

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commissioners Meeting
February 9, 2012, 10:30 a.m.
Administrative Office

1. Chairman's Statement
2. Public Participation
3. Minutes
 - A. Regular Meeting – Jan. 12, 2012
 - B. Closed Session – Jan. 12, 2012
4. Financial Statements (Separate Attachments)
 - A. December 2011
 - B. January 2012
5. Vouchers
 - A. December 2011
 - B. January 2012
6. Purchases
 - A. Kosch Food Service Contract Renewal (pg. 1)
 - B. Steel Drums – All locations (pg. 5)
 - C. Golf Cart Batteries – Stony Creek Golf Course (pg. 7)
 - D. Sodium Hypochlorite – Lower Huron (pg. 9)
7. Reports
 - A. Lake St. Clair
 1. Bids – Furnace and A/C System Replacement – Nature Center, Service Bldg. (pg. 11)
 2. Report – Point Rosa Marsh Grant (pg. 13)
 3. Report – Main Parking Lot Redevelopment
 - a. Project Status Update (pg. 19)
 - b. Proposal – Hydrologic Design Services (pg. 21)
 - B. Huron Meadows
 1. Report – Park Service Area Replacement Concept (pg. 25)
 - C. Willow
 1. Bids – Crack Sealing, Roads and Bike Trails (pg. 27)
 - D. Administrative Office
 1. 2011 4th Quarter Appropriation Adjustments (pg. 29)
 2. Early Retiree Health Care and Insurance Program (pg. 33)
 3. Fund Development Assessment Report (pg. 35)
 4. Update – Contract Negotiation Consultant (pg. 47)
 5. Donations (pg. 49)
 6. Report – Legislative (pg. 51)

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8. Director's Comments
9. Commissioners' Comments
10. Motion to Adjourn

A Pension Committee meeting will take place **prior** to the Feb. 9 Board meeting at 9:00 a.m. at the Administrative Office with a Retiree Health Care Trust meeting immediately following the Pension Committee meeting.

The next regular Board of Commissioners meeting will be held on Thursday, March 8, 2012 at 10:30 a.m. at the Administrative Office.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Janice Schlitters, Food Service Administrator
Subject: Kosch Food Service Contract Renewal
Location: Stony Creek, Wolcott Mill, Indian Springs and Kensington Metroparks
Date: February 2, 2012

Scope of Work: Provide concession and catering at Stony Creek, Wolcott Mill, Indian Springs and Kensington Metroparks as per the terms and conditions of Contract No. 09-003 and the payment schedule listed below.

Kosch Hospitality has provided quality concession food service and catering at facilities and for events in the above mentioned Metroparks since 2010. Kosch is currently contracted for three years (through 2012) with an extension clause, as approved by the Board of Commission in December 2009.

In 2011, the Authority's liquor licenses at Stony Creek Golf Course and Indian Springs Golf Course were amended to allow for the sale of alcoholic beverages at the Stony Creek Banquet Tent and the Indian Springs Environmental Discovery Center for catered events. These permits were approved by the Michigan Liquor Control Commission in May 2011 and October 2011 respectively.

The proposed extension agreement includes a fixed guaranteed amount, (see below) an 8 percent commission on alcohol sales for catered events at the Stony Creek Banquet Tent and the Environmental Discovery Center at Indian Springs, and 33 percent of the net profit.

The guaranteed amount bid by Kosch for 2010 was \$72,000; 2011 \$78,000 and 2012 \$85,000 plus 33 percent of net profit and amended in 2011 to include 8 percent of alcohol sales at catered events at Stony Creek's Banquet Tent and the Environmental Discovery Center at Indian Springs.

<u>Vendor</u>	<u>City</u>	<u>Year</u>	<u>Amount</u>	<u>% of Alcohol Sales at Tent and EDC</u>	<u>% of Net Profit</u>
Kosch Hospitality Services	Rochester, MI	2013	\$88,000	+ 8 %	+ 33 %
		2014	\$91,000	+ 8 %	+ 33 %
		2015	\$94,000	+ 8 %	+ 33 %
		2016	\$97,000	+ 8 %	+ 33 %
		2017	\$100,000	+ 8 %	+ 33 %

Attachment: Kosch Background Letter

Recommendation: That the Board of Commissioners extend the current contract for a five-year period to Kosch Hospitality Services as recommended by Janice Schlitters, Food Service Administrator and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: David C. Moilanen
From: Gregory J. Almas, Deputy Director
Subject: Kosch Food Service Contract Renewal
Date: February 2, 2012

Under the coordination of the Food Service Administrator, a solicitation was issued in August 2009 for the operation of food concessions, vending sales and catering services for group outings and rental facilities within Indian Springs, Kensington, Stony Creek and Wolcott Mill Metroparks. An evaluation committee recommended, and the Board approved, an agreement with Kosch Hospitality Services for a three-year period, 2010 through 2012, with the option to renew the contract for an additional period to be agreed upon.

In 2011 liquor licenses were amended to allow for the sale of alcoholic beverages at the Stony Creek catering tent and the Environmental Discovery Center at Indian Springs.

The contract, as amended, provides a minimum annual guarantee with payment schedule, 33 percent of net profit and 8 percent of alcohol sales at the Stony Creek catering tent and the Environmental Discovery Center at Indian Springs.

In 2010 Kosch did not generate a profit due in part to start up costs and therefore, no additional commissions were generated beyond the guarantee. It appears 2011 profits will exceed \$20,000. This was accomplished with adverse spring 2011 weather conditions and the lack of a clubhouse at Kensington Golf Course.

Five-Year Commission History

<u>Vendor</u>	<u>Year</u>	<u>Amount</u>
Stony Creek Golf/Cranks	2007	\$ 95,510
Stony Creek Golf/Cranks	2008	\$106,639
Stony Creek Golf/Cranks	2009	\$ 82,779
Kosch	2010	\$ 72,000
Kosch*	2011	\$ 88,750

**estimated pending final accounting*

It should also be noted contracts previous to 2010 were based on gross sales with no guarantee or monthly payment scheduled. As such, monthly payment reconciliations were prepared by the HCMA auditor as well as weekly audits of vending and other operations at the park sites. It is estimated the guarantee contract reduces staff effort by as much as \$35,000. As you know, the accounting department has been reduced by one full-time staff person, combining accounting and auditing duties to the remaining staff person. Full-time staff levels have also been reduced at the park level.

Also to be considered, the Lake St. Clair concession contract will also be expiring in December 2012. It is recommended this contract be put out for bid this February with a recommendation to the Board at the April or May meeting. Preferably, if the Board of Commissioners approves a Kosch contract extension agreement, staff will bid the term of the Lake St. Clair contract to expire on the same date. A five-year term is suggested to allow bidders to amortize equipment and provide a more favorable bid. Of course, the Kosch agreement could be extended for a shorter term and again extended to match the Lake St. Clair concession term.

If I can provide further information, please advise.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Ron Smith, Buyer
 Project No: ITB-12-001
 Project Title: Steel Drums
 Location: All Parks
 Date: February 2, 2012

Bids Opened: January 19, 2012 at 2:00 p.m.

Scope of Work: Furnish and deliver 691 each 35-gallon steel drums and 264 each 15-gallon steel ash barrels as per project number given above.

<u>Vendor</u>	<u>City</u>	<u>35-Gallon</u>	<u>15-Gallon</u>
Valmec, Inc.	Fenton, MI	\$21,275.20	\$7,187.40
Maxi Container, Inc.*	Detroit, MI	*\$21,877.06	*\$5,380.32
Source-Hub	Southfield, MI	\$21,676.67	\$7,323.36
Coordinated Defense Supply Systems, Inc.	Clinton, Twp., MI	\$21,718.13	\$7,352.40

Method of Award: Based on low total per item.

INVITATION FOR BIDS WERE POSTED ON MICHIGAN INTER GOVERNMENTAL WEBSITE AND WAS SENT TO 17 REGISTERED SUPPLIERS.

Note: *Maxi Container's prices were based on a total award. In addition, the bid prices do not include delivery charges of \$75.00 per location to five Metroparks.

Recommendation: that the Board of Commissioners award ITB No 12-001 to the low responsive, responsible bidder, Valmec, Inc. for the total bid amount of \$28,462.60 as recommended by Ron Smith, Buyer and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Ron Smith, Buyer
 Project No: ITB-12-004
 Project Title: Golf Cart Batteries
 Location: Stony Creek Metropark, Macomb County
 Date: February 2, 2012

Bids Opened: January 26, 2012 at 2:00 p.m.

Scope of Work: Furnish, deliver, remove old, and install 252 each new 12-volt deep cycle batteries in 63 – 2007 Club Car golf carts at Stony Creek Golf Course.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
Energy Products	Sterling Heights, MI	\$ 34,193.88
Kirk's Automotive	Detroit, MI	\$ 37,570.68
Michigan Tournament Fleet	Commerce Twp., MI	\$ 40,950.00
Dealer Auto Parts Sales, Inc.*	Redford, MI	\$ 41,580.00
Battery Giant of Warren	Warren, MI	\$ 42,298.20
Myco Enterprises, Inc.	Southfield, MI	\$ 44,233.56
Midwest Golf & Turf	Novi, MI	\$ 44,415.00
Batteries Plus of White Lake	White Lake, MI	\$ 44,537.22
Carquest Auto Parts*	Clinton Twp., MI	\$ 44,598.96
All n One Communications	Fraser, MI	\$ 51,975.00
Macomb Collision	Utica, MI	\$ 52,907.40
Batteries Plus of Fenton*	Fenton, MI	\$ 62,997.48
Southern Cross Chemicals, Inc.*	Tulsa, OK	\$ 72,828.00

INVITATION FOR BIDS WERE POSTED ON MICHIGAN INTER GOVERNMENTAL WEBSITE AND WAS SENT TO 68 REGISTERED SUPPLIERS.

* **Note:** Bids by Dealer Auto Parts Sales, Inc., Carquest Auto Parts, Batteries Plus of Fenton, and Southern Cross Chemicals, Inc. did not include removal and installation.

Recommendation: that the Board of Commissioners award ITB No 12-003 to the low responsive, responsible bidder, Energy Products, Inc. in the amount of \$34,193.88 as recommended by Ron Smith, Buyer and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Ron Smith, Buyer
Project No: RFQ-12-004
Project Title: Sodium Hypochlorite (pool bleach)
Location: Lower Huron Metropark, Wayne County
Date: February 2, 2012

Bids Opened: January 27, 2012 at 3:00 p.m.

Scope of Work: Furnish and deliver an estimated 12,000 gallons of sodium hypochlorite to Lower Huron Turtle Cove for the 2012 summer operating season.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
O.P. Aquatics	Strongsville, OH	\$ 15,480.00
Northwest Pools, Inc.	Toledo, OH	\$ 15,840.00
PVS Nolwood Chemicals	Detroit, MI	\$ 19,200.00
K.A. Steel Chemicals, Inc.	Lemont, IL	\$ 43,200.00

REQUEST FOR QUOTATIONS WERE POSTED ON MICHIGAN INTER GOVERNMENTAL WEBSITE AND WAS SENT TO 36 REGISTERED SUPPLIERS.

Recommendation: That the Board of Commissioners award RFQ-12-004 to the low responsive, responsible bidder, O.P. Aquatics in the estimated amount of \$15,480.00 as recommended by Ron Smith, Buyer and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Michael Arens, Chief Engineer
 Project Title: Furnace and Air Conditioning Unit Replacements
 Project Type: Major Maintenance
 Location: Lake St. Clair Metropark – Nature Center and Service Bldg., Macomb County
 Date: February 2, 2012

Scope of Work: Work to include the installation of two commercial forced air furnaces and two air conditioning units at the Nature Center Building, and the installation of two commercial forced air furnaces and one air conditioning unit at the Service Building. Existing furnaces and air conditioning units are deteriorated, failing and beyond repair.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
1. Temperature Services, Inc.	Livonia	\$17,748.00
2. Long Mechanical	Northville	\$18,491.00

Budget Amount

Nature Center – Replace Furnaces and AC Units	\$13,000.00
Service Building – Replace Furnaces and AC Unit	<u>\$ 4,000.00</u>
Total Budget Amount	\$17,000.00

Proposed Work Order Amount

Contract Amount – Temperature Services, Inc. (Rounded)	\$18,000.00
Contract Administration	<u>\$ 1,000.00</u>
Total Proposed Work Order Amount	\$19,000.00

If a Purchase Order is approved, no additional appropriation of funds will be necessary. Sufficient funds exist in the Lake St. Clair Metropark Major Maintenance account to cover the difference between budget Amount and low bid plus contract administration costs.

Recommendation: That the Board of Commissioner issue a Purchase Order to the lowest responsive, responsible bidder, Temperature Services, Inc., in the amount of \$17,748.00 as recommended by Chief Engineer Arens and staff.



To: Board of Commissioners
From: Paul Muelle, Chief of Natural Resources
Subject: Report – Point Rosa Marsh Grant
Date: February 2, 2012

In April 2011, Macomb County and its partners, Huron-Clinton Metroparks, Clinton River Watershed Council, and Wayne State University was awarded \$1,275,000.00 from the U.S. EPA – Great Lakes Restoration Initiative to begin the restoration of nearly 400 acres of Great Lakes Coastal Marsh at Lake St. Clair Metropark, one of the largest remaining coastal marshes remaining on Lake St. Clair. The focus of the project is to restore marsh hydrology, and monitor and improve current avian, reptile and amphibian populations within the marsh through the improvement of wetland habitat including encouraging native vegetation post phragmites removal efforts.

