

**UPDATED AGENDA**  
**Huron-Clinton Metropolitan Authority**  
**Board of Commissioners Meeting**  
**December 8, 2011, 10:30 a.m.**  
**Administrative Office**

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1. Chairman's Statement
2. Public Participation
3. Minutes – November 2011
4. Financial Statements – November 2011
5. Vouchers –
  - A. October 2011
  - B. November 2011
6. Purchases
  - A. Bids – Leaf Vacuum (pg. 1)
7. 2012 Budget
  - A. Approval and Resolution (pg. 5)
  - B. Revenue Enhancement/Expenditure Reduction Alternatives (pg. 37)
8. Reports
  - A. Metro Beach
    1. Report – Name Change Survey (pg. 57)
    2. Letter of Intent – Six Rivers Land Conservancy (pg.61)
  - B. Stony Creek
    1. Report – Sanitary Sewer Rehabilitation Project (pg. 67)
  - C. Kensington
    1. Report – Martindale Bathhouse Building and Site Renovation Project (pg. 69)
  - D. Lake Erie
    1. Bids – 2012 Maintenance Dredging, Marina Channel (pg. 73)
  - E. Administrative Office
    1. USGS Stream Gauging Stations – Annual Cost Participation (pg. 75)
    2. RFP – Recreation Survey (pg. 77)
    3. 2012 Commission Meeting Schedule (pg. 79)
    4. Donations (pg. 83)
    5. Report – Legislative (pg. 85)
    6. Medicare Part D Subsidy
9. Director's Comments
10. Commissioners' Comments
11. Motion to Adjourn

<p>The next regular Board of Commissioners meeting will be held on Thursday, Jan. 12, 2012 at 10:30 a.m. at the Administrative Office.</p>
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# HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
 From: Ron Smith, Buyer  
 Project No: ITB-11-013  
 Project Title: Debris Sweeper  
 Location: Willow Metropark  
 Date: December 1, 2011

Bids Opened: Thursday October 20, 2011 at 2:00 p.m.

**Scope of Work:** Furnish and deliver a tow type Debris Sweeper to Willow Metropark to be used in the park for grounds clean-up.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
Jacobsen, A Textron Company	Charlotte, N.C.	\$17,040.00
Spartan Distributors, Inc.	Sparta, MI	\$27,436.01

**Note:** This replaces a 1984 Toro debris sweeper, because of age and condition.

THIS INVITATION TO BID WAS POSTED ON MICHIGAN INTER GOVERNMENTAL WEBSITE AND WAS SENT TO 42 REGISTERED SUPPLIERS.

**Recommendation:** That the Board of Commissioners award ITB-11-013 to the low responsive, responsible bidder, Jacobsen, A Textron Company in the amount of \$17,040.00 as recommended by Buyer Ron Smith and staff.





## HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
From: David C. Moilanen, Director  
Subject: 2012 Budget Approval  
Date: December 1, 2011

After much work by many staff members, and especially Controller Wahl and his Accounting Department, the final 2012 Budget for the Huron-Clinton Metroparks is being submitted to the Board of Commissioners for approval.

The budget is balanced at \$73.3 million, which is just slightly less than the 2011 \$73.5 million budget. It will allow the Metroparks to maintain park services, quality maintenance and secure parks; continue with a capital improvement and major maintenance program that focuses on redeveloping, renovating and reconstructing aging facilities; and will enable funding of some of the additional goals set in the Strategic Plan such as increasing marketing efforts, staff training, and efforts to protect Metroparks natural resources.

New 2012 revenues are projected to be \$44 million, a decline of about \$2.5 million from 2011. The Authority's .2146 millage rate will remain the same as in recent years and will generate a net \$29.096 million of tax revenues, which is a decline of \$2.252 million or 7.2 percent. Park operating revenues are projected to increase to \$14.31 million from \$13.9 million in 2011.

In allocating the \$73.3 million, attention was given to parameters set in the revised Five Year Plan, and to the need for cost reduction in operations. The largest expense area, park operations, is budgeted at \$31.9 million which is a 1 percent decrease from projected 2011 actual expenditures, and a 2.2 percent decrease from the 2011 original budget amount of \$32.6 million. This decrease is due primarily to a reduction in park operation personnel costs, which dropped about \$558,000. As planned, full time personnel levels continue to decline through attrition. Thirty-six positions have been eliminated since 2006 and another four positions are budgeted to be eliminated in 2012.

For the first time, but as anticipated in the revised Five-Year-Plan, the 2012 Budget will be balanced by utilizing \$3.3 million from the Reserve for Future Contingencies account. This represents a decline in the Reserve account from \$18.1 million to \$14.8 million to start 2012, or 20 percent of the total 2012 budget. It is understood that using the Reserve account to balance the Metroparks budget is unsustainable going forward. The plan was to build up the Reserve account so that it could be used temporarily while long term changes were made to the size and structure of the Metroparks operation.

The accompanying budget message and documents further explain the 2012 Budget. Controller Wahl and I are prepared to answer or clarify any questions the Board may have with this budget proposal.

**Recommendation:** That the Board of Commissioners approve the 2012 Budget following the budget hearing with the attached resolution as required by the Uniform Budget Act, as presented by Controller Wahl and Director Moilanen and made by staff.





## HURON-CLINTON METROPOLITAN AUTHORITY

7 - a  
Meeting of December 8, 2011

To: Board of Commissioners  
From: David C. Moilanen, Director  
David L. Wahl, Controller  
Subject: Recommended 2012 Budget – General Fund  
Date: November 25, 2011

After three months of budget review meetings, I am pleased to present Staff's recommended 2012 Budget for consideration by the Board of Commissioners. The 2012 Budget is balanced at \$73.3 million, nearly the same level as 2011's Budget of \$73.5 million.

After budget reviews with park administrators, the preliminary 2012 Budget figures that were presented to the Board of Commissioners at the November 10, 2011 meeting are now finalized. These final numbers are all in line with the preliminary reviewed 2012 Budget numbers. However, it should be noted that final reviews produced (1) a net revenue pick-up of \$83,000, (2) \$217,000 of additional 2011 carryover funds, and (3) a net expenditure decrease in capital and operations of \$350,000. All of these items fall through to the Reserve for Future Contingencies account, which is now projected to start 2012 at \$14,800,000, an increase of \$650,000 (4.6%) over the preliminary Reserve figure of \$14,150,000 (reconciliation is attached).

During the November 10, 2011 review of the Preliminary 2012 Budget Estimates, the Board directed Staff to identify possible revenue enhancements and expenditure reductions from three areas: (1) Engineering/Planning/Natural Resources, (2) Administrative Office, and (3) Park Operations. The Board indicated that the combined target amount of changes should total \$2,000,000. Staff has developed a listing of possible changes for the Board to consider. These possible changes have not been incorporated into Staff's recommended \$73.3 million 2012 Budget, with the exception of the \$330,700 of park operation expenditure reductions that resulted from budget hearings which occurred after preliminary numbers were compiled. If the Board enacts any of the listed changes, the 2012 Staff recommended Budget would require amendment. These 2012 Budget revenue enhancement/expenditure reduction alternatives will be addressed in a separate agenda item at the December 8, 2011 Board meeting.

Staff endorses these final 2012 Budget figures and feels that the numbers in this budget represent realistic and attainable revenue and expenditure targets. 2012 represents the 70<sup>th</sup> year of the Metropark system and the final year of the Authority's revised Five-Year Plan. This 2012 Budget strives not to reduce/eliminate any facilities, services, programs or security levels that Metropark visitors expect. The 2012 Budget was balanced with: (1) a reduction of eight employees (attrition), (2) restructuring of park administrative functions, (3) return to the annual required contribution to the Retiree Health Care Trust, and (4) use of \$3.3 million of Reserve funds.

The Staff recommended 2012 Budget funds some of the goals of the recently Board approved Strategic Plan, specifically:

1. Continued substantial funding of capital improvement and major maintenance projects with emphasis on redevelopment, renovation and reconstruction of aging facilities (135 projects);
2. Keeping Metroparks well maintained and safe at reasonable fees;
3. Increased marketing efforts;
4. Additional special events;
5. Increased funding for the protection of Metropark natural resources; and
6. Continued funding of educational opportunities through the Metropark interpretive program.

This budget document meets the mandates of the State of Michigan's Uniform Budget Act.

### **Revenues**

Overall, new 2012 revenues coming into the Authority are projected to decline \$2.5 million (5.3%) to \$44.0 million. Five-county net tax revenues produced by the Authority's .2146 millage rate are expected to decline \$2,252,000 (7.2%) to \$29,096,000. Park operating revenues for 2012 are expected to bump up to \$14.31 million, a 2.8% increase from projected 2011 actual revenues of \$13.9 million. Although no new revenue producing facilities are coming on line and no fee increases are scheduled, (1) tolling revenue should increase with better spring weather and marketing campaigns (\$150,000), (2) event sponsorships and/or admission charges for promoted events could generate \$50,000 in new revenues, (3) golf revenues are projected up a net of \$292,000 (less flooding and discounting and no golf starter construction), and (4) aquatic facilities could drop \$128,000 with more normal summer weather. Interest income at \$200,000 will continue to be depressed by low yields and tax refund interest chargebacks. The initiation of the construction of the Hudson Mills to Dexter Trail should allow the Authority to recognize \$250,000 from a DNR grant. The extension of equipment replacement cycles, especially golf cars and vehicles, will produce fewer equipment units for the 2012 auction, which should generate \$100,000.

Capital and Reserve account funds that will carry over from 2011 are forecasted at \$29.3 million, about \$2.3 million more than in 2010. Unencumbered capital appropriations are projected at \$11.2 million, dropping \$1.5 million, as capital improvement project carryovers are down \$1.0 million, while land acquisition, equipment and engineering/planning carryover funds should fall \$0.5 million. Overall favorable operating results on the expenditure side from 2011 should allow the Reserve account to grow from the current level of \$15.6 million to \$18.1 million by year-end. An analysis of the year-end Reserve account is detailed on page 12.

### **Expenditures**

The allocation of the \$73.3 million of anticipated 2012 funds was generally guided by the revised Five-Year Plan. The largest expense area is the direct cost of delivering the Metropark product to the nearly 9 million park visitors through park operations, which are funded at \$31.9 million. The \$31.9 million budgeted for 2012 park operations represents a \$0.3 million (1.0%) reduction from projected 2011 actual expenditures of \$32.2 million. Park administrators were challenged to reduce expenditures by 1% while absorbing cost increases for: (1) negotiated wage increases, (2) more normal part time operating schedules, (3) increased pension contributions and fuel costs, (4) equipping a new food bar/golf starter building, (5) the return of the D.S.O. and a new concert venue, (6) additional minor projects, and (7) higher equipment repair costs.



Total park operation personnel costs are projected to drop \$558,000 (2.3%), while material/professional service/utility/supply costs are expected to increase \$249,000 (3.4%).

Engineering, Planning and Natural Resources Department 2012 expenditures are scheduled at about the same level as in 2011 at \$2.2 million. Wage and fringe costs are flat, with outside consulting work up slightly.

Capital improvement project allocations at \$8.84 million will continue facility infrastructure replacement with 52 projects. The majority (\$8.3 million) of these projects have been previously reviewed by the Board of Commissioners, either in the 2011 Budget or in the revised Five-Year Plan for 2012. The \$1.9 million increase in capital improvement funding results from a higher amount (\$0.9 million) of 2011 rebudgeted projects and \$1.0 million for a grant project.

Land acquisition funds at \$5.43 million entirely represent unspent 2011 funds that will carry over to 2012. Equipment expenditures have been increased to \$1.4 million, due largely to including a mobile stage at Kensington and a fuel management system.

Major maintenance project expenditures at \$2.74 million for 83 projects continues an aggressive effort to keep up with repairing the aging infrastructures of the Metropark system.

Administrative Office expenditures are scheduled at \$6.03 million, up \$528,000 (9.6%) over 2011 projected actual expenses. Increases that were addressed include:

1. A \$66,500 net increase in 2012 Retiree Health Care Trust contribution for current retirees;
2. A \$76,000 increase in employee benefits due to retirement severance payout and allowance for full bonuses;
3. A \$30,000 increase in part time wages resulting from greater utilization;
4. A \$58,000 increase in computer services consulting;
5. A \$33,000 allowance in increase for legal fees;
6. A \$67,000 increase in computer equipment; and
7. A \$127,000 increase in marketing costs.

As anticipated in the Board approved revised Five-Year Plan for 2012, the Reserve account has to be utilized for \$3.3 million to balance the 2012 Budget, reducing the Reserve account to \$14.8 million at the start of 2012. Historically, the Authority does not spend all funds allocated to major maintenance, Administrative Office or park operations. These funds would be returned to the Reserve account at the end of 2012.

The Board should be aware that Staff continues to recommend further consolidation of full time positions, as evidenced by the reduction of another eight positions from those funded in 2011 (215 versus 223). This brings the Authority to a total of 36 full time positions eliminated since the 2006 Budget (251). These reductions have been accomplished utilizing managed attrition as the Board approved in the Reorganization Plan in lieu of layoffs, with job responsibilities shifted to other full time employees and “backfilling” with part time staff.

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

This 2012 Budget will enable park administrators to contribute to the quality of life for our citizens in a positive way. Although the Authority is not immune from the many challenges and uncertainties of the worst economic downturn since the 1930's, adherence to fiscally responsible policies and practices will allow the Authority to weather the short term impacts of this economic downturn.

As always, I must express my sincere gratitude to all Metropark employees for their dedication and hard work in continuing to work with us in preparing this budget document. In these tight budget times, a team effort is needed, from the Board of Commissioners to every park and Administrative Office department head. The Authority is fortunate to have employees who embrace this cooperative attitude.

The attached detailed analysis of each revenue and expenditure area is intended to assist the Board of Commissioners in gaining an understanding of Staff's recommended 2012 Budget. The 2012 Budget will be presented to the public at the public hearing immediately preceding the December 8, 2011 Board meeting. Formal adoption of the 2012 Budget should occur during the course of the regular Board meeting.

For another year, I am pleased to present and recommend adoption of this financial plan at \$73.3 million for 2012. If additional information is needed, I am available to assist as requested.

**Recommendation:** That the Board of Commissioners approve the attached 2012 Budget Resolution as recommended by Controller Wahl and Staff.

DLW:kag

xc: G. Almas  
G. Phifer  
M. Arens  
N. Clark  
R. Franchock  
M. George  
S. Michael

P. Muelle  
S. Nyquist  
D. Semion  
C. Stone  
T. Torongo  
K. Jarvis  
M. Lyons

J. Pershing  
J. Cyr  
G. Hopp  
T. Jolly  
T. Knuth  
J. Linn  
J. Schuman

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 BUDGET**  
**RECONCILIATION OF NOVEMBER PRELIMINARY 2012 BUDGET ESTIMATES**  
**WITH FINAL 2012 BUDGET**

	<b>November Preliminary 2012 Budget Estimates*</b>	<b>December FINAL 2012 Budget</b>	<b>Difference</b>
<b><u>Revenues</u></b>			
Taxes	\$29,100,000	\$29,095,636	(\$4,364)
Park Operations	14,250,000	14,312,000	62,000
Interest Income	150,000	200,000	50,000
Sale of Capital Assets	100,000	100,000	0
Grants	250,000	250,000	0
Miscellaneous	50,000	25,000	(25,000)
<b>Total Budgeted Revenues</b>	<b>\$43,900,000</b>	<b>\$43,982,636</b>	<b>\$82,636</b>
Unencumbered Capital Appropriations at 12/31	11,200,000	11,249,000	49,000
Reserve for Future Contingencies at 12/31	17,900,000	18,068,364	168,364
<b>Total Revenues/Fund Balance</b>	<b>\$73,000,000</b>	<b>\$73,300,000</b>	<b>\$300,000</b>
<b><u>Expenditures</u></b>			
Engineering/General Planning	\$2,200,000	\$2,189,600	(\$10,400)
Capital Improvements	8,850,000	8,842,000	(8,000)
Equipment	1,450,000	1,397,000	(53,000)
Land Acquisition	5,450,000	5,428,900	(21,100)
Major Maintenance	2,750,000	2,743,000	(7,000)
Administrative Office	5,950,000	6,030,200	80,200
Park Operations	32,200,000	31,869,300	(330,700)
<b>Total Expenditures</b>	<b>\$58,850,000</b>	<b>\$58,500,000</b>	<b>(\$350,000)</b>
Reserve for Future Contingencies	14,150,000	14,800,000	650,000
<b>Total Expenditures &amp; Reserve</b>	<b>\$73,000,000</b>	<b>\$73,300,000</b>	<b>\$300,000</b>

\* Note: Rounded to nearest \$50,000

Prepared: 11/16/2011



## 2012 BUDGET RESOLUTION

MOVED BY: Commissioner  
SUPPORTED BY: Commissioner  
DATE: December 8, 2011

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 2012 General Fund Budget.

BE IT RESOLVED: That the 2012 revenues for the Huron-Clinton Metropolitan Authority are detailed in the Revenue section of the Budget and are summarized as follows:

Property Tax Levy	\$29,095,636
Park Operating Revenues	14,312,000
Interest Income	200,000
Sale of Capital Assets	100,000
Grants	250,000
Miscellaneous	25,000
	<u>\$43,982,636</u>

AND BE IT RESOLVED: That the 2012 expenditures for the Huron-Clinton Metropolitan Authority are hereby appropriated on an overall category basis as detailed on the 2012 Budget Appropriation Summary on page 1. Appropriations are further allocated by parks as detailed on the Appropriation Summary on pages 29 to 32.

BE IT FURTHER RESOLVED: That all sections of the 2012 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:

NAYS:

ABSENT:

I, George Phifer, Jr., 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 December 8, 2011.

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George Phifer, Executive Secretary



## YEAR 2012 REVENUES

	<b>2012 BUDGET</b>	<b>%</b>	<b>% CHANGE</b>	<b>2011 BUDGET*</b>	<b>%</b>
Property Taxes	\$29,095,636	40%	(7%)	\$31,348,452	43%
Park Operating Revenues	14,312,000	19%	(1%)	14,383,800	20%
Interest Income	200,000	–	(20%)	250,000	–
Sale of Capital Assets	100,000	–	(33%)	150,000	–
Grants	250,000	1%	(16%)	300,000	–
Miscellaneous	25,000	–	–	25,000	–
Total Budgeted Revenues	<u>\$43,982,636</u>	<u>60%</u>	<u>(5%)</u>	<u>\$46,457,252</u>	<u>63%</u>
Unencumbered Capital Appropriations at 12/31	11,249,000	15%	(12%)	12,751,000	17%
Reserve for Future Contingencies at 12/31	<u>18,068,364</u>	<u>25%</u>	<u>26%</u>	<u>14,291,748</u>	<u>20%</u>
TOTAL REVENUES & FUND BALANCE	<u>\$73,300,000</u>	<u>100%</u>	<u>0%</u>	<u>\$73,500,000</u>	<u>100%</u>

In total, the recommended 2012 Budget is \$73.3 million, a decrease of \$0.2 million (0.3%) from last year's budget. For the fourth consecutive year, new revenues coming into the Authority of \$44.0 million are expected to decline by another \$2,474,616 (5.3%). Fortunately, carryover funds from 2011 will offset most of this decline. Carryover funds will come from \$11.2 million of unencumbered capital appropriations and \$18.1 million from the Reserve account. These carryover funds are \$2,274,000 (8.4%) higher than the funds carried over from 2010. Although the unencumbered capital appropriations are declining by a net of \$1.5 million due to (1) \$1.0 million less capital improvement funds and (2) \$0.5 million less in land acquisition, the Reserve for Future Contingency account funds are projected to increase \$3.8 million. This increase in the 2011 year-end Reserve account is in keeping with the prudent fiscal management strategies of the Board's revised Five-Year Plan to build up the Reserve account. The current balance of the Reserve account is \$15.6 million, with favorable 2011 operating variances projected to net a total of \$2.5 million that will fall into the Reserve account at year-end. This will provide \$18.1 million of funds for the 2012 Budget.

\* Reflects original 2011 Budget amounts.

## 2012 BUDGET KEY FACTORS

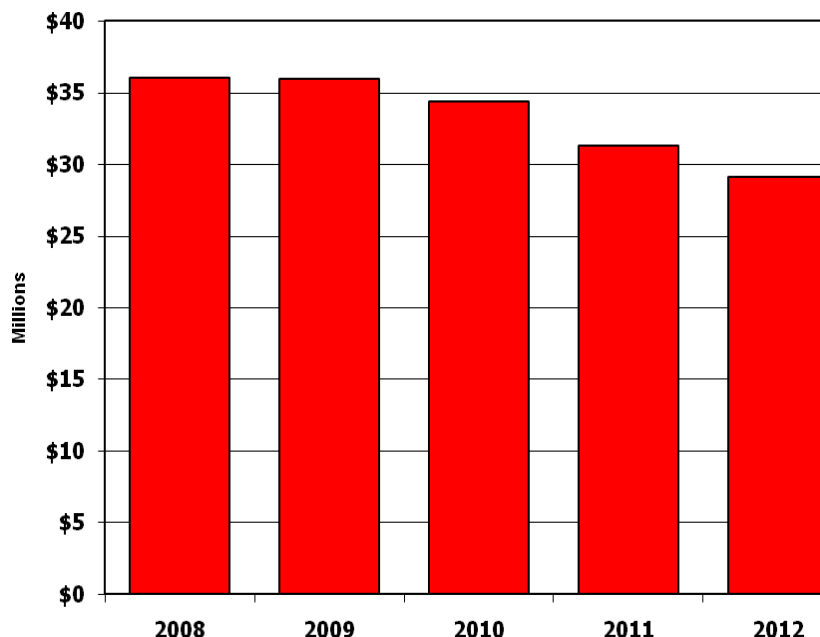
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### REVENUES

#### Tax Revenues - \$29,095,636

- Millage rate remains at .2146 mills for seventh consecutive year.
- “Gross” tax revenues - \$30,312,000.
- 2012 estimated locally-captured taxes (DDA’s, TIFA, Brownfield), charge backs and refunds - \$1,216,000.
- “Net” tax revenues estimated at \$29,096,000, a \$2,252,000 (7.2%) decline from 2011 “net” taxes of \$31,348,000.
- Actual 2011 “net” tax collections through 10/31/2011 total \$31,088,000.
- The Metropark system has not escaped the adverse impact the negative real estate market, both residential and commercial, has had on our state and nation. The real estate downturn has proven to be a severe problem, especially in southeast Michigan, causing record-setting numbers of property foreclosures and declining property values. A chain of events started surfacing four years ago with the increase in foreclosed properties. The foreclosures created a large inventory of homes for sale, an increase in supply. This situation was exacerbated by a spike in unemployment, which decreased the demand for real estate. The credit freeze following the 2008 financial crisis added to the problem as mortgage regulations became tighter. With the supply of homes on the market vastly exceeding demand, there has been a dramatic drop in real estate values. Commercial properties have followed the same patterns as businesses navigate in a very tenuous economy. Taxable values established by local assessors generally lag real estate sales by two years.
- Authority tax revenues peaked in 2008 at \$36.1 million, faltered in 2009 and started on a downward spiral in 2010, dropping 3%, followed by 2011’s drop of 9% and 2012’s drop of 7%. In total, Authority revenues have declined \$6.9 million or 19% since 2008. It is projected that Authority property taxes will continue to fall over the next few years, albeit at a slower rate of decline. Recovery to 2008 tax revenue levels will take a very long time due to the constitutional limitation on the growth of taxable values.

