

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
November 14, 2013 – 10:30 a.m.
Administrative Office

1. Chairman's Statement
2. Public Participation
3. Minutes – Oct. 3, 2013 Regular Meeting and Board Retreat
4. Approval - Nov. 14, 2013 Agenda

Consent Agenda

5. Approval – Nov. 14, 2013 Consent Agenda

- a. Vouchers – September and October 2013
(Rebecca Franchock, 810-494-6047)
- b. Financial Statements – September and October 2013
(Rebecca Franchock, 810-494-6047)
- c. 2013 Third Quarter Appropriation Adjustments (pg. 1)
(Rebecca Franchock, 810-494-6047)
- d. Hike-Bike Trail Repairs and Golf Course Cart Path Paving, Kensington (pg. 5)
(Mike Brahm-Henkel, 810-494-6057)
- e. Exemption of Taxes Subject to Capture (pg. 7)
 - a. City of Ferndale Redevelopment Plan – 965 Wanda Ave.
 - b. City of Royal Oak Brownfield Redevelopment Plan – 326 E. Lincoln Avenue
 - c. City of Troy Redevelopment Financing Authority for City of Troy Brownfield Development Plan #6
 - d. Washtenaw County Brownfield Redevelopment Authority Brownfield Redevelopment Plan – 140 Buchanan Street, Chelsea
 - e. City of Detroit Downtown Development Authority Proposed Amendment to the DDA District Boundaries and Restatement of, and Modifications to, the Tax Increment Financing Plan and Development Plan for Development Area No. 1
(Joe Colaianne, 810-494-6032)
- f. Approval – 2014 Board of Commission Meeting Schedule (pg. 19)
(John McCulloch, 810-494-6001)
- g. Donations (pg. 23)
(John McCulloch, 810-494-6001)

Regular Agenda

6. Legislative Report
(George Carr)
7. Update – Park Superintendents

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Page Two

8. Reports

A. *Stony Creek Metropark*

1. Park Office Water Service Line **(pg. 27)**
(Mike Brahm-Henkel, 810-494-6057)

B. *Huron Meadow Metropark*

1. Bids – Park Maintenance Building **(pg. 31)**
(Mike Brahm-Henkel, 810-494-6057)

C. *Administrative Office*

1. Resolution – State of Michigan SAW Grants **(pg. 33)**
(Mike Brahm-Henkel, 810-494-6057)
2. Approval - Professional Services Contract, ROI Golf Management **(pg. 41)**
(John McCulloch, 810-494-6001)
3. Approval – Restructuring - Marketing and Communications **(pg. 67)**
(John McCulloch, 810-494-6001)
4. Approval – Foundation Development Plan **(pg. 69)**
(John McCulloch, 810-494-6001)

9. 2014 Budget – Approval and Resolution **(pg. 137)**
(Rebecca Franchock, 810-494-6047)

10. Controller Recommendation

11. Director's Report

12. Other Business

13. Commissioners' Comments

14. Motion to Adjourn

<p>The next regular Board of Commissioners meeting will be held <u>Thursday, Dec. 12, 2013</u> at <u>10:30 a.m.</u> at the Administrative Office.</p>
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HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief Accountant
 Subject: 2013 Third Quarter Budget Appropriation Adjustments
 Date: November 7, 2013

Action Requested: Motion to approve

That the Board of Commissioners approve the 2013 Third Quarter Appropriation adjustments as recommended by Director McCulloch and Chief Accountant Franchock.

In order to maintain compliance with 2013 Budget line item appropriation limits, monthly reviews have been made of Capital and Operational General Fund expenditure accounts. As a result of these reviews and subsequent review and approval by the Director, these appropriation adjustments have been recorded.

\$791,500 (39 percent) of the \$2,004,461 in General Fund appropriation adjustments made represent appropriations transferred between accounts, between different cost centers.

Appropriations totaling \$622,975 (32 percent) were made from the General Fund Reserve for Future Contingency Account for the following items:

- | | | |
|----|-----------|---|
| 1 | \$ 87,400 | Consulting Services – FRED ERP Project |
| 2 | 8,400 | Donations – benches, trees, tables, signs, equipment for various parks. |
| 3 | 7,600 | Donation – Frosty Freestyle Race at Huron Meadows. |
| 4 | 20,600 | Donation – Disc Golf Shelter at Kensington. |
| 5 | 108,875 | Settlement – litigation. |
| 6 | 31,700 | Error compiling 2013 budget document – Kensington, Lower Huron, Willow, Huron Meadows, Milford Trail. |
| 7 | 16,000 | Grant equipment purchase at Lake St. Clair. |
| 8 | 12,500 | Grant – 3M Corporation – Interpretive Equipment at Indian Springs. |
| 9 | 58,900 | Emergency repairs at various parks. |
| 10 | 266,700 | Insurance and workmen's compensation Budget adjustment. |
| 11 | 4,300 | Salary adjustment for staff member filing for long-term absence. |

\$ 622,975

Please note that in addition to the above appropriation adjustments, \$475,00 was appropriated to the Land Acquisition Account from the Fund Balance committed for Land Acquisition relating to the purchase of land at Lake St. Clair Metropark.

Attachment: 2013 Third Quarter Budget Amendments

Summary of Changes by Cost Center

	Appropriations Transferred Out of Cost Center	Appropriations Transferred Into Cost Center	Appropriations Transferred Within Cost Center	Appropriations From Reserve	Appropriations To Reserve	Total Appropriations Transferred
<u>Capital</u>						
Lake St Clair	(8,900)	-	-	-	-	(8,900)
Kensington	-	8,900	-	20,600	-	29,500
<u>Equipment</u>						
Administrative Office	(55,000)	110,000	-	-	-	55,000
Lake St Clair	(95,600)	62,200	-	16,000	-	(17,400)
Kensington	(73,200)	36,600	-	-	-	(36,600)
Lower Huron	(22,000)	44,000	-	-	-	22,000
Hudson Mills	(1,200)	600	-	-	-	(600)
Stony Creek	(43,000)	86,000	-	-	-	43,000
Indian Springs	(44,000)	22,000	-	-	-	(22,000)
Central Pool	(56,000)	28,000	-	-	-	(28,000)
<u>Operations</u>						
Administrative Office	(106,900)	55,000	76,686	206,975	(68,000)	163,761
Lake St Clair	(16,300)	105,500	112,500	84,400	(11,900)	274,200
Kensington	(43,900)	12,300	73,100	146,000	(23,300)	164,200
Lower Huron	(30,100)	10,300	14,200	51,000	(12,000)	33,400
Hudson Mills	(63,200)	28,000	38,000	51,100	(24,400)	29,500
Stony Creek	(129,700)	18,900	61,900	59,400	(10,300)	200
Willow	-	40,700	24,500	38,400	(7,100)	96,500
Lake Erie	(400)	27,700	57,000	59,500	(16,200)	127,600
Wolcott Mill	(600)	50,600	75,900	10,100	(7,000)	129,000
Indian Springs	(900)	18,800	45,100	45,700	(5,900)	102,800
Huron Meadows	(600)	16,300	10,400	16,700	(6,500)	36,300
Resident Houses	-	-	-	-	(100)	(100)
Natural Resources	-	2,000	700	9,800	(2,300)	10,200
Kensington Pathway	-	-	-	2,300	-	2,300
North Metroparkway I	-	6,600	-	-	-	6,600
North Metroparkway II	-	500	-	-	-	500
Total Adjustments	\$ (791,500)	\$ 791,500	\$ 589,986	\$ 817,975	\$ (195,000)	\$ 1,212,961



HURON-CLINTON METROPOLITAN AUTHORITY

5 - d
Meeting of November 14, 2013

To: Board of Commissioners
From: Mike Brahm-Henkel, Manager of Assets and Development
Project No: 504-13V
Project Title: Hike/Bike Trail Repairs and Cart Path Construction
Project Type: Capital Improvement and Major Maintenance
Location: Kensington Metropark
Date: November 7, 2013

Bids Opened: October 22, 2013 at 2:00 p.m.

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 504-13V to the low responsive, responsible bidder, Al's Asphalt Paving Company with the following modifications. Eliminate the cart path paving and add 1400 lineal-feet to the hike\bike trail paving repairs for a total contract amount of \$87,200.00; and return \$32,800.00 to Capital Fund Balance as recommended by Manager of Assets and Development Mike Brahm-Henkel and staff.

Scope of Work: After further evaluation of priority, safety concerns, and budget, staff proposes to eliminate the cart path paving and add 1,400 lineal-feet to the hike\bike trail paving repairs. The added length to the trail will reconstruct an additional section, also in need of repair, and the postponement of the cart path paving will have little effect to the golf course. The contractor has agreed to honor the bid pricing as it relates to the work modifications. The work will include the reconstruction and overlaying with asphalt approximately 1,500 lineal-feet of trail, as originally proposed, and an additional 1,400 lineal-feet for 2,900 total lineal-feet. The project also includes restoration, temporary signage, pavement markings, and pavement removal.

<u>Contractor</u>	<u>City</u>	<u>Cart Path</u>	<u>Hike/Bike</u>	<u>Total Amount</u>
Al's Asphalt Paving Co.	Taylor	\$ 85,320.00	\$ 45,620.00	\$ 130,940.00
Pavex Corporation	Grosse Ile	\$ 81,338.00	\$ 53,315.50	\$ 134,653.50
T&M Asphalt Paving, Inc.	Milford	\$ 81,193.00	\$ 55,480.00	\$ 136,673.00
Pro-Line Asphalt Paving. Co.	Washington	\$ 110,858.54	\$ 76,228.52	\$ 187,087.06
			<u>Cart Path</u>	<u>Hike/Bike</u>
Budget Amount for Contract Services and Administration			\$ 78,000.00	\$ 42,000.00
Work Order Amount				
Contract Amount – Al's Asphalt Paving (Rounded)			\$ 0.00	\$ 45,620.00
Proposed Contact Modification (Eliminate cart path, add Additional 1,400 lineal-feet to hike/bike trail				\$ 41,580.00
Total Contract Amount				\$ 87,200.00
Contract Administration			\$ 0.00	\$ 2,000.00
Total Proposed Work Order Amount			\$ 0.00	\$ 89,200.00

This project was reported and publicly advertised in the following construction reporting outlets: Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Reprographics One DFS Plan Room, Construction News Service, HCMA website, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Joseph Colaianne, Corporation Counsel
Subject: Exemption of Taxes Subject to Capture
Date: November 7, 2013

Action Requested: Motion to Approve Resolutions

That the Board of Commissioners adopt the attached resolutions and direct staff to file the resolutions in accordance with the applicable statutes governing the tax increment authorities as recommended by Corporation Counsel Joseph Colaianne and staff.

Background: Recently, the Authority was served with notice for the adoption of Brownfield plans from four (4) separate Brownfield redevelopment authorities: City of Ferndale Brownfield Authority; City of Troy Brownfield Financing Authority, City of Royal Oak Brownfield Authority, and Washtenaw County Brownfield Redevelopment Authority. In addition, the City of Detroit recently forwarded notice to amend the boundaries of its Downtown Development Authority (DDA). Based on the current Authority policy, staff recommends adopting the attached resolutions and filing the resolutions with the appropriate clerk in accordance with the applicable statute to assert the Authority's exemption.

Attachments: Resolutions

1. City of Ferndale Redevelopment Plan - 965 Wanda Avenue
2. City of Royal Oak Brownfield Redevelopment Plan 426 E Lincoln Avenue
3. City of Troy Redevelopment Financing Authority for City of Troy Brownfield Redevelopment Plan #6
4. Washtenaw County Brownfield Redevelopment Authority Brownfield Redevelopment Plan – 140 Buchanan Street, Chelsea, MI
5. City of Detroit Downtown Development Authority Proposed Amendment to the DDA District Boundaries and Restatement of, and Modifications to, the Tax Increment Financing Plan and Development Plan for Development Area No. 1

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN, 48114**

**Response to City of Ferndale Brownfield Redevelopment Plan
965 Wanda Avenue**

Resolution Exempting Ad Valorem Property Taxes

RESOLUTION

Upon motion made by _____,

Supported by _____,

The following Resolution was adopted:

WHEREAS, the Huron-Clinton Metropolitan Authority has experienced a significant loss in property tax revenue as taxable values have sharply declined;

WHEREAS, the Board of Commissioners of the Huron-Clinton Metropolitan Authority reserves the right to preserve and protect the Authority's tax base across its five-county taxable region;

WHEREAS, the Board of Commissioners authorized staff to pursue tax exemption status under certain Tax Increment Financing plans to protect that tax base;

WHEREAS, Section 4 of Michigan Public Act 381 of 1996, as amended, (MCL 125.2654) provides that the "governing body of a taxing jurisdiction levying ad valorem property taxes that would otherwise be subject to capture may exempt its taxes from capture by adopting a resolution to that effect and filing a copy with the clerk of the municipality in which the qualified facility is located."

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Huron-Clinton Metropolitan Authority claims full exemption status under the proposed City of Ferndale Brownfield Redevelopment Plan – 965 Wanda Avenue; and as detailed in the public hearing held on September 23, 2013 and further detailed in the attached documents.

The following aye votes were recorded: _____

The following nay votes were recorded: _____

I hereby certify that the above is a true and correct copy of the Resolution relative to the Agreement with the Michigan Department of Natural Resources adopted by the Huron-Clinton Metropolitan Authority on Thursday, August 8, 2013.

George Phifer, Executive Secretary

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN, 48114**

**Response to City of Royal Oak Brownfield Redevelopment Plan
426 E Lincoln Avenue**

Resolution Exempting Ad Valorem Property Taxes

RESOLUTION

Upon motion made by _____,

Supported by _____,

The following Resolution was adopted:

WHEREAS, the Huron-Clinton Metropolitan Authority has experienced a significant loss in property tax revenue as taxable values have sharply declined;

WHEREAS, the Board of Commissioners of the Huron-Clinton Metropolitan Authority reserves the right to preserve and protect the Authority's tax base across its five-county taxable region;

WHEREAS, the Board of Commissioners authorized staff to pursue tax exemption status under certain Tax Increment Financing plans to protect that tax base;

WHEREAS, Section 4 of Michigan Public Act 381 of 1996, as amended, (MCL 125.2654) provides that the "governing body of a taxing jurisdiction levying ad valorem property taxes that would otherwise be subject to capture may exempt its taxes from capture by adopting a resolution to that effect and filing a copy with the clerk of the municipality in which the qualified facility is located."

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Huron-Clinton Metropolitan Authority claims full exemption status under the proposed City of Royal Oak Brownfield Redevelopment Plan – 426 E. Lincoln; and as detailed in the public hearing held on October 7, 2013 and further detailed in the attached documents.

The following aye votes were recorded: _____

The following nay votes were recorded: _____

I hereby certify that the above is a true and correct copy of the Resolution relative to the Agreement with the Michigan Department of Natural Resources adopted by the Huron-Clinton Metropolitan Authority on Thursday, August 8, 2013.

George Phifer, Executive Secretary

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN, 48114**

**Response to City of Troy Brownfield Redevelopment Financing Authority
for City of Troy Brownfield Redevelopment Plan #6**

Resolution Exempting Ad Valorem Property Taxes

RESOLUTION

Upon motion made by _____,

Supported by _____,

The following Resolution was adopted:

WHEREAS, the Huron-Clinton Metropolitan Authority has experienced a significant loss in property tax revenue as taxable values have sharply declined;

WHEREAS, the Board of Commissioners of the Huron-Clinton Metropolitan Authority reserves the right to preserve and protect the Authority's tax base across its five-county taxable region;

WHEREAS, the Board of Commissioners authorized staff to pursue tax exemption status under certain Tax Increment Financing plans to protect that tax base;

WHEREAS, Section 4 of Michigan Public Act 381 of 1996, as amended, (MCL 125.2654) provides that the "governing body of a taxing jurisdiction levying ad valorem property taxes that would otherwise be subject to capture may exempt its taxes from capture by adopting a resolution to that effect and filing a copy with the clerk of the municipality in which the qualified facility is located."

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Huron-Clinton Metropolitan Authority claims full exemption status under the proposed City of Troy Brownfield Redevelopment Financing Authority Brownfield Redevelopment plan #6 – Troy MJR Grand 100 East Maple; and as detailed in the public hearing held on September 23, 2013 and further detailed in the attached documents.

The following aye votes were recorded: _____

The following nay votes were recorded: _____

I hereby certify that the above is a true and correct copy of the Resolution relative to the Agreement with the Michigan Department of Natural Resources adopted by the Huron-Clinton Metropolitan Authority on Thursday, August 8, 2013.

George Phifer, Executive Secretary

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN, 48114**

**Response to County of Washtenaw Brownfield Redevelopment Authority
Brownfield Redevelopment Plan – 140 Buchanan Street, Chelsea, MI**

Resolution Exempting Ad Valorem Property Taxes

RESOLUTION

Upon motion made by _____,

Supported by _____,

The following Resolution was adopted:

WHEREAS, the Huron-Clinton Metropolitan Authority has experienced a significant loss in property tax revenue as taxable values have sharply declined;

WHEREAS, the Board of Commissioners of the Huron-Clinton Metropolitan Authority reserves the right to preserve and protect the Authority's tax base across its five-county taxable region;

WHEREAS, the Board of Commissioners authorized staff to pursue tax exemption status under certain Tax Increment Financing plans to protect that tax base;

WHEREAS, Section 4 of Michigan Public Act 381 of 1996, as amended, (MCL 125.2654) provides that the "governing body of a taxing jurisdiction levying ad valorem property taxes that would otherwise be subject to capture may exempt its taxes from capture by adopting a resolution to that effect and filing a copy with the clerk of the municipality in which the qualified facility is located."

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Huron-Clinton Metropolitan Authority claims full exemption status under the proposed Washtenaw County Brownfield Redevelopment Plan – for 140 Buchanan Street, Chelsea, Michigan; and as detailed in the public hearing held on October 16, 2013 and further detailed in the attached documents.

The following aye votes were recorded: _____

The following nay votes were recorded: _____

I hereby certify that the above is a true and correct copy of the Resolution relative to the Agreement with the Michigan Department of Natural Resources adopted by the Huron-Clinton Metropolitan Authority on Thursday, August 8, 2013.

George Phifer, Executive Secretary

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN, 48114**

**Response to City of Detroit Downtown Development Authority (DDA)
Proposed Amendment to DDA District Boundaries and Restatement of, and Modifications to, the Tax
Increment Financing Plan and Development Plan – Development Area No. 1**

Resolution Exempting Ad Valorem Property Taxes

RESOLUTION

Upon motion made by _____,

Supported by _____,

The following Resolution was adopted:

WHEREAS, the Huron-Clinton Metropolitan Authority has experienced a significant loss in property tax revenue as taxable values have sharply declined;

WHEREAS, the Board of Commissioners of the Huron-Clinton Metropolitan Authority reserves the right to preserve and protect the Authority's tax base across its five-county taxable region;

WHEREAS, the Board of Commissioners authorized staff to pursue tax exemption status under certain Tax Increment Financing plans to protect that tax base;

WHEREAS, Section 3(3) of Michigan Public Act 197 of 1975 (MCL 125.1653 (3)), as amended, provides that the "governing body of a taxing jurisdiction levying ad valorem property taxes that would otherwise be subject to capture may exempt its taxes from capture by adopting a resolution to that effect and filing a copy with the clerk of the municipality proposing to create the authority."

WHEREAS, Section 5 of Michigan Public Act 197 of 1975, (MCL 125.1653(5)), as amended, provides that "a municipality may alter or amend the boundaries of the downtown district to include or exclude lands from the downtown district pursuant to the same requirements for adopting the ordinance creating the authority."

WHEREAS, the proposed changes in the downtown development authority boundaries and modifications of the tax increment financing plan will result in the capture taxes resulting in a significant impact on the operations of Huron-Clinton Metropolitan Authority.

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Huron-Clinton Metropolitan Authority claims full exemption status under the proposed **City of Detroit Downtown Development Authority (DDA) Proposed Amendment to DDA District Boundaries and Restatement of, and Modifications to, the Tax Increment Financing Plan and Development Plan – Development Area No. 1**; and as detailed in the public hearing held on September 5, 2013 and further detailed in the attached documents.

The following aye votes were recorded: _____

The following nay votes were recorded: _____

I hereby certify that the above is a true and correct copy of the Resolution relative to the Agreement with the Michigan Department of Natural Resources adopted by the Huron-Clinton Metropolitan Authority on Thursday, August 8, 2013.

George Phifer, Executive Secretary



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: 2014 Board of Commissioners' Proposed Meeting Schedule
Date: November 7, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2014 Commission meeting schedule as recommended by Director McCulloch and staff.

Background: The proposed 2014 Board of Commissioners' meeting schedule is attached for review. All meeting dates are scheduled for the second Thursday of each month.

Attachment: 2014 Proposed Board of Commissioners' Meeting Schedule

**HURON-CLINTON METROPOLITAN AUTHORITY
2014 BOARD OF COMMISSIONERS' MEETING SCHEDULE**

5-f-a

Date	Site	Time	Location/Comments
Jan. 9	Administrative Offices 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room
Feb. 13	Administrative Offices 13000 High Ridge Drive Brighton, MI 48114	9:00 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	Administrative Office Board Room
Mar. 13	Administrative Offices 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room
Apr. 10	Lake Erie Metropark 32481 West Jefferson Brownstown, MI 48173	10:30 am	Marshland Museum and Nature Center
May 9	Hudson Mills Metropark 8801 North Territorial Road Dexter, MI 48130	9:00 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	Activity Center
		12:30 pm	<i>Hike-Bike Trail Dedication</i>
June 12	Lake St. Clair Metropark 31300 Metro Parkway Mt. Clemens, MI 48046	10:30 am	Thomas S. Welsh Activity Center
		12:30 pm	<i>Storm Water Greenscape Dedication</i>
July 10	Indian Springs Metropark 5175 Indian Trail White Lake, MI 48386	10:30 am	Environmental Discovery Center
Aug. 14	Stony Creek Metropark 4300 Main Park Road Shelby Township, MI 48316	10:30 am	Nature Center
Sept. 11	Willow Metropark 17845 Savage Road Belleville, MI 48111	8:30 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	Pool Area Food Bar
Oct. 9	Huron Meadows 8765 Hammel Road Brighton, MI 48116	8:30 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	Golf Course Starter Building
Nov. 13	Administrative Office 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room
Dec. 11	Administrative Office 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room

NOTE:

MRPA: Jan. 20 – 24 (Grand Travers Resort and Spa, Northern, MI)
Special Parks District Forum: April 29 – May 2 (Anaheim, CA)
NRPA: Oct. 14 – 16 (Charlotte, NC)



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: Donations
Date: November 7, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve the donations and a letter of appreciation be sent to the donors as recommended by Director McCulloch and staff.

The Metroparks received the following donations through October 31, 2013:

1. Wilson Born made a \$2,000 cash donation to purchase cows and programming supplies for the Farm Center at Wolcott Mill Metropark.
2. Pheasants Forever, Macomb Chapter no. 549 made a \$500 cash donation to purchase programming supplies for the Farm Center at Wolcott Mill Metropark.
3. Excelda Manufacturing employees made a \$460 cash donation to purchase programming supplies for the Nature Center at Kensington Metropark.
4. Vern McKeever made a \$300 cash donation to purchase a bench in memory of Suzanne Fogle McKeever for placement on the Wildwing Nature Trail at Kensington Metropark.
5. Howard Gibson made a \$300 cash donation to purchase a bench in memory of Donna Howard for placement at Kensington Metropark.
6. John Wolford made a \$300 cash donation to purchase a bench in memory of his golf partner which will be placed on the golf course at Kensington Metropark.
7. Andrea Jablonski made a \$300 cash donation to purchase a bench in memory of John Jablonski for placement at Dexter-Huron Metropark.
8. William Knapp donated seven (7) Angora goats to the Farm Center at Wolcott Mill Metropark; itemizing a \$1400 value.
9. The Thomas Welsh Foundation donated landscaping services and a park bench for the entrance of the Fern Welsh overlook located at the Stony Creek Metropark Nature Center.

GEORGE M. CARR, P.C.

ATTORNEY AND COUNSELOR

327 SEYMOUR
LANSING, MICHIGAN 48933

(517) 371-2577
Fax (517) 482-8866
gmccarr@carrlawfirm.com

Mr. John E. LaBelle, Chairman
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114-9058

November 6, 2013

Dear Chairman La Belle:

The Michigan Legislature is sprinting toward the Thanksgiving recess passing legislation to frame the agenda for the last three weeks of session in 2013. November 14th is the last scheduled day of session prior to December 3rd. Everything from the change of K-12 grading standard (colors to letters) to moving the Court of Claims to the Court of Appeals is moving this week and next.

Working with Director McCulloch and Corporate Counsel Colaianne, our Lansing efforts have focused directly on restoring lost millage revenue to the Authority and preventing further erosion. As identified by executive staff, the following statutorily created local entities divert over \$1 million per year in HCMA revenues:

Downtown Development Authorities (DDA)
Brown Field Development Authorities (BRA)
Tax Incremental Authorities (TIFA)
Local Development Finance Authorities (LDFA)
Corridor Improvement Authorities (CIA)

HCMA has the widest negative impact from these entities with a service area of five counties, seventeen townships and numerous included cities and villages. Accordingly, there are hundreds of these authorities subtracting millage revenue from the HCMA annually. Each of these authorities have vested interests in perpetuating and expanding their scope and financing. Many authorities have organized into advocacy organizations to lobby the Legislature with contract lobbying firms.

This presents a significant challenge to HCMA as the creation of new finance authorities is almost a daily occurrence while the existing agencies race to renew and expand. The first step has been to work with Rep. Eileen Kowall's working group on DDA reforms. Corporate Counsel Colaianne has been lead in these Lansing meetings seeking opportunities for HCMA to opt-out of existing authorities when able and prevent inclusion into newly created agencies. We are working to identify opportunities and partnerships in the Legislature to stop the diversion of HCMA revenues and prevent future losses.

The time and resource requirements for this initiative are significant. Most of these incremental financing authorities are generally limited in geographic scope and advocating their positions financed by HCMA diverted millage revenues. HCMA suffers the cumulative compounded impact of all their diversions and must finance our efforts from our own limited resources. The Authority clearly has the higher burden in this fight.

Respectfully submitted.

George M. Carr



HURON-CLINTON METROPOLITAN AUTHORITY

8 - A - 1
Meeting of November 14, 2013

To: Board of Commissioners
From: Mike Brahm-Henkel, Manager of Assets and Development
Project No: 2-509-14S
Project Title: Park Office Water Service
Project Type: Supplemental Major Maintenance
Location: Stony Creek Metropark
Date: November 7, 2013

Action Requested: Motion to Approve

That the Board of Commissioners authorize the Director to approve a contract for water service connection based upon estimated construction cost, with a follow-up bid tabulation to be presented at the December 12 Board Meeting.

Scope of Work: Work includes the construction a water service connection to the park office, directional drilling, well abandonment, plumbing modifications and restoration.

Background: Currently the Stony Creek park office receives its water supply from an onsite well. Originally, three wells serviced this facility. Over the years, two of the wells have failed. The third well is now experiencing operational difficulties including water quality, capacity and reliability. Failure of the system will result in closure of the park office. The issue was previously identified as a potential problem (ref. Board Report June 9, 2011) and was included as part of a larger Supplemental Major Maintenance project which would address sanitary and the municipal water service connection to Shelby township which is currently under design. Due to the urgency of the problem, staff has expedited the design of the water service connection project and is currently soliciting bids for the work. Bids will be received on November 19 with the work scheduled to start shortly thereafter and before the December 12 Board meeting. The project cost estimate is attached.

As part of a larger Supplemental Major Maintenance project having repair/replacement cost in excess of \$200,000, funding for this project through HCMA's Supplemental Major Maintenance Reserve Account is recommended, in accordance with the Board of Commissioner's Resolution of February 10, 1994.