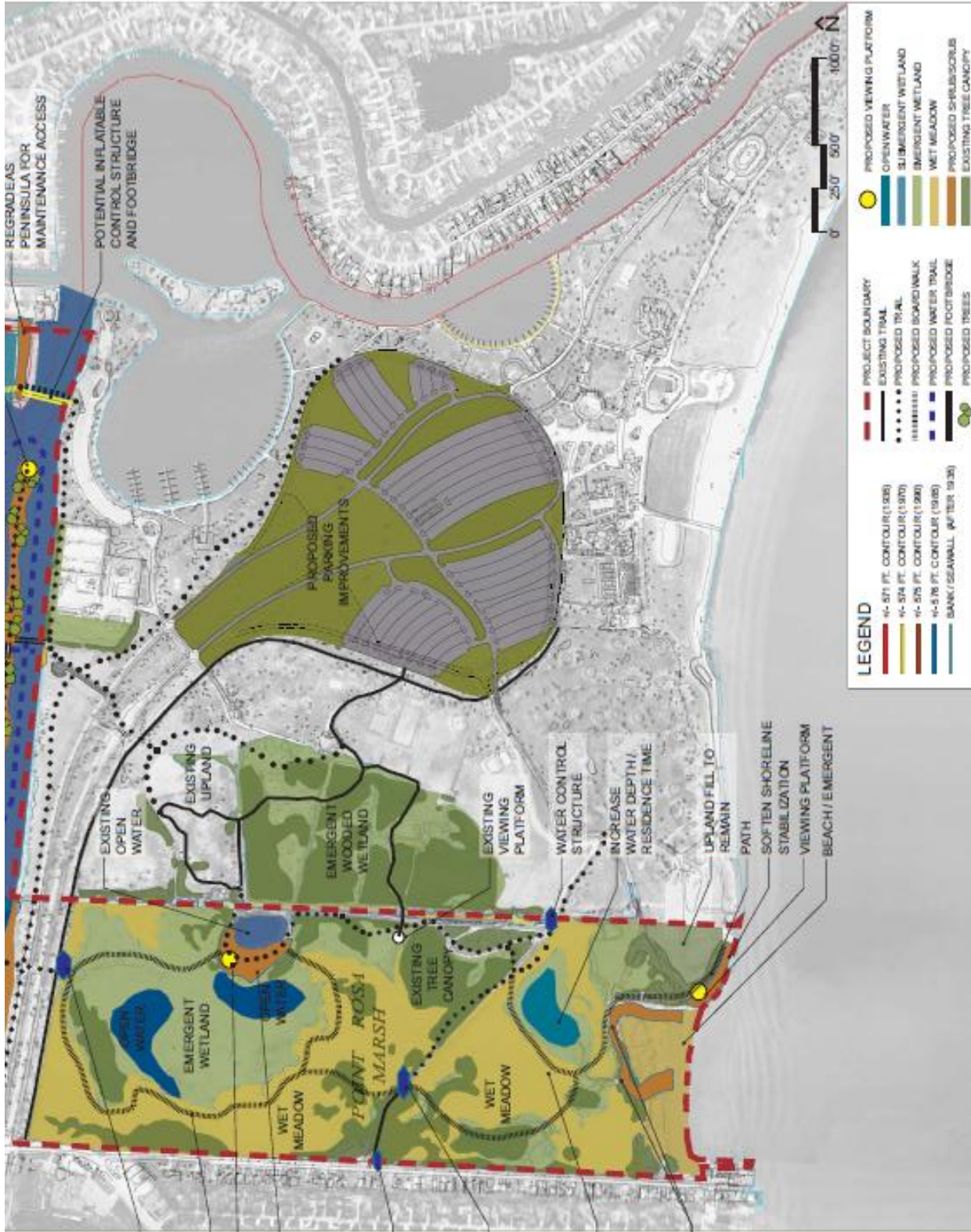
Construction plans for phase one of this project have been submitted to the Metroparks for review and comment. The construction documents are close to completion and the necessary permits have been submitted to the proper State and Federal agencies. This phase of the project is focusing on hydrology improvements in Point Rosa Marsh, habitat improvements and public access to the site. Hydrology improvements will consist of the installation of several water control structures in the marsh to better control water flow between the upper and lower marsh and to redirect water currently leaving the site back into the marsh. The public access and education component of the project will include approximately 600 lineal-feet of boardwalk through the marsh leading to a elevated overlook adjacent to the day sail parking area. Habitat improvements will include tern nesting platforms in the Black Creek Marsh to the north as well as creating open water habitat in the Point Rosa Marsh along with basking and hibernation sites for various herptofauna.

As part of the work plan, the Metroparks retained the services of Herpetological Resource and Management LCC (HRM) as a consultant for herpetological monitoring. As a result of this monitoring work, recommendations have been made to the partnership for herptofauna habitat improvements including creating Eastern Fox Snake (T) hibernation areas and nesting sites for various species of turtles. Since this type of work within the marsh is somewhat specialized and the Metroparks has experience in developing these type of structures, it is recommended that the Metroparks work with HRM LCC on developing these habitat improvements at an estimated cost of \$25,000.

The Metroparks would initially cover the expense of the habitat construction activity, however all costs incurred for this work will be fully reimbursed through the EPA GLRI grant. The EPA structured the grant so that all project cost reimbursements must flow through the primary grant consultant. An agreement with the primary grant consultant, ASTI Environmental was approved by the Board of Commissioners in May 2011 and is in place so the Metroparks can be reimbursed for these activities.

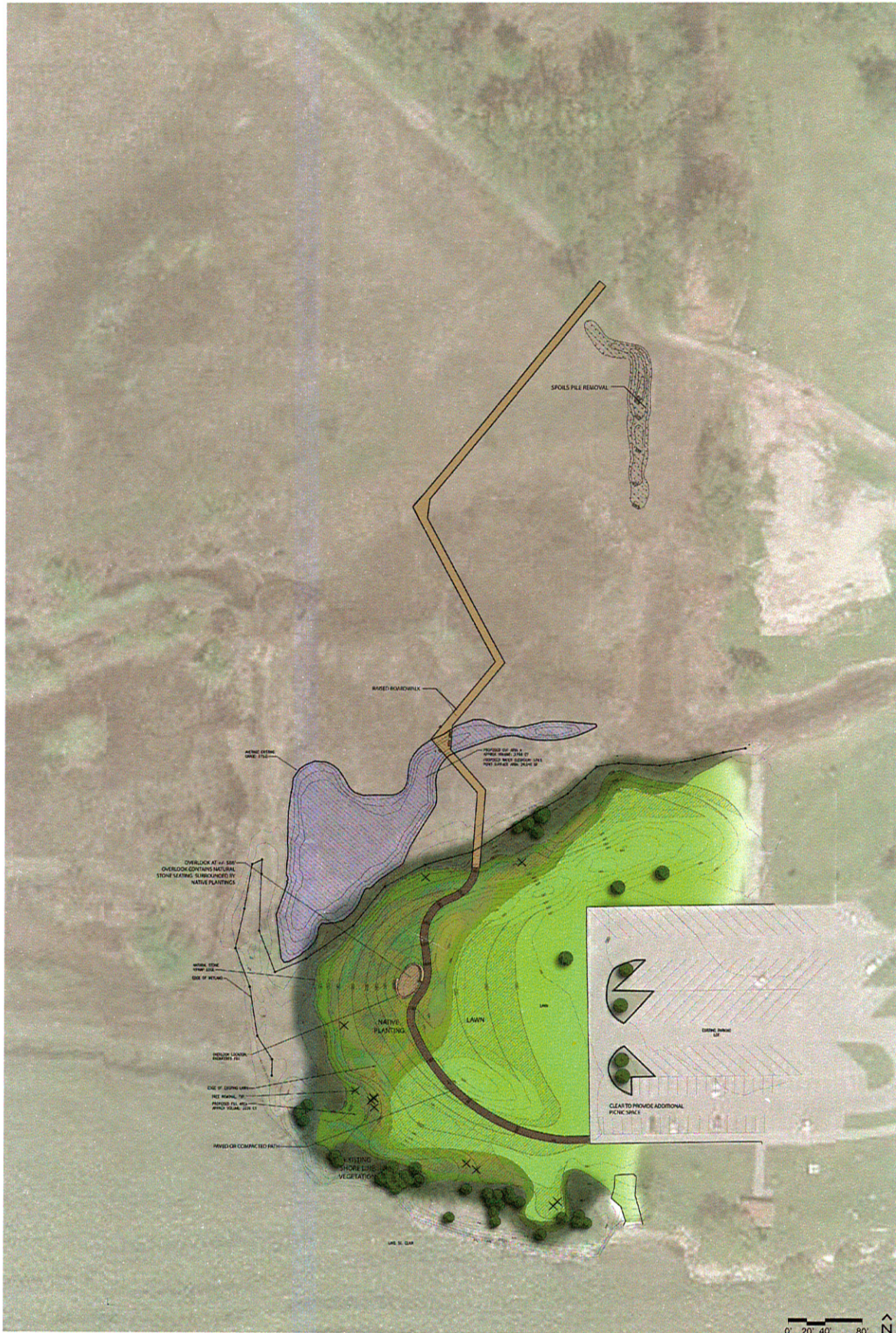
Attachments: Marsh and Boardwalk plans

Recommendation: That the Board of Commissioners receive and file the Marsh Restoration Report and approve the transfer of funds in the total amount of \$25,000 from the Reserve Account to cover the habitat improvement expenditures as recommended by Chief of Natural Resources Muelle and staff.



Preliminary Concept Plan

Lake St. Clair Coastal Wetland Restoration



JANUARY 4, 2012

Overlook & Boardwalk Plan

ASTI Environmental / Hamilton Anderson / Applied Science, Inc.



Lake St. Clair Metropark
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HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Michael Arens, Chief Engineer
 Project Title: Main Parking Lot Redevelopment – Status Update
 U.S. EPA Great Lakes Restoration Initiative Grant No. GL-00E00862-0
 Project Type: Capital Improvement
 Location: Lake St. Clair Metropark, Macomb County
 Date: February 2, 2012

At their September 8, 2011 meeting, the Board of Commissioners approved a Grant Agreement with the U.S. Environmental Protection Agency (USEPA) for a Great Lakes Restoration Initiative (GLRI) grant in the amount of \$1,000,000 for a project to redevelop the Main Parking Lot at Lake St. Clair Metropark.

The total estimated cost of the project is \$1,650,000. This amount includes the following fund sources:

USEPA Grant Amount	\$1,000,000
HCMA Match: 2012 Capital Improvement Budget item, “Reconstruct Main Parking Lot – Phase 1”	\$ 500,000
HCMA Match, In-Kind Services: Engineering services (Consulting and in-house design services)	<u>\$ 165,000</u>
Total Project Amount	\$1,650,000

The Parking Lot Redevelopment project will redesign and reconstruct the Main Parking Lot, its configuration and drainage system, in order to reduce its total area of impervious service, increase green space, and implement stormwater best management practices. The Parking Lot and associated infrastructure was originally constructed in 1950. Its pavement is nearing the end of its useful life, and its storm sewer system is deteriorated and failing. The project will eliminate portions of the existing (and failing) storm sewer system and will eliminate the existing discharge to the Black Creek. It will reduce, capture and redirect stormwater runoff away from the Black Creek and toward the adjacent coastal marshlands to the west, where biological treatment of pollutants can occur. The project will coordinate with the EPA GLRI Coastal Marshlands Restoration grant project (currently in progress), which will improve wetland habitat in the Point Rosa Marsh. Together these projects will accomplish measurable goals toward improving water quality and native habitats at Lake St. Clair Metropark.

This project is the first phase of a project to redevelop the entire Main Parking Lot. As a first phase, primarily the northerly half (approximately) of the parking lot will be addressed in this project. It is estimated that a project to redevelop the entire 42-acre Main Parking Lot could be in the \$4,000,000 range. This proposed Parking Lot Improvement project is designed to provide the maximum level of improvement in terms of project and grant goals, to utilize available funding amounts, and to make meaningful progress toward a comprehensive, master-planned parking lot redevelopment plan.

The Parking Lot Redevelopment project is currently in its conceptual design stage, and the latest version of the concept will be presented to the Board of Commissioners at its Feb. 9, 2012 meeting. Landscape architectural and civil engineering design of the project is being provided by HCMA Planning and Engineering staff. Certain consultant services will be required as the project develops, including the following.

Hydrologic Design Services: Hydrological modeling and analysis of the proposed stormwater system will be required, along with coordination of hydrology with the adjacent Coastal Marshlands Restoration project, stormwater analyses, conceptual design and related assistance on water conveyance and control systems. Staff will recommend retaining the services of Applied Science, Inc., currently subconsultant to the firm of ASTI on the Coastal Marshlands Restoration project. Applied Science has gained extensive knowledge of local hydrology as part of that project and is well-positioned to advise on the interrelationships of the Parking Lot Project with the Coastal Marshlands project. Reference the next Agenda item.

Quality Assurance Project Plan (QAPP): The U.S. EPA GLRI program requires that this project conform with an approved QAPP. HCMA has submitted a QAPP to U.S. EPA and is awaiting approval at this time. The QAPP is intended to (1) demonstrate project performance, (2) monitor environmental data to characterize specific parameters, and (3) evaluate innovative processes. Staff proposes to retain the services of Wayne State University's Department of Civil and Environmental Engineering to provide QAPP monitoring services. WSU is a partner on the Coastal Wetland project (along with Macomb County and the Clinton River Watershed Council) and is familiar with the monitoring and evaluation components of that project. WSU's proposal is forthcoming in the near future.

Electrical Engineering Consulting Services: The project will impact the main electrical power service into Lake St. Clair Metropark, as well as portions of the roadway lighting system. Staff plans to request a proposal from an electrical engineering firm for consulting services regarding these facilities in the near future.

Geotechnical Services: A soil boring program and report covering the proposed project area will be necessary to characterize existing subsurface conditions. Staff plans to issue a request for proposals for this work in the near future.

The U.S. EPA project period is Oct. 1, 2011 to Sept. 30, 2013; therefore it will be important to proceed aggressively with design development.

HCMA will serve as project manager, designer and contract administrator for the Main Parking Lot Redevelopment project as it customarily does. Grant funds will be requested by HCMA and received from the USEPA periodically throughout the project on a reimbursement basis. Regular project progress reporting to the USEPA will be required under the USEPA Great Lakes Accountability System. We will continue to coordinate the project with local and state agencies, including Harrison Township, Macomb County, the Macomb County Department of Public Works and the Michigan Department of Environmental Quality.