### **PROPERTY TAXES**

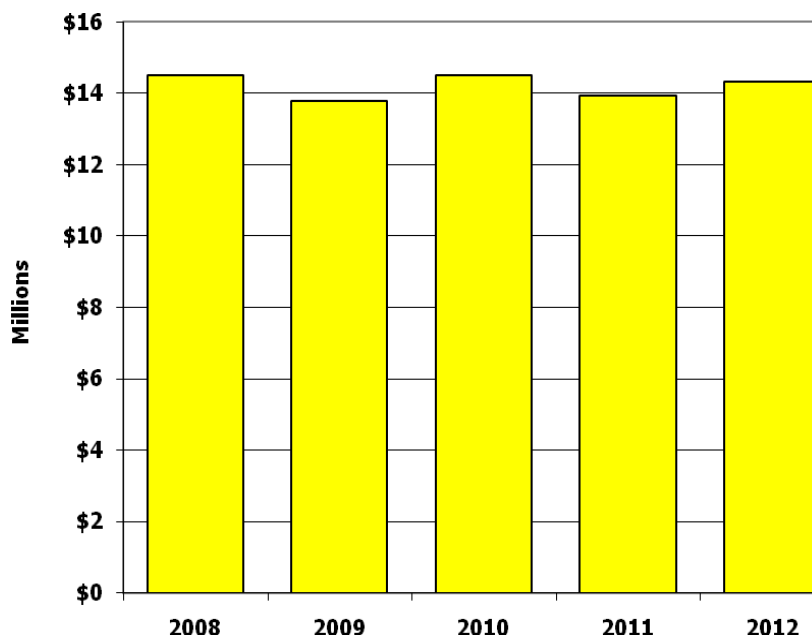




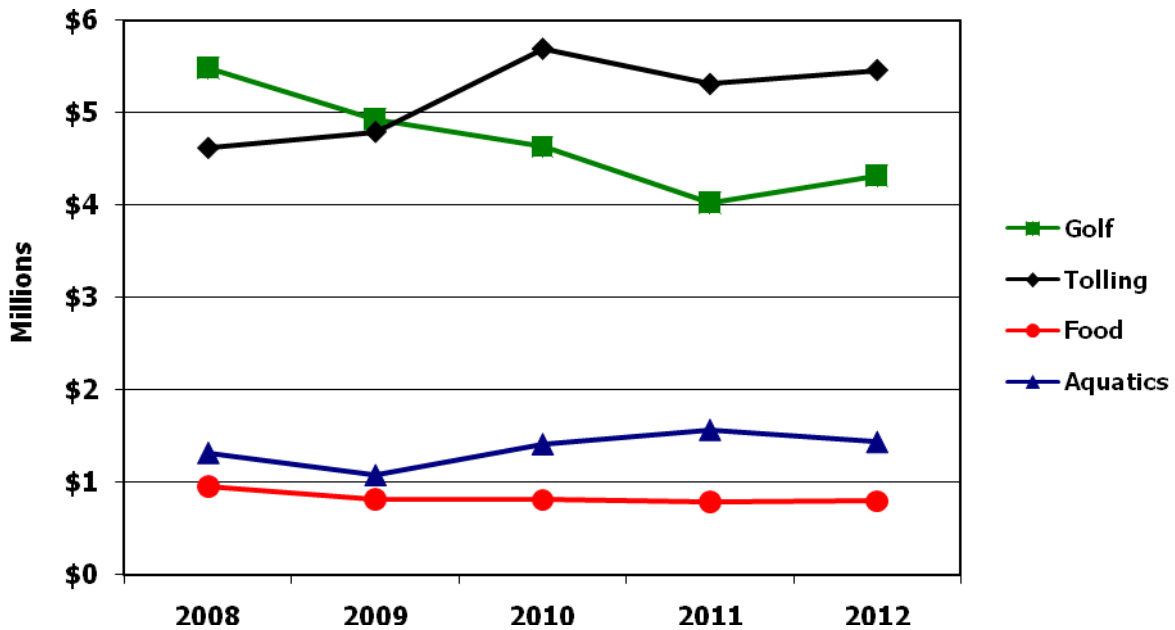
### **Park Operating Revenues - \$14,312,000**

- 2011 actual park operating revenues have been estimated at \$13,917,000, \$467,000 (3.2%) below 2011 budget of \$14,384,000.
- 2012 budgeted park operating revenues at \$14,312,000 represent a \$395,000 (2.8%) increase from 2011 estimated actual.
- No new revenue producing facilities are coming on line in 2012 and approved 2012 fees and charges remain unchanged from 2011.
- Historically, the Authority budgets park operating revenues at levels that are realistic, conservative and attainable. 2012 revenues have been projected under these principles.
- Weather patterns always impact park operating revenues. 2011 started off with good winter sports conditions. However, early spring weather was cool and wet, which significantly hurt park visitations and facility use, especially tolling and golf. Summer weather patterns were much more favorable, with July being the hottest July on record, leading to record revenues at Authority aquatic facilities. Wet September weather was followed by generally normal weather patterns in October and November. 2012 revenues have been projected with more normal weather patterns in mind using a three year blended average.
- Tolling revenues are expected to be favorably impacted by better spring weather and the new marketing campaign – up \$150,000.
- Event sponsorships and/or admission charges for marketing promoted events are slated to generate \$50,000 in new revenues.
- After a record setting 2011, aquatic facilities are forecasted to return to more normal levels, dropping \$128,000.
- Golf revenues are expected to bounce back in 2012 by a net of \$292,000 (8%) with more favorable spring and fall weather patterns and less discounting of green fees. In addition, the following revenue inhibitors should not repeat in 2012: (1) Kensington Golf Starter Building construction will be completed (up \$50,000), (2) record flooding and course destruction at Willow Golf Course (up \$125,000), and (3) severe flooding at Wolcott Golf Course (up \$40,000).
- Staff feels that 2012 revenue forecasts at \$14,312,000 are realistic and attainable, with weather patterns being the most critical factor.

### **PARK OPERATING REVENUES**



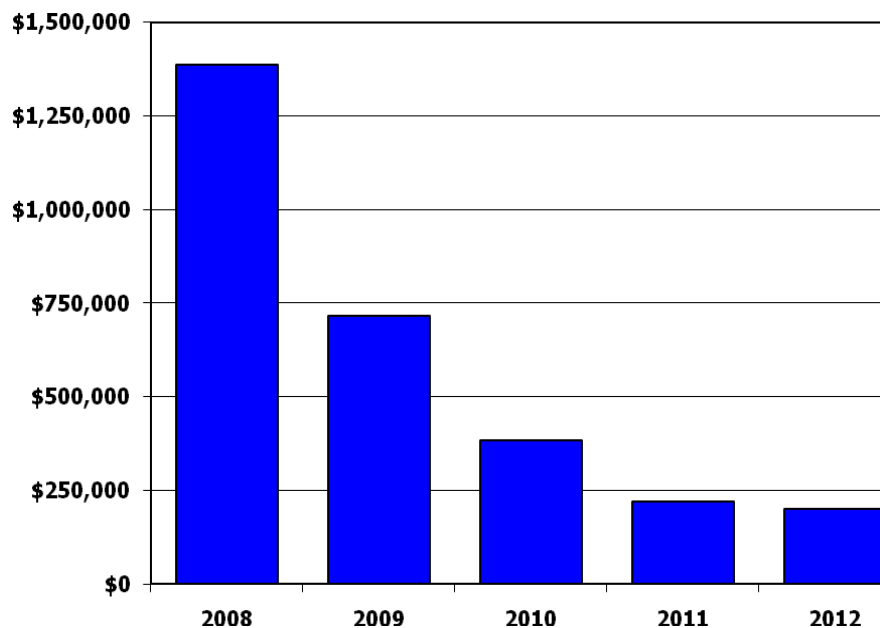
### COMPARISON OF LEADING REVENUE SOURCES FIVE YEARS



#### Interest Income - \$200,000

- Due to the credit crisis, the poor state of the economy and the fragile recovery, the Federal Reserve is expected to keep rates at unprecedented low levels throughout 2012.
- Certificate of Deposit rates are running in the 0.30% range and two or three year agency issues are running around 1.0%.
- Investable balances could decline due to tax revenue drop and capital fund declines.
- HCMA yields may drop to below 1.0%.
- Interest chargebacks on tax tribunal ordered refunds is growing.

### INTEREST INCOME



### **Sale of Capital Assets - \$100,000**

- With the extension of equipment replacement cycles, there will be fewer equipment units available for the annual auction, especially with minimal golf car fleets and staff/police car replacements scheduled for 2012.

### **Grants - \$250,000**

- Based on estimated grant project expenditures in 2012 associated with the Hudson Mills-Dexter Bike Trail Connector, \$250,000 should be returned to the Authority based on current estimates of final engineering design, coordination of contract letting and estimated construction schedule.

### **Unencumbered Capital Appropriations - \$11,249,000**

- In keeping with the Authority's normal General Fund budget practices, at the end of each budget year Staff must review the current status of each park's engineering/planning, capital improvement, equipment and land acquisition capital accounts. An estimate is made of the amount of funds that will not be written as work orders, encumbered or spent prior to year end. The 2011 funds that are not used in these capital areas by year end are rebudgeted or made available to fund capital expenditures in the 2012 Budget. These amounts are shown as unencumbered capital appropriations and have the effect of reducing 2012 Budget capital appropriations.
- The current estimated amount of 2011 capital appropriations from: (1) general planning/engineering, (2) capital improvement projects, (3) equipment, and (4) land acquisition is \$11,249,000. This amount is down \$1.5 million from 2010 levels, mainly due to a drop in carryover capital improvement projects of \$1.0 million and \$0.5 million decline in land acquisition funds. Amounts estimated to be carried over to 2012 include:

#### **★ Capital Improvements**

Metro Beach	Reconstruct Parking Lot - Phase 1	\$500,000
	Par 3 Building Replacement	79,000
	Redevelop East Boardwalk Area	260,000
	Comfort Station	250,000
Kensington	East Boat Launch Ramp/Piers Replacement	255,000
	Martindale Parking Lot Redevelopment	400,000
	Maple Beach Redevelopment	250,000
Hudson Mills	Dexter Trail - Phase 2	600,000
Stony Creek	Eastwood Beach Building Renovations	300,000
	Boat Launch Restroom Renovations	250,000
Willow	North Toll/Entrance Road Reconstruction	525,000
Lake Erie	Toll Booth Replacement	90,000
Huron Meadows	Park Service Building	840,000
	Park Maintenance Storage Building	250,000
	Park Maintenance Building Demolition	168,000
	Park Maintenance Area Paving	128,000
	Park Maintenance Area Site Completion	23,000
	Various Other Improvement Projects	170,000

Sub-Total Capital Improvement Projects	<u>\$5,338,000</u>
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★ Engineering/General Planning	179,000
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★ Equipment	288,000
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★ Land Acquisition	<u>5,444,000</u>
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<b>TOTAL</b>	<u><u>\$11,249,000</u></u>
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### **Reserve for Future Contingencies - \$18,068,364**

- The Authority has a long-standing history of maintaining responsible fund balance amounts. Prudent fiscal management dictates that a “healthy balance sheet” includes adequate fund balances where the Authority sets aside funds to meet unanticipated expenditures, construction contract shortages, emergencies and/or revenue shortfalls. Many governmental agencies refer to this account as a “rainy day” fund. It permits the Board/Staff to address unexpected events that may occur during any budget year, ensuring the continuation of all Authority recreational services to the residents of the five-county district. Over the years, this Reserve account has enabled the Authority to keep many construction projects on schedule and cover revenue shortages without disrupting other parts of the budget.
- In anticipation of significant future tax declines, the Authority’s Board of Commissioners approved a revision to the Authority’s Five-Year Plan to provide for the build-up of the Reserve account. Favorable revenue and operating variances from the 2011 Budget will fall to the Reserve fund balance as part of an intentional financial management strategy to ensure adequate fund balances for the future. It will enable the Authority to engineer a soft landing from the accumulative impact of tax revenue declines.
- The anticipated favorable results from the 2011 Budget year will enable the Authority to increase the Reserve account to an estimated \$18.1 million at year-end. The sources of these Reserve account funds have been estimated as follows:

November 1, 2011 Balance		\$15,641,000
Less: Anticipated amount of supplemental 2011 Budget appropriation adjustments November 1 to December 1 for capital expenditures, operation expenditures and tax levy adjustments		(121,636)
Estimated 2011 revenues realized in excess (short) of 2011 Budget amounts:		
1. Park operating revenues	(\$467,000)	
2. Interest revenues	(30,000)	
3. Grants	127,000	
4. Sale of capital assets/miscellaneous revenues	<u>(52,000)</u>	(422,000)
Estimated 2011 park operation expenditures under 2011 budgeted expenditures (3.8%)		1,269,000
Estimated 2011 Administrative Office expenditures under 2011 budgeted expenditures (5.9%)		346,000
Estimated 2011 major maintenance expenditures under 2011 budgeted expenditures		<u>1,356,000</u>
Total Reserve for Future Contingencies at 12/31/2011		<u>\$18,068,364</u>

## YEAR 2012 EXPENDITURES

	<b>2012</b>		<b>%</b>	<b>2011</b>	
	<b>BUDGET</b>	<b>%</b>	<b>CHANGE</b>	<b>BUDGET*</b>	<b>%</b>
Engineering/General Planning	\$2,189,600	3%	1%	\$2,167,600	3%
Capital Improvements	8,842,000	12%	28%	6,927,000	9%
Equipment	1,397,000	2%	25%	1,114,500	2%
Land Acquisition	5,428,900	7%	(8%)	5,920,000	8%
Major Maintenance	2,743,000	4%	13%	2,438,000	3%
Administrative Office	6,030,200	8%	(3%)	6,203,300	8%
Park Operations	31,869,300	44%	(2%)	32,629,600	45%
Reserve for Future Contingencies	14,800,000	20%	(8%)	16,100,000	22%
<b>TOTALS</b>	<b>\$73,300,000</b>	<b>100%</b>	<b>0%</b>	<b>\$73,500,000</b>	<b>100%</b>

As detailed in the above figures, Staff is recommending expenditures totaling \$58.5 million, with the Reserve account being decreased to \$14.8 million. The \$58.5 million of expenditures budgeted for 2012 reflects a \$1.1 million (1.9%) increase in the amount of expenditures budgeted for 2011. Capital-type expenditures (engineering/planning, capital improvements, equipment and land acquisition) are budgeted at \$17.9 million (24% of funds). Operation-type expenditures are slated for \$40.6 million (56% of funds). A total of \$14.8 million (20%) of 2012 funds will be retained in the Authority's Reserve for Future Contingencies account in accordance with the Board's objectives of the revised Five-Year Plan.

\* Reflects original 2011 Budget amounts.

## **EXPENDITURES**

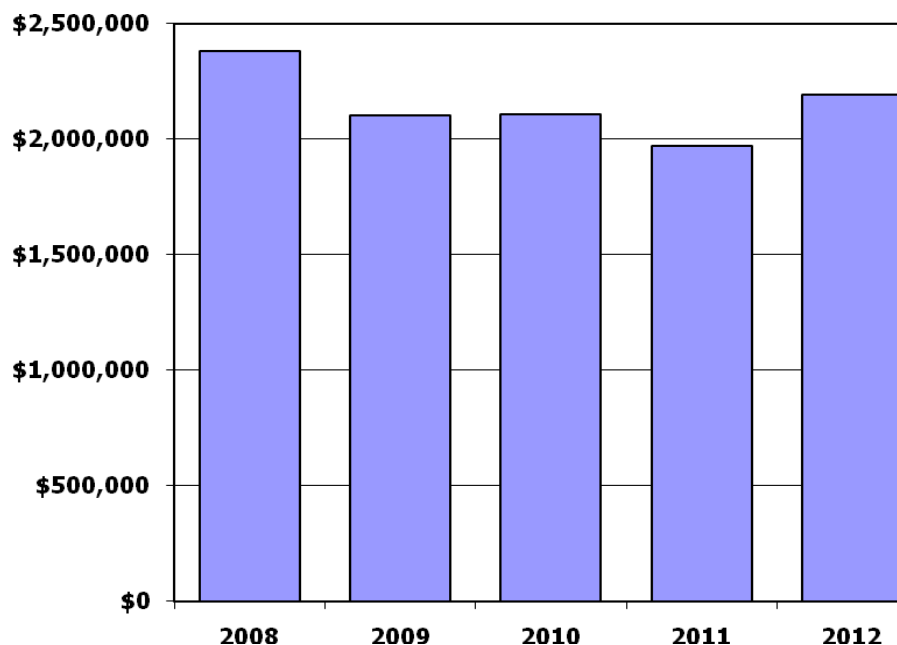
### **Engineering/General Planning - \$2,189,600**

- \$1,637,000 – 12 full time employees in Engineering Department (including four field engineers and two survey crew), four full time in Planning/Natural Resource Department, seven part time employees; wages and fringe benefits.
- \$508,000 outside consultants – major items:

Administrative Office	Stream Gauging	\$46,000
	Vehicular Bridge Inspections	25,000
	Kent Lake Water Quality Assessment	15,000
	Stony Creek - Creel Study	18,000
Metro Beach	Parking Lot Reconstruction	75,000
Kensington	Maple Beach Redevelopment	15,000
Hudson Mills	Service Area U.S.T. to A.S.T.	10,000
Stony Creek	Eastwood Beach Building Renovations	25,000
	Boat Launch Restroom Renovations	10,000
Willow	Service Area U.S.T. to A.S.T.	12,000
Indian Springs	Well House Iron Removal System	12,000
Huron Meadows	Park Service Buildings	150,000
		<u>\$413,000</u>

- \$45,000 – materials and supplies for Engineering and Planning Departments.

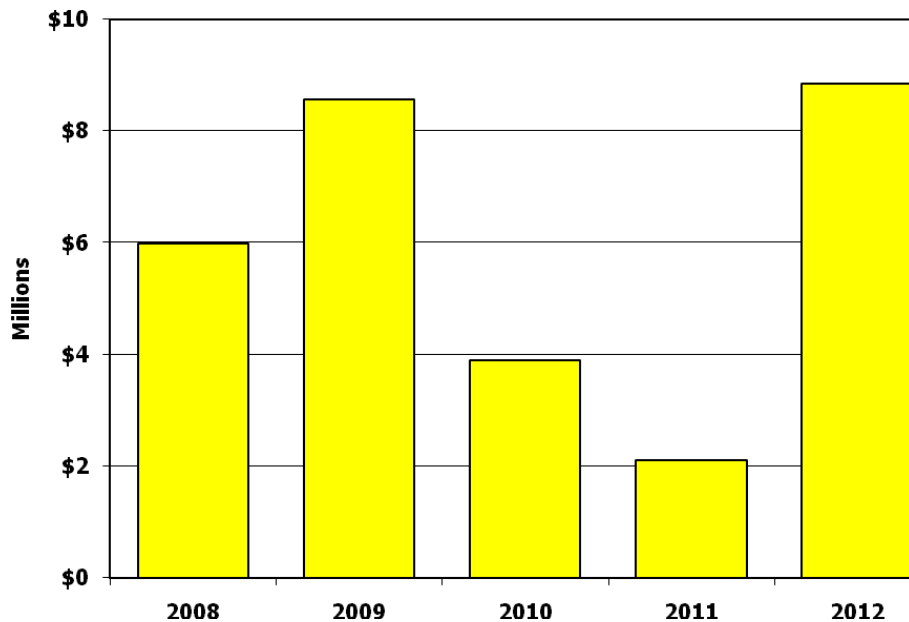
### **ENGINEERING/GENERAL PLANNING**



### **Capital Improvements - \$8,842,000**

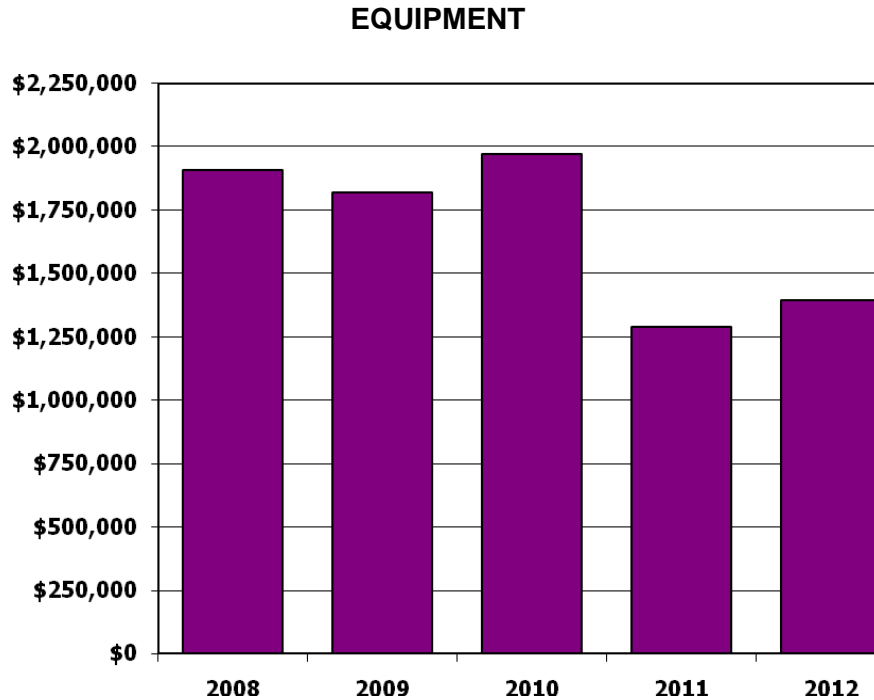
- The recommended 2012 Budget allots \$8,842,000 to 52 capital improvement projects. In keeping with the emphasis of the revised Five-Year Plan, heavy importance has been placed on the three R's – renovation, rehabilitation and replacement of outdated facilities at the older Metroparks.
- Attached Schedules A, B, C and D detail the 52 capital improvement projects recommended in 2012.
- Twenty-nine (29) projects are being rebudgeted from 2011 at a cost of \$5,411,000 with nearly all 2012 costs covered by funds carried over from 2011. Projects are detailed on Schedule A.
- The \$1.0 million EPA grant portion of the Metro Beach parking lot reconstruction project has been included. Under grant terms, HCMA will be reimbursed these funds after construction takes place in 2013. This project is listed on Schedule B.
- Seven (7) revised Five-Year Plan 2012 projects are being recommended for funding at \$1.9 million. Revised Five-Year Plan projects are detailed on Schedule C.
- Fifteen (15) new projects are recommended for funding at \$580,000. Projects are detailed on Schedule D.

### **CAPITAL IMPROVEMENTS**



### **Equipment - \$1,397,000**

- The 2012 equipment budget has been bumped up \$283,000 to \$1,397,000. Equipment replacement cycles have been lengthened, allowing the Authority to reduce the number of units being replaced. As is usually the case, most of the 2012 equipment funds (70%) are directed towards replacement of existing fully depreciated equipment.