Work Order Amount

Estimated Contract Amount – (Rounded)	\$ 61,000.00
Township Connection Fees	5,000.00
Contract Administration	<u>\$ 4,000.00</u>
Total Proposed Work Order Amount	\$ 70,000.00

This project is being reported and publicly advertised in the following construction reporting outlets: Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Reprographics One DFS Plan Room, Construction News Service, HCMA website, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan.

**ANDERSON, ECKSTEIN & WESTRICK, INC.**

51301 Schoenherr Road
Shelby Township, MI 48315

Phone: 586-726-1234

Fax No: 586-726-8780

CONSTRUCTION ESTIMATE

HCMA PROJECT NO. 2-509-14S

AEW PROJECT NO. 0215-0025

PROJECT: Park Office Water Service

OWNER: Huron-Clinton Metropolitan Authority

PREPARED BY: Michael D. Smith, PE

DATE: October 22, 2013

CHECKED BY: Lyle E. Winn, PE

DATE: October 22, 2013

WORK ITEM	QUANTITY	UNIT	UNIT PRICE	AMOUNT
Bonds, Insurance, and Initial Set-Up Expense (3% Max.)	1	LS	\$ 1,600.00	\$ 1,600.00
Water Service, HDPE, DIPS Dr 11, 4 inch, Directional Drill	543	Ft	\$ 35.00	\$ 19,005.00
Water Service, HDPE, DIPS Dr 11, 4 inch, Open Cut	148	Ft	\$ 40.00	\$ 5,920.00
Water Service Connection, 2.5 inch	1	Ea	\$ 1,500.00	\$ 1,500.00
Water Service Connection, 4 inch	1	Ea	\$ 1,500.00	\$ 1,500.00
Abandon Water Well	3	Ea	\$ 1,500.00	\$ 4,500.00
Pump House Plumbing Reconfiguration	1	LS	\$16,200.00	\$ 16,200.00
Erosion Control, Silt Fence	112	Ft	\$ 2.00	\$ 224.00
Restoration	1	LS	\$ 3,000.00	\$ 3,000.00
Traffic Maintenance and Control	1	LS	\$ 1,500.00	\$ 1,500.00
TOTAL CONSTRUCTION COST:				\$ 54,949.00
Contingencies (10%)				\$ 5,490.00
TOTAL PROJECT COST:				\$ 60,439.00



HURON-CLINTON METROPOLITAN AUTHORITY

8 - B - 1

Meeting of November 14, 2013

To: Board of Commissioners
From: Mike Brahm-Henkel, Manager of Assets and Development
Project No: 516-13M
Project Title: Park Maintenance Building
Project Type: Capital Improvement
Location: Huron Meadows Metropark
Date: November 7, 2013

Bids Opened: October 22, 2013 at 2:00 p.m.

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 516-13M to the lowest responsive, responsible bidder, Cedroni Associates, Inc. in the amount of \$1,088,000.00; and that \$177,000.00 be returned to the Fund Balance for Capital Reserve account, and to release Degenhardt & Sons, Inc. and Brencal Contractors, Inc. from their bids as recommended by Manager of Assets and Development Mike Brahm-Henkel and staff.

** Note Degenhardt & Sons, Inc. and Brencal Contractors, Inc. have requested in writing to be released from their bids due to a bona-fide mistake which omitted the cost of supplying the pre-engineered steel structure. Upon staff request, both contractors submitted bid worksheets for review which have substantiated their errors. Staff's recommendation is to release Degenhardt & Sons, Inc. and Brencal Contractors, Inc. from their bids due to bona-fide mistakes.*

Scope of Work: Work includes the construction of a 12,666 square-foot park maintenance building for equipment storage, employee services, vehicle maintenance, and site utilities. Existing facilities are deteriorated, beyond repair and not in compliance with current codes.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Degenhardt & Sons, Inc.	Troy	\$935,539.00*
Brencal Contractors, Inc.	Warren	\$959,000.00*
Cedroni Associates, Inc.	Utica	\$1,088,000.00
Construction Solutions, Inc.	Brighton	\$1,093,800.00
Axiom Construction Services, Inc.	South Lyon	\$1,158,000.00
Keo & Associates, Inc.	Detroit	\$1,160,000.00
Evangelista Corporation	New Hudson	\$1,168,000.00
Bernco, Inc.	St. Clair Shores	\$1,175,864.00
Phoenix Contractors, Inc.	Ypsilanti	\$1,184,400.00
Antler Construction, Inc.	Canton	\$1,186,148.00
J.R. Heineman & Sons, Inc.	Saginaw	\$1,197,000.00
A.Z. Shmina, Inc.	Brighton	\$1,227,000.00
Beckering Construction, Inc.	Grand Rapids	\$1,227,890.00
Laux Construction, LLC	Holt	\$1,259,000.00

Board of Commissioners
Huron Meadows Park Maintenance Bldg.
Page Two

Acme Enterprises, Inc.	Roseville	\$1,284,000.00
Usztan, LLC	Auburn Hills	\$1,298,000.00
Detroit Contractors, Inc.	Detroit	\$1,307,000.00
Lakeshore Global Corp.	Detroit	\$1,354,000.00
O' Brien Construction Company	Troy	\$1,398,000.00
MJC Construction Management, Inc.	Shelby Township	\$1,449,000.00
Superior Contracting Group LLC	Almont	\$1,449,375.00

Budget Amount for Contract Services and Administration	\$1,325,000.00
Work Order Amount	
Contract Amount – Cedroni Associates, Inc. (Rounded)	\$1,088,000.00
Contract Administration	\$ 60,000.00
Total Proposed Work Order Amount	\$1,148,000.00

The following contractors obtained bidding documents but did not submit a proposal: Dan's Excavating, Shelby Township, PAT USA, Rochester Hills, Envision Builders, Wixom, Pranam Global Tech, Livonia, M.L. Schoenherr Construction, Shelby Township

This project was reported and publicly advertised in the following construction reporting outlets: Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Reprographics One DFS Plan Room, Construction News Service, HCMA website, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan.



HURON-CLINTON METROPOLITAN AUTHORITY

8 - C - 1
Meeting of November 14,, 2013

To: Board of Commissioners
From: Mike Brahm-Henkel, Manager of Assets and Development
Project Title: SAW Grant Acceptance Resolution
Project Type: Grant
Date: November 7, 2013

Action Requested: Motion to approve

That the Board of Commissioners approved the Michigan SAW Grant Resolution as recommended by Manager of Assets and Development Brahm-Henkel and staff.

Background: The state of Michigan has made modifications to the SAW Grant Program which include (1) a clarification on how the reimbursement is calculated; (2) the inclusion of separate resolutions for public bodies with or without governing boards which can or cannot levy taxes; and (3) the exclusiveness of the asset management software to the wastewater management section. In order to provide clear documentation as it relates to the adoption of the revised resolution and the date of the Board's action, staff is requesting that the Board of Commissioners reaffirm their intent to approve the attached revised resolution with the language changes set forth by the state. Note: A sample application was included in the October 3, 2013 meeting packet.

The resolution that has been published for entities like HCMA which are unable to levy taxes but are public bodies with governing boards, includes revised language in item 4 on the second page of the resolution as follows:

4. The Grant, if repayable, shall be a first budget obligation of the Municipality.

Fiscal Impact: As reported at the October 3, 2013 meeting, HCMA will be submitting two applications, one for the Storm Water Asset Management Plan, equipment, and the design of related projects; and the other for the Sanitary Asset Management Plan, equipment, and the design of related projects. There will be one resolution that will be used for both applications with the total dollar amount listed for both portions.

The Grant will reimburse expenses incurred for equipment, software, and design services up to a maximum of \$2 million. In order to receive the maximum dollar amount for the cost of design implementation for the projects identified in the grant, expenses must total \$2,444,444.00 of which \$2 million is eligible for reimbursement and \$444,444.00 would be the local match. As currently planned HCMA will be applying for the maximum grant opportunity. The grant does not cover the cost of construction which is currently estimated at \$1.5 million for storm water and \$1.6 million for sanitary; both of which would be funded by HCMA through the Capital Fund and/or the Supplemental Major Maintenance Fund, respectively.

**Attachments: SAW Grant Match Calculation
Resolution Authorizing the SAW Grant Agreement**

SAW Grant Match Calculation

To ensure the grant match is calculated correctly, apply the match to the total project cost, not the grant amount.

$$\$1,111,111 \times 90\% = \$1,000,000$$

$$\$1,333,333 \times 75\% = \$1,000,000$$

$$\text{Total Grant Amount} = \$2,000,000$$

$$\text{Total Project Cost} = \$2,444,444$$

$$\$2,444,444 - \$2,000,000 = \$444,444 \text{ local match amount}$$

Huron-Clinton Metropolitan Authority
County of Livingston

8-C-1-b

Resolution Authorizing the SAW Grant Agreement

Minutes of the regular meeting of the Board of Commissioners of the Huron-Clinton Metropolitan Authority, County of Livingston, State of Michigan, (the "Municipality") held on November 14, 2013.

PRESENT: Members: _____

ABSENT: Members: _____

Member _____ offered and moved the adoption of the following resolution, seconded by Member _____.

WHEREAS, Part 52 (strategic water quality initiatives) of the Natural Resources and Environmental Protection Act, 1994 PA 451, as amended ("Part 52"), provides at MCL 324.5204e that the Michigan Finance Authority (the "MFA") in consultation with the Michigan Department of Environmental Quality (the "DEQ") shall establish a strategic water quality initiatives grant program; and

WHEREAS, in accordance with the provisions of 2012 PA 511, which provides grants to municipalities for sewage collection and treatment systems or storm water or nonpoint source pollution control; and

WHEREAS, in accordance with the provisions of 1985 PA 227, as amended, Part 52, and other applicable provisions of law, the MFA, the DEQ, and the Municipality that is a grant recipient shall enter into a grant agreement (the "SAW Grant Agreement") that requires the Municipality to repay the grant under certain conditions as set forth in MCL 324.5204e, as amended; and

WHEREAS, the Municipality does hereby determine it necessary to (**select one or more**)
☒ establish an asset management plan, ☒ establish a storm water management plan,
☒ establish a plan for wastewater/storm water, ☒ establish a design of wastewater/storm water, ☐ pursue innovative technology, or ☐ initiate construction activities (up to \$500,000 for disadvantaged community).

WHEREAS, it is the determination of the Municipality that at this time, a grant in the aggregate principal amount not to exceed \$2,444,444.00 ("Grant") be requested from the MFA and the DEQ to pay for the above-mentioned undertaking(s); and

WHEREAS, the Municipality shall obtain this Grant by entering into the SAW Grant Agreement with the MFA and the DEQ.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Manager of Assets and Development (*title of the designee's position*), a position currently held by Mike Brahm-Henkel (*name of the designee*), is designated as the Authorized Representative for purposes of the SAW Grant Agreement.
2. The proposed form of the SAW Grant Agreement between the Municipality, the MFA and DEQ (attached Sample Grant Agreement) is hereby approved and the Authorized Representative is authorized and directed to execute the SAW Grant Agreement with such revisions as are permitted by law and agreed to by the Authorized Representative.
3. The Municipality shall repay the Grant, within 90 days of being informed to do so, with interest at a rate not to exceed 8 percent per year, to the Authority if the Municipality is unable to, or decides not to, proceed with constructing the project or implementing the asset management program for which the funding is provided within three years of the Grant award.
4. The Grant, if repayable, shall be a first budget obligation of the Municipality.
5. The Municipality shall not invest, reinvest or accumulate any moneys deemed to be Grant funds, nor shall it use Grant funds for the general Municipality administration activities or activities performed by Municipality employees that are unrelated to the project.
6. The Authorized Representative is hereby jointly or severally authorized to take any actions necessary to comply with the requirements of the MFA and the DEQ in connection with the issuance of the Grant. The Authorized Representative is hereby jointly or severally authorized to execute and deliver such other contracts, certificates, documents, instruments, applications and other papers as may be required by the MFA or the DEQ or as may be otherwise necessary to effect the approval and delivery of the Grant.
7. The Municipality acknowledges that the SAW Grant Agreement is a contract between the Municipality, the MFA and the DEQ.
8. All resolutions and parts of resolutions insofar as they conflict with the provisions of this Resolution are rescinded.

YEAS: Members:

NAYS: Members:

RESOLUTION DECLARED ADOPTED

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the Huron-Clinton Metropolitan Authority, County of Livingston, said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Name

Secretary

County of _____



HURON-CLINTON METROPOLITAN AUTHORITY

8 - C - 2
Meeting of November 14, 2013

To: Board of Commissioners
From: John McCulloch, Director
Subject: Approval - Professional Services Contract, ROI Golf Management
Date: November 7, 2013

Action Requested: Motion to approve

That the Board Commissioners approve the Professional Services Contract with ROI Golf Management as recommended by Director John McCulloch and staff.

Background: In 2013, golf course consulting firm, Return on Investment Golf Management (ROI) was retained to analyze individual Metropark course operations as self-sustaining assets. Principals Bill Fountain and Bruce Matthews met with park and course maintenance and operations staff, and followed up with recommendations to reduce expenses and increase revenue. Staff recommends that the established business relationship with consultants ROI continue through the 2014 golf season to assist in the implementation plan and to meet the following eight goals and other objectives deemed necessary for the successful operations of Metropark golf courses:

1. **Set goals and objectives** – Meet with the managers of each golf course to establish goals, objectives and management practices that will assure financial sustainability. The goal will be to reduce the overall grounds expenses by 10 percent and invest those dollars to clubhouse operations.
2. **Equipment, Carts and Parts** – The goal is to reduce the annual capital equipment expenditures by increasing the lifespan of the equipment.
3. **Fertilizer, Chemical and Seed** – Review fertilization, chemical and seed quantities and schedules at each course with the superintendents to prepare a program consistent with specific needs of each park. Implement a program consistent with each course based on market and income.
4. **Food and beverage** – Review food and beverage operations, determine a menu and hours of operation for the season that is proper for each facility, and price the items competitively based on the individual golf market.
5. **Marketing** – Prepare a marketing program at each course for implementation by staff members for the 2014 season.
6. **Pro Shop Merchandise** – Develop a purchasing program for all pro shops, ball, gloves, hats, some shirts, jackets. Set a budget at each course, have orders coordinated.
7. **Hudson Mills, Wolcott Mill** – Start with developing a program specific with these two courses. Spend the 2014 season concentrating on these two facilities increasing sustainability toward profitability.
8. **Willow** – Develop a comprehensive plan to address the drainage and bunker issues.

HURON-CLINTON METROPOLITAN AUTHORITY

PROFESSIONAL SERVICES CONTRACT

CONTRACT EXPIRATION DATE: December 31, 2014

CONTRACT - NOT TO EXCEED AMOUNT **\$110,000.00**

This "Contract" made this **1th** day of **November, 2013** between the Huron-Clinton Metropolitan Authority ("HCMA"), a Michigan public body corporate, whose address is 13000 High Ridge Drive, Brighton, Michigan 48114, and ROI Golf Management Inc., a Michigan corporation called "Consultant" (as further described in the following Table).

<p>HURON-CLINTON METROPOLITAN AUTHORITY 13000 High Ridge Drive Brighton, MI 48226 Tel: (810) 227-2757 Fax: (810) 227-7512 (herein, the "HCMA")</p>	<p>ROI GOLF MANAGEMENT, INC. 9600 Crouse Road Hartland, Michigan 48353 Tel: (810) 923-6016 Tax Id. No.: 38-3124038 (herein the "CONSULTANT")</p>
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This Contract is organized and divided into the following "Section" or "Sections" for the convenience of the Parties.

SECTION 1. SCOPE OF CONSULTANT'S SERVICES

SECTION 2. HCMA PAYMENT OBLIGATION FOR CONSULTANT'S SERVICES

SECTION 3. CONTRACT EFFECTIVE DATE AND TERMINATION

SECTION 4. CONSULTANT ASSURANCES AND WARRANTIES

SECTION 5. CONSULTANT PROVIDED INSURANCE AND INDEMNIFICATION

SECTION 6. CONTRACT DOCUMENTS, DEFINITIONS, AND GENERAL TERMS
AND CONDITIONS

In consideration of the mutual promises, obligations, representations, and assurances in this Contract, the Parties agree to the following:

§1. SCOPE OF CONSULTANT'S SERVICES

Scope of Work – Attached hereto and made a part hereof as Exhibit "I" is Consultant's proposal

dated September 27, 2013 and Scope of Work.

§2. HCMA PAYMENT OBLIGATIONS FOR CONSULTANT'S SERVICES

- 2.1.** Except as otherwise expressly provided for in this Contract, the HCMA's sole financial obligation to the Consultant for any Consultant services under this Contract shall be:
- 2.1.1.** Fees. Fees are as described in Exhibit I, Consultant's Proposal and Scope of Services dated September 27, 2013.
- 2.1.2.** Expenses. It is understood by HCMA that the Consultant's rate does not include any out-of-pocket expenses incurred by Consultant including, but not limited to, professional liability insurance or other insurance required under this contract, telephone and facsimile charges, postage, copy charges and travel expenses incurred, if necessary, which will be invoiced in addition to the time expended provided that the Consultant secures the HCMA Contract Administrator's prior approval of such reimbursable expenses. Once approved, the Consultant shall identify each month a statement of reimbursable expenses for the preceding month. As part of this Contract, the HCMA may require Consultant to use HCMA-owned equipment and facilities in lieu of contractor incurring expenses.
- 2.1.3.** No more than once a month, the Consultant shall submit an invoice to HCMA, which shall itemize all amounts due and/or owing by HCMA under this Contract, and payment terms as the date of the invoice. The invoices shall be submitted in the form requested by HCMA. HCMA shall have no obligation to make payment until a proper invoice of service is submitted. HCMA reserves the right to make partial payments on account of the amount due the Consultant as the work progresses.
- 2.2.** In no event, shall the HCMA'S amount due and owing the Consultant for any and all services rendered exceed the amount identified as the "NOT TO EXCEED AMOUNT" on the first page of this Contract, unless approved in writing in accordance with the terms conditions set forth herein. In the event the Consultant can reasonably foresee the total billings for its services will exceed this "NOT TO EXCEED AMOUNT", the Consultant shall provide the HCMA with notice of this contingency at least 15 Days before this event.
- 2.3.** Under no circumstances shall HCMA be responsible for any cost, fee, fine, penalty, or direct, indirect, special, incidental or consequential damages incurred or suffered by Consultant in connection with or resulting from the Consultant's providing any services under this Contract.
- 2.4.** HCMA has the right to offset any amounts due and owing to the Consultant should the HCMA incur any cost associated with this Contract that is the obligations of Consultant under this Contract.
- 2.5.** This Contract does not authorize any in-kind services by either Party, unless expressly

provided herein.

§3. CONTRACT EFFECTIVE DATE, TERMINATION NOTICES AND AMENDMENTS

- 3.1.** The effective date of this Contract shall be November 1, 2013 and unless otherwise terminated or canceled as provided below, it shall end at 11:59:59 p.m. on the "Contract Expiration Date" shown on the first page of this Contract, at which time this Contract expires without any further act or notice of either Party being required. The Parties are under no obligation to renew or extend this Contract after Contract Expiration Date. Notwithstanding the above, under no circumstances shall this Contract be effective and binding and no payments to the Consultant shall be due or owing for any Consultant services until and unless:
- 3.1.1.** This Contract is signed by an employee of Consultant, legally authorized to bind the Consultant.
- 3.1.2.** Any and all Certificates of Insurance and any other conditions precedent to the Contract have been submitted and accepted by the HCMA.
- 3.2.** This Contract may be extended by mutual agreement signed by Consultant and HCMA Chairperson and Secretary.
- 3.3.** HCMA may terminate and/or cancel this Contract (or any part thereof) at any time during the term, any renewal, or any extension of this Contract, upon thirty (30) days written notice to the Consultant, for any reason, including convenience without incurring obligation or penalty of any kind. The effective date for termination or cancellation shall be clearly stated in the written notice.
- 3.4.** HCMA's sole obligation in the event of termination is for payment for actual services rendered by the Consultant before the effective date of termination. Under no circumstances shall the HCMA be liable for any future loss of income, profits, any consequential damages or any loss of business opportunities, revenues, or any other economic benefit Consultant may have realized but for the termination and/or cancellation of this Contract. HCMA shall not be obligated to pay Consultant any cancellation or termination fee if this Contract is cancelled or terminated as provided herein.
- 3.5.** Consultant may terminate and/or cancel this Contract (or any part thereof) at anytime upon ninety (90) days written notice to HCMA, if HCMA defaults in any obligation contained herein, and within the ninety (90) notice period the HCMA has failed or has not attempted to cure any such default. The effective date of termination and/or cancellation and the specific alleged default shall be clearly stated in the written notice.
- 3.6.** Notices. Notices given under this Contract shall be in writing and shall either be

personally delivered, sent by express delivery service or certified mail and addressed to the person listed below. Notice will be deemed given when one of the following occur: (1) the date of actual receipt; (2) the next business day when notice is sent express delivery service or personal delivery; or (3) three days after mailing first class or certified U.S. mail.

3.6.1. If notice is sent to the Consultant, it shall be addressed to:

*William Fountain
ROI Golf Management
9600 Crouse Road,
Hartland, MI 48353
Tel: (810) 923-6016
Email address: bfountain@majesticgolf.com*

3.6.2. If notice is sent the HCMA, it shall be addressed to:

*Carol Stone, Human Resources & Purchasing Director
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, MI 48114
Tel: (810) 227-2757
Fax: (810) 227-7512
Email address: Carol.Stone@metroparks.com*

3.6.3. Either Party may change the address or individual to which notice is sent by notifying the other party in writing of the change.

3.7. Contract Modifications or Amendments. Any modifications, amendments, recessions, waivers, or releases to this Contract must be in writing and agreed to by both Parties. Unless otherwise agreed, the modification, amendment, recession, waiver, or release shall be signed by an expressly authorized Employee of Consultant and by the same person who signed the Contract for HCMA.

§4. CONSULTANT'S ASSURANCES AND WARRANTIES

4.1. Service Assurance. Consultant assures that all services performed hereunder will be performed in a manner that complies with all applicable laws, statutes, regulations, ordinances, and professional standards.

4.2. Business and Professional Licenses. The Consultant will obtain and maintain at all times during the term of this Contract all applicable business and professional licenses necessary to provide the contracted services.

- 4.3. Equipment and Supplies. The Consultant is responsible for providing equipment and supplies not expressly required to be provided by the HCMA herein.
- 4.4. Taxes. The Consultant shall pay, its own local, state and federal taxes, including without limitation, social security taxes, and unemployment compensation taxes. HCMA shall not be liable to or required to reimburse the Consultant for any federal, state and local taxes or fees of any kind.
- 4.5. Consultant's Incidental Expenses. Except as otherwise expressly provided in this Contract, the Consultant shall be solely responsible and liable for all costs and expenses incidental to the performance of all services for the HCMA including, but not limited to, any professional dues, association fees, license fees, fines, taxes, and penalties.
- 4.6. Consultant Employees.
- 4.6.1. Consultant shall employ and assign qualified employees as necessary and appropriate to provide the services under this Contract. Consultant shall ensure all Consultant's Employees have all the necessary knowledge, skill, and qualifications necessary to perform the required services and possess any necessary licenses, permits, certificates, and governmental authorizations as may required by law.
- 4.6.2. Consultant shall solely control, direct, and supervise all Consultant Employees with respect to all Consultant obligations under this Contract. Consultant will be solely responsible for and fully liable for the conduct and supervision of any Consultant's Employee
- 4.6.3. If requested by HCMA, all employees of Consultant shall wear and display appropriate HCMA-provided identification at all times while working on HCMA premises.
- 4.6.4. All employees of Consultant assigned to work under this Contract may, at the HCMA's discretion, be subject to a security check and clearance by HCMA.
- 4.7. Consultant Employee-Related Expenses. All employees of Consultant shall be employed at the Consultant's sole expense (including employment-related taxes and insurance) and the Consultant warrants that all of Consultant's Employees shall fully comply with and adhere to all of the terms of this Contract. Consultant shall indemnify and hold the HCMA harmless for all Claims (as defined in this Contract) against the HCMA by any Consultant Employee, arising out of any contract for hire or employer-employee relationship between the Consultant and any Consultant Employee, including, but not limited to, Worker's Compensation, disability pay or other insurance of any kind.
- 4.8. Full Knowledge of Service Expectations and Attendant Circumstances. Consultant warrants that before entering into this Contract, it had a full opportunity to review the

proposed services, and review all HCMA requirements and/or expectations under this Contract. The Consultant is responsible for being adequately and properly prepared to execute this Contract. Consultant has satisfied itself in all material respects that it will be able to perform all obligations under the Contract as specified herein.

- 4.9.** The Consultant's relationship to the HCMA is that of an Independent Contractor. Nothing in this Contract is intended to establish an employer-employee relationship between HCMA and either the Consultant or any Consultant Employee. All Consultant Employees assigned to provide services under this Contract by the Consultant shall, in all cases, be deemed employees of the Consultant and not employees, agents or sub-contractor of HCMA.

§5. CONSULTANT PROVIDED INSURANCE AND INDEMNIFICATION

5.1. Indemnification

- 5.1.1.** Consultant shall indemnify, defend and hold HCMA harmless from any and all Claims (as defined in this Contract) which are incurred by or asserted against HCMA by any person or entity, alleged to have been caused or found to arise, from the negligent acts, performances, errors, or omissions of Consultant or Consultant's Employees, including, without limitation, all Claims relating to injury or death of any person or damage to any property.
- 5.1.2.** The indemnification rights contained in this Contract are in excess and over and above any valid and collectible insurance rights/policies. During the term of this Contract, if the validity or collectability of the Consultant's insurance is disputed by the insurance company, the Consultant shall indemnify HCMA for all claims asserted against the HCMA and if the insurance company prevails, the Consultant shall indemnify the HCMA for uncollectable amounts.
- 5.1.3.** Consultant shall have no rights against HCMA for any indemnification (e.g., contractual, equitable, or by implication), contribution, subrogation, and/or any other right to be reimbursed by HCMA except as expressly provided herein.
- 5.1.4.** Consultant waives and releases all actions, liabilities and damage including any subrogated rights it may have against HCMA based upon any Claim brought against HCMA suffered by a Consultant Employee.

5.2. Consultant Provided Insurance

- 5.2.1.** At all times during this Contract, including renewals or extensions, Consultant shall obtain and maintain professional liability insurance, workman's compensation insurance, comprehensive general liability insurance (including bodily injury liability and property damage liability) and separate auto liability insurance, all in limits and coverages as shall be acceptable to the HCMA. Certificates of insurance shall be

supplied to the HCMA's Corporation Counsel for review and approval, and shall name the Huron-Clinton Metropolitan Authority as additional insured.

§6. CONTRACT DOCUMENTS, DEFINITIONS AND GENERAL TERMS AND CONDITIONS

The following words and expressions when printed with the first letter capitalized as shown herein, whether used in the singular or plural, possessive or non-possessive, and/or either within or without quotation marks, shall be defined and interpreted as follows:

- 6.1 "Consultant Employee" means without limitation, any employees, officers, directors, members, managers, trustees, volunteers, attorneys, and representatives of Consultant, and also includes any licensees, concessionaires, subcontractors, independent contractors, Consultant's suppliers, subsidiaries, joint ventures or partners, and/or any such persons, successors or predecessors, employees, (whether such persons act or acted in their personal, representative or official capacities), and/or any and all persons acting by, through, under, or in concert with any of the above. "Consultant Employee" shall also include any person who was a Consultant Employee at anytime during the term of this contract but, for any reason, is no longer employed, appointed, or elected in that capacity.
- 6.2 "Claims" means any alleged losses, claims, complaints, demands for relief or damages, suits, causes of action, proceedings, judgments, deficiencies, liability, penalties, litigation, costs, and expenses, including, but not limited to, reimbursement for reasonable attorney fees, witness fees, court costs, investigation expenses, litigation expenses, amounts paid in settlement, and/or other amounts or liabilities of any kind which are imposed on, incurred by, or asserted against HCMA, or for which the HCMA may become legally and/or contractually obligated to pay or defend against, whether based upon any alleged violation of the federal or the state constitution, any federal or state statute, rule, regulation, or any alleged violation of federal or state common law, whether any such claims are brought in law or equity, tort, contract, or otherwise, and/or whether commenced or threatened.
- 6.3 "HCMA" means the HCMA, a Michigan public body corporate, its respective appointed officers, official employees, committees, and "HCMA Agent" as defined below.
- 6.4 "HCMA Agent" means all appointed HCMA officials, officers, directors, board members, commissioners, HCMA employees, volunteers, representatives, and/or any such persons' successors (whether such person act or acted in their personal representative or official capacities), and/or any persons acting by, through, under, or in concert with any of them. "HCMA Agent" shall also include any person who was a "HCMA Agent" anytime during the term of this Contract but, for any reason, is no longer employed, appointed, or serving as an Agent.