Recommendation: That the Board of Commissioners receive and file this report, as recommended by Chief Engineer Michael Arens and Staff.

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Michael Arens, Chief Engineer
Project Title: Proposal, Hydrologic Design Services, Parking Lot Redevelopment
U.S. EPA Great Lakes Restoration Initiative Grant No. GL-00E00862-0
Project Type: Capital Improvement
Location: Lake St. Clair Metropark, Macomb County
Date: February 2, 2012

As reported in the Main Parking Lot Redevelopment Project Status Update, the conceptual design of Main Parking Lot Redevelopment is currently in progress. Landscape architectural and civil engineering design of the project is being provided by HCMA Planning and Engineering staff.

Hydrological modeling and analysis of the proposed stormwater system will be required, along with coordination of hydrology with the adjacent Coastal Marshlands Restoration project, stormwater analyses, conceptual design and related assistance on water conveyance and control systems. Specialized qualification and experience is required for these services.

Staff recommends retaining the services of Applied Science, Inc. of Detroit, currently subconsultant to the firm of ASTI Environmental, Inc. for the Coastal Marshlands Restoration project. ASTI and Applied Science were selected for the Coastal Marshlands project through a qualifications-based selection process undertaken by Macomb County, grantee for that project. Applied Science has gained extensive knowledge of local hydrology and existing conditions as part of that project, and is well-qualified to advise on the interrelationship of the Parking Lot Project and its hydrology with the Coastal Marshlands project.

Applied Science has submitted the attached proposal dated Jan. 23, 2012 in response to our request. Their estimated total proposed amount is \$11,000; actual billings will be based on Applied Science's standard hourly rates.

Attachment: Applied Science, Inc Letter dated Jan. 23, 2012

Recommendation: That the Board of Commissioners accept the proposal of Applied Science, Inc. in the estimated total amount of \$11,000 as recommended by Chief Engineer Arens and Staff.



Applied Science, Inc.

300 River Place, Suite 5400
Detroit, Michigan 48207
Phone: (313) 567-3990
Fax: (313) 567-3750

January 23, 2012

Mr. Michael Arens, P.E., Chief Engineer
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114-9058

Re: Lake St. Clair Metropark Parking Lot Redevelopment Project
As-Needed Hydraulic/Hydrologic Modeling & Design Services

Dear Mr. Arens:

Applied Science, Inc. is pleased to present this proposal to the Huron-Clinton Metropolitan Authority (HCMA) for specialized hydraulic and hydrologic modeling and conceptual design services for the parking lot redevelopment project at the Lake St. Clair Metropark. We are working with ASTI and Macomb County on the Pointe Rosa Marsh (PRM) restoration project at the Metropark and coordination of these two projects will benefit both projects.

Applied Science, Inc. (ASI) is a civil engineering consulting firm that specializes in hydraulic and hydrologic modeling and design of water resources projects. These projects involve stream and wetland restoration, water supply, sewerage, drainage, and wastewater and water treatment systems. ASI has provided these services on numerous small and large projects for municipal and private clients. A Women-owned Business Enterprise (WBE), ASI was founded in 1984 by Karen E. Ridgway. Ms. Ridgway is the President of ASI. The firm's employees include civil engineers, CAD operators, technicians, and support staff.

Our work will involve providing input to HCMA design staff on how the PRM and parking lot redevelopment projects can be coordinated, performing hydrologic water balances for the parking lot redevelopment project for a range of climatological and lake level conditions, performing storm water calculations for design storms, preparing hydraulic profiles for the parking lot redevelopment project for these conditions, and providing conceptual design sketches of the water control structures (if desired).

We understand that HCMA civil engineering and landscape architecture staff will perform the detailed design tasks and provide oversight and assistance during construction.

Mr. Michael Arens, P.E., Chief Engineer
 HCMA
 January 23, 2012
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We propose to work on this project under the direction and in coordination with HCMA staff on an as-needed basis. Billing rates are given below for the ASI staff that may be involved in the project.

Category	Name	Hourly Rate
Principal Engineer	Karen Ridgway	\$147.00
Project Engineer	Jennifer Sackrison	\$80.00
CAD	Nate Howell	\$47.00

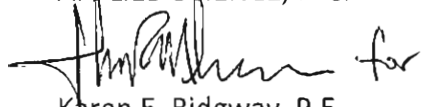
The estimated budget for ASI's work is broken down below.

Task	Estimated Budget
Perform Water Balances & Storm Water Calculations	\$5,000
Prepare Hydraulic Profiles	\$2,000
Develop Control Structure Concepts	\$1,000
Prepare Letter Report	\$1,000
Attend Up to 3 Team Coordination Meetings	\$2,000
Total =	\$11,000

If you have any questions, please call me at (313) 585-4636.

Sincerely,

APPLIED SCIENCE, INC.



Karen E. Ridgway, P.E.
 Project Manager

cc: John Michalski, ASI



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Michael Arens, Chief Engineer
 Project Title: Report - Park Service Area Replacement
 Project Type: Capital Improvement
 Location: Huron Meadows Metropark, Livingston County
 Date: February 2, 2012

The 2012 Capital Improvement Budget includes a project for replacing the existing park service buildings and related facilities at Huron Meadows Metropark. The main components of the project, as separately itemized in the Budget, are as follows:

Park Service Building	\$ 840,000
Park Maintenance Storage Building	\$ 330,000
Park Maintenance Area Site Completion	\$ 25,000
Park Maintenance Area Paving	\$ 130,000
Park Maintenance Building Demolition	<u>\$ 85,000</u>
Total	\$1,410,000

Existing facilities in the service complex to remain include the salt storage building, constructed in 1999 and currently in good condition, and the underground fuel storage system, constructed in 1993 and in serviceable condition at this time.

The existing park service building complex, located adjacent to a residential area on Rickett Road south of Brighton, consists of two large and two small metal Quonset buildings of World War II vintage. Also included are a wood frame storage building dating from the 1920s, and a residential building, circa 1955, which currently serves as an office and employee area.

These buildings are deteriorated, difficult to maintain, beyond repair and not in compliance with current codes. The storage and maintenance buildings have structural and electrical deficiencies that may present potential safety issues. The buildings were neither designed nor constructed for their present use and cannot economically be modified or adapted as such. The buildings were acquired along with the original land purchase for Huron Meadows Metropark in 1977 and have been in continuous use for park maintenance from that date. Since then, minimal amounts (under \$30,000 in Major Maintenance funds) have been spent to maintain the buildings (for repairs, painting and the like), with the intent that they would ultimately be replaced with proper facilities.

The proposed service building will include an estimated 1,700 square-feet of space for office, employee areas, rest rooms and mechanical equipment; an estimated 1,700 square-feet for equipment maintenance; and approximately 4,500 square-feet of equipment/supply storage space, with provisions for pesticide loading and storage. The building will be a relatively simple utilitarian structure, with durable structural components and features, but designed for economy and efficiency. Utilities, including new water well, septic, natural gas and communications will be included, along with pavement, landscaping and demolition of the existing buildings.

The project is in the pre-design stage at this time. A graphic of the current concept will be presented to the Board of Commissioners at its Feb. 9, 2012 meeting. As has been our practice for project design and construction in the past, HCMA Engineering and Planning staff will provide the overall concept, the landscape architectural and civil engineering design, and contract administration for the project.

We will require the services of an architect for building design services. To this end and with the Board's concurrence, staff will recommend requesting a proposal from the firm of Lindhout Associates, Inc. of Brighton. Lindhout was selected by HCMA through a qualifications-based selection process from among a number of firms for the Kensington Golf Starter Building project, which is nearing completion at this time. Lindhout successfully provided quality and economical services on that project; they are a local firm familiar with the local agencies having jurisdiction, and they are familiar with HCMA's operational requirements. Staff believes they would be well-qualified to provide building design services for this project, economically and efficiently. If the Board concurs with this approach, staff would request a proposal from Lindhout and bring it to the Board of Commissioners for consideration at a later date.

Recommendation: That the Board of Commissioners authorize staff to proceed with preliminary design of the project and request an architectural services proposal from the firm of Lindhout Associates, as recommended by Chief Engineer Michael Arens and Staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Michael Arens, Chief Engineer
 Project Title: Hike-Bike Trail Crack Filling and Roadway Overbanding – Various Locations
 Project Type: Major Maintenance
 Location: Willow, Lower Huron and Lake Erie Metroparks
 Date: February 2, 2012

Bids Opened: January 31, 2012 at 2:00 p.m.

Scope of Work: Work to include overband crack sealing of park roadways at various locations throughout Lake Erie, Lower Huron and Willow Metroparks; work also includes hot-applied rubber crack filler at various hike-bike trail locations at Lake Erie and Willow Metroparks. Project bid on a unit price basis per pound of joint sealant, with a total contract amount equal to the total budgeted amount for contract services of \$19,000 for all parks combined. Project is necessary to preserve and extend the life of pavement surfaces.

<u>Contractor</u>	<u>City</u>	<u>Total Pounds</u>	<u>Average Unit Price</u>	<u>Extended Amount</u>
Michigan Joint Sealing, Inc.	Farmington Hills	14,414	\$1.33	\$19,000.00
Highway Maintenance & Construction	Romulus	10,325	\$1.89	\$19,000.00
Scodeller Construction, Inc.	Wixom	9,624	\$2.10	\$19,000.00
Total Budget Amount for Contract Services and Administration				
Willow Metropark Road Crack Sealing & Hike Bike Path Sealing				\$12,000.00
Lower Huron Metropark Road Crack Sealing				\$ 5,000.00
Lake Erie Metropark Road Crack Sealing & Hike-Bike Path Sealing				<u>\$ 5,000.00</u>
Total Budget Amount				\$22,000.00
Proposed Work Order Amount				
Contract Amount-Michigan Joint Sealing, Inc. (Rounded)				\$19,000.00
Contract Administration				<u>\$ 3,000.00</u>
Total Proposed Work Order Amount				\$22,000.00

Recommendation: That the Board of Commissioner approve issuing a Purchase Order to the low responsive, responsible bidder, Michigan Joint Sealing, Inc. in the amount of \$19,000.00 as recommended by Chief Engineer Arens and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Rebecca Franchock, Chief Accountant
Subject: 4th Quarter 2011 Budget Appropriation Adjustments
Date: February 2, 2012

In order to maintain compliance with 2011 Budget line item appropriation limits, monthly reviews have been made of Capital and Operation General Fund expenditure accounts. As a result of these reviews and subsequent review and approval by the Director and Controller, these appropriation adjustments have been recorded.

\$1,032,100 (58 percent) of the \$1,778,300 in General Fund appropriation adjustments made represent appropriations transferred between accounts within the same cost center.

\$695,900 (30 percent) of the \$1,778,300 in General Fund appropriation adjustments made represent appropriations transferred between accounts, between different cost centers.

Appropriations totaling \$50,300 (3 percent) were made from the General Fund Reserve for Future Contingencies account as follows:

1	\$5,200	Donations for benches and trees – various Metroparks
2	2,500	Soccer club field repair donations – Hudson Mills
3	3,200	Cross country skiing program donations – Huron Meadows and Hudson Mills
4	6,100	Pepsi contract funding – food service program – various Metroparks
5	600	Interpretive program donations – Kensington
6	29,300	Budget compilation error – Hudson Mills
7	500	Engineering funds – Kensington
8	2,900	Funding from sale of dairy cattle to increase herd diversity at Wolcott Farm
	<u>\$50,300</u>	

In accordance with Board Policy, \$21,700 of excess Capital Improvement Work Order funding was returned to the Reserve for Future Contingencies upon completion of these projects.

In addition, funds totaling \$14,000 were taken from the Supplemental Major Maintenance Reserve Fund for engineering wages associated with the Kensington Waste Water Treatment project and \$600 of Supplemental Major Maintenance Fund costs were transferred between accounts, between cost centers.

Attachment: 2011 4th Quarter Appropriations

Recommendation: That the Board of Commissioners approve the 2011 4th Quarter Appropriation adjustments as recommended by Director Moilanen and Controller Wahl.

Summary of Changes by Cost Center

	Appropriations Transferred Out of Cost Center	Appropriations Transferred Into Cost Center	Appropriations Transferred Within Cost Center	Appropriations From Reserve	Total Appropriations Transferred
<u>Natural Resource Crew</u>					
Natural Resources	\$ (2,700)	-	-	-	\$ (2,700)
<u>Engineering/Planning</u>					
Administrative Office	(8,000)	83,000	-	-	\$ 75,000
Lake St Clair	(14,000)	4,000	-	-	(10,000)
Kensington	-	14,200	-	-	14,200
Hudson Mills	-	28,000	-	-	28,000
Stony Creek	(28,200)	-	-	-	(28,200)
Willow	(5,000)	-	-	-	(5,000)
Lake Erie	-	5,000	-	-	5,000
Indian Springs	(4,000)	-	-	-	(4,000)
Huron Meadows	(83,000)	-	-	-	(83,000)
<u>Capital Improvements</u>					
Lake St Clair	-	-	13,000	-	13,000
Kensington	-	-	13,900	-	13,900
Dexter-Delhi	-	-	-	-	-
Hudson Mills	-	18,500	5,000	-	23,500
Stony Creek	-	-	2,700	-	2,700
Willow	-	-	14,900	-	14,900
Oakwoods	-	-	-	-	-
Lake Erie	-	-	16,300	-	16,300
Indian Springs	-	-	8,400	-	8,400
Huron Meadows	-	-	-	-	-
Cost Share/Other Agencies	-	70,000	-	-	70,000
<u>Equipment</u>					
Administrative Office	-	21,500	-	-	21,500
Kensington	(83,900)	-	53,300	-	(30,600)
Lower Huron	-	-	4,100	-	4,100
Stony Creek	-	-	7,900	-	7,900
Willow	(1,000)	62,800	4,600	3,000	69,400
Lake Erie	(400)	1,400	3,500	-	4,500
Wolcott Mill	-	900	-	-	900
Indian Springs	(6,600)	-	4,700	-	(1,900)
Huron Meadows	(1,600)	5,200	-	-	3,600
<u>Major Maintenance</u>					
Administrative Office	(15,000)	23,000	-	500	8,500
Lake St Clair	(31,200)	-	-	-	(31,200)
Willow	(1,500)	-	-	-	(1,500)
Oakwoods	-	1,500	-	-	1,500
Wolcott Mill	(70,000)	-	-	-	(70,000)