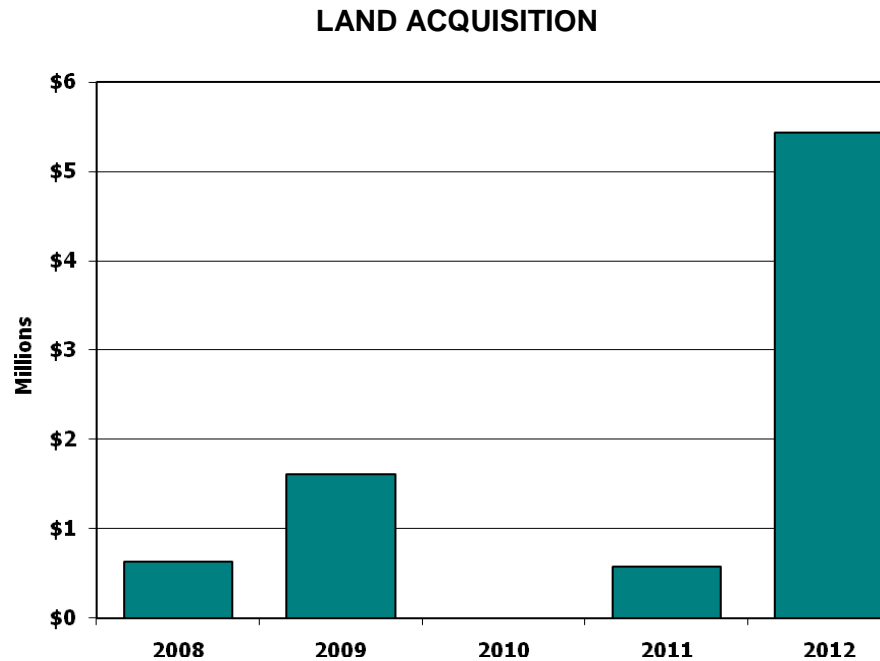
- \$257,700 – 2 Dump Trucks
- 100,000 – 1 Mobile Stage
- 99,000 – 11 Golf Carts
- 98,200 – 4 Pickup Trucks
- 94,300 – 3 Tractors
- 75,000 – 3 Sport Utility Vehicles
- 60,000 – 3 Fuel Management Systems
- 55,000 – 2 Sprayers
- 51,500 – 2 Police Sport Utility Vehicles
- 49,500 – 5 Radios
- 48,600 – 1 Beach Cleaner
- 44,400 – 2 Staff Vehicles
- 40,000 – 1 Generator (portable)
- 38,000 – 3 Trailers
- 25,400 – 4 Pool Handicap Lifts
- 25,200 – 1 Police Vehicle
- 25,000 – 1 Aerifier Core Processor
- 25,000 – 1 Litter Vac
- 20,400 – 34 Handguns
- 20,000 – 1 Brine Tanks
- 20,000 – 3 Copiers

**\$1,272,200**



### **Land Acquisition - \$5,428,900**

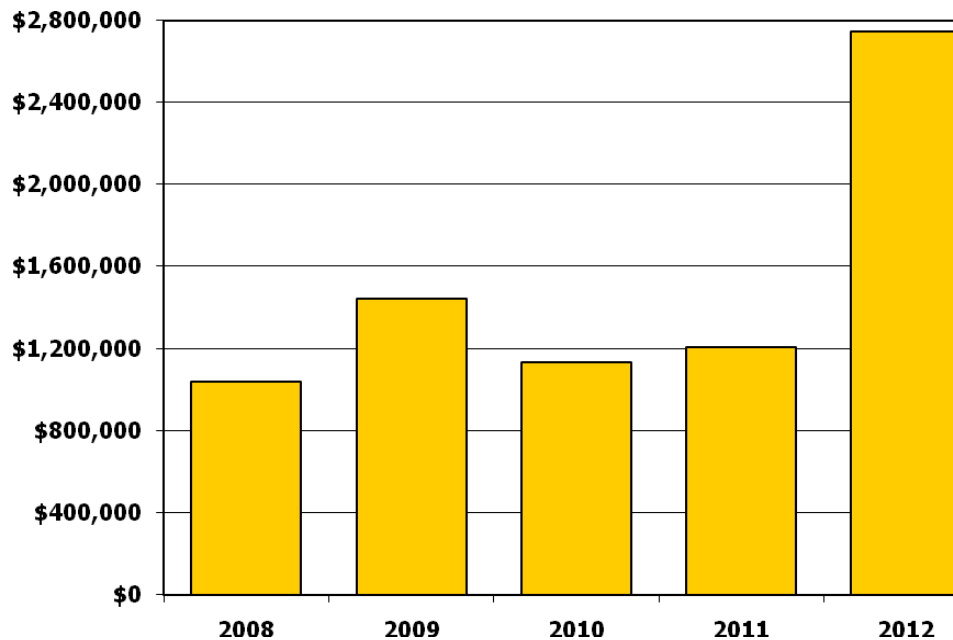
- An estimated \$5,444,000 will carry over from unspent 2011 land acquisition funds which provide all the funding for 2012 and future land acquisition.
- No new 2012 appropriations are recommended to be added to land acquisition.
- Provides funding for ±400 acres to fulfill Board-designated Wolcott Mill park boundaries.



### **Major Maintenance - \$2,743,000**

- There are 83 major maintenance projects included in the \$2,743,000 being recommended in the 2012 Budget. These projects consist of repair/maintenance/renovation projects that exceed \$10,000 in cost and are of a non-recurring nature. They are projects that are deemed essential by park staffs and the Engineering/Planning Departments to keep the Metropark facilities in good working order and prevent further deterioration. The intent of these repair projects is to preserve Metropark facilities for their useful life. This is another very ambitious level of funding as Metropark infrastructure continues to show its age more and more.

#### **MAJOR MAINTENANCE**



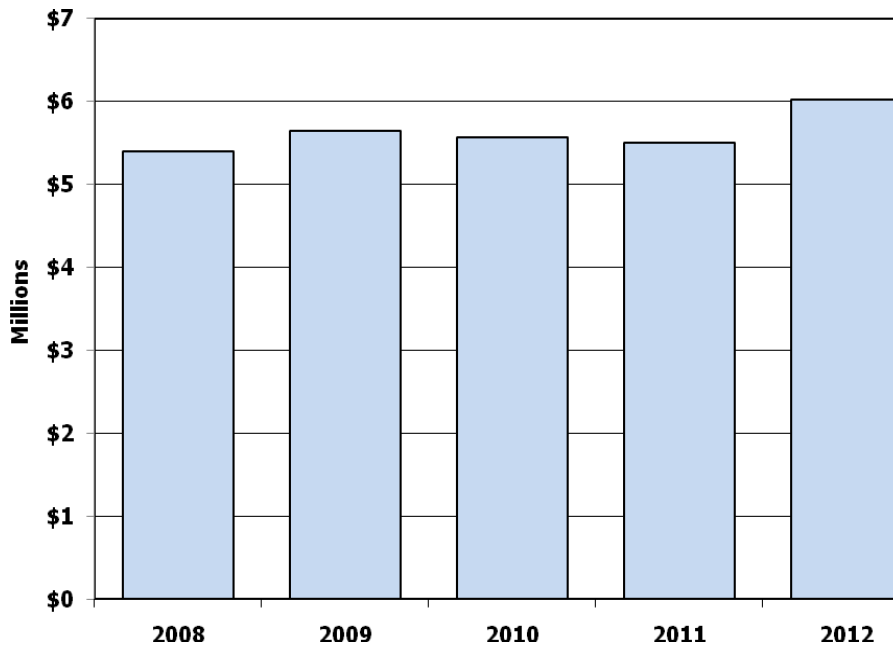
- \$546,000 – Roadway/hike bike trail/cart path repairs (16 projects)
- 485,000 – General building repairs (17 projects)
- 290,000 – Roof repairs/replacements (11 projects)
- 247,000 – Aquatic facility repairs (9 projects)
- 160,000 – Bathhouse/food bar/restroom renovations - Willow
- 149,000 – Nature Center roof replacement - Kensington
- 145,000 – Paint Hike Bike Trail Bridge substructure - Lower Huron
- 105,000 – General engineering/planning for all major maintenance projects
- 74,000 – Play area surfacing replacements (5 projects)
- 65,000 – Mill Raceway repairs - Wolcott Mill
- 63,000 – Remove underground storage tank - Huron Meadows
- 54,000 – Replace trash compactor - Metro Beach
- 45,000 – Irrigation head replacement golf courses (2 projects)
- 315,000 – Miscellaneous minor projects (17 projects)

**\$2,743,000**

### **Administrative Office - \$6,030,200**

- The Administrative Office includes the costs for staffing and operating the following departments: Executive, Accounting, Human Resources, Communications/Marketing, Computer Services, Purchasing, Police and Interpretive Services. The costs of maintaining and operating the Administrative Office building, grounds and lots and walks are also captured here.
- For 2011, the Administrative Office departments are expected to return \$345,500 of unspent funds. This amounts to 5.9% of the \$5.8 million budget.
- For 2012, the Administrative Office departments are planned to need \$6,030,200. This is an increase of \$182,900 (3.1%) over the 2011 Budget and \$528,400 (9.6%) over the 2011 projected actual expenditure of \$5,501,800.

#### **ADMINISTRATIVE OFFICE**



- Wage and fringe costs for 28 full time, seven part time, and retiree group health insurance coverage for 140 retirees/spouses total \$4,816,700, up \$258,900 (5.6%) from the projected actual 2011 expenditures of \$4,557,800. Following are the primary factors:
  1. Full time wages are planned at \$2,250,300, an increase of \$43,500 over 2011 projected expenses of \$2,206,800 (1.9%). A 2.0% contractual wage increase scheduled for 2012 is the primary factor driving this increase, as the increase of wages for the full year of the Marketing Coordinator has been offset by no severance pay for the former Director.
  2. Part time wages are budgeted at \$78,600, which is a planned increase of \$29,800 (61%). This is primarily the result of greater utilization of part time employees in the Accounting, Communications and Computer Services departments.
  3. Employee benefits have been budgeted with the maximum cash value at \$193,300. Historically, some employees will choose non-cash options and/or may not qualify. The increase here is potentially \$76,000 over the 2011 projected expense of \$117,300. One retirement severance payout is also budgeted in this area.
  4. Retirement costs are budgeted at 497,900, up \$32,600 (7.0%) over the 2011 projected amount of \$465,300. A \$1,300 per employee increase in pension funding is driving this change.
  5. Retiree health costs for all 140 current retirees, as well as pre-funding for active employees, are reported under the Administrative Office budget. In total, these costs

are projected to increase by a net of \$66,500 (5.1%), primarily due to the expected retirement of six current employees in 2012. An increase in the premium cost of current retirees health care is offset by a reduction in the pre-funding of contributions to the Retiree Health Trust for active employees.

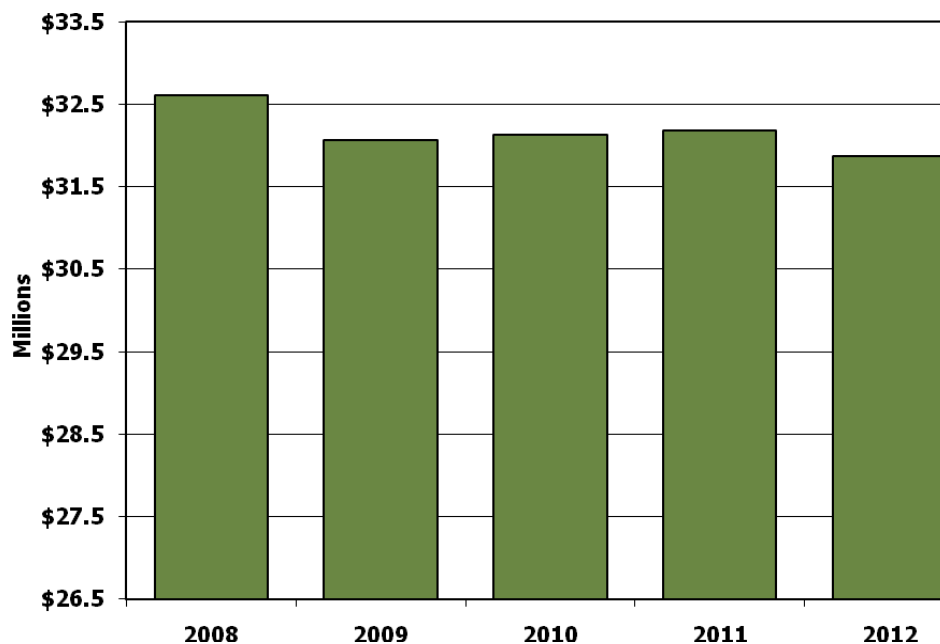
- Contractual services/materials/supplies budgeted amounts for 2012 are planned at \$1,213,500. This is an increase of \$269,500 (28.5%) over the 2011 projected total of \$944,000. Significant items pushing this increase are:
  1. Professional services are planned to increase \$137,000 (32.6%) from the 2011 projected costs of \$419,800 to \$556,800 in 2012. Driving this increase is an allowance for increased legal costs (up \$32,700), the use of computer consultants (up \$57,700) and an increase in marketing event services (up \$30,700).
  2. Minor equipment is budgeted to increase \$53,300 (72.9%) from \$73,100 of projected 2011 expenditures to the 2012 Budget amount of \$126,400. The major factor driving this increase is an increase in computer hardware and software totaling \$66,800.
  3. Training is also driving the increase in contractual services in the 2012 Budget, up \$28,000. An Authority-wide customer service training program is planned (\$10,000), as well as a leadership training program (\$5,000) and computer system training (\$6,500).
- A departmental level analysis of the \$528,400 increase over 2011 Administrative Office expenditures reveals:
  1. General Administration – The two main factors pushing the general administration up from the 2011 projected level of \$1,411,200 to the 2012 budgeted level of \$1,640,000 are: (1) increased premium cost of current retirees health care and an additional six expected retirees in 2012 (\$193,000), and (2) an increase in the allowance for legal fees for the Authority (\$32,700).
  2. Computer Services Department – The main factors driving the \$144,200 (36.8%) increase in this department are: (1) consulting costs associated with future use of Microsoft SharePoint and ActiveGolf (\$63,000), and (2) a dramatic increase in the cost of computer equipment and software (\$66,800). These efforts are necessary to enhance the Authority's use of technology.
  3. Marketing Department – This department is budgeted for its first full year of operation. Expenses are planned to increase from \$81,500 in 2011 to \$208,500 in 2012. A full year of: (1) wages (up \$38,500), (2) professional services up \$30,700 for focus group (\$15,000) and event services (\$15,000), and (3) directing advertising for events (up \$48,500) are the primary factors causing this change. This increased effort is in response to the Board approved Strategic Plan to strengthen the Metropark brand and marketing.
  4. Human Resources Department – Two factors causing this department to increase from a 2011 projected level of \$382,700 to the 2012 budgeted amount of \$438,300 are: (1) consulting work for a management evaluation program, and (2) Authority-wide customer service training programs and leadership training.
  5. Purchasing Department – Severance costs associated with a planned retirement in the Purchasing Department of over \$40,000 is the main change in this account, which is budgeted to increase overall by \$29,400 (6.3%) from the 2011 projected total of \$463,700 to \$493,100.
  6. Communications Department – This department is budgeted to decrease by \$45,500 from the 2011 projected amount of \$726,400 to \$680,900 in 2012. This decrease is primarily the result of a cost reduction in internet marketing efforts.
  7. Executive Department – This department is expected to decrease by \$34,400 (4.6%) from the 2011 projected level of \$741,100 to \$706,700 in 2012. This is mainly the result of the severance payment to the former Director paid in 2011 that will not be repeated in 2012.
  8. Other departments and functions (Police, Accounting, Interpretive Services, Building Maintenance, Road/Lot Maintenance and Grounds Maintenance) are not planned to

have significant variations between 2011 projected actual amounts and the 2012 budgeted levels.

### **Park Operations - \$31,869,300**

- Total 2012 budgeted park operation expenditures for operating the 13 Metroparks for nearly nine million visitors are expected to run \$31,869,300, which represents a \$309,600 (1.0%) decline from projected 2011 actual expenditures of \$32,178,900.
- The \$31.9 million budgeted for 2012 park operation expenses is actually \$1.5 million (4.5%) less than the \$33.4 million amended budget for 2011 park operations. 2011 operation expenditures are projected to come in at \$32,178,900, \$1,269,100 (3.8%) under budget.
- 2011 projected actual expenditures of \$32,178,900 will be only a minimal \$46,600 (0.1%) increase from 2010 actual expenditures of \$32,132,300. This again demonstrates that budget monitoring by Authority administrators continues to be aggressive and effective.
- The 2012 recommended park operations budget at \$31,869,300 is the fourth consecutive year that park operation expenses will be below 2008 actual expenses of \$32.6 million.

### **PARK OPERATIONS**



- In accordance with the Board approved revised Five-Year Plan, the guiding objectives for 2012 park operations funding continues to be to maintain park services, quality maintenance, programs and secure parks while economizing wherever possible, impacting park visitors as minimally as possible.
- Park administrators were given the challenge of reducing 2012 park operation expenditures by 1% from 2011 projected actual expenditures. The 2012 recommended Budget meets this target while absorbing added costs for:
  1. 2.0% negotiated full time wage increases;
  2. A return to more normal part time operating schedules;
  3. Possible 10% increases for 2012 pension contribution and gas/diesel fuel;
  4. Equipping a new food bar and golf starter building;
  5. The return of D.S.O. concerts and new concert venue at Kensington;
  6. Additional minor projects, and

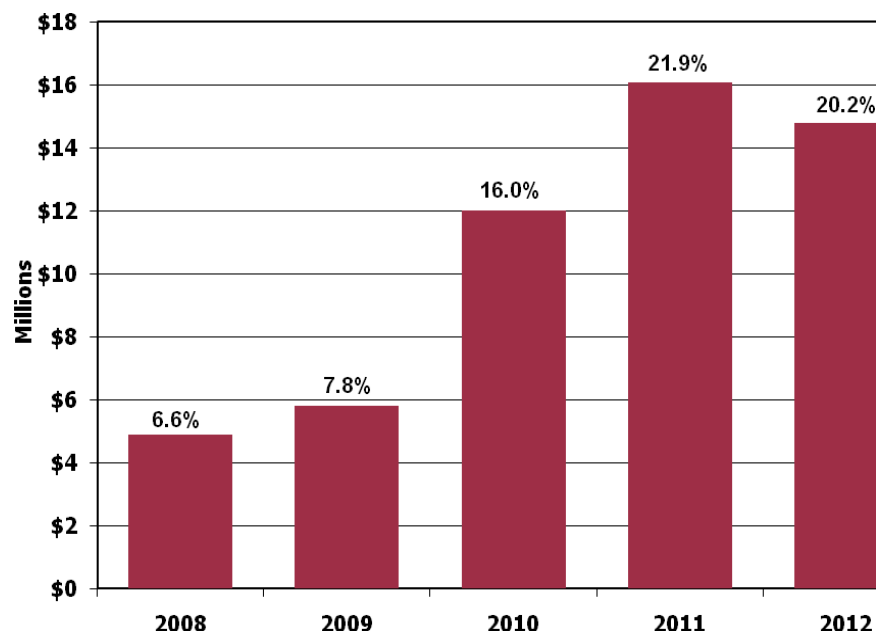
7. Higher anticipated equipment repair costs.
- Budget review meetings were held with each park administrative unit to evaluate staffing levels and every line item of each park operation and facility cost center.
  - Total 2012 personnel costs, which comprise 76% of total park operating costs, are projected to drop \$558,300 (2.3%). This covers all wage, bonus, group insurance, overtime, Social Security, pension contributions and Retiree Health Trust contributions for the 164 full time and 829 part time employees working directly in the parks. Some key elements to highlight in the personnel section of the park operation budget include:
    1. Not filling four (4) full time positions that were vacated in 2011 due to retirements (Indian Springs – Supervising Interpreter; Lower Huron – District Park Manager; and Huron Meadows and Stony Creek – Park Maintenance Specialists).
    2. Elimination of four (4) additional full time positions in 2012 as vacated positions from retirements and reorganization are filled from within by existing employees to be determined (Indian Springs – Park Maintenance Foreman; Metro Beach – Building Maintenance Foreman and Operations Supervisor; and Wolcott Farm – Supervising Interpreter).
    3. 2.0% negotiated wage increase for all 164 full time employees plus a \$400 lump sum payment for supervisory and non-supervisory employees.
    4. The net effect of the above three areas will push full time wages up \$54,000 (0.5%).
    5. Part time wages show a \$165,000 (3.0%) increase over 2011 as allowances were made for more complete staffing of facilities in early spring and late summer at food service, aquatic and golf venues.
    6. Group insurance costs are expected to decline by \$107,000 (4.1%) due to covering eight fewer employees during 2012.
    7. Pension and Social Security expenditures have been budgeted at \$137,000 (4.6%) higher due to (1) an anticipated increase in Authority 2012 pension contribution and (2) higher wages subject to Social Security.
    8. Contributions to the Authority's Retiree Health Care Trust have been projected to decline significantly – \$771,000 (43.6%) – as a result of funding only the annual required contribution.
  - Total material/outside consulting/utility/supply expenses needed to run the parks in 2012 are expected to increase \$248,700 (3.4%) to \$7,593,600. Factors contributing to this increase include:
    1. Outside professional services are budgeted to increase by \$104,000, as funding has been provided for the return of the D.S.O. concerts, a new concert series at Kensington's Maple Beach and allowances for an increase in prescribed burns and treatments.
    2. An allowance for possible increased fuel charges of \$70,000 (9%).
    3. Anticipated increase in equipment repair costs of \$53,000 resulting from major repairs to Stony Creek's weed harvester, battery replacements for Stony Creek's golf cars and more equipment repairs associated with longer equipment replacement cycles.
    4. The increased cost of equipping the Food Bar and new Golf Starter Building at Kensington of \$75,000 and increased marketing efforts at the park level of \$16,000 will be largely offset with cost reductions in phone costs (\$28,000), building repairs (\$34,000) and operating supplies (\$26,000).

#### **Reserve for Future Contingencies - \$14,800,000**

- The Reserve for Future Contingencies account has been earmarked at \$14.8 million, or 20% of available 2012 funds.
- Although 2011 operating revenues will fall short of 2011 Budget amounts, favorable results on the expenditure side in park operations and Administrative Office, plus under spending in the major maintenance area should allow the Reserve account to increase from the current October 31, 2011 balance of \$15.6 million to \$18.1 million to start 2012.

- As anticipated in the Board approved revised Five-Year Plan, 2012 will be the first year that the Reserve account will be utilized to balance the budget. It is estimated that the Reserve account will decline from \$18.1 million to \$14.8 million to start 2012.
- The \$14.8 million puts the Reserve account at 20% of the 2012 Budget and returns the Reserve account to the approximate same level as the Authority ended 2010.
- The Reserve account would be available in 2012 to address any supplemental appropriations for: (1) construction projects, (2) unanticipated operational expenditures, or (3) revenue shortfalls, both tax and park operating. Hopefully, the Reserve account will not be tapped too heavily in 2012 and will carry over to 2013 to soften the impact of successive years of tax revenue declines, giving Authority administrators time to continue to reorganize staffing levels.
- There may be concern that the Authority is utilizing \$3.3 million of Reserve funds at the beginning of 2012; however, historically the Authority does not spend all funds allocated to major maintenance, Administrative Office or park operations. These unused funds would be returned to the Reserve account at the end of 2012.

#### RESERVE FOR FUTURE CONTINGENCIES\*



\* Budgeted amounts at start of each budget year.

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget**  
**Capital Improvement Projects (52)**

	<b>2011 Rebudgeted Projects (29) (Schedule A)</b>	<b>2012 Grant Projects (1) (Schedule B)</b>	<b>2012 Five-Year Projects (7) (Schedule C)</b>	<b>2012 New Projects (15) (Schedule D)</b>	<b>2012 Total Projects (52)</b>
Metro Beach	\$1,147,000	\$1,000,000	—	\$89,000	\$2,236,000
Kensington	928,000		\$993,000	12,000	1,933,000
Dexter-Delhi	—		—	65,000	65,000
Lower Huron	49,000		203,000	28,000	280,000
Hudson Mills	600,000		—	84,000	684,000
Stony Creek	623,000		655,000	58,000	1,336,000
Willow	553,000		—	32,000	585,000
Lake Erie	90,000		—	64,000	154,000
Indian Springs	11,000		—	148,000	159,000
Huron Meadows	1,410,000		—	—	1,410,000
<b>Totals</b>	<b>\$5,411,000</b>	<b>\$1,000,000</b>	<b>\$1,851,000</b>	<b>\$580,000</b>	<b>\$8,842,000</b>



**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget – Capital Improvements Projects**  
**2011 Rebudgeted Projects (29)**  
**Schedule A**

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>METRO BEACH</u>		
1. Reconstruct Parking Lot, Phase 1	\$500,000	Initial phase to redevelop the northerly half of Metro Beach's 42 acre Main Parking Lot which was constructed in 1950. HCMA was awarded a \$1.0 million U.S. Environmental Protection Agency-Great Lakes Restoration grant. This \$1.5 million project will redesign and reconstruct the configuration and drainage system of the Main Parking Lot. It will increase green space and meet new Phase 2 storm water discharge requirements. Planning Department has developed preliminary conceptual design of this project. Construction design drawings to be developed in 2012 with contract letting planned for fall, 2012.
2. Replace Par 3 Maintenance Building	\$79,000	Replace and relocate deteriorated Par 3 maintenance building.
3. Redevelop East Boardwalk Area	\$295,000	Replace deteriorated boardwalk with paved walk, site furnishings and trees.
4. Comfort Station – Class A	\$250,000	Construct comfort station at site of old combination building which was demolished in 2010.
<u>KENSINGTON</u>		
1. Maple Beach Redevelopment	\$250,000	Initial funds to demolish outdated food bar/ bathhouse; replace with comfort station and redevelop site at Maple Beach.
2. East Boat Launch Ramp / Pier Replacement	\$255,000	Replace six boat launch ramps and three piers, walk and parking lot which have deteriorated beyond their useful lives.
3. Martindale Parking Lot Redevelopment/Resurfacing	\$400,000	Initial funds to redevelop north/south parking lots, storm system and landscaping to improve deteriorated pavement and complete the redevelopment of Martindale Beach.
<u>LOWER HURON</u>		
– Culvert Replacement – Group Camp Area	\$30,000	Replace deteriorated/failed culverts in group camp area.
<u>HUDSON MILLS</u>		
– Hudson Mills to Dexter Trail	\$600,000	Construct 2.8 miles of hike/bike trail on west side of Huron River to connect existing trail to Village of Dexter. MDNR grant approved 12/2010. Joint venture through cooperative efforts of Washtenaw County Road Commission, Washtenaw County Parks & Recreation and MDOT with total project cost at \$2,150,000. Archeological survey, final design and permit applications in progress.

