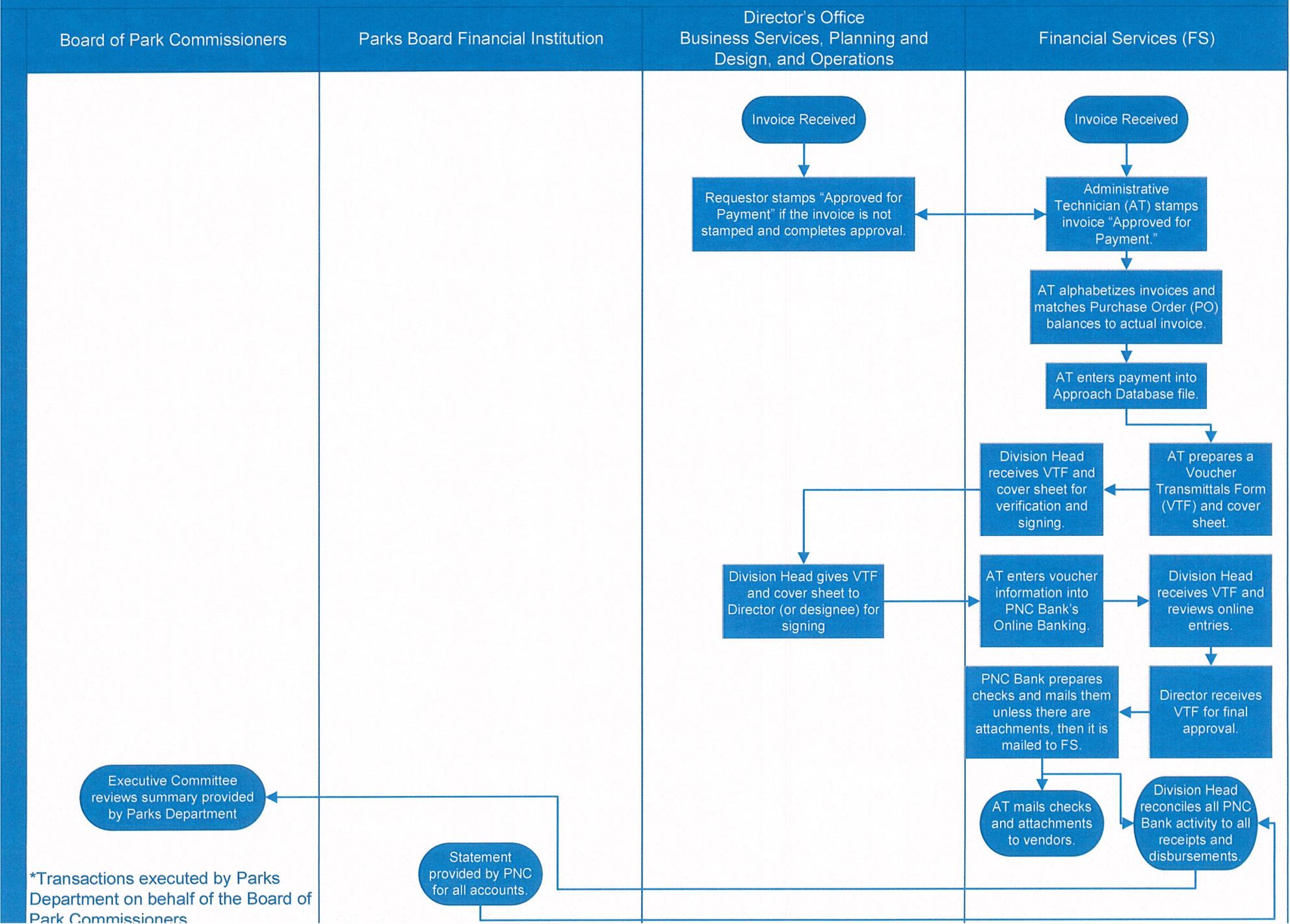
<b>City of Cincinnati</b>		
<b>Cincinnati Parks Board</b>		
<b>Cash and Investment Account Balances</b>		
<b>Cash and investment Account</b>	<b>Financial Institution</b>	<b>Balance at 6/30/15</b>
<b>Private Endowment Funds</b>		
Bettman A. Trust	PNC Bank	\$1,738,017
Drabner Fund	U.S. Bank	\$966,482
Fleischmann Fund	U.S. Bank	\$716,677
Geier	UBS	\$959,069
Miles - Edwards Trust	UBS	\$2,410,503
Fleischmann Gardens Fund	UBS	\$2,290,333
Levy Clock Fund	Fifth Third Bank	\$24,362
Frederick A. Hauck - Fountain Square	Fifth Third Bank	\$1,196,837
Cornelius J. Hauck - Sooty Acres	Fifth Third Bank	\$507,181
Helen Meyer - Meyer Trust	Fifth Third Bank	\$4,536,119
Total Endowment/Investment		<u>\$15,345,582</u>
<b>Non-Endowment Accounts</b>		
Anlaysia Business Checking	PNC Bank	\$32,370
Business Checking With Interest	PNC Bank	\$5,028,703
Premium Money Market	PNC Bank	\$10,077
Investment Management - Cash	PNC Bank	\$948,495
Less: Outstanding Checks	PNC Bank	(\$33,752)
Total PNC	(Sch 4)	<u>\$5,985,894</u>
Grand Total		<u>\$21,331,476</u>