Summary of Changes by Cost Center

	Appropriations Transferred Out of Cost Center	Appropriations Transferred Into Cost Center	Appropriations Transferred Within Cost Center	Appropriations From Reserve	Total Appropriations Transferred
<u>Operations</u>					
Administrative Office	(120,000)	120,200	27,600	-	27,800
Lake St Clair	(5,400)	5,200	95,900	1,000	96,700
Kensington	(18,100)	18,200	146,000	2,800	148,900
Lower Huron	(39,000)	16,300	80,800	-	58,100
Hudson Mills	(14,100)	32,200	123,100	34,300	175,500
Stony Creek	(39,200)	26,600	83,900	400	71,700
Willow	(4,800)	43,900	71,900	-	111,000
Lake Erie	(28,700)	41,900	114,200	2,600	130,000
Wolcott Mill	(18,100)	300	57,000	2,900	42,100
Indian Springs	(28,900)	1,600	45,600	-	18,300
Huron Meadows	(13,500)	3,000	31,900	2,800	24,200
Natural Resources	(10,000)	47,500	1,900	-	39,400
Total Adjustments	<u>\$ (695,900)</u>	<u>\$ 695,900</u>	<u>\$ 1,032,100</u>	<u>\$ 50,300</u>	<u>\$ 1,082,400</u>
<u>Supplemental Major Maintenance Fund</u>					
Engineering/Planning					
Kensington	(600)	-	-	14,000	13,400
Major Maintenance					
Stony Creek	-	600	-	-	600
Total Supp Maj Maint Fund	<u>\$ (600)</u>	<u>\$ 600</u>	<u>\$ -</u>	<u>\$ 14,000</u>	<u>\$ 14,000</u>
Total All Funds	<u>\$ (696,500)</u>	<u>\$ 696,500</u>	<u>\$ 1,032,100</u>	<u>\$ 64,300</u>	<u>\$ 1,096,400</u>



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Carol Stone, Human Resources Manager
Subject: Early Retiree Reimbursement Program
Date: May 12, 2011

In May 2010, the Federal government implemented the Early Retiree Reimbursement Program (ERRP) as part of the Patient Protection and Affordable Care Act. The program provided employers with reimbursement for a portion of the health insurance claims paid for pre-65 retirees. Interest in the program exceeded expectations and the ability to enroll was suspended shortly after the program was introduced. Fortunately, HCMA contracted Automated Benefit Services to complete the enrollment application and coordinate the claims submission process and was successfully enrolled in the program in 2010.

On Dec. 5, 2011, HCMA received notification that a payment of \$130,425.21 had been approved by ERRP with payment scheduled for January 2012. Payment was received on Jan. 17, 2012. The cost to administer the program by Automated Benefit Services was \$29,250 resulting in a net reimbursement of \$101,175.20. It should be noted that although originally intended to continue through 2014, notification was received in December that funds had been depleted and claims reimbursement had been suspended as of Dec. 31, 2011.

As part of HCMA's effort to pre-fund retiree health care benefits; in June 2005, the Board directed that Medicare Part D subsidy payments be deposited into the Retiree Health Care Trust. It is recommended that the ERRP reimbursement be treated in the same manner as the Medicare Part D subsidy and be transferred into the Retiree Health Care Trust.

Recommendation: That the Board of Commissioners approve the transfer of \$130,425.21 to the Retiree Health Care Trust Fund as recommended by Human Resources Manager Carol Stone and staff.

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: David C. Moilanen, Director
Subject: Metroparks Fund Development Initiative
Date: February 2, 2012

One of the goals identified in the recently adopted Strategic Plan for the Metroparks is to increase and diversify funding resources for the Metroparks. One of the areas that had been identified for consideration is to re-activate the Huron-Clinton Metroparks Foundation and/or to retain the services of a person with expertise and experience in fund development.

In exploring this option I have engaged the help of Hammond and Associates, which provides strategic philanthropic services, to develop a report answering some of the questions that would need to be answered if the Metroparks is to move forward in this area of fund raising. Chuck Hammond and his associate, Virginia Fallis, had been previously retained in 2008 to do an in-depth assessment of the viability, direction and opportunities of the Metroparks Foundation and then again they were retained in 2009-'10 to help develop the Metroparks Strategic Plan. They both have extensive knowledge of the Metroparks system, the challenges it faces in engaging in philanthropic activities, and they are familiar with the history and status of the Foundation. Additionally, I consulted with Cedric Richner, who also serves as strategic fundraising counsel and Gary Dembs, president of the Non-Profit Personnel Network.

The Hammond and Associates report is attached. The report identifies five basic elements necessary for successful fundraising efforts and evaluates where the Metroparks stand in relation to those five elements, and makes recommendations about the areas where the Metroparks would have to strengthen its efforts in order to establish a successful fundraising program.

Generally speaking, the economic climate in Southeast Michigan for fundraising has improved since 2008-'09 when Hammond made his initial assessment. More agencies are stepping up their fund raising efforts. It should be realized that the Metroparks would need to invest funds and time in order to generate revenue. According to one fund development counsel, the average nationally for established fundraising programs is that it costs about \$.24 for every dollar raised. Initially, it will take some time, perhaps two years, for there to be a net revenue generation. It also needs to be understood that the fund development efforts should be seen as a way to add value and benefit to the Metroparks and its programs, not as a way to shore up operations affected by shrinking tax revenues.

Although the report from Hammond envisions an External Relations Department for the Metroparks with an External Relations Director who could expect a salary of \$90,000 to \$125,000, other fundraising counsel have suggested that a fund development director with some experience fundraising and working with a variety of groups and individuals, could command a salary of \$65,000 - \$80,000. An associate manager, who would need more guidance and who would not have as much experience or connections to potential donors could expect a salary of about \$40,000. If an executive search consultant is retained to help find and select this person, the service could cost an additional 20 percent of the person's first year salary.

With Board consensus that the Metroparks should proceed with a formal, structured fund development program, there are several possible alternative ways to proceed.

1. As the Hammond report would suggest, hire a fund development director to re-establish the Huron-Clinton Metroparks Foundation, as well as to develop and oversee major capital campaigns and fundraising efforts. This would entail developing and working with a foundation board of directors, as well as direct fundraising. This alternative has drawbacks and attributes. It would probably take longer to see results in the form of significant donations generated because time would need to be spent recruiting a Foundation Board. In the long run, though, this strategy would probably be more effective in generating philanthropic donations because more people would be involved providing networking and leads for the development director.
2. Retain the services of a fund development director on a contract basis, perhaps three years, to work on developing a case for support and fund raising collateral, identifying several fundraising projects, and then working to secure funding for these projects. The second alternative would reduce start up costs and time, and would allow the development director to spend more time directly on fundraising and less on recruiting and working with a Foundation Board of Directors. It would also give the Metroparks experience doing a more organized, structured fund raising program, which could then be re-assessed and longer term program decisions could be made at that time.
3. Work with existing staff to enhance the mechanisms and improve methodology for gift giving so that it is easier for potential donors to make contributions. This would mean improving the Website to promote and permit gift giving on line, developing a gift-giving brochure, training staff on how to encourage and work with potential donors, and tap into the potential of gifts from current park users, volunteers and other known supporters of the Metroparks. This approach would initially be the least costly, but also would not be as likely to generate the level of philanthropic giving that either of the other two approaches would generate.

The various fund development counsel contacted all stated that there is great potential in developing a more structured and aggressive Metroparks fund raising program. In order to make an enhanced program successful, it will require support from both the Board and staff. Initially, funds will need to be committed and time will be needed both to establish a more robust program and to allow the program to bear financial fruit. While a formal benchmarking evaluation of other park agencies' fund development programs has not been completed, informal research and discussions indicate that those who have put the commitment and effort into their fund raising efforts are seeing positive results.

Of the three alternatives, the second would appear the most appealing. While current staff can do more in the way of fund development, and can be trained to better promote and solicit contributions, hiring a person who has the experience and expertise would probably be more successful. On the other hand, hiring an External Relations Department Director initially would seem to be more than is necessary to get a viable fund development program started for the Metroparks. Staff suggests that a fund development director be hired on a contractual basis and that an executive search firm be retained to help with the process.

Attachment: Hammond and Associates Fund Development Report

Recommendation: That the Board of Commissioners approve staff moving forward with the process of hiring a fund development director on a three-year contractual basis, and that funds not to exceed \$110,000 be transferred from the Reserve for Future Contingencies Account to cover the first year's salary and cover the search firm's costs, as recommended by Director Moilanen and staff.

MEMORANDUM

TO: David C. Moilanen, Director
Huron-Clinton Metropolitan Authority

FROM: Hammond & Associates LLC

DATE: February 2, 2012

RE: Fundraising at HCMA

As you requested, Dave, we are pleased to provide the following thoughts with respect to Fundraising at HCMA. Please do not hesitate to let us know if you have any questions.

As is the practice of Hammond & Associates, we approach the work of fundraising through our combined 50 years of experience as fundraising professionals and through a “best practices” lens. Based on our experience and perspective, we have learned that for fundraising efforts to be successful, especially in southeast Michigan, the following elements are essential:

- A compelling vision and well constructed Case for Support. The Case for Support must include an articulation of the undeniable community need for the project, evidence of thoughtful, detailed and believable budgets and timelines, and endorsements from recognizable community opinion-makers willing to provide leadership for the project.
- A Board of Directors that endorses the vision and are willing to provide the following: early personal financial support; a willingness to solicit gifts for the project; leadership in identifying and recruiting others to join the effort; leadership in identifying and cultivating prospects; and oversight for the fundraising effort.
- Visible, credible and engaged volunteer leadership consisting of an individual or individuals with the access and influence who are engaged in soliciting major leadership commitments.
- Sufficient prospects, each of which has been cultivated and stewarded over a period of time, to provide commitments during the early stages of the fundraising effort. A multi-million dollar campaign in particular will be successful only if there is a sufficient number of donors at high levels.
- A well-staffed, well organized development department that provides the infrastructure necessary to support volunteers and manage the day-to-day activities of a fundraising program.

As HCMA determines to move forward with fundraising, Hammond & Associates offers the following commentary on the each of these five elements highlighting where HCMA is sufficiently strong and where HCMA will need to shore-up in order to drive fundraising success.

Case for Support

HCMA does have fundable elements that would likely be attractive to donors, particularly individuals. These elements are:

- Education and Interpretive Programs, including those that address “No Child Left Inside”
- Trees
- Dog Parks
- Children’s Play Areas
- Wetland Restoration and Watershed Protection
- Picnic Shelters
- Hiking/Biking Trails
- Land Conservation and Stewardship
- Land Acquisition

Moving forward, these fundable elements need to be packaged into materials (or even one brochure) which bundles these fundable elements into overarching categories. For example:

Natural Resource Conservation and Development – this becomes a category of focus and priority where detailed narrative is created outlining the:

- number of trees HCMA plants or replaces every year
- importance of wetland restoration and watershed protection
- land conservation, stewardship and acquisition goals and needs of HCMA

An overarching goal can be assigned to this category, perhaps defining need over the next five years. In addition, each particular item should have a separate and distinct goal associated with it. HCMA might boil this down to the cost of one new tree for those who wish to provide support but are not able to make large contributions.

Health, Wellness, Fitness and Family Fun – this category contains elements such as dog parks, children’s play areas, picnic shelters and hiking/biking trails. As with the other category, you can apply a quantified five-year need as an overarching goal and then establish the annual investment needed in each category.

Interpretive and Educational Programs – this category should not only outline current programs and expenses but might include new programs and offerings that can come on line with new or dedicated revenue.

Great care needs to be taken in creating this narrative because HCMA MUST NOT simply rationalize the need for philanthropy based on a shrinking tax base/shrinking revenue. The many foundations that have been established by public school systems due to declining public funds have not taken off with gusto because of the private sector’s unwillingness to step in and fill a gap left by government. Rather, those foundations that have been successful are positioning the need for additional funding as key to setting the school system apart and providing “added value benefit” to the basic education a child receives – such as arts programs, foreign language programs and robotics

to name but a few. HCMA must also position philanthropy as “added value” to the already high quality Metroparks experience.

Hammond & Associates would recommend the engagement of a professional design firm that can assist in the development of printed materials as well as possibly developing the actual narrative.

SUMMARY:

HCMA has fundable elements but they are not currently packaged in a fashion that can be presented as a vision worthy of private philanthropic investment. Once this is done, professional materials will then need to be developed. This will take approximately three months to complete.

Board of Directors/Campaign Leadership

Typically when in a Capital Campaign, the Board and Campaign Leadership are different entities. In the case of HCMA, the best possible positioning the organization can do here is to reconstitute the Foundation and a Board of Directors that are recruited with access and influence in mind.

We make this recommendation for several reasons:

- a. As a quasi-governmental agency, there will be some potential investors who will be skeptical that HCMA can manage or “care for” their investment properly over time. A Foundation Board provides these skeptics with peers and recognizable community leaders that they can point to as stewards of resources.
- b. In SE Michigan, it is rare that fundraising success is driven solely by staff. Big hospitals and large universities might enjoy staff that are held largely accountable but organizations such as HCMA cannot expect the burden of fundraising success to lie squarely and only with a hired staff person.
- c. Put another way, fundraising is successful when a vision is presented to a potential donor by a peer. Staff are rarely seen as peers by potential large investors.
- d. Another factor in favor of the Foundation board is geography. The geographic region covered by the HCMA is large enough to offer multiple spheres of influence – a Washtenaw County sphere, the Macomb County sphere, the Wayne County sphere, the Downriver Sphere, the Oakland County sphere, etc. A Foundation Board recruited with these spheres in mind will fast track the identification of donor prospects and interested parties. Absent a fully engaged Foundation Board, the process of fundraising will take several years to fully gel and become quantifiable. Put another way, fundraising cannot be relegated to a staff position alone.
- e. Technically, HCMA can and does accept contributions that do not flow through the Foundation. These, however, are often “over the transom” and happen randomly. With a Foundation Board that is well chosen and properly engaged and staffed, fundraising will increase.