- 6.5 “Day” means any calendar day, which shall begin at 12:00:01 a.m. and end at 11:59:59 p.m.
- 6.6 Access to HCMA Facilities. While the Consultant retains the right to perform services at any time, the Consultant must obtain prior permission by HCMA for access to HCMA facilities after HCMA's regular business hours.
- 6.7 Cumulative Remedies. A Party's exercise of any remedy shall not preclude the exercise of any other remedies, all of which shall be cumulative. A Party shall have the right, in its sole discretion, to determine which remedies are to be exercised and in which order.
- 6.8 Survival of Terms and Conditions. The following terms and conditions shall survive and continue in full force beyond the termination and/or cancellation of this Contract (or any part thereof) until the terms and conditions are fully satisfied or expire by their very nature:
“CONSULTANT'S ASSURANCES AND WARRANTIES”;
“CONSULTANT PROVIDED INSURANCE AND INDEMNIFICATION”;
“DAMAGE CLEAN UP TO HCMA PROPERTY AND/OR PREMISES”;
“AUDIT”;
“SEVERABILITY”;
“GOVERNING LAW/CONSENT TO JURISDICTION AND VENUE”; AND
“SURVIVAL OF TERMS AND CONDITIONS”.
- 6.9 HCMA Right to Suspend Services. Upon written notice, HCMA may suspend performance of this Contract if Consultant has failed to comply with Federal, State, or Local laws, or any requirements contained in this Contract. The right to suspend services is in addition to the HCMA's right to terminate and/or cancel this Contract. The HCMA shall incur no penalty, expense, or liability to Consultant if HCMA suspends services under this Section.
- 6.10 No Third Party Beneficiaries. Except as provided for the benefit of the Parties, this Contract does not and is not intended to create any obligation, duty, promise, contractual right or benefit, right to be indemnified, right to be subrogated to the Parties' rights in this Contract, and/or any other right, in favor of any other person or entity.
- 6.11 Compliance with Laws. Consultant shall comply with all federal, state, and local laws, statutes, ordinances, regulations, insurance policy requirements, and requirements applicable to its activities under this Contract.
- 6.12 Permits and Licenses. Consultant shall be responsible for obtaining and maintaining throughout the term of this Contract all licenses, permits, certificates, and governmental authorizations necessary to perform all of its obligations under this Contract and to conduct business under this Contract. Upon request by

HCMA, Consultant shall furnish copies of any permit, license, certificate or governmental authorizations necessary to provide services under this Contract.

- 6.13 Discrimination. Consultant shall not discriminate against any employee or applicant for employment because of sex, race, religion, color, national origin, or handicap in violation of State and Federal law.

6.13.1 Consultant shall promptly notify the HCMA of any complaint or charge filed and/or determination by any Court or administrative agency of illegal discrimination by Consultant.

6.13.2 The HCMA, in its discretion, may consider any illegal discrimination described above as a breach of this Contract and may terminate or cancel this Contract immediately with notice.

- 6.14 Reservation of Rights. This Contract does not, and is not intended to impair, divest, delegate, or contravene any constitutional, statutory, and/or other legal right, privilege, power, obligation, duty, or immunity of the HCMA.

- 6.15 Force Majeure. Notwithstanding any other term or provision of this Contract, neither Party shall be liable to the other for any failure of performance hereunder if such failure is due to any cause beyond the reasonable control of that Party and that Party cannot reasonably accommodate or mitigate the effects of any such cause. Such cause shall include, without limitation, acts of God, fire, explosion, vandalism, any law, order, regulation, direction, action, or request of the United States government or of any other government, national emergencies, insurrections, riots, wars, strikes, lockouts, work stoppages, or other labor difficulties. Reasonable notice shall be given to the affected Party of any such event. The Consultant is expected, through insurance or alternative temporary or emergency service arrangements, to continue its obligations under this contract in the event of a reasonably anticipated, insurable business risk such as business interruption and/or any insurable casualty or loss.

- 6.16 Conflict of Interest and Warranty. Pursuant to Public Act 317 and 318 of 1968, as amended (MCL 15.321, et seq.), no contracts shall be entered into between the HCMA, including all agencies and departments thereof, and any HCMA Agent. To avoid any real or perceived conflict of interest, Consultant shall identify any Consultant Employee or relative of Consultant's Employees who are presently employed by the HCMA. Consultant shall give HCMA notice if there are any HCMA Agents or relatives of HCMA Agents who are presently employed by Consultant.

Consultant warrants that before submitting its Proposal and/or entering into this Contract it has performed an inquiry within its firm to determine whether the Services to be provided under this Contract may pose a conflict of interest. For purposes of this Contract, a conflict of interest occurs when the Services to be

provided conflict, are adversarial to, may influence Consultant's judgment or appear to influence Consultant's judgment or quality of Services under the contract with the Consultant's representation of other clients. Except as provided herein Consultant shall certify, to the best of its knowledge, to the HCMA that there are no Conflicts of Interest by providing the Services under this Contract.

If at anytime Consultant determines that there is a Conflict of Interest or potential Conflict of Interest then the Consultant shall disclose such Conflict of Interest(s) to the HCMA. The HCMA may request that the Consultant obtain a waiver or acknowledgment of the conflict from its client(s).

In the event that a Conflict of Interest arises in the course of providing Services under this Contract, Consultant may be required to withdraw from its representation of the HCMA and may be liable for incremental costs, if any, associated with HCMA having to engage another consulting firm to perform the Services under this contract.

- 6.17 Damage Clean up to HCMA or HCMA Property and/or Premises. Consultant shall be responsible for any unexpected and/or unnecessary damage to any HCMA property, its premises, that is caused by Consultant or Consultant's Employees at Consultant's expense. If damage occurs, Consultant shall make necessary repairs and/or replacements to the damaged property to the satisfaction of HCMA. If the damage cannot be completed to the HCMA's satisfaction, Consultant shall reimburse HCMA the actual cost for repairing or replacing the damage property. The Consultant shall be responsible for assuring that all HCMA sites are restored to their original condition.
- 6.18 Consultant Use of Confidential Information. The Consultant and/or Consultant Employees shall not reproduce, provide, disclose, or give access to Confidential Information to any third party, or to any Consultant Employee not having a legitimate need to know any such information and data, and shall not use the Confidential Information for any purpose other than performing its services under this Contract. Notwithstanding the foregoing, Consultant may disclose the Confidential Information if required by law, statute or other legal process; provided that Consultant (i) gives HCMA prompt written notice of an impending disclosure, (ii) provides reasonable assistance to HCMA in opposing or limiting the disclosure, and (iii) makes only such disclosure as is compelled or required.
- 6.18.1 This Contract imposes no obligation upon Consultant with respect to any Confidential Information which Consultant can establish by legally sufficient evidence: (i) was in the possession of, or was known by Consultant prior to its receipt from HCMA, without an obligation to maintain its confidentiality; or (ii) is obtained by Consultant from a third party having the right to disclose it, without an obligation to keep such information confidential.

6.18.2 As used in this Contract, Confidential Information means all information that HCMA is required or permitted by law to keep confidential.

- 6.19 Consultant Use of HCMA Licensed Software. In order for the Consultant to perform its services under this Contract, HCMA may permit Consultant or Consultant Employees to access certain copyrighted Software licensed to HCMA. Consultant or Consultant Employees shall not transfer, remove, use, copy, or otherwise provide or make available any such copyrighted Software or Documentation to any other person or entity, for any purpose, without the prior written consent of HCMA and/or the licensor. Furthermore, neither the Consultant nor Consultant Employee shall produce a source listing, decompile, disassemble, or otherwise reverse consultant any copyrighted Software. Neither the Consultant nor Consultant Employee shall use any copyrighted software contrary to the provisions of any applicable Software license agreement or state or federal law.
- 6.20 Grant Compliance. If any part of this Contract is supported or paid for with any state or federal funds granted to HCMA, the Consultant shall comply with all applicable grant requirements.
- 6.21 Contract Administrator. Each Party may designate an employee or agent to act as Contract Administrator. The HCMA's Contract Administrator shall be responsible for such activities as monitoring deliverables and funding, addressing the quality of services provided by the Consultant, reviewing invoices and submitting requests to the HCMA's procurement authority for any contract modification in accordance with Section 7.27 of this Agreement.
- 6.22 Dispute Resolution. All disputes arising under or relating to the execution, interpretation, performance, or nonperformance of this Contract involving or affecting the Parties may first be submitted to the respective Project Managers and Contract Administrators for possible resolution. The Project Managers and Contract Administrators may promptly meet and confer in an effort to resolve such dispute. If the Project Managers and Contract Administrators cannot resolve the dispute in five (5) business days, the dispute may be submitted to the signatories of this Contract or their successors in office. The signatories of this Agreement may meet promptly and confer in an effort to resolve such dispute.
- 6.23 Access and Records. Consultant will maintain accurate books and records in connection with the services provided under this Contract for 36 months after end of this Contract, and provide the HCMA with reasonable access to such book and records.
- 6.25 Audit. Consultant shall allow HCMA's auditing division, or an independent auditor hired by the HCMA, to perform finance compliance audits with the authority to access all pertinent records and interview any Consultant Employee

throughout the term of this Contract, and for a period of three years after final payment.

6.25.1 Consultant shall explain any audit finding, questionable costs, or other Contract compliance deficiencies to the HCMA within forty-five (45) days of receiving the final audit report. Consultant's response shall include all necessary documents and information that refute the final audit report. Failure by Consultant to respond in writing within 45 days shall be deemed acceptance of the final audit report.

6.25.2 Costs of any audits conducted under this section will be borne by HCMA unless the audit discovers substantive findings related to fraud, misrepresentation, or non-performance. In which case, Consultant shall pay and HCMA may recoup costs of the audit work. Any adjustments and/or payments that must be made as a result of any such audit or inspection of Consultant's records shall be made within thirty (30) days from the presentation of HCMA's findings to Contractor.

6.26 Delegation /Subcontract/Assignment. Consultant shall not delegate, assign, or subcontract any obligations or rights under this Contract without the prior written consent of HCMA.

6.26.1 The rights and obligations under this Contract shall not be diminished in any manner by assignment, delegation or subcontract.

6.26.2 Any assignment, delegation, or subcontract by Consultant and approved by HCMA, must include a requirement that the assignee, delegee, or subcontractor will comply with the rights and obligations contained in this Contract.

6.26.3 The Consultant shall remain primarily liable for all work performed by any subcontractor. Consultant shall remain liable to HCMA for any obligations under the Contract not completely performed by any Consultant delegee or subcontractor.

6.26.4 Should a Subcontractor fail to provide the established level of service and response, the Consultant shall contract with another agency for these services in a timely manner. Any additional costs associated with securing a competent subcontractor shall be the sole responsibility of the Consultant.

6.26.5 This Contract cannot be sold.

6.26.6 In the event that a Petition in Bankruptcy is filed and there is an assignment of this Contract by a Court, HCMA may declare this Contract null and void.

6.27 Non Exclusive Contract. No provision in this Contract limits, or is intended to limit, in any way the Consultant's right to offer and provide its services to the general public, other business entities, municipalities, or governmental agencies during or after the term of this Contract. Similarly, this Contract is a non-exclusive agreement and the HCMA may freely engage other persons to perform

the same work that the Consultant performs. Except as provided in this Contract, this Contract shall not be construed to guarantee the Consultant or any Consultant Employee any number of fixed or certain number or quantity of hours or services to be rendered to HCMA.

- 6.28 No Implied Waiver. Absent a written waiver, no act, failure, or delay by a Party to pursue or enforce any right or remedy under this Contract shall constitute a waiver of those rights with regard to any existing or subsequent breach of this Contract. No waiver of any term, condition, or provision of this Contract, whether by conduct or otherwise, in one or more instances, shall be deemed or construed as a continuing waiver of any term, condition, or provision of this Contract. No waiver by either Party shall subsequently affect its right to require strict performance of this Contract.
- 6.29 Severability. If a court of competent jurisdiction finds a term, condition, or provision of this Contract to be illegal or invalid, then the term, condition, or provision shall be deemed severed from this Contract. All other terms, conditions, and provisions of this Contract shall remain in full force and effect. Notwithstanding the above, if Consultant's promise to indemnify or hold the HCMA harmless is found illegal or invalid, Consultant shall contribute the maximum it is permitted to pay by law toward the payment and satisfaction of any Claims against HCMA.
- 6.30 Captions. The section and subsection numbers, captions, and any index to such sections and subsections contained in this Contract are intended for the convenience of the reader and are not intended to have any substantive meaning and shall not be interpreted to limit or modify any substantive provisions of this contract. Any use of the singular or plural number, any reference to the male, female, or neuter genders, and any possessive or nonpossessive use in this contract shall be deemed the appropriate plurality, gender or possession as the context requires.
- 6.31 Precedence of Documents. In the event of a conflict between the terms and conditions in any of the documents comprising this Contract, the conflict shall be resolved as follows:
- 6.31.1 The terms and conditions contained in this main Contract document shall prevail and take precedence over any allegedly conflicting provisions in all other Exhibits or documents.
- 6.32 Governing Laws/Consent to Jurisdiction and Venue. This Contract shall be governed, interpreted and enforced by the laws of the State of Michigan. Except as otherwise required by law or court rule, any action brought to enforce, interpret, or decide any Claim arising under or related to this Contract shall be brought in the 44th Judicial Circuit Court of the State of Michigan (Livingston County), the 53rd District Court of the State of Michigan, or the United States

6.33 Entire Contract. This Contract represents the entire Contract and understanding between the Parties. This Contract supercedes all other prior oral or written understandings, communications, agreements or Contracts between the Parties. The language of this Contract shall be construed as a whole according to its fair meaning, and not construed strictly for or against any Party.

CONSULTANT: ROI GOLF MANAGEMENT

County of _____)
) ss
 State of Michigan)

Subscribed and sworn to before me on this _____ day of _____,
20_____.

County, Michigan
Acting in _____ County,
Michigan
My Commission Expires:_____

FOR HCMA:

BY: _____
John E. LaBelle, Chairperson

DATE: _____

BY: _____
Robert W. Marans, Secretary

DATE: _____

APPROVED AS TO SCOPE OF CONTRACTOR SERVICES:

BY: _____
Carol Stone
Contract Administrator

DATE: _____

Exhibit I

ROI Golf Management
9600 Crouse Road
Hartland, MI 48353
810-923-6016

September 27, 2013

Mr. John McCulloch, Director
Huron Clinton Metropark Authority
Administrative Office
13000 High Ridge Drive
Brighton, MI 48114

Director McCulloch:

Thank you for considering ROI Golf Management to assist the Huron Clinton Metropolitan Authority golf operations. It is our pleasure to present our Scope of Services for revamp and direction of Huron Clinton Metropark Authority golf course's for a period of one year, November 1, 2013-October 31, 2014. It is our common goal to maximize the potential use of each Metropark golf course under the auspices of being self sustaining with a majority of the effort being spent on the lowest producing courses. Based on our understanding, the attached scope of services details our efforts with the project. An approximate time line and anticipated hours per duty performed is also included. We will work diligently with Huron Clinton Metropark Authority to improve the methods and means of operations to increase long term revenue of the golf courses.

We will assist the Huron Clinton Metropark Authority with decisions regarding operations, personnel, food and beverage, golf course maintenance and equipment. The goal is to maximize revenue, minimize unnecessary expenses and increase play and golfer satisfaction on every Metropark golf course.

Established in 1993 in Lansing Michigan, ROI Golf Management has been involved in course construction and development, management and consulting for several golf courses, including Timber Ridge, El Dorado, Hawk Hollow, The Grand and The Majestic. Principal, William Fountain, has established best management practices for every aspect in the golf operation, including agronomic, food and beverage, pro shop, banquets and driving range.

To develop this strategy for success, ROI Golf Management will collaborate with W. Bruce Matthews of Matthews Design Group. Bruce has spent his entire life in the golf business. He has designed forty-five new courses and he has renovated over sixty. His designs have been nationally recognized for playability for both men and women. Bruce

Exhibit I

has operated a public golf course for 10 years transforming a previously failing business into a profitable venture in challenging times and also has a vested interest in three others. Bruce teaches golf course design and construction at Michigan State University and Beijing Forestry University, Beijing, China.

The success of any golf facility has a much greater chance for success if there is a clear mission and vision statement. Having everyone involved on the same page promotes consistency and unity as a team. We will offer actual solutions that are currently working at successful golf courses which will offer the Huron Clinton Metropolitan Authority a strategy to meet its long term goals. Together, Bill and Bruce bring a lifetime of experience from every aspect of the golf business. Our leadership and contacts in the golf business will provide many opportunities for success of the golf facilities.

Bill Fountain, ROI Golf Management will work with Bruce Matthews of Matthews Design Group and looks forward to working with the HCMA team to implement best practices throughout the golf organization.

Sincerely,

William Fountain
ROI Golf Management

Exhibit I

SCOPE OF SERVICES

All Courses

Set goals and objectives

The Director and Consultants will have an initial meeting with all managers of each golf course to discuss the goals and objectives of the Huron Clinton Metropark Authority golf courses. Sustainability goals of the golf operations will be provided. A clear direction of the process of management practices that will occur within the golf operation will be provided the managers. Processing and implementation will be covered with the managers.

The goal is to have all managers on the same page and have team members with common goals instead of individuals. Individual courses will need to be managed differently to meet a common success. There will need to be several meetings between the grounds department to come up with an overall plan for this department. All superintendents will have input and understand the goals and objectives of the Huron Clinton Metropark Authority Board.

The goal will be to reduce the overall grounds expenses by 10% and invest those dollars to clubhouse operations. This would be an approximate \$200,000 budget adjustment from grounds to clubhouse. The goal is to increase golf and food and beverage revenues with direction of a trained manager.

We will work with all superintendents to develop an amended budget at each facility.

Timeline- December 31, 2013

Meeting with director and management.....	16
Meetings with each facility, develop budgets.	100

Approximate hours-116

Exhibit I

Equipment, Carts and Parts

All course equipment and golf carts from each facility will be inventoried. Equipment and carts will be organized by type and age then distributed to the various facilities based on need with a goal to extend the lifespan of the individual piece of equipment. The goal is to reduce the annual capital equipment expenditures by increasing the lifespan of the equipment.

- A. Coordination of equipment
 - Re-assign equipment to golf courses based on maintenance need
 - Assign equipment to golf courses for maximum lifespan, i.e. – new mower at Stony Creek for 2 years then to Wolcott Mill for 5-7 years
 - Assign golf carts to golf courses for maximum lifespan, i.e.
- B. Carts
 - Assign golf carts to golf courses for maximum lifespan, i.e. – new carts at Kensington for 3 years then to Hudson Mills for 5-7 years.
- C. Parts
 - Work with an equipment distributor for preferred pricing on parts.

Following reallocation of equipment we will work with team members to see where specialty equipment can be shared between facilities and coordinated for use. Strategies for sharing resources for annual cultural practices such as aerification and topdressing will be implemented. A 5 year replacement program for equipment and golf carts will be prepared.

Timeline- March 1, 2014

Organize and prioritize, work with HCMA staff to develop a plan.

Approximate hours-60

Exhibit I

Fertilizer, Chemical and Seed

Review fertilization, chemical and seed quantities and schedules at each course with the superintendents to prepare a program consistent with each courses specific needs. Implement a program consistent with each course based on market and income. Review findings and revised application schedules with the Superintendents as a whole and each individual course to discuss and implement a program to meet the needs and budgetary restraints. Work as a group to develop and come up with a strategy as a whole. Look at all options.

Coordination of purchasing from individual distributors

-Fertilizer, pesticides, seed, sand, soil, topdressing sand

Approximate hours-60

Timeline- December 31, 2013

Food and beverage

Review food and beverage operations of all courses. Put together a menu and hours of operation for the season that is proper for each facility. Plan for menu items and price of products. Investigate a purchasing program for the organization. Price the items competitively based on the individual golf market.

Approximate hours-40

Timeline- March, 2014

Marketing

Prepare a marketing program at each course for implementation by staff members for the 2014 season. Prepare a marketing plan for the Novi Golf Show in March.

Initiate a marketing plan for each golf course

a. Plan to include internet marketing to individual golf course customers

-Email

-Golf Now

Exhibit I

- Partnering other Huron Clinton Metropark courses
- E-mail data base marketing

b. Local marketing by Huron Clinton Metropark employees to service organizations

- Golf Manager speaks to value of playing experience at local clubs
- Superintendent speaks to lawn care issues vs. golf course turf
- Involvement in local chambers of commerce

c. Develop a price of golf for each course

- Based on quality of experience
- Availability of tee times
- Local competitive courses
- Seasonal rates

Set benchmarks for increases in league play, outings, and regular play.

Approximate hours-160

Timeline- April 15, 2014

Pro Shop Merchandise

Develop a purchasing program for all pro shops, ball, gloves, hats, some shirts, jackets. Set a budget at each course, have orders coordinated.

Timeline - April 1, 2014

Approximate hours-24

Hudson Mills, Wolcott Mill

Start with developing a program specific with these two courses. Spend the 2014 season concentrating on these two facilities increasing sustainability toward profitability.

- A. Review operations budgets for – clubhouses
Coordination of purchasing – clubhouse

Exhibit I

- Food, beverage, soft goods with national accounts

Adjust labor/wages/skills to match demand by golfers

- Preliminary scheduling of time and talent

Assist in selection of Golf Course Manager position

- Job description of position

- Resume review

- Selection process, interviews

Provide an orientation to promote the entertainment side of the golf business to all team members

Review of positions

- Preliminary scheduling of time and talent

- Prepare job descriptions for personnel

- Review needs of mechanic position

 - Is it necessary?

 - How many are needed?

- Combine positions if possible within same market

B. Review of course during 30 week season

A member of R.O.I. will review all courses on a bi-weekly basis

- Review operations with Manager

- Review operations with Golf Course Superintendent

- Offer verbal and written directives and written record of meeting

Review course on an as-needed basis over and above the bi-weekly review during the 30 week season

Monthly progress report in collaboration with Golf Course Manager and Superintendent

- Progress of annual goals

- Revenue/expense

- Wants and needs

- Future monthly goal

Approximate time is visiting all courses bi-weekly 30 hours per week from March 15 thru October 2014.

Approximate hours-900

Timeline- Thru 2014

Exhibit I

Willow

Develop a comprehensive plan to address the drainage and bunker issues.

May, 2014

Hours as approved by HCMA

FEES OF SERVICES

The hours stated for this scope of work are approximate. As we start the process and implementation of our programs with the HCMA, any change in direction or amendment of the scope of work will be brought to the attention of the Director or his designated staff and the scope amended accordingly

The approximate hours to complete the proposed work are 1,360 hours. Willow Golf course drainage is in addition. We will utilize HCMA team members when possible for research and developing programs certain programs.

The fee for services will be based on an hourly basis plus expenses. The consulting management fee for Bill Fountain is \$75.00 per hour. The consulting fee for Bruce Matthews is \$75.00 per hour.

Approved reimbursable expenses and mileage will be billed at cost.

We are excited about working with Huron Clinton Metropark Authority improving the standings of the golf courses in their respective markets. Please sign this letter confirming of our understanding.

Representative: Huron Clinton Metropark
Authority

Dated: _____

William Fountain: ROI Golf Management

Dated: September 27, 2013



HURON-CLINTON METROPOLITAN AUTHORITY

8 - C - 3

Meeting of November 14, 2013

To: Board of Commissioners
From: John McCulloch, Director
Subject: Restructuring - Marketing and Communications
Date: November 7, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve restructuring marketing and communications as recommended by Director McCulloch.

Background: The vacancy in the position of marketing manager provided an opportunity to evaluate our marketing, communications and public relations strategy to determine the most effective use of limited resources with the goal of increasing both park attendance and revenue. Consideration was given to filling the existing vacancies and providing these services in-house; outsourcing all marketing, communications and public relations functions; or a combination of in-house services and outsourcing.

While evaluating these options, it became clear that many of the day-to-day communications and public relations functions that support park operations can be efficiently achieved by in-house staff. However, implementing an effective marketing strategy requires additional resources that can be best achieved through the use of marketing/public relations consultant. It is my recommendation that the Metroparks utilize a combination of in-house services and a marketing consultant to achieve our marketing, communications, and public relations goals.

Under the proposed combination structure, in-house staff will be responsible for day-to-day maintenance of the website and social media venues; production of print material to include rack cards, maps, and park brochures; media releases; and outreach such as trade shows and community events. The marketing and public relations consultant will assist with developing an overall marketing strategy; creating a style protocol that will be used for all marketing and communications documents; expand the use of social media to include target marketing to specific demographics; create a marketing plan for key events at each park to include radio and television exposure and identify sponsorship opportunities.

Fiscal Impact: Currently there are three full-time positions and three part-time positions budgeted in the Communications Department in addition to the contracted marketing manager. The proposed structure includes two full-time positions, two part-time position and contractual services for a marketing consultant with expenses falling within the parameters of the existing labor budget.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: John P. McCulloch, Director
 Subject: Approval – Foundation Development Plan
 Date: November 7, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve the Foundation Development Plan as recommended by Director John P. McCulloch and staff.

Background: The Huron-Clinton Metropolitan Authority retained Richner & Richner, LLC (R&R) to create a three-year fund development plan to map a strategy for integrating philanthropy into the Metroparks culture to begin producing a consistent annual return on investment in line with industry standards.

A *Philanthropy Advisory Task Force* was recruited to guide and oversee R&R's assessment process and the creation of the plan. The *Philanthropy Advisory Task Force* members include:

- James B. Nicholson – PVS Chemicals Inc., *President & CEO*
- Wilson Born – Natural Research Company, *President*
- Tamera Fenske – 3M Abrasives Systems Division, *Plant Manager*
- Michael W. Hartmann – Miller, Canfield, Paddock, & Stone
- Eugene Lovell – First State Bank, *President & CEO*
- Timothy J. McCarthy – Metroparks Board of Commissioners, *Treasurer*
- Jaye Quadrozzi – Metroparks Board of Commissioners
- John McCulloch – Metroparks *Director*
- Jack Liang – Metroparks *Administrator Community Relations*
- Cedric Richner – Richner & Richner
- Helen Starman – Richner & Richner

The Task Force convened for meetings in September and November and provided input into the creation of the plan, including suggesting names of interview participants for the consulting firm, and to discuss a three-year fund development plan.

Attachment: 2014 – 2017 Foundation Development Plan



Huron Clinton Metropolitan Authority
Three-Year Fund Development Plan
2014 through 2017

October 27, 2013
Revised October 30, 2013
Revised November 4, 2013
-CONFIDENTIAL-

Richner & Richner, LLC
734.213.7704
www.RichnerRichner.com



Huron Clinton Metropolitan Authority Three-Year Fund Development Plan

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Executive Summary

In July 2013, the Huron-Clinton Metropolitan Authority ("HCMA") retained Richner & Richner ("R&R") to draft a Fund Development Plan positioning the Metroparks to achieve the best possible fundraising results in the short term and to help ensure that the organization will produce sustainable fundraising results consistently in the future.