# FY 2015 – Board of Park Commissioners Private Endowment Purchases/Accounts Payable from Non-Endowment Accounts



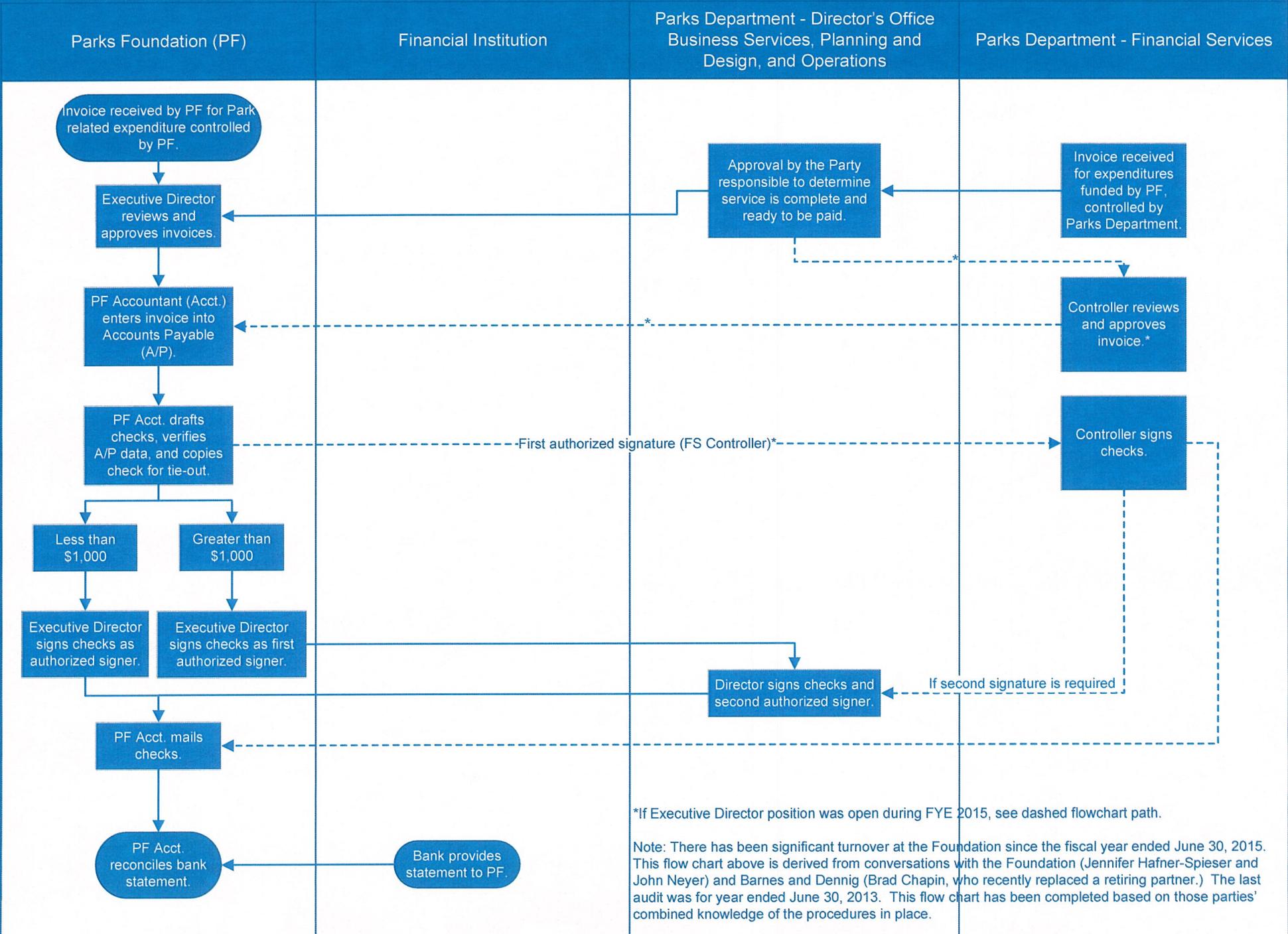
\*Transactions executed by Parks Department on behalf of Board of Park Commissioners.