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget – Capital Improvements Projects**  
**2011 Rebudgeted Projects (29)**  
**Schedule A**

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STONY CREEK

1. Eastwood Beach Building Renovations	\$300,000	Renovate deteriorated Eastwood Beach Food Bar and bathhouse building interiors.
2. Boat Launch Restroom Renovations	\$250,000	Provide accessible restroom upgrades to accommodate heavy use.
3. Golf Maintenance Equipment Storage Building	\$35,000	Construct a three-sided equipment storage building to protect and extend the life of equipment.

WILLOW

1. Golf Course Drainage Improvements	\$28,000	Improve drainage of No. 16 fairway and eliminate standing water.
2. North Entrance Road - Toll Area Reconstruction	\$525,000	Replace badly deteriorated North Entrance Road with new realigned entry road and HCMA standardized toll booth off South Huron River Road.

LAKE ERIE

– Toll Booth Replacement	\$90,000	Replace badly deteriorated entrance toll booth with HCMA standardized toll booth.
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HURON MEADOWS

1. Park Service Building	\$840,000	Replace badly deteriorated park service buildings that were obtained with property acquisition 32 years ago.
2. Park Maintenance Storage Building	\$330,000	Replace badly deteriorated quonset hut supply/equipment storage buildings which were obtained with property acquisition 31 years ago.
3. Park Maintenance Building Demolition	\$85,000	Demolish existing park service and storage buildings to prepare site for construction.
4. Park Maintenance Area Paving	\$130,000	Pave new park maintenance service areas.
5. Park Maintenance Area Site Completion	\$25,000	Screen new maintenance area with landscape plantings.
– 9 Miscellaneous Minor Projects Under \$25,000 at 5 Parks	<u>\$114,000</u>	

<b>TOTAL 2011 REBUDGETED PROJECTS (29)</b>	<u><u>\$5,411,000</u></u>	
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**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget – Capital Improvements Projects**  
**2012 Grant Projects (1)**  
**Schedule B**

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<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>METRO BEACH</u>		
– Reconstruct Parking Lot – Phase 1	\$1,000,000	U.S. Environmental Protection Agency-Great Lakes Restoration grant of \$1.0 million to be combined with \$0.5 million of HCMA funds. This \$1.5 million project will redesign and reconstruct the configuration and drainage system of the Main Parking Lot. Planning Department has developed preliminary conceptual design of this project. Construction design drawings to be developed in 2012 with contract letting planned for fall, 2012.
<b>TOTAL 2012 GRANT PROJECTS (1)</b>	<u>\$1,000,000</u>	

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget – Capital Improvements Projects**  
**2012 Five-Year Plan Projects (7)**  
**Schedule C**

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>KENSINGTON</u>		
1. Maple Beach Redevelopment	\$250,000	Final funding to demolish outdated food bar/bathhouse and replace with comfort station at Maple Beach.
2. Main Park Road Reconstruction – Phase 5	\$250,000	Continue with reconstruction of main park road from Mitten Bay to Martindale Beach entrance, approximately 1.0 mile.
3. Martindale Parking Lot Redevelopment/Surfacing	\$415,000	Final funding to redevelop north/south parking lots, storm system and landscaping to improve deteriorated pavement and complete redevelopment of Martindale Beach.
4. Golf Cart Paths	\$78,000	Construct new cart paths from new golf course starter building currently under construction and pave aggregate surface cart paths at various locations.
<u>LOWER HURON</u>		
– Main Park Road Reconstruction	\$203,000	Continue with reconstruction/resurfacing of main park road, approximately 1.0 mile.
<u>STONY CREEK</u>		
1. Park Entrance Road/Traffic Circle Reconstruction – Phase 1	\$255,000	Initial reconstruction of main park entrance road around traffic circle.
2. Boat Rental Facility Development	\$400,000	Replace current garage-like boat rental facility with a larger, updated structure
<b>TOTAL 2012 FIVE-YEAR PLAN PROJECTS (7)</b>	<u><b>\$1,851,000</b></u>	

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**Preliminary 2012 Budget – Capital Improvements Projects**  
**2012 New Projects (15)**  
**Schedule D**

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>METRO BEACH</u>		
– Marina Accessible Docks	\$75,000	Provide four (4) ADA handicap accessible docks in reconstructed South Marina.
<u>DEXTER-DELHI</u>		
– West Picnic Shelter	\$50,000	Replace deteriorated large West Picnic Shelter.
<u>LOWER HURON</u>		
– Tulip Tree Campground Development	\$28,000	Develop a designated family campground site within the Tulip Tree Picnic Area with gates and parking areas.
<u>HUDSON MILLS</u>		
– Above Ground Fuel Storage Tanks - Service Area	\$84,000	Replace current underground fuel storage tanks with above ground fuel storage tanks at Service Area.
<u>STONY CREEK</u>		
– Ridgewood Campground Development	\$38,000	Clear and develop a designated family campground site within the Ridgewood Picnic Area.
<u>WILLOW</u>		
– Connector Bike Trail Erosion Control Improvements	\$32,000	Provide erosion control measures along the Huron River for the hike-bike trail connecting Lower Huron and Willow Metroparks.
<u>LAKE ERIE</u>		
– Pool Backwash System Discharge Modifications	\$49,000	Revise backwash drains to discharge to sanitary system.
<u>INDIAN SPRINGS</u>		
1. Well House Iron Removal System	\$80,000	Upgrade iron removal system for Environmental Discovery Center water supply at well house.
2. Farm Fencing - Schmitt Lake	\$51,000	Establish boundary lines on 2011 acquired land parcel around Schmitt Lake.
– 6 Miscellaneous Minor Projects Under \$25,000 at 6 Parks	<u>\$93,000</u>	
<b>TOTAL 2012 NEW PROJECTS (15)</b>	<u><u>\$580,000</u></u>	





# HURON-CLINTON METROPOLITAN AUTHORITY

7 - b  
Meeting of December 8, 2011

To: Board of Commissioners  
From: David L. Wahl, Controller  
Subject: 2012 Budget – Revenue Enhancements/Expenditure Reduction Alternatives  
Date: November 25, 2011

At the November 10, 2011 Board of Commissioner meeting, the Preliminary 2012 Budget estimates were reviewed. At that time, preliminary estimates of the 2012 Budget was \$73.0 million. After the final budget reviews with park administrators, the final staff recommended 2012 Budget totals \$73.3 million. Final budget reviews produced (1) a net revenue pick up of \$83,000, (2) \$217,000 of additional 2011 carryover funds and, (3) a net expenditure decrease in capital and operations of \$350,000. All of these items fall through to the Reserve for Future Contingency account which is now projected to start 2012 at \$14,800,000, an increase of \$650,000 (4.6 percent). A reconciliation between 2012 preliminary Budget figures and final 2012 Budget numbers is attached showing the changes.

During the November 10, 2011 review of the Preliminary 2012 Budget estimates, the Board directed staff to identify possible revenue enhancements and expenditure reductions from three areas: (1) Engineering/Planning/Natural Resources, (2) Administrative Office, and (3) Park Operations. The Board indicated that the combined target amount of revenue increases and/or expenditure reductions should total 5 percent of amounts that were contained in the preliminary 2012 Budget figures which is approximately \$2,000,000.

To this end, all Department Heads and Park District Managers and their staffs and the Authority's Cooperative Alliance members were requested to identify possible alternatives. Listings have been developed and are organized into three sections:

A. Expenditure reductions enacted during staff 2012 Budget reviews		\$ 330,700
B. General Labor Expenditure Reductions		1,015,000
C. Specific Revenue/Expenditure Items		
1. Revenue Enhancements (Net)	\$ 60,000	
2. Engineering/Planning/Natural Resources Departments	115,500	
3. Administrative Office	96,700	
4. Park Operations	633,100	905,300
<b>Total</b>		<u><u>\$2,251,000</u></u>

These listings are attached for Board review and discussion.

With the exception of Attachment A, these revenue enhancements and expenditure reductions have not been incorporated into staff's final recommended \$73.3 million 2012 Budget. These items cut across different parks and areas of expenditures.

They are not listed in any order and may not encompass all possible items the Board may wish to consider. Amounts indicated are annual, based on best available information and are dependent upon date of enactment. Some of the more significant changes impacting park operations are detailed on specific revenue/expenditure list “C” include:

1. Initiate a \$5.00 vehicle fee for fireworks and DSO concerts (\$89,500)
2. Closure of Lower Huron’s Par 3 Golf Course (net \$8,700)
3. Elimination of Beachfront lifeguards (\$140,100)
4. Elimination of 45 minor projects from park operations (\$182,000)
5. Elimination of six (6) outside consulting projects from engineering/planning/NRC (\$91,000)
6. Reduction of Marketing advertising initiatives (\$55,300)
7. Reduction of Employee Training initiatives (\$39,600)
8. Reduction of a grounds maintenance employee through attrition (\$94,600)
9. Reduction of part-time personnel support in various areas (\$93,500)

The Board should be aware that over the last three budgets, Authority staff has endeavored to bring about cost savings and revenue changes wherever possible without negatively impacting the park visitor experience. As anticipated in the Board approved revised Five-Year-Plan, staff reductions to date which total 29 since 2008, have been accomplished through attrition and the Reorganization Plan. Some items contained on the attached listings will:

1. have a negative impact on Metropark facilities, programs, maintenance and security levels,
2. will inhibit staff’s ability to meet some of the goals in the recent Board approved Strategic Plan, and
3. will impact affordability of Metropark special events.

**Attachment A: Expenditure Reductions Enacted**

**Attachment B: General Labor Expenditure Reductions**

**Attachment C: Specific Revenue/Expenditure Items**

**Recommendation:** That the Board of Commissioners give staff direction on the attached Revenue Enhancements/Expenditure reductions.



**Huron-Clinton Metropolitan Authority**  
**2012 Budget**  
**Reconciliation of November Preliminary 2012 Budget Estimates**  
**with Final 2012 Budget**

<b><u>Revenues</u></b>	<b>November Preliminary 2012 Budget Estimates*</b>	<b>December FINAL 2012 Budget</b>	<b>Difference</b>
Taxes	\$29,100,000	29,095,636	(\$4,364)
Park Operations	14,250,000	14,312,000	62,000
Interest Income	150,000	200,000	50,000
Sale of Capital Assets	100,000	100,000	0
Grants	250,000	250,000	0
Miscellaneous	50,000	25,000	(25,000)
<b>Total Budget Revenues</b>	<b>\$43,900,000</b>	<b>\$43,982,636</b>	<b>\$82,636</b>
Unencumbered Capital Appropriations	11,200,000	11,249,000	49,000
Reserve for Future Contingencies	17,900,000	18,068,364	168,364
<b>Total Revenues/Funds Balance</b>	<b>\$73,000,000</b>	<b>\$73,300,000</b>	<b>\$300,000</b>
<b><u>Expenditures</u></b>			
Engineering/General Planning	\$2,200,000	\$2,189,600	(\$10,400)
Capital Improvements	8,850,000	8,842,000	(8,000)
Equipment	1,450,000	1,397,000	(53,000)
Land Acquisition	5,450,000	5,428,900	(21,100)
Major Maintenance	2,750,000	2,743,000	(7,000)
Administrative Office	5,950,000	6,030,200	80,200
Park Operations	32,200,000	31,869,300	(330,700)
<b>Total Expenditures</b>	<b>58,850,000</b>	<b>58,500,000</b>	<b>(350,000)</b>
Reserve for Future Contingencies	14,150,000	14,800,000	650,000
<b>Total Expenditures &amp; Reserve</b>	<b>\$73,000,000</b>	<b>\$73,300,000</b>	<b>\$300,000</b>

Note: Rounded to nearest \$50,000

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**Expenditure Reductions Enacted During 2012 Staff Budget Reviews**

The following items represent cost reductions that have been enacted from the \$32,200,000 preliminary 2012 Budget for Park Operations reviewed at the November 10, 2011 Board meeting. These items were taken out of Park Managers budget requests that were reviewed by Administrative Office staff at budget hearings between October 31 and November 11, 2011. These Park Operation budget reductions total \$330,700 and are included in staff's final recommended 2012 Budget of \$31,869,300 for Park Operations.

<b><u>Park Operations – Metro Beach</u></b>		<b><u>Account No</u></b>	<b><u>Amount</u></b>
1.	Reorganization – Metro Park Operations Supervisor will transfer from another park (TBD).	802.71-901	\$ 55,000
		802.71-903	1,200
		802.71-904	15,600
		802.71-908	4,800
		802.71-910	600
2.	Attrition – Metro Beach Maintenance foreman will transfer from another park (TBD).	802.74-901	47,500
		802.74-903	1,300
		802.74-904	11,700
		802.74-910	500
3.	Reduction in part-time overtime at pool.	802.53-907	400
4.	Reduce sundry merchandise sales.	802.60-931	3,600
<b>Sub Total Metro Beach</b>			<b>\$ 142,200</b>

<b><u>Park Operations – Kensington</u></b>			
1.	Comparable 2011 trailer move fees.	804.69-924	\$ 1,400
2.	Reduction of part-time mechanic hours.	804.95-902	4,100
3.	Removal of sick leave hours for full-time mechanic.	804.95-903	1,000
<b>Sub Total Kensington</b>			<b>\$ 6,500</b>

<b><u>Park Operations – Hudson Mills</u></b>			
1.	Remove split-rail fence replacement.	808.65-932	\$ 1,800
2.	Remove replacement tree #13 – golf course.	808.65-932	1,800
3.	Eliminate welding equipment – golf course.	808.65-928	900
4.	Reduce equipment maintenance – small tools.	808.95-928	1,600
<b>Sub Total for Hudson Mills</b>			<b>\$ 6,100</b>

<b><u>Park Operations – Stony Creek</u></b>			
1.	Reduce sundry merchandise sales.	809.60-931	\$ 700
2.	Additional replacement batteries for golf cart fleet	809.69-929	(7,000)
3.	Transfer of Indian Springs Park Maintenance foreman to Stony Creek Park Operations Administrator.	809.71-901	(4,800)
		809.71-903	(2,800)
		809.71-908	(12,500)
		809.71-910	(5,700)
4.	Reduce part-time maintenance worker from P-3 to P-2 level.	809.80-902	1,600
5.	Reduce part-time maintenance worker hours by 500 hours at Nature Center.	809.88-902	4,500
6.	Remove donated bench legs.	809.80-928	800
<b>Sub Total Stony Creek</b>			<b>(\$ 25,200)</b>

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**Expenditure Reductions Enacted During 2012 Staff Budget Reviews**

<b><u>Park Operations – Willow/Oakwoods</u></b>		<b><u>Account No</u></b>	<b><u>Amount</u></b>
1.	Error in compilation of part-time golf course wages.	810.65-902	\$ 1,600
2.	Eliminate golf course maintenance building alarm system.	801.65-937	8,000
<b>Sub Total Willow/Oakwoods</b>			<u>\$ 9,600</u>
<b><u>Park Operations – Lake Erie</u></b>			
1.	Reduce sundry merchandise sales.	812.60-931	<u>\$ 2,200</u>
<b><u>Park Operations – Wolcott Mill</u></b>			
1.	Reduce sundry merchandise sales.	813.60-931	\$ 1,200
2.	Reorganization – Farm Manager resigned, new business plan being developed – possible transfer from another park (TBD).	813.91-901	68,600
		813.91-903	1,300
		813.91-904	15,600
3.	Additional allowance for food service utilities	813.91-921	(500)
<b>Sub Total Wolcott Mill</b>			<u>\$ 86,200</u>
<b><u>Park Operations – Indian Springs</u></b>			
1.	Reorganization – Indian Springs Park Maintenance Foreman transfer to Stony Creek Operation Administrator / remove Park Maintenance worker (TBD).	815.63-901	\$ 7,000
		815.75-901	8,000
		815.80-901	30,000
		815.90-901	14,700
		815.90-903	5,000
		815.90-904	15,600
		815.90-908	11,900
		815.90-910	6,300
2.	Defer replacement of golf starter carpeting.	815.69-937	6,000
<b>Sub Total Indian Springs</b>			<u>\$ 104,500</u>
<b><u>Park Operations – Huron Meadows</u></b>			
1.	Reduce sundry merchandise sales.	816.60-931	\$ 500
2.	Remove deep tine airification – golf course.	816.65-924	2,200
3.	Remove pace clock.	816-65-928	200
<b>Sub Total Huron Meadows</b>			<u>\$ 2,900</u>
Minor reconciling difference			<u>(4,300)</u>
Total 2012 Budget reductions from Park Operation Budget Reviews			<u>\$ 330,700</u>

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget Labor Expenditure Reductions**

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**Contractual Items**

Currently, all four Employee Association and the Police Officers Association of Michigan Collective Bargaining Agreements (CBA) expire December 31, 2012. However, Association Employee Representatives have expressed a willingness to recommend to members certain amendments to the CBA to reduce labor expenditures in 2012. These amendments would require membership ratification.

Specifically, the parties are researching and considering the following two items for possible implementation during 2012:

1. Implement High Deductible Health Care Plan (Based on April 1 implementation)	\$ 500,000
2. Eliminate Annual Leave Cash-Out Option (2012 Budget amounts)	347,000
<b>Sub Total Contractual Items</b>	<u>\$ 847,000</u>

**Provisional / Seasonal Retention Bonus**

Retention bonuses were added in the 1990s to retain summer help at a time when the labor market was extremely tight. There is no need for retention bonuses in the current labor market.

Revamp Provisional/Seasonal Wage Scales and eliminate retention bonuses	<u>\$ 168,000</u>
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**Attrition Reductions**

Attachment A lists four (4) full-time positions which were eliminated for 2012 through attrition during budget reviews. There has since been an additional retirement request which will eliminate one additional full-time position in 2012.

1. Positions eliminated through attrition (Per Attachment A)	\$ 296,400
2. Eliminate full-time position through attrition (Per Attachment C)	94,600
<b>Sub Total Attrition Reductions</b>	<u>\$ 391,000</u>

<b>Total 2012 Labor Cost Expenditure Reductions</b>	\$ 1,406,000
<b>Less: Total from Attachments A and C</b>	(\$ 391,000)
<b>Total Net Labor Cost Expenditure Reductions</b>	<u>\$ 1,015,000</u>

**HURON-CLINTON METROPOLITAN AUTHORITY**  
**2012 Budget Specific Revenue Enhancement / Expenditure Reductions**

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The following items are possible revenue enhancements and expenditure reductions that the Board may wish to consider. These items are scheduled out by revenue area and expenditure area within three categories being considered: (1) Engineering, Planning and Natural Resources, (2) Administrative Office, and (3) Park Operations.

Enactment of these items could have a negative impact on staff's ability to: (1) keep park special events affordable; (2) maintain current level of park services in terms of facilities, programs, general maintenance and security levels; and; (3) meet the goals established in the recently Board approved Strategic Plan.

**Revenue Enhancements**

<b><u>Item:</u></b>	<b><u>Park</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Increase "Daily Tolling Fee from \$5 to \$10 after 5pm for DSO concerts (annuals unchanged).	Metro Beach	802.68	\$ 15,000
	Kensington	804.68	15,000
	Stony Creek	809.68	10,000
<b>Sub Total DSO Concerts</b>			<u>\$ 40,000</u>
2. Increase "Daily" Tolling Fee from \$5 to \$10 after 5pm for fireworks (annuals unchanged).	Kensington	804.68	\$ 10,000
	Hudson Mills	808.68	6,500
	Stony Creek	809.68	15,000
	Willow	810.68	10,000
	Lake Erie	812.68	8,000
<b>Sub Total Fireworks</b>			<u>\$ 49,500</u>
3. Close Lower Huron Par 3 Golf Course	Lower Huron	806.65	<u>(\$29,500)</u>
<b>Total Net Revenue Enhancements</b>			<u>\$ 60,000</u>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Engineering / Planning / Natural Resources Departments**

<u>Item:</u>	<u>Park</u>	<u>Account No</u>	<u>Amount</u>
1. Reduce provisional Natural Resources Technician to \$18/hour	AO	300.01-900	\$ 10,000
2. Eliminate two seasonal Natural Resources Aides	AO	300.01-900	13,000
<b>Sub Total Eng./Planning/Nat. Resources</b>			<u>\$ 23,000</u>
3. Eliminate Outside Consulting work:			
<i>Engineering Department –</i>			
• Vehicular Bridge Inspections	AO	300.01-900	25,000
• Eastwood Beach Building Renovations	Stony Creek	509.01-920	25,000
• Annual Water Quality Monitoring – North Park Boundary	Stony Creek	509.01-920	8,000
<i>Planning Department –</i>			
• Digital Aerial Photography	AO	300.01-920	10,000
<i>Natural Resources Department –</i>			
• Kent Lake Improvement – Habitat Assessment	AO	300.01-920	5,000
• Stony Creek Creel Study	AO	300.01-920	18,000
<b>Sub Total Outside Consulting</b>			<u>\$ 91,000</u>
4. Eliminate notebook computer for Natural Resources Crew Foreman	Natural Res.	876.76-928	\$ 1,500
<b>Total Engineering/Planning/Natural Resources</b>			<u>\$ 115,500</u>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

Attachment C

**Administrative Office**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate Major Projects -	900.75-924	\$ 1,200
• Parking lot striping / signs	900.75-932	300
2. Reduce Computer Department part-time support	900.140-902	8,200
3. Reduce Purchasing Department part-time support 250 hours	900.140-902	2,500
4. Reduce Office supplies	900.71-930	1,500
5. Reduce Police Chief travel	900.73-925	800
6. Reduce Police Chief uniforms	900.73-939	300
7. Eliminate Interpretive Department bookmark handouts	900.88-927	3,000
8. Reduce NRPA, SPDF travel	900.100-925	2,300
9. Eliminate notebook computer for boardroom	900.100-928	1,500
10. Reduce NRPA, SPDF registrations	900.100-936	800
11. Eliminate MGFOA Fall conference travel	900.110-925	400
12. Eliminate MGFOA Fall conference registration	900.110-936	600
13. Eliminate 360 Evaluation Program	900.120-924	23,000
14. Reduce TEAM Program	900.120-924	4,000
15. Reduce Customer Service/Orientation Training Program	900.120-924	2,000
16. Eliminate Leadership Training Program	900.120-936	5,000
17. Eliminate SPDF Registration	900.120-936	400
18. Reduce Replacement Computers (4)	900.120-928	4,000
19. Reduce NIGP National Conference	900.150-936	600
20. Reduce number of Biannual Reports	900.130-946	1,000
21. Reduce number of newsletters printed	900.130-946	10,000
22. Reduce newsletter mailing costs	900.130-946	2,000
23. Eliminate brochure distribution services	900.130-946	5,300
24. Eliminate contract photographers	900.130-946	6,000
25. Eliminate mobile application for website	900.130-946	4,000
26. Reduce email services	900.130-946	6,000
<b>Total Administrative Office</b>		<b>\$ 96,700</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Various Parks (General)**

<b><u>Item:</u></b>	<b><u>Park</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate Equipment Damage Insurance for units over \$25,000 – self insure.	All	Various 95-923's	\$ 15,000
2. Eliminate Marina Operator Liability Insurance – self insure.	Metro Beach Kensington Stony Creek Lake Erie	Various 54-923's	3,100
3. Eliminate Beachfront lifeguards	Metro Beach	802.85-902	38,600
		802.85-928	500
		802.85-932	2,000
	Kensington	804.85-902	52,000
		804.85-928	900
	Stony Creek	809.85-902	42,800
		809.85-928	1,800
		809.85-932	1,500
<b>Sub Total General Items</b>			<b>\$ 158,200</b>