Since its inception the Metroparks system has benefited from thousands of hours of volunteer service in addition to significant philanthropic support, lending credence to the real and tangible value many people throughout southeastern Michigan place on the Metroparks system. In recent years, the Metroparks has attempted to invest in various aspects of fundraising programming with mixed results. The creation of a foundation serving as a dedicated philanthropic arm to support the Metroparks is a time-proven effective approach; however, in 2007 the Commission deactivated the Foundation and put active fund development efforts on hold.

To accomplish the goals of this engagement, a Philanthropy Task Force (Appendix A: *Philanthropy Task Force*) was formed to facilitate feedback from knowledgeable stakeholders and to help ensure the plan is tailored appropriately to the Metroparks' unique circumstances and the strategies recommended are compatible with the Metroparks' culture. Additionally, R&R administered a customized assessment diagnostic tool to staff and conducted 16 individual interviews with key volunteers, donors, and staff leadership, and a focus group with the Task Force (Appendices B and C: *Readiness Assessment Survey* and *Interview Participants*).

As a broad premise, the current philanthropic climate is right for the Metroparks to be successful with fundraising – Americans are giving more each year and they give generously to causes similar to the Metroparks. Presently, HCMA is already receiving charitable gifts *without professionally investing in philanthropy*. It is now a matter of resolving to make the institutional and financial commitment to building a true culture of philanthropy (Appendix D: *Defining a Culture of Philanthropy*). The engagement with the Metroparks has revealed opportunities and challenges to manage in effecting the cultural changes necessary for fundraising success.

Findings, Assumptions, and Strategies

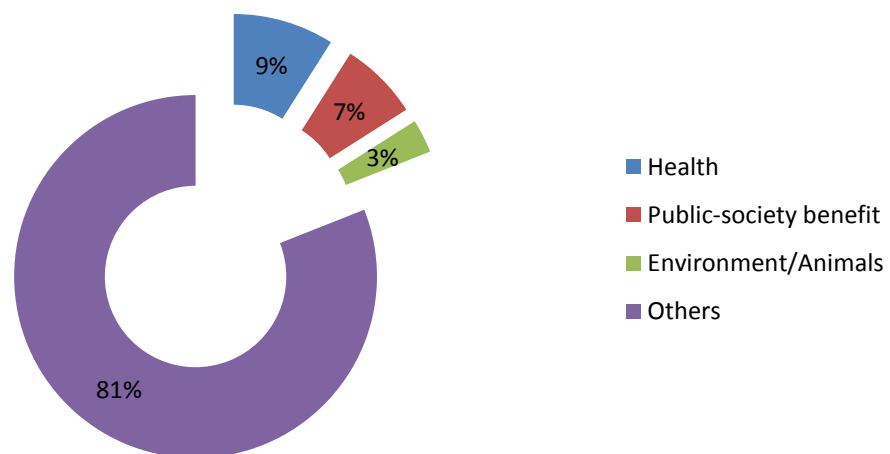
General Findings

In the United States, total charitable giving in 2012 reached over \$316 billion, with 19%, or \$60 billion, directed toward areas of interest that fall within the Metroparks' offerings - Environment and Animals, Health, and Public-society benefit. There is a philanthropic marketplace nationally conducive to the funding of HCMA's mission.

2012 Giving, \$316.23B by source



2012 Giving by Recipient Organization



Source: Giving USA Foundation/Giving 2013



During R&R's due diligence process a common theme expressed among HCMA's stakeholders is that it will be difficult for the Metroparks to garner private support due to the fact that they are a tax supported entity; a common concern among similar organizations.

However, there is a long history of publicly funded organizations being supported by philanthropy; for example, there are numerous educational foundations actively fundraising for public school districts. Nationally, there are educational foundations in every state and in Michigan alone there are over 50 educational foundations providing millions of dollars of private support for public school systems. (Appendix E: *Educational Foundations in Michigan*).

Benchmarking with other tax supported park systems confirms the potential for fund development opportunities at the Metroparks.

	HCMA	Cleveland Metroparks	Greater Metro Parks of Tacoma	Regional Parks Foundation	Oglebay Foundation
Location	Southeast MI	Cleveland, OH	Tacoma, WA	East Bay, CA	Wheeling, WV
Size (acres)	25,000	22,000	2,960	113,000	2,400
Population served	4.4M	1.3M	812K	2.6M	44K
Visitors	9M	56M	Do not measure	14M	3M
Foundation	Inactive	No	Yes	Yes	Yes
3-year fundraising average	\$51,498	\$1,776,984*	\$989,658	\$1,438,276	\$2,863,728

*Only 2012 available.

Clearly, the HCMA is wise to consider making a long term commitment to fundraising as an ancillary revenue stream as colleague organizations have been richly rewarded for their investments in fund development programming. R&R's expense/revenue projections (Appendix F: *Expense/Revenue Projections*) with anticipated revenue of over \$800,000 by the end of year three give credence to the likelihood of the Metroparks successfully fundraising to support its vital mission.

Guiding Assumptions

In carefully considering the optimal strategy for the Metroparks' specific circumstances, important information surfaced that is germane to the Metroparks reaching or exceeding the philanthropic success of their peer park systems, and is the basis for the assumptions that guided the Plan:

- With almost 9 million annual visitors the Metroparks is a highly valued community asset.
- The Metroparks has a rich history of philanthropic support and there are many historic and current examples of the important role it has played. Most recently, the new playground area at Wolcott Mill Farms and a new shelter for the disc golf course at Kensington Metropark are the result of philanthropy.
- Contained within the Metroparks are numerous capital projects and programs that would benefit tremendously from philanthropic investment. Examples include: interpretive programs, Wolcott Mill and Farm Center, and improvements to recreational areas and park trails.
- The Metroparks is governed by an appointed board of commissioners who are capable, willing, and with a reported 95% meeting attendance rate and several long tenures- clearly committed to the success of the organization.
- The Director, John McCulloch, is held in high regard by interview participants who know him and he reports a willingness and commitment to invest his time and other resources in the fundraising program.
- The Metropark staff leaders are committed to and capable of carrying out the organization's mission at a high level.
- The Metroparks has a 3-year average of 50 annual donors giving an average gift of almost \$1,000 (*HCMA Commissioner Minutes 2010-2012*). This nascent donor base provides a solid starting point for the fundraising program.
- The Metroparks enjoys significant volunteer participation from individuals, community groups, and corporations, with approximately 500 individual volunteers providing over 1,000 hours annually. Volunteerism is a proven precursor of philanthropic support and this committed volunteer corps can be



leveraged for philanthropic support. Nationally, the annual household giving of volunteers is 57% higher than the annual household giving of non-volunteers among families who give (Independent Sector, *Giving and Volunteering in the U.S.*, 2001).

- The breadth of the Metroparks – high number of annual visitors and plethora of attractive physical spaces – provides an excellent platform for effective donor recognition.
- While the Metroparks benefits from diverse revenue streams that enable the organization to operate successfully, these sources do not provide all of the resources desired to meet the mission. All non-profit organizations benefit from philanthropic support and interview participants acknowledged that the Metroparks could and would do more in delivering under its mission, with additional funding.
- The Metroparks' leadership effectively managed the resources of the organization during the recent severe recession. Successful fundraising programs are always built on a platform of strength as opposed to fundraising on the basis of needs or dwindling resources. The careful stewardship of the organization's resources creates this favorable dynamic.
- The Metroparks does not have a strong culture of philanthropy that deeply understands fundraising and appreciates the impact that a high-quality committed fundraising programming could have on the system.

Strategies

There are six key elements of successful fundraising. The following strategies for the Metroparks' fund development program are presented within the context of these key elements; the tactics for implementing these strategies are included in the Fund Development Plan (Appendix G: *Three-Year Fund Development Plan*) and other reference appendices:



1. **Mission:** needed services delivered through solid operations that produce positive, measurable outcomes.
2. **Case for Support:** clearly defined opportunities that can realistically be met with the support of philanthropy.
3. **Leadership:** cultural acceptance of fundraising, particularly from the Director, senior staff, and Commissioners.
4. **Prospective Donors:** a natural constituency of interested and financially capable stakeholders.
5. **Stewardship:** sincere gratitude, adherence to donor wishes, and donor satisfaction.
6. **Execution:** resources to invest in fundraising, the mix and quality of activities, attention to relationship building and nurturing, and results.

1. The Metroparks will be well served by a comprehensive case development process. Best practice suggests input from all key stakeholders in the development of the case for support, including: the board of commissioners, volunteers, donors, executive leadership, and park visitors. This process is included in year one of the Plan.
2. Individual written case statements should be fully developed for specific programs that have broad donor appeal, clearly articulating the opportunity for, and the impact of gifts supporting each. Initially there should be 3-5 individual case statements including: programs, a large capital project (<\$100K), and one or two smaller capital projects (\$25K - \$99K).
3. The audience for each case statement should be carefully considered. Case statements should be developed with an eye to appealing both to individual donors, corporations, and



foundations, as well as to donors who have an affinity for a specific geographic region (i.e. Dexter-Huron or Lake St. Clair).

4. The Director should increase his time spent visibly involved in fund development with a goal of 20%. He should be involved in the recruitment of key volunteer leadership, the intentional cultivation of the top institutional relationships (individual, corporate, and foundation), and as a solicitor; he should assist with the fund development team's goal-setting, monitor its progress, and publicly endorse its work.
5. The Director should work to become widely recognizable as the face of the Metroparks in the region; this will be accomplished by increasing the time spent building relationships and partnerships in the broader community, for example speaking at Rotary or other service organizations, and serving on local boards, task forces, and panels.
6. The Metroparks should invest in training for the Director, Park Superintendents, senior staff, and select volunteers related to: the identification of prospective major donors, cultivating relationships, and soliciting gifts. Additionally, staff leadership should attend quarterly meetings to review the importance of their role to fundraising, discuss funding needs and opportunities, and hear fund development updates. It is unrealistic to expect the established culture at the Metroparks to shift without investing in appropriate coaching, mentoring, and ongoing communication.
7. As its first priority, the Metroparks should work to build strong relationships with volunteer leadership and staff, current donors, and dedicated volunteers.
8. The Metroparks should implement annual Board (Commissioners and Foundation) and staff campaigns, and provide payroll deduction as an option for staff who would like to contribute. Best practice for fundraising follows an inside-out, top-down approach, with the commissioners and staff at the very center as the people most directly affected by the success of the fund development program.
9. The Metroparks should take advantage of the personal relationships many of the park staff have with the visitors. An organized prospect review should take place at each Metropark to better inventory and match each individual prospect's interests with the philanthropic priorities of the Metropark.

10. A clearly defined annual giving program focused on gifts for operating support should be implemented. Initially at least twice a year, this segmented solicitation should be sent to designated stakeholder groups with the option to give unrestricted or designated gifts to the Metroparks, and should include the option to designate the gift in support of a specific park.
11. The Metroparks should create and implement a systematic donor recognition plan to consistently recognize support from individuals, corporations, and foundations; and to provide timely and accurate reports of the impact of their giving. (Appendix H: *Donor Stewardship and Recognition Program*).
12. The Metroparks should invest resources in a companion marketing strategy utilizing a variety of media – print, web, video, and social – to highlight the depth and breadth of Metropark offerings and scope, and to further build awareness of the Metroparks’ success in delivering its mission (Appendix I: *Marketing Strategy*).
 - The website should be functional as a fundraising tool allowing for secure on-line donations, and donor stewardship and recognition.
 - The Metroparks should create a single “Ways of Giving” brochure including information about annual, honor/memorial gifts, and planned gifts.
13. The Metroparks should host an annual gala event, designed to raise the profile of the system as a credible recipient of philanthropic support among heretofore uninitiated prospective donors, rotating the location between the Metroparks and engaging philanthropic leaders on the host committee. The proceeds from the event will support the Foundation grant program (*see strategy #19*).
14. The Metroparks should host an annual donor recognition breakfast, rotating the location between the individual Metroparks, to recognize major gift (\$1,000 and up) donors.
15. The Metroparks should engage in the appropriate mix of fundraising activities including: direct mail, annual giving, major and planned giving, grants, and events.
16. The Metroparks should carefully evaluate the cost and benefits of fundraising activities on an annual basis so that fund development staff can focus on solicitation activities with the highest rates of return ensuring that the Metroparks is operating within the

standard industry metric of twenty-five cents per dollar raised by the end of year three (*Non-profit Overhead Cost Project, Brief No. 5*).

17. The Metroparks should convene the Foundation and build on the existing Foundation volunteer leadership base by recruiting Foundation Board Directors for their willingness to financially invest in the Metroparks, ability to attract support from the wider community, and to ensure regional park representation. It is recommended that the HCMA Director and a minimum of one Commissioner serve as voting or *ex officio* members of the Foundation Board and that the Commissioners continue to retain final approval of the Foundation's annual budget, Foundation Director nominations, gift acceptance and distribution of donated funds. (Appendix J: *Advantages of a Foundation Model*).
18. The Foundation should hire an experienced full-time Director of Development and provide the appropriate administrative support either from existing Metroparks staff or as a new hire. Between the newly hired Director of Development and the Director there exists the capacity to develop and manage approximately 125 prospective major (individual, corporate, and foundation) donors by year 3 of the Plan.
19. The Foundation should establish a grant program benefitting the Metroparks. Within the program Park Superintendents and other staff would apply for grants to support programs, capital needs, and/or other initiatives in their individual parks. Grant applications under \$10,000 would be reviewed and approved by the Foundation board; applications for \$10,000 or higher would require Foundation Board and Commissioner approval. This level of oversight and stewardship is very attractive to donors.
20. The Metroparks should purchase the appropriate fund raising software to manage the fund development function.
21. To ensure the fundraising program is based on industry best practices, the Metroparks should adopt the full suite of fundraising policies and procedures to guide interactions with donors, including:
 - Gift acknowledgement/thank you policy or procedure
 - Donor recognition policy or procedure
 - Donor confidentiality policy
 - Donor privacy policy
 - Conflict of interest policy



- Investment policy for endowment (and other investments)

Conclusion

Over the course of this engagement, R&R has been privileged to come to know the executive leadership of the Metroparks, as well as many of its Commissioners, volunteers, and donors.

The following appendices provide the needed detail mapping how and when the recommendations will be addressed and implemented. With thoughtful attention, patience, and a long term commitment to cultural change the Metroparks can confidently look forward to successful and sustainable fundraising results similar to their national peers.



Appendix A: Philanthropy Task Force

Roster

James B. Nicholson, President & CEO PVS Chemicals Inc.
Wilson Born, President Natural Research Company
Tamera Fenske, Plant Manager 3M Abrasives Systems Division
Michael W. Hartmann, Miller, Canfield, Paddock, & Stone
Eugene Lovell, President & CEO First State Bank
Timothy J. McCarthy, HCMA Board of Commissioners, *Treasurer*
Jaye Quadrozzi, HCMA Board of Commissioners
John McCulloch, Director HCMA

Role Description

Responsibilities (with other task force members)

- Acts as the primary body to guide the study
- Oversees the work of Richner & Richner during the engagement
- Assists in identifying appropriate interview subjects for study
- Reviews the support materials used in study
- Helps to process findings from study
- Facilitates appropriate follow-up steps after study is completed

Time Commitment

- Two to three meetings of approximately 90 minutes per meeting
- Periodic review of materials
- First meeting to be convened in September 2013
- Three month term of service

Ethical Ground Rules

- Must avoid conflicts of interest
- Must maintain confidentiality

Size of Committee

- Seven to ten people

Relationship to the HCMA Board of Commissioners

- Serves at the pleasure of the Board
- Advisory to the Board



Appendix B: Readiness Assessment Survey

Huron-Clinton Metropolitan Authority Readiness Assessment Data Collection Tool

This data collection tool has three parts: a checklist, survey, and form. Please complete all three.

Instructions:

1. Complete the checklist and provide the documents as noted.
Electronic versions are preferred.
2. Answer the questions on the survey.
3. Enter the requested data on the form, provided as a separate Excel file.
4. Provide any additional information you think is relevant to a thorough understanding of your current fund development efforts.
5. Return by Thursday, August 15, 2013.



Program Assessment Checklist

Attached	Does not exist	Document
I. Mission		
x <input type="checkbox"/>	<input type="checkbox"/>	Articles of incorporation
<input type="checkbox"/>	x <input type="checkbox"/>	Current strategic plan
x <input type="checkbox"/>	<input type="checkbox"/>	Mission statement
<input type="checkbox"/>	<input type="checkbox"/>	Vision statement
II. Case for Support		
x <input type="checkbox"/>	<input type="checkbox"/>	Print case for support
<input type="checkbox"/>	x <input type="checkbox"/>	Video case for support
III. Leadership		
x <input type="checkbox"/>	<input type="checkbox"/>	Board job description
x <input type="checkbox"/>	<input type="checkbox"/>	Board roster
<input type="checkbox"/>	x <input type="checkbox"/>	Board member biographies
<input type="checkbox"/>	x <input type="checkbox"/>	Board committee structure
<input type="checkbox"/>	x <input type="checkbox"/>	Recent board meeting agenda
<input type="checkbox"/>	x <input type="checkbox"/>	Chief executive's résumé
<input type="checkbox"/>	x <input type="checkbox"/>	Chief executive's job description
<input type="checkbox"/>	x <input type="checkbox"/>	Staff organization chart
<input type="checkbox"/>	x <input type="checkbox"/>	Chief fundraiser's résumé
<input type="checkbox"/>	x <input type="checkbox"/>	Chief fundraiser's job description
<input type="checkbox"/>	x <input type="checkbox"/>	Other fund development staff job descriptions
<input type="checkbox"/>	x <input type="checkbox"/>	Volunteer opportunities brochure
IV. Prospective Donors		
<input type="checkbox"/>	x <input type="checkbox"/>	Top donor report (cumulative and largest gift)
<input type="checkbox"/>	x <input type="checkbox"/>	Donor summary report(s)
<input type="checkbox"/>	x <input type="checkbox"/>	Year-to-year donor comparison report(s)
<input type="checkbox"/>	x <input type="checkbox"/>	Donor cultivation materials

Attached	Does not exist	Document
V. Stewardship		
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Annual report
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Donor honor roll
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Print newsletters
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Electronic newsletters
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Current Form 990
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Current audited financial statement
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Gift receipt templates
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Thank-you letter templates
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Donor recognition event materials
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fund development policies and procedures
VI. Ability to Execute		
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Current bylaws
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Annual fund development plan
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Communications/marketing plan
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fund development staff work plans
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Organization revenue/expense budget
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fund development revenue/expense budget
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Sample grant submission
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Direct mail/email letters
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Phone solicitation scripts
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Remittance envelope/form
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fundraising event materials
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Fund development calendar
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Planned giving marketing brochures
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Capital/comprehensive campaign materials



Readiness Assessment Survey

I. MISSION

1. How have your Articles of Incorporation changed since your founding?
When did any changes occur?

Have not change since inception in 2003

2. Does your current strategic plan include specific fundraising goals?
☐ yes x ☐ no

3. Describe how you fulfill your mission:

4. Describe any geographic or demographic focus of your mission:

5. How do you measure progress toward your mission?

6. How many people do you serve in a typical year, and in what ways?

Metroparks Foundation supports the Huron-Clinton Metroparks which serves five counties in southeast Michigan – Macomb, Oakland, Livingston, Washtenaw and Wayne.

7. How much unmet demand for your services exists in your area?

8. Has the mission been recently changed?
☐ yes x ☐ no

What motivated the change? _____

II. CASE FOR SUPPORT

1. What arguments do you use to explain your need for philanthropic support to your prospective donors?

2. Do you have a formal, written case statement?

☐ yes x ☐ no

3. In what contexts do you use your case statement?

☐ face-to-face meetings
☐ direct mail appeals
☐ grant writing
☐ newsletters
☐ other: _____

4. From whom did you seek input to develop your case statement?

☐ full board
☐ fund development committee
☐ volunteers
x ☐ donors
☐ clients
x ☐ all staff
x ☐ executive staff
☐ fundraising staff
☐ community leaders
☐ paid consultant
☐ other: _____

5. What other organizations in your service area – either non- or for-profit – do you compete with for clients?

n/a

6. To which organizations are you most often compared?

State Park System, Oakland County Parks and Recreation

7. How do you distinguish yourself from these organizations?

Explain that the Huron-Clinton Metroparks is a separate government entity not related to the state of Michigan park system or a county park system.



III. LEADERSHIP

Board of Directors

1. How do you nominate board members?

Appointed by the county commissioners or appointed by the governor

2. How do you recruit them?

HCMA does not recruit

3. New board members...(check all that apply):

- ☐ receive a personal welcome from a current member
☐ receive a written job description
☐ go through an orientation or training program
x ☒ are informed of their legal duties of Care, Loyalty and

Obedience

- ☐ are informed of expectations related to fundraising
☐ are asked to make a gift
x ☒ are informed of any personal indemnification you provide
☐ other: _____

4. What is the term of service for board members? Six year terms for county appointees and four year terms for governor appointees

5. How many times may this term be renewed? No limit

6. What percentage of board members:

95% attend board meetings, on average
_____% gave in the past 12 months
5% have introduced a new donor to the organization in the past 12 months
5% have participated in a solicitation in the past 12 months
_____% volunteer beyond board service
5% provide needed professional expertise

7. Describe the demographic make-up of the board.

86% male 71% in the work force
14% female _____% not in the work force

_____% under 40 _____% corporate representatives
29% 40 to 60 100% community representatives
71% over 60 _____% client representatives

8. How often does the board meet? Once per month
9. How long does a typical board meeting last? 2 hours
10. When did you last hold a board retreat? August 30, 2011
11. Describe any professional services that board members provide that HCMA would otherwise have to purchase.

n/a

Director

1. How long has John McCulloch, Director, been with the organization?
Eight months
2. What percent of the President and CEO's time is devoted to fundraising? 1%
3. How many one-on-one solicitations meetings did the President and CEO participate in during the past 12 months? two
4. Is the Director a donor to HCMA?
☐ yes x ☐ no

Staff

1. Describe the size and structure of the fund development staff, including full- or part-time status.

zero
2. What percentage of the chief fundraiser's time is spent on:

_____ % cultivating/soliciting major gifts
_____ % cultivating/soliciting planned gifts
_____ % grant writing
_____ % annual giving appeals
_____ % fundraising events
_____ % donor stewardship
_____ % administration/staff management



_____% other: ____
100%

3. How many one-on-one solicitations meetings did the chief fundraiser participant in during the past 12 months? ____
4. Provide details for the fund development staff.
☐ job descriptions attached

Title	Salary Range	Major Duties
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	

Volunteers

1. Describe the ways volunteers can be involved with HCMA beyond board service.

Park work days, park clean-up days, interpretive assistance with programs, feeding caring for animals at farm centers.
2. How many people volunteer in a typical year? 500
3. How many hours do volunteers contribute in a typical year? 1000 or more
4. How is volunteer service tracked?

Monthly park statistical data
5. How is volunteer service acknowledged and thanked?

6. What percentage of current volunteers are current donors? 0%

IV. PROSPECTIVE DONORS

1. Who are your natural donor constituencies?

2. How many constituents with valid addresses are in your database?

3. How many of these constituents have ever given to HCMA? _____

4. What is the largest cash gift HCMA has every received, who gave it, and for what purpose?

50,000 – anonymous donation

“Moves Management” is the process of thinking and acting strategically about prospective donors to advance a relationship toward significant financial support. Typical steps include identification, qualification, cultivation, solicitation, and stewardship. When setting strategy for prospective donors:

5. How do you identify new prospective donors?

6. How do you prioritize prospective donors, that is, how to you rank and rate them?

7. How do you engage prospective donors with HCMA?

8. Who is responsible for setting solicitation strategies?

9. Who is responsible for ensuring donors are properly thanked and that their wishes are followed?



V. STEWARDSHIP

1. How do you communicate your efforts and results to donors outside of solicitation vehicles?
 - ☐ annual report
 - ☐ donor honor roll
 - ☐ printed newsletter
 - ☐ electronic newsletter
 - ☐ letters
 - ☐ email
 - ☐ phone calls
 - ☐ other: _____
2. Do you make your audited financial statement and Form 990 available to the public?
 - x ☐ yes
 - ☐ no
3. How do you privately thank your donors?
 - ☐ generic gift receipt
 - x ☐ generic thank-you letter
 - ☐ personalized thank-you letter/note
 - ☐ phone call from staff/volunteer
 - ☐ generic memento
 - ☐ personalized memento
 - x ☐ small group event (lunch, dinner, etc.)
 - ☐ large group event (banquet, party, etc.)
 - ☐ other: _____
4. Describe how you publicly recognize your donors.

Donations over \$250 are recognized by the Board of Commissioners each month at monthly meeting.
5. Do you offer naming opportunities to recognize donors?
 - ☐ yes
 - ☐ no
6. Do you have giving societies for...(check all that apply):
 - ☐ planned giving?
 - ☐ gifts above \$_____?
 - ☐ longevity/years of giving?
 - ☐ first-time giving?
 - ☐ other: _____
7. Do your donation forms provide an option for donors to designate their contributions to a specific purpose?
 - x ☐ yes
 - ☐ no



8. Do you invite donors to designate gifts in memory of or in honor of someone?

x ☐ yes

☐ no

9. What information about your investments do you share with prospective or past endowment donors?

10. Which of these standard policies and procedures have you adopted to guide interaction with donors?

☐ Donor solicitation policy (for internal clearance/coordination)

x ☐ Gift acceptance policy

☐ Gift acknowledgement/thank you policy or procedure

☐ Donor recognition policy or procedure

☐ Donor confidentiality policy

☐ Donor privacy policy

☐ Conflict of interest policy

☐ Investment policy for endowment (and other investments)

VI. ABILITY TO EXECUTE

Sound Operations

1. When did you last update your Bylaws? Have not been updated since inception 2003.
2. How do you arrive at your fundraising goals?

3. With whom do you share your fund development plan?
☒ full board
☐ executive committee
☐ fund development committee
☐ finance committee
☒ all staff
☒ executive staff
☐ fundraising staff
☐ other: _____
4. Does each member of the fund development staff have a written work plan that corresponds to the fund development plan?
☐ yes ☐ no
5. Describe which of your programs, if any, have a structural deficit; that is, operating expenses are budgeted to exceed operating revenue.

6. Did budgeted revenue for operations meet or exceed actual revenue for the most recent fiscal year?
☐ yes ☐ no
7. Which revenue sources, if any, have changed appreciably over the prior two years, or are likely to change appreciably in the next two?

8. What actions does HCMA take when income falls short of expenses?

9. Describe how frequently this occurs, and the magnitude of the deficit for the most recent instances.

10. How many months of working capital does HCMA typically have on hand?

11. Describe any debts of HCMA that are secured by current or fixed assets.

Fundraising Resources

1. What donor management software and version do you use?

None

2. Is information in the donor database directly accessible to staff who are in direct contact with donors?

☐ yes ☐ no

3. Have the staff responsible for data entry and retrieval received formal training on the software?

☐ yes ☐ no

4. How frequently do you validate addresses in the database? _____

5. Describe any one-time or ongoing resources you make use of for prospect research.

5. What opportunities for professional development do you provide for the fundraising staff?

- ☐ subscriptions and manuals
- ☐ membership in professional association(s)
- ☐ attendance at conferences and seminars
- ☐ enrollment in classes
- ☐ one-on-one training
- ☐ other: _____



Fundraising Activities

1. What solicitation methods do you employ?
 - ☐ individual major gifts
 - ☐ corporate major gifts
 - ☐ foundation grant submissions
 - ☐ direct mail/email appeals
 - ☐ telephone appeals
 - ☐ online appeals
 - ☐ special events
 - ☐ cause-related marketing
 - ☐ planned giving
 - ☐ Other: _____
2. How do you encourage donor loyalty?