SUMMARY:

Reconstitute the Foundation Board, recruiting trustees with access and influence in the philanthropic realm and then fully engage them and staff them around the identification, cultivation and solicitation of prospects.

Reconstituting the Foundation Board will likely take 6-12 months.

Sufficient Prospects

In theory, the HCMA has a donor prospect pool of 9,000,000 found in the 9,000,000 visitors/users of the parks on an annual basis. The challenge, however, is that HCMA still does not have a mechanism in place that captures name, address and user habit information in any systematic or usable fashion. Therefore, it is not an exaggeration to say that today, HCMA's "cultivated and interested" prospects are currently completely unknown to the organization.

This continued lack of demographic information on users will soon become a significant challenge in growing the marketing function as larger companies with decent sponsorship budgets will want to overlay the HCMA's demographic information onto their own identified matrix of customers to be certain there is a match around which a return on investment can be calculated.

This lack of prospect information also dovetails with the argument for a Foundation Board that can help with this important process by making connections with people in their sphere of influence that have an affection/affinity to the parks and who might be cultivated for contributions.

Prospecting must also be VERY carefully coordinated with HCMA's marketing and community outreach efforts. In fundraising jargon this is known as a "donor/prospect centric approach". If coordinated properly, the best possible contact person is working with a donor/sponsor prospect with ALL of HCMA's needs in mind and most especially with a donor/prospect's goals in mind. Put another way, great care needs to be ensured so that the marketing department isn't taking to a sponsor one day, the community relations department isn't taking to the same prospect another day and then a Development Officer isn't presenting a different package of opportunities yet another day. There is a bit of this overlap happening currently and adding an additional layer mandates more coordination of effort and more dialogue between staff members.

Further, fundraising at its best is relationship building and not cold calling – another argument for a Foundation Board that can assist in important relationship building while a staff person is coming on board and getting his/her feet firmly planted on the ground.

Indeed, HCMA does have several thousand emails of park users and other interested parties. These may be "mined", however, utilizing them with the expectation that a strong email campaign soliciting contributions will produce tremendous results is not wise.

It is the professional opinion of Counsel that HCMA's best donor prospects are individuals – regular park users who have great affection for "their park".

Corporations will likely be good prospects for marketing dollars and sponsorships. Corporate contributions budgets have been severely cut over the past several years and many have even put a moratorium on adding new fund recipients to their mix. Cultivation efforts related to Corporations should be advanced but may take 12-24 months to pay off.

Foundations have, perhaps, the greatest flexibility right now BUT will be extremely cautious about funding HCMA unless the project is programmatic in nature and addresses a sweeping need such as childhood obesity or another large-scale issue. As with corporations, it will take 12-24 months of cultivation before an invitation to make a major grant application can be reasonably expected.

SUMMARY:

HCMA's lack of demographic information on users is a serious concern with regard to how quickly a fundraising program can reach its full potential. A Foundation Board and/or Fundraising Staff will be significantly challenged in the early stages of building this program by this lack of information.

Staffing

As we outlined in our December 2008 report, Hammond & Associates sees great value in bundling the marketing, communications, community relations and fundraising functions under one umbrella called External Relations. Marketing and fundraising, while separate functions, are highly complementary and from time to time may very well be working with the same prospect pool. Coordination is KEY to the success of both. Likewise, community relations will have overlap and communications is primarily functioning as a means to help advertise and drive attendance and usership.

If these functions are not bundled, then HCMA will soon find that it is tripping over itself in the community AND with the addition of Fundraising will create a fourth new silos within an historic culture of isolated activity.

To that end, Hammond & Associates suggests that a highly experienced External Relations Director be recruited – one with at least 10-15 years of experience in managing and growing such a program.

A person of this caliber typically commands a salary in the range of \$90,000 -- \$125,000 in the Southeast Michigan community.

Further, HCMA MUST invest in the creation of gift receipting and acknowledgment guidelines, create benefits for donors at different levels and provide adequate administrative staff, reporting up through the Foundation, to ensure the accurate recording of gifts and donors information into a distinct donor database that can be managed for future growth and results. Administrative staff would come at an annual cost of approximately \$35,000. In the beginning stages, donor information might be kept in Excel and/or Access but as the program grows, HCMA must be willing to invest in a donor database.

SUMMARY:

HCMA is strongly advised to bundle Fundraising, Marketing, Communications and Community Relations under one umbrella department. Further, an experienced External Relations Director will require an investment of \$90,000 -- \$125,000 and an administrative assistant for at least \$35,000. There will also need to be an investment in infrastructure as well as in development of policies and procedures.

Goal Setting/Expense Budget

The matter of goal-setting is important to consider here. It is absolutely a false expectation that a program such as HCMA envisions will have significant impact after only 12 months. Rather, Counsel would take a 3-5 year view of this fundraising proposition. In our professional experience, given all of the opportunities and challenges outlined above we offer the following as working conservative goals for the first five years:

Goal Year 1 -- \$ 150,000

Goal Year 2 -- \$ 250,000

Goal Year 3 -- \$ 500,000

Goal Year 4 -- \$ 750,000

Goal Year 5 -- \$1,000,000

Over a 5 year period, a conservative estimate of total contributed revenue exceeds \$2.5 Million. This is only contributed revenue and does not factor into the equation sponsorship dollars generated through marketing efforts or attendance increases with corresponding revenue.

In addition, it will take money to raise money and Hammond & Associates strongly recommends an expense budget of \$50,000 be established for the first year to cover the cost of Case materials, lunches/dinners/meetings with prospects, recruitment of Foundation Board members, communication with donors, postage, printing, etc.

Timeline

Hammond & Associates offers the following timeline:

Month 1 – HCMA Commissioners make decision on External Relations and all approvals are in order.

Month 2 – creation of job description and posting of position

Month 3 – review of resumes and interview candidates

Month 4 – final candidate interviews and decision made

Months 5-6-7 – External Relations Director fully on board.

Develops Case for Support

Hires Administrative Assistant

- Formalizes Goals/Objectives for External Relations Department and staff
- Visit with each Commissioner to brainstorm Foundation Board candidates
- Develop Foundation Board expectations
- Develop Gift Receipting and Acceptance Policies
- Develop Giving Levels and benefits
- Begin to Develop Prospect List
- Develop Communications Plan designed to inform public of new opportunities for contribution to HCMA

Months 8-9-10

- Recruit Foundation Board members
- Hold first Foundation Board meeting
- Continue cultivation/solicitation of prospects
- Make assignments for each Foundation Board member

Moving forward from this initial start-up phase, which in fact may spill over to a full 12 months, the main tasks and milestones will be “working” prospects – identification, cultivation and solicitation – as well as monthly coordinating meetings between staff, regular contact with Foundation Board members, regular Foundation Board meetings (bi-monthly) and updating goals as new information is gathered related to prospects.

As always, please do not hesitate to let us know if you have any questions or wish to clarify any information.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Carol Stone, Human Resources Manager
 Subject: Consultant – Union Contract Negotiations
 Date: February 2, 2012

At the January Board meeting, Commissioner McCulloch recommended that HCMA utilize a consultant as a resource during upcoming union contract negotiations. Based on our understanding of Commissioner McCulloch's recommendation, the scope of services for the consultant would include:

- Assist in assembling best practices and salary and benefit information in preparation for negotiations to include a review of the wage and benefit study prepared by HCMA to validate accuracy of the information.
- Review existing labor contracts and cost containment measures taken to date. Work with HCMA negotiating team to identify issues to be addressed during the collective bargaining process.
- Utilizing the Five-Year-Plan, external comparables, and the wage and benefit study, assist in development and/or review of contract proposals prepared by HCMA staff to ensure that the wages and benefits proposed accurately reflect the current labor market and support HCMA's strategic plan with a focus on structural cost containment/cost reductions.
- Provide recommendations and feedback to the HCMA negotiating team and the Board.

Staff has contacted the Michigan Municipal League and Michigan State University's School of Human Resources and Labor Relations for assistance in identifying potential consultants. In addition, Commissioner McCulloch recommended consideration of Tom Eaton.

Resources identified to date include:

- **Tom Eaton:** Suggested by Commissioner McCulloch, Mr. Eaton has served as Deputy Director and Director of Human Resources for Oakland County. Mr. Eaton was part of the management team that spearheaded cost containment efforts for Oakland County.
- **Amy Sullivan:** Recommended by the Michigan Municipal League, Ms. Sullivan is a former consultant for MML when they were providing these types of services. Ms. Sullivan has a Masters in Public Administration and extensive public sector management experience specializing in human resources and labor relations.
- **Michael Polzin:** Dr. Polzin is an Associate Professor for the School of Human Resources and Labor Relations at Michigan State University. MSU provides executive training, consultants and technical assistance to businesses and also maintains a library of public sector collective bargaining agreements and Act 312/Fact Finding awards. Mr. Polzin has indicated that MSU can assist HCMA in the collective bargaining process but would like to meet with HCMA before proceeding further.

Recommendation: That the Board of Commissioner advise staff regarding the scope of services and the selection process required for the consultant as recommended by Human Resources Manager Stone and staff.



7 - D - 5
Meeting of February 9, 2012

HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Gregory J. Almas, Deputy Director
Subject: December Donations (4)
Date: February 2, 2012

The following donations were received through Jan. 31, 2012:

1. Excelda Corporation made a \$520 cash donation for program use at Kensington's Farm Center and Nature Center.
2. Richard Higgins donated a Civil War era wagon to be used for displays at Wolcott Mill; itemizing a value of \$500.
3. Terry and Jo Anne Trush made a \$500 cash donation for the maintenance and care of the Eagles at Lake Erie.
4. Ryan Black made a \$300 cash donation as a gift for Katie Carney to be used at Kensington.

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

GEORGE M. CARR, P.C.

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Mr. Anthony Marrocco, Chairman
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114-9058

February 1, 2012

Dear Chairman Marrocco:

By all accounts the Governor's State of the State address was all business. He recapped some of the achievements in the past year and outlined a general plan of unfinished business. Even the Governor's transportation plan was low key, only encouraging the Legislature to "hold hearings". Following the speech a 17 bill transportation reform package was introduced in the Legislature to increase revenues and restructure the system. True to the Governor's form, a get down to business approach.

Senator Ton Casperson, Chair of the Senate Transportation Committee, promptly announce his intent to hold a series of state-wide hearings on the Governor's plan. The first is scheduled for March 16th in Marquette.

While transportation began to move, the long anticipated Personal Property Tax (PPT) reform package appears locked on hold. Attached is a position paper from SEMCOG released last week on PPT. While the SEMCOG report outlines the various issues surrounding Michigan's PPT, it brings little to the table in Lansing on solutions. For nearly two decades the same questions have echoed in Lansing with respect to PPT reform:

1. How Broad? (Industrial, Commercial, Utility property)
2. How Much? (Immediate or Phase-in)
3. Hold Harmless (Local Units, Schools, Local Bonds)

These questions still form the basis of PPT reform discussions today. The Governor's 2012-13 State Budget presentation scheduled for February 9th may begin to bring additional clarity to the debate. If any PPT replacement revenues are contemplated for the next year some placeholder is anticipated in the Governor's presentation.

Yesterday the House Oversight, Reform & Ethics Committee approved an additional package of bills targeted at union contracts. House Bills 5023 thru 5026 were reported out on party line votes over the opposition of organized labor. The only bill in the package with direct impact on the Authority is HB 5025 that would require the annual

written approval of employee union dues through payroll deduction. Unlike other legislation, these bills have no provision exempting current negotiated contracts. We are working with the sponsors and Committee Chair to clarify both intent and application to the HCMA.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "G. M. Carr", written in a cursive style.

George M. Carr

SEMCOG, the Southeast Michigan Council of Governments and Metropolitan Affairs Coalition (MAC) Task Force on Personal Property Tax Reform Review and Recommendations

Background

The Metropolitan Affairs Coalition (MAC) is a partnership of business, labor and government leaders in Southeast Michigan. The guiding principle of MAC is that the region's problems are best addressed when all parties are at the table developing solutions together. SEMCOG, the Southeast Michigan Council of Governments, is a group of 159 member communities representing the interests of counties, cities, villages, townships and other governmental entities throughout the seven-county region.

A MAC/SEMCOG Task Force has been convened to review issues regarding the potential elimination of Michigan's Personal Property Tax. Personal Property Tax (PPT) disproportionately impacts manufacturing and other capital-intensive industries, is difficult to administer, and creates a competitive disadvantage for Michigan's business climate by discouraging future economic development/investment. Yet, a critical issue with its elimination remains – specifically how do governments that rely on the PPT survive if this major revenue stream is significantly reduced or eliminated?

The current economic climate has been challenging for both public and private sectors. Businesses have downsized and fought to remain profitable in the face of reduced consumer demand and increased global competition, while local governments have endured significant revenue losses due to reduced revenue sharing and lower property values. This makes the stakes high for everyone.

PPT revenue helps fund state, county, and local governments, as well as school districts, libraries, community colleges, park authorities, etc. This is a long-standing tax, dating back to 1893, and is critically important to many communities, especially those that have a large manufacturing base. The amount of revenue from PPT varies widely from community to community. For example, in the SEMCOG region, the percent of revenue collected by governmental entities ranges from 20% in Wayne and 15% in Warren, to 5% and 7% in Commerce and Brownstown Townships, respectively. Finding replacement revenue for a tax that affects communities in such an uneven manner adds to the challenge.

We – business, labor and local government leadership – all agree that local government services are essential to our quality of life and economic prosperity. We also agree that manufacturing investment is critical to the economic well-being of the region. As discussions continue in Lansing regarding PPT reduction/elimination and potential replacement revenue options, the SEMCOG/MAC Task Force has developed key principles that may be helpful to the Legislature and the Administration as they work toward reform.