**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

Attachment C

**Park Operations – Metro Beach**

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<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• W. playfield restroom – replace windows/ventilation	802.74-934	\$ 8,000
• Central Plaza – reduce plants	802.80-932	800
• Nature Center – replace counters/desk	802.88-937	4,000
• Nature Center/Golf Course – split rail fence	802.65-932	3,000
• Nature Center – restroom partition replacement	802.88-937	3,000
• Bathhouse family restroom – ventilation	802.53-937	8,500
• Nature Center – irrigation improvement	802.88.929	500
• Gravel connector path to lakeshore overlook	802.88-932	3,500
2. Reduce Nature Center part-time staff hours	802.88-902	4,000
3. Reduce marketing advertising for general park events	802.71-946	1,500
		<hr/>
<b>Sub Total Metro Beach</b>		<b>\$ 36,800</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Kensington**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Park office – replace urinals/drains	804.71-937	\$ 4,000
• Asphalt repairs – Nature Center parking lot	804.88-924	8,000
• Service garage men's restroom tile replacement	804.95-937	1,000
2. Reduce Nature Center part-time staff hours	804.88-902	4,000
3. Reduce marketing advertising for general park events	804.71-946	1,000
4. Reduce golf course advertising program	804.69-946	2,000
5. Eliminate furnace upgrade for cart barn for cross country skiing	804.58-937	3,000
6. Reduce equipment repair tools	804.65-928	600
7. Reduce one (1) golf course work P-2	804.69-902	1,900
8. Reduce building maintenance small tools	804.74-928	600
9. Eliminate replacement computer for Maintenance Supervisor	804.80-928	1,000
10. Eliminate part-time cleaning of Nature Center restrooms	804.88-902	4,700
11. Eliminate replacement of graphics on Mobile Learning Center	804.92-940	7,500
		<hr/>
<b>Sub Total Kensington</b>		<b>\$ 39,300</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

Attachment C

**Park Operations – Lower Huron**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Turtle Cove – permanent stanchions at ticket windows	806.53-937	\$ 2,500
• Turtle Cove – screening at maintenance area	806.53-932	1,000
• Pavement removal – Woods Creek	806.75-932	3,000
• Sycamore Bend – ditch crossing	806.75-932	4,000
• Turtle Cove – replacement perennials	806.53-932	600
• Fence line repairs – Group camp / Woods Creek	806.80-932	4,000
2. Reduce marketing advertising for general park events	806.71-946	1,500
3. Eliminate safe service – Turtle Cove	806.53-924	200
4. Reduce lounge chairs and miscellaneous tools – Turtle Cove	806.53-928	1,000
5. Eliminate Bemis Road entrance barricade	806.59-932	700
6. Reduce tolling small tools	806.59-928	200
7. Close Par 3 Golf Course	806.65-902	29,500
	806.65-904	600
	806.65-924	500
	806.65-927	300
	806.65-928	600
	806.65-929	300
	806.65-932	1,000
	806.65-937	100
	806.65-938	4,500
	806.65-939	200
	806.65-946	600
8. Eliminate marketing TV and media player for office lobby	806.71-928	900
9. Reduce MRPA conference registrations	806.71-936	500
10. Close East Bend picnic area	806.74-921	1,000
	806.80-902	6,100
11. Reduce road gravel	806.75-932	500
12. Eliminate road Pentaseal applications	806.75-932	1,500
13. Reduce grounds maintenance tools	806.80-928	500
14. Eliminate general grounds fertilizer	806.80-938	2,200
<b>Sub Total Lower Huron</b>		<b>\$ 70,100</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Hudson Mills**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Canoe rental – replace parking bumpers	808.75-932	\$ 5,000
• Tot Lot structure	808.85-929	1,400
• Remove Maintenance employee sidewalk	808.80-926	2,000
• Entrance improvements	808.75-932	800
• Concrete repairs – Activity Building	808.75-932	3,000
2. Reduce marketing advertising for general park events	808.71-946	1,500
3. Reduce golf course advertising program	808.69-946	2,000
4. Eliminate golf course managers replacement computer	808.69-928	1,000
5. Eliminate road Pentaseal applications	808.75-938	1,200
6. Reduce replacement picnic tables	808.80-928	3,000
7. Eliminate baseball meal for ball diamonds	808.85-932	2,400
		<hr/>
<b>Sub Total Hudson Mills</b>		<b>\$ 23,300</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Stony Creek**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Electric service to pole barn maintenance yard	809.95-937	\$ 7,000
• Asphalt repairs – Eastwood Beach parking lot	809.75-932	8,000
• Replace two (2) furnaces – park office	809.71-937	7,000
• Replace doors – Baypoint Bathhouse	809.53-937	7,000
2. Reduce marketing advertising for general park events	809.71-946	1,500
3. Reduce golf course advertising program	809.69-946	2,000
4. Reduce Nature Center part-time staff hours	809.88-902	3,300
5. Reduce outside speakers – Nature Center	809.88-924	400
6. Reduce travel reimbursement – Nature Center	809.88-925	400
7. Reduce operating supplies – Nature Center	809.88-946	400
8. Reduce marketing advertising – Nature Center	809.88-946	500
9. Reduce one (1) grounds maintenance employee by attrition due to 11/17/2011 announced retirement (TBD)	809.80-901	55,000
	809.80-903	2,700
	809.80-904	14,300
	809.80-908	11,900
	809.80-910	6,300
	809.71-908	4,400
		<hr/>
<b>Sub Total Stony Creek</b>		<b>\$ 132,100</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Willow/Oakwoods**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Golf course irrigation – install wireless system	810.65-929	\$ 9,000
• Carpenter shop – replace doors	810.74-937	4,000
• Pool plantings	810.53-932	800
• Nature Center gutter over doorway	810.88-937	1,000
2. Reduce marketing advertising for general park events	810.71-946	1,500
3. Reduce golf course advertising program	810.69-946	2,000
4. Eliminate trash can replacements	810.51-928	400
5. Eliminate one (1) part-time pool employee	810.53-902	3,400
6. Eliminate painting/staining locker room/shed	810.53-932	600
7. Reduce golf course chemicals/fertilizer	810.65-938	4,000
8. Reduce golf course managers hours (200 hours)	810.69-902	2,700
9. Reduce part-time warehouse clerk hours (100 hours)	810.72-902	1,000
10. Reduce part-time building maintenance hours (500 hours)	810.74-902	4,500
11. Eliminate truck tool boxes	810.74-928	600
12. Eliminate lumber for signs	810.74-932	1,000
13. Eliminate road slag and gravel	810.75-932	2,500
14. Reduce part-time grounds maintenance hours (750 hours)	810.80-902	8,300
15. Eliminate picnic tables	810.80-928	3,600
16. Eliminate general grounds fertilizer	810.80-938	2,200
17. Eliminate movie night programs	810.85-924	3,600
18. Eliminate special event advertising	810.85-946	500
19. Eliminate summer intern at Nature Center	810.88-902	5,600
<b>Sub Total for Willow/Oakwoods</b>		<b>\$ 62,800</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Lake Erie**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Nature Center landscaping	812.88-932	\$ 8,000
• Tot Lot fence repairs	812.85-932	3,000
• Fence repairs – North of Cherry Island Road	812.80-932	5,000
• New overhead doors – storage barns	812.74-937	3,000
• Boat Launch building – siding/stain	812.74-937	7,000
• Plant replacement – Tot Lot	812.85-932	400
• Electricity to Park Maintenance barns	812.74-937	7,000
2. Reduce marketing advertising for general park events	812.71-946	1,500
3. Reduce golf course advertising program	812.69-946	2,000
4. Eliminate part-time maintenance position at Marina	812.54-902	4,800
5. Eliminate food for National Marina Day	812.54-932	300
6. Eliminate tack kit equipment	812.65-928	400
7. Reduce golf course fertilizer	812.65-938	2,900
8. Eliminate teluent weather	812.71-924	900
9. Eliminate lobby promotional television	812.71-928	800
10. Eliminate drill bits	812.74-932	200
11. Reduce building maintenance cleaning supplies	812.74-932	1,300
12. Eliminate road gravel	812.75-932	1,000
13. Eliminate Pentaseal application	812.75-932	500
14. Eliminate step increase for part-time maintenance employee	812.80-902	2,800
15. Eliminate general grounds fertilizer	812.80-938	2,700
16. Eliminate movie night programs	818.85-924	1,000
17. Eliminate digital maintenance equipment	818.95-924	300
<b>Sub Total Lake Erie</b>		<b>\$ 56,800</b>

**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Wolcott Mill**

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<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Reduce marketing advertising for general park events	813.71-946	\$ 1,500
2. Reduce golf course advertising program	813.69-946	<u>2,000</u>
<b>Sub Total Wolcott Mill</b>		<u>\$ 3,500</u>



**HURON-CLINTON METROPOLITAN AUTHORITY  
2012 Budget Expenditure Reductions**

**Park Operations – Indian Springs**

<b><u>Item:</u></b>	<b><u>Account No</u></b>	<b><u>Amount</u></b>
1. Eliminate minor projects		
• Park office public restroom renovation	815.71-937	\$ 8,000
• Adventure play area structure updates	815.85-932	3,000
• EDC – photo images/art labels	815.90-932	2,000
• Golf Course perennial plants	815.65-932	600
• Replace farm fence – Teggerdine Road Cul-de-sac	815.75-932	7,000
2. Reduce marketing advertising for general park events	815.71-946	1,500
3. Reduce golf course advertising program	815.69-946	2,000
4. Reduce EDC part-time staff hours	815.90-902	5,800
5. Reduce golf starter part-time staff hours	815.69-902	3,000
6. Eliminate deep tine airification – golf course	815.65-924	2,800
		<hr/>
<b>Sub Total Indian Springs</b>		<b>\$ 35,700</b>

<u>Item:</u>	<u>Account No</u>	<u>Amount</u>
1. Eliminate minor projects		
• Golf Course – add irrigation heads #13 and 14	816.65-929	\$ 7,000
• Golf Course – replace bunker sand #18	816.65-932	4,000
2. Reduce marketing advertising for general park events	816.71-946	1,500
3. Reduce golf course advertising program	816.69-946	2,000
		<hr/>
<b>Sub Total Huron Meadows</b>		<b>\$ 14,500</b>
		<hr/>
<b>Grand Total – All Parks</b>		<b>\$ 633,100</b>
		<hr/>



8 - A - 1  
Meeting of December 8, 2011

# HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
From: David C. Moilanen, Director  
Subject: Metro Beach Metropark Name Change Survey  
Date: December 1, 2011

At the November 10, 2011 Commission meeting Agenda item 7-A-1, Metro Beach Metropark Name Change Survey, was postponed to the December 8, 2011 commission meeting. This item, as it was presented at the November meeting, is now resubmitted for Board consideration.





## HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
From: David C. Moilanen, Director  
Subject: Metro Beach Metropark Name Change Survey  
Date: November 3, 2011

During the July 2011, Board meeting, Commissioners discussed the possibility of changing the name of Metro Beach Metropark as a way to reduce the confusion people have when the beach is closed at the park due to high E. coli levels in the water, and to better reflect the many activities and facilities at the park in addition to a beach. The Board also discussed, there is concern changing the name would cause a loss of recognition, and loss of good will that has developed over the years for the park that is reflected in the name "Metro Beach."

As directed by the Board at that meeting, a brief survey was developed and distributed to visitors entering Metro Beach from the third week of August through September. Survey cards were handed out at toll booths, and on several weekend days a table was set up in the plaza with staff assigned to encourage visitors to complete the survey and return it. A total of 388 completed surveys were received.

The first question asked, "If you heard on the news, or read this headline: Metro Beach is closed, (a) would you still go to the park, and (b) would you assume the entire park is closed?" About 70 percent said they would still go to the park and would not think the entire park was closed. 118, or about 30 percent, responded that they would not come to the park and that they would think the entire park was closed if they saw or heard the headline "Metro Beach is closed."

The second question asked, "To reduce the confusion, should the park be named something other than "Metro Beach Metropark" such as "Lake St. Clair Metropark?" About 69 percent answered that the park name should stay the same, 15 percent said it should be renamed Lake St. Clair Metropark, 12 percent said it didn't matter what the name was and 4 percent thought it should be named something else.

The third question asked, "If the name was changed to Lake St. Clair Metropark, would you use the park more often, less often or the same amount as you do currently?" Almost all said the name of the park would not affect the amount they visited the park.

The majority of those responding to the survey preferred the Metroparks retain the name Metro Beach. There is a significant number, however, about 30 percent, who are confused and believe the entire park is closed when the media reports that Metro Beach is closed. Since 1994, when lakefront closures from high levels of E. coli became a significant issue, staff has tried working with the media to get them to clarify their statements so as to more accurately report that only the lake beach was closed, not the entire park. However, after 16 years, some media continued to report that Metro Beach was closed this last summer. After this length of time, it is evident that we are not going to be successful in getting the media to

change its reporting of closures from “Metro Beach is closed,” to “the lakefront beach at Metro Beach is closed.” Although there is no certainty, it would appear from experience with similar closure reporting at Stony Creek Metropark (When one of the beaches closes there, it is more typically reported that Baypoint Beach, or Eastwood Beach, in Stony Creek Metropark is closed), that changing the park name so as not to include the word “beach” would help to change media reporting and more clearly state that just the beach at the park is closed.

Changing the name of the park would require changing in-park signs, path finder signs (e.g., on I-94 and Metro Parkway), brochures and other printed materials. Staff estimates this would cost about \$20,000.

**Recommendation:** That the Board of Commissioners provide staff guidance as to whether the Metropark located in Harrison Township along Lake St. Clair, should continue to be named Metro Beach Metropark or should the name be changed to Lake St. Clair Metropark.



## HURON-CLINTON METROPOLITAN AUTHORITY

8 - A - 2

Meeting of December 8, 2011

To: Board of Commissioners  
From: Paul Muelle, Chief of Natural Resources  
Subject: Letter of Intent – Six Rivers Land Conservancy  
Date: December 1, 2011

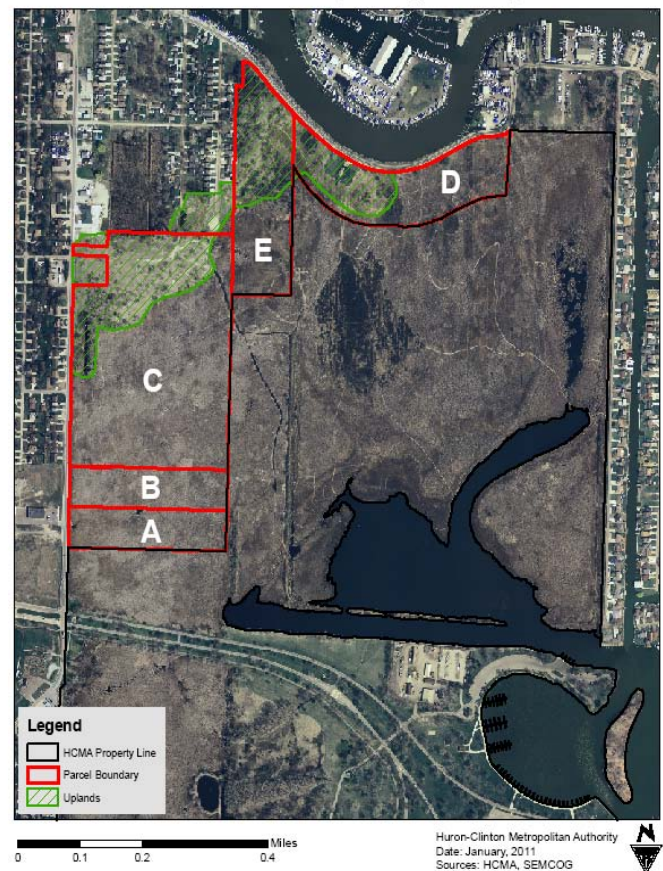
### Metro Beach Metropark

Since October 2009, the Metroparks has been in discussions with Macomb County Department of Planning and Economic Development and Six Rivers Regional Land Conservancy regarding the acquisition of wetland property adjacent to Metro Beach Metropark. The proposed property acquisition consists of up to five separate parcels totaling 113 acres immediately adjacent to the Metro Beach Metropark Black Creek Marsh.

The property is predominantly Palustrine-Emergent wetlands with smaller components of old field and hardwood forest. This property would add valuable wetlands to a system that is currently undergoing restoration efforts through grants from the U.S. Fish and Wildlife Service and the U.S. Environmental Protection Agency (EPA). Acquiring the parcels adjacent to Metro Beach Metropark would increase critical habitat for wetland dependent species, enhance the potential for hydraulic restoration of the marsh as part of the EPA Great Lakes Restoration Initiative grant and simplify future management activities in the marsh by placing the entire ownership of the marsh under a single entity. The following species have been identified with this Great Lakes Marsh at Metro Beach: Eastern fox snake (T), Blanding's turtle (SC), marsh wren (SC), least bittern (T), Black Crowned Night Heron (SC), Common tern (T) and Black tern (SC).

The properties have been identified as critical areas for acquisition by Macomb County, Michigan Department Natural Resources and Environment (MDNRE), and Six Rivers Regional Land Conservancy because of the unique nature of the ecosystems. A property valuation conducted by the Macomb County Department of Planning and Economic Development in April 2010 estimated the current property value of all the parcels in aggregate to be between \$300,000 and \$400,000.

### Metro Beach Property Acquisition



As reported to the Board in May 2010, the Metroparks submitted a grant application through the MDNRE Office of the Great lakes for NOAA funding to purchase the property. The grant request was unsuccessful.

Recent meetings between representatives from Macomb County with the Michigan Natural Features Trust Fund Board, indicate a support for the property acquisition and a willingness to support the project for future grant funding through the Trust Fund.

In order to facilitate this process, Six Rivers Regional Land Conservancy has proposed to act as a project coordinator, solicit private foundation funding for the local match and associated costs, negotiate property acquisitions on behalf of HCMA and if necessary pre-acquire the properties that would eventually be transferrable to HCMA.

Six Rivers Regional Land Conservancy has submitted a Letter of Intent which outlines organizational roles of the partners involved in this project which Six Rivers Regional Land Conservancy would like executed prior to commencement of fund raising and property acquisition negotiations.

**Attachment: Six Rivers Regional Land Conservancy Letter of Intent**

**Recommendation:** That the Board of Commissioners direct staff regarding continued cooperation with Six Rivers Regional Land Conservancy and Macomb County for obtaining the proposed property adjacent to Metro Beach and to authorize the Director to sign the Letter of Intent as recommended by Chief of Natural Resources Paul Muelle and staff.





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WE CONSERVE, SUSTAIN AND  
CONNECT NATURAL AREAS, LANDS  
AND WATERS THAT MAKE THE  
PLACES WE LIVE SPECIAL.

Six Rivers Regional Land Conservancy  
is a private non-profit organization.  
All contributions are tax-deductible as  
provided by law.



November 15, 2011

Mr. David Moilanen, Director  
Huron Clinton Metroparks  
13000 High Ridge Dr.  
Brighton, MI 48114-9058

Mr. Gerry Santoro, Senior Planner  
Macomb County Dept. of Planning & Economic Dev.  
1 South Main St., 7<sup>th</sup> Floor  
Mount Clemens, MI 48043

Re: Letter of Intent for Metro Beach addition project

Dear David and Gerry,

As a result of the discussions regarding the acquisition of parcels for addition to Metro Beach Metropark, I am providing this letter to set forth a framework for moving forward with the project. This letter is not intended to be a binding legal instrument; rather, the purpose is to clearly articulate the likely needs of the project and establish the anticipated roles for each of the partners. The legal instruments necessary for the various commitments and stages of this undertaking will be developed as necessary at the time they are needed.

If you agree with the concepts and approaches described herein, please sign and return a copy of this letter. When the Letter of Intent is signed and on file, Six Rivers will commit its resources to pursuing the project.

1. Project Description:

- a. Huron Clinton Metropolitan Authority (HCMA), wishes to acquire several parcels adjoining its Metro Beach property. Acquisition of these parcels will expand the size and scope of Metro Beach Metropark and will allow HCMA to significantly increase the scope and effectiveness of wetland improvement and restoration efforts it has begun, including accessing significant federal funding.
- b. Macomb County (the County), desires to see HCMA complete this acquisition and move forward with its restoration efforts. These parcels are a critical addition to a rare and important natural resource that provides significant benefits to the residents of the County and the region, including performing important hydrological functions for Lake St. Clair and serving as a refuge for a wide variety of wildlife.

- c. Six Rivers Regional Land Conservancy (Six Rivers), wants to see this project move forward in keeping with its overall conservation mission and its desire to support public agencies in their conservation efforts.

2. Organizational Roles:

- a. HCMA—it is understood that HCMA does not have funds available to make this acquisition and that its ability to pursue this project will be constrained by available funding—many of its resources are currently obligated to other projects. HCMA’s principle investment in the acquisition stage of this undertaking will be staff time and the related products. HCMA will:
  - i. Take ownership of the parcels in fee—at any point that HCMA withdraws from this commitment Six Rivers will be under no obligation to proceed further.
  - ii. Draft and submit an application for funding to the Michigan Natural Resources Trust Fund
  - iii. Provide necessary letters and resolutions to support pursuit of other funding sources.
  - iv. Enter into contracts and contract for services as necessary to complete the project as envisioned
- b. The County—does not have a park authority and is not positioned to make the acquisition. Because it desires the project to go forward, it will support the effort by:
  - i. Providing and supporting contact with the landowners involved that it has relationships with through its staff members
  - ii. Providing mapping services as needed
  - iii. Providing parcel ownership and status information such as taxable amounts, tax status, and information on any liens or other title issues
  - iv. Provide support to legal steps that may be necessary to clear title to any of the parcels involved
  - v. Forgiving back taxes on any of the properties involved where those amounts can accrue to the benefit of the seller(s) in order to be used as part of the local match requirements for grants to fund the project
  - vi. Providing information and actions supporting funding applications submitted for this project.
- c. Six Rivers—because neither HCMA nor the County is positioned to complete this project on their own, Six Rivers will serve as project coordinator. It will:
  - i. Negotiate the acquisitions on behalf of the HCMA,
  - ii. Secure the properties through option agreement or other instrument that is transferrable to HCMA, or pre-acquire the properties, whichever is determined to be the most efficient and necessary approach to fulfilling the intended outcomes.

- iii. Manage and direct the process of defining, establishing and implementing steps necessary to closing the acquisitions, including contracting for services such as surveys, appraisals and title work where necessary and appropriate.
- iv. Draft and submit applications for private foundation funding for local match and costs associated with completing this effort.
- v. Serve as the fiscal agent where necessary and appropriate for funds developed for this project.

Without being all inclusive, the foregoing should be a fairly accurate sketch of the things we have discussed and can anticipate arising in pursuing this project. As we have discussed, because of the substantial amount of time and attention this project will require, Six Rivers will need to be reimbursed for its time. I am estimating this project will require at least ¼ time FTE at \$50 per hour, plus expenses such as mileage and materials. We are willing to accept \$25,000 for our role—any time and resources above this amount will be treated as in-kind match for the purpose of meeting local match requirements. We anticipate being able to seek reimbursement for these costs through grants received for the acquisition that will include funding for meeting costs associated with developing and completing the project.

The purpose of this Letter of Intent is to briefly articulate the wishes of the organizations involved and in no way implies a financial obligation or commitment by any of the organizations if the grant request is unsuccessful, or if for any reason expenditures made prior to grant approval are not reimbursable through the grant.

If you concur with the concepts and approaches outlined in this letter, please sign and return a copy. When we have signed copies on file we will begin working to fulfill the steps described herein.

Thanks so much to both of you and your respective organizations for your commitment to conservation. I look forward to working with you to complete this project.

Sincerely,

Chris Bunch, Executive Director  
Six Rivers Regional Land Conservancy

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David C. Moilanen, Huron-Clinton Metroparks

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Date

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Gerry Santoro, Macomb County

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Date





# HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
 From: Michael Arens, Chief Engineer  
 Subject: Sanitary Sewer Rehabilitation – Supplemental Appropriation Request  
 Project Type: Supplemental Major Maintenance  
 Location: Stony Creek Metropark, Macomb County  
 Date: December 1, 2011

On October 14, 2010, the Board of Commissioners awarded a contract to Liqui-Force Services (USA), Inc. for the rehabilitation of the sanitary sewer main serving areas throughout Stony Creek Metropark, in the amount of \$138,191. The project provided cleaning, televising, cured-in-place lining and repairs at various locations. The existing sewer main was leaking in numerous locations and had failed in some areas. Work Order No. 2-709.80-S163 was issued pursuant to that contract to cover appropriations for the Liqui-Force contract, and for contract administration by HCMA engineering staff.