3. How do you encourage donors to increase their giving?

4. Has HCMA ever been the recipient of...:
 - ☐ a bequest
 - ☐ a charitable remainder or lead trust
 - ☐ income from a charitable gift annuity
 - ☐ other planned gift: _____
5. Does HCMA provide sample bequest language in its publications?
☐ yes ☐ no
6. Do you include planned giving options in your discussions with donors?
☐ yes ☐ no
7. Have you developed marketing materials specifically for planned gifts?
☐ yes ☐ no
8. Can donors make a gift through your Web site?
☐ yes ☐ no
9. How does HCMA use social networking for fundraising purposes?

10. Has HCMA ever conducted a capital or comprehensive campaign?



☐ yes ☐ no

11. What was the title of HCMA's last capital or comprehensive campaign?

12. What supporting materials did you prepare for the campaign?

- ☐ case statement
☐ campaign booklet
☐ campaign video
☐ other: _____

13. Who provided the volunteer leadership for the campaign?

14. Provide the milestones of HCMA's last capital or comprehensive campaign.

Milestone	Month/Year
Feasibility study	
Launch of silent phase	
Public announcement	
End of solicitations	
End of pledge period	

15. Provide the details of the campaign's monetary goals.

Purpose	\$ Goal	\$ Raised
Building	\$	\$
Programs:	\$	\$
Endowment	\$	\$
Other:	\$	\$
TOTAL	\$	\$

16. How much in outstanding pledges remains to be collected? \$_____

17. Who provided campaign counsel? _____

Appendix C: Interview Participants

Focus Group:

James B. Nicholson, Wilson Born, Tamera Fenske, Eugene Lovell, and Timothy McCarthy

Individual:

1. Lindsay Struve, REI
2. Jim Pershing, Park Superintendent South HCMA
3. Kim Jarvis, Park Superintendent West HCMA
4. Mike Lyons, Park Superintendent East HCMA
5. Jack Liang, Community Relations Administrator HCMA
6. John McCulloch, Director HCMA
7. Jaye Quadrozzi, Commissioner
8. John Hertel, Commissioner
9. Robert Marans, Commissioner
10. James Jacobs, President Macomb County Community College
11. Debbie Moser, HCMA volunteer
12. Ruth Glass, HCMA volunteer
13. Roseann Kovalcik, HCMA volunteer
14. Mike Hartmann, Miller Canfield
15. Tamara Fenske, 3M Corporation
16. Bill Shelden

Unable to schedule:

1. Jodee Raines, Erb Foundation

Appendix D: Establishing a Culture of Philanthropy

The Metroparks' leadership has the opportunity to advocate for, and help establish, a culture of philanthropy among the Metroparks' staff and volunteers. In a true culture of philanthropy fundraising is viewed by both staff and volunteers as a positive and inclusive function that is critical to the success and sustainability of the organization.

Thoughtful attention to the following strategic components encourages and promotes fundraising at every level of the organization, ensuring that all stakeholders feel included and essential to the success of the philanthropic objectives of the Metroparks.

Credibility in the Community

The Metroparks:

- ☐ Meets its mission well.
- ☐ Is well regarded in the communities they serve.
- ☐ Competes well for philanthropic resources.
- ☐ Recognizes donors accurately on a consistent and timely basis.
- ☐ Has a compelling case for support to share with current and prospective donors.

Internal Consensus

The Metroparks:

- ☐ Has established goals and objectives that are aligned with their mission.
- ☐ Has consensus between the Commissioners and staff on the importance of key strategic goals and objectives.

Staff and Volunteer Resources

The Metroparks:

- ☐ Has an effective Board.
- ☐ Has effective executive leadership.
- ☐ Has an effective fundraising team.
- ☐ Has consistent retention of executive leadership.
- ☐ Staff understand and appreciate the important role fundraising plays and support fundraising staff with their duties.



Leadership

The Metroparks:

- ☐ Can readily recruit a group of volunteers to make gifts and leverage their own giving with others.
- ☐ Can identify candidates to fill key volunteer roles.

Donor base

The Metroparks:

- ☐ Has a natural constituency that is interested in and capable of supporting the organization.
- ☐ Has identified prospective donors who are likely to contribute to the organization.



Appendix E: Educational Foundations in Michigan

MI Public School Educational Foundations	
Adrian Schools Educational Foundation	Lakeshore Excellence Foundation
Ann Arbor Public Schools Education Foundation	Lansing Educational Advancement Foundation
Berkley School District Education Foundation	Livonia Public Schools Foundation
Birmingham Education Foundation	Manchester Community Schools Foundation
Blissfield Foundation for Educational Excellence	Marquette Area Public Schools Education Foundation
Bloomfield Hills Schools Foundation	MCC Educational Foundation (Mason County Central)
Chippewa Valley Educational Foundation	Mt. Pleasant Public Schools Education Foundation
Comstock Park Educational Foundation	Northville Educational Foundation
Dearborn Education Foundation	Novi Educational Foundation
Detroit Public Schools Foundation	Orchard View Schools
Dewitt Public Schools Foundation	Otsego Public Schools Foundation
East Grand Rapids Schools Foundation	Portage Education Foundation
East Lansing Educational Foundation	Plymouth-Canton Community Schools Foundation
Educational Excellence Foundation - Plymouth-Canton Schools	Rockford Education Foundation
Education Foundation of Dexter	Saginaw Township Community Schools Foundation
Farmington Public Schools	St. Joseph Intermediate School District
Farmington/Farmington Hills Education Foundation	St. Joseph Public Schools Foundation
Fitzgerald Foundation	SEG Educational Foundation
Foundation for Saline Area Schools	South Redford Foundation for Educational Excellence
Grand Rapids Student Advancement Foundation	Success Fund for the Marshall Public Schools
Howell Public Schools Education Foundation	Vicksburg Community Schools Foundation
Hudson Educational Foundation	Walled Lake Foundation for Excellence
Kalamazoo Public Education Foundation	Wyandotte Public Schools Foundation
Kent Education Foundation	Zeeland Public Schools Education Foundation
L'Anse Creuse Foundation	

Source: National School Foundation Association, www.schoolfoundations.org



Appendix F: Expense/Revenue Projections

Category	Expense Year 1	Expense Year 2	Expense Year 3
Personnel			
Development Director			
• Base salary	\$100,000	\$100,000	\$100,000
• Benefits @ 46%	\$46,000	\$46,000	\$46,000
Administrative Support			
• Base Salary (\$40,000)	\$16,000	\$28,000	\$40,000
• Benefits @ 46%	\$7,360	\$12,880	\$18,400
<i>Subtotal Personnel</i>	<i>\$169,360</i>	<i>\$186,880</i>	<i>\$204,400</i>
Donor database purchase/annual maintenance	\$8,000	\$1,200	\$1,200
Audit	\$2,500	\$2,500	\$2,500
General Fundraising Brochure (design, print)	\$4,000	\$3,500	\$3,500
Supplies/Postage	\$4,000	\$5,000	\$5,000
Cultivation (donor mtgs., entertainment, etc.)	\$5,000	\$6,000	\$7,000
Gala event	\$0	\$50,000	\$50,000
Website/communications enhancements	\$5,000	\$2,500	\$2,500
Meeting hosting (4 Foundation board meeting)	\$500	\$500	\$500
Fundraising Counsel	\$50,000	\$0	\$0
<i>Subtotal</i>	<i>\$80,000</i>	<i>\$71,200</i>	<i>\$72,200</i>
TOTAL EXPENSE	<u>\$248,360</u>	<u>\$258,080</u>	<u>\$276,600</u>
Category	Revenue Year 1	Revenue Year 2	Revenue Year 3
Major Gifts and Grants			
Individuals	\$96,000	\$240,000	\$400,000
Corporations/Foundation	\$100,000	\$130,000	\$200,000
Bequests/Other planned gifts			
Annual Gifts			
Board of Commissioners Appeal	\$7,000	\$10,000	\$10,000
Foundation Board Appeal	\$25,000	\$50,000	\$75,000
Staff Appeal	\$7,500	\$8,750	\$11,250
Direct Mail Appeal(s)	\$3,625	\$6,375	\$8,875
Honor/Memorial	\$10,000	\$15,000	\$25,000
Event(s)			
Annual Gala	\$0	\$50,000	\$70,000
TOTAL REVENUE	<u>\$249,125</u>	<u>\$462,125</u>	<u>\$800,125</u>
NET REVENUE	<u>\$765</u>	<u>\$204,045</u>	<u>\$523,525</u>



Appendix G: Three-Year Fund Development Plan

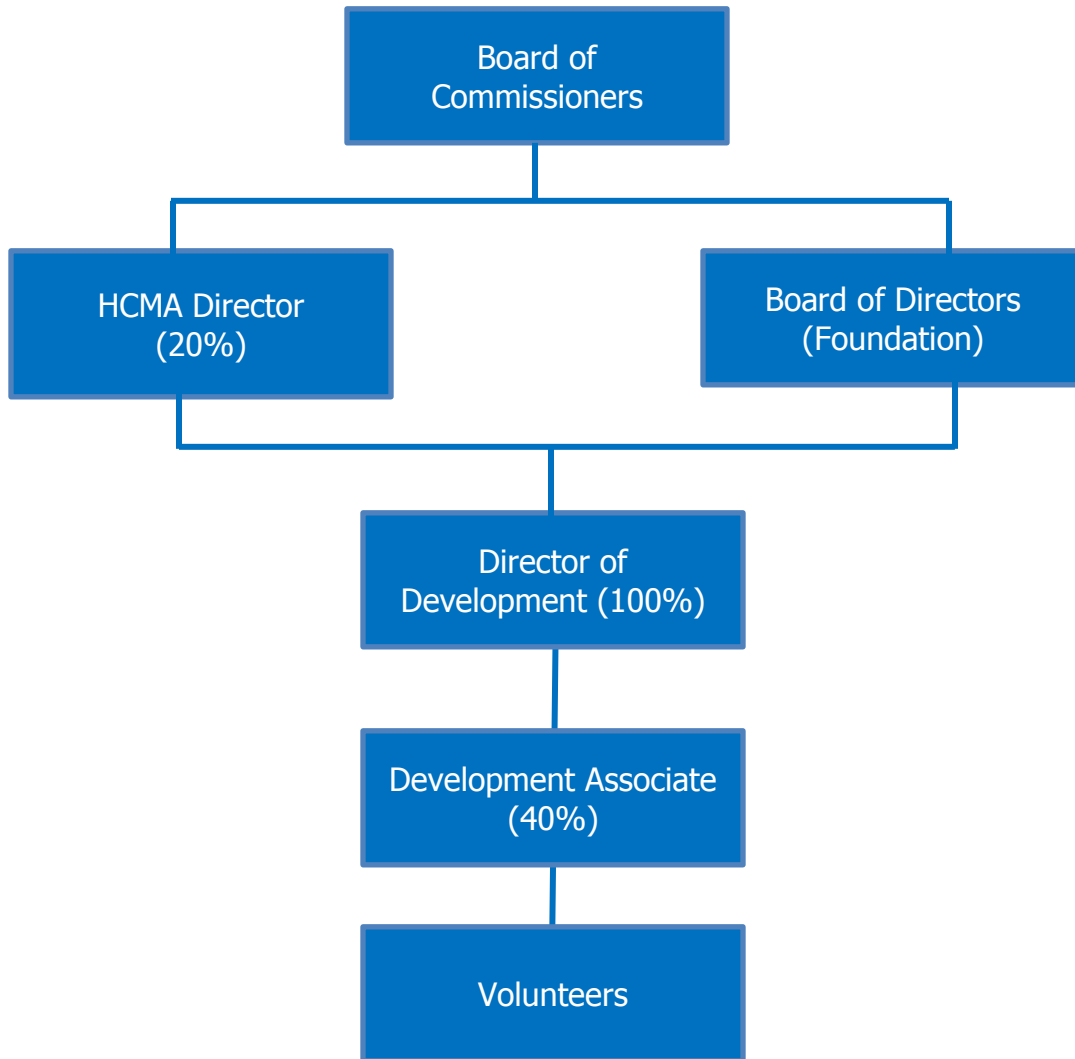
I. First Principles of Fund Development

The fund development program at the Metroparks embraces the philosophy that fundraising is about relationships with people. In our work to generate financial resources for the Metroparks to fulfill its mission, we hold to these first principles:

- We abide by the Donor Bill of Rights (Supplement 1: *Donor Bill of Rights*).
- We respect and value each individual, regardless of their influence or affluence.
- We will be good stewards of the resources entrusted to the Metroparks.
- We believe generosity is a fundamental human trait, and that the experience of giving should be joyful.
- We will seek and accept only those gifts which advance our mission and priorities, as set by the Board of Commissioners.

II. Fund Development Organizational Chart

To make the best use of our volunteers and staff the Metroparks' fund development program will be organized as follows:



We will deploy these human resources as follows:

- Board of Commissioners and Foundation Board of Directors: The Metroparks needs the members of its Boards to support the organization with their own personal philanthropy, to act as ambassadors and trailblazers for the Metroparks among their peers, and to participate in fundraising activities in ways that are tailored to their personal interests and capabilities. Their



participation publicly reflects the commitment of the Metroparks' leadership to the fund development program.

- Director: To achieve our goals, the Metroparks needs about 20% of the Director's time, totaling about 400 hours (0.20 FTE), devoted to building and maintaining meaningful relationships with individuals who can personally make a major gift or influence the giving or grant making of the organizations they represent and actively serving as the public face of the Metroparks.
- Director of Development: This fulltime position (1.0 FTE) provides approximately 2,000 hours of focused deployment for fundraising purposes. About 75% of the time will be spent on cultivation and solicitation activities, and will be heavily weighted toward individual and corporate donors.

In addition, the Director of Development's duties will include the preparation and submission of written grant proposals based on published or reported guidelines, the gathering of information to evaluate the results of funded grants, the preparation of written reports to the grantor, the identification of new grant opportunities, and background research on prospective major donors.

Last, the Director of Development will be responsible for working with volunteer leadership to plan one annual signature event.

- Development Administrator: This position, which provides fractional time to the fund development program (0.4FTE), allows for 16 hours/weekly of the donor database maintenance, including gift entry, and acknowledgment.
- Metroparks' volunteers will be integrated into event planning and solicitation activities as appropriate.



III. Strategic Fundraising Goals

The overarching strategic goals of the fund development plan aim to create a true culture of philanthropy throughout the Metroparks system by entrenching key activities for sustainable, ongoing fundraising.

1. Ensure that the Metroparks' fundraising activities are closely aligned to the goals and priorities of the organization.
2. Raise the profile of the Metroparks in a manner that will lead prospective donors to conclude that their investment in the Metroparks' programs is smart and that additional financial commitment is appropriate.
3. Draft and refine the case for support and test it among prospective donor constituencies as a normal and ongoing part of the Metroparks' fund development work.
4. Implement an annual Board of Commissioners and Foundation Board of Directors campaign, with two goals: 100% giving and increasing financial support over time. The Foundation Board Chair and Director of Development will set a monetary goal for the campaign in conjunction with volunteer leadership.
5. The Metroparks' Director will invest necessary time to support the initiatives of the fund development program. It is anticipated that the commitment of time devoted to fundraising during the Plan 3-year period will not exceed 20% of a standard work year.
6. The Metroparks will hire a full-time dedicated fund development professional as Director of Development; year 1 of the plan will commence with this hiring. The Director of Development's time will be spent solely on fundraising.
7. The Metroparks will provide the appropriate level of administrative support at a minimum of .40 FTE but ideally at 1.0 FTE staff person to serve as a Development Associate.
8. In year 1, the Metropark fundraising strategy will begin with intentional and consistent cultivation and solicitation of its volunteer leadership, staff, current donors, and dedicated volunteers. In years 2 and 3, this will be supplemented with a thoughtful outreach strategy to convert frequent users of the Metroparks to donors and to target other known individual, corporate, and foundation prospective donors throughout the region.

9. In year 1, the Director of Development will identify 60 qualified individual, corporate, and foundation prospects that will be cultivated under a Moves Management model; in year 2, 100 prospects will be identified, and in year 3, 125 prospects will be identified. This will represent a full prospect load for the Director of Development.
10. The Metroparks will launch an annual giving program. In year 1, this will include mailings to dedicated volunteers and current donors; years 2 and 3 will continue these mailings and expand to include mailing to lapsed donors and community members who have a vested interest in the parks because of the proximity of their homes to specific parks.
11. The Director of Development will conduct regular prospect screenings with park staff to identify additional prospects with capacity and an affinity for HCMA's mission.
12. The Metroparks will design and publish a "Ways to Give" brochure with a tear-off donation slip or enclosed donation envelope and an on-line donation option. Additionally, the Metroparks will create a dedicated web-page including the same information.
13. The Metroparks will develop a strategy for ongoing stewardship and recognition programs paying close attention to developing a personalized plan for stewarding individual, corporate, and foundation gifts. Elements of the plan will include a donor honor roll, and making strategic use of giving societies (including planned giving), memorials and tributes, naming opportunities, and other special categories of giving.
14. The Metroparks will make the necessary investment in fundraising resources to support the success of the fund development program.
15. The Metroparks will host one annual system-wide event for the public, led by a volunteer committee of community leaders and based at a Metropark. This event will be launched in year 2 of the Plan with a goal of covering expenses the first year and generating revenue in subsequent years.
16. The Metroparks will convene the Foundation immediately and amend the by-laws, as needed, to assure appropriate control by the Board of Commissioners. The Director of Development will be



supervised by the Director and the Foundation Board, both of whom are overseen by the Commissioners.

17. The Metroparks will adopt the full suite of fund development policies and procedures prior to or concurrently with the hiring of the Director of Development.
18. The Metroparks will research and purchase appropriate fund raising software to manage the fund development function in year 1 of the Plan.

IV. Solicitation Strategies

The goal of the fund development program is to grow to consistently produce at least \$800,000 by the end of year 3. We will employ four solicitation strategies to do so: highly tailored solicitation of major donors (including planned gifts), implementation of an annual giving program, direct mail, and event sponsorships.

A. Major and Planned Gifts

Major gift solicitations distinguish themselves from other solicitation methods in having a plan individually tailored to each prospective donor. At the center of each plan is the relationship between a representative of the Metroparks and the donor, who may be an individual or a representative of a corporation, foundation, or other organization.

Building these relationships is time consuming, and time is a limited resource. For this reason, we will use this solicitation method only with those prospective donors who we have cause to believe are capable of making significant annual or one-time gifts. For the first years of this plan we will define a major gift as \$1,000 or above. Because giving is ultimately an individual's decision, all gift amounts raised from the group identified as potential major donors will be counted towards the set financial goal. There will be many occasions where a prospective donor has the capability to make a major gift, but might choose to make a gift below our preferred threshold. This is a normal outcome with major gift fundraising.

In a multi-park setting, as exists at the Metroparks, many prospective major and planned giving donors are unknown to the Director of Development but are known to the park staff and/or Superintendents. It is vitally important that HCMA staff support the Director of Development in identifying and cultivating these as appropriate.



The Director of Development is responsible for authoring the plan for each prospective major donor, with input from certain directors and staff members who may be involved in building the relationship. The Director of Development is largely responsible for implementing these plans, with appropriate assistance from the Director. By year 3 of the plan, the Director of Development should develop and maintain relationships with a pool of approximately 125 prospective major donors. The guidelines for donor cultivation meetings and the "moves management" process are provided in Supplements 2 and 3 (*Donor Cultivation Meetings and Moves Management Process*), respectively.

Major Gift Goals

We will measure our success in raising major gifts against the following goals:

Year 1:

- Our goal is to create and implement a tailored plan for at least 60 prospective major donors, including individuals, corporations, and foundations. These activities will occur throughout the year, with grant seeking activities scheduled according to submission deadlines.
- The Director of Development will solicit a minimum of 15 gifts from this group and we expect 3 to be realized.
- Our financial goal for major gifts is \$196,000.

Year 2:

- Our goal is to increase the load to 100 prospective major donors, including individuals, corporations, and foundations.
- The Director of Development will solicit a minimum of 20 gifts from this group and we expect 6 to be realized.
- Our financial goal for major gifts is \$370,000.

Year 3:

- Our goal is to increase the load to 125 prospective major donors, including individuals, corporations, and foundations. This is the appropriate load for the Director of Development and should be maintained in subsequent years.



- The Director of Development will solicit a minimum of 25-30 gifts and we expect 8-10 to be realized.
- Our financial goal for major gifts is \$600,000.

Achieving these goals will depend on the following activities:

- The Director of Development will identify and prioritize many of the relationships that comprise the prospective major donors with the greatest interest in and capacity to support the Metroparks by researching their past gifts to the Metroparks and organizations with a similar mission. Initially this group will include current donors and dedicated volunteers.
- The Director of Development will create a plan for each prospective donor that includes a series of meaningful contacts that conforms to their preferred way of doing business. For current donors, the plan will focus on donor stewardship to ensure their continued support.
- Planned giving options, including bequests, will be included in all individual solicitations.
- The Director of Development, with appropriate participation from the Director will implement these plans.
- The Director of Development will average 15 cultivation and solicitation visits with prospective major donors per month.
- The Director of Development will create and maintain a master calendar showing the monthly activity for each prospective donor, and track activity in the donor database.
- The Director of Development will prepare and submit 10 grant proposals per year.

We will count all gifts and grants resulting from these solicitations toward our major gift financial goal, regardless of their size or purpose. We do not consider government contracts to be grants.

B. Annual Gifts

Annual giving solicitations typically follow a standard approach to all prospective donors, focusing on those who are thought to have the capacity to make a gift between \$1 and \$1,000 year after year. The power of annual giving comes in volume and repetition, not the size of



the gift. Our aim is to treat each donor in a way that establishes a habit of giving to the Metroparks that leads to larger gifts.

The Director of Development is responsible for guiding the timing, design, and targeted audience for each element of annual giving.

Annual Giving Activities

1. Board Appeal

We will measure our success in raising annual gifts from our current board members against the following goals:

- Every Commissioner and Foundation board member will be asked for a gift.
- 100% giving from both boards.
- Our financial goal is to raise at least \$7,000 in year 1 and growing to \$10,000 by year 3 from the annual Commissioner's campaign; and to raise \$25,000 in year 1 and growing to \$75,000 by year 3 from the Foundation board campaign.

Achieving these goals will depend on the following activities:

- The chairs of the Board of Commissioners and Foundation Board will announce the start of the board appeal, including the financial and participation goals, at the September meeting.
 - The Director will make a personal gift.
 - The Director will personally ask each board chair for a gift.
 - The board chairs will send a solicitation letter to the members of the board, asking for his or her annual gift commitment.
 - The board chair will personally call or meet with board members who have not made their commitment by the deadline to request their support.



- The Director will be involved in personal visits with board members, as appropriate on a case by case basis.
- The Development Associate will track activity and all commitments in the database. The board chair(s) will report on the total given and participation rate at each meeting.

We will count only those contributions received through the board appeal toward the financial goals of this appeal. However, we will count gifts from board members through other solicitation activities toward our participation goal for the board appeal.

2. Staff Appeal

We will measure our success in raising annual gifts from our current employees against the following goals:

- Every Metroparks' staff person will be asked for a gift.
- Our goal is to receive a personal gift from 100% of the administrative staff, the staff officers, and the park superintendents; we expect an average gift to be \$500.
- Our goal is to receive a gift from 10% of the remaining staff year 1 of the plan increasing to 25% by the end of year 3. We expect an average gift to be around \$50.
- Our financial goal is to raise \$10,000 from the annual Commissioner's campaign and \$75,000 from the Foundation board campaign by year three of the Plan.

Achieving these goals will depend on the following activities:

- The Director of Development will make a personal gift.
- The Director will announce the start of the employee appeal in coordination with the Board campaigns, including the financial and participation goals. He will ask for volunteers to co-sign a letter to all staff. Experience shows that Board giving is more robust when they know that staff is participating in significant numbers and vice-versa.



- The Director will send a solicitation letter to each executive-level employee asking for his or her annual gift commitment.
- The Director of Development will personally call or meet with executive-level staff who have not made their commitment by the deadline to request their support.
- The Director will announce the start of the employee appeal to other staff, including a report on the prior year's results (if applicable), and the current year's financial goal.
 - Employee volunteers will co-sign a letter with the Director to be inserted in staff members' pay envelopes.
 - Employees who make a donation will be entered in a drawing to receive a prize of nominal value, e.g. a \$20 gift card or a "free" day off.
 - The Director of Development will send weekly updates to all staff leading up to the day of the drawing.
- We will encourage all staff members to give through payroll deduction, since donors tend to give more cumulatively when they make frequent, small gifts compared to giving once a year.
- The Development Associate will track activity and commitments in the database. The Director will report on the total given and participation rates at each executive staff meeting, and to all staff in the appropriate forum.

We will count only those gifts received through the staff appeal toward the financial goals of the appeal. However, we will count gifts received through other solicitation activities toward our participation goal for the employee appeal.

3. Direct Mail Appeals

We will have two to three direct mail appeals annually; the Metroparks has historical donor information from 2005-2008 that will be referenced for the initial appeals. We will measure our success in raising annual gifts from current, lapsed, and non-



donors using direct mail solicitations against the following goals (note: because there is no recent past history of direct mail solicitations, year 1's results will be used to refine our benchmarks and assumptions):

- Year 1, our goal is to mail two appeals, one to current donors (50 - 75 pieces) and one to dedicated volunteers (about 500 pieces). All former Commissioners and Foundation board members will receive the current donor appeal.
- Year 2, we will continue the mailings to current donors and dedicated volunteers; additionally, we will send an appeal to lapsed donors and will conduct an acquisition mailing to the homes surrounding the three individual Metroparks with the most affluent zip codes.
- Year 3, we will continue these mailings.
- Our goal is for 10% of the mailing recipients to respond with a gift in year 1 growing to 25% by the end of year 3. We expect an average gift to be around \$50.
- Our financial goal is to raise at least \$3,625 in year 1, growing to \$8,875 by the end of year 3.

Achieving these goals will depend on the following activities:

- The Director of Development will determine who will receive each mailing, and oversee the writing and design of the appeal.
- The Director of Development will handle all of the tactical details of the appeals.
- The letters will be personalized, and the message will focus on operating support. Donors should be given the option to give unrestricted or designated gifts to the Metroparks, and to designate the gift in support of a specific park.
- The Development Associate will export the data from the database, confirm its validity, and prepare the mailing list for the printer.



- The Director of Development will evaluate each completed mailing to measure its effectiveness (Supplement 4: *Fundraising Evaluation Calculator*).

4. Honor and Memorial Giving

Currently honor and memorial giving represents the largest percentage of gifts received by the Metroparks. We will proactively encourage honor and memorial giving with the following goals:

- We will receive 50 honor or memorial gifts in year 1, with a 10% increase in years 2 and 3. We expect an average gift of \$200.
- Our financial goal is \$10,000 in year 1, increasing to \$25,000 by year 3.

Achieving these goals will depend on the following activities:

- Honor and memorial giving information, including how to make a gift, will be included on the website, in the Metroparks' newsletters, and in any other appropriate media.
- The Director of Development will be responsible for letter sent to the honoree or the family of the person being memorialized. These letters are an important opportunity to create an impression of the Metroparks among community members who may not be familiar with the park system.
- The Director of Development will work closely with the Park Supervisors to develop a list of honor/memorial opportunities that move beyond benches and picnic tables.

C. Events

Events are generally among the most time consuming fundraising methods available, and even without considering the value of staff time, they produce the lowest return on investment. Their value comes most often in creating opportunities for people to learn about the Metroparks who otherwise would not come into contact with our mission. For these reasons, we will make selective use of events for awareness building, sponsorship opportunities, and stewardship.



The event strategy at the Metroparks is to educate and inform new prospective donors about the organization's mission. The annual event serves as an opportunity for current donors to revel in each other's company, thus reinforcing their commitment to the mission and as a conduit for filling the pipeline of new donors to the Metroparks that can be cultivated for larger gifts.