MAC/SEMCOG Positions on Personal Property Tax Reform

- It is in everyone's best interest that our communities and businesses flourish.
- There is mutual concern that Michigan's tax system be competitive for business and industry.
 - Michigan's current PPT system presents challenges in assessment and administration for businesses as well as state and local governments.
 - The existing PPT system disproportionately impacts capital-intensive industries, including auto manufacturing, and is a disincentive to new equipment investment and associated job retention and growth.
- Personal Property Tax will likely undergo some type of reform in the current political environment.
- An extensive examination and possible overhaul of the entire system for funding the core services of local government also needs to occur.
- There is mutual concern that the loss of PPT revenue, without adequate replacement revenue, jeopardizes the fiscal strength and fundamental underpinnings of our communities.
 - Given declining revenue trends for local government, a dedicated, stable, long-term revenue stream that supports viable communities and their ability to provide services is required and should be guaranteed.
 - Any reduction or elimination of the PPT should address all consequences, including impacts on debt retirement, debt limits, millage debt levies, real property tax levies, abatements, TIFAs, bond obligations, etc.

Principles for Ongoing/Replacement Funding for Local Government

- A variety of revenue sources/approaches that do not fall on any one sector, including individuals, may be necessary to replace the Personal Property Tax.
 - State should have the primary role in PPT revenue replacement funding
 - Local revenue replacement tools/options should be made available to complement state replacement funding
 - Provides some local control
 - Less subject to state budgetary decisions
- Any phase-out of PPT should be implemented in conjunction with a phase-in of replacement revenue over an adequate period of time. For example:
 - Phase-out/eliminate tax on new industrial equipment investment first
 - Phase-in revenue from expiring business tax credits as one source of replacement
- Whatever tax system results must be more predictable, simple, streamlined, fair, and equitable.

- Revenue replacement, whether administered or collected at the state, regional, or local level, must be:
 - Dedicated to local governments, particularly those losing PPT revenue
 - Predictable over the long-term, with safeguards in place so it cannot be eroded in the future, as has occurred with revenue sharing and other local government funding sources
 - Sufficient to ensure provision of core community services, with a goal of revenue neutral
- Innovative approaches to revenue replacement strategies/concepts are strongly encouraged, and should be broadly explored and investigated, within the following parameters.
 - Replacement options should:
 - Mitigate harm to communities most affected by loss of PPT revenue
 - Provide long-term, stable, sustainable revenue stream
 - Be easily managed and reduce administrative burden

The SEMCOG/MAC Task Force has uniquely brought leaders from local government and business together for serious debate over the complex Personal Property Tax reform issue. Members of the Task Force are strongly committed to the mutual goals of encouraging business investment while supporting vital local government services. To that end, we offer our expertise and assistance to Lansing leadership to contribute ideas and help formulate a solution to the critical issue of revenue replacement.

Note: The SEMCOG/MAC Position Paper on Personal Property Tax Reform was approved by a majority vote of leadership, but does not necessarily reflect the opinions of all members or member organizations, which may disagree or hold stronger positions on certain points.

SEMCOG, the Southeast Michigan Council of Governments, is the only organization in Southeast Michigan that brings together all of the region's governments to solve regional challenges. SEMCOG strengthens local governments and the region by providing data and unbiased analysis for informed decision making; promoting the efficient use of tax dollars for both long-term infrastructure investment and shorter-term governmental efficiency; delivering direct assistance to member governments in the areas of transportation, environment, and community and economic development; solving regional issues that go beyond the boundaries of individual local governments; and advocating on behalf of Southeast Michigan in Lansing and Washington.

The **Metropolitan Affairs Coalition (MAC)**, a non-profit public/private partnership, is the only group that brings business, labor, government and education leaders together to build consensus and seek solutions to regional issues. It promotes regional cooperation and dialogue, and works to advance policies and develop programs that enhance Southeast Michigan's economic vitality and quality of life.

For more information about SEMCOG and MAC, please visit www.semco.org and www.mac-web.org.



**HURON-CLINTON METROPOLITAN AUTHORITY
JANUARY MONTHLY REPORT
FOR
BOARD OF COMMISSIONERS
FEBRUARY 9, 2012**

Director's Comments

- The snow making equipment that was rented on an experimental basis and efforts by staff to provide enough snow for a 1.5 kilometer cross country ski trail at Huron Meadows was successful in allowing the scheduled Frosty Freestyle Cross Country Ski Race to take place. It also enabled a few weekend days of cross country skiing to take place in spite of the unseasonably warm weather. Without the equipment and effort, the race and these other days of skiing would have been canceled. Still, with the warm temperatures, cross country skiing, even where we could make snow, was well below average.
- Greg Almas and I spent time reviewing performance objectives for 2012 with each of the department heads and park management teams. Each group had developed objectives to accomplish that tied to goals of the strategic plan and specifically would help to improve the visitor experience and/or efficiency of operations. The various departmental/park lists will be compiled and sent along to staff and commissioners.
- The committee continues to work on the business plan for Wolcott Mill Metropark Farm Center. A meeting was held with staff and the three commissioners on the committee, and in response to questions and concerns raised by commissioners at that meeting, staff is putting together in more detail and more explicitly the expected changes in costs, revenues and attendance that would occur with the proposed changes in staffing, operation and programming of the farm. Staff is particularly looking at the potential cost savings that could accrue from contracting out the crop production portion of the farm.

Eastern District

Lake St. Clair, Stony Creek, Wolcott Mill, –

Mike Lyons

- The lack of winter weather in January had an adverse affect on visitation and revenue.
- The ski center opened for rentals for only two days during the month; 70 sets of skis were rented, producing \$700 in total ski center revenue.
- The mild temperatures allowed maintenance staff to work on clearing areas within the Ridgewood picnic area for the new campground at Stony Creek. Work is ahead of schedule and the camping area will be ready for the first camping weekend in June.
- Work also continued on the development of three additional holes on the Buckhorn Disc Golf Course. The project should be completed by summer and the course will go from 24 to 27 holes.
- The 2nd Annual "Freeze Your Franny" charity 5K walk/run was held on Jan. 28 at Stony Creek with more than 1,050 participating in this year's event which is more than double from last year's event. Proceeds from the event went to the American Cancer Society.
- With the mild temperatures, there also has been no cross country skiing, minimal ice fishing and ice skating at Lake St. Clair Metropark. However, the weather was conducive for walking, jogging and shore fishing.
- Work continues on making the necessary changes and spreading the word regarding the park name change to Lake St. Clair Metropark.
- A meeting was held with members of the Lake St. Clair Tourism Initiative to discuss a Duathlon that the group will be sponsoring within the park.

Western District

Indian Springs, Kensington, Huron Meadows, Hudson Mills, Dexter-Huron, Delhi – Kim Jarvis

- The spring-like weather at Kensington increase vehicle entries Jan. 6 – 8. During this three-day period, there were 5,031 vehicle entries into the park with \$34,577 in revenue.
- The winter sports area was able to open Jan. 21 for sledding and cross country skiing.
- The lack of snow forced the cancellation of the “Winter Bliss Festival” scheduled for Jan. 29; however, the staff was able to have the Ice Harvesting Festival Jan. 28 – 29 at the Farm Center. Staff obtained surplus blocks of ice from the Plymouth Ice Festival so this program could still be held.
- A snow gun was rented for Huron Meadows to make snow. Staff created a cross country ski trail 1.5 kilometers in length named, Bucks Run. A \$5 trail fee was collected to ski the trail; and so far this month, staff has been able to make snow and open five days with 162 skiers using the trail and 60 people renting equipment.
- The 3rd Annual Frosty Freestyle Race was held on Jan. 14. Staff made snow for 48 hours for the race. This race is part of the Michigan Cup cross country series that takes place throughout Michigan.
- Hudson Mills had the annual “Chillin’ at the Mills” event on Jan. 28. Thirty cubic-yards of snow was brought from Huron Meadows to hold the event which included snow shoeing, dog sledding and snow sculpting.
- Staff also continues organizing for the first “Cardboard Classic” sledding race on Feb. 12.

Southern District

Lower Huron, Willow, Oakwood, Lake Erie – Jim Pershing

- January saw only one partial weekend of limited winter sports at Willow. Jan. 21-22 provided enough snow for marginal cross country skiing and some sledding.
- On Jan. 16, staff presented a large signed banner from the 9/11 Remembrance event that took place at Lake Erie to the Brownstown Fire and Police Departments at the township board meeting.
- Deer culls at Oakwoods took place on Jan. 17 and 26. A total of 20 deer were removed of the two days falling short of a target of 23 deer.
- Due to the mild weather, construction has begun at the Tulip Tree campground at Lower Huron. Seven sites were staked, topsoil was removed from five of these sites and limestone was spread at the sites to create “pads” for trailers and tow vehicles.

Interpretive Services –

Mike George

- Met with representatives from “Nature Connections.”
- Held meetings at interpretive facilities regarding program ideas for 2012.

Lake St. Clair Nature Center

- Staff presented a Michigan Environmental Education Curriculum Support (MEECS) teacher workshop through the Macomb Intermediate School District.
- The center’s “Webelos Geologist” program had good turnout with additional programs added to accommodate the numbers.
- The mild weather and rare birds in the park enticed people to visit the nature center. Bird watchers came to view birds, such as Snowy Owls and Purple Sandpipers.

Interpretive Services (con't) – Lake St. Clair Nature Center

- Staff, along with a park officer, rescued five large Red-eared Slider turtles that someone released onto the ice in the marsh. Some of the turtles were injured and bleeding and in need of veterinary care. Since the Red-eared Slider turtles are non-native they cannot be released in the spring and they are also too large for displays. Staff is working with Herpetological Resource and Management regarding care and finding homes for the turtles.

Wolcott Mill Historic Center

- Above average temperatures brought more trail walkers to the Historic Center; which resulted in higher visitation numbers this January than previous Januarys.
- Two school appointments and one library offsite program under the Four County Community Foundation Grant helped the program numbers for the month.

Wolcott Mill Farm Center

- January has brought new challenges and a new Farm Manager and Supervising Interpreter.
- Programs went well and included Harness and Hitch, Family Farm Chores, Family Farm Tours, and our Fun with Animal programs.
- Staff also attended the Girl Scouts Go Green program at Dakota High School and met with more than 300 scouts and their leaders.
- The “Friends of the Farm” met again this month and produced some great ideas for 2012.

Stony Creek Nature Center

- January was busy with a large number of School Outreach and Winter Adventure programs. Once again the center offered the option of a campfire hotdog lunch as part of the “Winter Adventure - Human Survival” program, and a number of schools participated.
- Twenty-eight School Outreach presentations were given to 1,981 students and teachers in January. These numbers show a significant increase over last year due to more requests by teachers for outreach programs in January.
- Seventeen volunteers contributed 51 hours of their time and talents to the care and feeding of the nature center's animals.

Indian Springs Environmental Discovery Center

- Despite the lack of snow, “Animals in Winter” and “Animal Track T-shirts” were of the center's most popular school programs for the month.
- Homeschool sessions were also well-attended, with a focus on energy and natural resources for the older groups and “fun science experiments” for the youngest group.
- The most popular weekend programs were “Space” workshops for both boy and girl scouts. These featured the center's portable planetarium as well as an assortment of other cosmic activities.
- The EDC also participated in the Oakland County Parks tour of the Metroparks Western District.

Kensington Farm Center

- Ice Harvesting was held Jan. 28 and 29. Despite the unseasonably warm month, the program went well. While there was no ice on the river, the Farm Center obtained blocks of leftover ice from the Plymouth Ice Festival. The blocks were then used in hands-on demonstration of traditional ice-harvesting methods.
- The farm had excellent PR in the last few weeks of January. The biggest news being a litter of piglets born, which was featured in several news sources, including the MSNBC website, as well as both the Detroit News and Free Press. The final “Farmer for a Day” was also featured in both the Oakland Press and Hometown Press.

Interpretive Services (con't) – Kensington Nature Center

- Warmer than normal temperatures with minimal snow resulted in the cancelling of ice fishing and Kensington's "Winter Bliss Festival."
- The center held their 36th Annual "New Year's Bird Count," attracting a record 97 individuals, however, only 42 species of birds was recorded.
- Staff conducted a career day program at a local school and two interpretive staff members presented at an area senior living center.

Mobile Learning Center

- Staff visited 13 schools conducting "in-school" programs.

Hudson Mills Activity Center

- Despite unseasonably warm weather, winter-themed programs, including the "Winter Festival" continued with snow brought in from Huron Meadows.
- "Chillin' at the Mills Winter Festival" was another success with 222 presold tickets and 132 sold at the door, for a total of 354 participants.
- This year's 23 volunteers helped out at various stations, all revolving around winter recreation and wildlife, including such favorites as dog sledding and klondike races.

Oakwoods Nature Center

- A "new" constant, was the center's birthday parties. There was a party during three of the weekends during the month; and two are scheduled in February. The birthday parties have been an excellent fill for Sundays, which tend to be slower days when the weather is a bit more "wintry."
- School Outreach programs also wrapped up for the season.
- The "Winter Scavenger Hunt" and "Dreamcatcher Workshop" were well attended on Jan. 14; as was the "Winter Survival Workshop" on Jan. 28.
- Additional highlights for the month included two "Winter Hike & Bonfire" programs, both well attended, with a total of 75 people for the two evenings.

Lake Erie Marshlands Museum and Nature Center

- The annual "Erie Ice Daze" took place on Jan. 21 and 22. Staff was able to build the snowsnake track, freezing weather firmed it, and a following hefty snowfall sealed the deal. The snowsnake track was the fastest on record. In addition, the dog mushers extended their stay and provided rides for all willing children.
- The Tundra Swan watches were a success.
- The night sky offered a clear vista for the Ford Astronomy Club to set up their scopes for public observation! This part of the festival only happens about 50 percent of the time since cloudy winter nights are typical.
- The only outside event cancelled due to mild weather was the ice fishing experience.
- Inside the museum, The Silver Strings Dulcimer Society played. Flint-knappers, fly-tyers, wool weavers, woodcarvers and other craftspeople engaged the public. Craft room volunteers facilitated the making of dozens of stuffed snowsnakes, muskrat dress-up figures and yarn sewing cards. Among the new additions to this year's venue was a participatory story time based on a winter folk tale called "The Mitten."
- The center's "Hoot Hike," another new offering, ended up with a large crowd that was treated to an aggravated response from a Screech Owl.
- Other Museum happenings during January included one of the largest "Crack O' Dawn" walks ever, "Webelos Forester" programs and "Frigid Fowl: Detroit River Birding."