The contract is being closed out at this time, and the Work Order will be closed in the near future. At this time a final supplemental appropriation is needed to cover differences between total amounts authorized under the Work Order and actual amounts expended, both for contract services and for field engineering/contract administration expenditures by HCMA Engineering staff, as detailed below

## 1. Work Order Amounts

### Work Order No. 2-709.80-S163 –920, Contract Services

Original Work Order dated 10/14/10	\$139,000
Rev. No. 1, change order dated a 02/10/11 (unforeseen conditions)	<u>\$ 46,000</u>
Total Work Order Amount, Contractual Services	\$185,000

### Work Order No. 2-709.80-S163 –900, Employee Wages (contract administration, resident engineering)

Original Work Order dated 10/14/10	<u>\$ 6,000</u>
Total Work Order Amount, Employee Wages	\$ 6,000

<u>Total Work Order Amount, Contractual Services and Employee Wages</u>	<u>\$191,000</u>
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## 2. Actual Expenditures Under Work Order No. 2-709.80-S163

### W/O No. 2-709.80-S163 –920, Contract Services, Actual Expenditures

Liqui-Force contract, original amount plus change order 1	\$185,000
Major repairs of collapsed main, dewatering, excavation, etc.	<u>\$115,500</u>
Total Contract and Other Services, Actual Expenditures	\$300,500

W/O No. 2-709.80-S163 –900, Employee Wages, Actual Expenditures	\$ 22,700
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<u>Total Actual Expenditures, Contract Services and Employee Wages</u>	<u>\$323,200</u>
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3. Amount Needed to Transfer to Work Order No. 2-709.80-S163

W/O No. 2-709.80-S163 –920, Contract Services	\$ 115,500
W/O No. 2-709.80-S163 –900, Employee Wages	\$ 16,700
Total Amount Needed to Transfer to W/O No. 504.04-1068K	<u>\$ 132,200</u>

4. Amount Recommended for Transferred to Work No. 2-709.80-S163

Supplemental Major Maintenance Reserve Account	<u>\$ 132,200</u>
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As part of an effort to repair and/or replace critical elements of park infrastructure having total repair/replacement costs in excess of \$200,000, funds are recommended to be transferred from the Supplemental Major Maintenance Reserve Account.

Work Order overages related to contract services are due to excavation, dewatering and replacement costs related to the repair of an approximately 100-foot section of sewer main which unexpectedly collapsed immediately prior to the project. This section of main was located in high water conditions adjacent to Stony Lake, and soils were liquefied and unstable. Major areas of the park that are served by this main could not be opened in the Spring of 2011 until the main was repaired. Further, the collapsed main posed a serious risk to Stony Lake due to potential sewer overflows in mains located upstream.

Work was unforeseen and outside the scope of the contract; however, time was of the essence in making repairs, and there was inadequate time for re-bidding the work. The contractor's effort to dewater the site and make repairs in a timely manner was significant. Repair costs were based on time and materials needed to complete the work as negotiated between HCMA and the contractor, and were authorized periodically during the course of the contract within the Director's approval limit.

Work Order overages related to Employee Wages (HCMA contract administration) are due to unanticipated extra work and time expended related to contract change issues and major unanticipated repairs which occurred during the course of the contract.

**Recommendation:** That the Board of Commissioners approve a transfer of funds in the total amount of \$132,200 from the Supplemental Major Maintenance Reserve Account as detailed in this report, as recommended by Chief Engineer Arens and staff.



# HURON-CLINTON METROPOLITAN AUTHORITY

8 - C - 1

Meeting of December 8, 2011

To: Board of Commissioners  
From: Michael Arens, Chief Engineer  
Subject: Martindale Beach Bathhouse Building and Site Redevelopment – Supplement Appropriation Request  
Project Type: Capital Improvement  
Location: Kensington Metropark, Oakland County  
Date: December 1, 2011

On December 11, 2008, the Board of Commissioners awarded a contract to the Braun Construction Group for the redevelopment of the Martindale Beach Bathhouse Building and Site in the amount of \$2,625,000. The project demolished the existing deteriorated 56-year old bathhouse and related site work, and replaced it with a new 7,800-square foot facility, along with approximately three acres of site improvements, utilities and landscaping. Work Order No. 504.04-1068K was issued pursuant to that contract to cover appropriations for the Braun contract and other contract services, and for contract administration and other in-house expenditures by HCMA forces.

The contract is being closed out at this time, and the Work Order will be closed in the near future. A final supplemental appropriation is needed at this time to cover differences between total amounts authorized under the Work Order and actual amounts expended, both for contract expenditures and for in-house contract administration expenditures, as detailed below.

## 1. Work Order Amounts

### Work Order No. 504.04-1068K-920, Contract Services

Original Work Order dated 12/11/08	\$2,625,000
Revision No. 1a 01/04/09	\$ 10,000
Revision No. 1b (cg. order re: contaminated matl., etc.) 05/14/09	\$ 70,000
Revision No. 2 (cg. order re: earthwork claim settlement) 05/13/10	\$ 35,000
Total Work Order Amount, Contractual Services	<u>\$2,740,000</u>

### Work Order No. 504.04-1068K-900, Employee Wages (contract administration, resident engineering, force account labor)

Original Work Order dated 12/11/08	\$ 17,000
Revision No. 1a (supplemental appropriation) 01/04/09	\$ 50,000
Total Work Order Amount, Employee Wages	<u>\$ 67,000</u>

<u>Total Work Order Amount, Contractual Services and Employee Wages</u>	<u>\$2,807,000</u>
-------------------------------------------------------------------------	--------------------

2. Actual Expenditures Under Work Order No. 504.04-1068K

W/O No. 504.04-1068K–920, Contract Services, Actual Expenditures	
Braun Construction Group contract, final contract amount	\$2,751,800
Temporary facilities, utilities and setup	\$ 14,500
Other contracts: communication, security, utilities, DTE, etc.	\$ 14,600
Permits, fees, miscellaneous expenditures	\$ 8,700
Environmental consulting re: soil contamination issue	<u>\$ 15,000</u>
Total Contract and Other Services, Actual Expenditures	\$2,804,600
W/O No. 504.04-1068K–900, Employee Wages, Actual Expenditures	\$ 167,700
<u>Total Actual Expenditures, Contract Svcs. and Employee Wages</u>	<u>\$2,972,300</u>

3. Amount Needed to Transfer to Work Order No. 504.04-1068K

W/O No. 504.04-1068K–920, Contract Services	\$ 64,600
W/O No. 504.04-1068K–900, Employee Wages	<u>\$ 100,700</u>
Total Amount Needed to Transfer to W/O No. 504.04-1068K	<u>\$ 165,300</u>

4. Amounts, and Funds Sources, Recommended for Transferred to Work No. 504.04-1068K

Kensington Capital Improvement Item, “Hike/Bike Trail Reconstruction”	\$ 143,000
Reserves for Future Contingencies	<u>\$ 22,300</u>
Total Amount Recommend for Transfer	\$ 165,300

Funds are available from the Item, “Hike/Bike Trail Reconstruction”, due to favorable bids received on the Milford Hike-Bike Trail Connector project, which included all work anticipated under the Hike Bike Trail Reconstruction project.

Work Order overages related to contract services by Braun are due to the final contract amount being higher than the total amount available under the Work Order (by a total of \$11,800, which was as approved by multiple change orders, each within the Director’s approval limit). The final Braun contract amount is within 5 percent of the original contract amount. Overages were primarily the result of \$52,800 of expenditures for other services outside of the Braun contract (as summarized above, including temporary utility connections for beach facilities, permanent utility services and environmental consulting) but necessary under the Work Order. These additional expenditures were incurred during the course of the contract and were necessary to complete the work in a timely manner for the 2010 operating season, with each individual expenditure being within the Director’s approval limit.



Work Order overages related to Employee Wages (for HCMA field engineering, construction surveying, contract administration, etc.) were due to unanticipated extra work and time expended over a three-year period. This extra work particularly related to contract change issues (contaminated soils, contractor's earthwork/dewatering claim and related negotiations) which occurred during the course of the contract, and to resolution of final contract closeout issues, after beneficial occupancy in 2010 and through 2011. Total costs for field engineering/contract administration by HCMA Engineering staff were 5.6 percent of the final total project amount.

**Recommendation:** That the Board of Commissioners approve a transfer of funds in the total amount of \$165,300 as detailed in this report, as recommended by Chief Engineer Arens and staff.





# HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
 From: Michael Arens, Chief Engineer  
 Title: Bids – 2012 Maintenance Dredging-Marina Channel  
 Project Type: Major Maintenance  
 Location: Lake Erie Metropark, Wayne County  
 Date: December 1, 2011

Bids Opened: Thursday, November 17 at 2:00 p.m.

**Scope of Work:** Remove approximately 7,500 cubic yards of dredging in the channel and mooring areas of the Marina; set channel markers at the Marina and Boat Launch. Place dredged material in the temporary holding area adjacent to the Marina. Dredging is required to remove accumulated sediment and to assure boating access to the marina. Dredging will provide 7.0 feet of depth below low water datum in the offshore channel and 3.0 feet within the inland channel and mooring areas.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
1. Marine Services, Inc.	Oak Park	\$26,775.00
2. Boat Hoist USA, Inc.	Grosse Ile	\$35,250.00
3. Dean Marine & Excavating, Inc.	Harrison Township	\$46,475.00

Total Budget Amount for Contract Services and Administration	\$39,000.00
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Proposed Work Order Amount

Contract Amount – Marine Services, Inc. (Rounded)	\$27,000.00
Contract Administration	<u>\$ 3,000.00</u>
Total Proposed Work Order Amount	\$30,000.00

The following contractors obtained bidding documents but did not submit a proposal:

Great Lakes Dock & Materials, Muskegon	Caribbean Marine, Grand Prairie, TX
Pavex Corporation, Trenton	Malcolm Marine, St. Clair
Cleveland Dredging, Valley City, OH	Synagro, Houston, TX

**Recommendation:** That the Board of Commissioners approve the issuance of a Purchase Order to the lowest responsive, responsible bidder, Marine Services, Inc., in the amount of \$26,775.00 as recommended by Chief Engineer Arens and staff.





## HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
From: Michael Arens, Chief Engineer  
Subject: Cost Participation  
Project Title: U.S. Geological Survey Water Resources Gauging Stations  
Location: Stony Creek and Kensington Metroparks  
Date: December 1, 2011

The Authority has participated in a cooperative water resources information program with the U.S. Geological Survey (USGS) and the Michigan Department of Environmental Quality (MDEQ) for a number of years. In the past the Authority participated in the funding of four gauging stations and three water level recorders at locations upstream and downstream of Stony Lake and Kent Lake. For the 2011-2012 year, HCMA will reduce its participation by one gauging station related to Kent Lake (Huron River near Milford) and one partial flow recorder related to Stony Lake (W. Branch Stony Creek at Washington Rd.) as a cost-saving measure. The total project cost is shared with the USGS, which operates and maintains the equipment, while MDEQ coordinates program funding. For the 2011-2012 program year, the USGS's proposed cost share amounts for the Authority are as itemized below.

<u>Station</u>	<u>Type of Recorder</u>	<u>Cost Share</u>
Huron River near New Hudson	Gauging Station	\$11,000.00
Stony Creek near Washington	Gauging Station	\$11,000.00
Stony Creek near Romeo	Gauging Station	\$11,000.00
Kent Lake near New Hudson	Water Level Recorder	\$ 4,250.00
Stony Lake near Washington	Water Level Recorder	\$ 4,250.00
<b>Total</b>		<b>\$41,500.00</b>

The total cost of operating three gauging stations and two recorders for the one-year period, October 1, 2011 to September 30, 2012 will be \$41,500.00. The unit cost share for each recorder is unchanged from 2010-2011 funding levels. The information this program provides is important for HCMA's management of the Stony Lake and Kent Lake impoundments. It also supports the water resource management efforts of other agencies in the Clinton River and Huron River watersheds.

Recommended Participation	\$41,500.00
Budget Amount	\$46,000.00

**Recommendation:** That the Board of Commissioners continue cost participation with the U.S. Geological Survey on the gauging stations and recorders for the period of October 1, 2011 to September 30, 2012 in the amount of \$41,500.00 as recommended by Chief Engineer Arens and staff.





## HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
 From: Susan H. Nyquist, Chief Planner  
 Subject: Request for Proposal - HCMA Recreation Survey  
 Location: Authority-wide  
 Date: December 1, 2011

Proposals Opened: Thursday, October 20, 2011 at 11:00 a.m.

As part of the five-year planning process and in preparation for the 2013-2018 Community Recreation Plan, the Metroparks intends to conduct a random recreation survey of the residents of the five county region of Southeast Michigan. The assessment of recreational needs is a critical step in the HCMA master planning process; and it serves as a barometer of current and future demands for recreational facilities and services. To the extent that it is carried out meaningfully, the needs assessment is a tool that fosters active citizenry participation and representation in the planning process. Past assessments have included a 1990 park user/non-user survey, a 1995 park user survey, a 2001 telephone survey, and focus groups in 2006. It is the intent that the proposed survey collect and compile opinions from park users and non-users.

A Request for Proposals to conduct the random survey was distributed to eleven firms and/or academic institutions and included the following objectives:

- a. To conduct a random public survey, compiling twenty four hundred (2400) completed surveys representing each of the five counties in quantity and proportion to the demographics in each respective county; and per each HCMA management district in order to represent the region accurately.
- b. To develop, in consultation with the HCMA Staff and the HCMA Board of Commissioners, a set of appropriate questions that will elicit the information needed to assess recreational needs.
- c. To code, analyze and present the data from the Survey.
- d. To complete these objectives in a timely manner with a minimum of cost.

Proposals were evaluated by a staff committee and Commissioner Robert Marans. At the suggestion of Commissioner Marans, the three Michigan based firms submitting proposals were granted interviews. During the interview process, it was apparent that each firm brought their unique approach as to the length and style of the survey instrument. Therefore, in order to provide a more uniform basis for evaluating proposals, the three firms were asked to resubmit their proposals to reflect a random telephone survey instrument, 15 minutes in length, with 75 variables (20 – 30 multiple choice questions). The re-submitted proposals are summarized as follows:

### BASE PROPOSAL

Survey Instrument 15 minutes in length with 75 variables

2400 completed surveys solicited from a combination of landline and cell phone users

<b>Public Sector Consultants</b>	<b>Market Strategies</b>	<b>Morpace</b>
Lansing, MI	Livonia, MI	Farmington Hills, MI
\$62,227.00	\$83,250.00	\$102,600.00

### ALTERNATE PROPOSALS

2400 completed telephone surveys per base proposal <u>AND</u> the development of an on-line form to be deployed on the HCMA website.	2400 completed surveys solicited from landline users (only).	1200 completed telephone surveys and 1200 completed on-line surveys.
\$65,627.00	\$75,200.00	\$76,300.00

A fourth respondent, Leisure Vision/ETC of Olathe, Kansas, submitted an original base proposal for a 15 min/25-32 question survey of \$68,000. However, it was the opinion of the committee and confirmed by Commissioner Marans that all the respondents met the qualifications of the RFP; and that it would be a more prudent recommendation to work with a qualified local firm.

Based on the review and evaluation of proposals by HCMA staff and in consultation with Commissioner Marans, Public Sector Consultants (PSC) is the firm most qualified to provide the recreation survey. PSC is an objective, nonpartisan research firm providing policy research in health, education, energy, and the environment. PSC's services have been commissioned by hundreds of local, state, and federal government agencies, nonprofit organizations, and private businesses in Michigan and throughout the nation. For 30 years, PSC has conducted independent research and fostered good working relationships with leaders in the public, nonprofit, and private sectors. Staff has contacted several agencies that have employed the services of PSC, and all gave PSC their highest recommendations.

**Recommendation:** That the Board of Commissioners accept the Alternate Proposal as submitted by Public Sector Consultants, Inc. in the amount of \$65,627.00 as recommended by Chief Planner Susan Nyquist and staff.





# HURON-CLINTON METROPOLITAN AUTHORITY

8 - E - 3

Meeting of December 8, 2011

To: Board of Commissioners  
From: David C. Moilanen, Director  
Subject: Revised 2012 Board of Commissioners' Meeting Schedule  
Date: December 1, 2011

The revised 2012 Board of Commissioners' meeting schedule is attached for review. All meeting dates are on the second Thursday of each month with the exception of the June meeting which the proposed change is for June 7. Changes are in red and include:

- Moving the June 14 meeting at Kensington Metropark to June 7;
- Changing the September Pension and Retiree Health Care meetings to August

## **Attachment: Revised 2012 Board of Commissioners' Meeting Schedule**

**Recommendation:** That the Board of Commissioners approve the revised 2012 Commission meeting schedule as recommended by Director Moilanen and staff.



## HURON-CLINTON METROPOLITAN AUTHORITY 2012 BOARD OF COMMISSIONERS' MEETING SCHEDULE

Date	Site	Time	Location/Comments
Jan. 12	<b>Administrative Offices</b> 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room
Feb. 9	<b>Administrative Offices</b> 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. 8	<b>Administrative Offices</b> 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room
Apr. 12	<b>Kensington Metropark</b> 2240 West Buno Road Milford, MI 48380	10:30 am	TBD <i>Hike-Bike Trail Dedication</i>
May 10	<b>Metro Beach Metropark</b> 31300 Metro Parkway Mt. Clemens, MI 48046	9:00 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	Thomas S. Welsh Activity Center
June 7	<b>Kensington Metropark</b> 2240 West Buno Road Milford, MI 48380	10:30 am	TBD <i>Golf Course Starter Building Dedication</i>
July 12	<b>Lower Huron Metropark</b> 17845 Savage Road Belleville, MI 48111	10:30 am	Turtle Cove Family Aquatic Center
Aug. 9	<b>Stony Creek Metropark</b> 4300 Main Park Road Shelby Township, MI 48316	8:30 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	TBD <i>Playground Dedication</i>
Sept. 13	<b>Lake Erie Metropark</b> 32481 West Jefferson Brownstown, MI 48173	10:30 am	TBD
Oct. 11	<b>Wolcott Mill Metropark</b> 63841 Wolcott Road Ray, MI 48096	8:30 am	<i>Pension and Health Care Trust Meetings</i>
		10:30 am	Camp Rotary Activities Building 20505 29 Mile Road, Ray Township, MI 48096
Nov. 8	<b>Administrative Office</b> 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room
Dec. 13	<b>Administrative Office</b> 13000 High Ridge Drive Brighton, MI 48114	10:30 am	Administrative Office Board Room

**\*\*Proposed changes are in red.**

**NOTE:** *Special Parks District Forum:* June 18 – 21, Three Rivers, MN  
*NRPA:* Oct. 16-18, Anaheim, CA  
*MRPA:* Feb.8-10, Dearborn, MI





## HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners  
From: Gregory J. Almas, Deputy Director  
Subject: November Donations (6)  
Date: December 1, 2011

The following donations were received through Nov. 30, 2011:

1. Dexter Soccer Club made a \$2500 cash donation for fertilizer, seeds and pesticides to be used at the soccer fields at Hudson Mills Metropark.
2. Annette Jones made a \$300 cash donation for a memorial bench in memory of Alexander Jones to be used at Kensington Metropark.
3. Donna and Gary Stearn made a \$300 cash donation for bench to be used along the trail at the Nature Center at Kensington Metropark.
4. Greg Almas made a \$200 cash donation to purchase a Tulip tree to be planted at the Administrative Office.
5. Paul Rishel, Jr. donated a sword and long-gun for display and programs at Wolcott Mill Metropark; itemizing a value of \$200 - \$300.
6. William Napieralski donated a Canada Goose mount for use in one of the Nature Center's in the Southern District; itemizing a value of \$200.

**Recommendation:** That the Board of Commissioners formally accept the November donations and a letter of appreciation be sent to the donors as recommended by Deputy Director Almas and staff.



**GEORGE M. CARR, P.C.**

ATTORNEY AND COUNSELOR

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LANSING, MICHIGAN 48933(517) 371-2577  
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Mr. Anthony Marrocco, Chairman  
Huron-Clinton Metropolitan Authority  
13000 High Ridge Drive  
Brighton, Michigan 48114-9058

December 1, 2011

Dear Chairman Marrocco:

The Legislature is back in Lansing for the final weeks of session before the traditional Winter recess. The schedules for considering bills in committees and on the floor are determined on the run with as little as one day's notice. Currently there are no HCMA specific bills scheduled in either chamber but that is subject to change at any time.

Partisanship is near an all-time peak as a series of significant reform initiatives move in both the Senate and House. By example, late this afternoon the Senate is still in session due to disagreement over an Unemployment Insurance bill. Objecting to a routine parliamentary motion has required the Secretary of the Michigan Senate to read aloud a 200+ page bill in its entirety. This has brought the Senate's business to a halt, spiked tempers and added nothing to resolving the legislation.

Pending legislative sessions I will provide a more detailed report at the Board Meeting next week.

Respectfully submitted,



George M. Carr







## HURON-CLINTON METROPOLITAN AUTHORITY

8 - E - 6

Meeting of December 8, 2011

### Addition to Agenda

To: Board of Commissioners  
From: Carol Stone, Human Resources Manager  
Subject: Medicare Part D Subsidy  
Date: December 5, 2011

The Authority has received a payment in the amount of \$41,190.78 as a reimbursement for the Medicare Part D prescription drug subsidy program for the first quarter of 2011. Total payment received in 2010 was \$66,180.57.

As part of the Authority's effort to pre-fund retiree health care benefits, any funds received under Medicare Part D subsidy are to be transferred to the Retiree Health Trust. This is in accordance with actions taken by the Board in June 2005.

**Recommendation:** That the Board of Commissioners approve the transfer of \$41,190.78 to the Retiree Health Care Trust Fund as recommended by Human Resources Manager Carol Stone and staff.





**HURON-CLINTON METROPOLITAN AUTHORITY  
NOVEMBER MONTHLY REPORT  
FOR  
BOARD OF COMMISSIONERS  
DECEMBER 8, 2011**

**Director's Comments**

- Budget reviews of park operations were completed earlier in the month. At Board direction, staff also spent time examining ways that the park operations, administrative office, and planning, engineering and natural resources parts of the 2012 budget could be pared another \$2 million. A list of potential items to reduce the budget has been compiled and included with the 2012 budget document for Board review.
- Thinking of budget items, the Huron-Clinton Metropolitan Authority was recently awarded the Certificate of Achievement for Excellence in Financial Reporting for 2010 by the Government Finance Officers Association for its comprehensive annual financial report. Congratulations to Controller Wahl and the Accounting Department.
- The Metroparks also received a distinguished service award from the Michigan Interscholastic Golf Coaches Association in appreciation for the significant contributions the Metroparks golf courses make to help high school golf. It's nice to see this recognition for our efforts to promote youth golf.
- Three companies submitted proposals for the maintenance of Kensington Metropark Golf Course. These proposals are being evaluated and staff will bring a recommendation to the Board at the January Commission meeting.
- Late in the month, a draft of the business plan for the Wolcott Mill Metropark Farm Center was presented to the Board subcommittee for review and comment. Board members on the committee want to review it thoroughly during December and then meet again with staff in early January before it is brought to the whole Board.

***Eastern District***

**Metro Beach, Stony Creek, Wolcott Mill –**

**Mike Lyons**

- Annual permits for the 2012 season went on sale Nov. 16 and sales were above average for the month. Several organizations took advantage of the corporate discount and purchased annuals in bulk which aided the monthly sales numbers. Wolcott Mill Golf Course closed for the season Oct. 30 and Stony Creek's Golf Course closed Nov. 27. Irrigation systems have been winterized and initial fungicide applications for snow mold have been applied at both courses.
- The winter draw down of Stony Creek Lake has been on-going the entire month. The process is nearly complete with the lake being lowered one and a half feet.
- Fifty-seven winter boat storage spots have been reserved for the 2012 season which is slightly below average, however, revenue is up due to fee increases.
- For the fifth year in a row, Harrison Township took advantage of the corporate discount by purchasing 1,001 annual permits. The Township is also expected to purchase another 1,000 permits for the season.
- Work began on the construction of a new picnic shelter within Metro Beach. After soliciting naming ideas for the pavilion from park staff, the name chosen was the "Creekview Shelter."

***Western District***

**Kensington, Indian Springs, Hudson Mills, Huron Meadows, Dexter-Huron, Delhi**

**Kim Jarvis**

- The Indian Springs Golf Course closed for the season on Nov. 6, Huron Meadows closed Nov. 13 and Kensington closed Nov. 27.
- The annual "Turkey Trot" was held Nov. 12 at Hudson Mills with 2,000 runners participating.

### **Western District (con't)**

- Work continues on the canoe livery shed and building improvements at Delhi.
- Kensington staff is busy re-routing and preparing the cross country ski trails for winter use. With the construction of the golf starter building, cross country ski rentals will be conducted at the Farmhouse Grille.