Annual Gala Event

The Metroparks will host one annual gala event to:

- Engage local philanthropists with the Metroparks;
- Thank current donors at all levels;
- Recognize donors who are part of a specific giving society;
- Invite past commissioners and directors whether they have given in the previous year or not; and,
- Recognize volunteers.

This event will also provide an opportunity to present awards and/or special recognition. For example, Commissioners or Foundation board members whose terms are ending might be awarded plaques at this event.

The gala event, which will take place in the spring at one of the individual Metroparks, will serve as a tool to cultivate and steward relationships at all levels and to provide an emotionally resonate and efficiently handled donor cultivation activity for all participants. This event will begin in year 2 of the plan.

The fundraising success of the event will be measured against the following goals:

- Our goal is to invite 500 people, with attendance of 200.
- In the first year of the event, starting in year two of the plan, our goal is to have revenue (tickets, sponsorships, etc.) cover the cost of the event; in the second year we expect to net revenue.
- The financial goal of the event is to break even in its first year (year 2 of the plan) and to net \$20,000 in its second year (year 3 of the plan); by its third year we anticipate the event will net closer to \$50,000.

Achieving these goals will depend on the following activities:



- The Director of Development will secure event sponsorships.
- The Development Associate will export the data from the database, confirm its validity, and work directly with a direct mail vendor to provide all information and materials on schedule for a save-the-date postcard and subsequent invitations for the event, as appropriate.
- The Director of Development and Development Associate, supported by other staff members and volunteers, will oversee the implementation of the events activities and programs.
- The Development Associate will track all event participation in the database.
- The Director of Development will bring staff and volunteers together shortly after the event to gather feedback and brainstorm for the next event; the Director of Development will also evaluate the event quantitatively (Supplement 5: *Model Gala Event: Revenue and Expenses Calculator*).

Donor Appreciation Breakfast

The Metroparks will host an annual Donor Appreciation Breakfast in the early Fall at one of the parks. This stewardship event will be free to guests and costs will be covered by sponsors or by donations of food.



Annual Development Calendar

October	November	December
Major Gift Solicitations Board and Staff Campaign	Major Gift Solicitations Board and Staff Campaign Volunteer mailing	Major Gift Solicitations
January	February	March
Major Gift Solicitations	Major Gift Solicitations	Major Gift Solicitations
April	May	June
Major Gift Solicitations Spring Mailing Current donor mailing (include lapsed donor mailing in year 2)	Major Gift Solicitations Gala Event (begins in year 2)	Major Gift Solicitations
July	August	September
Major Gift Solicitations	Major Gift Solicitations	Major Gift Solicitations Board and Staff Campaign Donor Appreciation Breakfast

V. Implementation Timeline and the First 90 Days

The timeline provides guidance for the activities in years 1-3 of the plan, including a pre-planning period prior to the hire of the Director of Development.

Strategy	PPP*	Year 1	Year 2	Year 3
Hire professional fund development staff.				
Convene the Foundation:				
• Review and revise by-laws as needed				
• Recruit Directors		6	9	15
• Authorize Foundation funding				
• Establish Fund Development committee				
Begin development of companion marketing strategy.				
Adopt recommended suite of fund development policies.				
Case for support development.				
• Comprehensive case				
• Individual case statements for specific programs and/or audiences				
Director increases time spent on fundraising and as public face of Metroparks.				
Fundraising coaching and mentoring for Metroparks staff and volunteer leadership.				
Annual Campaigns:				
• Commissioners				
• Foundation Board members				
• Staff				
Annual Giving Program				
Prospect screening with park staff.				
Establish the Foundation grant program.				
Create systematic donor recognition plan for individuals, corporations, and foundations.				
Creation of "Ways to Give" printed brochure and web page with on-line donation capability.				
Plan and implement Annual Gala.				
Plan and implement Annual Donor Recognition Breakfast.				
Annual evaluation of fundraising activities.				
Purchase donor database program.				

*Pre-planning period.

The First 90 Days

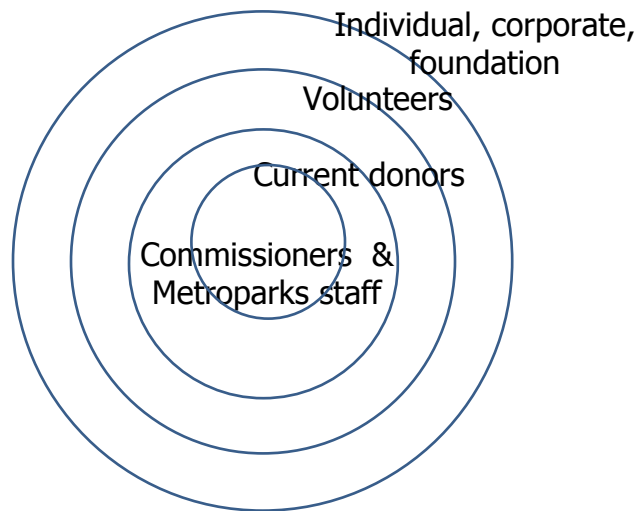
The first 90 days will be a period of intense activity as the Director of Development works to orient and familiarize her/himself with the Metroparks. The following strategies are designed to guide the Development Director as s/he begins to acquaint her/himself with the Metroparks' mission and history, staff and volunteers, and immediately begins to cultivate prospective donors. These activities will continue after the first quarter. During this period the following activities should be given priority:

1. Developing a portfolio (60) of individual, corporate, and foundation prospective donors; these will come primarily from dedicated volunteers, and current and past donors.
2. Initiate and lead the case for support development process.
3. Tour each Metropark and meet individually with the park's leadership and key volunteers.
4. Research and purchase a donor database program and create a policy/procedure for systematic data entry.

Developing a Prospective Donor Portfolio

The Metroparks adheres to "Moves Management" principles to guide individual fundraising practice. "Moves Management" is the process of thinking about and acting strategically with prospective donors to advance a relationship toward significant financial support. Typical steps include identification, qualification, cultivation, solicitation, and stewardship.

- In recent years the majority of annual contributions have been unsolicited individual gifts given in honor or memory of someone; with occasional larger gifts coming in "over the transom" or from corporations. In calendar year 2012, individuals represented 83% of all donors and gave 66% of the total making this category significant for the organization. To be most efficient and effective the Director of Development will consider the following diagram of donors when identifying prospects.



In year 1, the Director of Development will identify 60 individual, corporate, and foundation donors and prospective donors for major and planned gifts. Recommended sources of prospect information include:

- Commissioners
 - HCMA Director
 - Finance Department
 - Park Supervisors
 - Lead donors
 - Community leaders
- Best practice for fundraising follows an inside-out, top-down approach, with the commissioners and staff at the very center as the people most directly affected by the success of the fund development program. The following ranking of potential prospects should be pursued next:
 - Current donors
 - Volunteers
 - Individuals, corporations, and foundations
- With the support of key staff and selected volunteers the Director of Development ranks and rates prospects, based on their capacity and interest, to further prioritize the list of prospects.
- The Director of Development creates and implements a cultivation and solicitation strategy for each prospective donor; assigns a primary and secondary contact, and a “moves management” schedule.

- The Director of Development meets with prospective donors in priority order and documents donor contacts in the donor database.
- The Director of Development includes planned giving in solicitation strategies for individual donors.

Case for Support Development

The Director of Development will initiate and guide the case for support process; best practice recommends input from all key stakeholders in the development of the case.

- The process begins with the Director articulating, in writing, using 1000 words or less, the programs, capital projects, and other Metroparks' initiatives that would benefit from philanthropic support.
- The case should then be vetted by the Executive Leadership team, appropriate internal staff (including the Park Supervisors), and the Commissioners.
- Focus groups with volunteers and/or park users would make sense for the Metroparks.
- Finally, the case should be tested through the top individual donors, corporations, and foundations that have the financial capacity and affinity to support the Metroparks.

Metropark Tours

To promote the culture of philanthropy within the Metroparks and to become familiar and versed with the Metroparks' history, programs, and needs the Director of Development will strive to be as visible as possible from the beginning.

- The Director of Development will schedule a tour of each Metropark.
- During the tour if scheduling permits the Director of Development will meet with park leadership, key staff who have direct involvement with volunteers, and key volunteers or schedule another time to meet.

Donor Database

- The Director of Development will carefully evaluate the database needs of the organization and choose the appropriate system for purchase.
- The Director of Development will work closely with the administrative assistant to assure the database is set up properly.
- The Director of Development will establish a policy and procedures for the systematic entry of donor and gift information, and for who will have access to donor information for input and reference.
- The Director of Development will work with the administrative assistant to assure that past donor information is entered as accurately as possible.



Supplement 1: Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgment and recognition.
6. To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

The text of this statement in its entirety was developed by the American Association of Fund-Raising Counsel (AAFRC), Association for Healthcare Philanthropy (AHP), Council for Advancement and Support of Education (CASE), and the Association of Fundraising Professionals (AFP), and adopted in November 1993.



Supplement 2: Donor Cultivation Meetings protocol

1. The fund development staff prepares and sends an introductory letter to the donor requesting a meeting.
2. The Director of Development informs the Commissioners or the Foundation board members of who has received the letter, and asks them to encourage the contacts they know to take the requested meeting, and to inform the Director of Development when they have done so.
3. The Director of Development calls each donor to schedule the meeting.
4. If a Commissioner or Foundation Board member has helped encourage the meeting, the Director of Development informs him or her when a meeting is scheduled and invites his or her participation.
5. Following the meeting, the Director of Development completes a meeting report to be entered into the database.
6. The Director of Development plans the next step to “move” the prospective donor closer toward a gift commitment.



Supplement 3: Moves Management Process

What is a "Move"?

A move is a planned contact with a fixed action and objective. It may be accomplished by a letter, a telephone call, or a personal visit. The target with good prospective donors should be one "move" per month (12 per year), with at least 4 to 5 of those "moves" in the form of a personal visit.

The 7-Step Process

1. Identification
2. Research
3. Strategy
4. Cultivation (Involvement)
5. Solicitation
6. Closure
7. Stewardship

Divide Your Gift Prospect Pool According to the 7 Categories

- Within each category, prioritize the prospects from most likely to least likely to give.
- Begin with the best prospects in each group and build your work plan/strategy.
- Plan your schedule to work within each group each month.

Successful Solicitations Result from "Moving" Each Prospect Through the 7-Step Process in a Thoughtful, Creative Way

- Determine where your specific prospect fits in the process.
- Decide what needs to be done to "move" that prospect to the next step.
- Set a target date or deadline for achieving that next step, and strive to meet your deadline



Supplement 4: Fundraising Evaluation Calculator*

Fundraising Evaluation Form

Description of Activity: _____

<u>Measures</u>	<u>Expected</u>	<u>Achieved</u>	<u>Variance</u>	
Deadline:	<input type="text"/>	<input type="text"/>	0 days	early
Requests to give (#):	<input type="text"/>	<input type="text"/>	0 pieces	under
Staff time (Hours):	<input type="text"/>	<input type="text"/>	0 hours	under
Hourly rate (\$/Hr)	<input type="text"/>	<input type="text"/>		
Value of staff time (\$):	\$0.00	\$0.00	\$0.00	under
Direct expenses (\$):	<input type="text"/>	<input type="text"/>	\$0.00	under
TOTAL Cost (\$):	<u>\$0.00</u>	<u>\$0.00</u>	\$0.00	under
Cost per request (\$):	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Response Rate (%):	<input type="text" value="25.0%"/>	#DIV/0!	#DIV/0!	#DIV/0!
Gifts (#):	0	<input type="text"/>	0 gifts	under
Cost per gift (\$):	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Average gift (\$):	<input type="text"/>	#DIV/0!	#DIV/0!	#DIV/0!
Gift revenue (\$):	\$0.00	<input type="text"/>	\$0.00	under
Net revenue (\$):	<u>\$0.00</u>	-	\$0.00	under
Cost per dollar raised (\$):	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Return on investment (%):	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

* Functioning excel worksheet will be provided separately.



Supplement 5: Model Gala Event Revenue-Expense Calculator*

This planning tool calculates the expected revenue and expenses associated with a gala fundraising event, based on given parameters. It is intended to show how changing key parameters - such as the number and level of sponsorships, the size of the event, and the ticket price - will change the expected net revenue.

Revenue				Expenses		
				Category	Count	Unit Cost Amount
Sponsorships						
Level	Tickets included	Count	Amount	Facility rental		
\$25,000			\$0	Catering	-	\$0
\$10,000			\$0	Design & printing		\$0
\$5,000			\$0	Postage (postcard invite)	-	\$0
\$2,500			\$0	Supplies		\$0
\$1,000			\$0	Auctioneer		\$0
\$500			\$0	Valet		\$0
Subtotal sponsorship revenue			\$0	Sales tax		\$0
				Miscellaneous		\$0
				Total expenses		\$0
Ticket sales						
	Count	Price				
Maximum seating				Net revenue		\$0
Less tickets to sponsors	-			Cost per dollar raised		#DIV/0!
Seats available for sale				Return on investment		#DIV/0!
Subtotal ticket sales revenue			\$0			
Contributions						
			\$0			
Auction revenue						
	Count	Ave Bid				
Silent auction	0	\$0	\$0			
Live auction (premium items)	0	\$0	\$0			
Subtotal auction revenue			\$0			
Card raffle						
	0	\$0	\$0			
Total revenue						
			\$0			

* Functioning excel worksheet will be provided separately.



Appendix H: Donor Stewardship and Recognition Program

In an effort to make giving to the Metroparks a more satisfying experience, and to increase donor loyalty, we will adopt best practices to recognize our donors. Our recognition and stewardship program will consist of three major elements: private thanks, public recognition, and awards.

A. Private Thanks

The first and fundamental part of the recognition and stewardship program consists of expressing timely, personal, and sincere thanks. Each donor receives at least two written thanks:

1. An official gift acknowledgement letter and receipt from the Director of Development within three days of gift entry; and
2. A thank-you letter from the Director, member of the Foundation Board, and/or Board of Commissioners depending on gift level within two weeks.

We will strive to make each letter personal, original, and express an understanding of the reasons that motivated the gift.

Thanks are also in order in the case of a prospective major donor who has declined to participate, or who has made a gift below expectations. In these cases, the Metroparks has an opportunity to cultivate the relationship for the future by demonstrating that it truly knows something about the individual, corporation, or foundation.

The Director of Development is responsible for informing the Director when major gifts are received or a solicitation is declined.

B. Public Recognition

The public recognition of donors and volunteers is as much a part of the publicity and marketing of the Metroparks as it is a form of recognition and stewardship programming. It is not a substitute for private gestures of appreciation.

The Metroparks recognize that public acknowledgement, either through publications, press releases, events, or other means can have both positive and negative aspects for major donors. On the one hand, being known for one's good works is gratifying; on the other, this visibility makes the donor a target. We will therefore first request and must receive the consent and collaboration of our major donors prior to any



public recognition, and will take all possible steps to show our donors and volunteers in the very best public light and to protect them from negative coverage or publicity. We will thank our donors and volunteers in writing for their participation in any type of public recognition.

We will give donors and volunteers the opportunity to review written materials intended for publication that include their names.

As soon as possible after the close of the year and the completion of the annual audit, the Metroparks will publish and make available for download in PDF format an annual stewardship report. The report should include:

- A roster of donors, listed alphabetically within giving levels identified by name and by corresponding gift ranges;
- Features on major gifts and grants from individuals, corporations, and foundations;
- Acknowledgement of significant event sponsors;
- Listings of Board members, volunteers, recipients of special recognition during the past year, and other individuals deserving of thanks; and
- Detailed information about the Metroparks and its case for support.

The Foundation will respect the wishes of its donors in regards to anonymity and seek written instructions from donors clarifying whether and what information may be published or shared in other ways.

Naming opportunities will be established and included as part of the donor recognition strategy in the Metroparks.

C. Awards

The Metroparks will present to Commissioners and Foundation Board members completing their service a personalized memento noting the years.

The Metroparks will coordinate with the recipient to find the appropriate occasion to present these awards and the appropriate media venue to publicize them; however, it is anticipated that the annual gala event will be the primary vehicle.



Appendix I: Marketing and Communications Strategy

A strong communications plan is an essential element for the success of fund development efforts.

The value of a good marketing and communications program to fundraising comes in building “brand identity” through delivering a consistent message with a consistent look and feel, and in keeping the organization in the minds and hearts of prospective donors between solicitations.

A. Case Statement

The Metroparks will embark on a case development process to draft a strong initial case for support with one page supplements summarizing key program areas including their history, current status, and – most importantly – how each will be materially and measurably improved with private support.

The Director and Director of Development will use the case and program summaries in cultivation meetings with prospective major donors.

B. Communications Plan

The Metroparks will develop an annual communications plan so that prospective donors receive a series of positive messages about the organization leading up to a request for a gift. The plan will include:

1. A graphic standards program and style manual to insure a consistent look to all of the Metroparks’ communications.
2. A printed case statement and presentation portfolio for use in visits with prospective major donors.
3. Periodic email broadcasts for quick announcements, opportunities, reminders regarding events, etc.
4. An Annual Report as noted above.
5. Speaking opportunities that will share the Metroparks’ mission with key members of the community and delivered by key subject matter experts, the Director, and individual Board and Foundation Board members.
6. A standard press package with a Metroparks’ Fact Sheet including a brief history and facts about the importance and benefits of the



Metroparks' programs, brief success stories, current news, and a list of the recent impact of the Metroparks programs on the Southeast Michigan region.

7. Website update to include information regarding the needs of the Metroparks and an easy way for prospective donors to make a gift on-line.

Appendix J: Advantages of a Foundation Model

- Given the time, effort and care that must be taken in launching a foundation, its formation announces to stakeholder groups that the Metroparks is serious about private giving.
- During the formation of the foundation, important safeguards for donors ensuring that donated funds are solicited in a sensitive manner, used for donors' intended purposes, and managed by qualified professionals can be integrated.
- The potential branding activities around the foundation brings great visibility to the need for and use of private gifts by the Metroparks.
- The foundation model creates high profile, prestigious opportunities for people to become involved with the Metroparks through membership on the foundation board, as well as possible service on investment and distribution committees.
- A separate foundation board, focused exclusively on philanthropy, assures stakeholders that an additional level of scrutiny exists that will ensure that the activities of the foundation are in keeping with the Metropark's mission.
- The foundation protects the organization's accumulated fundraising assets and endowment, and provides an entity which the organization can use to accept assets for its private support that might not otherwise be possible.
- Activating a foundation enhances the Metropark's ability to attract individuals having previous experience serving on other foundation boards and those who have a dedicated interest in fundraising.

From a peer park system's website:

Why are the Wheeling Park Commission and Oglebay Foundation separate institutions?

Confidentiality: Laws mandate that records and meetings of public institutions be open to the public. Because The Oglebay Foundation is separate from the Wheeling Park Commission, it is able to keep confidential gift records, wills, trust agreements, correspondence, and other highly personal documents related to gifts.



Flexibility: Wheeling Park Commission guidelines restrict the ability to build significant endowment funds and maintain limited discretionary funds. By creating a separate foundation, the WPC has been able to match federal and state grants dollar for dollar since 1945.

Security: As an independent non-profit, the Foundation exists to ensure your gift is directed towards its intended purpose.

*Oglebay Foundation, <http://oglebayfoundation.org/questions.html>



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Rebecca Franchock, Chief Accountant
Subject: Approval and Resolution – 2014 Budget
Date: November 7, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2014 Budget Resolution as recommended by Chief Accountant Franchock and staff.

At this time, I am pleased to present the 2014 budget plan. Development of this plan has been a team effort involving staff throughout the Metroparks. Our focus this year has been to give staff the tools that they need to develop their budgets utilizing their expertise to prioritize expenditures of the available funds and to maximize revenue generation.

Overall, the preliminary 2014 Budget figures that were reviewed with the Board at the October Board meeting are very close to the final numbers that are being recommended today. Staff endorses these figures and feels that they are attainable and realistic revenue and expenditures targets. This budget document meets the mandates of the State of Michigan's Uniform Budget Act.

Following the adoption of the 2014 Budget, staff will begin to prepare to update the Metroparks rolling Five-Year-Plan to reflect actual 2013, budgeted 2014 and projected 2015, 2016, 2017 and 2018. This plan will be the overarching guide for the Metroparks in the near term. Longer-range objectives need to be developed following the deployment of the Enterprise Resource Planning Project FRED in 2014 - 2015.

From a high level, the 2014 Budget will result in an increase in Fund Balance. Budgeted Revenues of \$44.9 million along with the Unencumbered Capital Appropriations at 12/31/2013 of \$5.1 million will exceed the 2014 Budgeted Expenditures of \$48.7 million resulting in an increase to the Reserve for Future Contingencies of \$1.3 million.

This increase exceeds the expectations of the current Five-Year Plan with regard to the effect on Fund Balance. The Five-Year-Plan showed the 2014 Budget allocations increasing the Reserve for Future Contingencies by just under \$0.5 million. The primary factors causing this are better than expected projections for Tax Revenue (\$0.8 million) and Operations Revenue (\$0.5 million) combined with lower than planned expenditures in Capital Improvements (\$0.8 million), Capital Equipment (\$0.8 million) and Park Operations (\$0.5 million). Offsetting these positive factors are greater than planned growth in expenditures for Engineering and General Planning (\$0.3 million), Major Maintenance (\$0.5 million) and Administrative Office (\$1.0 million). This is illustrated in the table below.

Huron-Clinton Metropolitan Authority Summary
Comparison of Five-Year Plan Projections to 2014 Recommended Budget

		2014 Recommended Budget	Difference
	Five-Year Plan		
Revenues			
Property Tax Levy	\$ 27,130,000	\$ 27,910,466	\$ 780,466
Revenue From Operations	15,490,000	16,003,400	513,400
Interest Income	200,000	100,000	(100,000)
Sale of Capital Assets	200,000	200,000	-
Grants	750,000	644,000	(106,000)
Miscellaneous	25,000	25,000	-
Total Revenue	43,795,000	44,882,866	1,087,866
Capital Carry Over	-	5,103,800	5,103,800
Available Funds	43,795,000	49,986,666	6,191,666
Expenditures			
Engineering and General Planning	\$ 1,924,000	2,174,300	(250,300)
Capital Improvements	2,860,000	2,600,000	260,000
c/o Capital Improvements		4,600,500	(4,600,500)
Equipment	1,512,000	1,008,300	503,700
General Land Acquisition	-	-	-
c/o Land Acquisition	-	500,000	(500,000)
Major Maintenance	1,650,000	2,207,500	(557,500)
Park Operations	29,732,000	29,188,200	543,800
Administrative Office	5,646,000	6,380,600	(734,600)
Total Expenditures	\$ 43,324,000	\$ 48,659,400	\$ (5,335,400)
Net Increase in Reserve	\$ 471,000	\$ 1,327,266	\$ 856,266

Review of Park Operation Expenditures by Object of Expenditures (Schedule E) will highlight the beginning of the another project, the revision of the chart of accounts. This process will be completed prior to implementation of the new ERP system in 2014. In order to improve reporting capabilities and fiscal analysis for the new system, a committee of Metroparks staff will work to make more meaningful breakdowns of expenditure and revenue accounts. For 2014 three accounts that recorded similar types of expense have been combined into one account. The new account that had been previously titled Employee Group Insurance is now titled Employee Group Insurance/Retirement. This account is now used to record the charges for all fringes for employees that are not paid directly to the employee. Previously the employer share of Social Security/Medicare, Pension and Other Post Employment Benefits were charged in separate accounts (Retirement and Retiree Health).

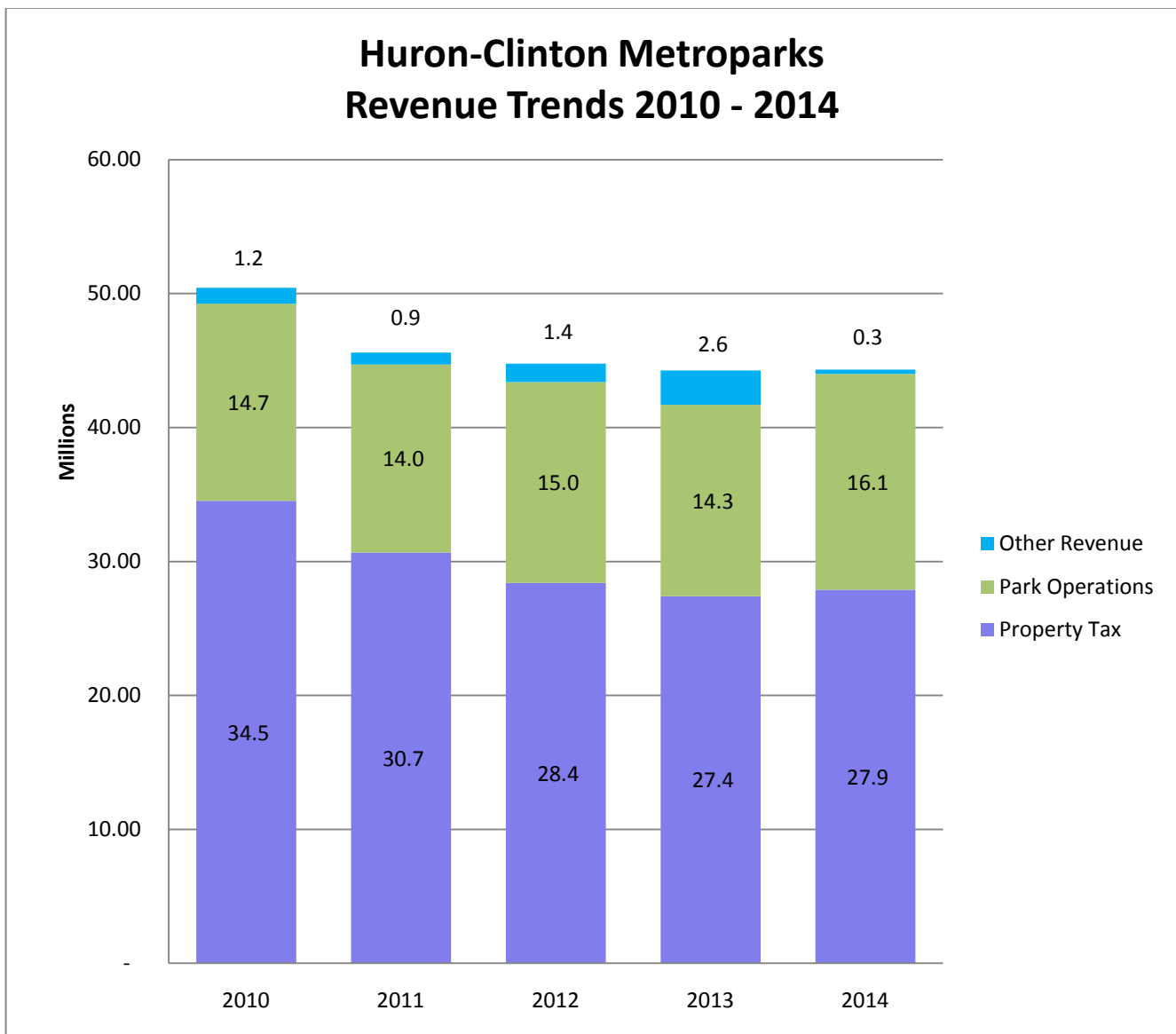
Also for 2014, the Metroparks are implementing a change to the cost accounting system of distributing fringe benefit expenditures. In prior years, fringe benefits were charged to an employee's "home account" regardless of which cost centers were charged for wages. For 2014 standard rates have been developed that will be utilized to charge the cost of fringes to each cost center that employees actually work in, based on the hours worked.

TRENDS

As we look at revenue trends, total revenues for 2014 (\$44.9 million) are considerably less than levels from just four years ago in 2010 (\$50.4 million). However when compared to 2012 actual revenue (\$44.4 million) and 2013 projected revenue (\$44.8 million) numbers, the 2014 Budgeted Revenues (\$44.9 million) are relatively flat.