Human Resources –

Carol Stone

- Utilizing data from a part-time/seasonal wage study completed in 2011, the wage scale and annual bonus program for provisional and seasonal employees was amended effective Jan. 1, 2012 resulting in an annual savings of approximately \$200,000. The bonus program for provisional employees was eliminated and the hourly rates were increased by approximately 2 percent. There had been no change to the provisional wage scale since 2008. There was no change to the wage scale for seasonal employees and the bonus program was amended to eliminate the tiered rates and provide one rate for the bonus.
- A train-the-trainer customer service session was held on Jan. 18. Approximately 50 managers/supervisors attended the training that was held at Oakwoods Nature Center. The theme of the program is “Catch the Fish” and it incorporated four major points:
 - Choose Your Attitude: Employees are in control of the attitude they present to our customers. Emphasis is placed on first impressions and greeting customers with a smile.
 - Make Their Day: Wow our customers with such an extraordinary experience that they want to return to our parks.
 - Be there: Be responsive to customer needs, answer questions and respond to concerns/complaints as quickly as possible.
 - Get Out & Play: Employees should enjoy what they’re doing and that should be visible to our park patrons. It also means they should engage our customers in conversation, demonstrate activities, etc.
- The program also includes methods to reinforce and recognize employees that exemplify extraordinary customer service.
- There was one workers compensation injury reported in January resulting in a laceration, and there was one vehicle accident that occurred while plowing resulting in minor damage to the vehicle.
- HR began working with Blue Cross on the transition to the high deductible health plan for non-represented employees that goes into effect March 1.
- The Safety Committee met on Jan. 25 and topics discussed included required OSHA and safety training for 2012; review of capital and major maintenance projects; review of 2011 4th quarter employee injury reports, vehicle accident reports, and patron injury reports.

Information Systems –

Nolan Clark

- The final lunchroom computers were installed and maintenance crews now have access to the network.
- The last three parks have been added to the new ShoreTel phone system. Once completed, staff will begin working back through the entire system, customizing and installing new features.
- Automated auditing software has been updated as well as the help desk software.

Community Relations –

Jack Liang

- Initiated meeting with Lake St. Clair park staff, Macomb County government, and sailing group that would like to create a major sailing instruction program at Lake St. Clair Metropark, as well as house a fleet of sailboats there for public use.
- Continued efforts seeking funding support for DSO concerts at Metroparks.
- Met with Janina Jacobs, an independent consultant specializing in multi-media, and Greg Almas regarding golf business development.
- Managed a meeting of “Friends of Wolcott Farm” meeting. Topics discussed included 2012 planned events/volunteer requirements, sale of Crooked Creek milk and ice cream at the Farm, seeking of funding support for new Farm playground.

Community Relations (con't) –

- Preparing for Feb. 7 meeting for the Tourism and Hospitality committee of the Sterling Heights Chamber of Commerce at Wolcott Mill Farm.

Planning –

Susan Nyquist

- Staff projects include the replacement of signs to transition from Metro Beach Metropark to Lake St. Clair Metropark, landscape revisions and improvements at the Nature Center, and design work related to a number of grants including the parking lot redesign and construction, land acquisition, and enhancement of Point Rosa Marsh.
- Staff continues to participate in the preparation of plans and drawings for Wolcott Mill Farm. The site plan has been updated with some revisions including a small tot lot. While not in the budget, the tot lot may be a wonderful opportunity for donations and community participation.
- Staff continues its involvement in the development of trails at Hudson Mills and Dexter-Huron Metroparks; as well as the connector trail from Oakwoods to the city of Flat Rock.

Engineering –

Mike Arens

Stony Creek

- Work on the Eastwood Beach/Boat Launch Water Main Rehabilitation project by Teltow Construction progresses. Shop drawing approvals are in progress. Open cut sections of water main near Eastwood Beach have been installed, and pressure testing of these sections is in progress.

Indian Springs

- A design kickoff meeting for the DTE SolarCurrents project between DTE, their consultant and HCMA staff was held Jan. 25. DTE and Nova presented their preliminary design concept, schedule and other items at that meeting.

Kensington

- Work on the Sanitary System Improvement project by Reliance Building Co. continues to progress well. Directional drilling of the force main from the East Boat Launch pump station to the Milford sanitary sewer connection is mostly complete, with short sections of bore under the Main Park Road and in the MDOT right-of-way remaining to be completed. Pipe fusing for the under-lake bore is complete. Electrical and mechanical work at both pump stations are in progress.
- Work on the Golf Starter Building by Garrison Construction is nearing completion. Building exterior work (masonry, doors, windows, soffit and roof) is largely complete and nearing the punch list stage. Interior work is approximately 90 percent complete. Interior finishes (millwork, painting, and flooring) are about 90 percent complete. Major equipment items have been installed and are being connected.

Hudson Mills

- Design of the Hudson Mills to Dexter Trail is approximately 80 percent complete. Trail alignment, cross section and profile are complete; design details and specification are under way. Staff is finalizing bridge and boardwalk details. Project specifications, item quantities and cost estimate are in progress.

Natural Resources –

Paul Muelle

- Met with Engineering and Planning staff members and ASI consultants to review the development of plans for the Lake St. Clair Metropark parking lot re-development which is being funding through a GLRI EPA grant awarded to the HCMA last year.

Natural Resources (con't) –

- Staff also met with members of the Detroit River-Western Lake Erie working group to continue developing the phragmites control grant and with The Nature Conservancy (TNC) to discuss the Green Ribbon Initiative invasive species control grant.
- Staff met with graduate students from the University of Michigan to continue discussions on their Metroparks Sustainability Project and attended the UofM SNRE Career/Masters Project Client Fair.
- In addition, staff continued contacting organizations regarding volunteer opportunities and completed the 2012 volunteer schedule.
- Management plans and GIS data files for rare species continues to be updated and improved, new abstracts for rare species booklet were completed and plant species lists for the Nature Centers were completed and sent out to the parks.
- Deer management activities concluded this month with an additional 42 deer removed from two parks over a four night period. Other deer management action taken this month include the consolidation of vegetation survey data into a single data base and discussions with Michigan Nature Association regarding possible cooperative deer management efforts at Indian Springs Metropark.
- The Natural Resource Crew continues to remove invasive shrubs using the Wetblade at Oakwoods, Kensington and Stony Creek Metroparks, removing dead and dangerous trees, pruning and stump grinding throughout the several parks and evaluating and estimating tree removal work at Hudson Mills Metropark in association with the proposed hike/bike trail.

Purchasing –

Scott Michael

- Staff prepared information for food service contracts and recommendations.
- Staff reviewed information on the procurement card feasibility study.
- Staff gathered data for asset management software.
- Staff reviewed the department performance objectives and initiated a plan of action.

Police Department –

George Phifer

Kensington

- On Jan. 25, a Metroparks Police Officer went to the Oak Park Police Department, to pick up a subject on a traffic warrant from our department. The arrested subject was transported to Novi District Court for processing, and was released by the court on a personal bond.

Communications –

Denise Semion

- The Detroit News and Detroit Free Press sent photographers to cover the story on Huron Meadows Metropark making its own snow for the Frosty Freestyle Cross country ski race. The Livingston County Press and Argus featured the race with photos and a story. In addition, several newspapers have called for stories on the warm weather and activities at the parks.
- Interviewed Weight Watchers' spokeswoman Florine Marks on winter activities at Kensington Metropark. The segment will air on WDIV Channel 4 during the 6:00 p.m. hour sometime in February.
- Staff wrote and designed two marketing emails, using the new self-serve email system with Fluency Media.
- The new Metroparks video is completed, and under final review.

**Marketing –
Kassie Kretzschmar**

- Continue to work on the February 2012 event – “Cardboard Classic” for Indian Springs Metropark where participants create sleds out of cardboard, paint, tape and glue only and then are judged on creativity and speed.
- Met with WCSX and WRIF representatives to discuss a possible Blues Brews and BBQ event this summer at one of the Metroparks.
- Working on a Sprint & Splash Duathlon fundraiser at Lake St. Clair Metropark with Macomb County Executive Mark Hackel’s office and the Lake St. Clair initiative committee for a June 2012 event.
- Set up meetings with McCann Worldwide to discuss branding and positioning ideas.
- Met with Macomb County Executive Mark Hackel and his staff to discuss Navy Week and other initiatives for Macomb County and Lake St. Clair Metropark.
- Held more meetings and planning for the FLW Bass Tournament event we are looking to secure with Macomb County for Lake St. Clair Metropark for 2012 and 2013.
- Continue to work on Costco promotion; getting final approval from Costco now on a program that will run April – June 2012.

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COMMUNICATIONS AND MARKETING SUMMARY JANUARY 2012

Activity Type	Activity	Park
Interpretive	Interview on coyotes in the area	Lake St. Clair Nature Center
	Boy Scouts hosted a "Chief Pontiac Trail" educator workshop at the EDC, staff spoke on offerings at the Metroparks	EDC
	Media coverage on piglets born and "Farmer for a Day" program	Kensington Farm Center
	Farm receives silver Milk Quality Award from Michigan Milk Producers Association	Wolcott Mill Farm Center
Miscellaneous	Denise Semion interviewed with Florine Mark on winter activities at Kensington Metropark on WDIV	Kensington
	Facebook - over 5,000 followers	AO
News Release	Try winter's best activities at Kensington's Winter Bliss Festival	Kensington
	Heat up winter fun at Chillin' at the Mills	Hudson Mills
	REI Frosty Freestyle Race draws 101 skiers to Huron Meadows Metropark	Huron Meadows
	Wolcott Mill Metropark recognized for excellence in dairy production	Wolcott Mill
	Old-time methods preserve Kensington Metropark's Ice Harvesting event	Kensington
	Cool Fun: Erie Ice Daze at Lake Erie Metropark	Lake Erie
	Huron-Clinton Metroparks give 9/11 banner in thanks to Brownstown	AO
	Florine Mark highlighted exercising at Kensington	Kensington
News Story	Detroit News, Free Press and Livingston Press and Argus stories on snow making equipment and ski race	Huron Meadows
Online Store	Online store generated \$2551 in sales, with 65 annual permits, 17 HCMA/Oakland County Joint Permits, 1 Annual Boat Permit and \$80 in gift card sales	AO
Website	820 Metropark website visitors requested to join our email list, list total is more than 43,000	AO

Google Analytics - January 2012



HURON-CLINTON METROPARKS MONTHLY STATISTICS

January 2012

PARK	MONTHLY VEHICLE ENTRIES		
	Current Year	Previous	Change
Lake St Clair	14,066	14,953	-5.9%
Wolcott Mill	982	1,054	-6.8%
Stony Creek	16,989	16,085	5.6%
Indian Springs	2,896	3,937	-26.4%
Kensington	35,353	34,665	2.0%
Huron Meadows	2,848	5,897	-51.7%
Hudson Mills	9,260	8,334	11.1%
Lower Huron	12,692	12,948	-2.0%
Willow	10,053	8,775	14.6%
Oakwoods	2,479	2,215	11.9%
Lake Erie	6,749	7,440	-9.3%
Monthly TOTALS	114,367	116,303	-1.7%

MONTHLY TOLL REVENUE		
Current Year	Previous Year	Change
\$ 36,010	\$ 54,888	-34.4%
\$ 25	\$ 50	-50.0%
\$ 73,687	\$ 86,463	-14.8%
\$ 13,013	\$ 13,371	-2.7%
\$ 88,152	\$ 101,205	-12.9%
\$ 4,355	\$ 8,905	-51.1%
\$ 26,632	\$ 28,645	-7.0%
\$ 29,537	\$ 10,995	168.6%
\$ 5,800	\$ 12,825	-54.8%
\$ 4,605	\$ 2,835	62.4%
\$ 26,623	\$ 25,235	5.5%
\$ 308,439	\$ 345,417	-10.7%

MONTHLY TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 49,319	\$ 56,557	-12.8%
\$ 26,881	\$ 7,732	247.7%
\$ 91,944	\$ 106,105	-13.3%
\$ 14,946	\$ 16,336	-8.5%
\$ 100,395	\$ 125,437	-20.0%
\$ 6,817	\$ 16,146	-57.8%
\$ 32,532	\$ 39,421	-17.5%
\$ 32,597	\$ 14,185	129.8%
\$ 7,056	\$ 15,095	-53.3%
\$ 6,165	\$ 3,681	67.5%
\$ 28,249	\$ 28,211	0.1%
\$ 396,901	\$ 428,906	-7.5%

PARK	Y-T-D VEHICLE ENTRIES		
	Current Year	Previous	Change
Lake St Clair	14,066	14,953	-5.9%
Wolcott Mill	982	1,054	-6.8%
Stony Creek	16,989	16,085	5.6%
Indian Springs	2,896	3,937	-26.4%
Kensington	35,353	34,665	2.0%
Huron Meadows	2,848	5,897	-51.7%
Hudson Mills	9,260	8,334	11.1%
Lower Huron	12,692	12,948	-2.0%
Willow	10,053	8,775	14.6%
Oakwoods	2,479	2,215	11.9%
Lake Erie	6,749	7,440	-9.3%
Y-T-D TOTALS	114,367	116,303	-1.7%

Y-T-D TOLL REVENUE		
Current Year	Previous Year	Change
\$ 36,010	\$ 54,888	-34.4%
\$ 25	\$ 50	100%
\$ 73,687	\$ 86,463	-14.8%
\$ 13,013	\$ 13,371	-2.7%
\$ 88,152	\$ 101,205	-12.9%
\$ 4,355	\$ 8,905	-51.1%
\$ 26,632	\$ 28,645	-7.0%
\$ 29,537	\$ 10,995	168.6%
\$ 5,800	\$ 12,825	-54.8%
\$ 4,605	\$ 2,835	62.4%
\$ 26,623	\$ 25,235	5.5%
\$ 308,439	\$ 345,417	-10.7%