### **Southern District**

#### **Lower Huron, Willow, Oakwood, Lake Erie –**

##### **Jim Pershing**

- The annual Lake Erie “Turkey Trot” hosted by Gibraltar schools was held Nov. 21 and 22. The event, to promote health and fitness, is generally a two-day event but was cut short by rain the second day. Approximately 450 students participated the first day.
- The Lake Erie Golf Course closed for the season Nov. 27.
- The narrow band radio conversion began in the Southern District on Nov. 28 and is expected to last three days.

### **Interpretive Services –**

##### **Mike George**

- Continued work on aspects of the Wolcott Mill Farm Center business plan.
- Continued with initiatives centering on “No Child Left Inside.”

### **Metro Beach Nature Center**

- Preparation for upcoming programs took place during the month. In addition, flyers were created for the Voyageur fundraiser and volunteers handed them out at the Mount Clemens Santa Claus parade.
- Staff prepared promotional material to be mailed to 1,400 fourth, fifth and sixth grade Macomb County teachers for the Great Lakes Education Program, and for the center’s winter Predator/Prey program. Staff included this in a large mailing the Macomb MSU Extension sends out to schools and the Metroparks did not have to pay for the mailing cost.
- Staff met with Michigan Sea Grant staff to plan next year’s Summer Discovery Cruises.
- With some unseasonably warm days in November there was good attendance numbers and all-in-all it was a relatively busy November.

### **Wolcott Mill Historic Center**

- The nice weather in November really brought visitors to the Mill to enjoy a last fall fling. These numbers augmented the people who attended programs to make for a good increase over the last five years.
- The "Old Fashion Thanksgiving" program was again enjoyed by patrons.
- The center hosted "Michigan's Harvest: Food, Farming & Community." This exhibit highlighted local farms, food products and the impact of these on communities. The items loaned from the mill were prominently displayed in the exhibit.

### **Wolcott Mill Farm Center**

- Staff worked diligently to tear down the “Boo Barn” and all the Halloween decorations in order to get ready for November programming.
- Staff conducted school tours for the first two weeks of the month with programs including several “Family Farm Chores” and “Make a Gingerbread Barn” with all sessions filled to capacity.
- The center also hosted 4-H, Pheasants Forever, and Friends of the Farm meetings.
- The farm’s draft horse team, Fern and Tom, took Santa down to the Ray Township Tree Lighting on wagon, and then treated the public to wagon rides.

### **Interpretive Services (con't) – Wolcott Mill Farm Center**

- Soybeans and most of the corn were harvested during the month and both were very successful.

### **Stony Creek Nature Center**

- Interpretively it was a busy November with school tours and scout badge, homeschool and family programs. Visitation and program numbers were both up from the previous year.
- An Eagle Scout candidate and his volunteer helpers completed 330-foot of split rail fencing around the campfire area. The addition of fencing helps to define the area and increases its usefulness for programming.
- Thirteen volunteers generously donated 34 hours of their time to the care and feeding of the nature center's animals this month.

### **Indian Springs Environmental Discovery Center**

- Several schools, which included schools not able to visit in October, came out for "Autumn Adventure" during the first half of the month.
- The "Brownies - Science Wonders" was quite popular. Tot-Time "Feathered Friends" was well received by younger families. The "Magnificent Moon," Orienteering, and GPS programs were successful with both scouts and families.
- The Woodland Discovery Backpacks were used by families participating in a Woodland Walk for Tiger Cub Scouts.
- White-winged Crossbills were sighted in the park on the Woodland Trail. A posting on a birder's blog brought visitors in from other states to try and observe them!

### **Kensington Farm Center**

- The farm's new fall school program was popular with Howell schools in October which prompted them to request additional dates in November for their classes. Students also learned about and experienced cider-making, enjoyed a hayride and painted t-shirts during the two-hour long programs.
- Farm staff, along with goats, donkey and ducks, participated in the Huron Valley Christmas Parade during the Milford Thanksgiving weekend event.
- A new feature that was accomplished was building the new stone barricade fence and gate to divide the outdoor pig enclosure.

### **Kensington Nature Center**

- Four days during the month resulted in overflow parking at the center – something not typical during November.
- Staff participated in two out-of-park special events, including a "Science Family Fun Night" and a "Career Day" at area schools.
- Another bench was installed along Wildwing Trail and more benches were ordered and may be placed before the ground freezes.
- An attractant to bird watchers was the prolonged appearance of a red-necked grebe, an uncommon migrant; numerous people visited Kensington specifically to search for the bird.

### **Mobile Learning Center**

- School programs were steady during the month with 16 schools visited in total. Two days were "double-up-days" with the Mobile Learning Center doing programs at one school while interpreters were doing in-school programs at a different school location.

## **Interpretive Services (con't)**

### **Hudson Mills Activity Center**

- Several programs were popular such as “Colors of Autumn,” “Animals Prepare for Winter” and “Plant Parts and Their Cycles.”
- Time was spent planning for “Santa Central” and future winter programs as well as researching for the interpretive signs that will be going on phase II of the hike/bike trail.
- An Eagle Scout will be making bluebird nest boxes over the winter and installing these by mid-February.

### **Oakwoods Nature Center**

- The Owl Festival, occurring on Nov. 5, was a huge success. More than 160 people attended the event, making it the largest attendance-wise to date.
- Keeping with the owl theme, the center conducted four other nights of “Owl Prowls” with much success in attendance of both the human and avian type.
- This time of year is when the Wayne County Early Childhood Intervention program visits the center to participate in a variety of activities. The activities are aimed at getting parents, with their 1-3 year old kids with mental and physical disabilities, to come out and spend time with their child in an outdoor environment.

### **Lake Erie Marshlands Museum and Nature Center**

- All except one of the school programs were for preschoolers and their parents with the “Frog Fun” program consisting of 12 hour-long sessions. The remaining programs were for first and second graders.
- Maritime historian Keith Steffke’s presentation titled “The Great Lakes go to War,” focused on conflicts which involved Great Lakes ships or ship builders.

## **Human Resources –**

### **Carol Stone**

- Suzanne Knapp was appointed Park Operations Supervisor at Metro Beach effective Nov. 26. As part of the approved re-structuring and attrition plan, the Senior Warehouse Clerk position will not be filled and warehouse operations will be performed by operations employees.
- Thomas Knuth, Park Operations Manager at Metro Beach, and Andrew Smith, Park Operations Supervisor at Lake Erie, attended Supervisors Management School sponsored by the National Parks and Recreation Association. In accordance with the Strategic Plan which identified leadership training and succession planning as goals, completion of the Supervisors Management School will be required for employees promoted into operations supervisory positions in the future.
- Due to a recent promotion, there is a vacancy for a Sergeant’s position at Metro Beach.
- The Safety Committee met on Nov. 18 for its quarterly meeting. Discussion topics included an update on Emergency Preparedness Planning from the Police Department; standardized wording on trail markers and signs for tot lots; revised labels for hot coals barrels; a review of accident reports for the past quarter; and the deteriorated condition of the toll booths at Lake Erie and Willow.
- The Cooperative Alliance met on Nov. 18 with the primary discussion revolving around the 2012 budget and potential ways to reduce expenditures and/or increase revenues.
- As identified in the Strategic Plan, HR is finalizing plans for a customer service training program to be implemented in 2012.
- A draft of the Employee Development Plan was distributed at the November staff meeting to Park Managers and Supervisors for their review and comment. The plan will replace the existing employee evaluation form, will focus on establishing goals for employees and will provide a tool to achieve succession planning.

## **Information Systems –**

### **Nolan Clark**

- Staff received five new servers for the parks and 11 computers for the EDC classroom.
- A major reorganization of the server rack took place at the Administrative Office on Nov. 25. The project included replacing a bad set of batteries in our battery back-up supply, installing two new servers, installing a new KVM switch, and laying the groundwork for 2012 projects and replacing the oldest servers.
- In addition, staff prepared older computers for deployment to a few of the parks maintenance lunchrooms which should be ready for use sometime in December.

## **Community Relations –**

### **Jack Liang**

- Continued work with DSO leadership planning for 2012 concerts in the Metroparks as well as seeking funding support. Several area businesses have agreed to review a request for support.
- Met with Detroit Historical Museum representatives regarding potential joint projects and marketing for Wolcott Mill. In addition, met with senior leadership at the Henry Ford/Greenfield Village regarding having a presence at Wolcott Mill or Farm.
- Finalized arrangements for the CEO of Henry Ford West Bloomfield Hospital, Gerald Van Grinsven to meet with staff in April to discuss customer service and culture competency.

## **Planning –**

### **Susan Nyquist**

- Staff has prepared an RFP to conduct a Recreation Survey of the residents of the five county region. Staff has received the proposals and will make a recommendation at the December Board meeting.
- Staff completed a study of possible locations for the historic giant Garland stove.
- Staff has been compiling demographic and statistical data, drafting site plans and providing research to support the business plan for the Wolcott Mill Farm.

## **Engineering –**

### **Mike Arens**

#### **Metro Beach**

- Planning and design of the U.S. EPA GLRI grant-supported Marshland Restoration project at Metro Beach continues to progress. ASTI has submitted the MDEQ permit application, and an on-site review meeting with the Corps of Engineers is scheduled for the week of Dec. 5.
- Staff continues to review and refine the concept for our U.S. EPA GLRI grant-supported Parking Lot Redevelopment project.
- We will be coordinating the design of the parking lot project with the Marshland Restoration project (since these projects will be mutually dependent), now that there is a clearer view of the scope and direction of both concepts.
- Construction of the new picnic shelter by park staff continues to progress. Foundations have been placed, posts and beams have been erected; deck, fascia and roofing are complete.

#### **Wolcott Mill**

- T. R. Pieprzak Co., Macomb County Department of Roads' contractor, has largely completed work on the Mill Tailrace Reconstruction project. The new bulkhead and tailrace was placed and backfilled on Nov. 5, and channel construction, riprap placement and road reconstruction took place the following week. Wolcott Road has been reopened for traffic, and staff is pleased with the work.

## **Engineering (con't)**

### **Stony Creek**

- Work preparatory to construction of the Eastwood Beach/Boat Launch Water Main Rehabilitation project by Teltow Construction is under way. Shop drawing approvals are in progress, pipe material is being ordered, and a bulletin has been issued for the backflow preventer, vault and related work for contractor pricing. Construction is scheduled to begin within the next two weeks.
- Work on the Golf Cart Path Repair project by Total Asphalt Paving is in progress. Aggregate base for paths 1 and 10 was placed just prior to the onset of winter conditions which will facilitate asphalt placement in spring of 2012.

### **Indian Springs**

- Jordan Exploration Co. is currently reviewing the results of their seismic survey at Indian Springs Metropark. Jordan is also in the process of securing leases from other property owners in the area. The initial review indicates that there could be potential for oil and gas exploration in the area.

### **Kensington**

- Construction is in progress on the Sanitary System Improvement project by Reliance Building Co. Selective electrical and mechanical demolition at the pump stations is under way and pipe delivery is in progress. Foundation work on the equalization basin (at the East Boat Launch pump station) is in progress, and as expected dewatering is a challenge. DTE is revising the electrical service at the East Boat Launch pump station at this time.
- Construction of the Kensington - Milford Trail Connector project by D & R Earthmoving is approximately 95 percent complete. Repairs of washouts caused by intense rainfall in the early fall have been completed and turf has been established. Temporary erosion control measures are complete and will be in place through the winter and into early spring. Until that time, the trail must remain closed.
- Work on the Golf Starter Building by Garrison Construction continues to progress well. Garrison was pushing to complete exterior work prior to the onset of winter conditions, but recent conditions have put a stop to most exterior site work. Exterior concrete is partially complete; plaza area pavers have been installed, cart path aggregate base was placed and a leveling course of bituminous was laid. Building exterior and interior work is also progressing well. Metal roof installation has begun; windows and glazing are in progress. Interior constructing, including drywall, block filling and preparation for finishes, are in progress. Electrical, plumbing and mechanical work is in progress, and major equipment items are being placed at this time.

### **Willow**

- Construction of the Picnic Shelter project by park staff continues to progress. Foundation and slabs have been placed; posts, glulam beams, and timber deck are complete. Roofing is in progress; site work will continue into the spring of next year.
- Work on the Pool Area Concrete Replacement project by V&O Contracting is complete.
- Work on the UST Removal/AST Installation project at the Park Service area by Matzak Construction is under way. Demolition, aggregate placement, and base preparation are complete; conduit installation is in progress. Work will continue through the winter as weather permits.

### **Administrative Office**

- HCMA's annual Storm Water Management Plan (SWMP) was prepared and submitted to the MDEQ on Nov. 19.



## **Natural Resources –**

### **Paul Muelle**

- The NRC is working on constructing a dry hydrant in Kensington as requested by the Engineering Department.
- Staff met with the Detroit River Western Lake Erie Cooperative Weed Management Unit steering committee to discuss details of how to proceed with the phragmites removal grant implementation process. Responsibilities of the various organizations involved were discussed and a timeline for grant goals continues to be developed.
- Staff met with all of the partners and subcontractors on the Metro Beach Marsh Restoration Project to review all of the data collected to date, preliminary findings and QAPP requirements. In addition, continued development of the Metro Beach Parking Lot Grant QAPP as required by the EPA.
- Staff conducted three workdays in November engaging 66 volunteers at Kensington, Dexter-Huron and Indian Springs Metroparks, all of whom helped staff with invasive plant eradication within high quality natural areas and collecting native seed for future restoration projects in the park system. One workday partnered with REI, two workdays involved Boy/Girl Scout troops and one workday included an ecology class from the University of Michigan.

## **Purchasing –**

### **Scott Michael**

- Staff is finalizing the implementation of the procurement card.
- Finalized plan details for the conversion of the park radio equipment to narrow band required by the Federal Communication Commission (FCC).
- Staff continued work on the RFP process for the Kensington Golf Course maintenance project.
- Staff evaluated the fuel management system.

## **Police Department –**

### **George Phifer**

#### **Huron Meadows**

- On Nov. 4, officers responded to two larcenies in the Cedar Ridge parking lot. Two vehicles were broken into and purses were removed from both vehicles.

#### **Stony Creek**

- On Nov. 14, a local farm worker found a deer carcass near a farm field located along the 31 Mile Road edge of the Metroparks property.
- On Nov. 15 a Metropark Police Officer and a DNR Officer responded to the Grist Mill area to check for illegal hunting. Officers located a 57-year-old Ray Township individual hunting on Metroparks property. The individual was issued two violations, one by the DNR for not wearing the proper orange hunting attire, and another one by the Metroparks Officer for hunting in the park.

#### **Lower Huron**

- On Nov. 9, Metropark Officers observed a damaged DTE glass meter near tollbooth number eight. Officers later discovered the DTE glass meter was missing from near tollbooth number four near Gentz Road.

**Communications –  
Denise Semion**

- Staff is researching email service providers and testing templates in preparation for switching to a new email service provider in January.
- Students at Plymouth-Canton high schools are finalizing their Metroparks videos.
- The new Metroparks video is also being finalized.
- Please see the attached Communications/Marketing report for further details.

**Marketing –  
Kassie Kretzschmar**

- Finalizing the Metroparks package to sell during the holidays at Michigan Costco locations. The program may now run December 2011 through February 2012 with an option to extend.
- Completed the Dunkin' Donuts deal and they are now our official partner for our "Dunkin' Donuts Passport to the Metroparks" promotion. Passports will be printed and available only at Dunkin' Donuts locations (there are approximately 60 metro Detroit Dunkin' Donuts locations) for the public to pick up, then over a three month period (May, June and July) people will visit each of the 13 parks to get a "passport" stamp by visiting multiple locations in the 13 parks and once they have all the stamps they are entered in a contest to win a grand prize trip.
- Continue to develop a February 2012 event, the "Cardboard Classic," for Indian Springs. Participants will create sleds out of only cardboard, paint and tape and will be judged on creativity and speed. In addition, working on sponsors for the event.
- Contacted all Michigan schools to promote annual permit purchases at the bulk discount rate. Have received multiple inquiries from my contacts at the schools.
- Met with Beaumont Hospital representatives regarding a health-focused event, or events, in the parks for 2012. In addition, we are creating a partnership promoting youth health and tying it in to our "No Child Left Inside" program.
- Met with the president of Detroit Public Television to discuss their possible involvement in our War of 1812 Bicentennial Commemoration and Navy Week 2012 for a Sept. 5-12, 2012 event schedule for Lake Erie and Metro Beach Metroparks.
- Continue to build the existing event, "Heritage Holidays" at Wolcott Mill to give out certificates for 60 fresh cut trees for participants who come to the event the first three weekends in December. Also working with Magic 105.1 radio.
- Met again with Radio Disney representatives to discuss more possible partnerships for 2012 and the "No Child Left Inside" initiative.
- Met with Gerry Santoro again to discuss a 10k run and kayaking event for June 2, or 9, 2012 at Metro Beach Metropark. We also talked about a super bowl of fishing tournament for August also at Metro Beach.

###

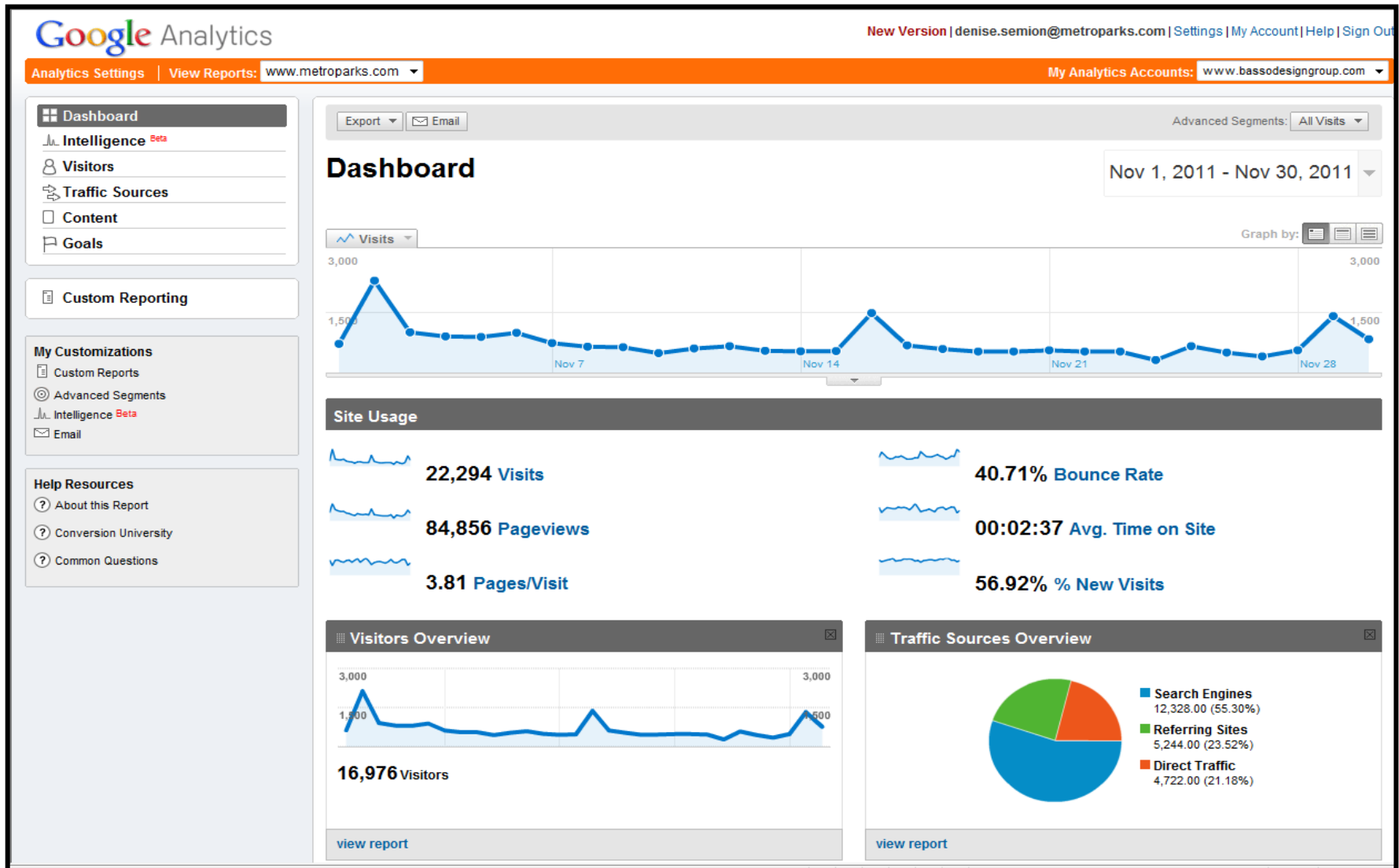
## November 2011 Communications and Marketing Report

Activity Type	Activity	Park	Total
Advertising	Ad for Wolcott Mill Metropark harvest hayrides	Wolcott Mill	1,579.80
	Fall Golf Ad - Detroit News, Free Press, O & E	Hudson Mills	256.00
		Huron Meadows	256.00
		Indian Springs	256.00
		Kensington	256.00
		Lake Erie	256.00
		Stony Creek	256.00
		Willow	256.00
		Wolcott Mill	256.00
Advertising Total			3,627.80
Interpretive	Farm staff brought Santa, via wagon, to the Ray Township Tree Lighting ceremony. Wagon rides were available to the public.	Wolcott Mill	
	Farm staff, along with animals, participated in the Huron Valley Christmas Parade during the Milford Thanksgiving weekend event .	Kensington	
	Interpretive staff partnered with MSU Extension - Macomb. Mailed 1,400 packets with flyer for 'Wetlands' program that lines up with MSU Extension/Michigan Sea Grant Great Lakes Education Program. Mailed Predator & Prey winter program flyer and Metro Beach brochure to teachers in Macomb County.	Metro Beach	
	Interpretive staff presented 'Animals in Winter' at Little Rascals Daycare Center.	Metro Beach	
	Interpretive staff presented 'Wetlands' program and was present during a career program with parents at the Pierce Middle School in Grosse Pointe.	Metro Beach	
	Interpretive staff, along with Voyageur volunteers and canoe, were in the Mount Clemens Santa Claus parade where they distributed more than 500 program flyers.	Metro Beach	
	Mobile Learning Center staff promoted the Metroparks to a group of 25 people at the Huron Valley Optimist Club.	Kensington	
	Nature Center staff participated in Science Family Fun Night and Career Day at area schools.	Kensington	
	Staff and animals met more than 600 people at the Macomb Community College's 'People, Pets and Vets' free event for children to learn about animals.	Wolcott Mill	
Interpretive Total			0.00
Miscellaneous	Eblast list: 491 new contacts added - total of 42,757 on list	AO	
	Email & Social Media Marketing	AO	3,600.00
	Metroparks staff and display at Observer & Eccentric Senior Health Expo; more than 1,000 in attendance.	AO	820.00
	Photography services	AO	485.00
	Press release reading service	AO	289.00
	Staff and display booth at Robert Bosch Health Expo	AO	

## November 2011 Communications and Marketing Report

Activity Type	Activity	Park	Total
Miscellaneous Total			5,194.00
News Release	'Clarabell' chosen in Wolcott Mill Metropark Farm contest	Wolcott Mill	
	2012 Metroparks permits on sale - corporate discounts available	All parks	
	Child's choice, 'Clarabell,' picked for calf name at Wolcott Mill Metropark Farm	Wolcott Mill	
	Create a holiday gift at your Metroparks	Lake Erie Metro Beach Oakwoods Wolcott Mill	
	Discover winter's quite nature at the Metroparks	All parks	
	Free Entry to Metroparks on Veterans and Thanksgiving 'Appreciation Days'	All parks	
	Get out and golf at Metropark courses; winter rates start November 7	All parks	
	Huron-Clinton Metroparks: Southeast Michigan's best stop for cross-country ski trails, equipment rentals	All parks	
	Huron-Clinton Metroparks: Winter Sports Havens in Southeast Michigan	All parks	
	Metroparks collecting 'Toys for Tots'	All parks	
	Tickets going on sale to meet Santa at a Huron-Clinton Metropark	All parks	
News Release Total			0.00
Online Store	Online store generated \$3,117 in sales, with 81 annual permits, 14 HCMA/Oakland County Joint Permits and \$410 in Gift Cards sold.	AO	
Online Store Total			
Print Materials	2011 Fall newsletter	AO	2,539.44
Print Materials Total			2,539.44
Website	Website Maintenance & SEO	AO	1,666.00
Website Total			1,666.00
Grand Total			13,027.24