This is the result of the leveling off of the marked decline in Property Tax Revenue that has been impacting the Metroparks. This decline has caused a reduction of over \$8 million since 2008. The primary positive factor in revenue trends over this period has been increasing Toll Revenues related to Board of Commissioner approved rate increases. Outside of rate changes weather remains one of the primary factor effecting Park Operating Revenue.

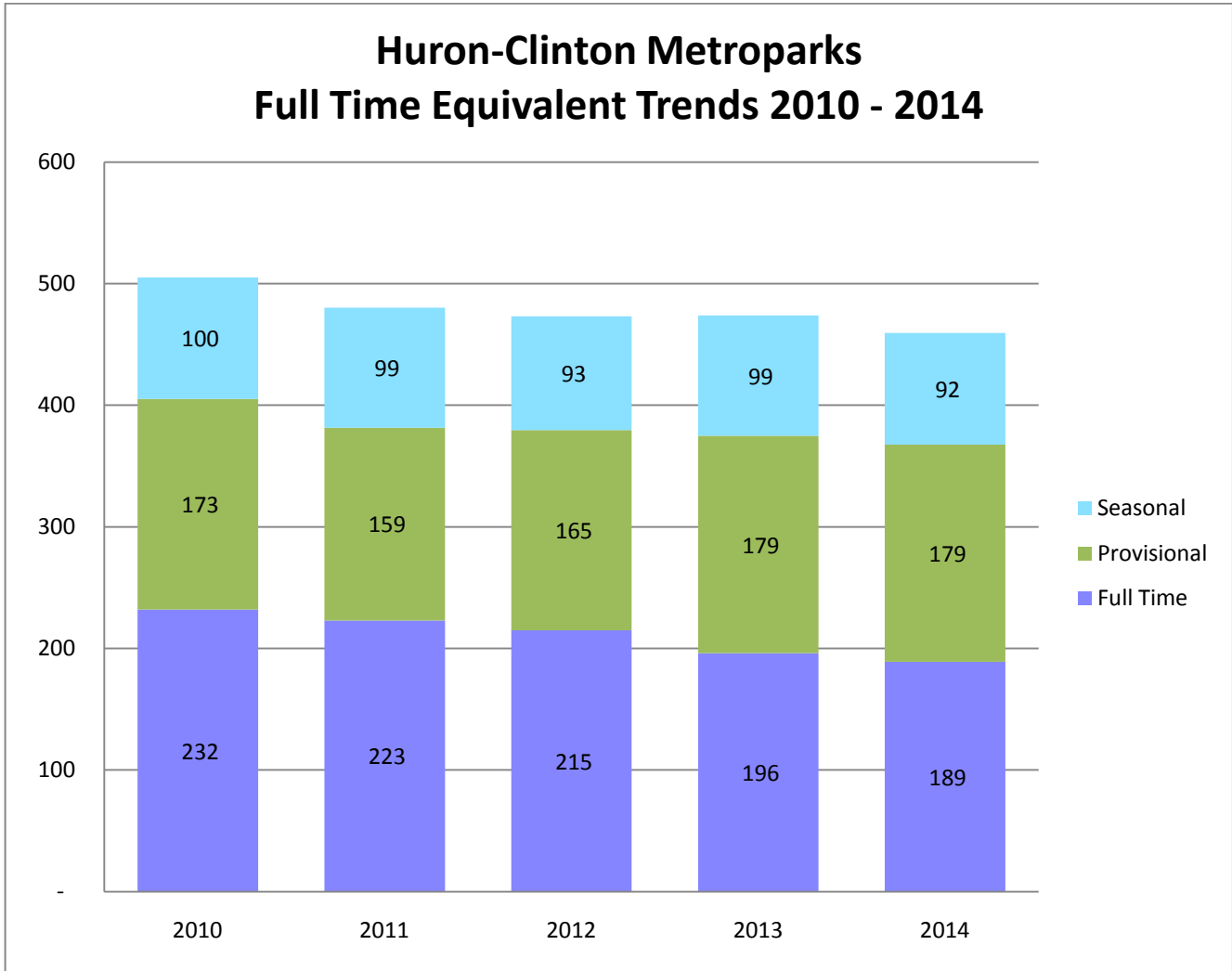
Grant Revenue, the single largest item in the Other Revenue category, has fluctuated over the last five years from a low of \$0.3 million to a high of \$2.1 million and is generally offset by capital expenditure fluctuations as the majority of Grant Revenue is generated by reimbursing grants.



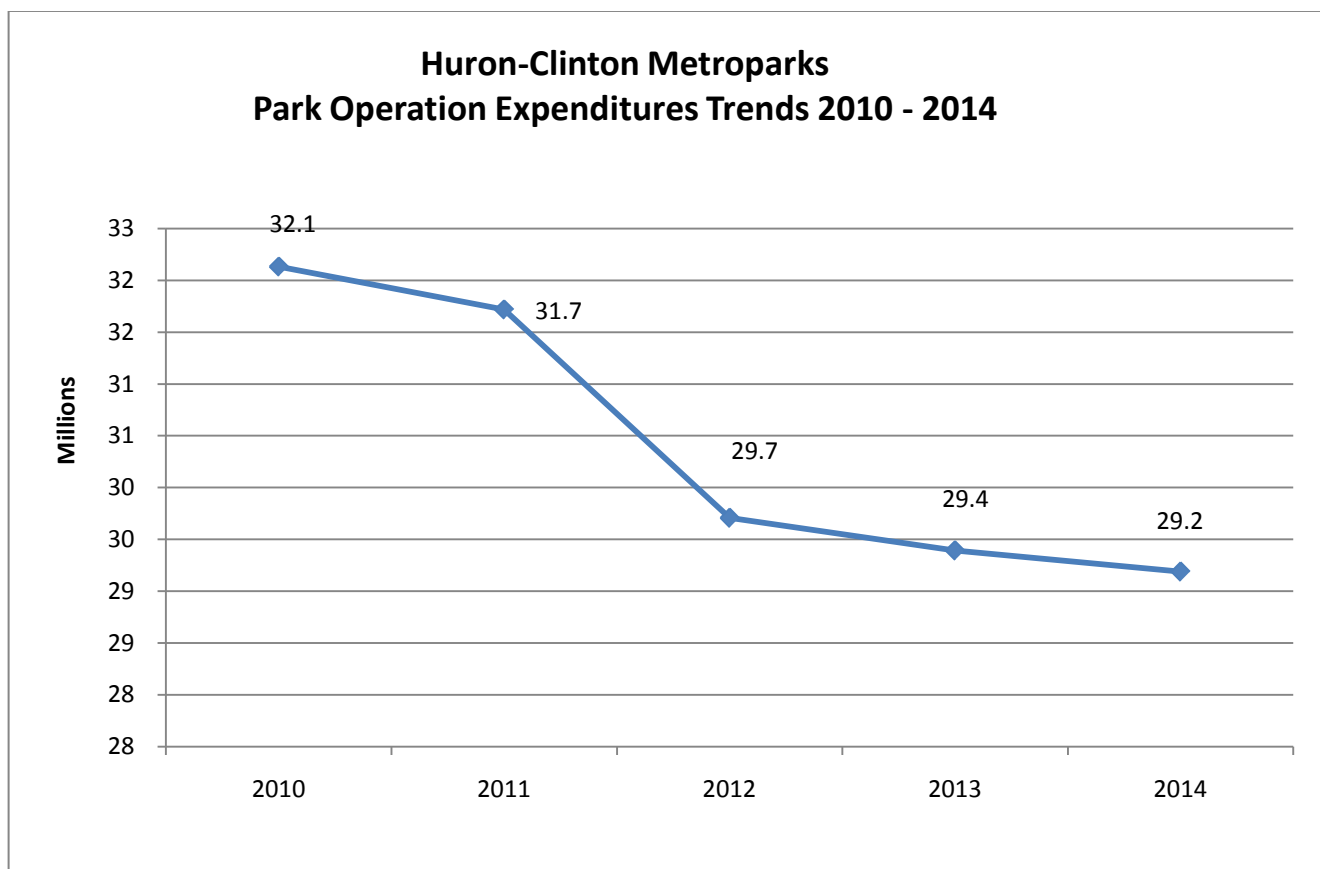
Since 2008, the Metroparks have worked at every level to reduce operating costs in response to an anticipated decline in Property Tax Revenue that has indeed occurred. A key component of this cost reduction strategy has been reduction of full time staff. 2013 represents the first full year of the implementation of the reorganization plan approved by the Board of Commissioners in 2012. The 2014 Budget reflects a continuation of this reduced staffing level which has been achieved through natural attrition as well as two early retirement incentive windows. The long-term viability of this plan continues to be evaluated and minor adjustments may need to be made. The Metroparks number of full-time staff has been reduced from a peak of 251 in 2007 to 189 today, a 25 percent reduction.

The chart below shows the Full-Time Equivalent (FTE) for the categories of Full-Time, Provisional (Year Round) Part Time and Seasonal Part-Time. FTE's are calculated by dividing the number of hours worked annually by 2080 which equals the number of hours a full-time employee is compensated.

As indicated in the chart below following an initial reduction in provisional staff in 2010, there has been an increased reliance on provisional staff to partially fill the void left by departing full-time staff. The majority of the gap, however, has been taken up by the remaining Metroparks full-time staff finding different ways to operate while minimizing any negative impact on the public's experience.



This reduction in full time staffing levels is one of the primary factors in the decline in Park Operating Expenditures implemented by the Metroparks in response to declining tax revenues. The cooperation of the Huron-Clinton Metroparks employees in recognizing the financial state of the Metroparks by voluntarily opening the contract in March 2012, agreeing to a high-deductible health care plan and freezing pay rates have allowed the Metroparks to keep costs down. With the upward pressure on health care costs, the change to the high-deductible plan has been critical in keeping overall operating costs down. The nearly three million-dollar reduction in Park Operation Expenditures represents a 9 percent drop, as illustrated on the following graph.



2014 RECOMMENDED BUDGET

REVENUES

Tax Revenue - Improvement in the residential market has begun to have an effect on taxable values. This is most noticeable in the western counties of the Metroparks district where the taxable values used to produce 2014 tax revenue grew by 1 to 2 percent. Taxable values in the northern two counties were relatively flat as gains in residential property tax values were offset by continued stress on commercial property. Wayne County showed a decline of just under 2 percent. For the ninth consecutive year the Metroparks millage rate remains reduced by the "Headlee" Millage Reduction Formula at .2146 mills. As is our usual practice, an estimation was made for the amount of adjustments that would be needed throughout the year for tax abatement programs, Michigan Tax Tribunal adjustments and other refunds. For 2014, this amount is estimated at \$1.0 million. The result is a Tax Revenue amount of \$27.9 million, the same as the 2013 original Tax Revenue budget.

Operating Revenue - Total Park Operating Revenue for 2014 is planned to increase over 2013 projected actual by nearly \$1.7 million. Weather is always a player in the story of Park Operating Revenue. The prolonged cold, wet spring of 2013 suppressed several revenue areas, but none more so than Aquatic Facilities and Golf. Between these two areas, the projected revenue is nearly \$0.5 million below budget. With the anticipation of a more normal weather pattern, 2014 budgeted Golf Revenue is projected to increase by \$160,000 and Bathhouse/Pool revenue is projected to increase by \$148,900. A Board of Commissioner approved rate increase at Turtle Cove is planned to increase Bathhouse/Pool revenue by another \$200,000. The most significant factor driving the increase in park revenue is another Board approved rate increase. Annual Permits have been increased by \$5 and Daily Permits have been increased by \$2. These rate increases are expected to produce over \$1.0 million in additional revenue for the Metroparks.

Other Revenue Sources - Interest rates are not expected to significantly improve for 2014 resulting in no change to the 2014 budget for this area. With the planned replacement of one fleet of golf carts, sale of capital assets is expected to produce \$0.2 million, the same level as 2013. Consistent with past practice, donation revenue is not budgeted, 2013 donations are expected to total \$0.1 million.

Funding from Reserve/Capital Carryover - For 2013 it is estimated that favorable results from Park Operations and the Administrative Office Operating Expenditures will increase the Reserve by \$0.9 million. Additionally \$1.2 million of Major Maintenance funding is expected to be unspent and return to the Reserve at year-end. Finally, it is anticipated that there will be \$5.1 million in Capital Improvements and Land Acquisition funds that will roll forward to partially fund the 2014 Capital Budget.

EXPENDITURES

Capital - Engineering and Planning is budgeted near the same level as 2013 at \$2.2 million for the 62 projects scheduled for 2014.

The planned cost for work done on these projects, two-thirds of which are either re-budgeted or carryover projects, is \$7.2 million. More than 82 percent of these projects are redevelopment of older park facilities. The focus on maintenance of existing structures is consistent with the direction of the Five-Year-Plan. Land Acquisition is scheduled for \$0.5 million to provide funding for acquisition of parcels at Lake St. Clair Metropark. These parcels are partially funded by the Michigan Natural Resources Trust Fund and will increase critical habitat for wetland dependent species and enhance the potential for hydraulic restoration of the marsh. Additional funding for the Lake St. Clair Metropark land acquisition will be provided by the Great Lakes Area of Concern program. Should other needs arise in either Land Acquisition or Capital Improvements there are \$5.4 million and \$7.0 million respectively in the Committed Fund Balance for Land and Capital Projects. For additional detail on Capital Expenditures see Schedule A, B and C attached.

Major Maintenance - Also in keeping with the concept of maintaining the existing aging facilities of the Metroparks, there are 71 individual Major Maintenance projects planned for 2014 at a total cost of \$2.2 million. This is an increase of over \$0.2 million from the 2013 budget and over double the dollar amount of Major Maintenance projects completed in 2013. With the Asset Manager position filled it is anticipated that the majority of these much needed projects will be completed. For additional detail on Major Maintenance Expenditures see Schedule D attached.

Park Operations - The 2014 budget for park operations, facilities, maintenance and security levels is recommended at \$29.2 million. This is a decrease of \$0.2 million from the 2013 projected expenditure amount of \$29.4 and \$0.7 million from the budgeted level of \$29.9. The reduction in operations is primarily in the area of Minor Equipment (down \$38,400), Repair Maintenance of Equipment (down \$53,300) and Repair Maintenance of Facilities (down \$168,200). A 30 percent increase in-group health insurance rates is offset by reductions in Full-Time staff (down \$54,400), Bonuses (down \$134,300) and Overtime (down \$69,500).

Operation of our eight regulation golf courses continues to be highly scrutinized. Although many of the 2013 recommendations from consultants ROI have been implemented, as presented the 2014 budget does not include additional expense to have ROI continue to work with the courses to provide additional guidance. This item is being presented to the Board of Commissioners at the November Board meeting for discussion. Should it be approved, adjustments to the recommended budget will be needed.

Huron-Clinton Metropolitan Authority Comparison of Park Operations by Category			
	2014 Budget	2013 Projected Actual	2012 Actual
PERSONNEL SERVICES			
Wages	\$ 14,801,700	\$ 14,832,700	\$ 15,514,198
Fringes	7,086,800	7,059,600	7,314,473
Total Personnel Services	<u>\$ 21,888,500</u>	<u>\$ 21,892,300</u>	<u>\$ 22,828,671</u>
MATERIALS AND SUPPLIES			
Communications/Utilities	\$ 1,638,300	\$ 1,639,300	\$ 1,573,024
Insurance	627,000	638,800	415,606
Maintenance	2,507,200	2,690,900	2,491,725
Minor Equipment	300,500	338,900	384,418
Operating Supplies	1,005,600	943,900	849,681
Professional Services	852,100	898,300	767,500
Miscellaneous	369,000	349,200	396,059
Total Materials and Supplies	<u>\$ 7,299,700</u>	<u>\$ 7,499,300</u>	<u>\$ 6,878,013</u>
Total Park Operating Expenditures	<u>\$ 29,188,200</u>	<u>\$ 29,391,600</u>	<u>\$ 29,706,684</u>

Administrative Office – The 2014 budget for Administrative Office expenditures are scheduled at \$6.4 million, up \$0.7 million (13%) over 2013 projected actual expenses. The increase is primarily due to a number of factors: (1) Full Year of Corporate Counsel position (\$73,000); (2) Addition of a Fund Development position (\$150,000); (3) Increased focus on Marketing/Communications (\$300,000); (4) Addition of an IT Manager (\$130,000) and Additional Minor Equipment within the IT department to support the implementation of the new ERP system (\$40,000).

The Communications/Marketing department area has been under study. The 2014 budget includes the plan being presented to the Board of Commissioners at the November Board meeting for discussion and approval. Should any revisions to that plan be decided on by the Board, adjustments to this budget will be needed.

Based in part on the recommendations of Richner and Richner, a Fund Development position has been included in the 2014 recommended budget. The 2014 budget does not include any amount for anticipated revenue that will be secured by this position.

Offsetting these increases, the position of Community Relations has been retained in the 2014 Budget at a reduced level. This change reflects a \$25,000 savings and staff feels this funding level will be adequate.

In continuing challenging economic times, staff has endeavored to offer our park visitors a balanced plan that will deliver quality recreational services to current users while rehabilitating Metropark facilities for future generations.

This 2014 Budget will enable the Metroparks to contribute to the quality of life for our citizens in a positive way and to be a key resource in the revitalization of the region.

The preparation of this budget document comprises a team effort. I would like to express my gratitude to all Metropark employees for their dedication and hard work.

The attached detailed information is intended to assist the Board of Commissioners in gaining further understanding of Staff's recommended 2014 Budget. The 2014 Budget will be presented to the public at the public hearing immediately preceding the Nov. 14, 2013 Board meeting. Formal adoption of the 2014 Budget should occur during the course of the regular Board meeting.

Attachments:

- Schedule A – 2014 Carry Over Projects**
- Schedule B – 2014 Rebudgeted Projects**
- Schedule C – 2014 New Projects**
- Schedule D – Significant Major Maintenance Projects**
- Schedule E – 2014 Recommended Budget to 2013 Estimated Actual
by Object of Expenditure**

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2014 Budget – Capital Improvements Projects
2014 Carry Over Projects (20)
Schedule A

LAKE ST. CLAIR METROPARK

- | | | |
|--------------------------------------|-----------|---|
| 1. Vegetative Management/Restoration | \$ 15,000 | Wetland and grassland restoration through removal of non-native plants and replacing with native grasses. |
|--------------------------------------|-----------|---|

KENSINGTON METROPARK

- | | | |
|--|--------------|---|
| 1. Vegetative Management Phase 1 | \$ 15,000 | Wetland and grassland restoration through removal of non-native plants and replacing with native grasses. |
| 2. Parking Lot Reconstruction - Martindale | \$ 1,065,000 | Reconstruction and surfacing of parking lot. |
| 3. Disc Golf Course Shelter | \$ 16,000 | Construction of donated picnic shelter. |
| 4. Hike-Bike Trail Reconstruction | \$ 78,000 | Reconstruction of deteriorated sections of the Hike Bike Trail. |

LOWER HURON METROPARK

- | | | |
|-------------------------------|----------|-------------------------------|
| 1. Tree Planting Walnut Grove | \$ 1,000 | Tree planting for campground. |
|-------------------------------|----------|-------------------------------|

STONY CREEK METROPARK

- | | | |
|---|------------|--|
| 1. Replace Boat Launch Pier | \$ 230,000 | Redevelop boat launch. |
| 2. Water Line Service to Park Office | \$ 62,000 | New service to replace failed well. |
| 3. Snell Road Wellhouse Generator Hook-up | \$ 17,000 | Emergency generator hook-up |
| 4. Additional 9 Holes at Disc Golf Course | \$ 29,000 | Construct nine additional holes (total 27) |

WILLOW METROPARK

- | | | |
|--------------------------------|-----------|---|
| 1. Natural Resource Management | \$ 12,000 | Removal of non-native plants and replace with native. |
|--------------------------------|-----------|---|

LAKE ERIE METROPARK

- | | | |
|--------------------------------------|-----------|---|
| 1. Vegetative Management/Restoration | \$ 30,000 | Wetland and grassland restoration through removal of non-native plants and replacing with native grasses. |
| 2. Natural Resource Management | \$ 13,000 | Removal of non-native plants and replace with native. |

WOLCOTT MILL METROPARK

- | | | |
|--------------------------------------|-----------|---|
| 1. Vegetative Management/Restoration | \$ 30,000 | Wetland and grassland restoration through removal of non-native plants and replacing with native grasses. |
| 2. Farmland Restoration | \$ 10,000 | Forest and grassland restoration and rehabilitation through removal of non-native species and native vegetation reintroduction and reforestation. |

INDIAN SPRINGS METROPARK

- | | | |
|---|------------|---|
| 1. Well house Iron Removal System | \$ 292,500 | Upgrade iron removal system for Environmental Discovery Center water supply at well house. |
| 2. Vegetative Management/Restoration | \$ 5,000 | Forest and grassland restoration and rehabilitation through removal of non-native species and native vegetation reintroduction and reforestation. |
| 3. Schmitt Lake Trail Development and Boardwalk | \$ 18,000 | Development of hiking trails and shoreline access. |

HURON MEADOWS METROPARK

- | | | |
|--------------------------------|--------------|---|
| 1. Park Maintenance Building | \$ 1,315,000 | Development of a park service area and replacement of deteriorated buildings. |
| 2. Tree Planting - Golf Course | \$ 1,000 | Tree plantings to replace losses from 2012 tornado. |

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2014 Budget – Capital Improvements Projects
2014 Rebudgeted Projects (19)
Schedule B

LAKE ST. CLAIR METROPARK

- | | | | |
|----|--|------------|---|
| 1. | Pool Backwash System Discharge Modifications | \$ 16,000 | Revise backwash drains to discharge to sanitary system. |
| 2. | Pool Drain Modifications | \$ 110,000 | Reroute existing drain pipe to sanitary sewer. |
| 3. | Marina Accessible Docks | \$ 61,000 | Provide four(4) ADA compliant/accessible docks at the South Marina. |

KENSINGTON METROPARK

- | | | | |
|----|--|------------|---|
| 1. | East Boat Launch Ramp/Pier Replacement | \$ 260,000 | Replace six boat launch ramps and three piers, walk and parking lot which have deteriorated beyond their useful lives. |
| 2. | Nature Center Sheet Pile Repairs | \$ 135,000 | Michigan Natural Resources Trust Fund grant of \$94,000 to be used to construct new sheet pile wall for overlook at Nature Center pond to replace existing failing sheet pile wall. |

DEXTER-HURON/DELHI METROPARK

- | | | | |
|----|-----------------------------|-----------|---|
| 1. | Replace West Picnic Shelter | \$ 48,000 | Replace deteriorated large West Picnic Shelter. |
|----|-----------------------------|-----------|---|

LOWER HURON METROPARK

- | | | | |
|----|----------------------------------|-----------|--|
| 1. | Pave Entrance Drive - Tulip Tree | \$ 14,000 | Asphalt surface for picnic area entrance road. |
| 2. | Energy Conservation Initiatives | \$ 10,000 | Improving building energy efficiencies through improvements in windows, doors, caulk, insulation, seals, lighting, controls, timers and heating as part of an audit. |

HUDSON MILLS METROPARK

- | | | | |
|----|--------------------------------------|-----------|--|
| 1. | Energy Conservation Initiatives | \$ 10,000 | Construct nine additional holes (total 27)
Improving building energy efficiencies through improvements in windows, doors, caulk, insulation, seals, lighting, controls, timers and heating as part of an audit. |
| 2. | UST to AST Conversion - Service Area | \$ 84,000 | Replace current underground fuel storage tanks with above ground fuel storage tanks at Service Area. |

STONY CREEK METROPARK

- | | | | |
|----|-------------------------------------|------------|--|
| 1. | Boat Launch Restroom Replacement | \$ 400,000 | Replace existing restroom that has aged beyond repair and is not compliant with ADA standards. |
| 2. | Energy Conservation Initiatives | \$ 10,000 | Improving building energy efficiencies through improvements in windows, doors, caulk, insulation, seals, lighting, controls, timers and heating as part of an audit. |
| 3. | UST to AST Conversion, Service Area | \$ 175,000 | Replace current underground fuel storage tanks with above ground fuel storage tanks at Service Area. |

WILLOW METROPARK

- | | | | |
|----|---|-----------|------------------------------------|
| 1. | Hike/Bike Trail Reconstruction, Washago to Big Bend | \$ 40,000 | Repair/replace deteriorated trail. |
|----|---|-----------|------------------------------------|

LAKE ERIE METROPARK

- | | | | |
|----|--|------------|--|
| 1. | Toll Booth Replacement | \$ 90,000 | Replace badly deteriorated entrance toll booth with HCMA standardized toll booth. |
| 2. | Energy Conservation Initiatives | \$ 10,000 | Improving building energy efficiencies through improvements in windows, doors, caulk, insulation, seals, lighting, controls, timers and heating as part of an audit. |
| 3. | Pool Backwash System Discharge Modifications | \$ 49,000 | Revise backwash drains to discharge to sanitary system. |
| 4. | Pool Drain Modifications | \$ 100,000 | Revise backwash drains to discharge to sanitary system. |

WOLCOTT MILL METROPARK

- | | | | |
|----|-------------------|-----------|--|
| 1. | Small Animal Barn | \$ 30,000 | Construction of shed to expand animal program. |
|----|-------------------|-----------|--|

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2014 Budget – Capital Improvements Projects
2014 New Projects (23)
Schedule C

LAKE ST. CLAIR METROPARK

1.	West Beach Front/Playground Redevelopment	\$ 1,280,000	Redevelop the west park area including the demolition of the west boardwalk; construction of a paved trail; and replacement of the deteriorated play area.
2.	House Demolition, South River Road	\$ 11,000	Removal of existing building on new land acquisition.
3.	Seawall Replacement	\$ 264,000	Repair/replace walkway and sheet pile wall between the north marina and the black creek channel.

KENSINGTON METROPARK

1.	Martindale Beach New Playground	\$ 64,000	Replacement of deteriorated play equipment.
2.	Vegetative Management/Restoration Phase 2	\$ 30,000	Forest and grassland restoration and rehabilitation through removal of non-native and reintroduction of native plants.
3.	Accessible Paths, Phase 1	\$ 52,000	Construct accessible asphalt path from parking lot to picnic shelters and restrooms.
4.	Energy Conservation Initiatives	\$ 10,000	Improving building energy efficiencies through improvements in windows, doors, caulk, insulation, seals, lighting, controls, timers and heating as part of an audit.
5.	Splash-n-Blast Line Conditioner/Surge Suppressor	\$ 43,000	Power quality have caused electrical control components to fail. Improvements will protect motors and electronics.
6.	Dam Safety Signage and Improvements	\$ 11,000	Warning/safety signs on Huron River for paddlers.

LOWER HURON METROPARK

1.	Pump Station Walnut Grove Campground	\$ 33,000	Construction of a pump out station in compliance with State of Michigan campground licensing requirements.
2.	Remove Impoundment Structures and Berm	\$ 10,000	Remove old impound structure that is no longer needed and poses a safety concern. Construct nine additional holes (total 27)

HUDSON MILLS METROPARK

1.	Vegetative Management/Restoration Phase 1	\$ 30,000	Forest and grassland restoration and rehabilitation through removal of non-native and reintroduction of native plants.
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STONY CREEK METROPARK

1.	Vegetative Management/Restoration	\$ 20,000	Forest and grassland restoration and rehabilitation through removal of non-native and reintroduction of native plants.
2.	Golf Course Cart Path Construction Ph. 2	\$ 73,000	Reconstruction and new cart paths.
3.	Accessible Walks Ph. 1	\$ 31,000	Construct accessible asphalt path from parking lot to picnic shelters and restrooms.
4.	Demolish Boat Launch Building	\$ 17,000	Remove aged building and replace.
5.	Pump Station Ridgewood Campground	\$ 46,000	Construction of a pump out station in compliance with State of Michigan campground licensing requirements.