# FY 2015 – Processing Board of Park Commissioners Invoices (Payments)

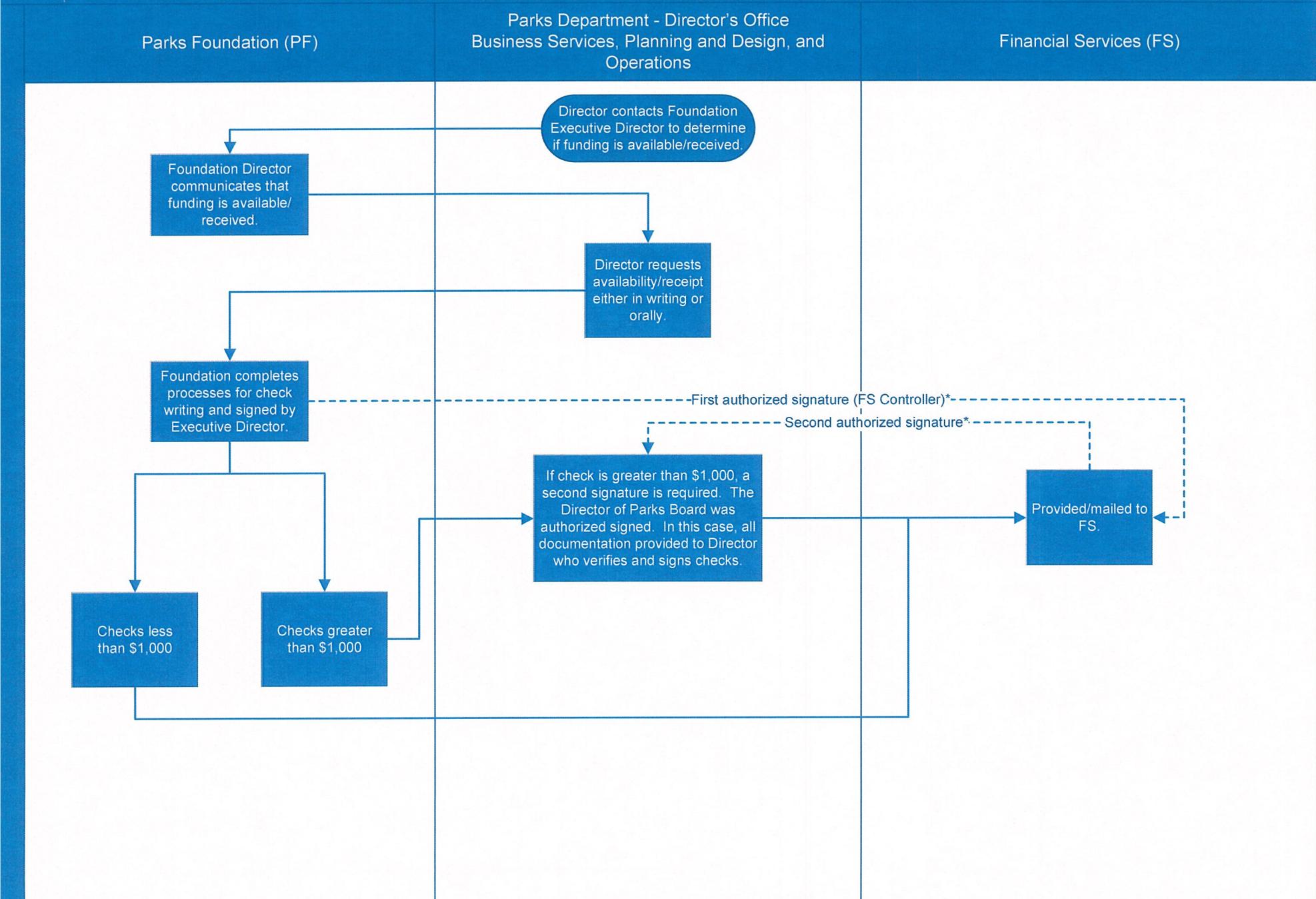


\*Transactions executed by Parks Department on behalf of the Board of Park Commissioners

# FY 2015 – Foundation Procedures – Park Related Expenditures



# FY 2015 – Foundation Payments to the Board of Park Commissioners



\*If PF Executive Director position was open during FYE 2015, see dashed flowchart path.