# Google Analytics for November 2011

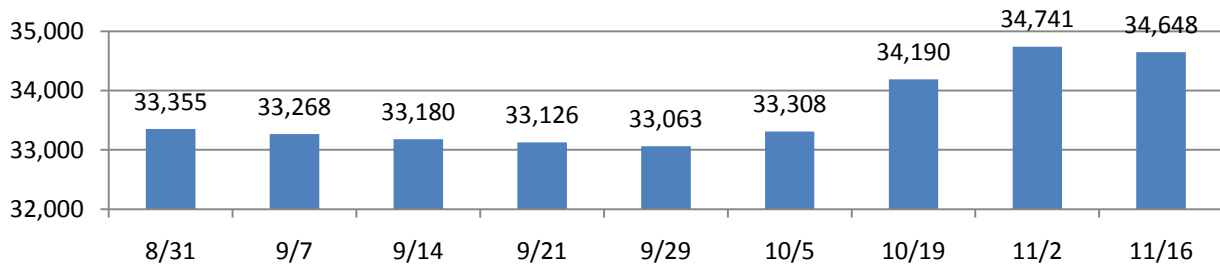




## Huron-Clinton Metroparks November 2011 Email Marketing Report

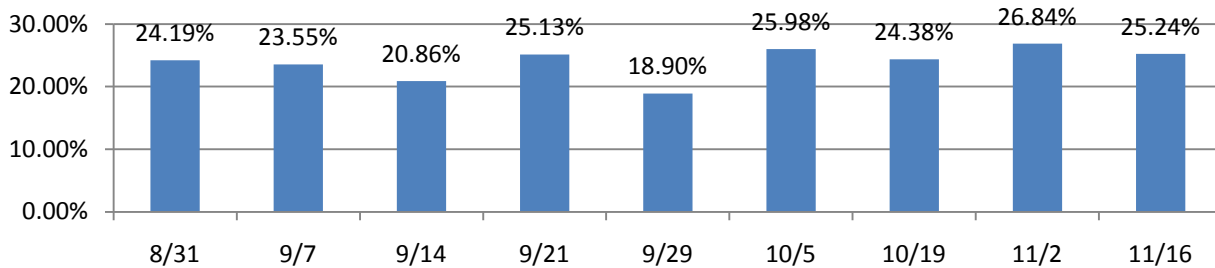
Send Date	8/31	9/7	9/14	9/21	9/29	10/5	10/19	11/2	11/16
Send Counts	33,355	33,268	33,180	33,126	33,063	33,308	34,190	34,741	34,648

### Database Growth

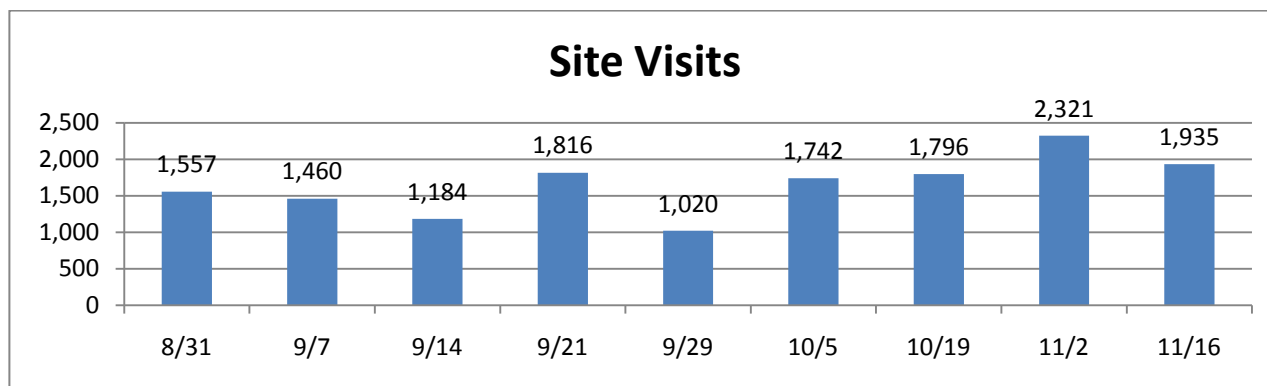


Send Date	8/31	9/7	9/14	9/21	9/29	10/5	10/19	11/2	11/16
Open Rate	24.19%	23.55%	20.86%	25.13%	18.90%	25.98%	24.38%	26.84%	25.24%

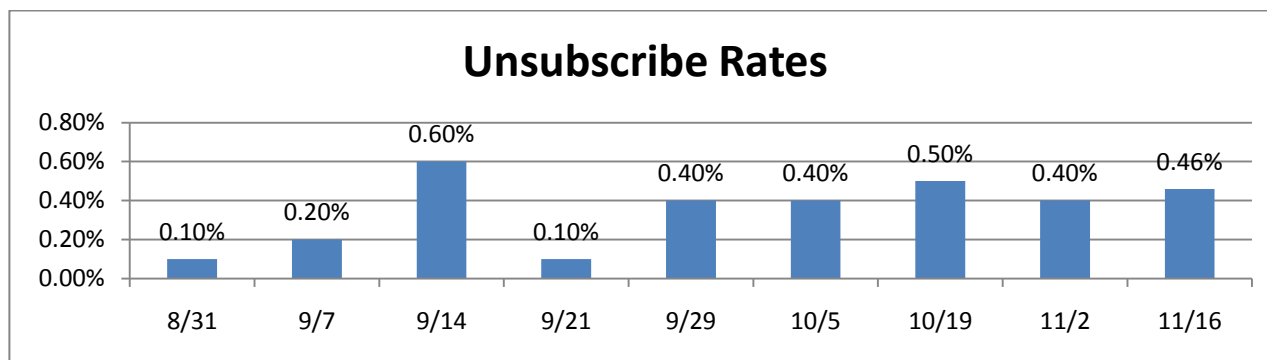
### Open Rate



Send Date	8/31	9/7	9/14	9/21	9/29	10/5	10/19	11/2	11/16
Site Visits	1,557	1,460	1,184	1,816	1,020	1,742	1,796	2,321	1,935



Send Date	8/31	9/7	9/14	9/21	9/29	10/5	10/19	11/2	11/16
Unsubscribe Rates	0.10%	0.20%	0.60%	0.10%	0.40%	0.40%	0.50%	0.40%	0.46%





### **Most Clicked Articles By Mailing:**

- 11/2 Campaign: ***Santa's Coming to Your Metropark***  
(<http://www.metroparks.com/content.aspx?ID=830>) – 1,031 Clicks
- 11/16 Campaign: *Our Winter Newsletter is Available Now!*  
([http://www.metroparks.com/images/winter\\_newsletter.pdf](http://www.metroparks.com/images/winter_newsletter.pdf)) – 724 Clicks

### **A/B Test Analysis:**

This month's A/B test was designed to additionally optimize open rates by testing the previously strong, 'family-focused' subject line theme against a new 'exclusivity' theme:

<u>Subject Lines</u>	<u>Open Rate</u>
<b>A:</b> <i>Holiday and Winter Events for Your Family</i>	25.9%
<b>B:</b> <i>Get an Advance Look at our Winter Newsletter</i>	24.5%

Both subject lines performed well, but the Family theme continues to generate the best open rate. It should be noted that version B generated far more clicks to the Winter Newsletter (418 vs. 306), thus proving that the subject line is great way to draw focus.

### **Additional Recommendations:**

#### More Exclusive Content and Offers:

Consider providing exclusive content (special insider's guides) or offers (discounts on park passes or golf) to your email audience. This will provide a more compelling reason for your audience to continue opening your emails and sharing with others, and also provides an incentive for new recipients to sign up.

#### Social Media Integration:

Consider running a promotion that will solicit content from your audience. Example: Ask your audience to post their best Metroparks photos (pick a theme) to a Huron-Clinton Metroparks Flickr Group. Best entry wins a prize of high-perceived value. Promoting such a contest with your email database is a great way to drive interest, and also a way to prompt your email audience participating in Metroparks' social media channels.

#### Database Growth Tactics:

To increase the rate of Metroparks database growth, consider these tactics:

- Special online promotion or sweepstakes (with email opt-in as entry requirement).
- List exchange or co-op email marketing with other trusted organizations (with audiences that would be potentially interested in Metroparks news, such as Birder groups, Mountain Biking associations, etc.).
- Co-registration opportunities would allow Metroparks to obtain new opt-ins at a set price per email address (Fluency can provide more information, if desired).



HURON-CLINTON METROPARKS MONTHLY STATISTICS

NOVEMBER 2011

PARK	MONTHLY VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Metro Beach	14,077	13,212	6.5%
Wolcott Mill	1,780	1,656	7.5%
Stony Creek	20,168	18,629	8.3%
Indian Springs	3,678	5,306	-30.7%
Kensington	39,868	38,280	4.1%
Huron Meadows	3,607	4,773	-24.4%
Hudson Mills	12,075	11,611	4.0%
Lower Huron	16,915	15,712	7.7%
Willow	11,191	10,347	8.2%
Oakwoods	2,840	3,046	-6.8%
Lake Erie	8,024	8,875	-9.6%
Monthly TOTALS	134,223	131,447	2.1%

MONTHLY TOLL REVENUE		
Current Year	Previous Year	Change
\$ 27,432	\$ 27,263	0.6%
\$ -	\$ -	-
\$ 33,397	\$ 14,967	123.1%
\$ 3,926	\$ 3,523	11.4%
\$ 25,017	\$ 20,745	20.6%
\$ 60	\$ 250	-76.0%
\$ 8,959	\$ 10,192	-12.1%
\$ 1,850	\$ 2,628	-29.6%
\$ 5	\$ 65	-92.3%
\$ 850	\$ 820	3.7%
\$ 6,989	\$ 8,315	-15.9%
\$ 108,485	\$ 88,768	22.2%

MONTHLY TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 38,599	\$ 54,748	-29.5%
\$ 17,408	\$ 6,560	165.4%
\$ 61,067	\$ 38,514	58.6%
\$ 18,205	\$ 13,153	38.4%
\$ 64,142	\$ 43,037	49.0%
\$ 17,170	\$ 24,020	-28.5%
\$ 12,230	\$ 13,822	-11.5%
\$ 3,112	\$ 4,323	-28.0%
\$ 825	\$ 18,670	-95.6%
\$ 3,967	\$ 3,393	16.9%
\$ 20,707	\$ 15,029	37.8%
\$ 257,432	\$ 235,269	9.4%

PARK	Y-T-D VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Metro Beach	389,744	442,049	-11.8%
Wolcott Mill	32,826	32,244	1.8%
Stony Creek	466,790	499,929	-6.6%
Indian Springs	88,757	102,723	-13.6%
Kensington	703,218	759,364	-7.4%
Huron Meadows	83,965	88,777	-5.4%
Hudson Mills	220,134	241,091	-8.7%
Lower Huron	301,650	340,463	-11.4%
Willow	171,441	203,911	-15.9%
Oakwoods	33,010	39,078	-15.5%
Lake Erie	190,869	209,942	-9.1%
Y-T-D TOTALS	2,682,404	2,959,571	-9.4%

Y-T-D TOLL REVENUE		
Current Year	Previous Year	Change
\$ 955,096	\$ 1,064,079	-10.2%
\$ 390	\$ 1,970	100%
\$ 1,285,603	\$ 1,297,143	-0.9%
\$ 179,475	\$ 212,521	-15.5%
\$ 1,293,259	\$ 1,362,682	-5.1%
\$ 48,040	\$ 39,318	22.2%
\$ 339,138	\$ 363,070	-6.6%
\$ 453,218	\$ 468,156	-3.2%
\$ 217,030	\$ 242,381	-10.5%
\$ 28,000	\$ 33,630	-16.7%
\$ 391,261	\$ 431,624	-9.4%
\$ 5,190,510	\$ 5,516,574	-5.9%

Y-T-D TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 1,627,188	\$ 1,782,276	-8.7%
\$ 454,209	\$ 459,800	-1.2%
\$ 2,427,661	\$ 2,440,261	-0.5%
\$ 761,231	\$ 842,811	-9.7%
\$ 2,650,839	\$ 2,782,057	-4.7%
\$ 749,390	\$ 805,776	-7.0%
\$ 859,743	\$ 942,691	-8.8%
\$ 1,534,209	\$ 1,484,680	3.3%
\$ 740,917	\$ 1,070,628	-30.8%
\$ 48,125	\$ 50,416	-4.5%
\$ 1,544,451	\$ 1,554,714	-0.7%
\$ 13,397,962	\$ 14,216,110	-5.8%

	Y-T-D Vehicle Entries by Management Unit		
Eastern District			
Metro Beach			
Stony Creek	889,360	974,222	-8.7%
Wolcott Mill			
Western District			
Kensington			
Indian Springs	1,096,074	1,191,955	-8.0%
Hudson Mills			
Huron Meadows			
Southern District			
Lower Huron			
Willow	696,970	793,394	-12.2%
Oakwoods			
Lake Erie			

Y-T-D Toll Revenue by Management Unit		
\$ 2,241,089	\$ 2,363,192	-5.2%
\$ 1,859,912	\$ 1,977,591	-6.0%
\$ 1,089,509	\$ 1,175,791	-7.3%

Y-T-D Total Revenue by Management Unit		
\$ 4,509,058	\$ 4,682,337	-3.7%
\$ 5,021,202	\$ 5,373,335	-6.6%
\$ 3,867,702	\$ 4,160,438	-7.0%

**ACTIVITY REPORT - GOLF**

GOLF COURSE	MONTHLY ROUNDS		
	Current Year	Previous	Change
Wolcott Mill	0	69	-100.0%
Stony Creek	1,081	985	9.7%
Indian Springs	382	154	148.1%
Kensington	1,164	485	140.0%
Huron Meadows	764	1,153	-33.7%
Hudson Mills	0	0	-
Willow	0	891	-100.0%
Lake Erie	622	349	78.2%
Regulation Subtotal	4,013	4,086	-1.8%
MB Par 3	95	172	-44.8%
L. Huron Par 3	0	0	-
<b>TOTALS</b>	<b>4,108</b>	<b>4,258</b>	<b>-3.5%</b>

ROUNDS Y-T-D		
Current Year	Previous Year	Change
15,390	18,677	-17.6%
30,572	33,418	-8.5%
22,510	23,250	-3.2%
29,630	39,638	-25.2%
24,849	27,304	-9.0%
15,636	17,330	-9.8%
15,159	24,660	-38.5%
22,570	22,183	1.7%
176,316	206,460	-14.6%
12,105	16,584	-27.0%
5,774	8,274	-30.2%
<b>194,195</b>	<b>231,318</b>	<b>-16.0%</b>

GOLF REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 300,610	\$ 365,855	-17.8%
\$ 709,934	\$ 767,286	-7.5%
\$ 497,404	\$ 538,406	-7.6%
\$ 644,189	\$ 751,150	-14.2%
\$ 583,013	\$ 646,930	-9.9%
\$ 320,458	\$ 365,583	-12.3%
\$ 292,407	\$ 555,199	-47.3%
\$ 464,410	\$ 467,688	-0.7%
\$ 3,812,425	\$ 4,458,097	-14.5%
\$ 62,059	\$ 82,621	-24.9%
\$ 29,225	\$ 42,574	-31.4%
<b>\$ 3,903,709</b>	<b>\$ 4,583,292</b>	<b>-14.8%</b>

**ACTIVITY REPORT - INTERPRETIVE FACILITIES**

FACILITY	MONTHLY PERSONS SERVED		
	Current Year	Previous	Change
Metro Beach	3,855	5,323	-27.6%
Wolcott Mill	2,510	1,498	67.6%
Wolcott Farm	2,825	2,568	10.0%
Stony Creek	19,638	15,121	29.9%
Indian Springs EDC*	5,682	4,158	NA
Kensington NC	27,959	24,798	12.7%
Kensington Farm	14,533	13,653	6.4%
Hudson Mills	3,410	3,381	0.9%
Oakwoods	12,824	11,580	10.7%
LEMP Museum	10,470	11,478	-8.8%
Mobile Unit	1,371	1,484	-7.6%
<b>TOTALS</b>	<b>105,077</b>	<b>103,774</b>	<b>1.3%</b>

Y-T-D PERSONS SERVED		
Current Year	Previous Year	Change
167,548	148,383	12.9%
38,732	39,553	-2.1%
86,745	88,548	-2.0%
228,081	243,555	-6.4%
90,546	69,348	NA
294,829	325,466	-9.4%
350,737	358,356	-2.1%
44,132	44,106	0.1%
132,643	125,400	5.8%
140,980	151,060	-6.7%
25,040	24,633	1.7%
<b>1,600,013</b>	<b>1,758,517</b>	<b>-9.0%</b>

REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 13,157	\$ 12,576	4.6%
\$ 12,445	\$ 6,165	101.9%
\$ 102,225	\$ 54,722	86.8%
\$ 29,407	\$ 24,123	21.9%
\$ 29,283	\$ 15,641	NA
\$ 17,086	\$ 15,378	11.1%
\$ 90,097	\$ 80,763	11.6%
\$ 14,058	\$ 8,388	67.6%
\$ 19,630	\$ 15,850	23.8%
\$ 8,572	\$ 8,240	4.0%
\$ 15,840	\$ 11,882	33.3%
<b>\$ 351,800</b>	<b>\$ 266,467</b>	<b>32.0%</b>

\* Combined Indian Springs Nature Center and Environmental Discovery Center Statistics

**ACTIVITY REPORT - FINAL SUMMER ACTIVITIES**

SWIMMING	PATRONS		
	Current Year	Previous	Change
Metro Beach	0	0	-
KMP Splash-Blast	0	0	-
Lower Huron	0	0	-
Willow	0	0	-
Lake Erie	0	0	-
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>-</b>

PATRONS Y-T-D		
Current Year	Previous Year	Change
62,155	59,799	3.9%
61,547	60,195	2.2%
122,157	110,773	10.3%
24,072	21,357	12.7%
44,330	47,712	-7.1%
<b>314,261</b>	<b>299,836</b>	<b>4.8%</b>

REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 183,226	\$ 178,553	2.6%
\$ 204,904	\$ 199,883	2.5%
\$ 810,594	\$ 740,935	9.4%
\$ 81,525	\$ 77,552	5.1%
\$ 260,582	\$ 234,301	11.2%
<b>\$ 1,540,831</b>	<b>\$ 1,431,224</b>	<b>7.7%</b>

PARK	Winter Sports this Month		
	Current Year	Previous Year	Change
Metro Beach			
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	-
Ice Fishermen	184	236	(52.00)
	Totals by Activity		
	Current Year	Previous Year	Change
XC Skiers	0	0	-
Ice Skaters	0	0	-
Sledders	0	0	-
Ice Fishermen	184	236	(52.00)

Winter Sports Y-T-D		
Current Year	Previous Year	Change
199	62	+ 137
563	767	(204.00)
8,295	6,739	+ 1556
5,800	5,000	+ 800
1,227	1,157	+ 70
5,605	5,142	+ 463
1,737	1,779	(42.00)
519	126	+ 393
0	0	-
2,222	2,337	(115.00)
1,700	2,613	(913.00)
14,120	10,628	+ 3492
554	1,167	(613.00)
4,440	3,307	+ 1133
254	419	(165.00)
2,955	2,205	+ 750
1,067	741	+ 326
684	756	(72.00)
162	NA	0
2,919	6,778	(3859.00)
22	26	-4
91	134	-43
6,106	8,053	-1,947
Totals by Activity Y-T-D		
Current Year	Previous Year	Change
16,841	13,819	+ 3022
4,557	5,278	(721.00)
22,735	22,682	+ 53
16,946	18,157	(1211.00)

2010-11 Winter Season To Date (Nov-Present)		
Current Year	Previous Year	Change
282	246	+ 36
1,458	1,663	(205.00)
16,196	15,239	+ 957
12,090	9,080	+ 3010
2,384	1,229	+ 1155
12,007	10,780	+ 1227
3,848	2,628	+ 1220
673	794	(121.00)
1,105	1,355	(250.00)
5,245	3,605	+ 1640
5,128	2,821	+ 2307
29,780	13,274	+ 16506
1,757	1,419	+ 338
8,317	4,977	+ 3340
720	795	(75.00)
5,425	4,420	+ 1005
2,284	1,601	+ 683
1,493	1,644	(151.00)
515	NA	0
10,359	9,192	+ 1167
56	81	-25
245	239	6
7,516	9,483	-1,967
Totals by Activity 2008-09 Season		
Current Year	Previous Year	Change
33,581	24,847	+ 8734
11,254	7,314	+ 3940
53,496	34,840	+ 18656
30,037	29,564	+ 473

# HURON-CLINTON METROPARKS MONTHLY STATISTICS

NOVEMBER 2011

PARK	Seasonal Activities this Month		
	Current Year	Previous Year	Change
<b>Metro Beach</b>			
Welsh Center	6	6	0
Picnic Reservations	0	0	-
Boat Launches	99	61	+ 38
Marina	0	0	-
Mini-Golf	0	0	-
<b>Stony Creek</b>			
Disc Golf <sup>1</sup>	NA	NA	NA
Picnic Reservations	12	5	+ 7
Boat Rental	0	0	-
Boat Launches	19	5	+ 14
<b>Indian Springs</b>			
Picnic Reservations	1	2	(1)
EDC Event Room	5	3	+ 2
<b>Kensington</b>			
Disc Golf Daily	52	21	+ 31
Disc Golf Annual	0	4	(4)
Disc Golf Fees			
Picnic Reservations	17	10	+ 7
Boat Rental	0	0	-
<b>Huron Meadows</b>			
Picnic Reservations	4	0	+ 4
Boat Rental	0	0	-
<b>Hudson Mills</b>			
Disc Golf Daily	503	560	(57)
Disc Golf Annual	2	0	+ 2
Disc Golf Fees			
Picnic Reservations	3	5	(2)
Canoe Rental <sup>3</sup>	0	0	-
<b>Lower Huron / Willow / Oakwoods</b>			
Picnic Reservations	9	12	(3)
<b>Lake Erie</b>			
Picnic Reservations	2	2	
Boat Launches	474	640	(166)
Marina	NA	NA	NA

Seasonal Activities Y-T-D		
Current Year	Previous Year	Change
97	131	(34)
533	538	(5)
6,393	8,513	(2,120)
3,749	4,494	(745)
13,447	14,940	(1,493)
NA	NA	NA
480	417	+ 63
16,883	17,001	(118)
2,260	2,990	(730)
55	61	(6)
27	46	(19)
23,962	27,024	(3,062)
110	127	(17)
497	456	+ 41
13,288	12,982	+ 306
34	40	(6)
356	465	(109)
12,424	18,289	(5,865)
167	205	(38)
154	180	(26)
5,225	5,621	(396)
428	458	(30)
111	114	
16,613	19,381	(2,768)
NA	NA	NA

Seasonal Revenue Y-T-D		
Current Year	Previous Year	Change
\$ 49,325	\$ 43,250	\$6,075
\$ 67,855	\$ 73,525	(\$5,670)
NA	NA	NA
\$ 60,528	\$ 85,028	(\$24,500)
\$ 33,782	\$ 37,158	(\$3,376)
\$ 45,276	\$ 49,764	
\$ 71,875	\$ 62,200	\$9,675
\$ 140,745	\$ 118,465	\$22,280
NA	NA	NA
\$ 8,250	\$ 9,150	(\$900)
\$ 39,488	\$ 48,358	(\$8,870)
\$ 47,924	\$ 54,048	(\$6,124)
\$ 5,446	\$ 11,784	(\$6,338)
\$ 53,370	\$ 65,832	(\$12,462)
\$ 74,550	\$ 68,595	\$5,955
\$ 150,831	\$ 118,649	\$32,182
\$ 5,100	\$ 6,000	(\$900)
\$ 6,396	\$ 5,274	\$1,122
\$ 24,848	\$ 36,578	(\$11,730)
\$ 12,028	\$ 10,750	\$1,278
\$ 36,876	\$ 47,328	(\$10,452)
\$ 23,850	\$ 26,250	(\$2,400)
\$ 23,531	\$ 25,271	(\$1,740)
\$ 64,300	\$ 68,650	(\$4,350)
\$ 17,425	\$ 17,150	\$275
NA	NA	NA
\$ 194,323	\$ 194,194	\$129

Note 1: Park staff can account for daily disc golf sales but total use cannot be accurately tracked because many golfers have an annual disc golf pass.

Note 2: Canoe rental revenue is the HCMA percentage of the concessionaire's total revenue.