Y-T-D TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 49,319	\$ 56,557	-12.8%
\$ 26,881	\$ 7,732	247.7%
\$ 91,944	\$ 106,105	-13.3%
\$ 14,946	\$ 16,336	-8.5%
\$ 100,395	\$ 125,437	-20.0%
\$ 6,817	\$ 16,146	-57.8%
\$ 32,532	\$ 39,421	-17.5%
\$ 32,597	\$ 14,185	129.8%
\$ 7,056	\$ 15,095	-53.3%
\$ 6,165	\$ 3,681	67.5%
\$ 28,249	\$ 28,211	0.1%
\$ 396,901	\$ 428,906	-7.5%

	Y-T-D Vehicle Entries by Management Unit		
Eastern District			
Lake St Clair	32,037	32,092	-0.2%
Stony Creek			
Wolcott Mill			
Western District			
Kensington	50,357	52,833	-4.7%
Hudson Mills			
Indian Springs			
Huron Meadows			
Southern District			
Lower Huron	31,973	31,378	1.9%
Willow			
Oakwoods			
Lake Erie			

Y-T-D Toll Revenue by Management Unit		
\$109,722	\$141,401	-22.4%
\$132,152	\$152,126	-13.1%
\$66,565	\$51,890	28.3%

Y-T-D Total Revenue by Management Unit		
\$168,144	\$170,394	-1.3%
\$154,690	\$197,340	-21.6%
\$74,067	\$61,172	21.1%

ACTIVITY REPORT - GOLF

GOLF COURSE	MONTHLY ROUNDS		
	Current Year	Previous	Change
Wolcott Mill	0	0	-
Stony Creek	0	0	-
Indian Springs	0	0	-
Kensington	0	0	-
Huron Meadows	0	0	-
Hudson Mills	0	0	-
Willow	0	0	-
Lake Erie	0	0	-
Regulation Subtotal	0	0	-
MB Par 3	1	0	-
L. Huron Par 3	0	0	-
TOTALS	1	0	

ROUNDS Y-T-D		
Current Year	Previous Year	Change
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
1	0	-
0	0	-
1	0	

GOLF REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ -	\$ -	-
\$ 1,296	\$ 532	143.6%
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	-
\$ 1,296	\$ 532	143.6%
\$ 5	\$ -	-
\$ -	\$ -	-
\$ 1,301	\$ 532	144.5%

ACTIVITY REPORT - FINAL SUMMER ACTIVITIES

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

PATRONS Y-T-D		
Current Year	Previous Year	Change
0	0	-
0	0	
0	0	
0	0	-
0	0	-
0	0	-
0	0	

REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ -	\$ -	-
\$ -	\$ -	
\$ -	\$ -	
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	

ACTIVITY REPORT - INTERPRETIVE FACILITIES

FACILITY									
	Current Year	Previous Year	Change	Current Year	Previous Year	Change	Current Year	Previous Year	Change
Lake St Clair	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	41	47	-13%	742	950	-22%	1	\$ 1,325.00	\$ 670.00 98%
OUT of Park Programs	3	29	-90%	87	514	-83%			
Other Visitors				3,225	2,977	8%			-
Total Programs and Persons Served	44	76	-42%	4,054	4,441	-9%	4	\$ 1,325.00	\$ 670.00 98%
Wolcott Farm	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	29	16	81%	291	344	-15%	1	\$ 916.00	\$ 555.00 65%
OUT OF PARK PROGRAMS	1	0	.	450	0		2	\$ -	\$ - -
Other Visitors				1,227	1,140	8%	3	\$ 24,086.00	\$ 2,428.00 892%
Total Programs and Persons Served	30	16	88%	1,968	1,484	33%	4	\$ 25,002.00	\$ 2,983.00 738%
Wolcott Mill	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	3	2	50%	59	28	111%	1	\$ 233.00	\$ 49.00 376%
OUT OF PARK PROGRAMS	0	0	-	0	0	-			-
Other Visitors				995	737	35%			-
Total Programs and Persons Served	3	2	50%	1,054	765	38%	4	\$ 233.00	\$ 49.00 376%
STONY CREEK	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	28	23	22%	1,668	1,618	3%	1	\$ 3,736.00	\$ - -
OUT OF PARK PROGRAMS	28	16	75%	1,981	1,278	55%			
Other Visitors				11,910	11,916	0%			-
Total Programs and Persons Served	56	39	44%	15,559	14,812	5%	4	\$ 3,736.00	\$ - -
INDIAN SPRINGS	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	67	60	12%	1,076	1,187	-9%	1	\$ 1,381.00	\$ 817.00 69%
OUT OF PARK PROGRAMS	0	0	-	0	0	-			-
Other Visitors				2,649	2,574	3%			-
Total Programs and Persons Served	67	60	12%	3,725	3,761	-1%	4	\$ 1,381.00	\$ 817.00 69%
KENSINGTON	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	88	55	60%	2,178	2,274	-4%	1	\$ 495.00	\$ 1,076.00 -54%
OUT OF PARK	2	0		38	0				-
Other Visitors				16,570	12,768	30%			-
Total Programs and Persons Served	90	55	64%	18,786	15,042	25%	4	\$ 495.00	\$ 1,076.00 -54%

1 Program Fees

2 Hayrides and sleigh Rides

3 Produce and Livestock Sales

4 Total Revenue

ACTIVITY REPORT - INTERPRETIVE FACILITIES

FACILITY									
	Current Year	Previous Year	Change	Current Year	Previous Year	Change	Current Year	Previous Year	Change
KMP FARM	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	49	49	0%	677	599	13%	1 \$	1,448.00	\$ 1,070.00 35%
OUT OF PARK PROGRAMS	0	0	-	0	0	-	2 \$	634.00	\$ 2,031.00 -69%
Other Visitors				2,002	1,902	5%	3 \$	9.00	\$ 670.00 -99%
Total Programs and Persons Served	49	49	0%	2,679	2,501	7%	4 \$	2,091.00	\$ 3,771.00 -45%
MOBILE LEARNING CENTER	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	36	46	-22%	953	1,292	-26%	1 \$	987.00	\$ 1,984.00 -50%
OUT OF PARK PROGRAMS	NA	NA		NA	NA				-
Other Visitors				NA	NA				-
Total Programs and Persons Served	36	46	-22%	953	1,292	-26%	4 \$	987.00	\$ 1,984.00 -50%
HUDSON MILLS	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	4	5	-20%	397	628	-37%	1 \$	753.00	\$ 952.00 -21%
OUT OF PARK PROGRAMS	0	0	-	0	0	-			-
Other Visitors				2,200	2,200	0%			-
Total Programs and Persons Served	4	5	-20%	2,597	2,828	-8%	4 \$	753.00	\$ 952.00 -21%
OAKWOODS	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	64	40	60%	2,200	1,715	28%	1 \$	1,466.00	\$ 828.00 77%
OUT OF PARK	0	0	-	0	0	-			-
Other Visitors				2,200	6,228	-65%			-
Total Programs and Persons Served	64	40	60%	4,400	7,943	-45%	4 \$	1,466.00	\$ 828.00 77%
LAKE ERIE MUSEUM	PROGRAMS			PERSONS SERVED			REVENUE Y-T-D		
In Park Programs and Attendance	84	106	-21%	2,052	1,570	31%	1 \$	153.00	\$ 232.00 -34%
OUT OF PARK PROGRAMS	2	3	-33%	100	194	-48%			-
Other Visitors				8,493	7,071	20%			-
Total Programs and Persons Served	86	109	-21%	10,645	8,835	20%	4 \$	153.00	\$ 232.00 -34%
TOTALS	529	497	6.4%	66,420	63,704	4.3%	4	37,622	13,362 181.6%

1 Program Fees

2 Hayrides and sleigh Rides

3 Produce and Livestock Sales

4 Total Revenue

PARK	Winter Sports this Month			2012 Winter Sports Y-T-D			2011-12 Winter Season To Date (Nov-Present)		
	Current Year	Previous	Change	Current Year	Previous Year	Change	Current Year	Previous Year	Change
Lake St Clair									
XC Skiers	0	88	(88.00)	0	88	(88.00)	0	88	(88.00)
Ice Skaters	12	367	(355.00)	12	367	(355.00)	12	367	(355.00)
Ice Fishermen	140	3,170	(3030.00)	140	3,170	(3030.00)	140	3,170	(3030.00)
Stony Creek									
XC Skiers	370	2,320	(1950.00)	370	2,320	(1950.00)	370	2,320	(1950.00)
Ice Skaters	0	722	(722.00)	0	722	(722.00)	0	722	(722.00)
Sledders	605	2,920	(2315.00)	605	2,920	(2315.00)	605	2,920	(2315.00)
Ice Fishermen	79	892	(813.00)	79	892	(813.00)	79	892	(813.00)
Indian Springs									
XC Skiers	14	148	(134.00)	14	148	(134.00)	14	148	(134.00)
Sledders	155	487	(332.00)	155	487	(332.00)	155	487	(332.00)
Kensington									
XC Skiers	117	1,270	(1153.00)	117	1,270	(1153.00)	117	1,270	(1153.00)
Ice Skaters	0	1,219	(1219.00)	0	1,219	(1219.00)	0	1,219	(1219.00)
Sledders	1,306	8,281	(6975.00)	1,306	8,281	(6975.00)	1,306	8,281	(6975.00)
Ice Fishermen	27	336	(309.00)	27	336	(309.00)	27	336	(309.00)
Huron Meadows									
XC Skiers	778	2,225	(1447.00)	778	2,225	(1447.00)	778	2,225	(1447.00)
Ice Fishermen	0	156	(156.00)	0	156	(156.00)	0	156	(156.00)
Hudson Mills									
XC Skiers	160	1,420	(1260.00)	160	1,420	(1260.00)	160	1,420	(1260.00)
Lower Huron									
Ice Skaters	0	628	(628.00)	0	628	(628.00)	0	628	(628.00)
Willow									
XC Skiers	44	317	(273.00)	44	317	(273.00)	44	317	(273.00)
Ice Skaters	0	93	(93.00)	0	93	(93.00)	0	93	(93.00)
Sledders	656	1,387	(731.00)	656	1,387	(731.00)	656	1,387	(731.00)
Lake Erie									
XC Skiers	8	0	+ 8	8	0	8	8	0	8
Sledders	65	0	+ 65	65	0	65	65	0	65
Ice Fishermen	131	211	(80.00)	131	211	-80	131	211	-80
	Totals by Activity			Totals by Activity Y-T-D			Totals by Activity 2008-09 Season		
	Current Year	Previous	Change	Current Year	Previous Year	Change	Current Year	Previous Year	Change
XC Skiers	1,491	7,788	(6297.00)	1,491	7,788	(6297.00)	\$ 1,491	\$ 7,788	(6297.00)
Ice Skaters	12	3,029	(3017.00)	12	3,029	(3017.00)	\$ 12	\$ 3,029	(3017.00)
Sledders	2,787	13,075	(10288.00)	2,787	13,075	(10288.00)	\$ 2,787	\$ 13,075	(10288.00)
Ice Fishermen	377	4,765	(4388.00)	377	4,765	(4388.00)	\$ 377	\$ 4,765	(4388.00)

PARK	Seasonal Activities this Month			Seasonal Activities Y-T-D			Seasonal Revenue Y-T-D		
	Current Year	Previous	Change	Current Year	Previous Year	Change	Current Year	Previous Year	Change
Lake St Clair									
Welsh Center	3	7	(4)	3	7	(4)	\$ -	\$ -	-
Picnic	0	1	(1)	0	1	(1)	\$ -	\$ -	-
Boat Launches	0	0	-	0	0	-	NA	NA	NA
Marina	0	0	-	0	0	-	\$ -	\$ -	-
Mini-Golf	0	0	-	0	0	-	\$ -	\$ -	-
Stony Creek									
Disc Golf ¹	NA	NA	NA	NA	NA	NA	\$ 344	\$ 370	
Picnic	38	30	+ 8	38	30	+ 8	\$ 5,800	\$ 4,500	\$1,300
Boat Rental	0	0	-	0	0	-	\$ -	\$ -	-
Boat Launches	0	0	-	0	0	-	NA	NA	NA
Indian Springs									
Picnic	1	1	0	1	1	0	\$ 150	\$ 150	\$0
EDC Event Room	1	1	0	1	1	0	\$ 400	\$ 1,800	(\$1,400)
Kensington									
Disc Golf Daily	13	9	+ 4	13	9	+ 4	\$ 26	\$ 18	\$8
Disc Golf Annual	11	12	(1)	11	12	(1)	\$ 538	\$ 562	(\$24)
Disc Golf Fees			-			-	\$ 564	\$ 580	(\$16)
Picnic	34	22	+ 12	34	22	+ 12	\$ 5,130	\$ 3,300	\$1,830
Boat Rental	0	0	-	0	0	-	\$ -	\$ -	-
Huron Meadows									
Picnic	2	3	(1)	2	3	(1)	\$ 300	\$ 450	(\$150)
Boat Rental	0	0	-	0	0	-	\$ -	\$ -	-
Hudson Mills									
Disc Golf Daily	180	81	+ 99	180	81	+ 99	\$ 360	\$ 162	\$198
Disc Golf Annual	34	22	+ 12	34	22	+ 12	\$ 204	\$ 418	(\$214)
Disc Golf Fees			-			-	\$ 564	\$ 580	(\$16)
Picnic	9	7	+ 2	9	7	+ 2	\$ 1,350	\$ 1,050	\$300
Canoe Rental ³	0	0	-	0	0	-	\$ -	\$ -	-
Lower Huron / Willow / Oakwood									
Picnic	26	26	0	26	26	0	\$ 3,940	\$ 3,900	\$40
Lake Erie									
Picnic	7	4		7	4		\$ 1,100	\$ 1,450	(\$350)
Boat Launches	137	87	+ 50	137	87	+ 50	NA	NA	NA
Marina	NA	NA	NA	NA	NA	NA	\$ -	\$ 100	(\$100)

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.