OAKWOODS METROPARK

1.	Flat Rock Dam Safety Signage and Improvements	\$ 52,000	Warning/safety signs on Huron River for paddlers.
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LAKE ERIE METROPARK

1.	Wood Duck Parking ADA Improvements	\$ 22,000	Construct accessible asphalt path from parking lot to picnic shelter.
2.	Replace Wood Duck Shelter	\$ 43,000	Replace deteriorated picnic shelter.

INDIAN SPRINGS METROPARK

1.	Golf Course Entrance Reconstruction	\$ 59,000	Reconstruct and resurface deteriorated pavement.
2.	EDC Wedding Gazebo	\$ 73,000	Construct gazebo to rent for special events.

HURON MEADOWS METROPARK

1.	Tree Planting - Park wide	\$ 20,000	Plant trees to replace those removed for service building construction.
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HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2014 Budget Estimates
Significant Major Maintenance Projects
Schedule D

<u>LAKE ST. CLAIR (15)</u>		<u>TOTAL</u>
1. Marina Concrete Walk Repairs, Shore and North Marina	\$45,000	
2. Parapet Repair and painting, Admin/Concession Bldg	82,000	
3. Oil Shed and open storage Bldg. Roof Coating	50,000	
4. Bathhouse Roof Repairs	82,000	
5. Remove Cold Storage Area, Admin Bldg	12,000	
6. Lighting System Energy Retrofit, Service Garage	17,000	
7. Skid Pier Replacement, Phase 1 of 4	10,000	
8. Activity Building Metal Roof Repairs	10,000	
9. Dredging along Black Creek	25,000	
10. General Pool Repairs	11,000	
11. Shoreline Restoration, Phase 1	10,000	
12. Natural Resources Management, Phragmites Control	10,000	
13. Replace Waterline at Service Area	15,000	
14. Pump Station No. 2 - Replace Pump System	29,000	
15. Gazebo Repairs	14,000	\$422,000
<u>KENSINGTON (16)</u>		
1. Play Area Surfacing, Phase 5 (Final)	14,000	
2. Salt Storage Building Loading Modifications	11,000	
3. North Martindale Shelter, Replace Concrete	17,000	
4. Hike-Bike Trail Repairs	42,000	
5. Warehouse Repair - 1,2,3,4, and 5	30,000	
6. Salt Storage Building Wood Repair - Posts and Walls	11,000	
7. Nature Center Roof Replacement	60,000	
8. Replace Failing Drains, Park Office	24,000	
9. Repair Toll Booths	13,000	
10. Park Service Area Monitoring Wells	25,000	
11. Boat Rental - Replace 13 pilings	26,000	
12. Hike Bike I-R Repairs and Crack Filling	13,000	
13. Replace ORB and Ph Probes - Splash-N-Blast	11,000	
14. General Splash-N-Blast repairs	11,000	
15. Farm Center - Waterline replacement	11,000	
16. Road overbanding for Route 2	10,000	329,000
<u>LOWER HURON (8)</u>		
1. Hike Bike Trail Repairs	25,000	
2. Park Maintenance Building Roof Repair	74,000	
3. Turtle Cove - Paint Spray Pad Structure, Phase 2	10,000	
4. Hike-Bike Trail IR Repairs	13,000	
5. Hike-Bike Trail Connector Bridge, Replace Deck	24,000	
6. Leisure Pool Finish Repairs	10,000	
7. Road Resurfacing, Phase	130,000	
8. General Pool Repairs	11,000	297,000
<u>HUDSON MILLS (2)</u>		
1. Hike-Bike Trail Culvert Repairs, Island Area	10,000	
2. Hike-Bike Trail IR Repairs	15,000	25,000
<u>STONY CREEK (4)</u>		
1. Park Office Rebuild ADA Ramp Stone Wall	11,000	
2. Install Grease Trap, Golf Starter	12,000	
3. Parking Lot Striping, Phase 1	20,000	
4. Road Shoulder Gravel and Topsoil, Phase 3	15,000	58,000

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2014 Budget Estimates
Significant Major Maintenance Projects
Schedule D

WILLOW/OAKWOODS (16)

1. Connector Trail Repairs at Railroad Crossing	13,000	
2. Pool Bathhouse/Food Bar Restroom Renovations	160,000	
3. Pool Bathhouse/Food Bar Galvanized Pipe Replacement	86,000	
4. Pool Heat Exchanger Renovation	26,000	
5. Door Replacement, Pool Bathhouse and mechanical room	25,000	
6. Repair curbs at Willow Pool Plaza	10,000	
7. Willow Pool Plaza concrete repairs	12,000	
8. Willow Pool Parking Lot Pavement Repairs	70,000	
9. Pile Repair - Washago Pond	29,000	
10. General Pool Repairs	11,000	
11. Washago Pond - Replace Sluice Gate	28,000	
12. Washago Pond - Safety Signage and Improvements	10,000	
13. Bth House - Repair Leaking main water piping	15,000	
14. Oakwoods Nature Center Carpeting and Tile	17,000	
15. Oakwoods Nature Center - Upgrade Lighting	11,000	
16. Oakwoods Nature Center - repalce doors	11,000	534,000

LAKE ERIE (8)

1. Asphalt Pavement Repairs - Park Wide	25,000	
2. Roof Repairs, Golf Course Maintenance	12,000	
3. Carpenter Shop Truss and Roof Repair	13,000	
4. Golf Maintenance Building - Replace instulation/ceiling tile	11,000	
5. Wave Pool Refinishing, Phase 3	77,000	
6. General Pool Repairs	11,000	
7. Golf Course Irrigation Head Replacement, Phase 4	23,000	
8. Boat Launch Seawall Repair and Rip Rap	18,000	190,000

INDIAN SPRINGS (5)

1. Golf Starter Roof Replacement	50,000	
2. Golf Maintenance Metal Building Roof Coating	15,000	
3. Stain EDC	49,000	
4. Golf Course Irrigation Head Replacement, Phase 4	27,000	
5. EDC - Pondsides trail IR Repairs	11,000	152,000

ADMINISTRATIVE OFFICE

– Engineering and General Planning		115,000
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TOTAL 2014 Major Maintenance Projects (74)

\$2,122,000

Huron-Clinton Metropolitan Authority Summary
Comparison of 2014 Recommended Budget to 2013 Estimated Actual
by Object of Expenditure
Schedule E

		2014	2013
		Budget	Projected Actual
<u>PERSONNEL SERVICES</u>			
Full Time Wages	901	\$9,067,400	\$9,121,800
Part Time Wages	902	5,698,100	5,605,200
Employee Benefits	903	535,100	669,400
* Employee Group Insurance/Retirement	904	6,528,500	1,948,800
Unemployment Compensation	905	23,200	19,000
Overtime - Full Time	906	19,400	71,800
Overtime - Part Time	907	16,800	33,900
Retirement	908	0	3,476,300
Retiree Health	910	0	946,100
Total Personnel Services		<u>\$21,888,500</u>	<u>\$21,892,300</u>
<u>MATERIALS AND SUPPLIES</u>			
Utilities	921	1,388,400	1,374,200
Communications	922	249,900	265,100
Insurance	923	627,000	638,800
Professional Services	924	852,100	898,300
Transportation/Travel	925	17,600	14,900
Rents/Leases	926	62,000	76,300
Printing/Photography	927	57,500	43,200
Small Tools/Equipment	928	300,500	338,900
Repair/Maintenance-Equipment	929	533,400	586,700
Office Supplies	930	29,500	26,600
Resaleable Merchandise	931	207,700	189,500
Operating Supplies	932	721,600	682,400
Miscellaneous	933	900	6,300
Membership/Subscription	934	14,000	12,700
Taxes	935	86,400	61,900
Training/Education	936	52,700	61,700
Repair/Maintenance-Facilities	937	425,500	593,200
Chemicals	938	502,900	466,600
Employee Uniforms	939	70,100	81,700
Outsourced Repair Service	940	153,600	163,700
Gasoline/Diesel Fuel	941	829,800	803,900
Resale-Alcohol Beverages	942	45,500	44,100
Resale-Beverage Deposits	943	1,300	1,300
Marketing	946	69,800	66,800
Total Materials and Supplies		<u>\$7,299,700</u>	<u>\$7,498,800</u>
GRAND TOTAL		<u><u>\$29,188,200</u></u>	<u><u>\$29,391,100</u></u>

2014 BUDGET RESOLUTION

2014 Budget
9-6

MOVED BY: Commissioner

SUPPORTED BY: Commissioner

DATE: November 14, 2013

In accordance with the provisions of Public Act 621 of 1978, the Uniform Local Budgeting Act, Public Act 147 of 1939, the incorporation of the Huron-Clinton Metropolitan Authority and the By-Laws of the Huron-Clinton Metropolitan Authority, the Board of Commissioners, after due deliberation with the Director and his staff, does hereby adopt the 2014 General Fund Budget.

BE IT RESOLVED: That the 2014 revenues for the Huron-Clinton Metropolitan Authority are detailed in the Revenue section of the Budget and are summarized as follows:

Property Tax Levy	\$27,910,466
Park Operating Revenues	16,003,400
Interest Income	100,000
Sale of Capital Assets	200,000
Grants	644,000
Miscellaneous	25,000
	<u>\$44,882,866</u>

AND BE IT RESOLVED: That the 2014 expenditures for the Huron-Clinton Metropolitan Authority are hereby appropriated on an overall category basis.

BE IT FURTHER RESOLVED: That all sections of the 2014 Huron-Clinton Metropolitan Authority Budget document be approved as submitted.

BE IT FURTHER RESOLVED: That the Director of the Huron-Clinton Metropolitan Authority is hereby authorized to make budgetary transfers within the appropriation centers established throughout this Budget, and that all such transfers will be subsequently presented to the Board of Commissioners for further action, in conformance with the provisions of the Michigan Uniform Budgeting Act.

AYES: Commissioners:

NAYS:

ABSENT:

I, George Phiher, the duly appointed and qualified Executive Secretary of the Huron-Clinton Metropolitan Authority, do hereby certify that the foregoing resolution was adopted by the Board of Commissioners at the regular scheduled meeting held in Brighton, Michigan on November 14, 2013.

George Phiher, Executive Secretary

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Susan Nyquist, Chief Planner
Subject: Monthly Statistics
Date: November 7, 2013

It should be noted that there are statistics for the month of October that require some explanation because there are unusual results. At several parks there was a significant increase in monthly toll revenue from 2012 to 2013 and disproportionate to the vehicle entries for the month. This is largely due to the early sales of the annual vehicle entry pass.

In the past, the annual pass was offered for sale in mid-November. This year, sales of the pass started in mid-September. In addition, the cost of the pass increased \$5.00 from \$25 to \$30.00.

As an example, at Stony Creek Metropark, sales were as follows:

	2013	2012
Annual Pass	412	23
Senior Pass	179	11
Combination Pass	27	0
Daily Pass	5,965	5,450

At Indian Springs Metropark, \$200 of the event room rental fee is returned to toll revenue. This would account for the significant increase.

At Oakwoods Metropark sales were as follows:

	2013	2012
Annual Pass	15	0
Senior Pass	19	2
Weekday Daily	110	26
Weekend Daily	22	26

HURON-CLINTON METROPARKS MONTHLY STATISTICS**October 2013**

PARK	MONTHLY VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Lake St Clair	25,560	21,971	16.3%
Wolcott Mill	6,490	6,086	6.6%
Stony Creek	35,007	29,972	16.8%
Indian Springs	7,734	6,433	20.2%
Kensington	58,825	61,467	-4.3%
Huron Meadows	10,135	9,044	12.1%
Hudson Mills	18,970	19,580	-3.1%
Lower Huron	20,328	20,287	0.2%
Willow	17,136	17,285	-0.9%
Oakwoods	3,622	3,231	12.1%
Lake Erie	15,139	13,640	11.0%
Monthly TOTALS	218,946	208,996	4.8%

MONTHLY TOLL REVENUE		
Current Year	Previous Year	Change
\$ 47,663	\$ 16,391	190.8%
\$ -	\$ -	0.0%
\$ 46,602	\$ 28,045	66.2%
\$ 9,496	\$ 3,400	179.3%
\$ 51,508	\$ 35,744	44.1%
\$ 9,581	\$ 7,962	20.3%
\$ 22,109	\$ 17,397	27.1%
\$ 4,755	\$ 1,670	184.7%
\$ 11,902	\$ 9,880	20.5%
\$ 1,490	\$ 290	413.8%
\$ 20,395	\$ 13,494	51.1%
\$ 225,501	\$ 134,273	67.9%

MONTHLY TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 67,084	\$ 44,909	49.4%
\$ 53,896	\$ 50,578	6.6%
\$ 126,505	\$ 92,060	37.4%
\$ 53,309	\$ 41,600	28.1%
\$ 133,468	\$ 112,901	18.2%
\$ 48,620	\$ 39,453	23.2%
\$ 44,894	\$ 41,964	7.0%
\$ 24,336	\$ 13,841	75.8%
\$ 52,613	\$ 49,288	6.7%
\$ 6,361	\$ 1,614	294.1%
\$ 54,293	\$ 41,935	29.5%
\$ 665,379	\$ 530,143	25.5%

PARK	Y-T-D VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Lake St Clair	378,307	395,410	-4.3%
Wolcott Mill	42,391	32,144	31.9%
Stony Creek	505,710	487,994	3.6%
Indian Springs	85,370	88,913	-4.0%
Kensington	666,428	732,659	-9.0%
Huron Meadows	79,094	80,362	-1.6%
Hudson Mills	203,362	219,905	-7.5%
Lower Huron	251,789	281,813	-10.7%
Willow	174,354	171,961	1.4%
Oakwoods	30,685	31,974	-4.0%
Lake Erie	168,312	182,083	-7.6%
Y-T-D TOTALS	2,585,802	2,705,218	-4.4%

Y-T-D TOLL REVENUE		
Current Year	Previous Year	Change
\$ 946,832	\$ 999,682	-5.3%
\$ -	\$ -	0.0%
\$ 1,384,152	\$ 1,367,807	1.2%
\$ 195,241	\$ 182,448	7.0%
\$ 1,328,498	\$ 1,330,033	-0.1%
\$ 54,691	\$ 44,937	21.7%
\$ 327,877	\$ 351,605	-6.7%
\$ 403,454	\$ 471,552	-14.4%
\$ 221,081	\$ 216,062	2.3%
\$ 31,005	\$ 30,421	1.9%
\$ 374,002	\$ 403,355	-7.3%
\$ 5,266,833	\$ 5,397,902	-2.4%

Y-T-D TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 1,436,914	\$ 1,590,935	-9.7%
\$ 484,028	\$ 501,498	-3.5%
\$ 2,789,473	\$ 2,652,108	5.2%
\$ 870,572	\$ 844,876	3.0%
\$ 2,814,281	\$ 2,770,480	1.6%
\$ 658,809	\$ 670,062	-1.7%
\$ 824,561	\$ 772,806	6.7%
\$ 1,276,781	\$ 1,546,208	-17.4%
\$ 860,480	\$ 956,890	-10.1%
\$ 53,736	\$ 48,375	11.1%
\$ 1,360,387	\$ 1,518,222	-10.4%
\$ 13,430,021	\$ 13,872,459	-3.2%

District	Y-T-D Vehicle Entries by Management Unit		
Eastern	926,408	915,548	1.2%
Western	1,034,254	1,121,839	-7.8%
Southern	625,140	667,831	-6.4%

Y-T-D Toll Revenue by Management Unit		
\$ 2,330,984	\$ 2,367,489	-1.5%
\$ 1,906,308	\$ 1,909,023	-0.1%
\$ 1,029,542	\$ 1,121,390	-8.2%

Y-T-D Total Revenue by Management Unit		
\$ 4,710,415	\$ 4,744,541	-0.7%
\$ 5,168,223	\$ 5,058,223	2.2%
\$ 3,551,384	\$ 4,069,695	-12.7%

ACTIVITY REPORT - GOLF

GOLF COURSE	MONTHLY ROUNDS		
	Current Year	Previous Year	Change
Wolcott Mill	703	1,157	-39.2%
Stony Creek	2,837	2,337	21.4%
Indian Springs	1,850	1,439	28.6%
Kensington	2,247	2,164	3.8%
Huron Meadows	2,028	1,612	25.8%
Hudson Mills	846	722	17.2%
Willow	1,612	1,491	8.1%
Lake Erie	967	754	28.2%
Total Regulation	13,090	11,676	12.1%
LSC Par 3	434	393	10.4%
L. Huron Par 3	307	167	83.8%
Total Golf	13,831	12,236	13.0%

ROUNDS Y-T-D		
Current Year	Previous Year	Change
15,195	17,184	-11.6%
34,224	34,258	-0.1%
23,649	23,595	0.2%
30,109	32,862	-8.4%
23,105	24,658	-6.3%
16,166	12,085	33.8%
18,361	20,332	-9.7%
19,269	20,836	-7.5%
180,078	185,810	-3.1%
11,147	12,897	-
6,072	6,753	-10.1%
197,297	205,460	-4.0%

GOLF REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 286,155	\$ 348,917	-18.0%
\$ 833,623	\$ 828,092	0.7%
\$ 550,692	\$ 548,888	0.3%
\$ 703,862	\$ 761,450	-7.6%
\$ 572,691	\$ 595,381	-3.8%
\$ 315,969	\$ 247,017	27.9%
\$ 424,393	\$ 488,784	-13.2%
\$ 430,769	\$ 477,544	-9.8%
\$ 4,118,153	\$ 4,296,073	-4.1%
\$ 66,689	\$ 65,490	-
\$ 37,399	\$ 33,659	11.1%
\$ 4,222,241	\$ 4,395,222	-3.9%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

October 2013

ACTIVITY REPORT - SUMMER ACTIVITIES

SWIMMING	PATRONS		
	Current Year	Previous Year	Change
Lake St. Clair	0	0	-
KMP Splash	0	0	-
Lower Huron	0	0	-
Willow	0	0	-
Lake Erie	0	0	-
TOTALS	0	0	-

PATRONS Y-T-D		
Current Year	Previous Year	Change
38,418	55,876	-31.2%
44,942	55,863	-19.5%
94,190	119,434	-21.1%
15,972	21,744	-26.5%
39,269	42,119	-6.8%
232,791	295,036	-21.1%

REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 153,032	\$ 165,917	-7.8%
\$ 195,121	\$ 185,675	5.1%
\$ 625,424	\$ 804,202	-22.2%
\$ 54,408	\$ 75,967	-28.4%
\$ 177,167	\$ 232,547	-23.8%
\$ 1,205,152	\$ 1,464,308	-17.7%

PARK	Seasonal Activities this Month		
	Current Year	Previous Year	Change
Lake St. Clair			
Welsh Center	8	9	-11.1%
Shelters	3	3	0.0%
Boat Launches	122	142	-14.1%
Marina	134	100	34.0%
Mini-Golf	0	8	-100.0%
Stony Creek			
Disc Golf Daily	532	139	282.7%
Disc Golf Annual	0	0	-
Total Disc Golf	532	139	282.7%
Shelters	49	48	2.1%
Boat Rental	0	0	-
Boat Launches	0	45	-100.0%
Indian Springs			
Shelters	1	2	-50.0%
Event Room	4	3	33.3%
Kensington			
Disc Golf Daily	1,878	1,540	21.9%
Disc Golf Annual	0	0	-
Total Disc Golf	1,878	1,540	0
Shelters	38	46	-17.4%
Boat Rental	0	0	-
Huron Meadows			
Shelters	1	4	-75.0%
Boat Rental	26	17	52.9%
Hudson Mills			
Disc Golf Daily	528	743	-28.9%
Disc Golf Annual	0	0	-
Total Disc Golf	528	743	-28.9%
Shelters	8	11	-27.3%
Canoe Rental	114	17	570.6%
Lower Huron / Willow / Oakwoods			
LH Shelters	67	53	26.4%
Willow Shelters	25	25	0.0%
Lake Erie			
Shelters	6	3	100.0%
Boat Launches	1,099	870	26.3%
Marina	N/A	N/A	N/A

Seasonal Activities Y-T-D		
Current Year	Previous Year	Change
56	73	-23.3%
442	522	-15.3%
6,762	7,459	-9.3%
2,770	3,160	-12.3%
10,089	11,401	-11.5%
24,122	23,336	3.4%
88	67	31.3%
24,210	23,403	3.4%
466	455	2.4%
15,938	17,297	-7.9%
1,750	2,358	-25.8%
43	46	-6.5%
52	46	13.0%
31,555	29,703	6.2%
120	103	16.5%
31,675	29,806	6.3%
464	491	-5.5%
15,428	13,522	14.1%
23	38	-39.5%
341	395	-13.7%
12,965	16,553	-21.7%
123	125	-1.6%
13,088	16,678	-21.5%
137	159	-13.8%
5,717	5,928	-3.6%
250	274	-8.8%
127	169	-24.9%
89	102	-12.7%
15,207	16,427	-7.4%
N/A	N/A	N/A

Seasonal Revenue Y-T-D		
Current Year	Previous Year	Change
\$ 17,350	\$ 28,800	-39.8%
\$ 77,230	\$ 68,174	13.3%
NA	NA	NA
\$ 26,129	\$ 30,633	-14.7%
\$ 36,014	\$ 28,679	25.6%
\$ 42,786	\$ 45,685	-6.3%
\$ 3,530	\$ 3,110	13.5%
\$ 46,316	\$ 48,795	-5.1%
\$ 87,730	\$ 71,255	23.1%
\$ 136,586	\$ 141,445	-3.4%
N/A	N/A	N/A
\$ 8,600	\$ 7,000	22.9%
\$ 68,619	\$ 60,418	13.6%
\$ 63,226	\$ 59,229	6.7%
\$ 5,410	\$ 4,828	12.1%
\$ 68,636	\$ 64,057	7.1%
\$ 95,425	\$ 76,650	24.5%
\$ 184,322	\$ 158,368	16.4%
\$ 4,600	\$ 5,900	-22.0%
\$ 6,286	\$ 6,162	2.0%
\$ 25,930	\$ 33,106	-21.7%
\$ 5,790	\$ 6,010	-3.7%
\$ 31,720	\$ 39,116	-18.9%
\$ 27,250	\$ 24,350	11.9%
\$ 24,783	\$ 26,864	-7.7%
\$ 52,300	\$ 42,850	22.1%
\$ 25,350	\$ 26,490	-4.3%
\$ 16,050	\$ 15,825	1.4%
N/A	N/A	N/A
\$ 177,912	\$ 177,289	0.4%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

October 2013

PARK	Winter Sports this Month		
	Current Year	Previous Year	Change
Lake St. Clair			
XC Skiers	0	0	-
Ice Skaters	0	0	-
Ice Fishermen	0	0	-
Stony Creek			
XC Skiers	0	0	-
Ice Skaters	0	0	-
Sledders	0	0	-
Ice Fishermen	0	0	-
Indian Springs			
XC Skiers	0	0	-
Sledders	0	0	-
Kensington			
XC Skiers	0	0	-
Ice Skaters	0	0	-
Sledders	0	0	-
Ice Fishermen	0	0	-
Huron Meadows			
XC Skiers	0	0	-
Ice Fishermen	0	0	-
Hudson Mills			
XC Skiers	0	0	-
Lower Huron			
Ice Skaters	0	0	-
Willow			
XC Skiers	0	0	-
Ice Fishing	0	0	-
Sledders	0	0	-
Lake Erie			
XC Skiers	0	0	-
Sledders	0	0	-
Fishing	658	867	-24.1%

Winter Sports Y-T-D		
Current Year	Previous Year	Change
17	7	142.9%
265	12	2108.3%
6,954	791	779.1%
1,994	570	249.8%
1,066	0	#DIV/0!
6,929	1,130	513.2%
835	117	613.7%
258	33	681.8%
594	230	158.3%
1,517	202	651.0%
564	0	#DIV/0!
3,363	2,556	31.6%
372	35	962.9%
3,866	1,013	281.6%
142	0	#DIV/0!
614	160	283.8%
319	0	#DIV/0!
146	59	147.5%
57	0	#DIV/0!
1,592	919	73.2%
13	14	-7.1%
48	80	-40.0%
2,052	2,445	-16.1%

INTERPRETIVE FACILITIES

October 2013

TOTAL ATTENDANCE AND REVENUE	Monthly Attendance		YTD Attendance			Monthly Revenue		YTD Revenue		
	Current	Previous	Current	Previous	Change	Current	Previous	Current	Previous	Change
Lake St Clair	6,727	10,805	109,359	170,490	-35.9%	\$ 1,797	\$ 1,947	\$ 18,016	\$ 15,653	15.1%
Wolcott Mill	9,123	7,083	48,022	37,411	28.4%	\$ 2,266	\$ 4,021	\$ 8,352	\$ 9,807	-14.8%
Wolcott Farm	21,065	18,958	139,592	138,791	0.6%	\$ 5,713	\$ 11,559	\$ 52,922	\$ 52,872	0.1%
Horse/Tractor Rides						\$ 9,023	\$ 5	\$ 10,706	\$ 2,962	100.0%
Livestock/Produce						\$ 15,427	\$ 6,036	\$ 47,394	\$ 52,230	-9.3%
Stony Creek	18,287	21,655	137,749	204,921	-32.8%	\$ 5,587	\$ 6,120	\$ 26,626	\$ 27,679	-3.8%
Indian Springs	12,175	7,931	97,023	90,423	7.3%	\$ 4,193	\$ 3,146	\$ 38,547	\$ 39,091	-1.4%
Kensington NC	32,481	34,268	290,947	297,120	-2.1%	\$ 4,581	\$ 2,167	\$ 24,065	\$ 17,393	38.4%
Kensington Farm	35,312	38,393	296,802	346,263	-14.3%	\$ 1,888	\$ 2,462	\$ 43,289	\$ 36,057	20.1%
Horse/Tractor Rides						\$ 7,749	\$ 8,452	\$ 30,661	\$ 30,960	-1.0%
Livestock/Produce						\$ 5,357	\$ 5,246	\$ 15,493	\$ 13,453	15.2%
Mobile Center	1,114	1,553	23,221	25,921	-10.4%	\$ 2,779	\$ 2,576	\$ 18,015	\$ 15,017	20.0%
Hudson Mills	4,436	4,560	37,447	40,767	-8.1%	\$ 2,091	\$ 3,827	\$ 15,025	\$ 15,986	-6.0%
Oakwoods	14,235	13,379	122,855	126,193	-2.6%	\$ 4,521	\$ 1,324	\$ 18,733	\$ 16,567	13.1%
Lake Erie	17,700	14,458	129,038	145,100	-11.1%	\$ 1,341	\$ 854	\$ 10,053	\$ 9,981	0.7%
Totals	172,655	173,043	1,432,055	1,623,400	-11.8%	\$ 74,312	\$ 59,742	\$ 377,896	\$ 355,708	6.2%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance				OFF-SITE Programs and Attendance				Other Visitors	
	Programs		Attendance		Programs		Attendance			
	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous
Lake St Clair	60	81	1,527	2,233	13	2	263	33	4,937	8,539
Wolcott Mill	13	38	1,944	4,054	-	4	-	368	7,179	2,661
Wolcott Farm	126	121	7,809	7,524	-	1	-	380	13,256	11,054
Stony Creek	151	127	3,773	6,328	-	-	-	-	14,514	15,327
Indian Springs	98	89	4,561	2,462	9	3	657	39	6,957	5,430
Kensington NC	86	95	2,373	6,268	2	3	131	25	29,977	27,975
Kensington Farm	245	278	7,856	9,359	-	-	-	-	27,456	29,034
Mobile Center	28	37	724	986	1	2	390	567		
Hudson Mills	15	18	540	753	5	12	396	307	3,500	3,500
Oakwoods	42	91	569	1,719	2	-	85	-	13,581	11,660
Lake Erie	193	102	2,906	1,735	4	-	110	-	14,684	12,723
Totals	1,057	1,077	34,582	43,421	36	27	2,032	1,719	136,041	127,903